



# **eThekwini Municipality**

## **Integrated Development Plan**

5 Year Plan: 2017/18 to 2021/22

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**2017/2018**

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# EXECUTIVE SUMMARY

## INTRODUCTION

The Municipal Systems Act (No.32) of 2000 (MSA) requires that local municipal structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. The MSA identifies the IDP a key component in entrenching developmental local government principles. In conforming to the Act's requirements the eThekwini Municipal Council has delegated the authority to the Municipal Manager to prepare the IDP.

The Municipal Finance Management Act (Act no. 56 of 2003) secures sound and sustainable management of the financial affairs of the municipality and other institutions in the local spheres of government. It does this by ensuring that its developmental programmes are aligned to its budget, and in so doing eThekwini Municipality, through its integrated development planning process, therefore delivers in accordance with the community needs and priorities, whilst committing to the budgetary programmes as enacted by the Auditor- General.

EThekwini Municipality's commitment to developing a "caring and liveable city" will be the focal point of the 2017/18 IDP, with a specific emphasis on the alignment of the Municipal Vision, strategy and implementation. The focus of the 2017/18– 2022/23 IDP is on building a more inclusive developmental local government that would translate the Municipality's vision into action.

## CHAPTER 1: SITUATIONAL ANALYSIS

A detailed Situational Analysis of eThekwini Municipality is tabled in Chapter One. The issues and challenges covered in the chapter include the following:

- Population
- Social Development Challenges
- Economy
- Health
- Infrastructure Delivery
- Human Settlements
- Crime
- Green House Emissions
- Natural Environment
- Public Transport
- Food Security
- Climate Change
- Spatial Form (Planning)
- Safety (Disaster Management)

- Social Development and Gender Mainstreaming
- Crime
- Human Capital Development
- Financial Management
- Good Governance
- Municipal Entities
- Telecommunications

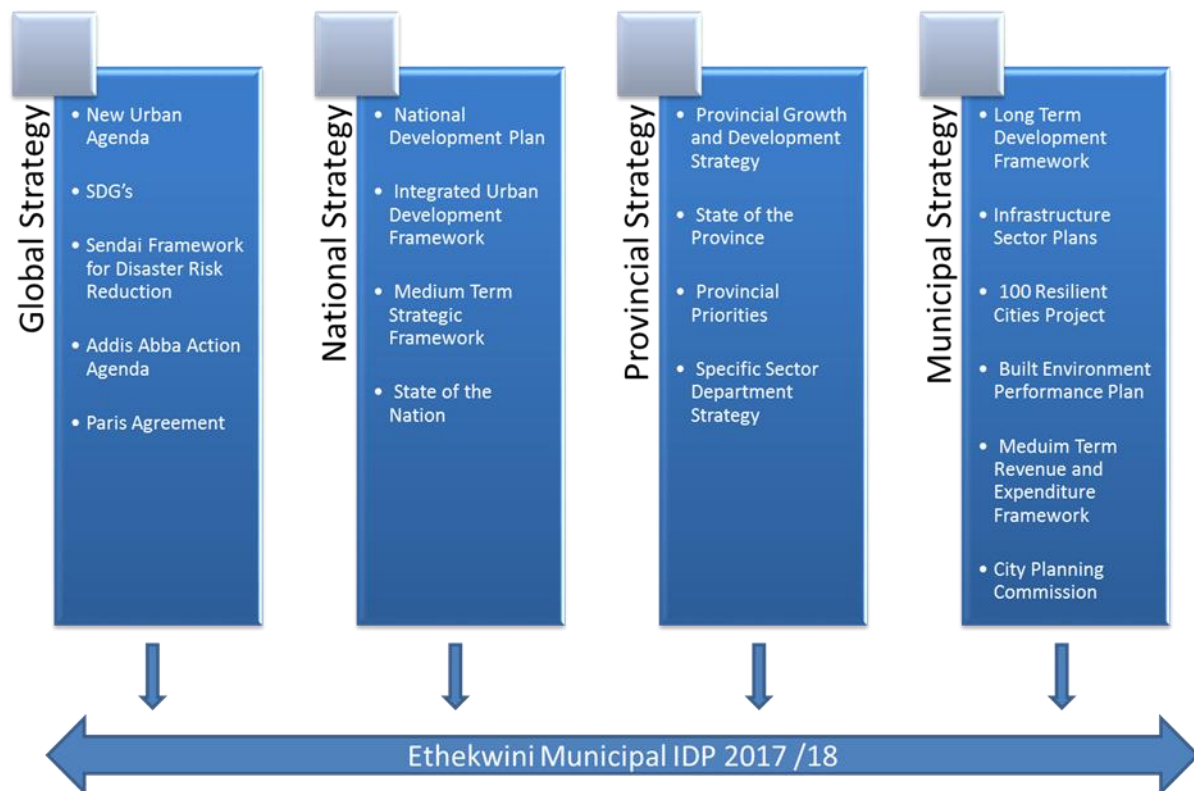
A combined SWOT analysis is prepared which indicates how some of the challenges the municipality faces can be overcome through the implementation of innovative and creative programmes

## **CHAPTER 2: THE IDP STRATEGIC APPROACH**

To ensure that the Municipality is a more responsive, efficient, effective and accountable we will outline, in Chapter Two, precisely how we intend to translate our Long Term Municipality Vision into an effective plan that aligns the municipal budgets, monitoring and evaluating mechanisms as well as the timeframes for delivery. The Municipality has taken the strategic direction to achieve closer alignment between the Long Term Development objectives and the IDP (in the context of International, National, Provincial and Local development policies).



The strategic approach to the development of the Municipality is underpinned by strategic global, national and regional policy. The objectives of these policies have influenced the development of the strategic direction of the Municipality. Whilst we have assessed and identified key policies, the most recent and relevant developmental policies (as depicted in the diagram below) - Sustainable Development Goals, National Development Plan, Service Delivery Agreement Outcomes, Medium Term Strategic Framework 2015 – 2019



### The New Urban Agenda

The New Urban Agenda was officially adopted in Quito, Ecuador in November 2016. The agenda provides a 20-year “roadmap” to guide sustainable urban development globally. The 2030 agenda is built around a series of Sustainable Development Goals (SDGs). Most relevant to the New Urban Agenda is SDG 11, which aims to “make cities and human settlements inclusive, safe, resilient and sustainable”. Unlike their predecessors the Millennium Development Goals, the SDGs apply to all UN members states equally.

### Sustainable Development Goals (SDGs)

The intention of the SDG's is to be a universally shared common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision. In the development of the SDG's each of the goals are conceived as both ambitions and challenges to

countries and more so cities. It is further noted that each of the SDG targets and goals are applicable to both developed and developing countries alike. The universality of the targets and goals represent differing degrees of challenges and ambitions for different countries depending on their current developmental trajectory and circumstances. The goals are also flexible enough to allow for differentiated approach through all levels of government.

### **Sendai Framework for Disaster Risk Reduction 2015-2030**

The Sendai Framework is a 15-year, voluntary, non-binding agreement which recognizes that the State has the primary role to reduce disaster risk but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders. It aims for the following outcome:

*The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.*

### **Addis Ababa Agreement**

The Addis Ababa Action Agenda, provides a foundation for implementing the New Urban Agenda. The agreement was reached by the 193 UN Member States attending the United Nations Third International Conference on Financing for Development.

To achieve the SDG's and New Urban Agenda goals, countries agreed to new initiatives, including on:

- Technology
- Infrastructure
- Social protection.
- Health
- Micro, small and medium-sized enterprises
- Foreign aid
- A package of measures for the poorest countries

### **Paris Agreement**

The Paris Agreement is universally regarded as a seminal point in the development of the international climate change regime under the United Nations Framework Convention on Climate Change (UNFCCC). The Paris Agreement was adopted on 12 December 2015 at the 21st session of the Conference of the Parties to the UNFCCC COP21, held in Paris from 30 November to 13 December 2015. The Agreement was adopted after four years of intense negotiations mandated by the 17th UNFCCC COP held in Durban in 2011.

The Agreement is a comprehensive framework which will guide international efforts to limit greenhouse gas emissions and to meet all the associated challenges posed by climate change. It signals the change in pace towards the low carbon development from 2020 onwards through commitments of countries in ambitious national plans called Nationally Determined Contributions.

## **African Union 2063 Agenda**

The African Union Vision of “An Integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena”, requires unified actions from the signatories of the 2063 Agenda. At the heart of the Agenda 2063 is emphasizing the importance to success of rekindling the passion for Pan-Africanism, a sense of unity, self-reliance, integration and solidarity that was a highlight of the triumphs of the 20th century. The Agenda 2063 is premised on 7 aspirations, which are as follows:

### **OUR ASPIRATIONS FOR THE AFRICA WE WANT**

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa’s Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, values and ethics
6. An Africa where development is people-driven, unleashing the potential of its women and youth
7. Africa as a strong, united and influential global player and partner

## **National Development Plan (NDP 2030 Vision)**

The intention of this plan is to improve service delivery for citizens of South Africa, whilst integrating national, provincial and local policies and programmes into a single, target orientated and long term based plan. In this plan a collective approach of improving the lives of the citizens is applied, and communities themselves have a role to play in this regard. The Spatial component of the NDP which is the Integrated Urban Development Framework provides a macro spatial context for urban development at a national level. These will also include the SIP projects. Projects identified as catalytic restructuring projects that would change spatial form of the cities have been budgeted for in the MTREF, such projects include the freight route, IRTPN networks

## **Towards an Integrated Urban Development Framework**

One of the key objectives of government is to facilitate economic growth, job creation, reduce poverty and income inequality.

The framework for integrated urban development is a key governmental initiative to realise this objective because it leverages the potential of our cities and towns, which are South Africa’s engines of growth and job creation. Urban areas offer the advantages of economic concentration, connectivity to global markets, the availability of new technologies and the reality of knowledge economies. Given the challenges that urban areas face, there is a need to forge a sustainable growth vision for our urban and rural spaces that will guide our development priorities and choices. As such the framework begins to identify key levers, such as the City Support Programme, which can provide lessons of shaping fiscal incentives and capacity-

building for spatial integration in metropolitan municipalities as well as raising awareness of green city practices for protecting the environment and managing the impact of climate change.

### **Delivery Agreements**

The MTSF is structured around 14 priority outcomes which cover the focus areas identified in the NDP and Government's electoral mandate. These are made up of the 14 outcomes which were the focus of the 2014-2019 administration, as well as two new outcomes (social protection, nation-building and social cohesion).

### **Medium Term Strategic Framework**

The MTSF (replacing the National Government's Plan of Action for 2014) is the government's strategic plan for the period 2014-2019. The MTSF is the first five-year implementation phase of the National Development Plan (NDP) and is structured around 14 priority outcomes which cover the focus areas identified in the NDP and Government's electoral mandate. These include education, health, safety and security, economic growth and employment, skills development, infrastructure, rural development, human settlements, local government, environment, international relations, public sector, social protection, nation-building and social cohesion

### **National Priorities (State of the Nations Address 2017)**

#### **The Priorities for 2017 State of the Nations Address, includes**

- 2017 marks the commencement of a new chapter of radical socio-economic transformation by moving beyond words, to practical programmes. The state will play a role in the economy to drive that transformation. In this regard, Government will utilise to the maximum, the strategic levers that are available to the state. This includes legislation, regulations, licensing, budget and procurement as well as Broad-based Black Economic Empowerment Charters to influence the behaviour of the private sector and drive transformation. The State spends five hundred billion rand a year buying goods and services. Added to this is the nine hundred billion rand infrastructure budget. Those budgets must be used to achieve economic transformation.
- The Mining Charter is currently being reviewed. The Charter seeks to recognise the internationally accepted right of the state to exercise sovereignty over all the mineral and petroleum resources within the Republic. It is also aimed at helping the country to de-racialise the ownership of the mining industry. This will help ensure the sustainability of this industry.
- It will be difficult if not impossible, to achieve true reconciliation until the land question is resolved. Most importantly, we appeal to land claimants to accept land instead of financial compensation. Over 90% of claims are currently settled through financial compensation which does not help the process at all. It perpetuates dispossession. It also undermines economic empowerment.
- Government will continue to mainstream the empowerment of women in all government programmes. Government will continue to prioritise women's access to economic opportunities and, in particular, to business financing and credit.
- Government urge the public to work with the police to ensure safer communities.



## **Strategic Integrated Projects (SIPS)**

The SIPS provide an integrated framework for the delivery and implementation of social and economic infrastructure across the face of South Africa. Some of the SIPS's include catalytic projects that can be used to fast track growth, address unemployment and reduce poverty and inequality

## **Back To Basics**

Local government has been a primary site for the delivery of services in South Africa since 1994. A tremendous progress has been noted in delivering the basic services in local government e.g. Water, electricity, sanitation and refuse removal at a local level. 61 Municipalities have committed to implementing the Back to Basics Programme which aims to meet the Back to Basic delivery. The programme is about serving the people at a basic level through the five pillars:



## **Provincial Priorities (State of the Province Address 2017)**

The theme for the 2017 KwaZulu-Natal State of the Province Address delivered by Premier Willie Mchunu was “**Through Unity in Action, we can move KZN to a prosperous future**”. The provincial address confirmed the priorities of the province as outlined in the recently reviewed and adopted, Provincial Growth and Development Strategy. Whilst the PDGS remains the strategic driver of development in the Province, the Premier raised a few intervention areas that would require specific attention. The municipality is currently addressing these priorities through various projects in the municipality and will continue to do so to ensure that we meet the targets set by the province.

## **Provincial Growth and Development Strategy**

During the 2016 calendar year the Premiers Office in KwaZulu-Natal initiated the review of the Provincial Growth and Development Strategy (KZN PGDS). The PDGS review bolsters the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world".

The Revised 2016 KZN PGDS continues to:

- Be the primary growth and development strategy for KwaZulu-Natal to 2035;
- Mobilise and synchronise strategic plans and investment priorities in all spheres of government, and development partners in order to achieve the desired growth and development goals,
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Guide clearly defined institutional arrangements that ensure decisive and effective leadership, robust management, thorough implementation and ongoing inclusive reviews of the growth and development plan.

## **KEY ISSUES – MAYORS INAUGURAL SPEECH 2016**

The Inaugural Mayoral Speech in 2016 provided the administration with insight as to the proposed plans and strategy of the Newly elected Mayor Zandile Gumede. The Mayor stressed the need to intensify the implementation of the Back to Basic Programs and ensure that local government structures serve the communities better. The focus of the mayoral term can be summarized, but not limited to, are as follows:

- Engaging with communities and putting people first
- Delivering basic services and Human Settlements in a more efficient and effective manner
- Ensuring and strengthening good governance, transparency and accountability
- Improving on the delivery of the municipal mandates by ensuring sound financial management
- Building capacity of municipality to deliver services
- Improving our transport networks with a focus on effective Public Transport
- Unlocking more job opportunities through the Supply Chain policies
- Building Ethekweni as a global competitive investment destination
- Engaging with various spheres of government to address the needs of military veterans
- Ensuring Youth Development Programs
- Focusing on the implementation of Key Catalytic Projects
- Driving economic development in the city
- Addressing social ills within the city

The above focal areas influence the line departments to develop programs and projects that would address the issues raised by the Mayor.

## **The Municipal Vision**

*"By 2030, eThekweni will enjoy the reputation of being Africa's most caring and liveable City, where all citizens live in harmony."*

The Municipal Vision was developed in 2000 through the development of the Long Term Development Framework. The Vision provides the city with a single strategic statement which all line departments should be working towards. The vision is developed along the principles of Outcome Based Planning and is aligned to the visions of the National Planning Vision as well as the KZN Provincial Growth and Development Strategy.

### **Local Government Manifesto**

The Local Government Manifesto for the 2016 Local Government Elections provided guidance for the administration as to the priorities of the ruling party for the next 5 years. These Manifesto priorities have been aligned to that of the municipal strategic priorities and are listed in the matrix in Chapter 2 of the IDP.

### **Built Environment Performance Plan**

This year's Draft BEPP sets out to refine and develop the Integration Zone concept so that it deals not only with objectives of integration and connections of land uses, class, race, and culture, but also deals with the related municipal support functions of planning, regulation, budgeting and administration, so that these too move toward becoming internally integrated. The rationale for this is that integrated development is more likely to occur and at better quality when the municipality as a key agency in enabling integration is itself practising the same approach within.

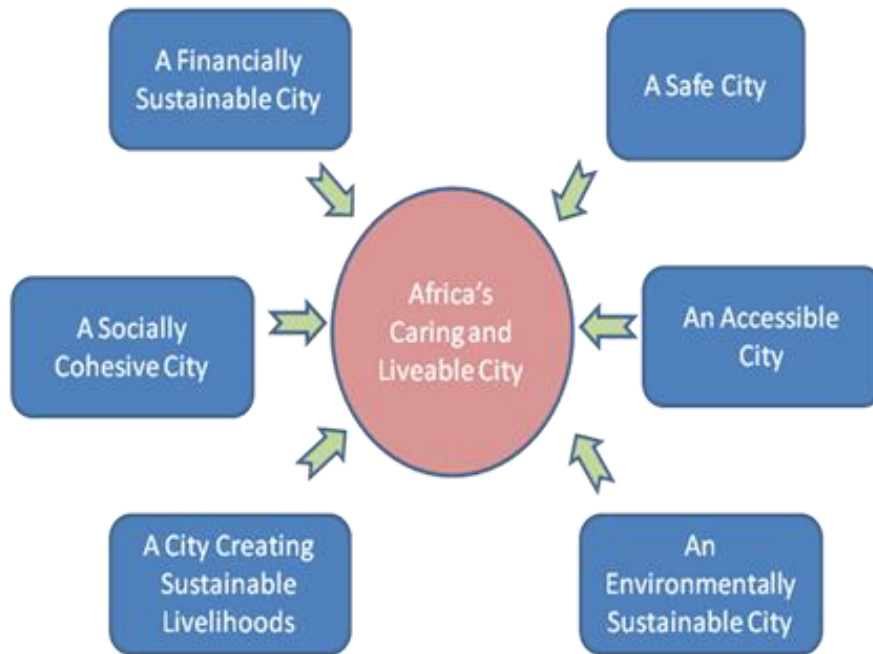
### **Development Challenges**

Significant strides have been made to address the key development challenges in the Municipality. While significant progress has been made in all areas, there is still some distance to go towards addressing the following challenges:

- High rates of unemployment and low economic growth;
- High levels of poverty;
- Low levels of skills development and literacy;
- Limited access to basic household and community services;
- Increased incidents of HIV/AIDS and communicable diseases;
- Loss of Natural Capital;
- Unsustainable developmental practises
- High levels of crime and risk;
- Ensuring adequate energy and water supply;
- Ensuring food security;
- Infrastructure degradation;
- Climate change;
- Ensuring financial sustainability;
- Ineffectiveness and inefficiency of inward-looking local government still prevalent in the Municipality

## Strategic Priority Areas

In order to achieve our vision and to address the development challenges, there are a number of Strategic Priority Areas which need to be taken into consideration. These strategic priorities lead to the creation of structures which support, house and associate other actions and activities. It also acts as a point of leverage for creating a sustainable city that is “caring and liveable”.



Source: eThekwini Municipality

## Key Catalytic Projects included in the Built Environment Performance Plan (BEPP)

The Municipality has identified strategic capital projects that would have the potential to deliver on the on the strategic objectives of the municipality. These projects also feature as the catalytic projects in the Built Environment Performance Plan (BEPP). The table provides a summary of the project budgets and potential employment opportunities for projects that are in or near implementation.

Project	Lettable Floor Space	Res Units	Proj Val (Rbn)	Private as %
Dube Trade Port	3.715.714	0	31.82	93%
Point Infill, Waterfront & Cruise Terminal	750.000	0	15.50	97%
Greater Cornubia	1.626.429	40,000	37.63	62%
Keystone Park	504.529	0	4.39	92%
Centrum site & Municipal Complex	750.000	6.000	19.80	67%
IRPTN				
C3	TBD	TBD	7.00	TBD

C2	TBD	TBD	2.00	TBD
Warwick Redevelopment	TBD	TBD	0.50	TBD
Back of Port	TBD	TBD	6.94	TBD
King Edward Node	0.00	652.00	0.49	50%
<b>Subtotal</b>	<b>7.346.671</b>	<b>46.652</b>	<b>126.07</b>	<b>78%</b>

### City Planning Commission

The eThekweni Municipality recently established a City Planning Commission, the first in the country, which is an advisory body appointed by Council to propel the Municipality's long term vision and strategic plan. The main objective of the Commission is to guide the Municipality on a range of issues pertaining to the development of its long term growth and development strategy. This strategy is aligned to the strategic objectives and targets of the National Development Plan and the KZN Provincial Growth and Development Strategy. The City Planning Commission currently comprises of 14 part-time external commissioners, including a chairperson and deputy chairperson, who were all selected on the basis of their experience and expertise.

The City Planning Commission is responsible for 3 deliverables, namely

- A City Diagnostic
- A Long term City Development Plan
- An Implementation Strategy that would influence the development of the City's IDP

### Rockefeller Foundation's 100 Resilient Cities Centennial Challenge

To enable cities to better address the major challenges of the 21st century, the Rockefeller Foundation launched the 100 Resilient Cities Centennial Challenge (100RCCC) to assist cities around the world to build urban resilience. The Rockefeller Foundation has defined resilience as the ability to withstand chronic stress and acute shocks while still maintaining essential functions and recovering quickly and effectively to a state better prepared to cope with future changes. Resilience is also about planning in new and innovative ways.

The Resilience Focus Areas for Durban were identified through an 18-month process that involved stakeholder engagement, risk assessment and research. These focus areas are: Bold and Participatory Governance; Knowledge-centred City; Catalytic and Transformative Economy; Innovative Place-making; Sustainable and Ecological City; and Equitable and Inclusive Society. These focus areas were taken into Phase 2 of 100RC during 2016 in order to understand where the systemic and strategic points for intervention might lie across these focus areas, and to explore what actions might be required to catalyse the changes that are needed to build a resilient Durban. The Process yielded 2 Resilience Building Options as listed below:

- Informal Settlement Planning
- Integrated Planning at the interface between Municipal and Traditional Governance Systems

## **Inner City Re-Development**

Today the Inner City of Durban is a diverse and complex part of the city, rich in culture and opportunities. The Inner City is identified as the urban core and the gateway to the greater city of Durban. This core has experienced a significant negative cycle of business flight, disinvestment in privately and publically held residential and commercial built form and well intentioned, but poorly coordinated public interventions which have in turn resulted in an underperforming Inner City economy and an area in decline. The need to revitalise the value of the Inner City, realising the true value of the existing assets and in turn creating the opportunity for new investment has been identified as a key requirement of the underway LAP and Regeneration Plan. Based on the understanding of the past and present functioning of the Inner City as well as the policy context for future development the vision for the Inner City of eThekwini has been agreed as follows: Durban is Africa's leading, most vibrant, liveable, walkable City Centre and provides environment for economic, residential, sporting and leisure opportunities for all.

## **COMMUNITY BASED PLANNING**

The municipality's role is to ensure that all citizens have access to basic services, to promote democracy and human rights, economic and sectoral development. Municipalities are urged to:

- To establish a culture of municipal governance that complements formal representative participatory government.
- To encourage and create condition for the community to participate in the affairs of the municipality
- To build the capacity of the community, especially women and other disadvantaged groups, to enable them to participate in the affairs of the municipality and to encourage community participation.

## **CHAPTER 3: EIGHT POINT PLAN**

To address the challenges listed above the Municipality's delivery plan is organised into eight separate but related plans. The plans, programmes and projects are supportive of each other, to ensure greater impact in delivery and, its goals and outcomes are achieved.

### **Plan 1: Develop and Sustain our Spatial, Natural and Built Environment**

#### **Goal:**

The goal of this plan to lead, direct and manage the spatial, built and natural environment to ensure the sustainable and integrated growth and development of our Municipality for the benefit of all its citizens.

**Desired Outcome:**

Citizens will be able to access and use resources to meet their needs without compromising the amenity for others and the resource base of the Municipality in the present and in the future.

The programmes to achieve the outcome of this plan include:

- Develop and Implement a sustainable and integrated spatial planning system.
- Ensure the long term sustainability of the natural resource base
- Manage and regulate the built environment
- Develop and implement a Municipal Climate Protection Programme
- Integrated Coastal Management

**Budget Allocation:**

Plan 1 Capital

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop, manage and regulate the built and natural environment</b>	2825	3500	3675
<b>Climate protection planning</b>	-	-	-

Plan 1 Operating

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop, manage and regulate the built and natural environment</b>	167001	178320	190080
<b>Climate protection planning</b>	292016	297753	310674

Plan 1 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop, manage and regulate the built and natural environment</b>	66517	57223	51222
<b>Climate protection planning</b>			

## **Plan 2: Developing a Prosperous, Diverse Economy and Employment Creation**

### **Goal:**

The goal of this plan is to develop the economic wealth and promote radical economic transformation of the eThekwini Region for the material well-being of all its citizens.

### **Desired Outcome:**

Strong economic growth, sustainable job creation and poverty alleviation.

The programmes to achieve the goal of this plan:

- Provide economic intelligence and a strategic economic framework
- Investment promotion and facilitation
- Promoting Investment in Priority Nodes and Corridors
- Facilitating investment into required infrastructure and for catalytic projects
- Leverage maximum local benefits from infrastructure development
- Urban Renewal
- Stimulate Key Sectors that promote economic growth and create jobs through providing support for prioritized sectors
- Facilitating industry skills and economic inclusion
- Managing the informal economy
- Managing the bulk fresh produce market
- Socio-economic through the creation of sustainable jobs within various sectors
- Facilitate Private Sector Investment Development
- Enterprise development
- Tourism marketing
- Ensuring Township Development
- Special Purpose Vehicle to support, market and promote the local film and digital media industry



**Budget Allocation:**

Plan 2 Capital

<b>Strategic Focus Area</b>	<b>16/17 (R000)</b>	<b>17/18 (R000)</b>	<b>18/19 (R000)</b>
Providing Economic Leadership and Intelligence Facilitating Private Sector Investment and Partnerships Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit Facilitating Development in Priority Nodes and Corridors Enterprise and Sector Development Developing a Competitive Tourism Sector Facilitating Sustainable Livelihoods	383454	438276	538052

Plan 2 Operating

<b>Strategic Focus Area</b>	<b>16/17 (R000)</b>	<b>17/18 (R000)</b>	<b>18/19 (R000)</b>
Providing Economic Leadership and Intelligence Facilitating Private Sector Investment and Partnerships Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit Facilitating Development in Priority Nodes and Corridors Enterprise and Sector Development Developing a Competitive Tourism Sector Facilitating Sustainable Livelihoods	964475	1046820	1125676

Plan 2 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Providing Economic Leadership and Intelligence Facilitating Private Sector Investment and Partnerships Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit Facilitating Development in Priority Nodes and Corridors Enterprise and Sector Development Developing a Competitive Tourism Sector Facilitating Sustainable Livelihoods	547053	580964	618127

### Plan 3: Creating a Quality Living Environment

**Goal:**

The goal of this plan is to promote access to equitable, appropriate and sustainable levels of household infrastructure and community services, and facilitate access to housing.

**Desired Outcome:**

Appropriately serviced and well maintained, quality living environments.

The outcome of this plan is to be achieved through the following programmes:

- New Integrated Housing Development
- Rental housing strategy
- Address infrastructure backlogs
- Infrastructure asset management
- Implement an effective public transport plan for the Municipality

**Budget Allocation:**

Plan 3 Capital

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Meet infrastructure and household service needs and backlogs	5242417	5374855	5491364
Address community service backlogs	227397	404008	403506

Plan 3 Operating

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Meet infrastructure and household service needs and backlogs	20147590	21618325	23266991
Address community service backlogs	1715813	1832356	1947452

Plan 3 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Meet infrastructure and household service needs and backlogs	19291183	20762739	22423311
Address community service backlogs	421193	438611	461782

## Plan 4: Fostering a Socially Equitable Environment.

**Goal:**

The goal in this plan is to promote and create a safe, healthy and secure environment.

**Desired Outcome:**

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

The programmes associated with this plan include:

- Compliance with SAPS Amendment Act 1998 with regard to mandated functions of Crime Prevention, Traffic Management and Bylaw Enforcement
- Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA
- Promoting safety of communities within the EMA in support of emergency and essential services
- To reduce the incidence and severity of fire and other emergencies
- Ensure the safety and security of municipal councillors, officials and municipal assets
- Accountable, efficient and effective administration
- Mass mobilisation for better health
- Provide service of high quality in line with set norms and standards
- Enhance Environmental Health Service Delivery
- Reduce burden of HIV and AIDS and TB
- Strengthen maternal, child and women's health
- Strengthen disease surveillance and vector control services

**Budget Allocation:**

Plan 4 Capital

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Promoting The Safety Of Citizens	79303	82240	84100
Promoting The Health Of Citizens	34941	5196	17214

Plan 4 Operating

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Promoting the Safety Of Citizens</b>	1653997	1764070	1879883
<b>Promoting the Health Of Citizens</b>	682405	730815	777250

Plan 4 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Promoting the Safety Of Citizens</b>	89113	94343	99886
<b>Promoting the Health Of Citizens</b>	350695	397025	416876

## Plan 5: Creating a Platform for Growth, Empowerment and Skills Development

**Goal:**

The goal is to establish eThekwini as a learning city which uses knowledge management techniques and processes to enhance the skills base of the citizenry as well as share good practice with other municipalities.

**Desired Outcomes:**

- A skilled and capable citizenry, within the eThekwini Municipal Area, that shares in and contributes to the economic expansion and growth of the region;
- A skilled work force that delivers effective and quality services to the citizens of eThekwini Municipality;
- A learning city.

The programmes to achieve the outcome of this plan include:

- Establish a credible institutional mechanism for skills planning
- Increasing occupationally-directed learning opportunities in the workplace
- Addressing access to occupationally -directed programmes through the Co-operative Education Policy
- Addressing the low level of youth and adult language and numeracy skills
- Encouraging better use of workplace-based skills development
- Encouraging and supporting cooperatives, small enterprises, worker initiated, NGO and community training initiatives
- Increasing public sector capacity for improved service delivery and support the building of a developmental state.
- Building career and vocational guidance
- Improve knowledge management in the Municipality

- Human Capital Empowerment
- To create processes of employment transformation through corrective legislation

**Budget Allocation:**

Plan 5 Capital

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop Human Capital</b>	3299	2800	4000
<b>Healthy and productive employees</b>	1500	1500	300

Plan 5 Operating

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop Human Capital</b>	183194	202303	209824
<b>Healthy and productive employees</b>	312542	333727	356767

Plan 5 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop Human Capital</b>	14052	15036	15788
<b>Healthy and productive employees</b>	-	-	-

**Plan 6: A VIBRANT AND CREATIVE CITY - THE FOUNDATION FOR SUSTAINABILITY AND SOCIAL COHESION.**

**Goal:**

To create a city where people interact creatively to stimulate economic growth, social cohesion and unity in diversity.

**Desired outcome:**

People living vibrantly and productively in an attractive and healthy environment.

The programmes to achieve the goal of this plan:

- Cultivating a sense of citizenship
- Promoting healthy lifestyles
- Ensure effective management of environmental goods and services
- Create Empowerment Opportunities in Arts, Culture and Heritage
- To identify and develop talented athletes through the implementation of a structured system

- Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage
- Strategic Cultural and Natural Heritage Investment
- Preservation and Management of Heritage Assets

**Budget Allocation:**

Plan 6 Capital

<b>Strategic Focus Area</b>	<b>16/17 (R000)</b>	<b>17/18 (R000)</b>	<b>18/19 (R000)</b>
Access and Inclusivity	80760	60864	66459
An enabling environment for gainful economic participation through socio-cultural empowerment	44787	50434	29500

Plan 6 Operating

<b>Strategic Focus Area</b>	<b>16/17 (R000)</b>	<b>17/18 (R000)</b>	<b>18/19 (R000)</b>
Access and Inclusivity	81362	84830	88955
An enabling environment for gainful economic participation through socio-cultural empowerment	605983	635266	676913

Plan 6 Revenue Generation

<b>Strategic Focus Area</b>	<b>16/17 (R000)</b>	<b>17/18 (R000)</b>	<b>18/19 (R000)</b>
Access and Inclusivity			
An enabling environment for gainful economic participation through socio-cultural empowerment	97127	94743	88090

## **Plan 7: Good Governance and Responsive Local Government.**

**Goal:**

The goal is to ensure a strong, caring and democratic institution to promote and support a consultative and participatory local government.

**Desired Outcomes:**

- All citizens embracing, practising and benefiting from the concepts of Good Governance;
- A stronger, more efficient public service which is capable of developing and implementing policy and delivering better services to all people at all levels;
- Better and more transparent public management;
- More participative and responsive Municipality, particularly at all levels;
- A Municipality which prevents, and fights corruption and waste at all levels;
- A Municipality where all inequalities of the past are eradicated.

The outcome of this plan is to be achieved through the following programmes:

- Promote co-operative, international and inter-governmental relations
- Implement a customer relations management programme in line with Customer Care Policy
- Create integrated mechanisms, processes and procedures for citizen participation
- Effectively communicate the programmes and policies of the eThekweni Municipality to the full range of audiences, both internally and externally
- Implement systems, policies, services and events that enhance the interface between Council, Administration & Citizenry
- Provide strategic management and coordination support to the political oversight role of the Mayor
- Create a clean and accountable organisation
- Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scales to realise Batho Pele principles
- Create IT mechanisms to improve efficiencies, effectiveness & accountability and eliminate wastage of resources
- Develop the City as a Smart City
- Improve productivity, efficiency and effectiveness throughout the Municipality
- To develop, co-ordinate, implement and monitor the Enterprise Risk Management and Business
- Review Business License regulatory framework and processes
- Coordinate and Implement INK projects

**Budget Allocation:**

Plan 7 Capital

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Ensure accessibility and promote governance</b>	25600	19074	19074
<b>Create an efficient, effective and accountable administration</b>	362345	381412	358776

Plan 7 Operating

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Ensure accessibility and promote governance</b>	303174	321015	339940
<b>Create an efficient, effective and accountable administration</b>	1116627	1184789	1235515

Plan 7 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Ensure accessibility and promote governance</b>	2587	2666	2749
<b>Create an efficient, effective and accountable administration</b>	28604	30034	31536

## Plan 8: Financially Accountable and Sustainable City.

**Goal:**

The goal is to maximise the Municipality's financial resources to ensure long-term financial viability and sustainability.

**Desired Outcomes:**

- Confidence of all internal and external stakeholders in municipal financial management;
- Excellence in the service delivery of municipal financial services;
- Compliance with prevailing municipal financial legislation.

The programmes associated with this plan include:

- Compile and Annually Update the City's Medium-Term Expenditure Framework
- Budget according to IDP Priorities
- Budget for sustainability
- Implementation of Municipal Property Rates Act
- Reduce Council Debts
- Secure property and property rights necessary for capital projects
- Develop and implement a new Billing System
- Seek alternative sources of funding
- Maximise revenue from council Properties
- Train staff on the Credit Control & Debt Management Policy
- Investment management
- Asset & Liability Insurance Cover
- Deadline Monitoring
- Completion of Financial Statements
- Payment of all creditors and verification of all SCM procedures
- Cash Control and Management
- Effective, efficient and economical SCM
- Municipal Energy Efficiency, Savings & Strategy Implement INK Projects
- Risk Management
- Reconciliations and Pay Admin
- Effective and efficient processes
- Efficient Fleet Management



**Budget Allocation:**

Plan 8 Capital

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Strategic and Sustainable Budgeting, Grow and diversify our revenues, Value for money expenditure, Sound financial management and reporting and Durban Energy Office	236439	287105	207731

Plan 8 Operating

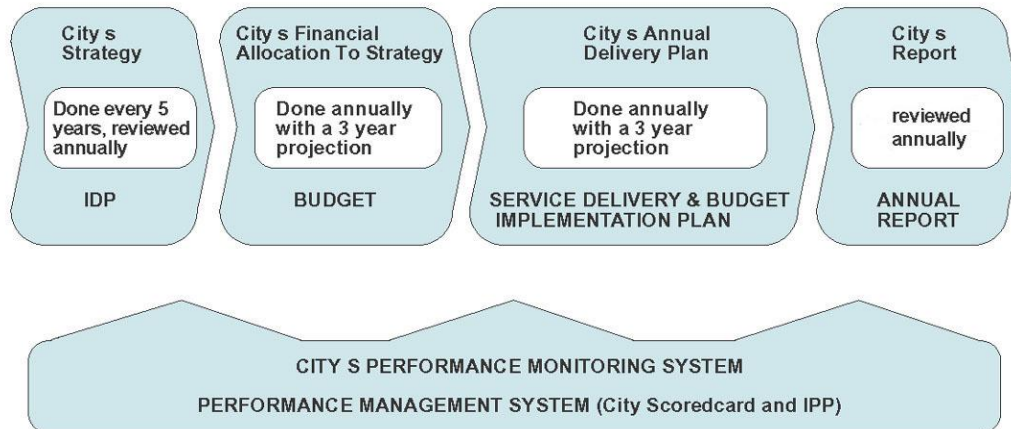
Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Strategic and Sustainable Budgeting, Grow and diversify our revenues, Value for money expenditure, Sound financial management and reporting and Durban Energy Office	2318678	2453351	2581758

Plan 8 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Strategic and Sustainable Budgeting, Grow and diversify our revenues, Value for money expenditure, Sound financial management and reporting and Durban Energy Office	10309957	11093527	11859224

## CHAPTER 4: IMPLEMENTATION OF THE IDP

The IDP drives the strategic development of the Municipality and these processes are tabled in Chapter Three. The Municipality's budget is influenced by the strategic objectives identified in the IDP. The service delivery budget implementation plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is tabled in its Annual report. There is a public participation and consultation process associated with each of the processes identified



**Integrated Planning and Monitoring Processes**  
Source: eThekwini Municipality

### **SDBIP**

The SDBIP gives effect to the implementation of the Municipality's IDP over the 2015/2016 financial year. The SDBIP further aligns the budget to the IDP priorities. The SDBIP provides a credible information management plan to ensure service delivery targets and other performance management indicators are achieved.

### **Annual Report**

The annual report provides a collation of the year's activities as recorded by the scorecard, the budget and the quarterly targets.

### **Municipality Performance Monitoring & Evaluation System**

The Municipal scorecard sets the broad five year targets which are assessed annually. Five-year targets coincide with the term of the new office of Councillors. The performance management system is broken down into the development of the individual performance plans for senior management and the revision of the municipal scorecard. The Municipal scorecard can be read with the national KPAs and against the Eight Point Plan of the IDP.

### **The Six National Key Performance Areas are:**

1. Basic Service Delivery
2. Local Economic Development (LED)
3. Good Governance and Public Participation
4. Municipal Institutional Development and Transformation
5. Municipal Financial Viability and Management
6. Cross Cutting

### **Organisational Structure to deliver on our Strategy**

It is important that an organizational structure, which is capable of implementing the strategy, is in place. The detailed organogram is included in the IDP Chapter on implementation. Currently the following posts are vacant and the status are as follows:

- City Manager – Currently Acting Post
- Deputy City Manager – Economic Development and Planning – Currently Acting Post
- Deputy City Manager – Human Settlements – Currently Vacant

### **The SDBIP**

The implementation of the Municipality's IDP over the 2016/17 financial year is given effect through the Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is the implementation tool used to align the budget to the IDP. The focus of the SDBIP is both financial and non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. At the end of each of the Eight Point Plans in Chapter 3 a summarized version of the SDBIP is included.

# CHAPTER 1

## SITUATIONAL ANALYSIS

EThekwini Municipality is located on the east coast of South Africa in the Province of KwaZulu-Natal (KZN). The Municipality spans an area of approximately 2555km<sup>2</sup> and is home to some 3.7 million people in 2016. It consists of a diverse society which faces various social, economic, environmental and governance challenges.



### 1.1 POPULATION

In 2001 the population of eThekwini was 3.09 million and has grown at an average annual percentage of 1.13% per annum to reach 3.44 million in 2011 (Statistics South Africa 2011). The next Census is scheduled for 2021. In order to provide the Metros population totals in the 10 years between the Censuses there are official 5 year short term demographic forecasts for eThekwini which are undertaken by Statistics South Africa (SSA). The forecasts use the following demographic assumptions: fertility rate, life expectancy, mortality rates, HIV/AIDS and

migration. The forecast in the table below indicates that the population of eThekwini will grow by 175 thousand between 2016 and 2020 when the population total will be 3.85 million.

	2016	2017	2018	2019	2020
Population Total	3,677,575	3,723,435	3,767,939	3,811,167	3,853,278

Table 1: Population Forecast: eThekwini  
Source: Statistics South Africa

In addition to the short term demographic forecasts SSA undertakes a Community Survey at the midpoint between Censuses and this survey estimated the 2016 eThekwini population at 3.7 million.

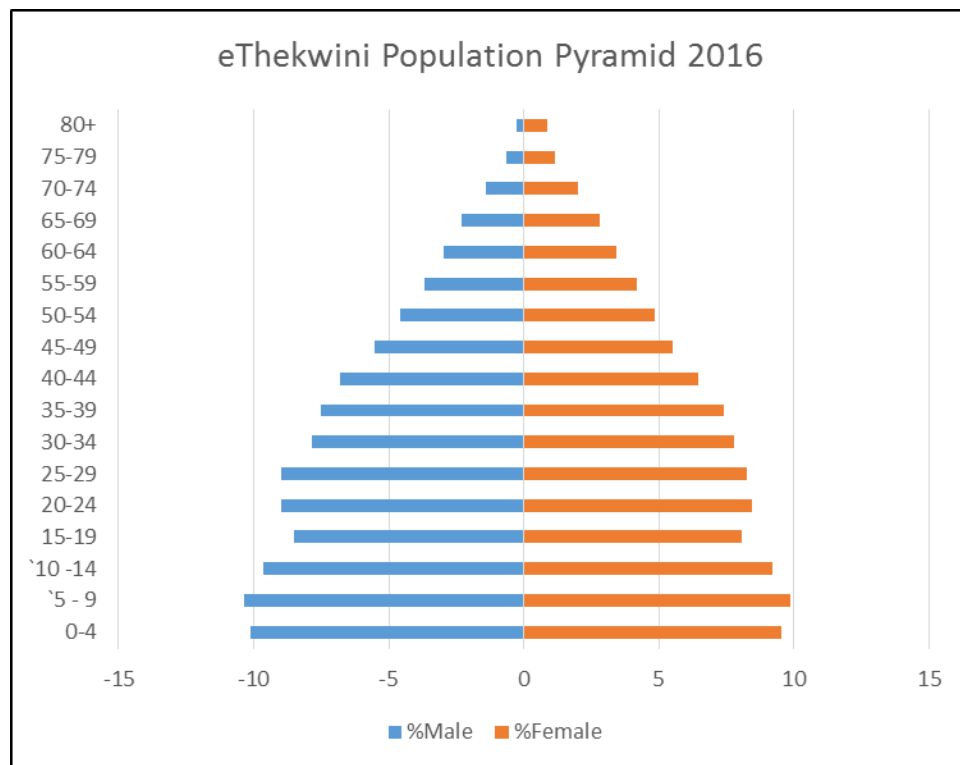


Figure 1: eThekwini Population Pyramid  
Source: Statistics South Africa

The population pyramid is indicative of a developing population with high birth and infant mortality rates and a comparatively short life expectancy. In terms of gender the municipal population comprises 49% males and 51% females. In eThekwini females have a longer life expectancy than males as can be seen in the population pyramid which shows that there are greater numbers of females than males in the age groups from 50 years and older. The sex ratio for the eThekwini population is 96 males per 100 females.

Sex	Age	2016	2017	2018	2019	2020
Male	0-4	182546	180411	179326	179107	179378
Male	5-9	186873	187457	187073	185475	183386
Male	10-14	173565	177192	179797	182066	183983
Male	15-19	153186	155898	159978	164557	168820

Male	20-24	161650	160620	159480	158772	159073
Male	25-29	161855	162489	163243	163986	164401
Male	30-34	141566	146207	150666	155182	160100
Male	35-39	135138	135691	135658	135052	133879
Male	40-44	122433	125069	127071	128522	129537
Male	45-49	99382	102679	106350	110113	113522
Male	50-54	82665	84830	86781	88650	90748
Male	55-59	66610	68390	70355	72459	74549
Male	60-64	53514	54678	55869	57093	58398
Male	65-69	41154	42414	43386	44238	45107
Male	70-74	24822	26755	28779	30633	32165
Male	75-79	11954	12718	13611	14786	16319
Male	80+	4833	5395	5967	6552	7155
Female	0-4	178841	176424	175160	174857	175119
Female	5-9	185006	185353	184639	182721	180338
Female	10-14	172138	175772	178390	180531	182216
Female	15-19	151047	153542	157605	162417	167045
Female	20-24	157968	156773	155160	153958	153745
Female	25-29	155119	155612	156465	157219	157546
Female	30-34	145935	147390	148478	149514	150955
Female	35-39	138763	139770	139986	139457	138275
Female	40-44	121111	123497	125820	127993	129824
Female	45-49	103576	105373	107393	109599	111839
Female	50-54	91199	92745	94031	95080	96135
Female	55-59	78449	80059	81585	83122	84650
Female	60-64	64063	65737	67621	69571	71431
Female	65-69	53042	54263	55176	56009	57003
Female	70-74	37807	39873	41959	43824	45332
Female	75-79	21626	23099	24681	26489	28553
Female	80+	16124	17241	18381	19545	20731
Total		3677575	3723435	3767939	3811167	3853278

Table 2: Gender and Age forecasts for eThekwini  
Source: Statistics South Africa

According to SSA Forecast 2016 the eThekwini population is young with 63% of the population below the age of 35 years. Individuals within the 0-14 year's old group comprise 29% and the 15-34 age group 33% of the population. The 35 to 59 age group comprises 28% and those 60 and over 9%. The economically active age group from 15 to 59 years includes 62% of the population. The population dependency ratio is 52 / 100 and this indicates that 52 persons either young or old depend on 100 persons of working age between 15 and 64 years. However, as discussed in Section 1.2 on the Economy, it must be noted that when employment rates are low the economic dependency of young, old and unemployed on each working person will be higher than the population dependency rate.

According to the SSA Community Survey 2016 the following numbers of people living with disabilities live in eThekweni:

<b>Disability</b>	<b>Number</b>
Sight- cannot see	2,753
Hearing – cannot hear	2,326
Communication – cannot communicate	3,777
Walking – cannot walk	13,637

**Table 3: Disability Statistics**  
**Source: Statistics South Africa**

Migration of population to eThekweni is an important contributing factor to population growth. According to Census 2011 the province that provided most migrants to eThekweni was KwaZulu-Natal. Considering other sources besides KwaZulu-Natal, the largest source of migrants (39,500) was from outside the country. The next largest source was the Eastern Cape (38,500) followed by Gauteng (24,300). Many of the migrants are taking up residence in informal settlements and in the case of migrants from outside South Africa 15% reside in informal settlements and as many as 35% of the migrants from the Eastern Cape live in informal settlements. Migration has implications for the labour force, social services, infrastructure, housing and basic household services backlogs.

The greatest population concentrations occur in the central and north regions. The central region is the Urban Core of the municipality and is home to approximately 1.18 million people (34.54%). It is followed by the northern region which is home to approximately 1, 15 million people (33.61%). The south accommodates approximately 758 000 people (22.03%) and the outer west region accommodates the least number of people with a total population of approximately 338 000 people (9.82%) (Census 2011).

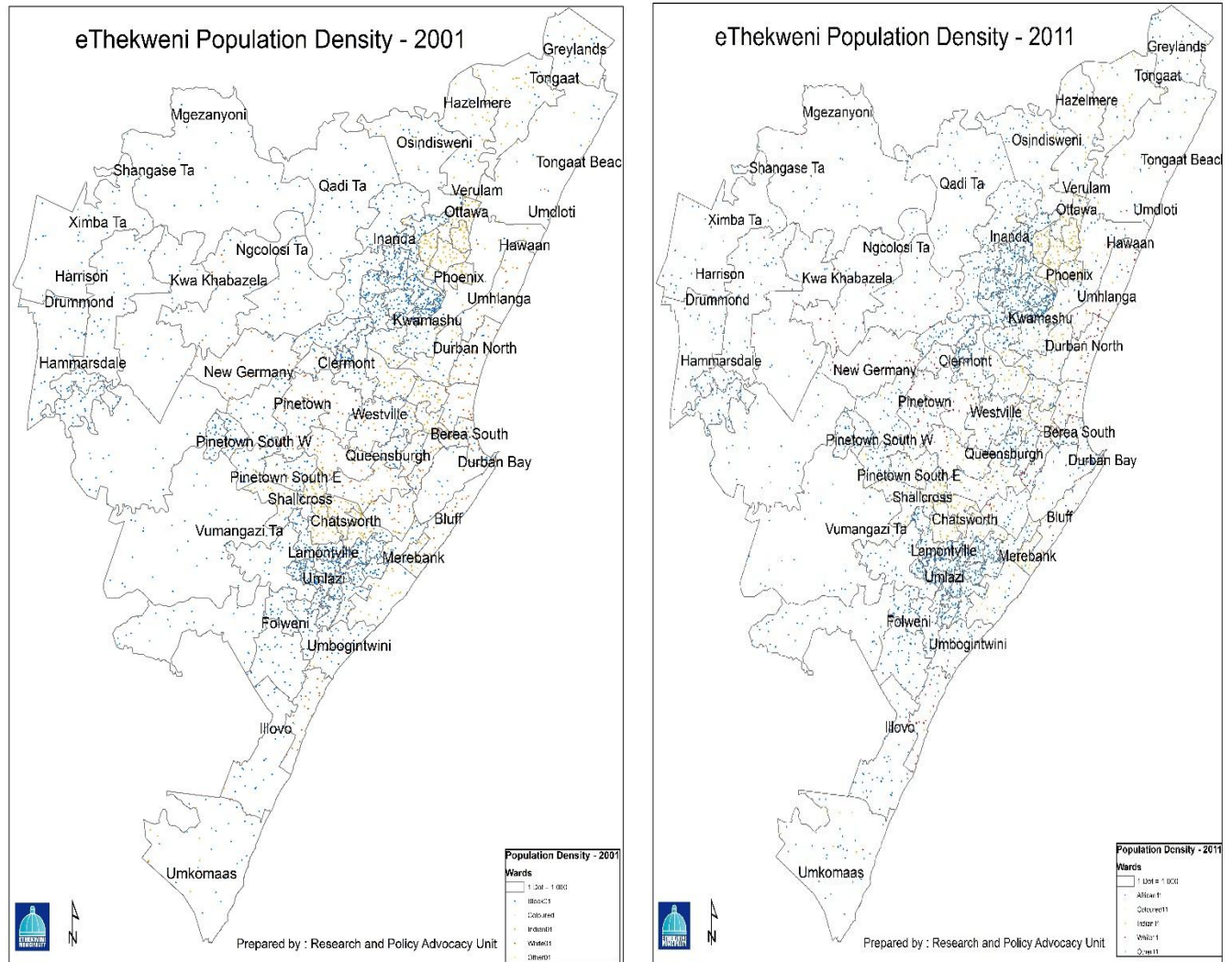


Figure 2: eThekweni population distribution from 2001- 2011

Source: RAPA, eThekweni Municipality

## Background to the Municipal Services and Living Conditions Survey

It is important that Municipal decision makers have a clear understanding of the residents' perceptions of their living conditions, their satisfaction with Municipal services and with their neighbourhoods and their satisfaction with the quality of their own lives. In order to provide a scientific basis for assessing the above-mentioned perceptions, the Research and Policy Advocacy Department, formerly Corporate Policy Unit of the eThekweni Municipality undertakes a Municipal Services and Living Conditions Survey (MSLCS) annually. This is a municipal wide structured household questionnaire survey.

The MSLCS survey, formerly known as the Quality of Life Survey, is synchronised with the five year cycle of the IDP so that any methodological changes are introduced at the beginning of the IDP cycle. The methodological change for this IDP cycle was a shift from a 5 point satisfaction



scale with a neutral central point to an asymmetrical 5 point scale that does not have a neutral point. Trend analysis is conducted within these 5 year periods and for this cycle of the IDP the base year is 2011-12.

A report is produced and this report sets out to monitor the trend in satisfaction with services and with Municipal performance over a three year period. The first year in this trend is 2011-2012, which is the first year of the current Municipal Electoral cycle. The second, third, fourth and fifth years of the trend are 2012-2013, 2013-2014, 2014-2015 and 2015-2016. The reporting is on average results using a five point scale, namely, very satisfied, satisfied, slightly satisfied, dissatisfied and very dissatisfied. The results are then summarised by using the average or mean of the scores from 1 through to 5, wherein averages between 1 and 2 represent very satisfied, averages between 2.1 and 3 represent satisfied, averages between 3.1 and 4 represent dissatisfied and averages between 4.1 and 5 represent very dissatisfied.

### Life Satisfaction and Personal Well Being

In the 2015/16 cycle respondents were overall satisfied with their lives with an average rating of 2.75. This retains the gain from 2014-15, and improves upon it, hence the negative trend has now been reversed and is well within the satisfied category which is an improvement on the 2.97 from last year and the dissatisfied 3.05 from the 2013-14 cycle.

Those who were very satisfied and satisfied with life cited tended to rank their marriages as the first most important factor followed by time with their family as the second and finally their health as the third most important factor. Those who were dissatisfied cited money available to them personally, standard of living and household income as the three factors leading to their dissatisfaction.

<i>Life Satisfaction domains</i>	<i>Average 2011-12</i>	<i>Average 2012-13</i>	<i>Average 2013-14</i>	<i>Average 2014-15</i>	<i>Average 2015-16</i>
<i>Amount of money available to you personally</i>	3.55	3.61	3.64	3.27	3.68
<i>Amount of time you have to do the things you want to do</i>	2.39	2.53	2.58	2.58	2.37
<i>If married, your marriage or relationship with your partner</i>	1.88	1.82	2.09	2.10	1.81
<i>The time you spend &amp; the things you do with your family</i>	2.01	2.07	2.15	2.20	2.11
<i>The time you spend &amp; the things you do with your friends</i>	2.19	2.44	2.34	2.39	2.23
<i>Standard of living-the things you have like houses, cars, furniture</i>	2.94	3.08	3.05	3.13	3.13
<i>Household income including your income &amp; other family income</i>	3.35	3.37	3.42	3.33	3.42
<i>The way you spend your leisure time-recreation, relaxation etc.</i>	2.53	2.81	2.91	2.70	2.44
<i>Your health in the last year</i>	2.34	2.43	2.51	2.34	2.27
<i>Life Satisfaction in general – satisfaction with life over the last year.</i>	2.74	2.88	3.05	2.97	2.75
<b>Very satisfied (1 to Satisfied (2 to 2.99) Dissatisfied (3 to Very dissatisfied (4 to</b>					

1.99)	3.99)	4.99)
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Table 4: Satisfaction with life over the past year  
Source: MSLCS 2015/16

Reason for satisfaction with your life in general	%
<i>Health year: Health in last year</i>	21.2
<i>Time family: Time you spend with family</i>	19.7
<i>Marriage: Marriage or relationship with partner</i>	17.7
<i>Time personal: Time available to do things you want</i>	11
<i>Standard of living: Standard of living</i>	9.7
<i>Time friends: Time you spend with friends</i>	6.5
<i>Money personal: Money available personally</i>	6.2
<i>Leisure time: The way you spend leisure time</i>	5.8
<i>Household income: Household income</i>	2.3
<i>Total</i>	100.0

Table 5: Reason for satisfaction with your life in general  
Source: MSLCS 2015/16

Following their accounts on satisfaction with life, the respondents were asked to provide reasons behind their life satisfaction. The three main reasons given for life satisfaction were health, time with family, and marriage.

Reason for dissatisfaction with your life in general	%
<i>Money personal: Money available personally</i>	30.3
<i>Standard of living: Standard of living</i>	23.4
<i>Household income: Household income</i>	21.3
<i>Health year: Health in last year</i>	11.7
<i>Time family: Time you spend with family</i>	4.8
<i>Time personal: Time available to do things you want</i>	3.1
<i>Leisure time: The way you spend leisure time</i>	3.0
<i>Marriage: Marriage or relationship with partner</i>	1.3
<i>Time friends: Time you spend with friends</i>	1.1
<i>Total</i>	100.0

Table 6: Reason for dissatisfaction with your life in general  
Source: MSLCS 2015/16

Financial issues such as money available personally (30.3%), standard of living (23.4%) and household income (21.3%) were the main reasons behind people's dissatisfaction which collectively accounted for 75% incidence mentioned whereas 12% complained about their state of health.

	Average 2011-12	Average 2012-13	Average 2013-14	Average 2014-15	Average 2015- 16
<b>Satisfaction with municipal service delivery in the past year</b>	2.99	3.24	3.22	3.12	3.12
<b>Very satisfied (1 to 1.99)</b>	<b>Satisfied (2 to 2.99)</b>		<b>Dissatisfied (3 to 3.99)</b>		<b>Very dissatisfied (4 to 4.99)</b>

Table 7: Satisfaction with Municipal Service Deli  
Source: MSLCS 2015/16

Overall, respondents are, on average, are dissatisfied with Municipal service delivery. However, there has been a slight improvement over the years since 2012-2013, after a drop from satisfied to dissatisfied registered between 2011 and 2012. Although improvement has been noted every year since 2012-2013, these improvements have been very slight. This year's score is 3.12, which indicates respondents on the whole still remain dissatisfied with Municipal service delivery.

<b>If Satisfied, Why</b>	<b>%</b>
<i>Good services: "They are doing their job"</i>	41
<i>No problems/complaints: "No complaints"</i>	21
<i>Basic needs met: We have the basic needs</i>	11
<i>They deliver on time: on time</i>	10
<i>Minor complaints only: most services delivered</i>	6
<i>RDP delivery, esp3 houses: RDP houses</i>	4
<i>Waste collection good: esp. over festive season, "even on public holidays"</i>	3
<i>Prompt problem resolution: "electrical problems resolved"</i>	2
<i>Other (payment, speed humps, transport, water)</i>	2
	100

Table 8: Reasons Satisfied with Municipal Service Delivery  
Source: MSLCS 2015/16

41% of respondents felt that the services were good, "They are doing their job", 21% said they "had no complaints" and 11% felt that "basic needs" were being met. A further 10% of respondents specifically mentioned time as a factor, "They deliver on time" while 6% had a few complaints.

<b>If Dissatisfied, Why</b>	<b>%</b>
<i>No service delivery in area: No delivery, includes maintenance</i>	22
<i>Terrible service/ very bad: Terrible, "does not do job properly"</i>	14
<i>Other (see list)</i>	12
<i>Need of RDP housing: Need RDP</i>	6
<i>Not fulfilling promises: Promises not kept, "they make empty promises"</i>	6
<i>Ignore/too long to respond: Ignore us, take too long to respond</i>	5
<i>Must improve services: Improve</i>	4
<i>RDP housing promised, not received: RDP</i>	4
<i>No/Too little water: Water</i>	4
<i>Roads/driveways: Roads and drainage and driveways</i>	4
<i>Services are expensive: Bills are too high, delivery too low</i>	3
<i>Inequality/no transparency: Inequality Some people given more services</i>	3
<i>RDP/ houses collapse: Falling apart, leaking, not being fixed</i>	2
<i>Water and electricity: too expensive/too little/shortages</i>	2
<i>No bin bags: Bin bags</i>	2
<i>Information/consultation: Don't get correct information about services</i>	2
<i>Don't collect refuse: Refuse - no refuse collection</i>	2
<i>Don't respond at all to complaints: No response, can't lodge complaint</i>	2
<i>Must create jobs: No Jobs</i>	1
	100

**Table 9: Reasons dissatisfied with Municipal Service Delivery**  
Source: MSLCS 2015/16

The majority of those who were dissatisfied with the Municipal service delivery felt that there was just no service from the Municipality. About 22% cited no service delivery in the area while 14% mentioned terrible / bad service, 6% mentioned that promises are not fulfilled, and 4% specifically referred to RDP houses not being received, 4% mentioned not enough water, and the issue of services being expensive was mentioned by 3% while not fulfilling promises is 6%.

<b>Most Serious Day-to-day problems mentioned</b>	<b>% 2014-15</b>	<b>% 2015-16</b>
<i>Unemployment/Poverty/Lack Finances</i>	34.0	42.1
<i>Service Delivery Issues</i>	18.0	19.7
<i>Crime and Safety/Security</i>	16.0	12.5
<i>Health Concerns/Issues</i>	14.0	10.6
<i>Personal</i>	-	7.5
<i>Roads and Road Safety</i>	6.0	2.8
<i>Community</i>	-	2.0
<i>Pollution</i>	-	0.5
<i>Property</i>	-	0.3
<i>Social</i>	-	0.3
<i>Total</i>	88.0	98.3

**Table 10: Most Serious Day-to-day problems**  
Source: MSLCS 2015/16

It is evident that the most important issues mentioned in 2015/16 are still unemployment (42.1%), which showed a significant increase, service delivery issues at 20% which showed a slight increase and crime and safety/security issues at 12.5% which also increased significantly from 2014/15.

### **Key Points**

The results of the 2015/16 Municipal Living Conditions Survey (MSLCS) contains huge amounts of data from the eThekwini residents, perceptions and their living conditions. A wide range of both positive and negative findings have been identified. In order to make sense of the findings it has been divide into the major positives and negatives.

### **POSITIVES:**

1. In the National Key Performance Areas (KPA'S), eThekwini improved in relation to institutional development.
2. Batho Pele principles: Residents of eThekwini felt that it was easier to lodge a complaint.
3. Vision and Mission statements: Residents agree that, overall, eThekwini is achieving success in meeting its. In particular, they agree that it is meeting its targets.
4. Although the overall score for the delivery of Municipal Services remains in the dissatisfied range, the trend has been that this improves on a yearly basis and last year's improvement was maintained this year.
5. Residents who receive basic household services remain satisfied on average with the provision of basic household services. They are satisfied with their toilet facility, water supply, refuse removal and electricity supply. Overall, 78% of residents have access to a full waterborne flush toilet, 72% receive piped water in their dwelling from full pressure pipes, 88% have refuse bags collected from the house by a local authority at

least once and week and 92% of households have electricity, either through traditional meters or prepaid.

6. The majority of residents reported that their households had reduced both overall water usage (77%) and overall electricity usage (78%). The behavioural shift is large and positive, and indicates that almost double the number of residents are saving both electricity and water compared to last year. It is evident that ongoing educational initiatives have been successful.
7. Home ownership is high at 85% and residents are on average satisfied with their dwellings and 56% undertook some kind of home improvement in the last year.
8. The number of resident's currently using private vehicles for transport who would consider using the Rapid Public Transport Network has increased more than two-fold, from 20% in 2014-15 to 46% in 2015-16. This augurs well for the implementation of the system.
9. The number of residents who would consider cycling to work or school has increased three-fold, from 10% in 2014-15 to 31% in 2015-16, representing another very large shift in sentiment.
10. Although the overall ranking with regard to the Municipality's management of informal settlements remains poor, across the board the rankings are an improvement from the previous year and the long-term trend shows gradual improvement on a yearly basis.
11. Overall, residents remain satisfied with Health Services and with Environmental Services.
12. Residents report a strong sense of belonging.

#### **NEGATIVES:**

1. In the National Key Performance Areas (KPA'S), the overall score has dropped into the poor range. Scores relating to governance and public participations, financial viability and local economic development also dropped into the poor range.
2. Batho Pele principles: the overall score has dropped. The biggest drop related to whether citizens who pay for services get value for money and whether Municipal funds are spent wisely.
3. EThekwini Vision and Mission: the overall score for has dropped. Residents do not feel safe and secure in eThekwini or that rates and services are affordable. Residents did not agree with the following statements, "It is safe in all parts of eThekwini"; you feel protected in eThekwini; nor did they agree that: There is access to economic opportunities; Municipal rates and charges are affordable; Peoples' needs are being met in eThekwini.
4. Overall, residents are dissatisfied with the delivery of Municipal services. There are a number of residents who still do not have basic services and this is a major reason for their dissatisfaction. Residents are particularly concerned about the provision of housing, water, and road safety, and are concerned about the affordability of services.

5. Service affordability is a major concern of residents. If affordability is one of the underlying reasons for a reduction in water and electricity usage, this must be borne in mind in relation to any increase in rates and services.
6. The maintenance of street lights and fixing them quickly when broken remains an issue among residents.
7. The overall score for law enforcement has dropped into the poor range. In no category of performance was there an improvement. In particular, a lack of action on illegal dumping is a major contributor to the poor score.
8. Residents do not feel safe in eThekwini and the number of those who have experienced some kind of crime has increased to 26%. Overall, law enforcement.
9. The percentage of residents living in households that are living below the poverty line has doubled in the last year, and now represents 52% of eThekwini residents. Similarly, the percentage of residents who say said that their economic situation was worse than last year has almost doubled, from 24% in 2014-15 to 42% in 2015-16 and 33% of residents believe the economic situation will be worse in five years' time, which is a significant shift from the 18% who said this in the previous year.
10. Unemployment, poverty and a lack of finances is a major concern for residents, and the high cost of living and inflation was cited by many as the main reason they felt their economic situation would be worse in five years' time.
11. Residents believe that the economic situation will change, some have hope for the future and others have lost hope. In contrast to previous years though, fewer residents believe things will stay the same. There is uncertainty about the future and what it may hold.
12. Of concern to residents is the long response times to Environmental Health issues and the long waiting times for Health services. The main environmental health issue is illegal dumping is cited by 24% of respondents.
13. The day-to-day concerns of residents are, in order: unemployment, poverty and finances at 42%, service delivery at 20% and safety and security and crime at 13%.

**RECOMMENDATIONS:**

1. It is evident that residents are not only concerned about the economic future but are dissatisfied with their personal incomes, standard of living, household incomes and are also dissatisfied with local economic development and concerned about unemployment. Although the overall unemployment rate remains similar to previous years, what has shifted is that the majority of the population (52%) has moved to below the poverty line of R 1500.00 per household (after taxes and deductions).

2. The affordability of rates and services is an issue for respondents, particularly given higher inflation, particularly in relation to the price of food. Increasingly, residents will be unable to bear rates increases and their capacity to pay must be borne in mind.
3. Education in relation to saving both water and electricity have been successful and must be continued.
4. Delivery of services needs to be improved across the board.
5. Positive sentiments relating to the shift to the rapid personal public transport network and the adoption of cycling as a means to get to work or study must be capitalized upon. It is evident that more residents are not only aware of these alternatives transport mechanisms but increasingly willing to adopt them.
6. South Africa does not have a culture of saving. However, at the moment, it is unlikely that residents are able to undertake saving since there are many demands on them, from educational affordability to paying for rates and services.

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## **1.2 GENDER MAINSTREAMING**

Population statistics indicate a gender imbalance where females outnumber males by 51% to 49%. The Municipality therefore needs to develop programs and projects that would continuously respond to gender issues. The guiding principles for addressing the issue of gender mainstreaming would be the South African National Policy Framework for Women Empowerment and Gender Equality (2000).

Key Issues relating to Gender Mainstreaming

- Consider programs that would enhance access to economic development for vulnerable population groups
- Improve women's and youth earning power
- Reduce vulnerability to social injustices and poverty
- Increase participation of women and vulnerable groups in policy development

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## **1.3 SOCIAL DEVELOPMENT CHALLENGES**

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### **TEENAGE PREGNANCY**

In South Africa and particularly in KZN it has become an intractable social issue, not least in the face of AIDS. Changing sexual behaviour is seen as one of the few potentially effective ways in combating its spread as well as high rates of unplanned and unwanted pregnancies. Some of the behavioural risk factors identified (to HIV incidences) in KZN include: age at first sexual experience; large age difference between partners in sexual relationships; lack of access to condoms in school; lack of condom use; large number of partners in the past year; and high proportion of sexually active males with concurrent partners. According to the HIV and AIDS Strategy for the Province of KwaZulu-Natal 2006-2010, data suggests that the age of sexual debut is decreasing with the median age of first sex in age group 20 to 29 in KZN in 2005 being



18 years, while the median age for those aged 30 to 39 was 19 years. In the same study, almost 50 percent of sexually active females aged 15 to 19 said they had a partner who was at least five years older. 26 percent of all sexually active teenagers aged 15 to 24 reported having had more than one partner during that year and almost 20 percent of all males had more than one partner in its last couple of months. Recent data from National HIV Survey shows that this proportion of people reporting multiple sexual partners does not seem to decrease, rather the opposite. A positive trend though, is that condom use has increased significantly from 26.7 percent in 2002 to 66.8 in 2008 (Nzimande, 2010).

There are various factors associated with teenage pregnancy. These vary from socio-cultural factors such as fulfilling family and gender norms, rites of passage, patriarchy and masculinity. In some instances socio-economic factors are in play where teenagers fall pregnant from a rich or working man with the hope that a man will sustain and provide for the woman and her child. The City has also witnessed growth in teenage pregnancy through peer pressure, where teenage pregnancy and childbirth child is regarded as “cool”.

DISTRICT	Gr3	Gr4	Gr5	Gr6	Gr7	Gr8	Gr9	Gr10	Gr11	Gr12	TOTAL
PINETOWN		2	5	17	17	98	176	305	362	291	1 273
UMLAZI				13	25	47	132	261	317	277	1 072
<b>PROVINCE</b>	<b>7</b>	<b>19</b>	<b>40</b>	<b>129</b>	<b>313</b>	<b>842</b>	<b>1775</b>	<b>3351</b>	<b>3965</b>	<b>3284</b>	<b>13 725</b>

Table 11: Learner Pregnancy statistics per District 2011  
 Source: Learner Pregnancy Statistics 2011

#### Key Issues relating to Teenage Pregnancy

- Consider programs that would reduce prevalence of teenage pregnancy
- Work with partners to develop outreach programs
- Foster better relationships with Provincial Departments to ensure the effective roll out of programs and projects

## ALCOHOL ABUSE

According to the surveys, prevalence rates of current drinking (past week or past month) ranged from 20-30% (28% Demographic Health Surveys (DHS) 1998, 24.5% South African national HIV prevalence, Behaviour and Communication Survey (SABSSM II) 2005, 29.9% SASH 2003). The reported rates of current alcohol use in other surveys (SABSSM II and SABSSM III) shows the highest rates to be in the 20-34 year age group. The pattern follows the universal trend of higher rates of abuse among males. With regard to binge drinking, (defined as drinking five or

more alcohol drinks on the same occasion on at least 1 day in the past 30 days or 7 days), SABSSM II noted a prevalence of 7.4% and South African Stress and Health (SASH) survey

10.8%. The DHS 1998 survey reported a prevalence of 17.2% with regard to hazardous or harmful drinking (a lower figure of 13.7% was reported in the 2003 DHS survey using the CAGE measure. SABSSM II 2005 reported a rate of 6.2% using the Alcohol Use Disorders Identification Test (AUDIT). The Youth Risk Behaviour Survey (YRBS) of 2008[10] showed that 34.9% of youth had used alcohol in the past month and 28.5% had engaged in binge drinking. With regard to KwaZulu-Natal, 23.9% had used alcohol in the past month, and 25.6% had engaged in binge drinking in the past month. The latter represents the problem facing South African youth in terms of the earlier description of hazardous and harmful drinking patterns. Lower levels of education are associated with higher levels of binge drinking among current drinkers with the most prevalent age for binge drinking in South Africa between 18-35 years of age. The phenomenon is also associated with being an urban dweller.

	1998 DHS		2005 SABSSM II		2008 SABSSM III		2002 YRBS	
	Men	Women	Men	Women	Men	Women	Men	Women
<b>AGE</b>								
<b>15-19</b>	25.3	14.7	17.2	8.4	21.5	9.4	38.5	26.6
<b>20-24</b>			42.0	14.6	41.2	12.9		
<b>15-24</b>	23.3	8.5	27.6	11.6				
<b>25-34</b>	51.7	15.6	45.2	13.9	47.6	20.5		

Table12 : Current (past month) alcohol use  
Source: Substance Use in KwaZulu-Natal: Baseline Information

#### Key Issues relating to Alcohol Abuse

- Focus on the age group that is most vulnerable to abuse i.e. 17 -25 group
- Facilitate programs with Provincial counterparts to address issues of Alcohol Abuse

## -HIV/AIDS

EThekwini shows slight but ongoing increase in HIV/AIDS infections across different cultures. This is expressed by such factors as population, socio-economic factors as well as access to ARVs and HIV/AIDS awareness programmes.

Population Group	2005	2010	2015	2020	2025
Asian	4.9%	6.4%	6.9%	7.2%	7.4%
Black	35.6%	32.8%	29.4%	28.3%	28.1%
Coloured	10.7%	12.3%	12.5%	12.7%	13.0%
White	3.5%	4.5%	4.9%	5.1%	5.3%

Table 13: Projected HIV Prevalence at Ages 15-65 in EThekwini (Best Estimate)  
Source: eThekwini Demographic Projections, eThekwini Transport Authority

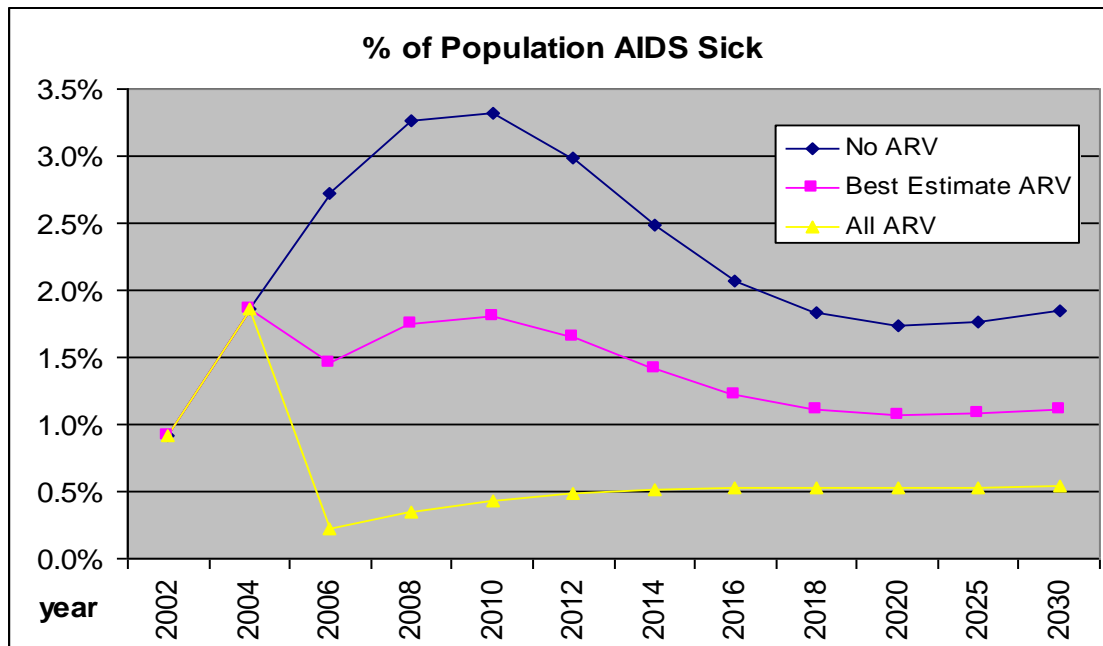


Figure 3: Estimate of Number Expected to be Sick with AIDS-related Conditions as a percentage (Best Estimate)  
Source: Source: eThekwini Demographic Projections, eThekwini Transport Authority

#### Key Issues relating to HIV AIDS

- Focus on programs that will minimize the risk
- Facilitate programs with Provincial counterparts to address issues of HIV/AIDS

## HOMELESSNESS

Cities around the world face challenges related to homelessness. Obtaining a contextual understanding of homelessness is essential to developing relevant programmes and interventions that will bring about change. While persons living on the street are not a new phenomenon, recent economic changes have seen a rise in the number of people living and working on the street, making this an issue of growing importance. There are a range of people living on the streets and in the shelters of Durban. They have followed different pathways into homelessness, have different experiences of homelessness and require different kinds of support to help them overcome homelessness. An effective response to homelessness will require differentiated services, with a mix of general interventions and interventions tailored to the needs of specific sub-groups. Individuals indicated the following as reasons for moving to

the city viz. seeking employment in the city, family trauma (including family conflict and death of a close family member), individual substance abuse and the lack of an alternative place to go. The inability to find reasonable employment in the city was one of the main reasons they have remained homeless. Challenges which homeless people experience include lack of basic amenities, violence and intimidation, negative impact on their psychosocial wellbeing and substance abuse.

Key Issues relating to Homelessness:

- Support in accessing employment opportunities and skills development programmes.
- Need to standardize municipalities' approaches to shelter provision and regulation
- Need for a referral centre/helpdesk for homeless people
- Adopt alternative enforcement approaches towards street and shelter living
- Improve public awareness of the nature and extent of homelessness
- Improve access to basic service

## GROWTH BY AGE GROUP

Projections indicate a slow growth in the numbers of young people (approximately 13%) between 2005 and 2030. The 15-64 age group is expected to grow by about 30% in this period, and the aged group by about 150%. The table below gives growth rates over the period as well as annual rates at five year intervals.

	2005-2010	2010-2015	2015-2020	2020-2025	2025-2030	2005-2030	Average
00-04	-0.46%	0.18%	0.66%	0.66%	0.57%	8.4%	0.32%
05-09	1.04%	-0.28%	0.26%	0.70%	0.69%	12.8%	0.48%
10-14	1.84%	1.06%	-0.24%	0.29%	0.72%	20.1%	0.73%
15-19	0.45%	1.83%	1.06%	-0.23%	0.31%	18.7%	0.68%
20-24	-0.72%	0.66%	1.95%	1.12%	-0.22%	15.0%	0.56%
25-29	-0.03%	-0.61%	0.79%	1.99%	1.13%	17.8%	0.65%
30-34	1.07%	0.00%	-0.46%	0.78%	1.96%	18.2%	0.67%
35-39	1.92%	1.31%	0.41%	-0.51%	0.63%	20.7%	0.75%
40-44	-0.86%	2.69%	1.99%	0.48%	-0.66%	20.0%	0.73%
45-49	1.21%	0.18%	3.51%	2.22%	0.47%	46.1%	1.52%
50-54	1.84%	1.83%	1.00%	3.78%	2.34%	71.5%	2.16%
55-59	2.10%	2.05%	2.53%	1.26%	3.95%	81.2%	2.38%
60-64	4.78%	2.14%	2.54%	2.81%	1.41%	98.2%	2.74%
65-69	3.01%	4.83%	2.49%	2.85%	2.99%	124.4%	3.23%
70-74	4.58%	3.06%	5.07%	2.75%	3.06%	152.4%	3.70%
75-79	2.62%	4.74%	3.17%	5.26%	2.88%	154.4%	3.73%
80-84	5.13%	2.69%	4.87%	3.28%	5.36%	190.6%	4.27%
85+	6.11%	5.63%	3.83%	4.71%	3.97%	236.3%	4.85%
TOTAL	0.91%	1.00%	1.18%	1.17%	1.08%	30.6%	1.07%

Table 14: Growth by Age Group (Best Estimate)

Source: eThekwini Demographic Projections, eThekwini Transport Authority

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## **SAFER CITIES**

The Safer Cities Unit is tasked with the responsibility of promoting the safety of citizens through research, facilitation, urban management and coordination of crime prevention, community safety and social development initiatives. Focus is on the implementation of social, situational crime prevention strategies and urban safety management of built environment throughout EMA. This is undertaken through various activities relating to social policing in line with ward safety plans and Crime Prevention through Environmental Design. Various other programmes include drug and substance abuse interventions, dealing with homelessness and the facilitation of social development plan to address a range of social ills that have a negative impact to the city.

An approach of social policing has been adopted by the Unit to ensure that there is a close co-operative relationship between Metro Police, SAPS, other provincial departments and stakeholders including business and community structures in the form of Ward Safety Committees, School Safety Committees, Community Safety Forums, Community Policing Forums, Neighbourhood Watches, Urban Improvement Precinct, Street Committees and Local Drug Action Committees which were established to promote effective involvement of communities in policing by way of addressing crime and anti-social behaviour before it escalates to high level crime. This can be effected through the coordination of joint activities like: joint operations, crime combating meetings and crime awareness and educational campaigns

Safer Cities Unit presently operates within the context of Social Crime Prevention and Crime Mapping and Analysis with a direct link to social development agenda. Consequently the programme implementation requires a range of strategic partnerships both in public and private sector hence the Unit has established formal partnerships in the form of MOU / MOA.

As a result of successful implementation of Safer Cities strategic objectives within the City, in 2014, the Mayor of eThekwini was appointed a Chair of African Forum on Urban Safety which has extended the responsibility of Safer Cities Unit to become a regional and global player in the execution of safer cities programmes. Furthermore the AFUS programme provides an opportunity for the City to become a repository of crime prevention and urban safety strategies and best practices to be shared with other African Cities.

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## **SOCIAL POLICING AND SOCIAL CRIME PREVENTION**

The programmes and projects undertaken within the Unit relates to crime awareness educational campaigns, holiday safety, community dialogues, sports against crime, school safety, road safety and the development of ward safety plans. There were programmes are undertaken in partnership with community structures that are established and capacitated by the Unit such as Ward Safety Committees, Ward Safety Forums, Local Drug Action Committees and School Safety Committees.

There is also deliberate response to address drug and substance abuse through Qalakabusha Social Intervention which has seven pillars viz Outreach and Reception, Screening and Psycho-Social Support, Treatment and Rehabilitation, Skills Development and Job Opportunities, Birth Certificates and Identity Documents, Reunification and Reintegration as well as Shelters and Halfway Houses. Through this programme a total of 1800 have been through the Qalakabusha programme since it was initiated in 2014. About 200 were referred to rehabilitation centres.

Through the Skills Development programme offered by one of the partners 47 drug users have started their own businesses and two are in permanent employment. There were 78 drug and substance abuse awareness programmes and capacity building workshops that were undertaken through local drug action committees. Seventeen Local Drug Action Committees have been established in eThekwini Municipal Area to date.

There are sixty Ward Safety Committees that were established in the past year, however these will be reviewed since there is a new political administration which effectively commenced after the local government elections.

## **SOCIAL DEVELOPMENT PLAN**

The Social Development plan is consistent with the identified social development challenges and is aligned to the Draft Social development Strategy. The Draft Social development Strategy has six strategic pillars aimed at improving the quality of life of all eThekwini residents particularly the marginalised viz. social cohesion, community health, socio – economic development, total sustainable human settlements, social policing and social development infrastructure.

Encompassed in the Social development Plan, programmes targeting the homeless such as Drop in Centres, shelters, job creation and skills development, policy development and targeted services are receiving priority. Furthermore initiatives linked to Crime Prevention Through Environmental Design and urban safety are being promoted throughout the municipality to ensure the mainstreaming of safety working in partnership with municipal departments and private sector including Urban Improvement Precinct (UIP's), Neighbourhood Watches, Community Policing Forums and related structures. Projects such as Clean Green and Safe as well as Public Space Regeneration are undertaken on a regular basis in partnership with various municipal departments.

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## **1.4 HUMAN CAPITAL DEVELOPMENT**

*“People are our greatest asset” (Drucker 1995).* It is in the same light that the Municipality has embraced this concept and views its citizenry as its greatest asset. To ensure that the municipality effectively develops human capital, it has developed a three tiered strategy i.e. internally (employees and councilors), externally (citizenry) and at a national and global level.

An analysis of literacy levels for the municipality reveals that there has been a decrease in the number of illiterate people between 2003 and 2015.

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
No. of illiterate people	431 758	417 607	399 559	378 279	361 948	349 225	336 401	323 244	311 902	308 053	305 735	296 291	287 139

Table 15: Illiteracy Levels  
Source: Global Insights

The map of people more than 20 years old with Matric or higher qualifications shows that there is spatial inequality in educational attainment – the well-developed core of the Municipality has a higher level of education while the townships and rural areas have lower levels.

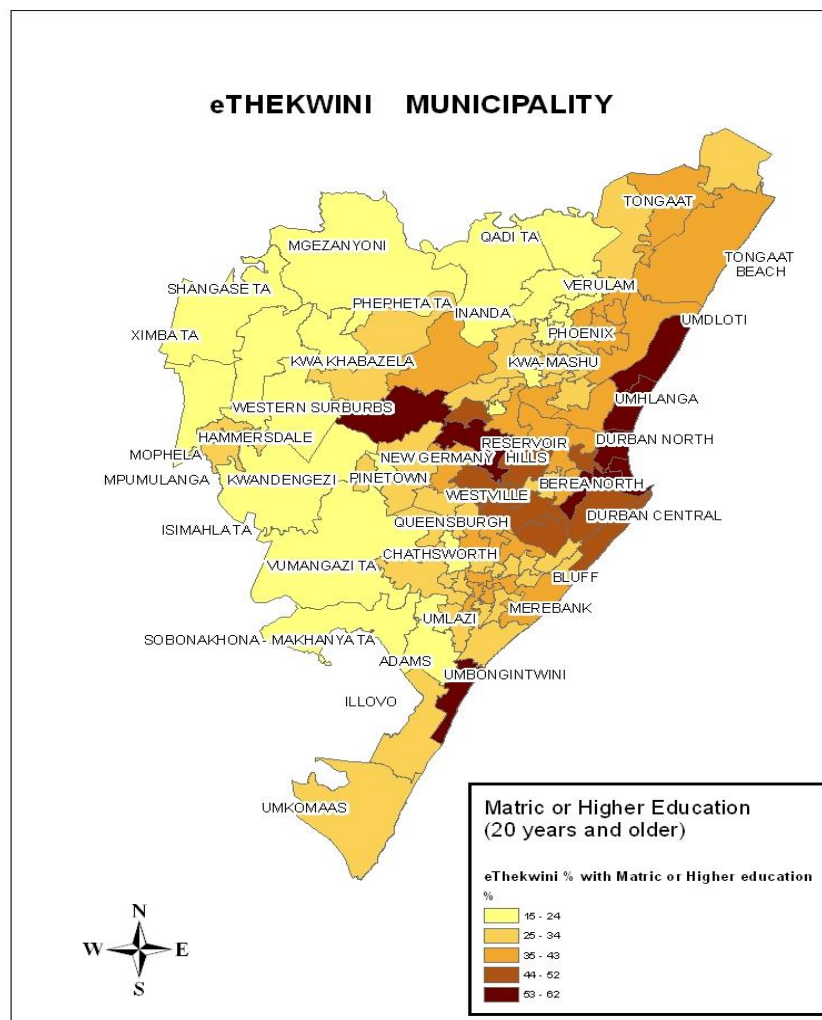


Figure 4: Matric or Higher Education  
Source: Census 2011

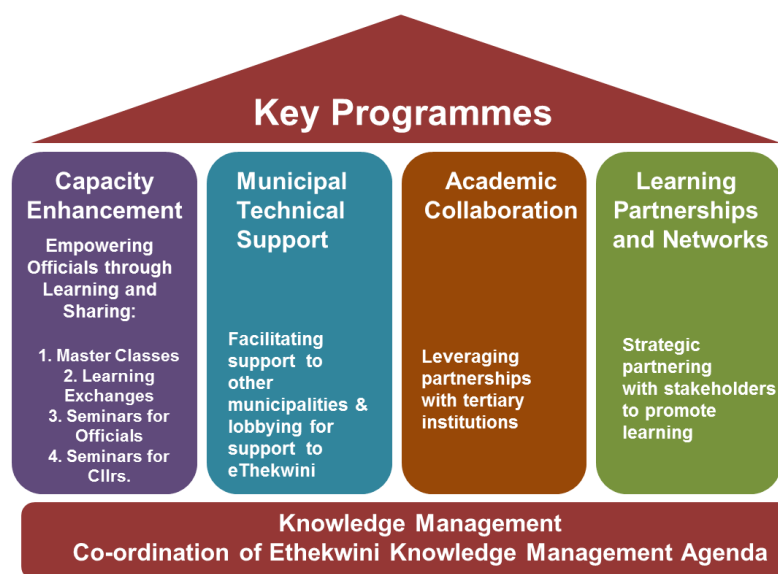


Externally, a holistic and integrated approach towards investing in citizens' development has been adopted by the Municipality. The Municipality provides training externally via the ABET (Adult Basic Education and Training) and maths, science and technology programmes to schools. The objective of the program is mainly to improve MST teaching and learning in order to prepare young people for successful entry into the working world in general and technological careers in particular.

Internally, the Municipality seeks to empower municipal staff by enhancing their skills in order that the services they render are sustainable, effective and efficient. To achieve this, the Municipality's annual Workplace Skills Plan (WSP) is developed through a critical assessment of the skills needed to be delivered in the IDP and the existing skills within the Municipality. Of late, emphasis has also been placed on Councilor development/training.

The Municipality is also committed to enhancing the existing capacity of its staff and, over the next few years, will be rolling out programmes to achieve this, as outlined in the diagram below:

### **Focus of the Municipal Institute of Learning:**



At a national and global level the Municipality is involved in “practitioner training practitioner” initiatives through the Municipal Institute of Learning (MILE) programme. MILE, which is being run as a five-year pilot programme, has the following strategic objectives:

1. To facilitate the enhancement of professional and technical capacity of local government professionals on the African continent;
2. To position the eThekwini Municipality as a platform for innovating, learning and sharing with other municipalities, associations and networks, both locally and internationally;
3. To leverage partnerships with tertiary institutions in order to promote collaborative research programmes that will ultimately improve the effectiveness of local government;



4. To provide a municipal technical support service to other municipalities in an empowering and innovative manner; *and*
5. To co-ordinate the internal knowledge management agenda within the eThekwini Municipality.

The table below provides an analysis of the scarce/critical skills posts as at November 2016.

Job Title	Task Grade	Number of Approved Posts	Current Staff Compliment	Total No. of Vacancies
<b>CITY ADMINISTRATION</b>				
11-ELECTRICIAN/ELECTRONIC DERIVED	T10 - T16	<u>1</u>	<u>0</u>	<u>1</u>
<b>Sub Total</b>		<b><u>1</u></b>	<b><u>0</u></b>	<b><u>1</u></b>
<b>CITY FLEET</b>				
5-MECHANICAL ENGINEER		<u>3</u>	<u>0</u>	<u>3</u>
<b>Sub Total</b>		<b><u>3</u></b>	<b><u>0</u></b>	<b><u>3</u></b>
<b>CLEANSING AND SOLID WASTE</b>				
2-CIVIL ENGINEERS	T15 - T16	<u>6</u>	<u>4</u>	<u>2</u>
<b>Sub Total</b>		<b><u>6</u></b>	<b><u>4</u></b>	<b><u>2</u></b>
<b>DEVELOPMENT MANAGEMENT &amp; PLANNING</b>				
6-ARCHITECTS	T14 - T18	<u>3</u>	<u>0</u>	<u>3</u>
<b>Sub Total</b>		<b><u>3</u></b>	<b><u>0</u></b>	<b><u>3</u></b>
<b>DISASTER MANAGEMENT</b>				
4-ELECTRONIC ENGINEERS	T14 - T16	<u>4</u>	<u>1</u>	<u>3</u>
11-ELECTRICIAN/ELECTRONIC DERIVED	T10 - T16	<u>22</u>	<u>1</u>	<u>21</u>
12-PROFESSIONAL TECHNOLOGISTS	T14 - T18	<u>1</u>	<u>0</u>	<u>1</u>
<b>Sub Total</b>		<b><u>27</u></b>	<b><u>2</u></b>	<b><u>25</u></b>
<b>ELECTRICITY</b>				
2-CIVIL ENGINEERS	T15 - T16	<u>1</u>	<u>0</u>	<u>1</u>
3-ELECTRICAL ENGINEERS	T14 - T16	<u>91</u>	<u>51</u>	<u>40</u>
4-ELECTRONIC ENGINEERS	T14 - T16	<u>5</u>	<u>3</u>	<u>2</u>
7-MEDICAL OFFICER (OCCUPATIONAL HEALTH)	T16 - T18	<u>1</u>	<u>0</u>	<u>1</u>
11-ELECTRICIAN/ELECTRONIC DERIVED	T10 - T16	<u>962</u>	<u>736</u>	<u>226</u>
12-PROFESSIONAL TECHNOLOGISTS	T14 - T18	<u>16</u>	<u>5</u>	<u>11</u>
<b>Sub Total</b>		<b><u>1076</u></b>	<b><u>795</u></b>	<b><u>281</u></b>
<b>ENGINEERING</b>				

EX		<u>2</u>	<u>2</u>	<u>0</u>
2-CIVIL ENGINEERS	T15 - T16	<u>192</u>	<u>70</u>	<u>122</u>
3-ELECTRICAL ENGINEERS	T14 - T16	<u>1</u>	<u>1</u>	<u>0</u>
6-ARCHITECTS	T14 - T18	<u>32</u>	<u>14</u>	<u>18</u>
8-QUANTITY SURVEYORS	T15 - T16	<u>7</u>	<u>3</u>	<u>4</u>
11-ELECTRICIAN/ELECTRONIC DERIVED	T10 - T16	<u>21</u>	<u>14</u>	<u>7</u>
12-PROFESSIONAL TECHNOLOGISTS	T14 - T18	<u>4</u>	<u>3</u>	<u>1</u>
<b>Sub Total</b>		<b><u>259</u></b>	<b><u>107</u></b>	<b><u>152</u></b>
<b>FIRE AND EMERGENCY</b>				
1-CHEMICAL ENGINEERS	T15 - T16	<u>1</u>	<u>0</u>	<u>1</u>
<b>Sub Total</b>		<b><u>1</u></b>	<b><u>0</u></b>	<b><u>1</u></b>
<b>HEALTH</b>				
10-MEDICAL OFFICER (HEALTH)	T16 - T18	<u>23</u>	<u>18</u>	<u>5</u>
<b>Sub Total</b>		<b><u>23</u></b>	<b><u>18</u></b>	<b><u>5</u></b>
<b>HUMAN SETTLEMENTS</b>				
2-CIVIL ENGINEERS	T15 - T16	<u>4</u>	<u>1</u>	<u>3</u>
12-PROFESSIONAL TECHNOLOGISTS	T14 - T18	<u>16</u>	<u>1</u>	<u>15</u>
<b>Sub Total</b>		<b><u>20</u></b>	<b><u>2</u></b>	<b><u>18</u></b>
<b>INFORMATION MANAGEMENT</b>				
4-ELECTRONIC ENGINEERS	T14 - T16	<u>2</u>	<u>0</u>	<u>2</u>
11-ELECTRICIAN/ELECTRONIC DERIVED	T10 - T16	<u>14</u>	<u>13</u>	<u>1</u>
<b>Sub Total</b>		<b><u>16</u></b>	<b><u>13</u></b>	<b><u>3</u></b>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>				
7-MEDICAL OFFICER (OCCUPATIONAL HEALTH)		<u>6</u>	<u>0</u>	<u>6</u>
7-MEDICAL OFFICER (OCCUPATIONAL HEALTH)	T16 - T18	<u>4</u>	<u>1</u>	<u>3</u>
<b>Sub Total</b>		<b><u>10</u></b>	<b><u>1</u></b>	<b><u>9</u></b>
<b>REAL ESTATE</b>				
EX		<u>1</u>	<u>0</u>	<u>1</u>
9-PROFESSIONAL VALUERS	T12 - T16	<u>31</u>	<u>22</u>	<u>9</u>
<b>Sub Total</b>		<b><u>32</u></b>	<b><u>22</u></b>	<b><u>10</u></b>
<b>TRANSPORT AUTHORITY</b>				
EX		<u>3</u>	<u>1</u>	<u>2</u>

2-CIVIL ENGINEERS	T15 - T16	<u>12</u>	<u>8</u>	<u>4</u>
11-ELECTRICIAN/ELECTRONIC DERIVED	T10 - T16	<u>29</u>	<u>17</u>	<u>12</u>
12-PROFESSIONAL TECHNOLOGISTS	T14 - T18	<u>11</u>	<u>1</u>	<u>10</u>
<b>Sub Total</b>		<b><u>55</u></b>	<b><u>27</u></b>	<b><u>28</u></b>
<b>WATER AND SANITATION</b>				
EX		<u>8</u>	<u>5</u>	<u>3</u>
1-CHEMICAL ENGINEERS	T15 - T16	<u>10</u>	<u>5</u>	<u>5</u>
2-CIVIL ENGINEERS	T15 - T16	<u>26</u>	<u>21</u>	<u>5</u>
3-ELECTRICAL ENGINEERS	T14 - T16	<u>6</u>	<u>3</u>	<u>3</u>
4-ELECTRONIC ENGINEERS	T14 - T16	<u>1</u>	<u>0</u>	<u>1</u>
5-MECHANICAL ENGINEERS	T15 - T16	<u>1</u>	<u>1</u>	<u>0</u>
8-QUANTITY SURVEYORS	T15 - T16	<u>1</u>	<u>1</u>	<u>0</u>
11-ELECTRICIAN/ELECTRONIC DERIVED	T10 - T16	<u>29</u>	<u>15</u>	<u>14</u>
12-PROFESSIONAL TECHNOLOGISTS	T14 - T18	<u>24</u>	<u>19</u>	<u>5</u>
<b>Sub Total</b>		<b><u>106</u></b>	<b><u>70</u></b>	<b><u>36</u></b>
<b>Grand Total</b>				
		<b><u>1638</u></b>	<b><u>1061</u></b>	<b><u>577</u></b>

**Table 16: Analysis of Scarce Skills Posts**  
Source: eThekwini Human Resources Department

The City Manager (acting CM in place) and 2 Deputy City Manager (acting DCM in place for one of the posts) posts are vacant. The posts have been advertised, shortlisting and interviews are taking place.

Key Issues relating to Human Capital Development:

- Improve levels of skills development and literacy internally and externally;
- Skilled individuals leaving municipal area in search of jobs in other areas;
- Municipal personnel with scarce skills in short supply.

The key issues listed for each sector above would inform and guide the strategic direction that the Municipality should take in addressing the challenges that are faced by the communities in eThekwini Municipality.

## 1.5 ECONOMY

The eThekwini Municipality's *Economic Development and Job-Creation Strategy 2013-2018* maps out a growth scenario over the next 20 years with an overall framework for every 5 years.

The main objective is to introduce a suite of fundamentals to drive the growth in the future phases. The growth opportunities over the next 20 years will focus on capitalizing on the role of the port, international airport and modern rail, road, infrastructure, information, innovation and communication technologies. It also includes promoting the city as a center for trade between Africa and the world. From a tourism perspective it will entail marketing the city as an events and tourism destination. In addition, it seeks to promote the city as the best location for manufacturing activities, and a trade and tourism gateway for the Southern African Development Community (SADC).

The eThekwini region is the economic powerhouse of KwaZulu-Natal and also makes a significant contribution to the South African economy. It is a vital link between the regional economies of Pietermaritzburg (and onward to Gauteng) and Richards Bay, and ranks as the second largest economic Centre with the second most significant industrial region in South Africa. It is a promising global competitor with a world-class manufacturing sector.

The city is home to Africa's first multimodal logistics platform and international passenger airport, Africa's busiest port, and a global conferencing, sporting and tourist destination. It is also a substantial administrative centre, providing key public services within the Metropolitan area as well as to the wider region. It is both a centre for low cost production, as well as a key logistics hub in the national economy and is home to 10% of employment opportunities in South Africa.

*The key Issues relating to the economy in eThekwini include:*

1. Persistently high unemployment;
2. 41,8% of population subject to conditions associated with poverty;
3. Need for greater diversity in the economy.
4. Declining resource base and the impacts of climate change
5. Inability to meet timeous demand for strategic infrastructure and other services
6. Urbanisation
7. Low foreign direct investment (FDI) and business expansion
8. Hi levels of inequality
9. Low Levels of Gross Value Add (GVA) in the municipality
10. Impacts of the Dual Economy on economic sustainability

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## **FUTURE ECONOMIC GROWTH AND DEVELOPMENT**

As the eThekwini Municipality ushers in the new leadership, it must continue to confront and address not only the challenges persisting from the ravages of apartheid, but also new ones, while participating in and leveraging off impacts from the global economic traffic. Old challenges include chronic unemployment, low human development index and gini-coefficient indicators, a high poverty level amongst the major cities, and uneven or poor quality of basic services and weak or indecisive economic policies from a national level also impinges on local

economic development. However, the city is still widely acknowledged as a global player with world-class facilities to host international events, attract millions of domestic tourists annually, have major catalytic developments on the go and plenty more to come on-stream. The city has the busiest port in the continent, with an international airport and trade port that is attracting state-of-the-art manufacturers in the IT and innovation sectors

Although the number of people living below the upper poverty line decreased during 2015 (by 0.49%), eThekwini has the second largest number of people living in poverty. Unemployment has also dropped very marginally by 0.1 percentage points, but still ranks as the lowest amongst the major metros. The recent South African Cities Network report in 2016, The South African Cities Network (SACN) has lauded the eThekwini Municipality for fast-tracking service delivery to improve the quality of life for its citizens – as stated in the State of the South African Cities Report. The SACN report monitors and records the performance of the country's largest cities according to a host of indicators. The report also revealed the city's unemployment rate decreased the most since 2011 when compared with the five other large metros (was 43% in 2001 and dropped to 30.2% in 2011).

Despite repeated downgrades of global and national growth projections, the eThekwini region posted a 1.9% GDP growth in 2015, comprising approximately 10% of national. The major performing sectors were finance, community services, manufacturing and construction. While eThekwini and KwaZulu-Natal are blessed with inherited advantages such as the two ports and plenty of agricultural land - it has in addition, competitive advantages in Dube TradePort and the second most significant manufacturing base in the country, but these attributes have not translated into optimal benefit. These will certainly be challenges for the new leadership to take on as it strives to reach the eThekwini vision: *'By 2030 the eThekwini Municipality will enjoy the reputation of being Africa's most livable city, where all citizens live in harmony. This vision will be achieved by growing its economy and meeting people's needs so that all citizens enjoy a high quality of life with equal opportunities, in a city that they are truly proud of.'*

The Municipality's *Industrial Revitalisation Plan for 2015/16* and the update of the industry database will play a useful role in identifying where the manufacturing sectors are growing. This will also enhance the City's efforts in encouraging those sectors experiencing both growth and job creation. The Economic Development and Investment Promotion Unit has also launched some unique innovation initiatives and these include the Youth Innovative Challenge, a partnership with IBM, the Sustainable Enterprise Development Facility and the Government of Flanders with the purpose of supporting youth-driven technology businesses.

The eThekwini economy (Gross Domestic Product) in 2015 was approximately R281.7-billion – there was positive growth recorded by all sectors. Finances, community services, manufacturing, trade and transport were the best-performing sectors. The pie chart shows the percentage contribution of the broad sectors for 2015.

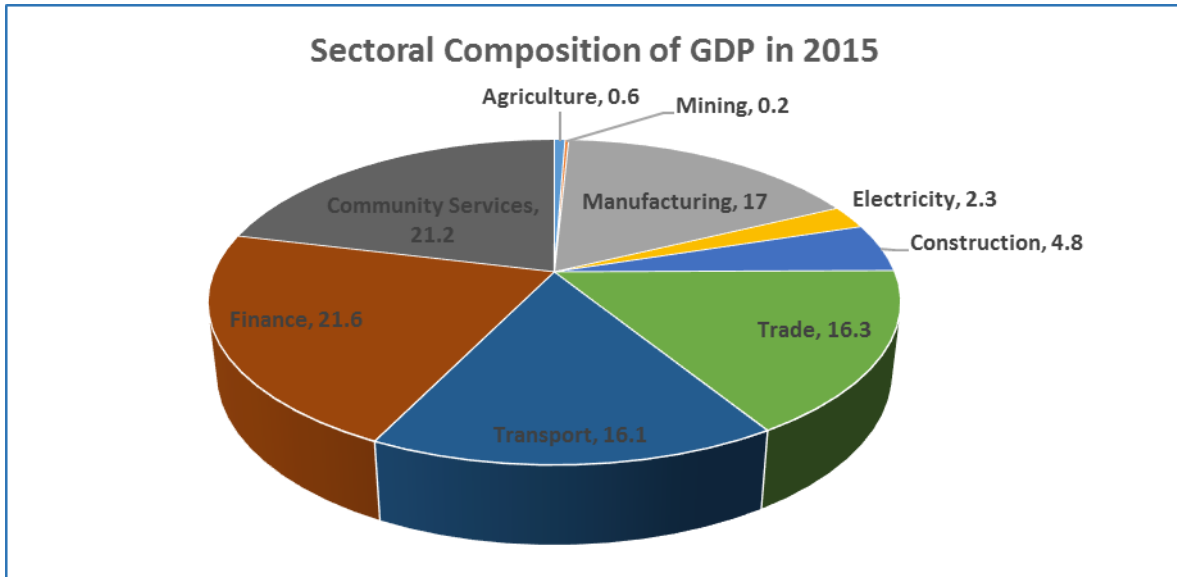


Figure 5: Gross Domestic Product Composition  
Source: Global Insight

The number of unemployment people during 2015 was approximately 226,231 with the latest quarterly unemployment rate from Statistics South Africa recorded as 19.7% for eThekwini in the 2<sup>nd</sup> Quarterly Labour Force Survey for 2016. The graph below shows that Durban had the lowest unemployment rate during 2015 (14.9%) when compared with the other major cities.

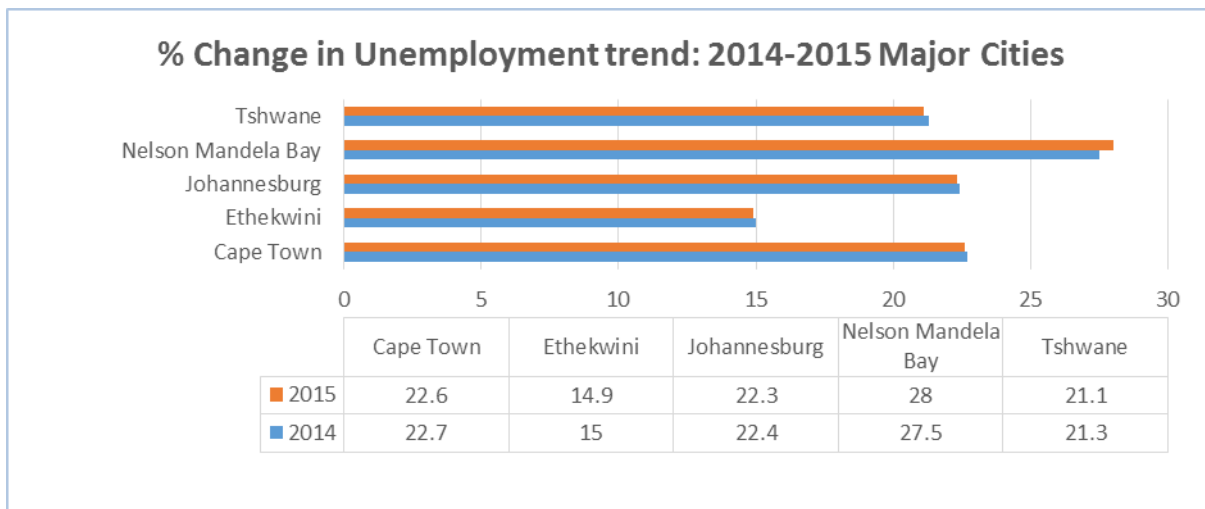


Figure 6: Unemployment Trends  
Source: Global Insight

The slow growth in the global and national economies has certainly impacted on eThekwini, together with local constraints such as load shedding, strike action and weak consumption expenditure, however, the major projects planned for the city going forward will bode well for high economic growth most notably the ones that will enhance trade activity with sub-Saharan Africa, and especially in light of the anticipated GDP growth of 5% in 2016 for the continent.

The hosting of the 2022 Commonwealth Games in Durban is expected to catapult the city onto the global platform for the next 7 years from which a multitude of economic and social benefits may be reaped. These benefits include exposure to world markets to attract and enhance tourism and foreign direct investment. The event – which is taking place for the first time in Africa, is expected to generate about R20 billion to the national economy, translating into an additional R11 billion gross domestic product growth and is expected to add approximately R2-billion to the local economy. The Games will underpin the City's growing reputation as an events capital of the continent and may act as a major boost towards achieving the ambitious visitor targets set in the Municipality's Tourism Strategy leading up to 2022. In addition, there will be opportunities to showcase the city's on-going initiatives with respect to new tourism products, innovation, poverty alleviation and transformation, some of which may be directly linked with the Games.

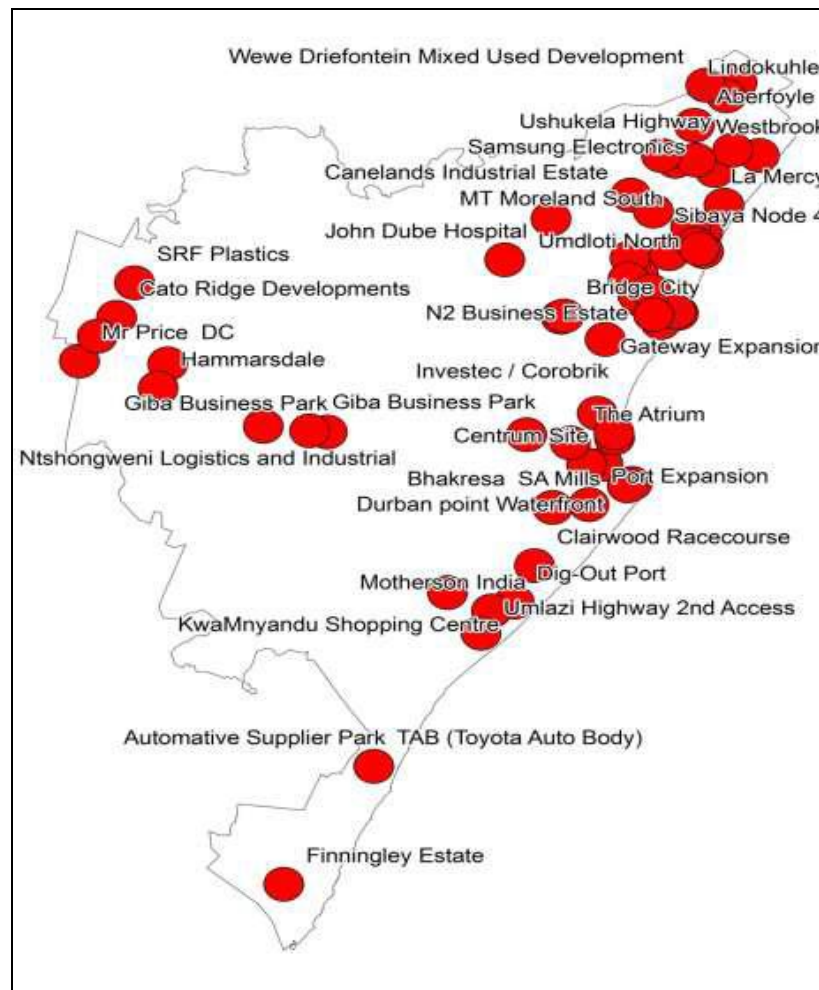


Figure 7: Strategic Economic Interventions,  
Source: eThekwini Economic Development Unit

The above map shows the locations of major catalytic and other developments planned over the next 20 years in the eThekwini region.

According to Census 2011, there were 956,713 households in eThekwini, 65.2% of which were African, 18.7% Asian, 13.5% White, and 2.6% Coloured. In 2011, 38% of the eThekwini population was economically active, decreasing by 2.0% from the economically active population in 2006. EThekwini showed significant improvement with respect to the municipality's unemployment rate, decreasing from 15.5% in 2013, 15.7% in 2014 and 15% in 2015. When compared to the other metro municipalities in 2013, eThekwini performed the best (Johannesburg 23.1% and Cape Town 22, 9%) in terms of the unemployment rate.

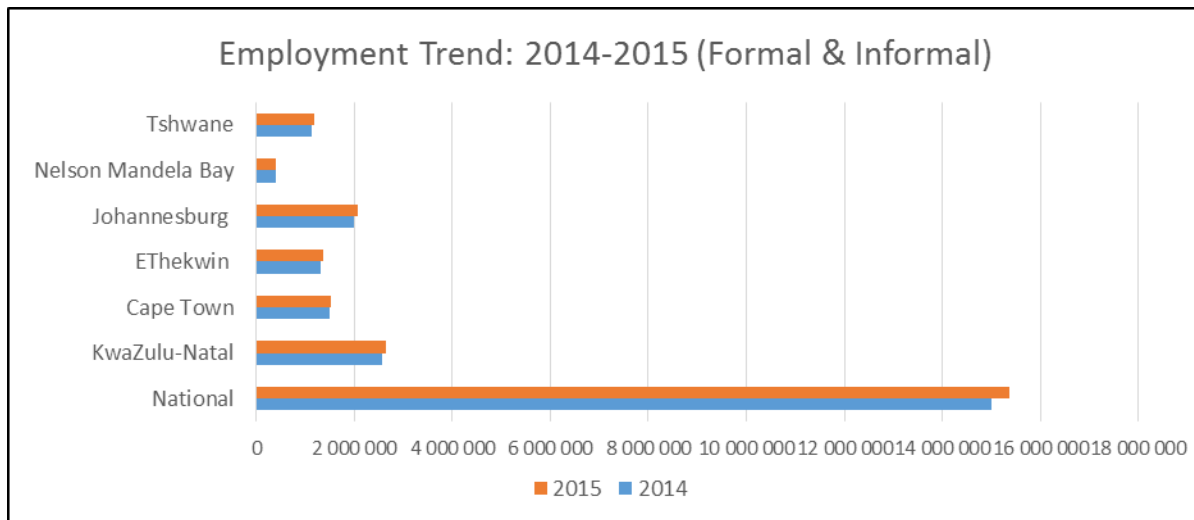


Figure 8: Labour Trends  
Source: Global Insight

The above graph shows the labour trends for national, KZN and the 5 major local economies for 2014 and 2015. The big employment sectors in eThekwini was community services, finance, trade and manufacturing. Total employment in 2015 was approximately 1, 400, 00 (includes informal employment). EThekwini has experienced a decrease in unemployment since 2010 mostly due to an increase in the 'not economically active persons' which has occurred throughout KwaZulu-Natal.

Real disposable income grew by 4.4% between 2014 and 2015. The graph below shows the trends in the 16 income categories for number of households during these two years. There was a decrease in the number of households earning in 5 of the 16 income categories, mostly in the lower end. The huge drop in the first and second categories may be due to standard population growth.



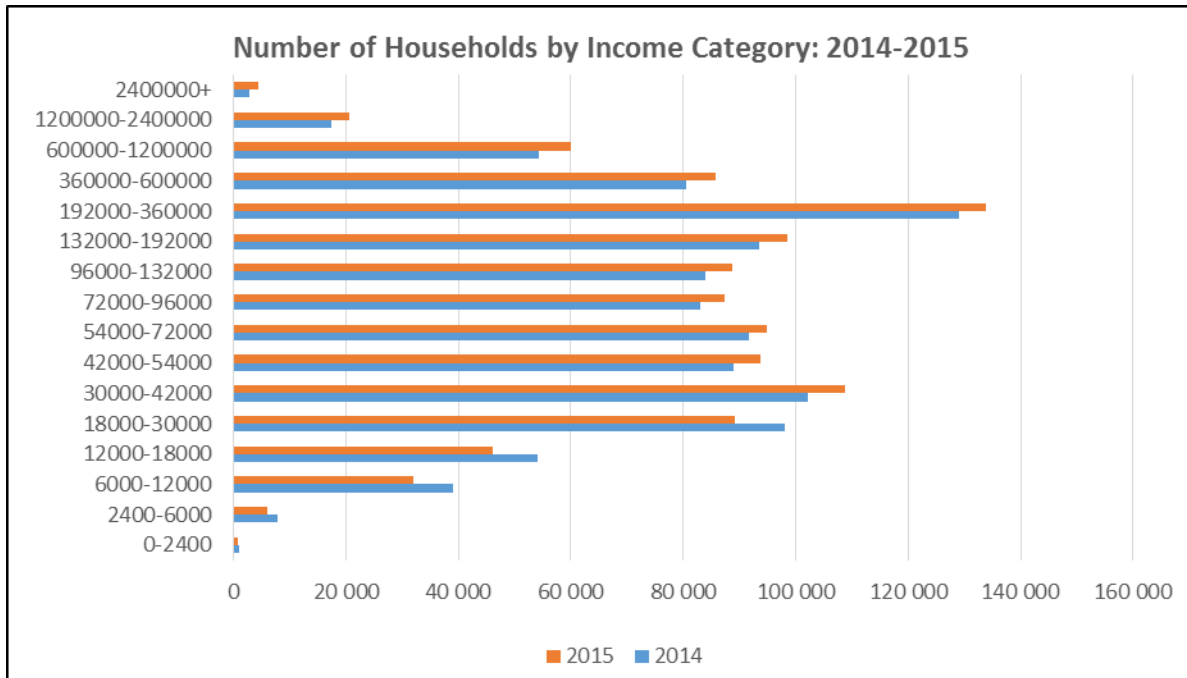


Figure 9: Number of Households by Income Category  
Source: EDIPU

In 2015 the per capita income for eThekwini was R61, 419 per annum (increased by 8.6% from 2014). EThekwini's per capita income had the largest increase between 2014 and 2015 of 7.7% when compared with Johannesburg (-1.4%) and Cape Town (3.6%). EThekwini has the 4<sup>th</sup> highest per capita income when compared with the 5 major metros; the highest of which is Tshwane with R83, 626.

Total household expenditure in eThekwini in 2015 amounted to R225, 6 billion, up from R207.0 billion in 2014. The majority of household expenditure was on taxes (13.6%), accommodation (13.5%), finance (7.4%), transport (6.8%) and medical schemes (4.0%).

Total retail sales amounted to R60, 4 billion in 2015, up from R57, 8 billion in 2014. The most retail sales were in perishable and processed products (37.4%), ladies/girls and infants clothing (9.6%), pharmaceuticals (7.7%) and inedible groceries (6.1%). EThekwini accounts for 47.1% of KZNs total retail sales. In 2015, of the total buying power of the country (100), eThekwini's share (index of buying power) amounted to 8%.

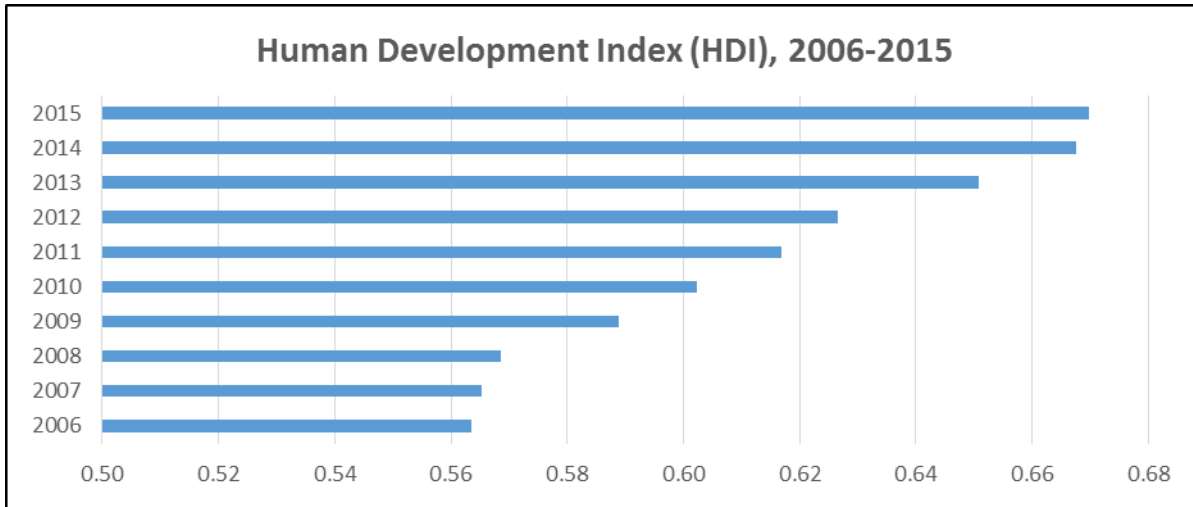


Figure 10: HDI Trends  
Source: Global Insight

The above graph shows the trend for the human development index (HDI) for eThekwini between 2006 and 2015. The change in HDI was roughly similar for most of the cities; however eThekwini still has the lowest HDI in 2015 (0.67) when compared with the other major cities (Cape Town 0.75, Johannesburg 0.72, Nelson Mandela Bay 0.68 and Tshwane 0.73).

The percentage of people living below the food poverty line has reduced by 30.1% between 2004 and 2013 and by 0, 12% between 2012 and 2013; however, eThekwini has the highest number compared to the other 4 major cities in the country. [1]

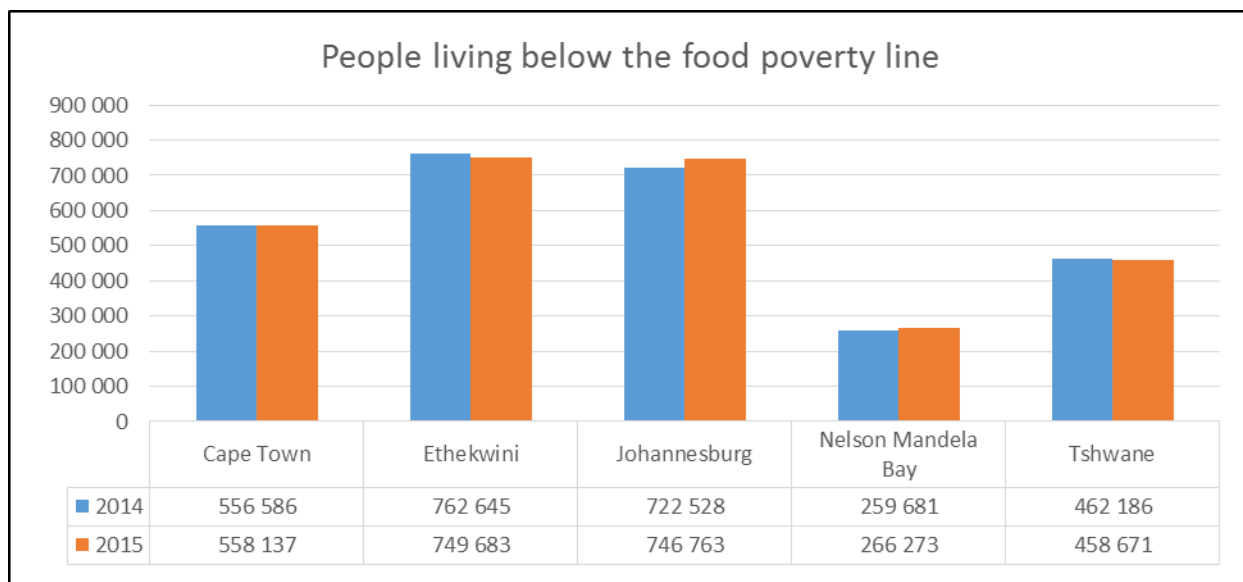
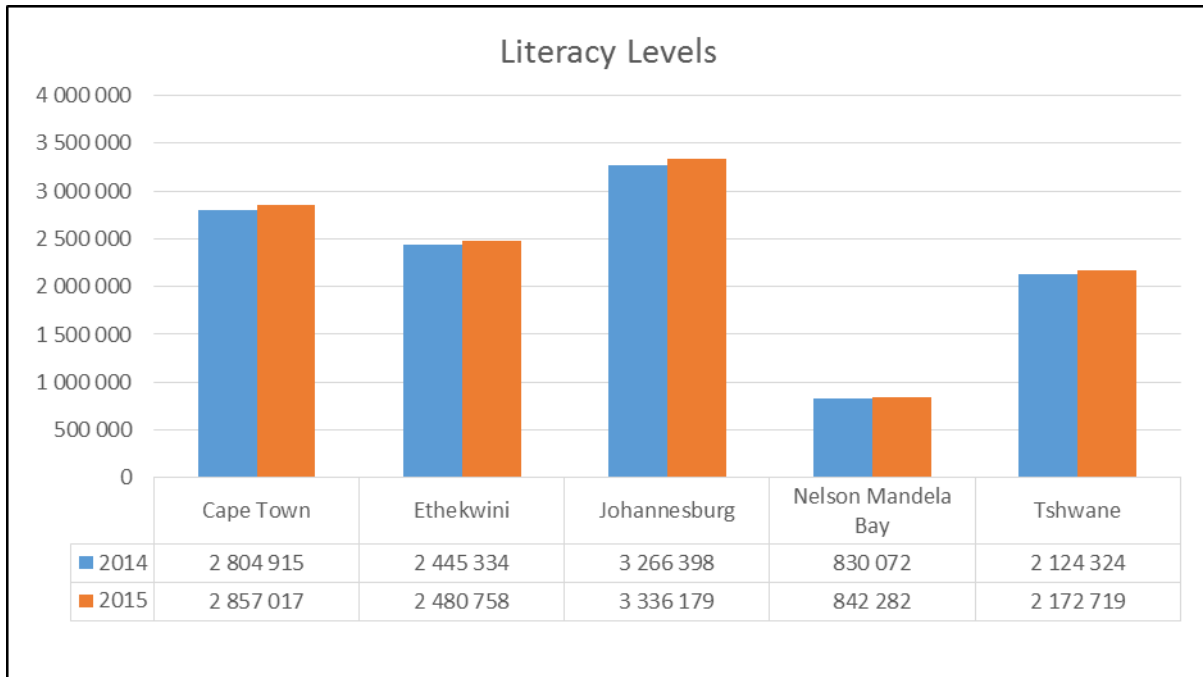


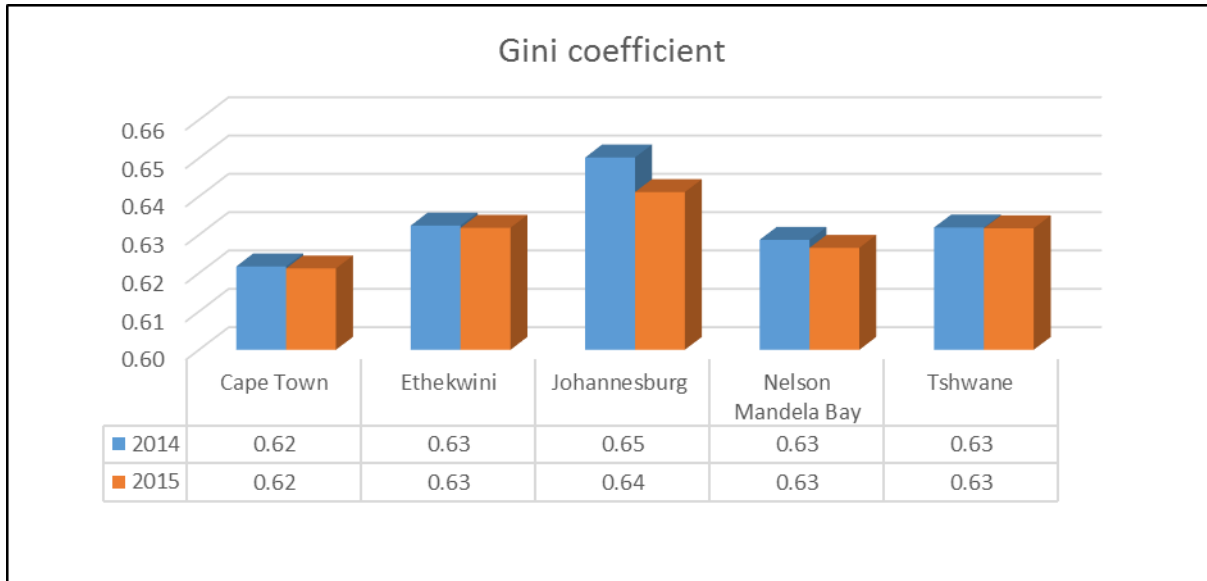
Figure 11: People living below the food poverty line  
Source: Global Insight

Of the 5 metros, eThekwini has the highest number of people living below the food poverty line - approximately 749,683 in 2015, of which 98, 8% are African, while 0, 3% are Asian, 0, 8% are Coloured and 0.1% white. This means that 28% of the African, 7, 5% of the Coloured, 0, 43% of the Asian and 0.05% of the white population are living below the food poverty line.



**Figure 12: Literacy levels**  
**Source: Global Insight**

The above graph compares the literacy levels - defined as the proportion of persons aged 20 and above that have completed Grade 7. Johannesburg leads with the highest number at approx. 3 million with Cape Town 2nd followed by eThekwini. EThekwini had the second highest percentage of matriculants (9.03%) behind Johannesburg at 11, 9% with Cape Town third at 8, 7.

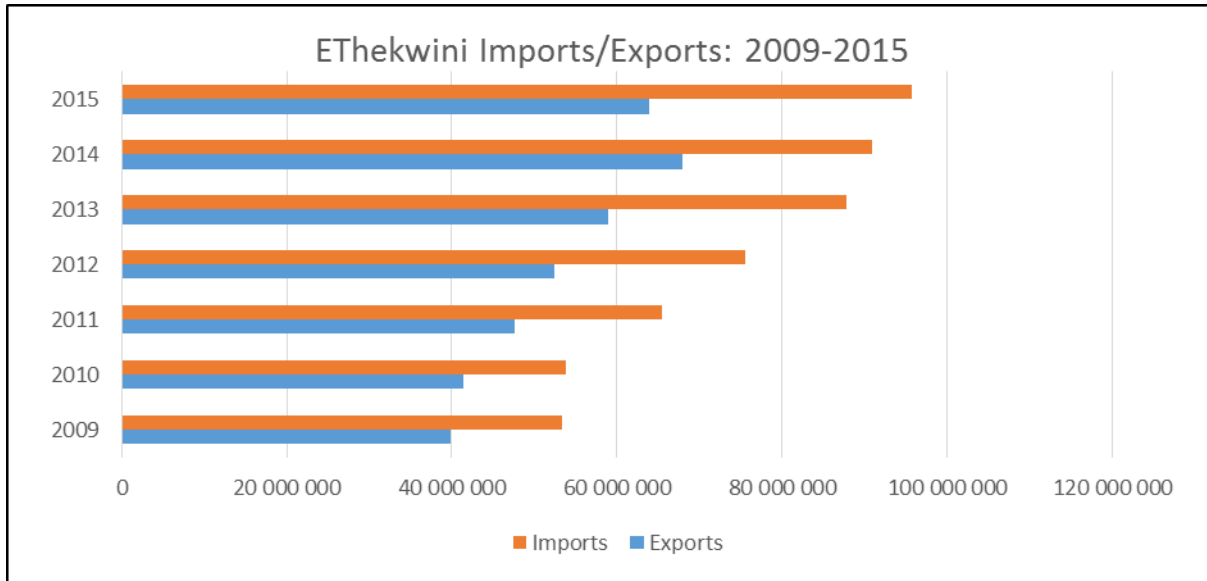


**Figure 13: Gini Coefficient**  
Source: Global Insight

The gini coefficient for eThekwini ranked 2<sup>nd</sup> place with Nelson Mandela Bay and Tshwane while Johannesburg was still the highest (64) and Cape Town the lowest at 0.62 during 2015. The Gini coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing). In practice the coefficient is likely to vary from approximately 0, 25 to 0, 70.

The graph below shows that imports in eThekwini during 2015, was higher than exports at R95, 8 billion while exports was R63, 9 billion. EThekwini's contribution to South Africa's exports was 6.1% in 2015, while eThekwini's contribution to national imports was 8.9%. In eThekwini, imports have grown at a faster rate than exports during 2009-2015 (8.7% and 6.9% respectively).

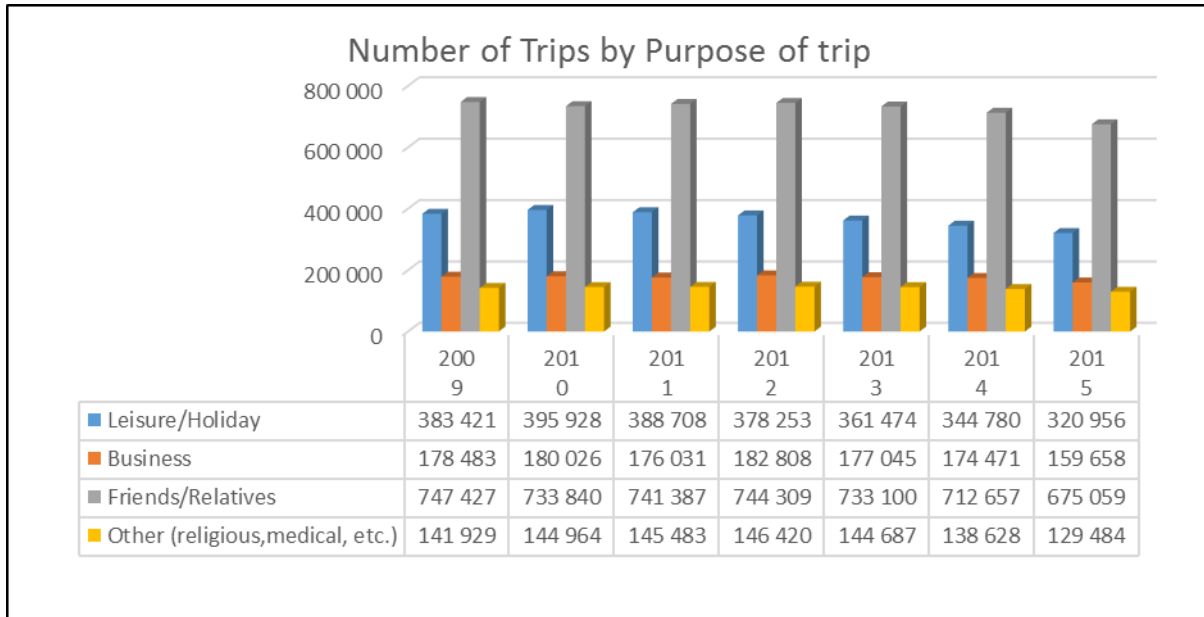
Over 60% of all exports during 2015 were motor vehicles, parts and accessories and basic iron and steel. Almost 50% of imports are motor vehicles, parts and accessories, and basic chemicals. The majority of exports are destined for African countries and the majority of imports are from Asia. The number one export partner is Japan, while the top import partners are Germany and China.



**Figure 14: Imports and Exports for eThekwini**  
Source: Global Insight

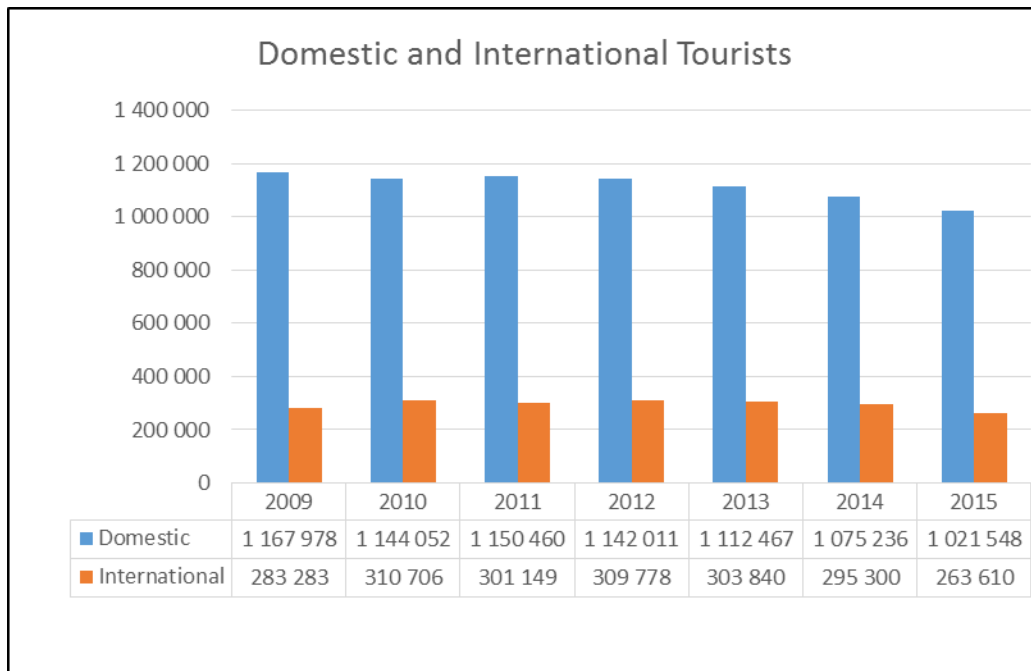
The country's major export destinations are the US (8.2%), China (8.1%), Germany (7.6%), Japan (4.8%) and Botswana (4.8%). Major export items include precious metals and stones, chemical products, vehicles and transport equipment and mineral products. The main import items were oil, electronic equipment, medical, technical equipment and organic chemicals.

The next graph shows the number of trips by purpose of trip in EThekwini from 2009 to 2015. In 2015, tourism contributed 5.9% to eThekwini's GDP decreasing from 2014 (6.6%). The graph shows a decreasing trend in the number of trips by purpose over the past 7 years. There was a 79% to 21% split between the number of domestic and international visitors in 2015. Over the past 7 years, the number of domestic visitors averaged 1.1 million while international averaged approximately 295 000 per annum.



**Figure 15: Number of Trips**  
Source: Global Insight

The graph below shows the split between international and domestic bed nights which decreased by 4.9% for domestic, while international Bed nights decreased by 10.7% during 2015.



**Figure 16: Domestic and International Tourists**  
Source: Global Insight

## **PROJECTS UPDATE**

### ***Dube TradePort (DTP)***

The Dube TradePort Corporation has been successful in attracting R 1, 4 billion in private sector investment to date. The first phase of the Dube Trade Zone development has attracted a considerable sum of the total investment value that Dube TradePort has been able to secure in the last 36 months. A number of investments including Samsung Electronics, which is involved in the manufacturing of televisions and monitors; Brenco Reelin, who are active in the refurbishment of train bearings and seals and Rossi SA who are involved in the assembly, repair and distribution of gearboxes that are destined for the mining industry. DB Schenker - another large multinational logistics and warehousing company is also located within Dube Trade Zone.

All of these organisations are currently fully operational within the zone and bring a mix of services and facilities to the business platform, which, in the long term is hoping to add value to other industries down the value chain within surrounding developments. Eureka Capital SA is another large investor within Dube City, a mixed-use commercial property development that has invested in a 21, 500m<sup>2</sup> six-story building. The building will house offices as well as an innovation centre, which will add value to a number of knowledge-intensive technology industries.

More recent announcements regarding planned investments into the Trade zones include: China's YOAC (Yangtze Optics Africa Cable) R150 million investment in a new optical fibre manufacturing facility, Cipla Bio-Tec will be investing R1, 3bn in a pharmaceutical manufacturing facility and a new state of the art condom manufacturing facility will be constructed for HBM-SA Health Protection Services.

Planning is currently underway for subsequent phases within the Dube TradePort area, including Trade Zone 2, Support Zone 2, uShukela Highway Development as well as Agrizone Phase 2. Planning is also underway for the upgrade, and provision of new bulk infrastructure to support the anticipated growth and take-up in the area.

### ***Cornubia***

The Economic Development and Investment Promotion Unit's recent study of the socio-economic impacts of Cornubia shows that the development is set to unlock significant economic benefits. The proposed 1 200 ha mixed-use development in eThekwini is an initiative that will change the face of KwaZulu-Natal. The Cornubia development, north of Durban, was expected to have a large impact on job creation in eThekwini during both the construction and operational phases, and unlock a significant contribution to the local gross domestic product (GDP). The development is expected to contribute about 10%, or R3.3-billion, to eThekwini's GDP and 5% to the provincial economy's GDP of R22.9-billion.

Nationally, the Cornubia development will contribute 2%, or R50.4-billion, to the South African GDP. The analysis, undertaken by KPMG showed that, in the long term, nearly 285 000 new employment opportunities could be created on the back of associated commercial activities. This represented 12% of total employment in the province. This will be achieved through 39 000 direct jobs, 144 000 indirect jobs, and an additional 45 000 jobs in the rest of the province, as well as 54 000 jobs resulting from the economic impact of salaries and wages paid to

employees at the development. This excluded some 250 000 employment opportunities during the construction phase of the Cornubia development. This phase of the project will pump as much as R700-million into lower-income households through job creation opportunities, which nearly doubles to R1.3-billion in income for these households during the operational phase of the development. The construction phase was expected to contribute roughly R8.5-billion to the economy of eThekwini, representing 4% of the local economy's GDP.

Cornubia Industrial and Business Estate (part of Phase 1) is 90% sold and a number of businesses are already operational in the area, providing much-needed job opportunities for the new residents of the housing development. Environmental authorisation has been received for Phase 2 which includes the Cornubia Business Hub, where an 85,000m<sup>2</sup> shopping centre as well as a call centre operation are currently under construction, to be completed in 2017. Approximately 78,000m<sup>2</sup> commercial bulk in the Cornubia Town Centre has been sold to an empowerment group to further unlock the town centre component. The N2 Business Estate comprising 24ha of industrial platform will also be launched in 2017. Early phases of mixed-use precinct Umhanga Hills will see the release of approximately 1,000 affordable units as well as a retirement scheme.

### ***Clairwood Logistics Park***

The Clairwood Logistics Park is located at the old 76-hectare Clairwood Race Course and is set to meet the growing demand for A-grade logistics space and distribution facilities in the South of Durban. It will create an estimated 18,000 jobs during the 4-year construction period and more than 4,000 jobs after completion in December 2020. The Capital Property Fund purchased the site and will invest approximately R3, 5-billion to develop it. This includes an R110-million roads and infrastructure update surrounding the facility.

The project has received the go-ahead during January 2016, after appeals against the developer's original environmental impact (EIA) report by residents was dismissed. The project may be completed midway through 2017. The land was bought for R430 million from Gold Circle in 2014 by Capital Projects and will be developed to 46.8% of the site to accommodate the EIA concerns. About 350,000 square metres would be developed for warehousing.

### ***Keystone Park***

Keystone Park precinct is a 152-hectare logistics and light industrial precinct on the N3 near the Hammarsdale interchange. This R6-billion economic catalyst project for the Hammarsdale/Mpumulanga region received regulatory approval to commence development during 2014 and is now being constructed as a fully serviced precinct to accommodate logistics facilities. The construction phase is expected to create 3,500 jobs and over 6,000 direct jobs during operations. The new 56,000 square meters Mr. Price Group National Distribution Centre, at a cost of R350m, has been completed.

The Precinct is taking shape with the majority of the bulk earthworks to the platforms adjoining the MPG property completed ahead of service infrastructure construction for the new primary access boulevard which has commenced from the new southern access entrance. The EThekwini Water Department continues to deliver 500mm-length diameter steel pipes for the Western Aqueduct link portion running through Keystone Park with about 50% delivered to date. Construction of eThekwini's new elevated water reservoir is currently at the adjudication stage with construction due to commence in June 2017 with completion scheduled for end September



2017. Sanral have appointed their contractor - StefStocks Civils - for the N3 interchange upgrade or which construction has already commenced. Telkom and Link Africa have committed to serve the new precinct with fibre optic networks and their respective sleeves and manholes are due for delivery by the end of August 2016

Sources: Global Insight/Policy, Strategy, Information, & Research Dept. (PSIR), Economic Development & Investment Promotion Unit/Procurement & Infrastructure Development, Development Planning, Dube TradePort, Moreland Properties,

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## 1.6 USHAKA MARINE WORLD

uShaka Marine World's vision is:

*"To create awareness of conservation, through fun, knowledge and adventure".*

The Park consists of Sea World, Wet 'n Wild, uShaka Kids World, Sea Animal Encounter Island, Dangerous Creatures and the Village Walk. It is owned by the eThekwini Municipality through a company called Durban Marine Theme Park SOC LTD (RF) (DMTP). The South African Association for Marine Biological Research (SAAMBR) is an independent contractor operating the Sea World component of the theme park (a Section 21 Company incorporated not for profit).

This flagship project was developed with the aim of regenerating the Point Precinct and has become a major tourist destination for both the national and international visitors alike. It has created a number of jobs, economic opportunities and has opened up new learning enhancement for schools through the operations of the Sea World Education Centre. There has been a considerable "multiplier effect" in terms of factors such as tourism attraction to Durban and a rise in adjacent property values (and related rates income for the city). uShaka employs approximately 536 staff at uShaka, and has contributed immensely to economic growth of the City.

uShaka Marine World is the largest marine theme park in Africa covering 16 hectares; and consists of four distinct business units known as the Sea World, Wet 'n Wild, uShaka Kids World, and the Village Walk.

Footfall and the related revenues is the key driver for the budget, with contributions to revenue coming from the following areas:

- Ticketing revenues of 50%;
- Food and Beverage and Merchandising revenues of 24%;
- Rental revenues from Village Walk 14%;
- Events, parking, sponsorship and sundry revenue 8%;
- Merchandising 4%;

During the 2015/16 financial year footfalls increased by 1% from prior, this impacted positive to all footfalls driven revenue:

- Ticketing revenue increased by 7% from prior year

- Noticeable increase in footfalls COMBO tickets sold which increased by 10% from prior year
- Wet and Wild (WW) footfalls increased from prior year by 36%

There are some footfalls driven revenue centres which reported a decrease in 2015/16 from prior year, this included: Sea World (SW), uShaka Kids World (UKW), Dangerous Creatures (DC)

To increase the footfalls going forward we need to increase capital investment on infrastructure projects, i.e. new attractions/offerings in the park. The industry we are in requires continuous improvement in offering and attractions to sustain the demand. Lack of or inadequate major capital investment in the park over the past year has had a negative impact on the revenue. The following needs to be considered going forward:

- Development of the park short to long term infrastructure master plan;
- Raising funding in terms of the approved Funding Policy

uShaka Marine World is KwaZulu-Natal's top, highly ranked, family entertainment park that continues to deliver an unmatched, fun experience for all its visitors. It has contributed significantly to tourism in the Point precinct and the whole of Durban, and has received accolades and awards over the years. A few of the recent awards won by uShaka include the:

- KZN Lilizela Award 2014 – Culture and Lifestyle
- KZN Lilizela Award 2014/5 – Marine Adventures
- Trip advisor 2014
- Silver award – SALI to Vico Landscapes for uShaka Marine World
- Top Choice 2015 – Best in Asian Tourist
- Trip Advisor - Hall of Fame 2015
- KZN Top brands Award – Top tourist attraction (top 10) – 2015.
- Certificate of Excellence from Trip Advisor – 2015.
- 3<sup>rd</sup> in Sunday Times Generation Next (5<sup>th</sup> consecutive year). 2016
- Best Attraction at Durban Chamber of Commerce Tourism Awards 2014 and 2015.
- TripExpert – winner of **2016 Experts' Choice Award**

It is clear that uShaka Marine World has had a largely positive impact on the Point Precinct, the City, Province and Country. uShaka Marine World has been a channel through which the eThekwini has effectively contributed to its mandate of achieving Africa's most caring and liveable City by 2030.

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## **1.7 ICC DURBAN**

The Durban ICC was originally built as a catalyst for economic development for the City of Durban and the KwaZulu-Natal province. This primary mandate was expanded in recent years to include profitability as a self-sustaining entity of the eThekwini Municipality. Having

completed its 18th year of successful operation, it is clear that the Centre is performing admirably on both of its twin mandates.

The Centre continued to execute on its transformation mandate, maintaining its Broad-Based Black Economic Empowerment status as a Level 2 contributor and was recognised with a host of international, national and regional awards. Furthermore the ICC has demonstrated its ongoing commitment to skills development through its expanded Student Learnership Programme and the introduction of a Graduate Programme which will offer graduates an opportunity to gain valuable work experience.

The year also saw the Durban ICC host a number of important events critical to Durban's ongoing development as a modern, global city. These included the World Social Science Forum, the World Forestry Congress 2015 and the World Routes Development Forum, the largest exhibition in the international aviation sector. As a direct result of hosting this event, Durban was able to establish route agreements with four new international carriers adding direct air routes to the City and greatly enhancing its international connectivity.

During the 2016 financial year, the Durban ICC produced another stable set of financial results. The Centre generated a Revenue figure of R161-million, which surpassed the prior year's performance by R4.7-million. The company maintained an impressive Net Profit percentage of over 20% and showed a 4.7% year-on-year growth in profits from R31.5-million in 2015 to R33-million this year.

The Centre generated a total of 1 235 204 delegate and visitor days during the 2016 fiscal year. International delegate and visitor days totalled 200 010 and constituted 16% of the total days. The balance of the days was split between delegates from within the KwaZulu-Natal province (57%) and the rest of South Africa (26%).

From an employment perspective, a total of 9 976 people were employed as a result of the Durban ICC's activities. In 2016, 7 367 people were employed directly and a further 2 609 people were employed indirectly as a result of events hosted at the Centre. The total annual payroll for these jobs amounts to R766-million.

The Durban ICC has once again achieved profitable financial results for the past year. Despite a challenging economic climate and highly competitive marketplace, Africa's Leading Convention Centre posted an impressive set of financial results and generated above-target revenue. In order to succeed going forward, we need to find new and creative ways to grow our revenue whilst prudently managing our costs. As we strive to achieve this, we cannot afford to compromise at all on customer service and the overall guest experience we provide.

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## **1.8 MOSES MABHIDA STADIUM**

Moses Mabhida Stadium is a state-of-the-art landmark sports facility with excellent amenities, architectural and engineering ingenuity making it a sustainable recreational and multi-disciplinary venue. With its arch of triumph, the stadium is an engineering feat that provides Durban with a defining landmark similar to Sydney's Opera House or The London Eye.

The precinct is a lifestyle destination that is accessible for locals and tourists to enjoy any day of the week. Whether it's attending a big match or event in the Stadium Bowl or People's Park, enjoying and taking part in the various stadium attractions (SkyCar, Adventure Walk, Big Rush Swing, Segway or Stadium Tours), having a bit of retail therapy at the various shops or I Heart Market, or having a gym session at VAC or Prime, there is something for everyone to do.

Moses Mabhida Stadium has built up an excellent reputation for securing a vibrant mix of major events over time e.g. Top Gear Festival, SA v India cricket match, PSL football fixtures and knockout tournament finals, AFCON, international football fixtures (Manchester United, Manchester City, Liverpool Legends), Nitro Circus Live and a variety of international music artists such as R Kelly, Neil Diamond, Chris Brown, Snoop Dogg, John Legend, Pet Shop Boys, Michael Buble, Toni Braxton & Babyface, Brian McKnight, Rick Ross, Boys II Men, Lionel Richie, Nicki Minaj and Mariah Carey. MMS is also the home venue for the annual Youth Hip Hop Festival, Maskandi Festival, Fact Durban Rocks and East Coast Radio's Durban Day and has also hosted the Spar Ladies Marathon, East Coast Radio Big Walk, Amashova and Tour Durban cycle races.

Non-bowl events are booked regularly for a wide variety of corporate or private gala dinners, cocktail functions, product launches, conferences, awards dinners, year-end functions, teambuilding, auditions, fashion shows, charity functions and teambuilding events.

From, an employment perspective, in the 2015/16 financial year, 9894 job opportunities were created as a result of the stadium's eventing activities.

<b>Events 2015/16</b>	<b>Number of Events</b>	<b>Total Attendance</b>
Stadium bowl	20	445 264
People's Park	80	178 233
Non-bowl	236	39 026
<b>TOTAL</b>	<b>336</b>	<b>662 523</b>

At the design stage of the stadium the battle was won for Durban and ongoing sustainability of the stadium itself. This is not just a stadium, it is an entertainment complex designed to become a destination providing 7 day a week entertainment through its attractions, shops, restaurants and popular children's playground and cafe in People's Park.

<b>Attractions 2015/16</b>	<b>Visitor numbers</b>
SkyCar	89 305
Stadium Tour	32 371
Adventure Walk	1275
<b>TOTAL</b>	<b>122 951</b>

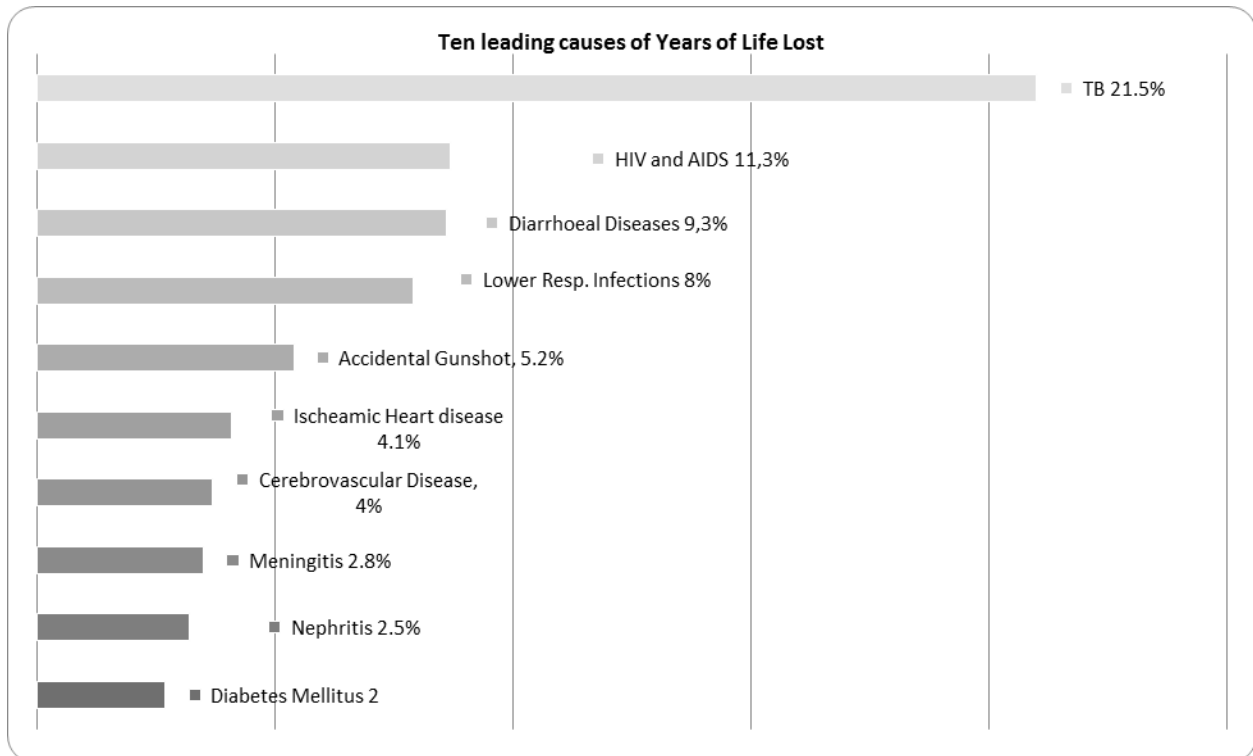
Multiple income streams mean the stadium covers the majority of its operational expenditure and maintenance costs, thereby limiting the burden on the city and ratepayers of Durban.

<b>Income 2015/16</b>	<b>Percentage</b>
Bowl Events	38.81%
Non-Bowl Events	16.30%
People's Park Events	8.13%
Retail Rentals	16.70%
Retail Attractions	7.03%
Sponsorships	0.38%
People's Park Cafe	4.71%
Suite Rentals	6.52%
Sundry Income	1.43%
<b>Total:</b>	<b>100.00%</b>

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## **1.9 HEALTH**

The morbidity and mortality profile of the eThekwini Municipal Area (EMA) demonstrates how the challenges of high maternal and child mortality, the escalating lifestyle diseases (non-communicable diseases), the unabated increase in the number of accidents and injuries, and the persistently high incidence of infectious diseases (mainly TB and HIV and AIDS) have had an impact on decreasing life expectancy of citizens within the metro.



**Figure 17: Teen leading causes of Years of Life Lost**  
Source: District Health Barometer 2014/15

Extrapolation of the HIV sero prevalence survey results to the general population estimates HIV prevalence in the South African population aged between 15 to 45 years at between 17% and 18% with KZN higher than the national average at approximately 25%. The results of the annual survey illustrate how HIV in the pregnant population has stabilised at an alarmingly high rate of approximately 40%.

Tuberculosis is recognised as the leading opportunistic infection amongst HIV positive persons with approximately two thirds of HIV infected persons co-infected with TB. In 2009 a total of 43 739 new and retreatment cases (both HIV positive and HIV negative) were registered in the EMA making eThekwini one of the districts with the highest number of TB cases. The EMA had a TB incidence of 916 cases per 100 000 population in 2014. This is showing some improvement if compared with 2013 where the incidence was 1 096 cases per 100 000 population. EMA is still ranked amongst the 10 worst districts in the country. However EMA is ranked amongst the 10 best performing district in TB death rate. This is evident in the improvement in TB cure rate which has improved from 70.8% in 2011 to 79.5% in 2013 and the increase in TB/HIV co-infected client on ART rate which also has improved from 48.8% in 2011 to 66.1% in 2013. (District Health Barometer; 2014/15)

South Africa, including the EMA, is one of the few countries where mortality rates children less than five years remain high due to HIV and AIDS, sepsis, injuries, pneumonia, malnutrition and diarrhea. The high number of maternal deaths also remains a problem with worrying trends

which forecast that the country is unlikely to meet the millennium development targets in terms of reducing mortality amongst children and pregnant women.

In addition to infectious diseases, a high number of deaths are attributed to diseases of lifestyle with leading causes of death linked to hypertension, diabetes, cancer, epilepsy and asthma.

The environment in which people live has the potential to be promotive of health or to impact negatively on health due to the presence of various environmental health risks. The Environmental Health Services (EHS) section of the Health Unit is tasked to mitigate against such risks and ensure promotion of a healthy environment. EHS cannot achieve this in isolation but works with various internal and external role players to impact on the nine (9) core functional areas of the Municipal Health services as defined in the National Health Act.

The service is currently not delivered at optimal levels due to weak systems, suboptimal skill levels, inadequate staffing levels, and low productivity levels amongst existing staff.

The mushrooming of informal settlements results in less than desirable living conditions exposing the inhabitants to additional environmental and social health risks. Associated conditions of poverty give rise to malnutrition especially in children under 5 years.

Poor health outcomes can in part be attributed to the health system challenges such as quality of services, inappropriate infrastructure, inadequate supply of human resources, funding of the health system and health information systems. In addition, the disparities of service provision between suburban areas and previously disadvantaged communities remains a challenge. Public Health Services in eThekwini Municipality are jointly provided by the Provincial Department of Health and the Municipality.

Key challenges relating to health service provision in the municipality are:

- High rate of HIV/AIDS and TB. Query should it read communicable diseases
- High teenage pregnancy rate;
- Sexual abuse in children less than sixteen years
- Abuse of chemical substances (drugs and alcohol). Lobby for change in the legislative framework.
- High incidence of injuries and trauma
- Inequitable distribution of resources towards an urban bias
- Only 66% of eThekwini residents have access to primary level care facility within a 5km access distance
- Primary Health Care services are considered an unfunded mandate for the municipality however there are ongoing negotiations to improve funding
- The number of Environmental Health Practitioners (EHPs) remains below the expected norms, however, the municipality has a multi-year funding plan to increase these numbers starting with the employment of 35 EHPs in the 12/13 financial year.
- Challenges with professional ethics and management capacity.

## 1.10 INFRASTRUCTURE DELIVERY

The eThekwini Municipality continues to put significant resources and effort into infrastructure delivery, in order to eradicate existing backlogs. The most current figures reflecting the backlog of services to houses/dwellings are seen in the table below together with the range of delivery and the related timeframes for backlog eradication:

Basic Service	Existing Backlog (consumer units) as at 31 December 2016	Delivery ranges per annum	Timeframe to address based on current funding levels *
Water	54721	2000-2500	22-27 years
Sanitation	153275	8000-10000	15-19 years
Electricity	241976	8000-13000	19-30 years
Refuse removal	0	1500-2000	0 years
Roads	1081.03 Km	10-15	72-108 years

\* - The timeframes indicated depend on the rollout of funding / subsidies.

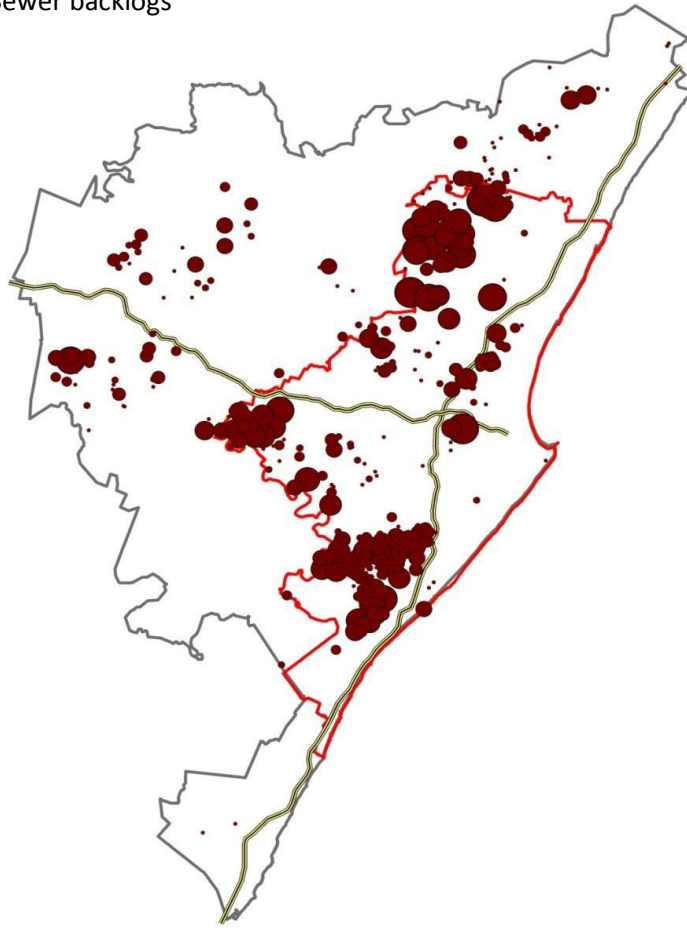
# - Linked to the housing delivery programme.

Table 17: Existing Backlogs

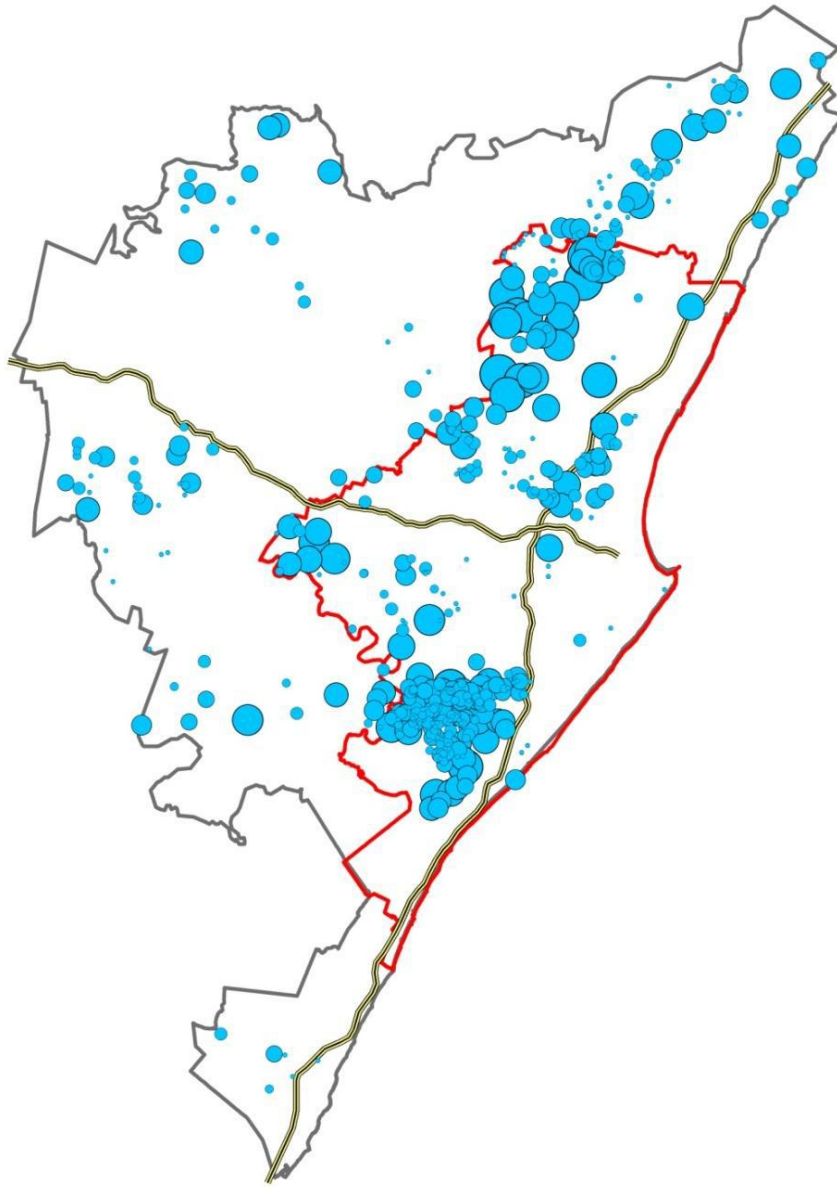
Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster



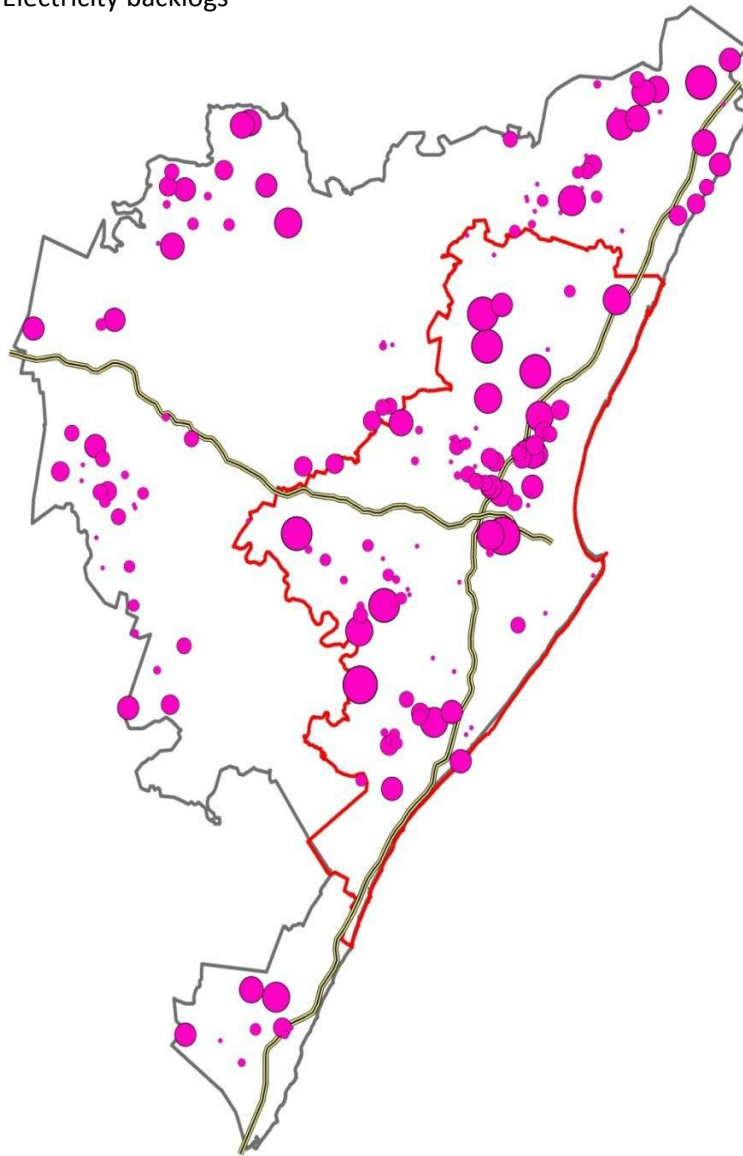
Sewer backlogs



Water backlogs



### Electricity backlogs



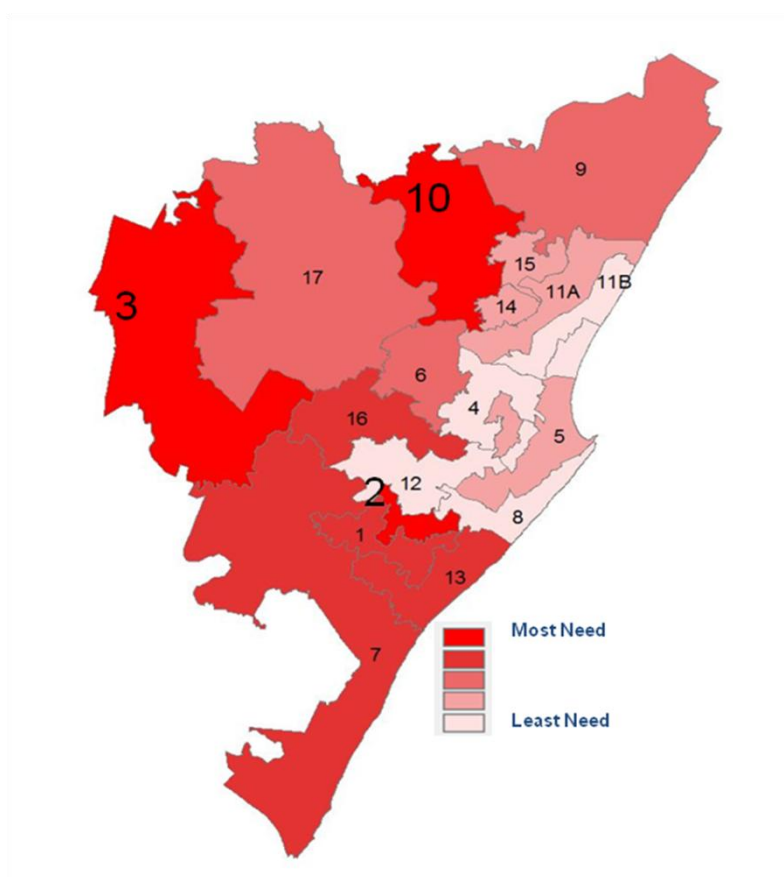
Vast strides have been made by the Municipality to address the service delivery backlogs and this continues to be a major area of capital spending in the municipal budget.

The municipality also assists residents through rates rebates & the provision of free basic services as follows:

- Rates:
  - Residential Properties valued at under R185 000 of property value – no rates charged (124969 properties benefit);

- Residential Properties valued at more than R185 000, the first R120 000 of value is not charged rates (326172 properties)
- Pensioners/child headed households – first R460 000 of property value – no rates charged (54902 properties benefit);
- Vacant land: first R30 000 of land value- no rates charged (5881 properties benefit);
- Water: no charge if less than 9kl of water used per month (487 062 households benefiting);
- Electricity: first 65kWh free to poor residents using less than 150kWh per month (approximately 65 000 households benefitting);
- Sewerage: no charge if less than 9kL of water used per month;
- Refuse: stepped tariff sliding scale.

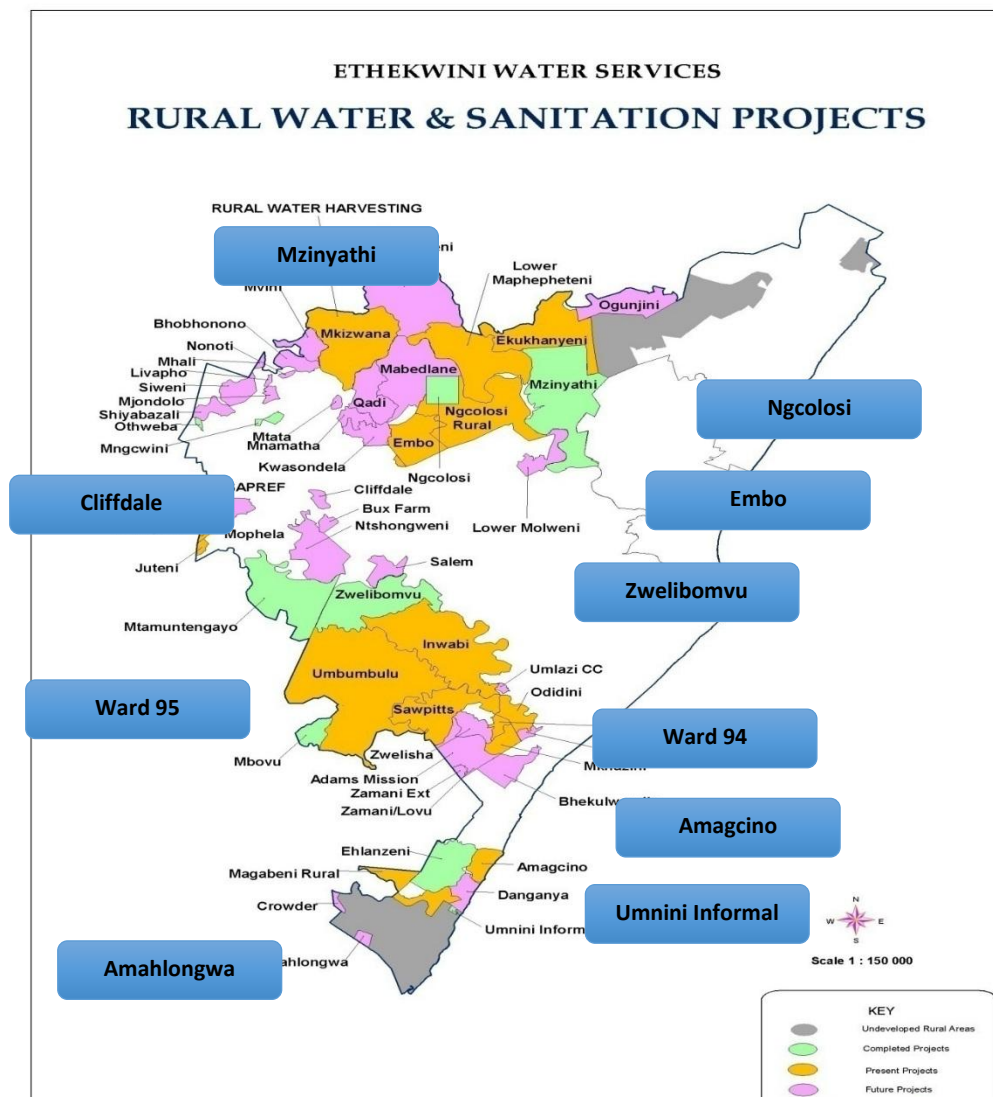
The map below gives an indication of the zones of greatest need within the municipal area based on a composite index that includes engineering and social infrastructure backlogs, unemployment, and income:



**Figure 18: Areas of Need (Areas most Deprived)**  
Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster

With regards to the provision of energy in the City, an Energy sector plan as well as the Municipal Internal Energy Management Policy, eThekwini ensures that sufficient, as well as renewable energy sources provide alternative energy sources for its citizens.

A WSDP for eThekwini municipality provides clear interventions that ensure balance with regards to water requirements as well as water sources. Clear targets for implementation of water programmes such as Umkhomazi, Western Aqueduct, Northern aqueduct, Greater Umhlanga as well as the urban edge provides for stability and consistency with regard to water provision. EThekwini also unpacks rural water and sanitation programmes in such areas as Cliffdale, KwaXimba, Embo and Umkhomazi.



**Figure 19: Water and Sanitation Projects**  
 Source: EWS

Key Issues relating to Infrastructure Delivery:

- Limited access to basic household and community services especially in informal settlements
- Limited funding available to deal with big backlogs;
- The inability of households to pay for basic services due to high levels of poverty & unemployment
- Illegal water and electricity connections.
- Water loss % is significant within the municipality
- Ageing infrastructure and need for budget to maintain to appropriate standards
- Typography makes service delivery in parts of the municipality challenging
- Fragmented spatial patterns do not support the efficient delivery of bulk services
- Dual governance system in the municipality affects the delivery of service to areas under ITB

## 1.11 HOUSING

The provision of adequate shelter for residents is a priority in the municipality. The table below shows the number and type of dwellings within the municipal area (sourced from the count of dwellings using the 2011 aerial photography):

Type	Sub Type	Dwellings
Formal	Houses	414,357
	Flats	110,225
	Sub Total	524,582
Informal	Single Dwelling ("Shack")	265,542
	Backyard	48,975
	Formal Informal (formal dwellings in informal areas)	3,096
	Sub Total	317,613
Rural	Cluster ("Umuzi")	70,317
	Single Dwelling	26,949
	Formal Informal (Formal dwellings in rural areas)	6,449
	Sub Total	103,715
<b>Total</b>		<b>945,910</b>

**Table 18: Dwelling Count**  
 Source: 2011 Aerial Photography, eThekwini Municipality, Human Settlement and Infrastructure Cluster

The current backlog for housing provision stands at just over 390 000 dwellings as can be seen in the table below:

Basic Service	Existing Backlog as at end December 2016	Delivery ranges per annum	Timeframe to address based on current funding levels *
Housing	387 000	4000-6000	40-80 years

\* - The timeframes indicated depends on the rollout of funding / subsidies. As well as population growth over the period

**Table 19: Housing Backlog**  
**Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster**

To date, the Municipality has delivered approximately 186 000 homes and is currently in the process of delivering houses in the rural areas as well as 25 000 units planned for the Cornubia development. In addition, 2 460 Community Residential Units have been delivered as part of the hostel upgrading project and 22 200 rental units were transferred to tenants. The total amount required by the City to clear the current backlog is estimated to be R51b to R85b at current prices (depending on definitions of backlogs). However, to offer some improvement to the quality of life in informal settlements in the short term, interim measures such as ablution blocks with male and female toilets and showers, refuse removal services, pedestrian paths with storm water channels, limited road access for emergency and solid waste vehicles, fire breaks, and a labour-based maintenance programme are being rolled-out to informal settlements. From a quality of life perspective and in line with its vision of being the most caring city, the municipality aims to rapidly up-scale the delivery of interim services to informal settlements over the next few years. The provision of interim services as opposed to the provision of low income subsidized houses with services is highly cost-effective since for each house built, one can provide up to eleven shacks with interim services. With the high backlogs in basic service provision and the severe impact on households that do not have basic services, a programme that leads to rapid delivery of these services will have significant social justice benefits. Council is forging ahead in implementing improved ways of providing housing that is better suited to the needs of inhabitants. Innovative new housing forms and urban design solutions are being implemented with the objectives of promoting densification, social cohesion, and a more sustainable urban form.

In addition, between 2009 and 2012 an estimated 30000 low pressure solar water heaters had been installed in the eThekwini Municipal Area thus also promoting the use of alternative energy. This programme was subsequently suspended as the programme implementer was being moved from Eskom to the National Department of Energy and it is envisaged that the revised programme will resume in due course.



Key Issues relating to Housing:

- High backlogs with limited funding available as it is an unfunded mandate;
- Lack of well-located land;
- Projects stalled due to delays experienced in land acquisition, lack of well-located and suitable land, environmental and developmental approvals and conflicting interests, especially with adjoining communities.
- Protracted SCM processes.
- Invasion of land and houses.
- Delays in the housing accreditation process stalling housing delivery

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## 1.12 PUBLIC TRANSPORT

Approximately 47% of the residents travel by public transport, that being rail (15%), bus (17%) and taxi (68%). The Municipality is fairly well serviced with commuter rail services which comprise of the following:

- North-south line following the coastal plain between Umlazi and Isipingo to Bridge City and KwaMashu;
- Mainline into the hinterland;
- Circuitous line between Pinetown Central Business District (CBD) and Rossburgh Station;
- Four spur lines into Umlazi, Chatsworth , KwaMashu and Bridge City;
- Spur line to the lower Bluff;
- Section of single line adjacent to North Coast Road.

The taxi and bus route system provides extensive coverage throughout the municipal area and beyond. There are approximately 1710 unidirectional bus routes which are serviced by approximately 200 operators in a mix of subsidised contracts and unsubsidized services. There are approximately 1673 unidirectional taxi routes, serviced by over 110 taxi associations in the municipal area.

Overall, the public transport system is economically inefficient with many services in direct competition with each other, resulting in unprofitable rail and bus trips.

In terms of special needs/transport for the disabled the following services have been introduced within the EMA:

- Three purpose built buses, known as the Sukuma bus, have been introduced. The buses are fitted with an automated wheelchair lift and six wheelchair rest points. The service operates in three areas covering: Pinetown /Clermont to CBD; Merewent/Umlazi to CBD and Ntuzuma to CBD and transports around 3000 passengers per month.
- The People Mover bus, servicing the inner CBD, caters for people with disabilities. Each bus has two wheelchair berths fitted with seatbelts for safety whilst passengers are in transit; buses are air-conditioned and equipped with an electronic ramp to enable quick and easy access. This service is used by about 1300 disable passengers per month.



- The Dial-A-Ride service provides a door-to-door service. There are 3500 registered members are transported by 12 buses carrying about 2400 passengers a month with a dedicated Call Centre where potential users can register their trips in advance.

Key Issues relating to Transport:

- Limited funding to provide adequate public transport services;
- Lack of integration of services between transport modes;
- Lack of adequate control and enforcement over public transport modes;
- Limited capacity to ensure safety at public transport pick-up and drop-off points.
- Low ridership levels to make public transport sustainable

However, there has been good progress in the re-capitalization of rolling stock with the new taxis, municipal buses and particularly with the commuter rail fleet.

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## **1.13 SAFETY (DISASTER MANAGEMENT & FIRE AND EMERGENCY)**

### **Disaster Management**

EThekwini, being a coastal municipality with a large manufacturing base, is at risk and vulnerable to a range of technological, natural, man-made and environmental disasters. These disasters pose a threat to the development objectives of the Municipality. It is therefore important that disaster management principles are taken into account during the planning processes. The Municipality has therefore implemented disaster risk management measures which aim to minimize the effects of disasters. In this regard communities are educated and trained to recognize the importance of disaster management and formal emergency services are also extended to residents.

### **Municipal Disaster Management Centre**

The Disaster Management and Emergency Control Unit was established as a new unit in January 2011 and provides, across the entire municipal area on a 24/7 basis, emergency services in terms of call taking and dispatching for all emergency situations for Fire, Metro Police, etc., CCTV crime surveillance and traffic monitoring as well as disaster management operations and programs and risk assessment and reduction programs.

The Unit also provides support for the business plans of various municipal departments by providing strategic guidance, planning, executing and carrying responsibility for quality management pertaining to projects in terms of project outputs, scope, time, quality and cost with reference to implementing technologies to move the municipality to a stable and improved networking, electronic and communications infrastructure catering for the upliftment of the citizens.

The Unit consists of:

1. Disaster Management;
2. Emergency Mobilising and Communication Centre (EMACC)
3. CCTV Control Room;
4. Technical and Specialised Services;
5. Administration

#### Emergency Mobilising and Communication Centre (EMACC)

The centre services the city by receiving telephone calls from citizens that experience potential life and property threatening emergencies. The calls for assistance are acted upon by the alerting and dispatching of municipal ground forces i.e. Metro Police, Fire Department and Disaster Management, who respond and deal with property and life threatening emergencies.

#### CCTV Control Room

Closed circuit television is a mechanism used to monitor through cameras positioned at various areas within eThekwini where there are high crime incidents and urban improvement precinct traffic congestions and to ensure that CCTV coverage is used to assist in policing crime. The system is designed to offer reassurance to the public and create a sense of security and awareness. CCTV is aimed to deter crime and anti-social behavior within the City.

#### The Disaster Operations Centre [DOC]

The Disaster Operations Centre [DOC] is a fully functional command, control and co-ordination centre that enables multi agency participation in managing a major event / incident or a disaster. The DOC has a network infrastructure which facilitates linkage and integration of CCTV, communications, incident log, and other systems display onto a video wall.

#### **Municipal Disaster Management Policy Framework**

In compliance with the Act, the eThekwini Municipality has compiled a Disaster Management Framework, as set out below which is consistent with that of National Government.

The Framework is based on the nationally accepted four key performance areas (KPA) each of which is underpinned by three “enablers” that facilitate a consistent approach to the function.

#### **KPAs**

- Integrated institutional capacity for disaster risk management.
- Disaster risk assessment.
- Disaster risk reduction.
- Response and recovery.

#### **Enablers**

- Information management and communication.
- Education, training, public awareness and research.
- Funding arrangements for Disaster Risk Management.

## **Municipal Disaster Management Plan**

The eThekwini Metropolitan Council Disaster Management Plan has been prepared by the Disaster Management Centre in terms of the Disaster Management Act, 57 of 2002. The Plan was approved by Council in August 2013, and is subjected to annual review. The primary focus of the eThekwini Municipal Disaster Management Plan is to confirm the organizational and institutional arrangements to effectively prevent disasters from occurring and to lessen [mitigate] the impact of those hazards that cannot be avoided. It establishes the operational procedures for risk reduction planning as well as emergency procedures to be implemented in the event of a disaster occurring or threatening to occur. The plan is an internal municipal document and essentially serves as the coordination and cooperation mechanism between all the relevant Departments, Units and Clusters of Council.

### **Municipal Disaster Management Inter-Departmental Committee**

A Municipal Disaster Management Inter-Departmental Committee has not been established, because we use the Strategic Coordinating Committee [SCC] to deal with corporate disaster management issues. The SCC consists of the City Manager, Cluster Deputy City Managers and Heads of Departments who have been co-opted for specific issues. The SCC cuts across all Clusters, Units and Departments and serves as a suitable vehicle for disaster management inter-departmental coordination.

### **Municipal Disaster Management Advisory Forum**

The establishment of a Disaster Management Advisory Forum for eThekwini is one of the essential action steps in establishing the foundational institutional arrangements, as required by: Key Performance Area 1 of the National and Local Disaster Management Frameworks. An Advisory Forum has been established under the chairmanship of the City Manager. It consists of all the Deputy City Managers, several Unit Heads and Senior Managers and/or other staff selected for their technical and/or specialist skills and knowledge. The primary purpose of the Disaster Management Advisory Forum is to provide a mechanism for relevant internal, external and technical specialist role players to consult one another and advise with regard to disaster management issues. The Forum meets on a quarterly basis, as per the Strategic Management Group meeting schedule. The Forum will aid the City to identify priorities and give input on risk reduction initiatives. The information generated will affect all Council Clusters and will address developmental initiatives, risk reduction strategies. The Forum with two Technical Task Teams which are as follows:

#### **MUNICIPAL ADAPTATION PLANNING TECHNICAL TASK TEAM**

Under the leadership of the Environmental Protection and Climate Change Department (EPCPD), significant progress has been made towards determining how climate change projections would affect communities and individuals within the eThekwini Municipality. It is clear from this work that the impact of existing climate variability and likely future climatic changes will be cross-sectoral and necessitate adaption planning by the majority of municipal departments.

#### **SOUTH DURBAN BASIN (SDB) "OFF-SITE" PLAN TECHNICAL TASK TEAM**

The South Durban Basin contains bulk chemical facilities, pipelines, oil refineries and a high volume of road / rail transportation of hazardous freight. Several major hazard industries [MHI] are located in the basin, and some of these industrial complexes are registered as National Key Points. The industries and surrounding residential communities exist in close proximity to each

other, and an emergency incident occurring inside a premises, could have consequences which may spread off-site. The industries each have an 'On-Site Emergency Plan' which includes internal response capability and the roles and responsibilities of municipal and other government and private agencies. If an event takes place on the premises of an Industrial complex, and the effects are felt outside the premises, the situation thus generated is termed an 'off-site emergency'. The off site plan is regarded as an extension of the on-site plan and both of these plans require input and actions from a network of agencies.

## **DISASTER RISK ASSESSMENT**

### **List of Priority Risks (Hazards)**

A disaster risk assessment is a process to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of vulnerability that could pose a potential threat or cause harm to people, property, livelihoods and the environment on which they depend.

The risk assessment is based on the technical features of hazards such as their location, intensity, frequency, probability and an analysis of the physical, social, economic and environmental dimensions of vulnerability and the coping capabilities pertinent to the risk scenarios.

Where the risk of disaster exists, those risks must be thoroughly assessed so that contingency plans can be developed to address the findings of the assessment. The assessed disaster-risk and vulnerabilities that a particular hazard poses will determine the priorities for Disaster Risk Management programmes and projects. The amount of possible benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities.

### **Hazard Maps**

The entire disaster risk assessment is based on, and requires specific data and information. This data and information includes both spatial and non-spatial data as well as electronic and hard copy data. Examples of typical spatial and non-spatial data are shown below:

**Typical Spatial and Non-Spatial Data used in Disaster Risk Assessments**

<b>Types of Data</b>	<b>Spatial Data</b>	<b>Non-Spatial Data</b>
<b>Description of Data</b>	Spatial data relates to data that can be represented spatially. This includes GIS Data as well as maps and drawings.	Non-Spatial data relates to data which is not represented spatially. This includes reports and statistics in tabular format.
<b>Typical examples of data to be used in Disaster Risk</b>	<ul style="list-style-type: none"> <li>• <b>Infrastructure:</b> Roads, Rail, Water and Sewerage lines, Water and Sewerage Treatment works, Reservoirs, Power lines and Power</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Integrated Development Plans and Spatial Development</b></li> </ul>

<p><b>Assessments</b></p>	<p>sub stations, Gas or Petrol Pipelines, Airports, etc.;</p> <ul style="list-style-type: none"> <li>• <b>Land use and Land cover data:</b> Classification of the environment based on its use or physical characteristics.</li> <li>• <b>Government Buildings and Critical Facilities:</b> Key Ministerial and Government Buildings, Government Offices, Police Stations, Fire Stations, Hospitals, Clinics, Schools, Location of all Government or Council properties, Government warehouses and storage areas.</li> <li>• <b>Other Buildings and Land-use data:</b> Stadiums, Sport fields, Waste and Landfill Sites, Surveyed Land-parcels with land-use labels, etc.</li> <li>• <b>Administrative boundaries:</b> Boundaries for the District, Municipalities and Wards</li> <li>• <b>Cadastral data:</b> Erven, Farms, Servitudes</li> <li>• <b>Topographic data:</b> Rivers, Streams, Contours, Dolomite and Undermined areas, flood lines, etc.</li> <li>• <b>Remote Sensing data:</b> Aerial Photography or Satellite Images.</li> <li>• <b>Statistical data:</b> Demography, socio economical and health related.</li> </ul>	<p><b>Frameworks;</b></p> <ul style="list-style-type: none"> <li>• Census Statistics;</li> <li>• <b>General statistics,</b> including Health, Crime, Rainfall, Floods, Fire, etc.;</li> <li>• <b>Information on disaster management capacity;</b> and</li> <li>• <b>Specific reports,</b> including reports of floods, drought, geological problems, accidents, illegal immigrants and refugees, major hazardous installations and health.</li> </ul>
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The types of hazard maps produced are as follows:

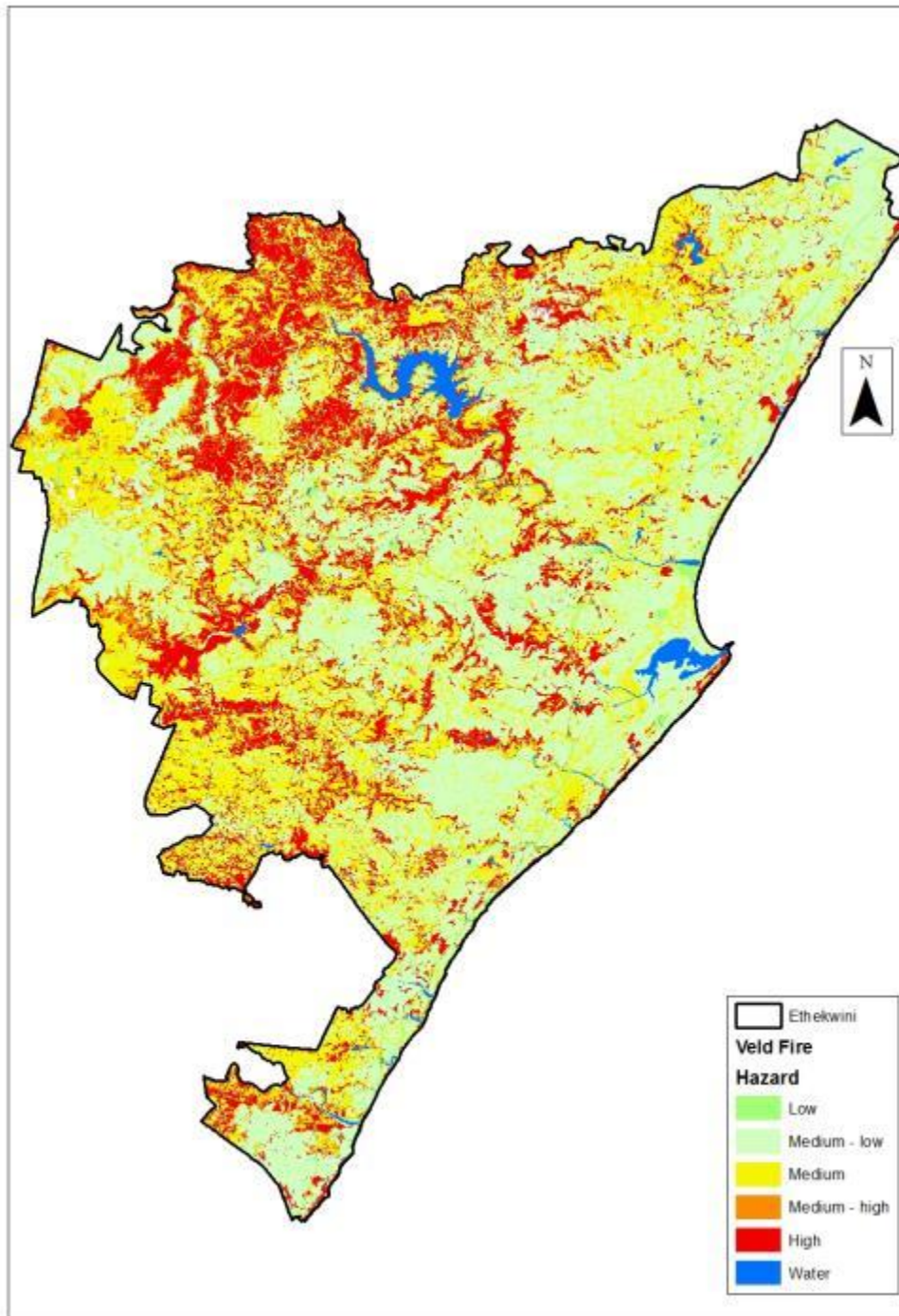


Figure 20: Hazard Assessment  
Source: Disaster Management Unit

## Vulnerability Maps

Vulnerability can be described as the degree to which an individual, a household, a community, an area or a development may be adversely affected by the impact of a hazard. Conditions of vulnerability and susceptibility to the impact of hazards are determined by physical, social, economic and environmental factors or processes.

Vulnerability is dynamic, not static, as the vulnerability of communities change due to improvements or degradation of social, environmental and economic conditions, as well as interventions specifically aimed at reducing vulnerability.

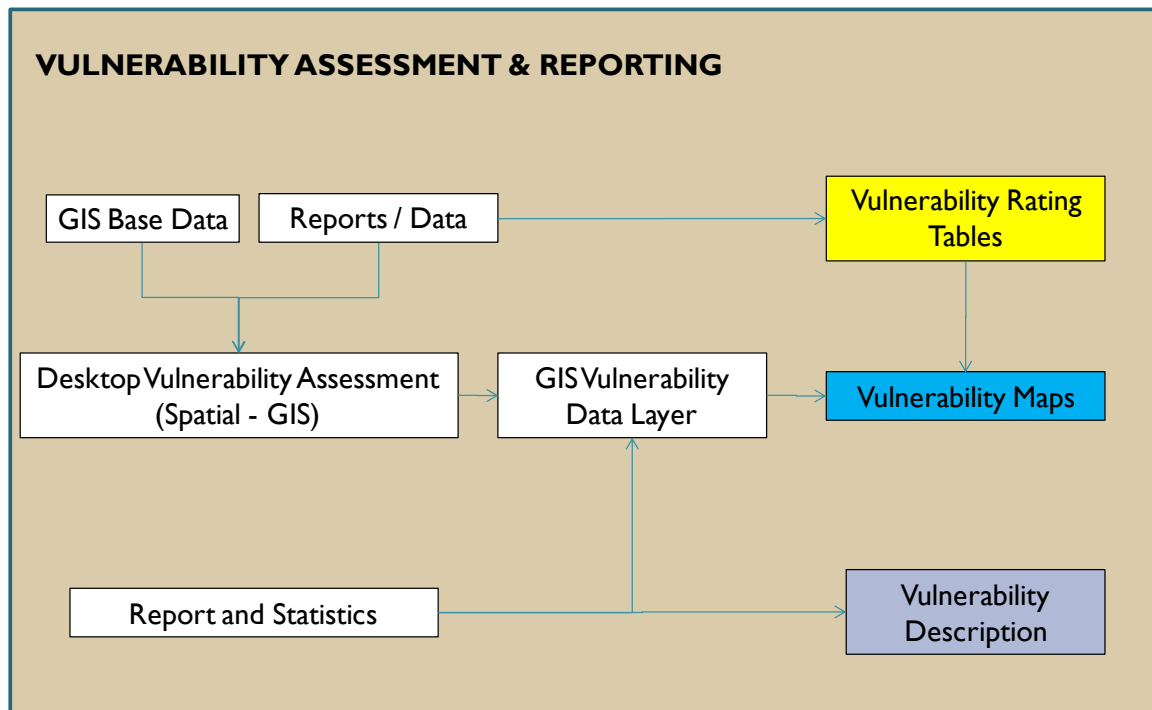


Figure 21: Vulnerability Assessment and Reporting Approach  
Source: Disaster Management Unit

The Vulnerability modelling for the municipality was conducted based on relative vulnerability levels associated with social, structural, economic and environmental vulnerability levels in the eThekwini Metro.

The different types of vulnerability were then combined using the spatial analyses tool in ArcGIS to produce a combined or total vulnerability map. The results from the resilience mapping indicate that areas of high vulnerability can be found throughout the municipality. Rural and informal areas as well as the major commercial and industrial areas seem to have the highest combined vulnerability ratings.

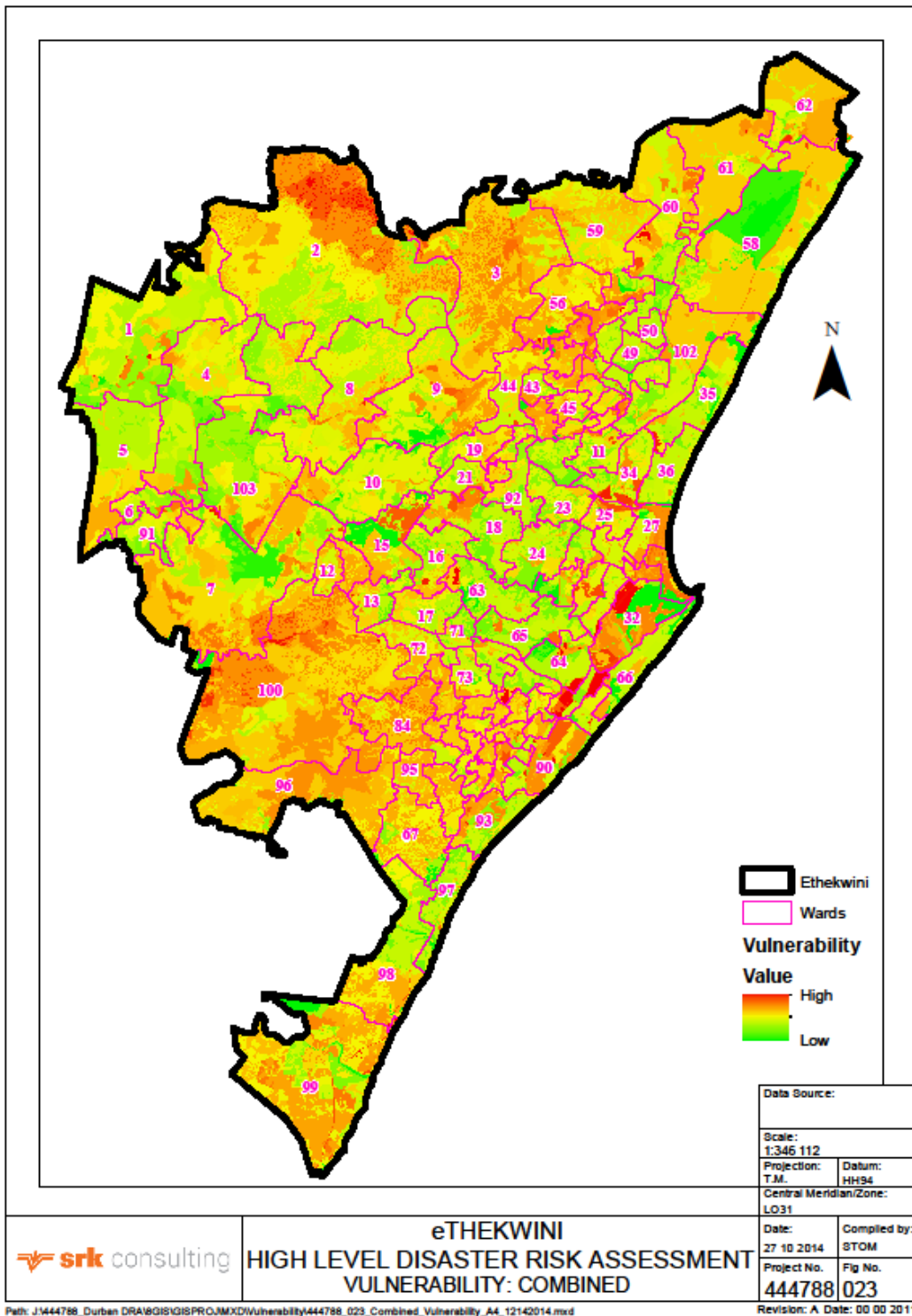


Figure 22: High Level Disaster Risk Assessment Vulnerability: Combined  
Source: Disaster Management Unit



**Capacity Maps**

The resilience characteristics relate to the capacity within the eThekwini Metro area to counter the effects of hazards and vulnerabilities. Resilience levels consist of Manageability and Capacity values, and are defined as follows:

Manageability –defined as the combination of all the strengths and resources available within the departments and line-functions that can be used to reduce the level of risk or the effects of a disaster. This includes the level of staff or human resources, available expertise, suitable experience, available vehicles, equipment, funding or budget allocations, facilities and risk reduction and response plans.

Capacity – defined as the combination of all the strengths and resources available within the community or society that can be used to reduce the level of risk or the effects of a disaster. Capacity was rated by making use of the same classification as Manageability.

Resilience – The Resilience value defines the total ‘resilience’ level in a specific area or community based on the Capacity levels of the community, as well as the Manageability levels of the department and line-functions to deal with disaster risk or the effects of disasters. The Resilience value is calculated by combining the Manageability and Capacity values.

An overview of the process followed to compile the resilience profile and Resilience Map is as follows:

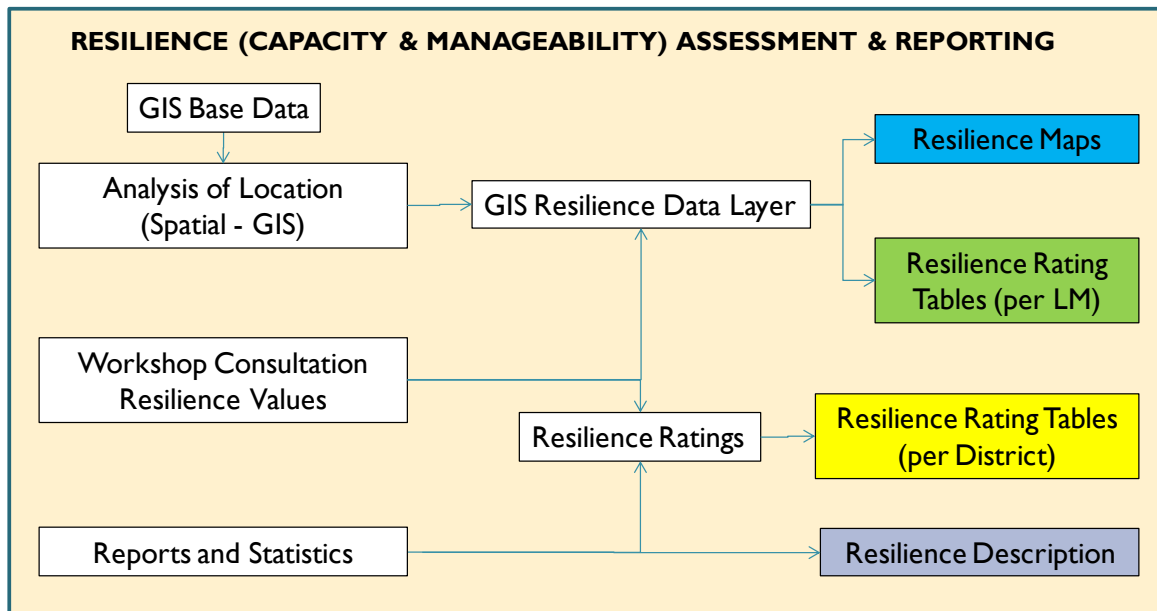


Figure 23: Assessment and Reporting Approach for the eThekwini Municipality  
 Source: Disaster Management Unit

Disaster Risk Rating Maps (Disaster Risk Evaluation Maps)

No	Risk	Combined
1	Civil Unrest - Crime	7
2	Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)	0
3	Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)	0
4	Disease / Health - Disease: Human	7
5	Fire Hazards - Formal & Informal Settlements / Urban Area	7
6	Infrastructure Failure / Service Delivery Failure - Electrical	6
7	Hazardous Material - Fire/Explosion (Storage & Transportation)	3
8	Oceanographic - Storm Surge	1
9	Hazardous Material - Spill/Release (Storage & Transportation)	9
10	Infrastructure Failure / Service Delivery Failure - Water	6
11	Infrastructure Failure / Service Delivery Failure - Sanitation	4
12	Oceanographic - Sea Level Rise (Climate Change)	3
13	Pollution - Water Pollution (Fresh and Sea)	2
14	Environmental Degradation - Loss of Biodiversity	2
15	Transport Hazards - Road Transportation	2
16	Pollution - Land Pollution	6
17	Pollution - Air Pollution	5
18	Hydro-meteorological Hazards - Extreme Temperatures	4
19	Civil Unrest - Demonstrations / Riots	2
20	Civil Unrest - Armed Conflict (Civil/Political War)	7
21	Environmental Degradation - Deforestation	6
22	Infestations - Plant Infestations (Intruder Plants)	5
23	Transport Hazards - Air Transportation	7
24	Infestations - Insect Infestation	6
25	Environmental Degradation - Land Degradation	5
26	Transport Hazards - Rail Transportation	9
27	Transport Hazards - Water Transportation (Inc. Marine Accident)	9
28	Civil Unrest - Refugees / Displaced People	8
29	Geological Hazards - Landslides/Mud flows	5
30	Structural Failure - Dam failure	5
31	Infrastructure Failure / Service Delivery Failure - Information Technology	9
32	Environmental Degradation - Erosion	8
33	Infestations - Animal Infestation / Over Population	7
34	Major Event Hazards - Political	4
35	Oceanographic - Tsunami	8
36	Civil Unrest - Xenophobic Violence	7
37	Disease / Health - Disease: Animal	7
38	Structural Failure - Building Failure	2
39	Civil Unrest - Terrorism	1
40	Infrastructure Failure / Service Delivery Failure - Transport	7
41	Geological Hazards - Earthquake	9

No	Risk	
		Combined
42	Hydro-meteorological - Drought	8
43	Fire Hazards - Veld/Forest Fires	6
44	Hydro-meteorological Hazards - Desertification	5
45	Major Event Hazards - Cultural / Religious	5
46	Other - Space Objects	4
47	Structural Failure - Bridge Failure	4
48	Geological Hazards - Subsidence	0
49	Disease / Health - Disease: Plants	9
50	Major Event Hazards - Sport	5
51	Major Event Hazards - Recreational / Commercial	4
52	Geological Hazards - Rock-fall	2
53	Infrastructure Failure / Service Delivery Failure - Gas	3
54	Infestations - Algal Bloom (Red Tide)	2

Table20: Disaster Risk Ratings  
Source: Disaster Management Unit

## DISASTER RISK REDUCTION

### Disaster Management Programmes/Projects by Municipality

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Rain gauge monitoring	Operating	Provide real time data available to public via internet through council website	
Weather stations	Operating	eThekwini Municipal Area	
Flood monitoring	Operating	One river gauge on Umgeni River	
Early warning systems	Operating	Investigating using rain gauges and radar in catchment areas	
Flood canalisation	Capital	Umgeni canalisation under Connaught bridge widening the river on Northern bank	
Sea water rise monitoring		Tide gauge providing data for analysis on tidal changes	
Buffelsdraai Landfill Community Reforestation Project	Operating (R13,163,689 to date)	Indigenous forest restoration for the improvement of ecosystem services like flood attenuation and water supply in response to slow onset disasters	Ongoing since 2008
Paradise Valley Reforestation Project (as part of the Durban	Operating (R 3.3 m	Indigenous habitat restoration with alien plant species removal for the improvement	Ongoing since

CEBA Programme)	to date)	of ecosystem services	2011
Durban Metropolitan Open Space System (DMOSS)	Capital (R 2 m per annum)	Open space planning and implementation to ensure that D'MOSS provides protection from climate change impacts through the provision of ecosystem services	Ongoing
Working for Ecosystems	Operating (R 11.2 m to date)	Protection of ecosystems, and the climate change buffering ecosystems services that they provide, from alien invasive plant species	ongoing
Working on Fire	Operating ( R 5 m to date)	Protection of ecosystems, particularly fire-dependent grasslands, for the preservation of ecosystem services like flood attenuation	ongoing
Community Adaptation Plans	Operating (R 2.5 m)	A social vulnerability and adaptation planning study aimed at understanding how climate change impacts upon vulnerable communities	Completed 2011
Luganda School Water Harvesting and Management Project	Operating (R 350,000)	A storm water runoff management, capture and micro-agriculture project to minimise storm erosion damage from run-off	Completed 2011
Municipal Adaptation Plans Cost-Benefit Analysis	Operating (R 1.4 m)	A novel research project to prioritise municipal adaptation options to ensure most effective climate change adaptation options are implemented	Completed 2012
Integrated Assessment Tool for Climate Change	Operating (R 4.2 m)	A computer-based tool to facilitate the spatial display and interrogation of climate impacts across a range of municipal sectors	Completed 2011
Green Roof Pilot Project	R 1.6 m	A pilot project to investigate the effectiveness of green roofs in reducing run-off from roofs (to minimise flooding impacts) and the urban heat island effect	Ongoing since 2008 The active project and research component of this meeting

			ended in 2014. It's now in a maintenance phase.
Palmiet Rehabilitation Project	R0	An innovative multi-governance project addressing climate change adaptation through a catchment-based management approach.	Ongoing since 2013
uMngeni Ecological Infrastructure Partnership	R0	A broad-based partnership based on implementing ecological infrastructure approaches to improve water quality and quantity.	Ongoing since 2012
Central KZN Climate Change Compact	Operating R 10,000 annually	As part of implementing the Durban Adaptation Charter, the Compact is a partnership of municipalities to address climate change action.	Ongoing since 2014

**Table 21: Disaster Management Programmes/Projects**  
Source: Disaster Management Unit

## **DISASTER RESPONSE AND RECOVERY**

### **Municipal Capacity in terms of Response and Recovery**

The city has a well-equipped response and recovery capacity. The municipal structures consist of Cluster Deputy City Managers who report to the City Manager. Heads of Units report to a specific Cluster Deputy Municipal Manager. Departments report to Heads of Units. Past response indicates that the municipality is ready and able to deal with incidents of a major emergency or disaster scale. Co-ordination of response is conducted via the Disaster Operations Centre, supported by the Units Emergency call Centre and CCTV Operations Room. Other internal and external departments are activated where their participation is required. Standby rosters ensure continuity of service and representation when the Disaster Operations Centre is activated.

### **List of relevant stakeholders in Response and Recovery**

The ethos is that disaster risk management is everyone's business. The following internal and external departments, units and agencies are the primary participants for joint management of a major incident or disaster.

#### **INTERNAL**

- CCTV
- EMACC
- Security Management

- Safer Cities
- Communications and Public Relations
- Disaster Management
- Electricity Services
- Engineering Services
- Treasury
- Development Planning Environmental Management Unit
- Fire and Emergency Services
- Health Unit
- Housing
- Information Technology and Communications -GIPO
- Metropolitan Police
- Solid Waste and Cleansing
- Waste Water
- Water Department
- Parks Recreation and Culture
- City Fleet
- ETA
- Community Participation

#### **EXTERNAL**

- Departments of Social Welfare, Agriculture and Education
- Emergency Medical Rescue Services
- Provincial/Regional Health Department
- Religious and Welfare Organizations
- Department of Transport and Road Traffic Inspectorate
- South African Police Services
- South African Weather Services
- Technical Specialists
- Academia

Each of the departments involved have specific response and/or recovery roles and functions, which includes the following generic requirements.

The Departmental Heads: must ensure that Disaster Risk Management Plans are compiled and maintained within their respective departments, with specific reference to the following:

- Compilation of pro-active departmental disaster risk management programmes to support disaster risk reduction
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations
- Submit departmental disaster management plans to the Head of Disaster Management and ensure regular review of such plans
- Provide a representative at the Disaster Operations Centre if this has been activated

## **INFORMATION MANAGEMENT AND COMMUNICATION**

### **Information Management and Communication System**

Part of the city-wide risk assessment scope of works is the development and implementation of a new communications system for the MDMC. The Management information system has been deployed and currently in its operational phase. The application is called E-SPONDER. E-SPONDER is a single agency multi user system and is used to manage all aspects of a major incident and has the ability to work across multi agencies simultaneously. The software provides for unified command to improve interagency coordination and response. The E-SPONDER platform is a suite of real-time data-centric technologies and applications, which will provide actionable information and communication support to first responders that act during abnormal events (crises) occurring in critical infrastructures. This information will enable improved control and management, resulting in real time synchronization between forces on the ground (police, rescue, fire-fighters) and out-of-theatre command and control centers i.e. mobile incident command vehicles. The approach guiding E-SPONDER is based on the fusion of variable forms of field-derived data within a central system which will then provide information analysis and decision support applications at the eThekwini Disaster Operations Centre in order to provide in situ support to first responders that operate in Critical Infrastructures.

### **Early Warning Strategy**

Early weather warnings are supplied by the South African Weather Service and these are further disseminated to relevant role-players and decision makers by the Emergency Mobilising and Communications Centre. The Emergency Mobilising and Communications Centre have installed a Bulk SMS notification system, to keep principal emergency services staff informed of incidents of significance. A major future project to be addressed will be a scientific study leading to the installation of platform sirens complete with public address systems, to provide early warning and instructions on public protective strategy, for the communities of the South Durban Basin and other vulnerable communities.

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

### **Capacity Building Programmes**

Three hundred disaster management volunteers have undergone a medical assessment through the Occupational Health Department. First-aid training is provided to the volunteers and a group of sixty volunteers have undergone fire safety training. Final year nursing students from the Durban University of Technology undergo disaster management training, which is done at the Municipal Disaster Management Centre. Staff from the disaster management department regularly attend community forum meetings and provide public protective strategies training.

### **Public Awareness Campaigns**

The Disaster Risk Management Centre will continue to increase the number of public awareness and preparedness sessions it conducts with at-risk communities in informal settlements. These sessions aim to raise awareness regarding the hazards of fires and floods, and safety. The Masakhane program involves inter departmental participation in ward community outreaches in order to raise awareness of service delivery, and address concerns on issues relative to safety, risk reduction and enhancement of cooperative governance.

### **Research**

The Environmental Planning and Climate Protection Department contracted a service provider to undertake a cost benefit analysis study of Municipal Adaptation Plans [MAP], to support the

priority ranking of adaptation options. This was to calculate a benefit cost ratio for each MAP, based on the relative merit of expenditure, where benefit is based on improvement to people's wellbeing, and therefore more relevant to a developing-country context. The EPCPD are also monitoring the benefits of their Green Roof in terms of rainfall run off attenuation, the reduction in heat build-up, the performance of the indigenous plants used in terms of their growth and maintenance costs and their ability to provide a refuge for inner-city biodiversity. This is likely to be a long-term project and it has catalysed a number of other green roofs in Durban.

## **FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT**

### **Funding Mobilization Strategy**

Each Unit or Department is responsible for its own disaster recovery fund. Where damage costs are beyond the capacity of the individual Units to absorb these from their operating budgets, reports are presented to the EXCO for funding to be allocated from the city treasury or for application to be made to Provincial or National treasuries for funding allocation.

**\* Additional information relating to Disaster Management can be viewed in Annexure 16 of the IDP.**

## **Fire and Emergency Services Unit**

The eThekwini Municipality administers a modern and well equipped emergency service that provides a range of services aimed at reducing loss of life, injury, minimising the adverse economic and social consequences resulting from fires and other hazards. Fire and emergency services are provided across the entire area of jurisdiction, guided by the provisions of the Fire Brigade Services Act 99 of 1987. Emergency services delivered fall into two broad categories - Fires and Special services. During the 2015/16 financial year the service responded to 8142 fires and 4990 special services. The majority of special services attended involved extricating and treating victims of road traffic accidents. Sadly, during this period fire claimed the lives of 50 people and resulted in an estimated direct loss of 287 825 207.

The fire risk profile of the eThekwini Municipal Area ranges from well-developed central business districts, industrial areas including two of the country's largest petroleum refineries, the country's largest petrochemical storage facility, the continent's busiest port and a network of roads vital to the national economy. The informal settlements and less developed areas of the jurisdiction present the service with unique challenges requiring adaptation and innovation in the application of fire prevention and firefighting strategies.

The prevention of fire and remains a priority for the unit. This is accomplished by applying a range of programmes and activities. Building plan proposals are scrutinized to ensure that these meet the minimum fire safety requirements of the National Building Regulations and its corresponding codes of good practice. Buildings and other places where the possibility for large loss of life from fire exists are regularly inspected and where conditions are found that could hinder escape or promote the spread of fire are found, enforcement orders are issued. The Fire Safety Branch's favoured method of engagement with its customers remains educating and explaining with enforcement being a last resort.

The extension of service reach while maintaining existing services remains a priority for the unit. To this end plans are in an advanced stage for the building of two fire stations – one in the Verulam area and one in Mkhomazi. These areas were prioritized for service extension based



on the municipality's fire risk profile undertaken by the Council for Scientific and Industrial Research [CSIR] as part of a project intended to determine priorities to address social service facility backlogs.

Another area identified as being in need of more responsive emergency services is the Cato Ridge area which includes rapidly developing industrial community as well as currently under-serviced residential communities and the vital N3 National route linking the port with the Gauteng industrial and commercial hub. The new Cato Ridge fire station achieved practical completion in June 2016, with crew taking occupation in July 2016. As a four bay station, these new premises will allow for progressive expansion of the services provided to the surrounding community.

The long-awaited Verulam fire station is being planned to open for operation by June 2018 following a convoluted process of acquiring a site considered to be the most suitable for the delivery of Fire and Emergency Services.

Once in operation this station will provide fire and emergency services cover to a large part of the Northern region of the municipality's jurisdiction including Verulam, Mdhloti, Redcliffe, Upper Amaotana, Canelands and the N2 national route. The station will provide a response capability to the King Shaka International Airport and will also support the Tongaat and Phoenix fire stations when necessary.

The second phase of the Fire and Emergency Service Unit's Training Centre at Illovo has achieved completion, with project packaging for the third phase currently underway and once complete will make a significant impact on improving the vital technical skills needed from fire fighters and also afford staff the opportunity to train under realistic yet safely controlled scenarios that simulate what can be expected during actual emergencies. Once fully operational the training centre will be capable of generating revenue by delivering commercial training to commerce and industry which will also support the unit's purpose of reducing loss of life and property from fire and other danger.

The extension of fire and emergency services to areas previously disadvantaged in respect of efficient and responsive emergency services is an ongoing area of concern. The efficiency of the service is to a large degree dictated by how quickly it can reach the scene of an emergency and deploy appropriate resources. The fire risk profile of the eThekwini Municipality ranges from areas of high fire risk in the Central Business Districts and industrial areas to low risk in the remote under-developed areas with sparse population densities. The Council for Scientific and Industrial Research is working with the municipality on a number of fronts to determine how best to respond to service delivery backlogs and has provided valuable information based on the municipality's fire risk profile to prioritise the placing of fire stations. The Unit has implemented a pilot project in the Folweni area where a temporary fire station has been placed into service to not only provide services in the Folweni and surrounding areas but to also gauge the value of this station in terms of life and property protection which will assist in the unit's strategic plans for the "roll-out" of other fire stations. It needs to be emphasized that given the rate of fire growth in both formal and informal dwellings, dependence on a fire station in the neighbourhood is not a substitute for a well-informed community mindful of the dangers of fire and aware of how to properly respond to this danger.

The service has managed to contain the rate of property loss by fire – measured as randage loss due to fire per 1000 rand of rateable property. With the extension of services as planned,

improved staffing levels and the establishment of a formal community fire safety education and information programme, it is envisaged that improvement in property loss can be realized.

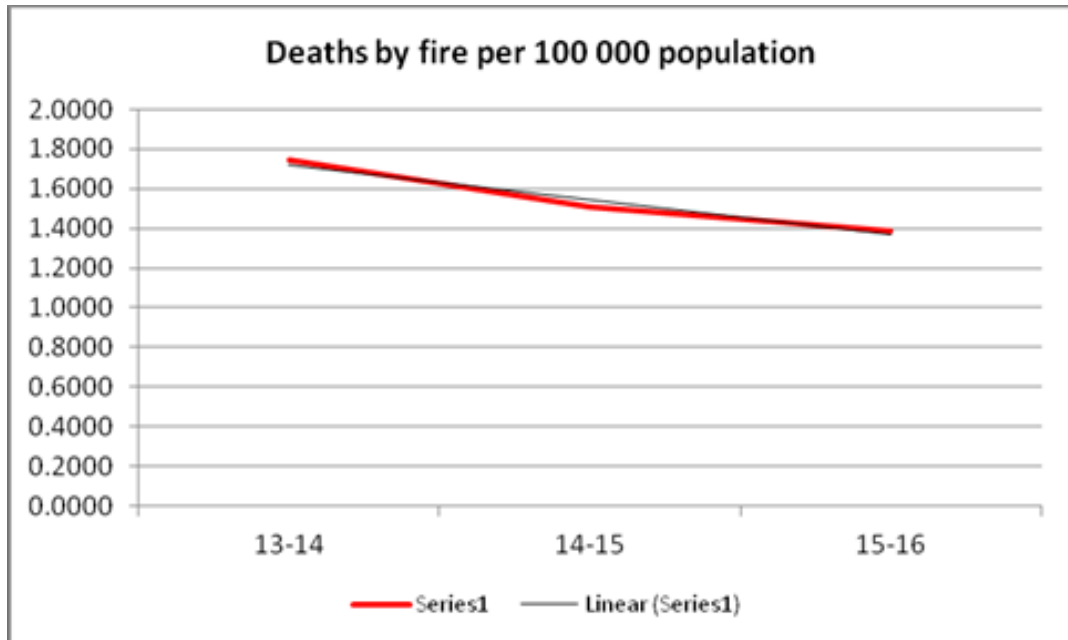
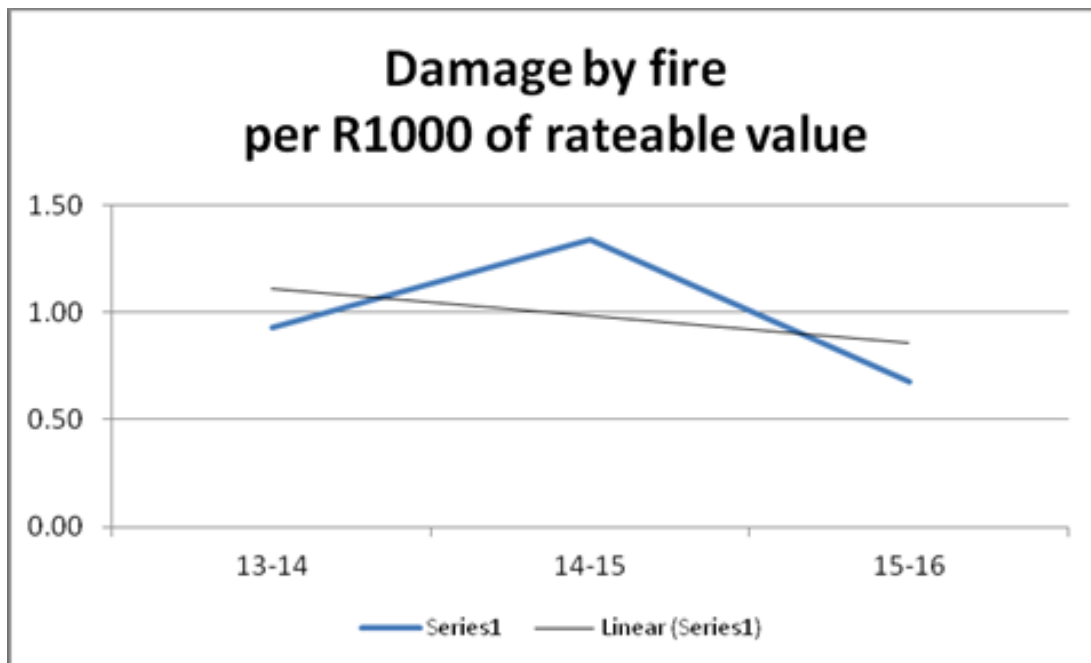


Figure 24: Deaths by Fire Statistics  
Source: Fire and Emergency Services Unit



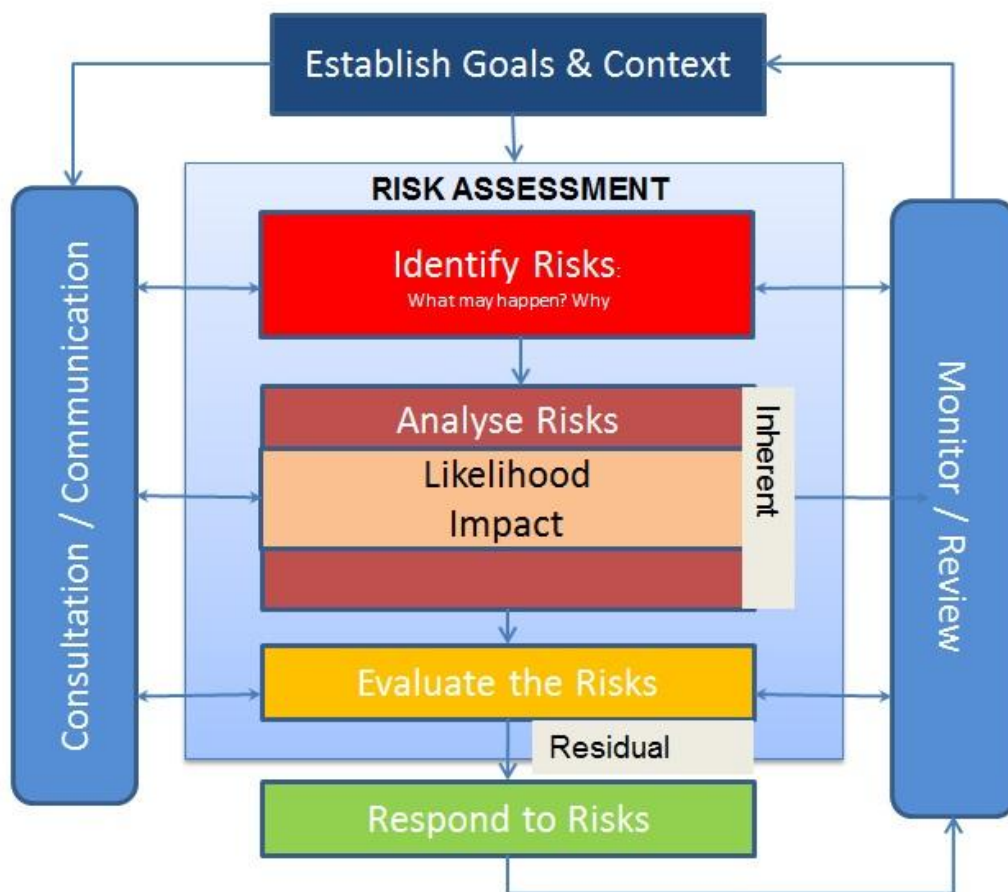
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Figure25: Damage by Fire Statistics  
Source: Fire and Emergency Services Unit

## 1.14 RISKS

At least once a year, the Municipality undertakes an assessment of the risks within its internal and external environment that might impact on the achievement of its objectives through the Enterprise Risk Management (ERM) process. This process includes the identification, analysis and evaluation of the risks. Subsequently mitigating actions are implemented to reduce the impact and/or likelihood of the risk.

The Enterprise Risk Management follows the process below:



Listed below is the Top Risks facing eThekweni Municipality in 2016/17

Risk	Mitigations implemented	Impact on risk profile
Pace of economic transformation	<ul style="list-style-type: none"> <li>Community Communication Strategy linked to community projects.</li> <li>Various engagements with community groups which has resulted in review of the supply chain policy and bid specification committee to enforce community participation goals.</li> </ul>	Although the treatment plan was partially implemented, this risk continues to be in existence.
Prevalence of social ills	<ul style="list-style-type: none"> <li>Peace rallies and engagements with communities to restore calm to affected communities.</li> <li>Finalized the social development strategy.</li> </ul>	The risk treatment plans were partially implemented and hence this risk remains.
Rapid urbanization	<ul style="list-style-type: none"> <li>City set out to finalize and implement the densification and rural integrated strategy.</li> </ul>	This risk treatment plan was partially implemented and this risk continues to challenge the city and other cities internationally as well.
Business continuity	<ul style="list-style-type: none"> <li>Business Continuity Management Program has been implemented in order to ensure that the municipality is prepared for, can respond to and recover from disruption.</li> <li>Various units are in the process of implementing appropriate continuity strategies (as part of the program) with specific focus on ensuring continuity of identified critical operations and processes.</li> </ul>	The risk treatment plan is in progress and hence the risk exposure remains until all plans are in place and tested.
Risk	Mitigations implemented	Impact on risk profile
Compliance	<ul style="list-style-type: none"> <li>Approved Compliance policy and Framework</li> </ul>	The risk remains as this function remains to be resourced.
Human Settlement Expectation	<ul style="list-style-type: none"> <li>Complete alignment of human settlement mandate with the budget received from Department of Human Settlement.</li> <li>Turn key strategy in order to address gaps and delays in procurement.</li> <li>Housing masterplan/sectorplan outlines initiatives to address housing backlog</li> </ul>	The risk treatment plans were partially completed and this risk remains.
Fraud, theft and corruption	<ul style="list-style-type: none"> <li>Fraud prevention plan</li> <li>Corruption database</li> </ul>	<ul style="list-style-type: none"> <li>Resource capacity has been an issue</li> <li>Finalization of the establishment of a disciplinary board</li> <li>Consequence management</li> <li>Criteria for re-prioritisation</li> </ul>
Investment in the city	<ul style="list-style-type: none"> <li>Implemented recommendations of the Best Practice City Commission</li> <li>Development and implementation of an integrated plan to promote Durban as tourist and investment destination.</li> </ul>	The risk treatment plans were partially completed and hence this risk remains in the context of the current economic environment.
Infrastructure Impact on Service Delivery	<ul style="list-style-type: none"> <li>Infrastructure Asset Management Plan</li> <li>Lobby for additional grants</li> </ul>	The risk treatment plans have been partially implemented and hence the risk remains and is compounded by demand on our limited resources.

Risk	Mitigations implemented	Impact on risk profile
Sustainability of Water	<ul style="list-style-type: none"> <li>Implemented restrictors on meters</li> <li>Created awareness of water scarcity amongst communities and business</li> <li>Implemented the city emergency drought relief plan</li> <li>Expedite the northern and western aqueduct projects</li> <li>Frequent repair and monitoring of fault/leaks within stipulated timeframes</li> </ul>	The risk treatment plans were partially completed and hence this is a challenge that we are constantly working on due to the drought.
Safety and Security	<ul style="list-style-type: none"> <li>Implement social, situational and crime prevention programs</li> </ul>	The majority of the treatment plans were complete and hence this risk continues to exist.
Provision of Public Transport	<ul style="list-style-type: none"> <li>Establish an entity to manage the bus operations.</li> <li>Appointed an independent contractor to manage bus service</li> </ul>	The risk treatment plans were partially completed and hence risk exposure remains.
Employee Relations	<ul style="list-style-type: none"> <li>New conditions of service agreement</li> <li>Finalization of employees' relations strategy</li> </ul>	Majority of the treatment plans have been completed and this risk is largely managed.
Implementation of Talent Management Framework	<ul style="list-style-type: none"> <li>Talent Management Framework</li> </ul>	The risk treatment plans were partially completed and hence risk exposure remains.

Risk	Mitigations implemented	Impact on risk profile
Governance	<ul style="list-style-type: none"> <li>Enabling mechanism to coordinate governance processes</li> <li>Independent governance gaps analysis</li> </ul>	Although risk treatment plans completed, there has been little change to the risk profile. The implementation of the independent governance review needs released and actioned.
Integrated Rapid Transport Services	<ul style="list-style-type: none"> <li>Adopted phased implementation approach to IRPTN project</li> <li>Alignment of economic and human settlements strategies to address densification issues around corridors.</li> <li>Committed to contributing 8% of its rates to support the public transport operation.</li> </ul>	The risk treatment plans were partially completed and hence risk exposure remains.
Public protests	<ul style="list-style-type: none"> <li>Proactive strategy to deal with violent public protests with various engagements with affected communities.</li> <li>The city is increasing its communication with its citizens to ensure that accurate reporting is being carried out.</li> </ul>	Whilst the risk treatment plans are in place for this risk, this is a risk that generally surfaces every so often when citizens are not satisfied and is generally heightened around the election period.

### Key Issues relating to Risks

- Varying degrees of risk culture across the municipality
- Accountability and ownership to be demonstrated by Risk Owners
- Risk Champions to be involved at management level where decisions are taken
- Risk not sitting at the correct forums
- Timing of involvement of risk
- Treatment plans not necessarily linked to performance
- Consideration of value add on treatment plans
- Change in circumstances

- Risk assessment to be completed together with strategy – battles are won before they are fought
- Whilst most Risk Owners are presenting their risk profiles, going forward all Risk Owners to aspire to presenting their risk profiles starting at monthly management meetings/Combined Risk/IRMC/Portfolio Committees
- Embrace and implement integrated reporting
- No linkage of outcomes to communities to lack of risk management
- Realistic ranking of risks do not necessarily indicate operational performance and competency of the risk owner ,but merely the exposure of the organisation due to internal/external environment

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## **1.15 CRIME**

The Municipality is committed to making all necessary contributions to ensuring a safe environment for residents. The South African Police Service releases annual data of crime categories for all SAPS stations in S.A. The SAPS data provides an in-depth understanding of aspects of crime in the eThekwini Municipal Area and primarily focuses on contact crimes (crimes against the person), contact-related crimes, and property related crimes, crime detected as a result of police action, other serious crimes and subcategories of aggravated robbery. It provides statistical measures of trends over a period of ten years. These crimes were reported in the 44 police stations which are spread across eThekwini Municipal area.

The graph below shows total crime reported in eThekwini over a period of ten years (2006-7 to 2015-16). Although crime showed signs of being under control between 2006-7 and 2007-8, it began to trend upwards starting at 158 311 reported cases in 2006-7 to 167 303 cases in 2009-10. Although for the second time in the ten year period, crime levels showed signs of being under control again between 2009-10 and 2010-11 in which 166 344 cases were reported, but crime levels leapt to 179 030 cases two years later. These were recorded in 2012-13 and in the same year, crime was at its highest level in the ten year period. Subsequent to the 2012-13 peak, crime levels began to trend downwards for a period of three consecutive years and settled at 160 122 in 2015-16. In the ten year period the lowest crime cases were recorded in 2007-8 at 158 311 cases.

## Total Crime in eThekwini

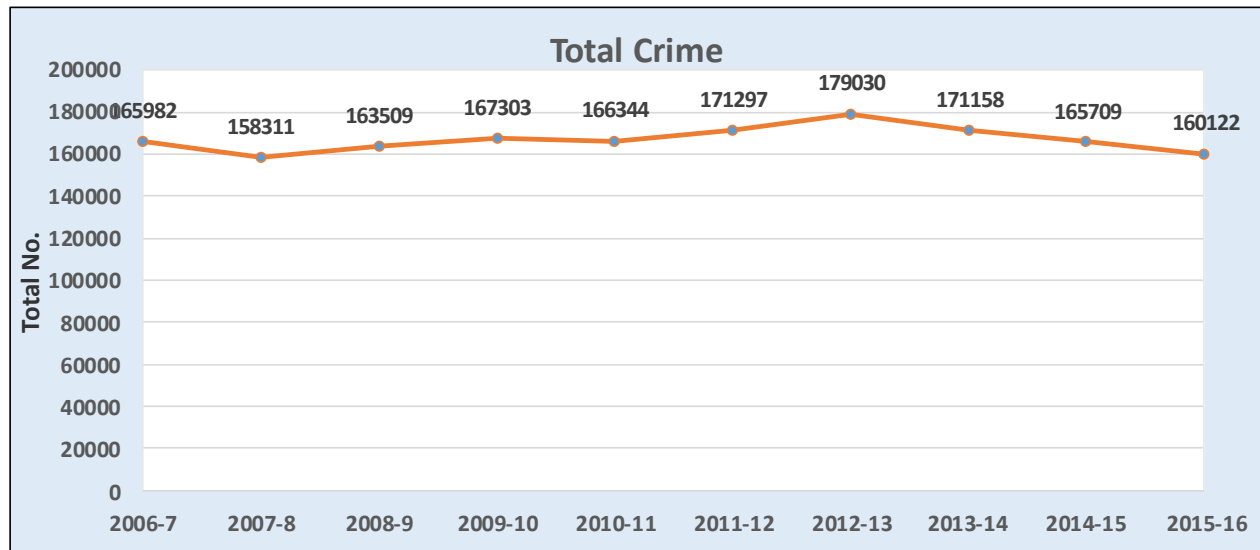


Figure 26: Total Crime  
Source: SAPS

Furthermore, the municipality has introduced measures to reduce crime such as visible policing and use of CCTV camera technology. The municipality has also embarked on a crime mapping process based on data that is received from the local police stations, looking at crime rate per 100 000 persons.

The map below clearly shows the areas with the highest rate of crime in 2015-16. The two police stations which recorded the highest rate of crime in eThekwini were Durban Central and Point stations respectively. These were followed closely by the Berea and Umbilo policing precincts. What is more alarming is the proximity of the areas with high crime rate, namely Durban Central, Point, Umbilo and the Berea area. Western suburbs of the city which include Pinetown and Westville also recorded a high rate of crime in 2015-16. Comparatively, looking at the eThekwini Municipal Area, the outlying areas of the city experienced less crime compared to the inner city circle areas.

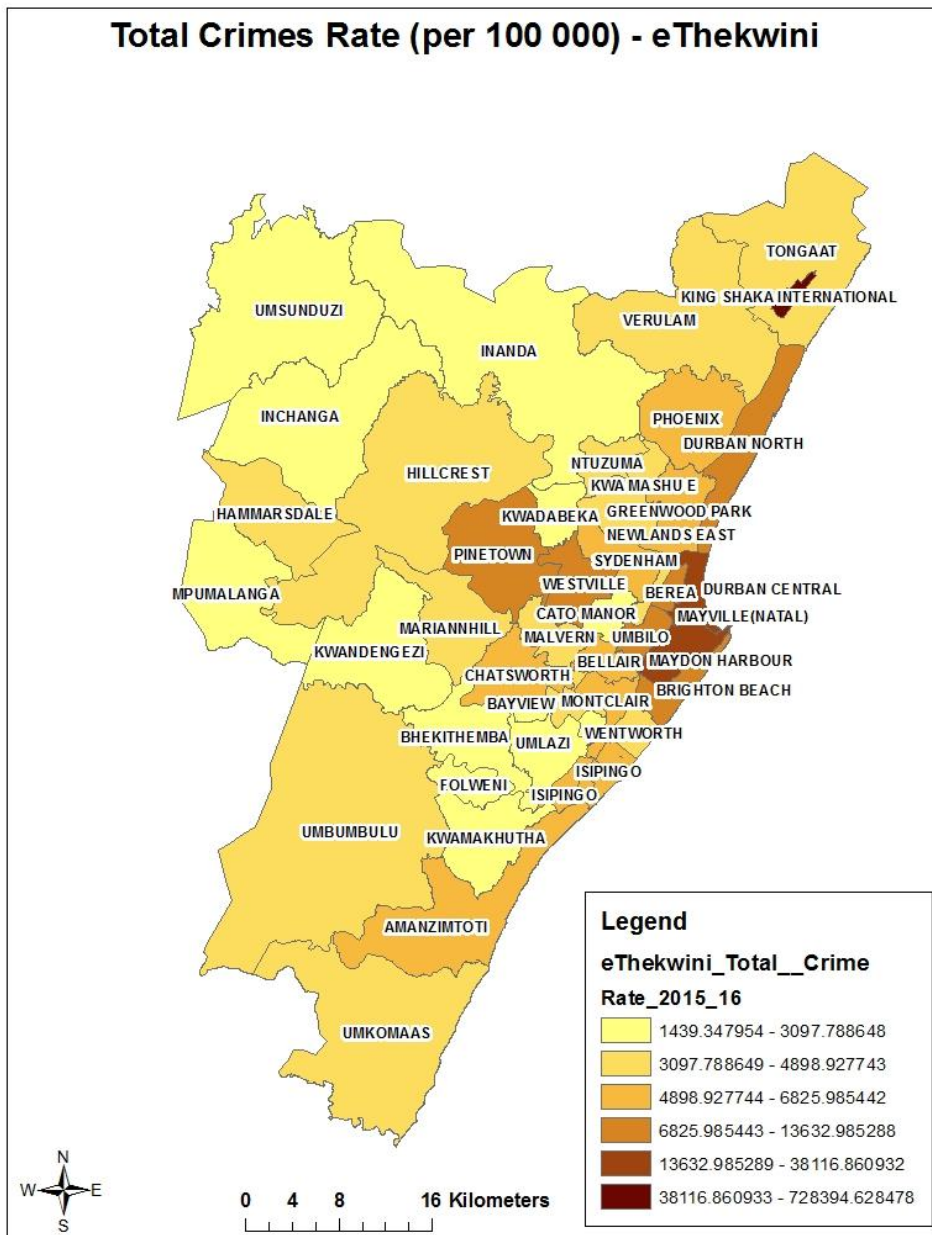


Figure 27: Total Crime by Area  
Source: SAPS

### Traffic Policing and by-law enforcement

In addition to the involvement in dealing with issues of crime the Police Unit also deals extensively with traffic issues and by-law enforcement.

There are approximately 1 000 000 registered vehicles in eThekwini, a fair percentage of which are public transport vehicles which pose a huge challenge in terms of ensuring



compliance to road rules and thereby ensuring a smooth flow of traffic and safety of all road users .

The department is committed to meeting this challenge and apart from increased visible policing numerous electronic technologies has been introduced to monitor errant motorists.

The department is also engaged in enforcing by-laws more especially informal trading which in certain instances has a major adverse impact on the formal business sector and also could be a breeding ground for illegal activities.

<b>Traffic Violations</b>	<b>442027</b>
<b>By-Law offences</b>	<b>169646</b>

**Table 22: Total Traffic and Bylaw violations**  
Source: eThekwini Municipality

Respondents indicated the following with regard to crime in the 2015/16 Municipal Services and Living Conditions Survey undertaken:

- When respondents were asked how safe they feel walking in their residential area during the day – 75% felt fairly or very safe.
- Respondents were asked how safe they felt walking in their area after dark, 63% of respondents felt either a bit or very unsafe. About 27% responded that they felt fairly safe and only 10% mentioned feeling very safe in 2015-16. The bit and very unsafe result has marginally improved compared to 68% in 2014-15.
- Respondents were asked how safe they feel at home during the day and 37% say they feel very safe, which a 6% increase is compared to 2014-15. It should be noted that, a few respondents did say that they do feel “very safe but I am locked inside”.
- Home safety after dark was also put to the test. About 52.8% of the respondents felt safe at home after dark in 2011-12, this dipped to 42.3% in 2012-13 dipping by 10% but reverted back to 52.8% in 2013-14 only to dip again to 45% in 2014-15. The current result (2015-16) is 52.4%. Overall feeling safe at home after dark fluctuated between 42% and 53% over the 5 year period. The feeling a bit or very unsafe trend over five years has gone from 47% in 2011-12, to 57% in 2012-13, to 47% in 2013-14, to 55% in 2014-15 and to 48% in 2015-16 reflecting a stressed society. The fact that almost half of all the respondents over the five year period do not feel safe at home after dark indicates the true impact of ongoing crime in our communities.

When the respondents were asked about the overall municipal performance on six aspects of law enforcement, a poor score of 3.10 was recorded in 2015-16. In no category of performance was there an improvement and in fact four of the six categories are now ranked poor. Two categories remain in the good ranking, namely visible traffic enforcement and visible presence

in public spaces. In particular, a lack of action on illegal dumping is a major contributor to the poor score.

Key Issues relating to Crime:

- Unacceptably high levels of crime;
- Urban design is not conducive to ensuring a safe environment;
- Limited funding to address high crime levels

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## 1.16 NATURAL ENVIRONMENT

### 1 Background

Globally there is a growing awareness of the foundational importance of the natural environment in reducing risk, enhancing resilience and ensuring sustainable communities in urban areas. In spite of this, human-induced changes to the global environment since the 1800's have caused a significant decline in biodiversity worldwide and driven changes in the global distribution of species – now referred to as the “Sixth Extinction”. Durban’s natural environments have been similarly impacted by landscape change (habitat destruction, degradation and fragmentation), invasive alien species, over exploitation (e.g. illegal sand mining practices) and pollution. Climate change is another significant and increasing threat to Durban’s natural environment. While many people have benefited over the last century from the conversion of natural ecosystems to human-dominated ecosystems and from the exploitation of biodiversity, these gains have been achieved at a growing cost in the form of losses in biodiversity, degradation of many ecosystem services, and the exacerbation of poverty for other groups of people (Millennium Ecosystem Assessment, 2005). The situation in Durban suggests that current policy, law, governance and environmental management efforts have been inadequate to prevent this degradation. Furthermore, the true value of the loss of this ‘natural capital’ has not been recognised in the city’s strategic planning processes, and this issue needs to be urgently addressed.

### 2 State of Natural Capital in eThekwini Municipality

In 2009 a group of leading global thinkers identified and quantified the existence of nine key planetary boundaries (Rockström *et al.*, 2009)\*. These boundaries define the “safe operating space for humanity with respect to the functioning of the Earth system.” Of great concern is the fact that that four of these boundaries have already been exceeded at a global level –climate change, loss of biosphere integrity, land system change and altered biogeochemical cycles (phosphorous and nitrogen) (Steffen *et al.*,2015)\*. Exceeding these planetary boundaries has altered ecosystem processes and decreased the resilience of ecosystems, which in turn negatively impacts the services that humans derive from these ecosystems. This research has raised serious concerns around thresholds beyond which the world becomes an increasingly unsafe place for the human species. In such a high-risk world, everyone is negatively impacted, but it is the poor and the vulnerable that are most likely to be worst affected because they have

the least ability to adapt to and protect themselves from, extreme and chronic events, and because they are the most reliant upon natural systems for their survival.

In Durban, there are equivalent local concerns about biodiversity, climate change and resilience issues. The city is richly endowed in terms of natural capital given its location at the centre of the Maputaland-Pondoland-Albany Region; an area described by Conservation International as a “Biodiversity Hotspot”, one of only 36 in the world. To qualify as a biodiversity hotspot, areas must support at least 1 500 vascular plants with high levels of endemism (species specific to an area and not occurring naturally anywhere else) and must have lost at least 70% of its original natural vegetation<sup>1</sup>. The eThekwini Municipal Area (EMA) contains 98 km of coastline, 18 major river catchments and 16 estuaries, 4000 km of river, and nearly 78 781.80 hectares of land identified as part of the Durban Metropolitan Open Space System (D'MOSS) (adopted by the eThekwini Council in 2016). D'MOSS has been designed to protect the city's biodiversity assets and core ecological infrastructure. Varied topography, climatic conditions, soils and geology and the EMA's unique biogeographical position have resulted in a wide range of terrestrial and aquatic ecosystems within D'MOSS that provide a sustained supply of ecosystem services to the people of Durban. Ecosystem services are the benefits provided by healthy ecosystems to all living organisms, including humans. The on-going provision of these ecosystem services is essential to sustainable development and is also a key contributor to the city's overall social and economic wellbeing given that the ecosystem services (see fig.18) supplied by D'MOSS were conservatively valued at R3.1 billion/per annum in 2003 (excluding the contribution to the tourism industry).

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<sup>1</sup> Source : (<http://www.cepf.net/resources/hotspots/Pages/default.aspx>)



Figure 28: Ecosystem services provided by Durban's natural assets  
Source: State of Biodiversity Report 2015/16, adapted from 'The Economics of Ecosystems and Biodiversity'

Under conditions of global environmental change, the protection of ecologically viable ecosystems is becoming increasingly important in meeting the health, social, cultural and economic needs of urban communities. The ecosystem services provided by Durban's natural areas offer some of the most significant buffering opportunities for local communities and infrastructure against the negative impacts of climate change through the provision of services such as food production, waste treatment, water supply and regulation, nutrient cycling, pollination, erosion control, disturbance regulation (protection from floods), cultural, spiritual and educational opportunities (e.g., medicinal plants) and raw materials (e.g., wood for crafts and building materials). As such, the protection of local ecosystems will make a significant contribution to the city's ability to adapt to climate change impacts, such as the increase in extreme weather events, sea level rise and more variable rainfall patterns. This is known as ecosystem-based adaptation. Healthy ecosystems are also critical in helping eThekwini Municipality to deliver on the Strategic Priorities articulated in the IDP. Clean and functional river systems for example, help reduce the impacts of water-borne and other diseases, thus contributing towards improved health in communities that are dependent on these systems for their water supply; the flood attenuation role that is played by wetlands and grasslands helps to reduce the costs associated with damage to infrastructure and homes, thus contributing towards a more financially sustainable city; while forests are critical in purifying air and sequestering carbon, helping to improve health and mitigate climate change. These social-ecological relationships and the ecosystems that support them are currently being explored as part of the

Municipality's Strategic Environmental Assessment and Durban's 100 Resilient Cities Programme.

Vegetation Types (Boon 2014)	Original extent (ha)	Target (% of original)	Area required to meet target (ha)	Area remaining (ha)	Percentage remaining
Coastal Forest and Grassland mosaic	20690	71.69	14833	1691	8
Dune Forest	2041	69.2	1412	585	29
Eastern Scarp Forest_above450	1432	61.61	882	2736	191
Eastern Scarp Forest_below450	2978	61.61	1835	8262	277
Eastern Valley Bushveld	59870	25	14968	26924	45
Grassland_othergeology_above450	6568	25	1642	1661	25
Grassland_othergeology_below450	46060	25	11515	912	2
KZNSS_above450	32540	25	8135	6873	21
KZNSS_below450	34070	25	8518	2933	9
Mangroves	492	100	492	73	15
Sub-tropical Dune Thicket	192.3	100	192	192	100
Sub-tropical Seashore Vegetation	16	100	16	16	100
Swamp Forest	55	100	33	55	100

Table 23: Targets and deficits for 13 vegetation types in Durban  
Source: eThekwini Environmental Planning and Climate Protection Department

\*Coastal Forest and Grassland mosaic (Boon 2014) = Northern Coastal Forest (Scott-Shaw & Escott 2011); Grassland\_othergeology\_below450 (Boon 2014) = Indian Ocean Coastal Belt Grassland (Scott-Shaw & Escott 2011); Grassland\_othergeology\_above450 (Boon 2014) = Ngongoni Veld and KZN Hinterland Thornveld (Scott-Shaw & Escott 2011). Vegetation types that were split based on the 450 m altitudinal break were assigned the same target, with the intention of accounting for the floristic differences across the altitudinal divide

\*\*Targets are derived from 1. Scott-Shaw, R. & Escott, B. 2011. KwaZulu-Natal vegetation type description document for vegetation map 2011. Ezemvelo KZN Wildlife, Pietermaritzburg. 2.

Berliner, D. 2005. Systematic conservation planning for the forest biome of South Africa: Approach, methods and results of the selection of priority forests for conservation action. Department of Water Affairs and Forestry: South Africa.

### 3 Threats to the City's Terrestrial Ecosystems

Habitat destruction (or land transformation) and degradation, invasive alien species and pollution, are widely regarded as the greatest threats to biodiversity and the associated delivery of ecosystem services. By 2012 about 54% of Durban's original vegetation was totally modified and a further 17% was highly degraded. As at the 30 June 2016 only 3.06% of the municipal area or 9.34% of D'MOSS enjoyed some form of legal protection (e.g. through appropriate conservation zoning, conservation servitudes, land acquisition or nature reserve proclamation) whilst only 7.96% of D'MOSS was managed for conservation<sup>2</sup>. Increasing the total area of D'MOSS that is protected and managed for conservation is critical if the biodiversity of the EMA, and its associated ecosystem services, is to be protected. This is a huge challenge considering the rapid urbanisation and transformation that is taking place within the Municipal area in order to meet development and service delivery goals, and is exacerbated by growing threats such as invasive alien species and climate change. The EM has made some progress in reversing the loss of natural areas and improving management through the use of various instruments such as controlled development areas, environmental servitudes, environmental special rating areas, land acquisition and including environmental considerations in preparing the municipal valuation roll. These initiatives to protect local environments for human wellbeing have not gone unchallenged and in 2012 the Municipality successfully defended its right to introduce the D'MOSS layer into its planning schemes, an action which had been opposed through an application to the High Court. Good planning for the management of D'MOSS in the face of threats like climate change and habitat transformation needs to be underpinned by evidence-based decisions, which need to be informed by science. The Municipality has a partnership with the University of KwaZulu-Natal (Durban Research Action Partnership (D'RAP)), which aims to provide the Municipality with peer-reviewed scientific outputs to guide its decision making and implementation activities.

Invasive alien plants in South Africa are another growing threat to biodiversity and now infest over 20 million hectares, according to the Agricultural Research Council (ARC) in a 2010 report commissioned by then Department of Water Affairs. The National Environmental Management: Biodiversity Act (NEM:BA, Act 10 of 2004) provides a framework for the management and conservation of South Africa's biodiversity and outlines the requirements for sustainable use of biological resources and the protection of species and ecosystems. Chapter 5 of the act deals with the management of invasive alien species. In August of 2014 the NEM: BA regulations for Invasive species were promulgated and published. These regulations list four different categories of invasive alien species, and provide instructions on how these species should be managed, controlled and eradicated from areas where they may cause harm to the environment. In terms of NEM:BA, all state entities (including Municipalities) must develop a

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<sup>2</sup> Figures based on Environmental Planning and Climate Protection Department GIS databases as at 30 June 2016 and on the D'MOSS layer approved by Council on 9 December 2010.

strategy and management plan for the monitoring, control and eradication of IAS on land they own. This plan was submitted to the Department of Environmental Affairs on 30th September 2016.

Controlling invasive alien species, rehabilitating degraded ecosystems and reducing the rate of land transformation are increasing priorities in ensuring the overall sustainability of the city's ecological infrastructure.

#### 4) The Threats to the City's Aquatic Ecosystems

Results from bio-monitoring programmes focusing on the rivers and estuaries of Durban have revealed that these ecosystems are in a particularly poor state. Using aquatic bio-monitoring methodologies, the EM found in 2010 that 71 of 175 (or 40%) of its monitoring sites on its rivers were considered to be in a poor condition and only six (or just over 3 %) were classified as near natural. Rivers were found to be experiencing multiple impacts, including spills and illegal discharges, solid waste dumping, wastewater treatment works not operating to specification or licence conditions, sand mining, realignment of watercourses, flow reduction through dams, removal of riparian flora, and infestation by alien flora and fauna. Eutrophication as a result of nutrient enrichment is having a particularly detrimental impact on rivers and estuaries. Reducing nutrient loading, particularly ortho-phosphates especially at Municipal treatment works, will go a long way towards addressing this threat.

In a survey of the 16 estuaries in the EMA published in 2010, only three, together making up 10% of the total municipal estuarine area, were classified as in good condition (none were classified as excellent). Because of the condition of the larger systems such as the uMngeni and Durban Bay, a total of 50% of the municipal estuarine area must be considered highly degraded. The lack of equivalent national and provincial data prevents a direct comparison being made, but expert opinion suggests that based on the current ecological condition of Durban's aquatic ecosystems, they are amongst the lowest ranked systems in the country. This has major implications for communities interacting with these systems, and also undermines tourism opportunities on municipal beaches.

Sand mining, both legal and illegal, is also having a major impact on aquatic ecosystems in the city and is compromising the *inter alia* delivery of sediment to the coast. Controlling the damage caused by sand mining represents an increasingly serious challenge for the city. In 2008, the CSIR was commissioned by EM to undertake a study of the sand supply from rivers and the implications for coastal sand budgets. The 18 rivers within the EM's jurisdiction supply sediment (an important ecosystem service) to the coastal zone and this sand replenishes sand lost from beaches and coastal dunes through coastal erosion processes, thereby buffering the impacts of high seas and ensuring that beaches are attractive to tourists. While sediment yields have increased as a result of poor land management practices, the overall supply to the coastline has decreased by two-thirds of "natural" yields due to the impact of sand mining and the 12 large dams on Durban's rivers which act as sediment traps. Given that discharge of sediment from rivers dominates sand supply, it is predicted that the reduction in sand supply to the coast could result in mean coastal erosion of > 1 m/yr. The report also found that the combined impacts of sea level rise and increased sea storminess are likely to have severe consequences in terms of

coastal erosion, initially similar to and eventually exceeding the erosion suffered in KZN during 2007.

EThekwini Municipality's high reliance on good quality and quantity fresh water from catchment areas outside of its boundaries means that it urgently needs to improve relationships with neighbouring District Municipalities (i.e. Ugu; uMgungundlovu & iLembe Districts). Management plans which enable optimised catchment, and shared boundary, management, water quality (pollution, illegal extraction & erosion) must therefore be prioritised. Improved land-use management and better control of invasive alien plant infestations are two examples of work that needs to be shared and addressed across these boundaries. Furthermore, in terms of NEM: BA (Act 10 of 2004), local authorities must develop Invasive Alien Species Management Plans, which must be reflected in their respective IDPs.

#### 5) Terrestrial ecosystem-based adaptation (EBA) and the Green Economy

Given the current threats to biodiversity, and the projected impacts of climate change, the EM has committed to protecting, restoring and managing the city's ecological infrastructure in order to enhance societal adaptation and ecosystem resilience. Such investment is regarded as one of the most cost-effective and sustainable means of addressing the challenges of global environmental change. It is also directly in line with the recent United Nations resolution 70/1, on Transforming our World for Sustainable Development. This resolution highlights 17 Sustainable Development Goals (SDGs) and 169 targets, which will form the basis for global action towards sustainable development over the next 15 years. This approach requires a significant mind-set change (i.e. ecological infrastructure being acknowledged as the non-negotiable foundation for all social and economic development – as outlined in South Africa's own National Strategy for Sustainable Development 2011-2014) in order to embrace the transition to a "green" economy. This is to be achieved primarily through the building of a new value chain based on ecological infrastructure, which increases the supply of ecosystem services and simultaneously addresses economic and social concerns. The use of ecological infrastructure as part of the city's development strategy represents a strategic opportunity as it can be expanded without straining already limited natural resources and can increase the supply of these dwindling resources. In this regard, three large, municipal-funded implementation programmes, namely the Working for Ecosystems Programme (WFE), the Community Reforestation Programme (CRP) the Fire and Invasive Species Control Programme (FISC) have been established. All three programmes seek to fulfill the requirements of the invasive alien species management plan (for the monitoring, control and eradication of IAS). In addition, all three programmes incorporate mechanisms to enhance skills development and provision of training. Such opportunities seek to align with the requirements of South Africa's National Green Economy Strategy, and include for the development of investment incentives (in both the private and public sectors) geared at creating a large number of green jobs. Activities and actions required of the above named programmes (WFE, CRP and FISC) include ongoing development and support, particularly for small businesses, previously disadvantaged communities, scholars, students and the youth, unemployed people, as well as disabled or marginalized people. During the course of the 2015/2016 Financial Year the combined results of the three programmes are impressive. Results include: the control of invasive alien plants on 2735.7 hectares (Ha) of land; controlled fires



applied on 202.7Ha Ha of grassland; 3812 training days; creation of 534 jobs (total of i.e. 85714person days); and 27 small businesses supported and provided with ongoing mentorship. All the programmes also serve as a platform for student support and academic research with the University of KwaZulu-Natal. The CRP Programme in particular offers a holistic approach to addressing restoration, biodiversity conservation, climate change mitigation and adaptation needs, with demonstrable community development and poverty alleviation benefits. The CRP aims to restore degraded natural forest areas, either previously cleared for agriculture (sugarcane), or invaded by alien plants or over-utilization (resource harvesting). During the 2015/2016 Financial Year, a total of 15539 indigenous trees were planted and just over 95 direct job opportunities (i.e. fulltime, part-time & temporary) as well as 200 indirect job opportunities (local community treepreneurs which traded trees), were created through this programme. Furthermore, fifteen students from the University of KwaZulu-Natal received confirmation of funding through the Reforestation Research Programme. Moving towards a Green economy which upscale and diversifies projects such as those discussed above, is one of the priorities in the National Strategy for Sustainable Development (2011 to 2014). The Buffelsdraai Community Reforestation Project, previously selected as one of the top 10 global projects as part of the United Nations Momentum For Change' programme has now received a Gold Standard Validation Certificate from the Climate, Community and Biodiversity Alliance (CCBA) for benefits to local communities and biodiversity, as well as ensuring exceptional climate change adaptation benefits.

The need to maintain and rehabilitate the ecological infrastructure associated with high quality and quantity of water supply, has also resulted in the development of the uMngeni Ecological Infrastructure Programme. This is a catchment-wide, multiple stakeholder partnership that aims to rehabilitate the uMngeni river basin area.

#### 6) Compliance with Environmental Legislation

The past 20 years have seen a huge advancement in national environmental legislation with a focus in promoting ecologically sustainable development practices by private individuals as well as organs of state. The municipality's compliance with environmental legislation is an area that requires ongoing improvement. Facilitating compliance with environmental legislation during the implementation of service delivery projects is critical to the municipality's environmental regulatory function, and municipal decision making on private development also takes into consideration compliance with environmental legislation in order to prevent further degradation of ecosystems. In addition, recent amendments to national environmental legislation have introduced hefty fines for environmental transgressions and have made it possible for organs of state to be held criminally liable for such transgressions. Non-compliance with environmental legislation can result in financial risk exposure to the municipality and may also result in qualified audits by the Auditor General.

The municipality is currently making strides in ensuring environmental compliance (within municipal and private developments). The Biodiversity Protection Division actively pursues serial offenders, and provides advice and guidance when queries arise. The Biodiversity Impact Assessment Division receives and assesses development applications within the Municipal

borders. These assessments include determination of D'MOSS impacts, (our primary focus, along with biodiversity issues), and Environmental Impact Assessment (EIA) and Water Use License (WUL) triggers in terms of the National Environmental Management Act (No. 107 of 1998) and the National Water Act (No. 36 of 1998) respectively.

#### Impact Assessment and Climate Change

More recently, the municipality is actively encouraging incorporation of climate change issues into all levels of Environmental Assessment (EA). Progress in integrating climate change considerations in EA, (and particularly EIA) varies considerably across the world, and even within countries (Agrawala, et al. 2010). Countries like the Netherlands, Canada and Australia are pioneers in implementing incorporation of climate change in EIA. Many local Environmental Assessment Practitioners (EAPs) see the value in incorporating this aspect, and this will be further encouraged where possible.

EIA as an environmental management tool attempts to contribute to sustainable development, by taking into consideration the potential environmental and socio-economic impacts of an activity during the decision-making process and is thus the natural point of intervention for the inclusion of climate change considerations in development planning. These considerations may, for example, include requirements to change development designs or layouts in order to accommodate future climate change impacts. In this way environmental assessment (including development assessments) can assist in mitigating greenhouse gas emissions and enhancing adaptive capacity.

#### 7. Thinking differently about how we respond to the challenges of the 21<sup>st</sup> Century

What is clear is that, in a city where there is still a significant development deficit and where thresholds in the social and environmental arenas have already been approached and in some cases exceeded, there are no easy solutions. Increasingly, cities are being required to generate fundamentally different approaches to deal with the challenges being faced and ensure that decisions are based on sound information, data and science. Already, a number of projects are beginning to explore what is possible in this space. The Sustainable Horizons Project for example, was initially inspired by emerging global thinking around planetary boundaries and environmental thresholds, and resulted in the development of a prototype integrated indicator system which aims to show progress towards a viable sustainable future in Durban. The prototype was constructed based on existing data and designed for maximum flexibility for decision makers. The next phase of this work has commenced with an interrogation of the conceptual framework of the model and a refinement of the system to align with other indicators systems (such as the new Sustainable Development Goals) and ensure that the outputs are useful in informing strategic decision-making. Moreover, the current work seeks to ensure that internal capacity is built to effectively implement the model so that sustainability data and trends can be monitored over time.

The Strategic Environmental Assessment (SEA) of the city's Spatial Development Framework seeks to integrate global thinking around thresholds, with the need for a locally informed, human wellbeing-focused approach to understand the role of natural ecosystems in contributing to

wellbeing and development. The process to date has identified social outcomes and ecological relationships that are crucial for the municipality's sustainability and for achieving the Strategic Priorities of the IDP. The next phases of the SEA process are still being determined

Durban's participation in the global '100 Resilient Cities' programme also acknowledges the fact that, in order for the natural environment to be appropriately included in city planning and decision-making, there is a need to build an enabling context in which this can occur. The resilience work also provides a platform to explore how we approach the challenges of the 21<sup>st</sup> Century differently, how we work across boundaries and how we form new partnerships to build a city that is better equipped to respond well to future change. The process to date has shown that there are six 'levers of change' that are essential in building Durban's resilience: Lever 1: Strengthen local communities and build social cohesion, Lever 2: Improve effectiveness of education and skills development, Lever 3: Promote economic growth in line with 21st century trends and opportunities, Lever 4: Manage environmental assets effectively, Lever 5 : Create a more inclusive and integrated spatial plan and Lever 6: Improve municipal effectiveness. Given the complexity of the challenges that face cities like Durban, these levers need to be addressed in concurrent and systemic ways. They are all important and interconnected. Current efforts in Durban are focussed on exploring two 'Resilience Building Options' (RBOs) that were seen by stakeholders as providing spaces where the above-mentioned levers could be addressed simultaneously to produce new and more innovative outcomes to enhance resilience. These RBOs relate to; 'Integrated informal settlements planning' and 'Innovative planning at the interface between formal and traditional governance systems'. The identification of these priority areas has highlighted the importance of better understanding the relationships between formality and informality in the City (e.g. in relation to human settlements and the economy) and the relationships between formal and traditional systems of governance, in order to build resilience in Durban. These responses and others will be explored further in Chapter 3.

#### 8). Key Issues Relating to the Natural Environment:

Most ecosystems are currently approaching, or have already exceeded, their thresholds in terms of minimum viable size. Despite this, there is little acknowledgement of these natural thresholds when planning or approving development in the Municipality. There is an urgent need to better understand what these thresholds are and then to utilise this information to guide planning and approval processes. The role that ecological systems play in enhancing urban resilience and reducing risk in the built and natural environment also needs to be determined. The natural environment (including biodiversity) is most threatened by

- Transformation of natural areas (unregulated developments, sand mining etc.), the uncontrolled spread of invasive alien species, climate change, and pollution;
- Limited funding to acquire and manage D'MOSS areas to ensure conservation of our ecological infrastructure and the supply of ecosystem services;
- Terrestrial and aquatic environments are in a generally poor state with only a few exceptions;
- Poor compliance, lack of appropriate mandates and tools, political support, education and awareness campaigns to encourage people to implement sustainable practices; and

There is a need to find practical and sustainable solutions to existing problems with contributions from all stakeholders. A radical transformation in how the Municipality does its business is needed if the natural capital, which underpins development, is to be sustained.

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## 1.17 CLIMATE CHANGE

Climate change already causes and will continue to cause a number of challenges for EM, linked to impacts such as increased temperatures, extreme weather events (e.g. flooding and drought), sea level rise and climate variability. Temperatures in Durban are projected to increase by 1.5<sup>0</sup>C and 2.5<sup>0</sup>C by 2065 and by 3.0<sup>0</sup>C and 5.0<sup>0</sup>C by 2100. Projected annual rainfall changes are projected to include an increase in aggregated rainfall by 2065 with an increase of up to 500 mm by 2100. This increase is likely to manifest as an increase in extreme rainfall events and stream flow intensity across the municipal area, with prolonged dry spells between rainfall events. Sea level rise along the Municipality's coastline is already occurring at 2.7 cm per decade and may accelerate in the future.

Climate change impacts for the EM may include:

- An increase in the frequency and intensity of floods and droughts;
- A decrease in water availability due to changed rainfall patterns and increased evaporation; this will affect subsistence dry land farmers the most.
- An increase in erosional capacity of river courses, resulting in the loss of more top soil, thus decreasing the agricultural value of land and increasing siltation in dams.

- Infrastructural damage as a result of extreme weather events causing flooding, affecting human well-being and safety as well as insurance costs;
- An increase in erosion of coastal areas due to sea-level rise;
- Higher energy consumption due to increased residential cooling load;
- An increase in economic losses due to property damage and decreased tourism revenue;
- An increase in heat-related vector-borne (e.g. malaria) and water-borne (e.g. cholera) illnesses;
- An increase in heat stress, leading to dehydration, particularly for those that reside in the Municipality, as well as children and the elderly;
- Changes in the geographical distribution of plants and animals with extinction of species that are unable to move and an increase in the prevalence of alien invasive species. This will negatively affect the biodiversity of the EMA and the associated ecosystem services;
- Further loss of critically endangered grassland habitats as they are outcompeted by woody species able to utilize the higher concentrations of CO<sub>2</sub> in the atmosphere.
- A reduction in yield of staple food crops, such as maize;
- Changes in the optimal planting and harvesting dates for crops as well as land suitable for crop production;
- Heat stress increasing livestock and poultry mortality rates;
- An increase in respiratory problems in the Municipality due to a decrease in air quality (e.g. changes in the concentration and distribution of near-surface ozone) and increased dampness;
- Deterioration of foods leading to increased incidents of food-borne diseases; and
- The loss of land above the current high water mark due to sea-level rise. Shoreline Management Plans are required to determine what adaptation interventions, if any, are required now or in the future.

To respond to these changes EM initiated the Municipal Climate Protection Programme (MCPP) in 2004. This is a phased programme, which has focused on climate change adaptation and enhancing the Municipality's ability to cope with climate change impacts. The likely climate change impacts have been assessed and plans, programmes and projects developed to assist the Municipality in dealing with these impacts.

During 2016, in response to the plethora of recent international agreements that will have a major impact upon the functioning of eThekwini Municipality, the Climate Protection Branch engaged in a process of strategic planning. This started with a review of the international, national and local policy and legislative framework, and their impact upon the work of the

Branch. Each of the Branch's current projects was tested against this new framework. The Branch resolved that the two Municipal Scorecard items, namely the Durban Adaptation Charter (DAC) and the Durban Climate Change Strategy (DCCS) were provided with a mandate internationally, nationally and locally, and should continue to be pursued as the core elements of the Environmental Planning and Climate Protection Department's scorecard commitments.

Implementation of the Durban Adaptation Charter is done through the maintenance and advance of the Central KZN Climate Change Compact; a partnership between Durban and its surrounding local and district municipalities to address climate change at a regional scale in an integrated fashion. This provides an opportunity for the Municipality to work and share resources at a scale much larger than its current boundaries, whilst addressing climate impacts upstream in catchments before they reach the municipality's boundaries. The DAC has advanced the international reputation of eThekwini Municipality through its innovative approach and ability to drive international processes like the inclusion of climate change adaptation in the Paris Agreement.

The Durban Climate Change Strategy is the tool by which climate change needs to be addressed in eThekwini Municipality. The integration of mitigation and adaptation in this strategy is viewed as a global lead and the approval of an implementation framework for the Strategy is an imperative. The CPB Strategic Planning report contains a description of the proposed framework, whereby political oversight is recommended via the Municipal Climate Change Committee (established in 2015) and administrative oversight via the Disaster Management Advisory Forum's DCCS Technical Task Team (also established in 2015). It is proposed that the Technical Task Team be comprised of Heads of Department relevant for the implementation of the DCCS and other environmental functions of the City.

Currently, the CPB is responsible for the implementation of the Biodiversity Theme of the DCCS. It is acknowledged globally that climate change adaptation needs to be underpinned by scientific knowledge, hence the implementation of the Biodiversity Theme of the DCCS is being guided by research output from the Durban Research Action Partnership (a collaborative research partnership between eThekwini Municipality and the University of KwaZulu-Natal. The research programmes in this partnership not only guide management decisions within the EPCPD, but also provide a skilled resource to fill critical skills gaps for vacant posts in EPCPD. It is also acknowledged in the international and national framework that partnerships are critical to implementing and that "nobody should be left behind" which is a central principle proposed by the Sustainable Development Goals. The CPB has a strong pedigree in developing multiple stakeholder partnerships, like Durban Research Action Partnership, Central KZN Climate Change Compact and the uMngeni Ecological Infrastructure Partnership (UEIP), within which the innovative Palmiet Rehabilitation Project is making good progress. These partnerships reach out to municipal and private groups and communities to leverage opportunities around job creation to advance the climate change adaptation work of the city and are described in this report.

## 1.18 ETHEKWINI GREENHOUSE GAS EMISSIONS 2010-2014

Year	Government Emissions	Community Emissions	Total Emissions	% Change	% Change from 2010 Baseline
Yr 2002	1 047 000	18 890 000	19 937 000		
Yr 2003/2004	1 247 000	18 890 000	20 137 000	1.0%	
Yr 2005/2006	1 118 061	21 413 906	22 531 967	11.9%	
Yr 2010	1 104 212	25 962 074	27 066 285	20.1%	
Yr 2011	1 551 420	26 097 979	27 649 400	2.2%	2.2%
Yr 2012	1 526 431	27 833 965	29 360 395	6.2%	8.3%
Yr 2013	1 450 928	27 290 630	28 741 558	-2.1%	6.2%
Yr 2014	1 586 674	27 505 329	29 092 003	1.2%	7.5%

Table 24: Historic emission data for eThekwini Municipality  
Source: eThekwini Energy Office

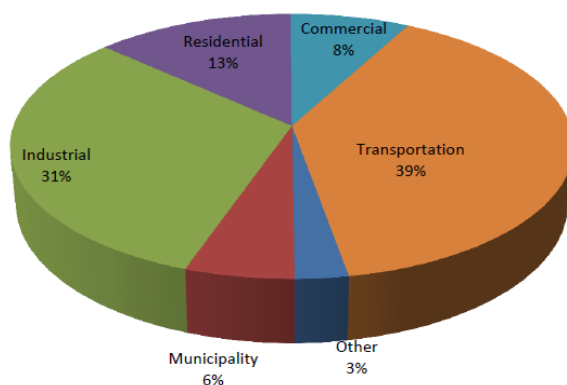
The 2010 eThekwini GHG Inventory serves as the baseline inventory because the methodology for collecting and reporting data was clearly defined for this period. However data for Greenhouse Gas Emissions Inventories in the eThekwini Municipality dates back to 2002. This emerging emissions trend is summarised in the above table. As is evident from these data sets (with the exception of 2013 when there was a 2.1% decrease in emissions), there is a continued and steady increase in greenhouse gas emissions over time in the municipal area. This trend is primarily due to increased uses of energy and carbon intensive processes in the municipality.

Sector	Emission Sources	Emission (tonnes CO <sub>2</sub> e)				
		2010	2011	2012	2013	2014
Building and Other Facilities	Stationary fuel combustion	100	17,310	15,082	5,884	19,316
	Purchased electricity	196 523	156,351	164,935	171,108	152,565
Streetlights and Other Signals	Electricity consumption by municipal owned streetlights & traffic signals	110 956	119,798	108,101	112,287	114,257
	Electricity consumption by Eskom owned streetlights	1 076	1,333	1,079	1,043	1,140
Water Delivery Facilities	Purchased electricity	50 186	67,405	64,048	44,903	56,846
Wastewater Facilities	Stationary and process	19 188	29,675	35,979	46,528	49,093

	emissions					
	Purchased electricity	23 443	31,037	57,100	74,987	75,316
Vehicle Fleet	Mobile fuel combustion	36 799	18,581	46,654	37,314	31,211
Transit Fleet	Mobile fuel combustion	30 541	31,951	31,951	29,292	29,292
Power Generation Facilities	Electrical distribution losses	505 006	690,311	705,364	627,172	755,639
	Fugitive emission			3 552	3 552	3 552
Solid Waste Facilities	Fugitive emissions	132 010	150,483	71,370	92,768	92,911
	Purchased electricity	672	1,747	1,850	512	517
Employee Air Travel	Mobile fuel combustion	713	932	191	976	873
Certified emission reduction	Certified emission reduction		234,507	219,173	202,601	204,146

**Table 25: Municipal operation emissions by sector and source**  
Source: eThekwini Energy Office

The table above shows the distribution of emissions by sector for the government emissions between 2010 and 2014. The highest municipal emission source in this period was electrical transmission and distribution losses which increased from 505 006tCO<sub>2</sub>e in 2010 to 755,639 tCO<sub>2</sub>e. The sale of Certified Emission Reductions (CER - carbon credits) which has although decreased from 234,507 tCO<sub>2</sub>e in 2011 to 204,146 tCO<sub>2</sub>e remains the second highest municipal emission source over the years. The sale of CERs are from the municipal landfill gas to electricity project and are recorded as a separate category of emissions as the CO<sub>2</sub>e reduction is claimed by the purchaser. CERs are followed by Municipal Building & Facilities, Streetlights & Traffic Signals and Wastewater Facilities as the other leading source of emissions by the municipality. The city fleet unit, solid waste facilities and CERs are the only sectors which have decreased their emissions over the period.



**Figure 29: GHG emission by sector**  
Source: eThekwini Energy Office



It should be noted that Local Government Emissions (eThekwini Municipality as an organisation) account for only 6% of all emissions that occur within the physical jurisdiction of eThekwini Municipality. While quick reductions can be achieved in activities directly controlled by eThekwini, urgent and aggressive action is required to decrease community emissions which are often out of the direct control of eThekwini Municipality. These activities include petrol and diesel used by the Transportation Sector, and Commercial and Industrial operations.

## **1.19 SPATIAL FORM (PLANNING)**

### Introduction

The eThekwini Municipality spans an area of approximately 2555km<sup>2</sup> and is characterized by steep and dissected topography.

### Spatial and Demographic Context

The population of eThekwini is projected at approximately 3.74 million for 2016, just over one third of the population of KwaZulu-Natal province (Census, 2011). The forecast show that the population of eThekwini will grow by 175 thousand between 2016 and 2020 when the population total will be 3.85 million. In terms of current population spread, the greatest population concentrations occur in the central and north planning regions with approximately 1.18 million people (34.4%) and 1.15 million people (33.6%) respectively. The South accommodates approximately 760 000 people (22%) and the Outer West region accommodates the least number of people with a total population of approximately 339 000 people (10%) (Northern Urban Development Corridor Study, 2012)

About 68% of the Municipal area is considered rural, with pockets of dense settlement. About 10 % of the rural areas comprise commercial farms and metropolitan open space and about 90% of the rural area is defined by its geospatial features, such as hilly, rugged terrain, dispersed settlement patterns in traditional dwellings and communal land holdings under the Ingonyama Trust. This institutional arrangement is unique to the eThekwini Metropolitan Municipality and presents a number of challenges particularly with respect to land, planning and urban management. The remainder of the municipal area, approximately 32%, is urban and is dominated by residential, commercial/office and industrial land uses.

In addition, large numbers of informal settlements are scattered across the city, many in peripheral locations or on steep land or flood plains, placing them at higher risk of erosion and flood damage. This requires that urgent attention be given to addressing the housing backlog and a key spatial challenge is to identify residential opportunities on land that is well located, serviced and with good access to public transport as well as social and economic opportunities.

Given its high variability, extent, population size and mix of social and economic land uses, the eThekwini municipality can also be classified as one of the four city regions which plays an important role in contributing to the economy of the city, region and South Africa as a whole. Noting the high levels of poverty and unemployment (see economic situational analysis) the challenge for the eThekwini Municipality, is to find ways to reduce the increasing gap between rich and poor and to identify sustainable livelihoods and economic opportunities that will act as a catalyst for economic growth and job creation and ultimately, greater sustainability and urban resilience. The national focus on large infrastructure investments to support key national logistics corridors through the SIP programme, local economic development opportunities and the identification and packaging of industrial land are some of the municipal responses to this challenge. The spatial challenge is to ensure that the location of these economic opportunities, contribute to urban efficiencies (by locating such opportunities within or close to economic nodes and transport corridors and minimize the expansion of services), address rural needs, address historical inequities and benefit a large majority of the previously disadvantaged population.

### Urbanisation Trends

Although the overall population growth rate has declined from 2.34% (1996-2001) to 1.08% (2011-2011), the population is projected to rise to approximately 4.4 million by 2030 (ETA demographic study projections / City Densification Study, 2013). Natural growth and migration are two of the key contributing factors to the growth of the metropolitan area.

While international trends show that urbanisation levels have declined within large cities, the situation is different in South Africa and Africa, and eThekwini is no exception, as it continues to grow at a rate of approximately 1.1% p.a. International trends, however, show that the level of population density tends to decline from the City Centre, the pattern in South African cities and eThekwini runs counter to this trend, with population densities rising with distance from the city centre (as the figure below demonstrates) resulting in the poor and marginalised being located at some distance from the city centre. With an overall gross density of 4du/ha, scattered pockets of densities in excess of 40du/ha are limited to the Durban CBD/Beachfront; Cato Manor, Umlazi and KwaMashu/Inanda. Higher densities are largely concentrated within the former townships of KwaMashu, Ntuzuma, Inanda and Phoenix in the north, Umlazi, Lamontville and Chatsworth to the South, Clermont/KwaDabeka and Marianridge in the West and the Durban CBD/Beach, Glenwood, Berea, Cato Manor in the Central areas. The vast majority of land, however, is settled at densities less than 15du/ha. This includes areas such as Durban North, Westville, Pinetown, Mpumalanga, Tongaat and Verulam.



Based on a set of scenarios that factored in urbanisation rates and natural population growth, it could be expected that the eThekwini Municipality’s population would grow to 4.4 million by 2030. The eThekwini Metropolitan region would therefore have to accommodate an additional 775,000 people (or approximately 193,000 housing units). The scenarios further indicated that the distribution of new growth would be 40% to the north and 20% each to the central, outer west and south spatial planning regions of eThekwini. This information is particularly valuable in informing where development needs to be accommodated within the metropolitan area and how density would impact on the spatial form of the city

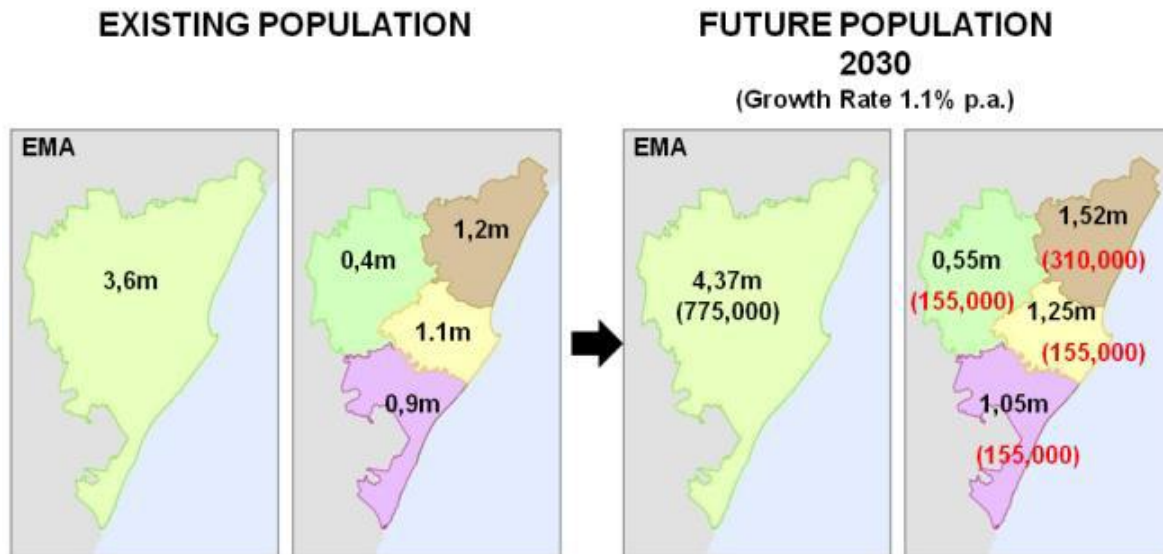
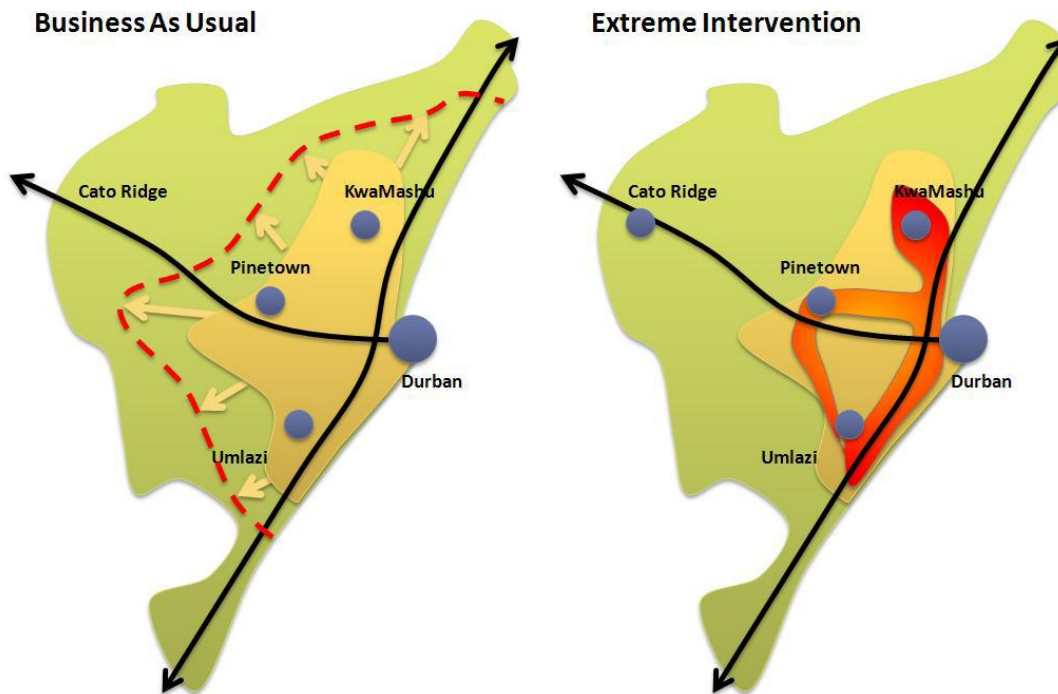


Figure 31: Population Growth  
 Source: Planning Unit

The City Densification Study, 2013 further demonstrated that based on existing density trends, growth has been occurring in rural areas on the periphery of the urban core and if it continues along the current trajectory, will significantly expand the development footprint of the municipality (see figure below). The challenge then, in eThekwini is to direct and manage the anticipated growth of population and housing units closer to social and economic opportunities, structured around a hierarchy of nodes and public transport corridors to achieve a more integrated and compact spatial form in order to create sustainable human settlements, protect agricultural and rural land resources, support greater urban efficiencies, improve movement and access and contribute towards greater urban resilience.



In response, the eThekweni Municipality has introduced a number spatial planning tools and plans including:

- The use of the urban development line to limit the ultimate urban development footprint and thereby contain sprawl
- Identified targeted areas and corridors for higher residential densification (both greenfield and brownfield) within the urban core and along key public transport routes as means of shifting the growth trajectory of the city in a more efficient, equitable and sustainable direction
- Undertaken detailed land use studies within two of the primary public transport corridors (North and South Public Transport Corridors) where residential densification and intensification of a mix of land uses can be promoted through a variety of land use management and other tools
- Identified a hierarchy of urban and rural nodes within which to consolidate settlement and a mix of land uses to support improved access and efficiencies in service provision
- Undertaken detailed planning within key economic opportunity areas and economic nodes to facilitate the unlocking of key catalytic and priority economic and social development opportunities and services
- Identified primary, secondary and tertiary integration zones structured around land uses, population thresholds, high accessibility and access to public transport within which to

spatially target social and economic investment and phase infrastructure provision to achieve the desired integration, spatial transformation and urban compaction in a phased approach.

- The eThekwini Municipality has also prepared a Rural Development Strategy to help develop appropriate strategies that will respond to the rural-urban interdependency that currently exists within eThekwini and to facilitate the establishment of institutional mechanisms to actively manage the use of rural land. .

Spatial planning therefore plays a critical role in directing, transforming and restructuring the city to increase densities in urban areas and reduce sprawl, improve public transport and reduce travel distances, respond to climate change impacts and address the overriding national, provincial and local challenges of economic growth, job creation and poverty alleviation.

## **CURRENT PLANNING**

The eThekwini Municipality has developed a comprehensive land use management system for the entire Municipal area to give effect to the requirements of Section 26 of the Municipal Systems Act (2000). A key aspect of this system is the preparation of a “Planning and Development Management Toolbox” which includes an integrated Package of Plans.

This Package of Plans is a cyclic, integrated and iterative process and shows the move from Municipal wide strategic level plans to detailed local level plans and land-use schemes. It is important therefore to consider the entire Package of Plans as part of the Integrated Development Plan and Spatial Development Framework and representing the city’s spatial response to its development challenges as, together, this communicates the City’s strategic spatial planning intention through to the detailed land use guidelines as required in terms of the Municipal Systems Act and Spatial Planning and Land Use Management Act (SPLUMA).

## **THE LONG TERM DEVELOPMENT FRAMEWORK (LTDF)**

In 2001 the eThekwini Municipality embarked on a process to develop a LTDF and Integrated Development Plan for the eThekwini Municipal Area. The LTDF process was intended to assist the newly formed eThekwini Municipality to identify challenges that it faced as a result of the amalgamation of numerous smaller local authorities and that needed to be addressed in both the short and long term. The LTDF mapped out the developmental challenges and strategic vision for the eThekwini Municipality over a period of twenty years and strategic priorities over the first five years.

## **THE SPATIAL DEVELOPMENT FRAMEWORK (SDF)**

The first Spatial Development Framework (SDF) for the eThekwini Municipality was prepared and adopted by the Council in 2002 and has been revised and updated annually since 2011/12. Subsequent SDF’s have moved away from a uni-centric model based on intensifying development in the urban core towards a more polycentric model that recognizes the need to improve linkages between existing metropolitan, sub-metropolitan and local nodes in an attempt

to address the spatial disparities in access to social and economic opportunities across the entire municipal area.

The SDF is the primary spatial strategy response to the development context, needs and vision of the municipality as described in the IDP. In order for this spatial strategy to be successful, city budgets need to be more closely aligned to the spatial priorities and this regard a spatial analysis of the Medium Term Expenditure Framework (2015/16 - 2017/18) illustrated that city initiated development interventions are largely, with the exception of subsidised housing projects, in alignment with the strategic spatial intentions of the Spatial Development Framework. It is anticipated that National Treasury's requirement for cities to prepare Built Environment Performance Plans (BEPP) (a performance based funding mechanism focused on the spatial targeting of development within integration zones as means of achieving greater integration and compaction of cities) will lead to even greater alignment between city budgets and spatial priorities.

Through the package of plans, the strategic intent of the SDF has been translated into lower order plans that contain geographically specific physical development proposals and land use management guidelines that will ultimately inform the preparation of wall to wall schemes. Together, the package of plans comprises the Spatial Planning and Land Use Management Toolbox which aims to guide and direct both private and public sector interventions that will ultimately lead to a spatially transformed city and significantly improved quality of life for all its residents.

### **KEY SPATIAL PLANNING ISSUES**

- Need to unlock infrastructure capacity for new growth in alignment with the spatial intentions, address phasing & costs constraints associated with development;
- Need to protect viable agricultural land;
- Need to grow the Municipality's rates base;
- Need to address the housing & infrastructure backlog;
- Need for strategic economic growth and investment;
- Need to protect key environmental assets and services;
- Need to manage urban growth and strategic densification;
- Need for integrated & efficient city spatial form, need to curtail urban sprawl and decentralisation of residential and commercial development;
- Need for alignment with strategies of all spheres of government and neighbouring municipalities
- Need for improved rural-urban linkages and an acknowledgement of the rural-urban interdependencies to facilitate more inclusive rural development



- Need for more responsive land use management tools that reflects the current spatial challenges and builds a foundation for an inclusive, sustainable, economically viable and resilient city.

## 1.20 FOOD INSECURITY

Hunger and food insecurity are challenges affecting sustainability of communities in the long term. A multi-pronged approach is necessary to improve the lives of the people. The key challenges faced include land shortages and ability to identify appropriate opportunities for local production of food. The Municipality has initiated a number of programmes to assist in the alleviation of food insecurity. These include the creation of dedicated structures to drive agriculture, aqua and poultry farming; soya bean project, community support farms; community gardens, mushroom vs. hydroponics project, One Home One Garden project, etc. The Agricultural Department supports 85 established Community Gardens in terms of the provision of technical information, implements and seeds. Agriculture is responsible for providing support to Communities with respect to organic fertilizer and compost; the provision of fencing, storage containers, toilets and water provision as well as the farming tools. It also provides up to ten fruit trees per Community garden.

In terms of urban and peri-urban agriculture the Municipality has an Agroecology Programme in place which complements other municipal policies which focus on poverty and unemployment. The programme aims at promoting appropriate and sustainable approaches to the way in which agriculture is planned and implemented. In this regard the municipality has seven agricultural hubs and sixteen fish ponds in place. The programmes primary targets are those with greatest need and where the most impact can be made with limited resources. A project supporting the development of the agricultural sector relates to Edamame (Soya bean), which is one of the emerging agricultural sectors in South Africa with the potential for improving health, job creation and to strengthen local economic development within the city. The Edamame Development Program (EDP) was set up 5 years ago to establish an Edamame soy bean industry in South Africa, based primarily in EThekwini Municipality. The EDP has conducted on-going valuable and successful research in South Africa with key academic partners on a new crop type, and having improved opportunities and scope for small scale growers and emerging farmers through the program. The EDP supports both larger emerging farmers and smaller homestead growers. To date, 85 emerging farmers have been engaged to supply Edamame to the program. The EDP programme has also led to 265 homestead and community gardens being actively engaged and mentored. The EDO programme has also led to the product being supplied to local retailers and has also attracted the interest of international consumers.

In dealing with the issue of food insecurity the municipality has also established soup kitchens within the municipal area. There are currently 35 operational soup kitchens and 18 new sites are to be launched. The soup kitchens currently feeds approximately 500pp per day per site.



Key Issues relating to Food Security:

- High levels of hunger and food insecurity;
- Shortage of arable/fertile land to undertake food production;
- High unemployment rates lead to low purchasing power;
- Inadequate safety net – few household income earners and high dependency ratios exacerbates the situation;
- Impact of climate change on food security.
- Competing land uses encroaching on agricultural land

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## **1.21 FINANCIAL MANAGEMENT**

The overall financial situation of the Municipality is sound and healthy. In the municipal sector, the key indicators of this are the audit opinion of the Auditor-General and the credit rating of the municipality concerned. In this regard, the eThekwini Municipality received unqualified audits for the 2013/14 and 2014/15 financial years and a clean audit report for 2015/2016.

The investment grade credit rating of the Municipality in the 2013/14 and 2014/15 financial years were AA- in long term with positive outlook and A1+ in short term and this improved to AA in the long-term and A1+ in the short term despite the current economic climate and the threat to downgrade the sovereign rating of South Africa. There is also a positive outlook which means that the rating can improve even further in future years, subject to the continued growth in revenue, maintenance of strong cash flows by sustaining the debt collection rate, as well as delivering on catalytic projects to support the financial strength of the Municipality.

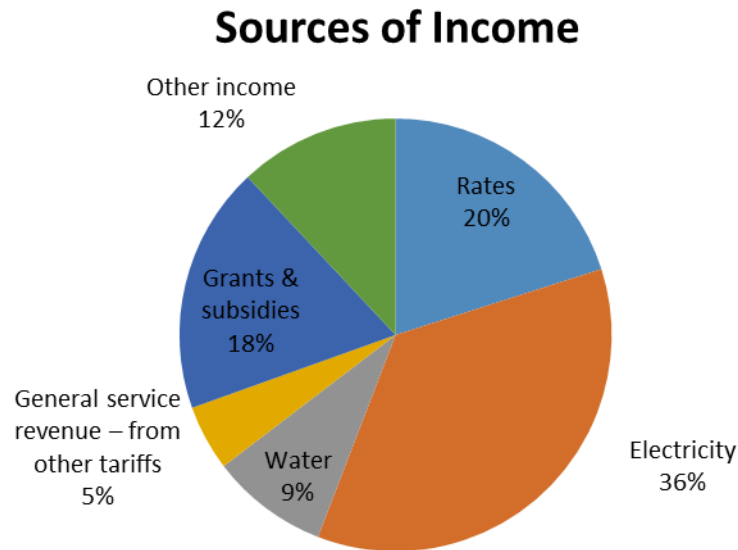
The Municipality continues to display a sound financial profile underpinned by strong cash generation and high liquidity levels. The balance sheet is well geared due to moderate and no borrowings, as well as careful management of expenditure. The Municipality achieved the highest collection rate in country of 101.6% in 2015/2016. Cash on hand was R6.9 billion or 95 days at the end of the 2015/2016 financial year. This equates to 92 days cash on hand and is a slight decrease from 95 days as at 30 June 2015. The sizeable cash balances and strong cash generation has resulted in a strong liquidity profile. Gross and net debt to total income remained stable at 19%. Gross gearing of 35% is well within the National Treasury norm of 45% to 55%. This means there is room for additional borrowings, subject to the impact of our tariff increases being affordable and reasonable relative to inflation.

The Municipality also achieved a capital spend of 90%, including housing top structure. However, notwithstanding the extensive rollout of service delivery over the past two decades, there are still significant backlogs. Hence, the City will continue to have high capital expenditure going forward and will continue to borrow in a responsible manner.

A more detailed analysis of the Municipality's financials reveals the following:

## 1.20.1 REVENUE MANAGEMENT

### 1.20.1.1 Sources of Income



**Figure 32: Sources of Income**  
Source: Treasury Department

The Municipality achieved sustained growth in revenue over the 2015/2016 financial year with relatively constant growth across the various income items. Total revenue rose by 8.8% to R31.6bn in 2015/2016. Revenue from trading services made up 44.6% of the total revenue. This is below the industry average contribution for metros of 48.2%. Revenue from rates was fairly constant at 20.1% and in line with the industry average of 19.7%. The largest other source of revenue was grants & subsidies which made up 18.5% of total revenue, but which is well above the industry average of 14.5% which was due to the grant of over R1 billion for the rollout of IRPTN. The other income items were fairly in line with the industry averages.

Property rates grew by 8.6% to R6.2 billion in 2015/2016. Residential rates made up 36% of the total rates, whilst commercial rates contributed 33% and industrial rates 24%. It is concerning to note that the value of rateable property increased by only 0.9% to R443.4bn, but is in line with the national growth rate. Rates debtors decreased during 2015/2016.

Grant income increased significantly in 2014/2015 by 28% and a further 8% in 2015/2016. This clearly demonstrates the strong capacity of the Municipality to implement projects in line with national government's objectives which has resulted in attracting additional funding. The equitable share (provided to cover the cost of services to the indigent) increased in line with inflation in 2015/2016 and still accounts for the largest portion of grant income. However, most of the additional funding over the past two years has come from the Department of Transport to develop the IRPTN, as well as for housing projects through the Urban Settlement Grant and the Department of Human Settlements. All funds allocated to the Municipality for transport projects were fully spent in 2015/2016. However, funding recognised from the Department of Human Settlements fell to R110 million due to problems with constructing access roads which delayed

certain housing projects. There were also delays in upgrading the hostels on behalf of the Department of Human Settlements resulting in R124 million being unspent.

The electricity tariff increased moderately by 5.5% in 2013/2014, 7.4% in 2014/2015, and 7.9% in 2015/2016. This must be compared with the 15% bulk tariff increase by Eskom. Accordingly revenue rose by 11.1% which saw the electricity margin fall below the previous low of 33% in 2012/2013. Growth in electricity revenue has been reduced due to slightly lower usage by consumers due to the increased use of energy efficient technologies and self-generation. This trend is expected to continue but is not expected to have a major impact on revenue. However, gross margins are expected to remain at the current lower levels. In addition, electricity loss in distribution increased from 7.7% in 2014/2015 to 10.7% in 2015/2016 which equates to a loss of R910 million, compared to R566 million in 2014/2015. The higher loss is due to increased illegal connections and electricity theft due to the weak economy and rising prices. The loss is expected to reduce in 2016/2017 as the Municipality is installing prepaid electricity meters in most residential units which should help identify problems and illegal connections faster.

Revenue from water rose by 11% in 2013/2014, 14% in 2014/2015, and more moderately by 6% in 2015/2016 as volumes decreased due to the drought and associated water restrictions (of between 15% and 50%). In addition, leaks, bursts, and damaged meters due to the lower volumes and intermittent supply saw non-revenue water deteriorate to 40.7% in 2015/2016 which is up from the 39.7% in 2014/2015. This equates to a loss of R711 million in 2015/2016 compared to R609 million in 2014/2015. However, the Municipality has continued to make progress in terms of efforts to reduce these losses which includes faster leak detection and repairs, the replacement of old meters, and the installation of new meters at housing sites. Despite the slower revenue growth for water and increase in non-revenue water, the gross margin for water strengthened for the second consecutive year due to the tariff increase and reduced costs.

### 1.20.1.2 Consumer Debtors

<b>DEBTORS</b>	<b>2015 FYE</b>	<b>2016 FYE</b>
	<b>R'M</b>	<b>R'M</b>
Rates	2 164.2	2 336.2
Electricity	1 350.5	1 065.4
Water	1 482.3	1 699.9
Other	440.2	502.6
<b>Gross consumer debtors</b>	<b>5 437.2</b>	<b>5 604.1</b>
Less provisions for bad debt	(2 512.0)	(2 982.0)
<b>Net consumer debtors</b>	<b>2 925.2</b>	<b>2 622.1</b>

Table 26: Consumers Debtors  
Source: Treasury Department

Whilst net debtors decreased from 2.9bn in 2014/2015 to R2.63bn in 2015/2016, total gross consumer debtors increased from 5.4bn in 2014/2015 to R5.66bn in 2015/2016. This is due to the increases in tariffs for services and rates. It is also due to interest levied on outstanding debt. In addition, the increased unemployment rate has resulted in more customers defaulting on payments. Business debt of R780 million is subjected to litigation and has been handed over to the Council's panel of attorneys. From July 2014 to June 2016, 1 381 matters were handed to our attorneys amounting to some R166 million. A strategy to deal with increasing total debtors and revenue collection has been submitted to Committee and is being implemented.

The split in debtors can also be graphically represented as follows:

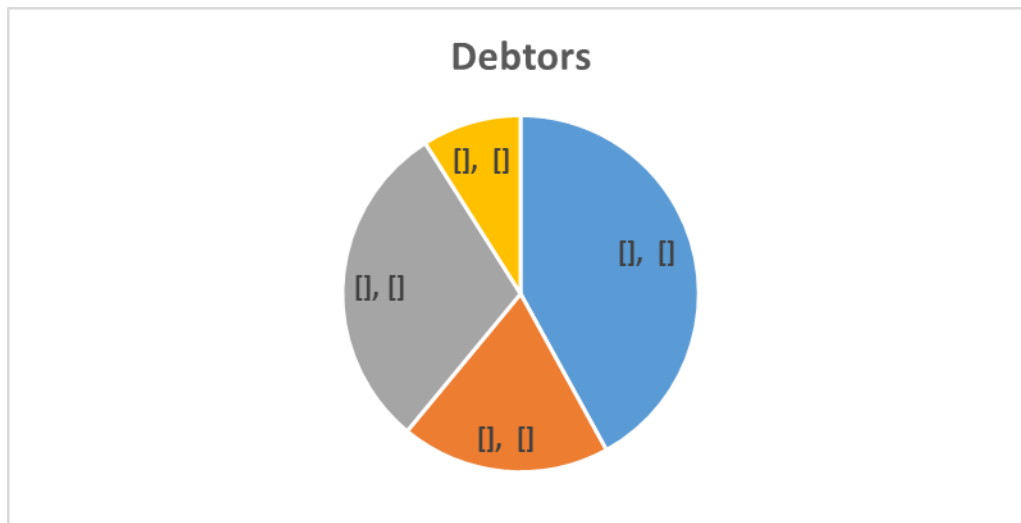


Figure 33: Debtors  
Source: Treasury Department

The majority of debtors (a total of 72%) relate to Rates and Water. Gross debtors rose by 3% to R5.6 billion in 2015/2016 largely reflecting the growth in income. Debtor growth has been contained by an overall collection rate of 101% which means that historical debtors were also addressed. The strong collections performance is borne out in the debtor age analysis with a much higher 34% of consumers being current at the 2015/2016 financial year end compared to 26.5% at the 2014/2015 financial year end. Given the conservative bad debt provisioning and strong collection rates, debtor risk has been substantially mitigated. This is evidenced by consumer debtors actually declining to R2.6 billion at the end of the 2015/2016 financial year.

### 1.20.1.3 Collection Rate

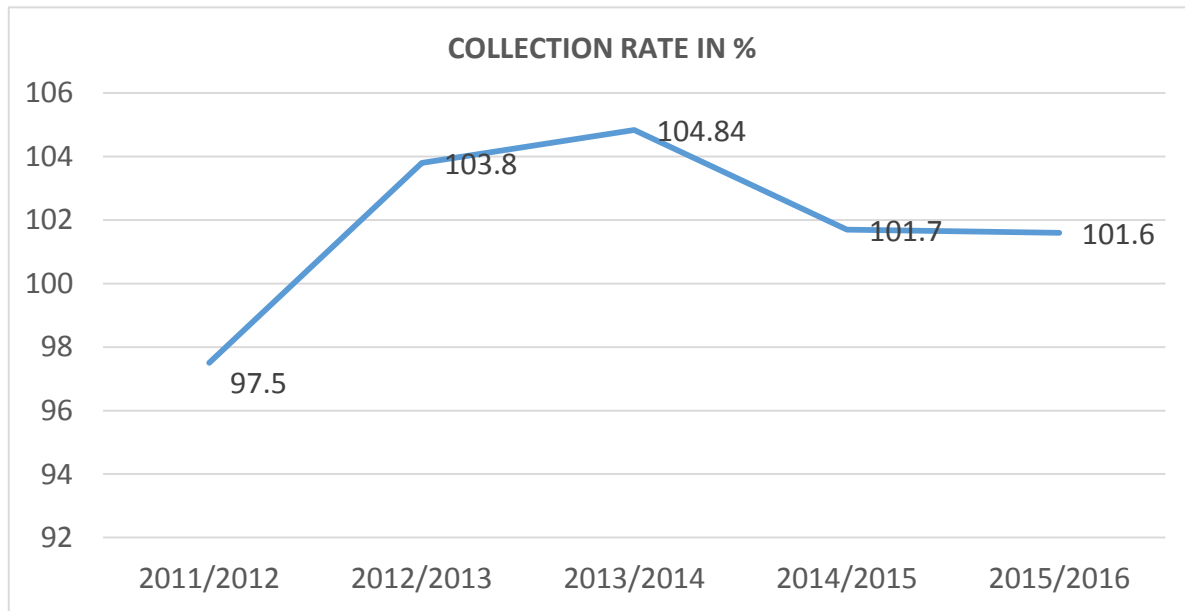


Figure 34: Collection Rate  
Source: Treasury Department

Our collection rate in 2015/2016 has remained stable at 101.6%. This is excellent as the National Treasury norm is 95%. The outstanding collection rate is due to dedicated teams in place to target top debtors, major debtors and government debt more effectively. However, as indicated earlier, notwithstanding this the total debt outstanding has grown from R5.9bn in 2014/2015 to R7.4bn in 2015/2016 due to reasons listed above. 80% of debt is over 90 days old which requires lengthy court proceedings and having to take each individual debtor to court are impacting negatively on debt collections. Pre-paid metering and smart metering are key to avoiding revenue leakage whilst monthly meter reading also a key issue.

### 1.20.1.4 Collection Period

Another key indicator is the Collection period (days):

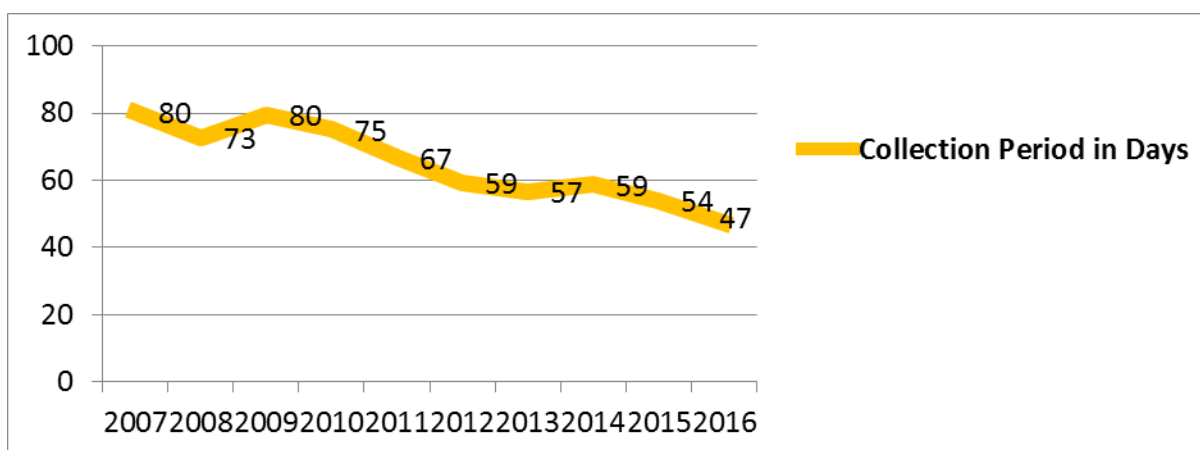


Figure 35: Collection Period  
Source: Treasury Department

This shows a positive downward trend from 80 days in 2006/2007 to 47 days in 2015/2016 which equates to a 41% improvement over the period. This is significant improvement. Our eventual target is 30 days. This shows that our debt collection strategies have been effective. This includes the City's strict adherence to its Credit Control & Debt Collection Policy without any political interference. In addition, targeted teams dealing with the Top 100 debtors, the Top 100 biggest debt, government debt, as well as the consolidation of debt, consent to judgment, returned mail, arrest-a-debt have certainly helped.

**1.20.1.5 Revenue Outlook**

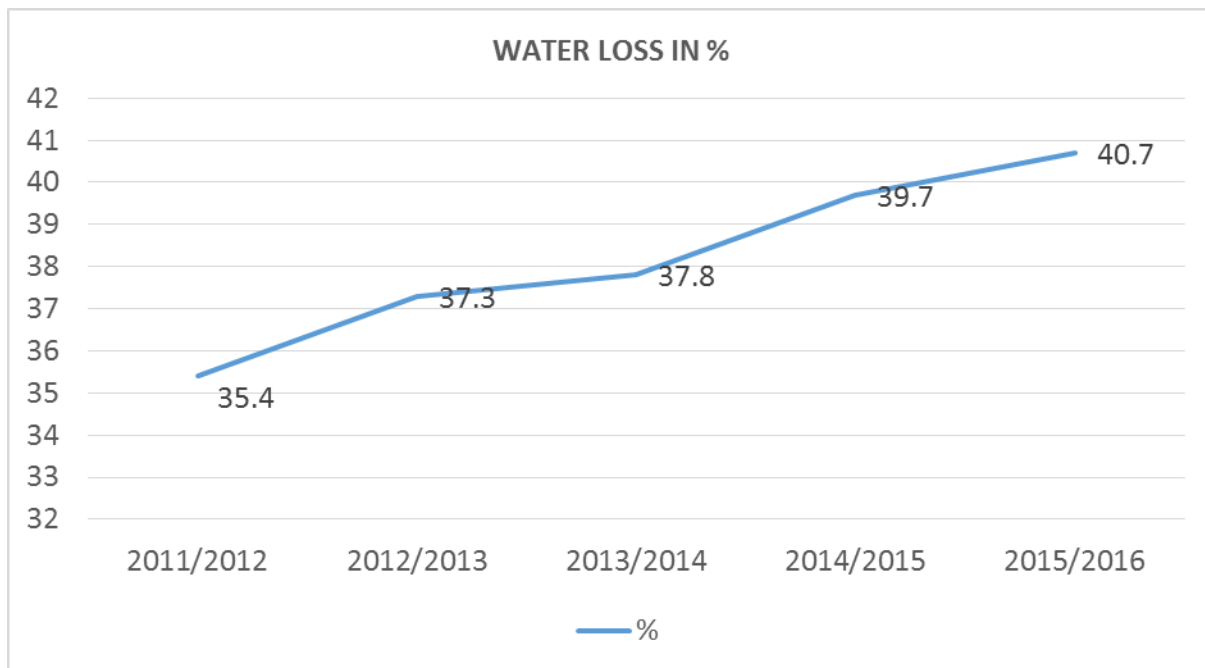
Overall income is projected to increase by around 7% over the three-year budget period which is slightly above inflation. Rates and general services will rise by a similar amount. Electricity will continue to increase slightly more at 8% over the next three years, but the largest growth is projected from water at 9.4% due to tariff increases.

**1.20.1.6 Challenges**

The following issues may impact on revenue collections:

- **Water loss**

The water deficit of some R700 million is not sustainable. The strategy to reduce the water loss to 25% in the next 5 years needs to be vigorously implemented and monitored. This can have a huge impact on revenue.



**Table 36: Water Loss %**  
 Source: Treasury Department

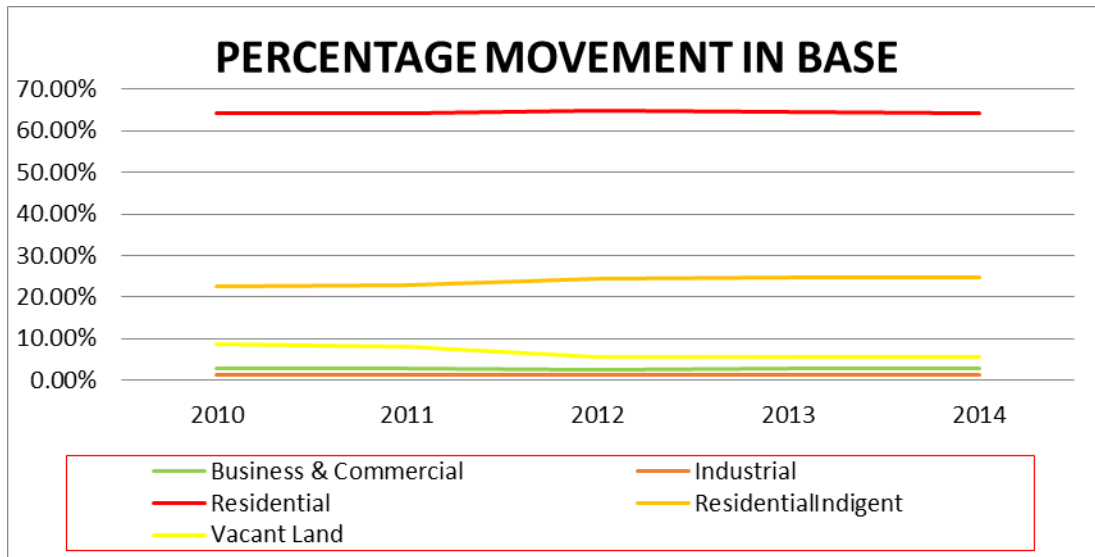
This illustrates a concerning upward trend in water loss. The water loss has increased from 35.4% in 2011/2012 to 40.7% in 2015/2016. The benchmark is 35%.

- **The economic climate**

The current macro-economic conditions of low growth rates, increased inflation, weakened rand, and high levels of unemployment are a threat to the sustainability of the current high payment levels. Accordingly, there needs to be a key focus on growth of the economy and job creation, productivity, and value-for-money.

- **Flat growth in the rates base**

The following graph clearly illustrates the flat growth in the rates base:



**Figure 37: Percentage Movement in Base**  
**Source: Treasury Department**

The Municipality has a population of about 3.75 million with 28% under 15 years of age and 15% of the rest of the population being unemployed. There is a total of households 900 000. 430 000 of these households relate to informal housing, whilst 520 000 live in ratable properties. 25% of these ratable properties are valued at below R185 000 and are exempt from rates. Accordingly, we need to get more properties into our rates base that will contribute towards rates income.

In addition, the composition of the properties needs to also be considered:

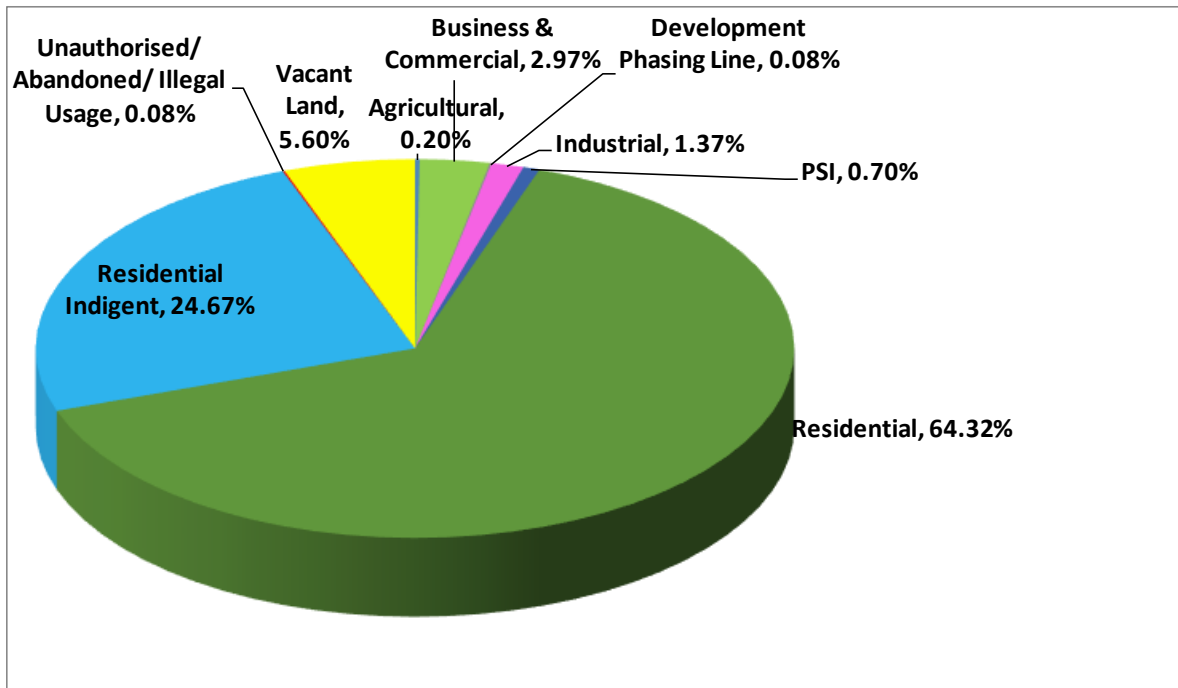


Figure 38: Composition of Properties  
 Source: Treasury Department

CATEGORY OF PROPERTY	NUMBER
Agricultural	1020
Business & Commercial	15090
Development Phasing Line	420
Industrial	6999
PSI	3592
Residential	453029
Unauthorised/ Abandoned/ Illegal Usage	410
Vacant Land	28522

Table 27: Category of Property  
 Source: Treasury Department

As can be seen, only 4.3% of the properties relate to business and commercial (2.93%) and industrial (1.37%). Accordingly, to grow the rates base, the number of business, commercial and industrial properties need to be increased. This will require a policy change in terms of the Municipality's Land Policy with a shift from housing to economic development. In terms of the split of expenditure, there needs to be a better balance between economic and social spends.



- **Policy Changes**

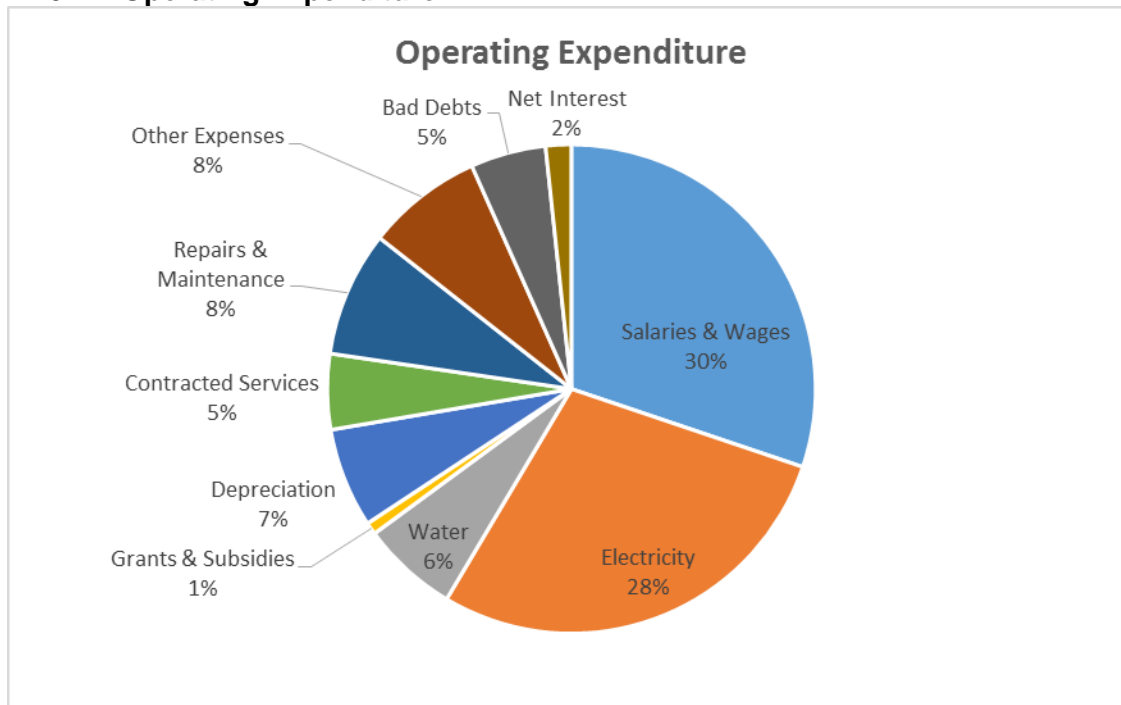
We need to change our policies to make the installation of a pre-paid meter compulsory for the reconnection of services and a pre-requisite for the signing of credit agreements. In addition, consumers not honouring existing agreements must also be required to move to pre-paid meters.

- **Difficulties with Legal Processes**

Mass sales-in-execution cannot be undertaken. Separate court hearings have to be undertaken for each case. In addition, there is no mechanism to force the winding of estates in deceased estate cases. These require legislative changes. Representations have been made to SALGA and COGTA.

## **1.20.2 EXPENDITURE**

### **1.20.2.1 Operating Expenditure**



**Figure 39: Expenditure**  
Source: Treasury Department

The Municipality's expenses have grown slightly less than the growth in income. To this end, strict cost controls contained the increase in total expenses to 4.7% in 2015/2016, below the inflation rate. This was achieved despite a relatively high 15% growth in salaries and wages. In this regard post-retirement medical aid and pension benefits are being reviewed for new staff, and only critical vacancies are being filled without impacting negatively on service delivery. All long-standing vacancies are being reviewed in terms of the continued need for such posts. The rapid increase saw the ratio of employee costs to total costs climb to a high of 30.2% compared to 27.5% in 2014/2015, however, this is still below GCR's 35% benchmark for sustainable operations. As a proportion of income, staff costs amounted to a slightly higher 25.6% (compared to 24.6% in 2014/2015), but still broadly in line with historical levels.

Some of the sharpest growth in expenses has been for bulk electricity and water purchases. Bulk electricity purchases rose by 15% in 2015/2016, similar to the increase in electricity revenue, although the 4% increase in bulk water costs was moderate. This contributed to the widening water margin, whilst the electricity margin remained constant.

Repairs and maintenance spend fell almost 10% in 2015/2016. More significantly, repairs and maintenance remained above depreciation, indicating that the Municipality is adequately maintaining its fixed infrastructure.

Contracted services, which mainly represent services that are outsourced to private parties, remained stable at R1.3bn for a third consecutive year. At 5%, the relative spend is lower than the average 10% for the municipal sector as a whole, suggesting that the Municipality has substantial in-house capacity to carry out its functions.

Notably, after increasing more than 5-fold between 2010/2011 and 2014/2015 as the Municipality raised provisions for bad debts to adequate levels, the bad debt impairment fell to R1.4bn in 2015/2016. Bad debt costs are expected to decrease further going forward as they should reflect mainly current debtors, rather than the historical debtor performance.

The net interest charge improved to R454 million in 2015/2016 from R591million in 2014/2015, on the back of the additional interest earned from debtors and on the higher cash balance. On average, the interest rate incurred by the Municipality was unchanged at 9%.

As regards salaries and wages and the electricity costs, it must be noted that although the Municipality can make representations, both these increases are not within the direct control of the Municipality. The salary negotiations are undertaken by SALGA (South African Local Government Association) on behalf of all municipalities across the country in terms of collective bargaining, and the electricity increase is determined by NERSA (National Energy Regulator of South Africa). Accordingly, key issues going forward include ensuring the productivity of staff, and ensuring that local government's voice is heard by NERSA in terms of Eskom's bulk tariff increase and the impact of rising block tariffs. As regards the bulk water tariff, there is no national regulator in place. Hence, representations are made to the Umgeni Water Board as regards an affordable bulk water tariff increase. Furthermore, representations have been made to introduce a national regulator for water too.

The Municipality also reviews its Top 10 items of expenditure on a monthly, productivity is being assessed and improved on an ongoing basis to ensure value-for-money. This relates especially to issues such as overtime, security, consultant, temporary staff, printer, photocopying costs, etc. Management Services have also undertaken a productivity measurement exercise across the Municipality. Overtime is also monitored on a monthly basis which has resulted in a significant reduction. Moreover, austerity measures have been implemented in terms of the guidelines provided by National Treasury.

### **1.20.2.2 Supply Chain Management**

A total of 2926 tenders were awarded in 2015/2016 amounting to R8.2bn.

There have been several improvement initiatives undertaken within the procurement function to ensure value-for money, greater efficiency and effectiveness, and reduce fraud and corruption. These include, inter alia, the following:

- Weekly meetings to monitor the Top 150 capital projects to improve the capital spend and service delivery
- ISO 9001 accreditation of procurement processes in terms of a quality management system to improve the efficiency, effectiveness and economy of SCM
- Business and process improvement initiatives, such as:
  - centralised contract register
  - procurement scheduling resulting in better planning and capital spend
  - electronic contract tracking
  - supplier address book consolidation
  - invoice scanning and logging
- SCM Policy review to ensure enhanced effectiveness, efficiency and economy in SCM
- E-Procurement – Quotes Management System (QMS) to improve efficiency, value for money and reduce fraud and corruption
- Improved internal controls to reduce fraud and corruption
- Benchmarking of prices of goods and services to ensure value for money
- Procurement scheduling to maximize the capital spend and service delivery
- Employing SABS/SANS standards on products to ensure value for money
- Strategic sourcing to ensure value-for-money and economy

Ultimately, the key is to ensure that our ratepayers get better bang for their buck.

In terms of the Municipality's B-BBEE and Preferential Points policy, 78.7% of the total procurement was awarded to B-BBEE companies in terms of priority business enterprises, black-owned enterprises, women-owned businesses, and businesses owned by disabled persons. This is illustrated in the graph below:

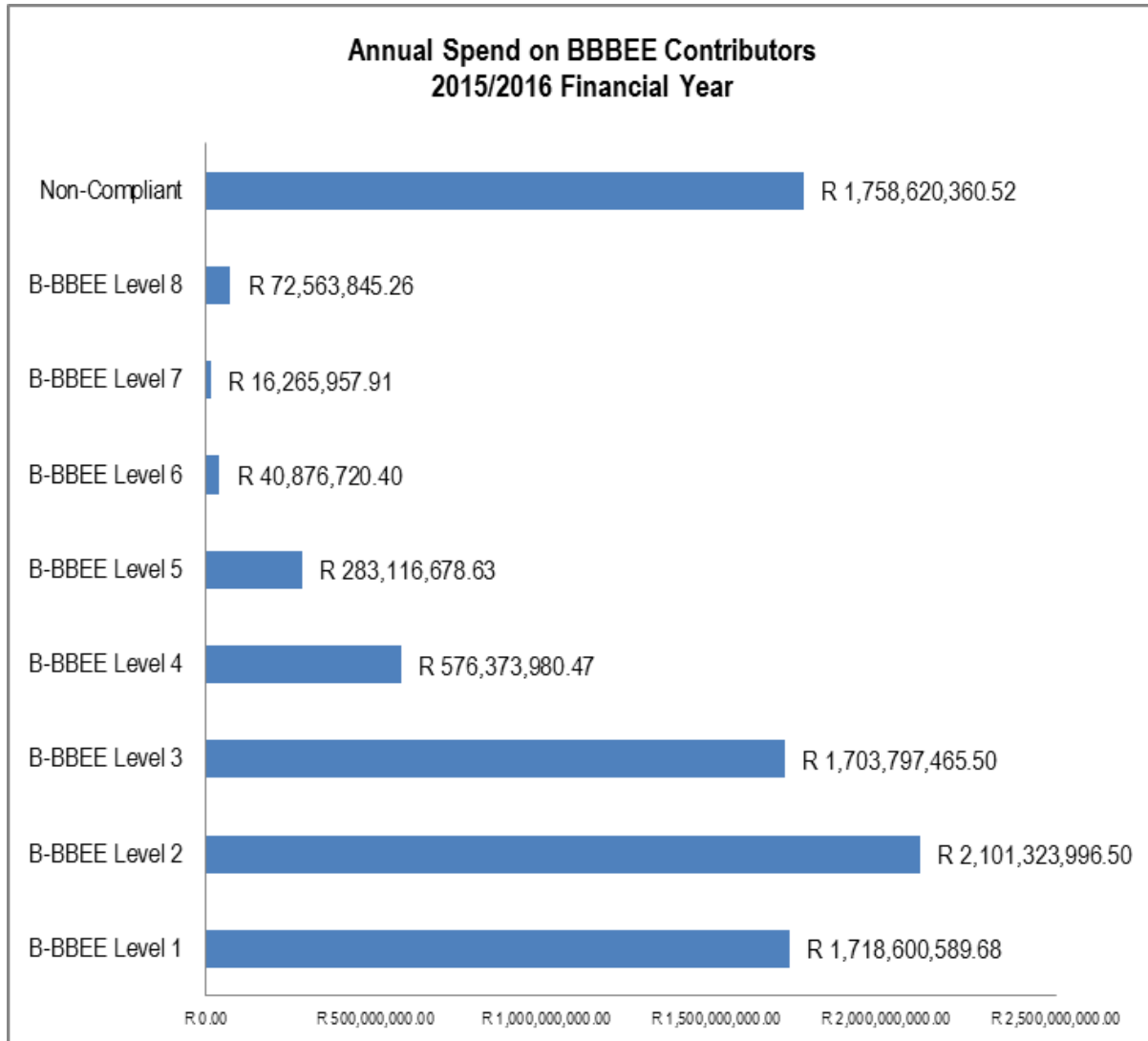


Figure 40: Annual spend on BBBEE contributors  
Source: Treasury Department

In addition, 82% of the total procurement was awarded to local businesses. This is illustrated in the graph below:

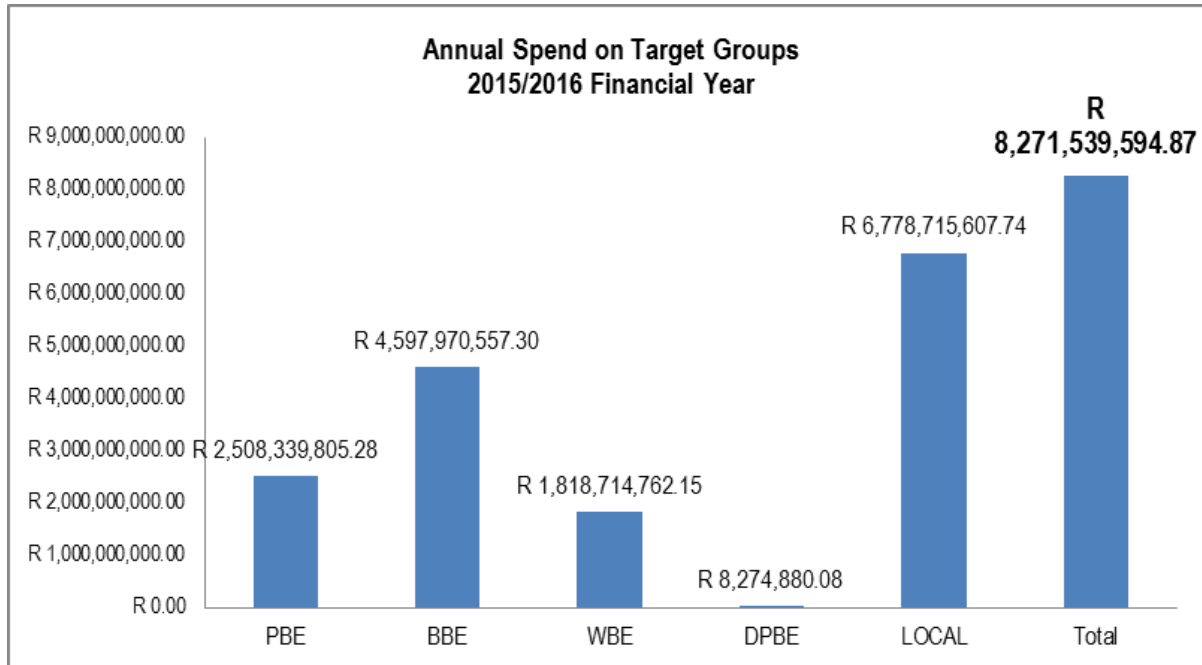


Figure 41: Annual spend on target groups  
Source: Treasury Department

Furthermore, there has been a consistent reduction in the use of s36 to procure goods and services:

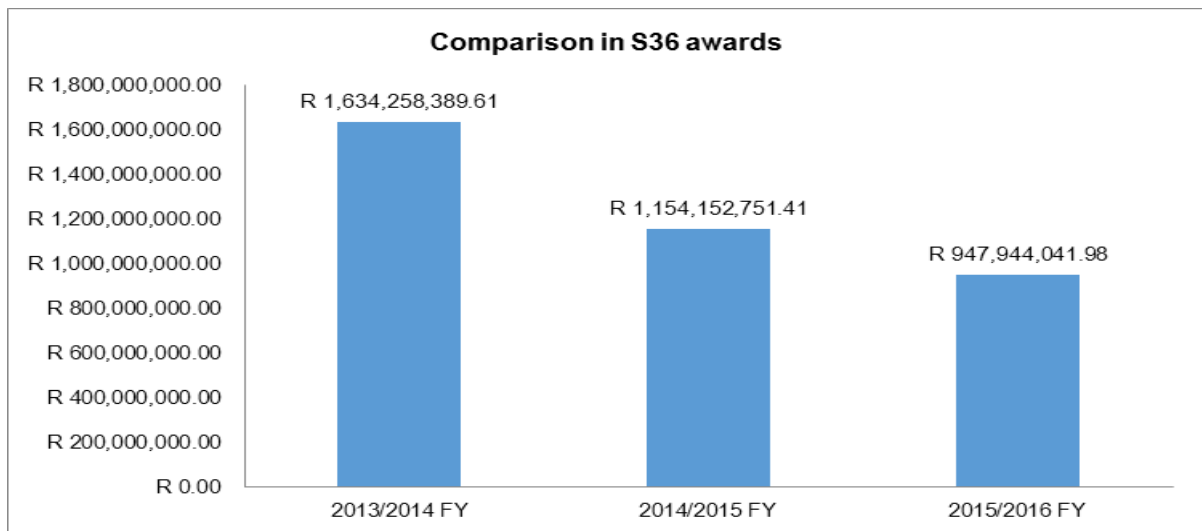


Figure 42: Comparison in S36 awards  
Source: Treasury Department

This clearly illustrates that there has been a significant decrease in the use of s36 reports from R1.63bn in 2013/2014 to 1.15bn in 2014/2015 (decrease of 29.3%) to 0.95bn in 2015/2016 (a further decrease of 17.4%). In addition, in terms of the number of reports, there has been a decrease from 9% of total reports in 2013/2014 to 5% in 2014/2015 to 4% in 2015/2016.

Moreover, irregular expenditure also decreased hugely. This can be illustrated as follows:

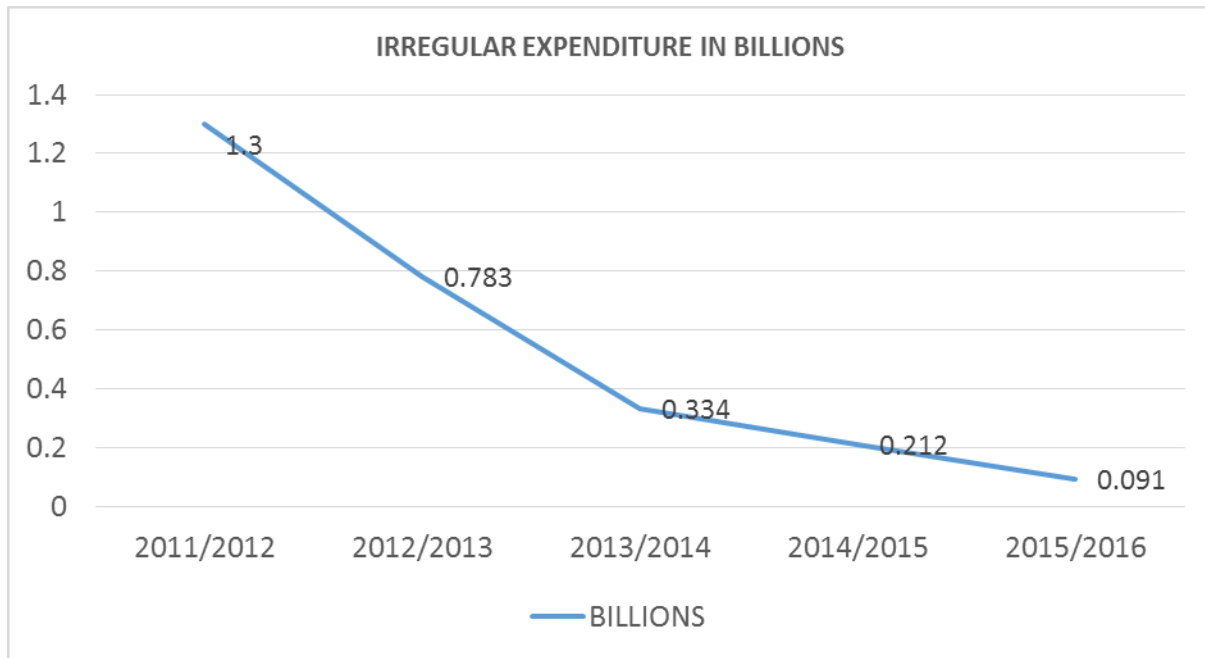


Figure 43: Irregular expenditure  
Source: Treasury Department

There has been a significant decrease in irregular expenditure from R1.3 billion in 2011/2012 to R783 million in 2012/2013 to R334 million in 2013/2014 to R212 million in 2014/2015, and R91 million in 2015/2016. This is a very positive trend and is expected to continue.

### 1.20.2.3 Operating expenditure Outlook

Increased expenditure is forecast to largely reflect the movements in income. The cost of bulk purchases will increase at 8.4% over the period due to higher tariffs from Eskom and the Umgeni Water Board. Notably, the bad debt impairment charge is likely to decline to around R650 million in 2016/2017 as existing provisions are now considered adequate. Thereafter, rising income should see bad debts increase, but this will be moderated by the strong debtor collections and thus lower incidence of non-payment. Interest charge are also expected to be unchanged, as outstanding debt and cash remain relatively flat. The net interest charge may even fall below budget if the strong cash flow performance is maintained.

### 1.20.2.4 Challenges

There are some challenges that could cause expenditure growth to outpace revenue growth. These include, inter alia, the following challenges:

- **The rollout of IRPTN**

The IRPTN is necessary in order to improve quality of life and create nodal development. However, the operating costs are huge and not sustainable. Densification is key issue which needs to be addressed in order for it to be viable. The programme also has operating deficits. The projected operating deficit to be funded by eThekwini for C3 corridor alone is about R 180m per annum. It will take more than two years to recover the shortfall incurred in the first four

financial years. The fare increase of 20% over three years is unsustainable and not realistically achievable. Accordingly, this could have a severe impact on the financial sustainability and viability of the Municipality. Hence, the implementation needs to be carefully managed.

- **Undertaking housing delivery on an agency basis for Province**

Funds owed by the Department of Human Settlements amounted to R3.55 billion as at the end of the 2015/2016 financial year. There is huge uncertainty with regard to the KZN Province reimbursing the Municipality for this expenditure. This currently depends on provincial priorities. We are not getting the full operating grants which is severely hampering housing delivery and also impacting on hostels and rental stock. It is also having a very significant impact on the cash flow (liquidity) and solvency of the Municipality. In view of the foregoing, housing accreditation is a key issue. Densification is also a key strategy that the Municipality needs to expedite. Currently a “land bank” has been created whereby appropriate land is being identified and acquired.

- **Increasing rollout of free basic services due to urbanization**

Urbanisation is having a major impact in terms of increasing our service delivery backlog. The increase in population and informal settlements is also increasing the demand for housing and free basic services. The Municipality provides free basic service to assist the most vulnerable members of our community. The social package has developed into an ambitious programme geared to integrating and delivering social services to the needy. The package consists of the following:

- Residential properties valued up to R185000 (proxy indigent indicator – property values reviewed on an annual basis) will be exempt from paying rates. All other properties valued above R185000, the first R120000 no rates charged.
- Pensioners, child-headed households, disability grantees and the medically boarded are exempt from paying rates on the first R460000 of their property value.
- No rates levied on the first R30000 of vacant land.
- The first 9 kiloliters of water is free to households with property values under R250000.
- The first 50 kilowatt hours of electricity is free to residents using less than 150kwh per month in Eskom reticulated areas.
- The first 65kwh of electricity is free to residents using less than 150kwh per month in eThekwini reticulated areas.
- Residential property valued up to R250 000 exempt from domestic refuse removal tariff. In addition, a free basic refuse removal service is also available to indigent consumers living in rural, informal settlements and non-curbside residents.
- The first 9 kiloliters of effluent disposal is exempt for all properties with values under R250 000. In addition, a free basic service is also available to indigent consumer units with VIPs, urine diversion toilets and in informal settlements serviced by means of a toilet/ablution block within 200 meters.

The cost of providing free basic services in 2014/15 was R3.1 billion, in 2015/16 it was R3.2 billion, whilst R3.5 billion has been budgeted for 2016/2017. 70% of households receive free refuse removal, 35% receive free water, 38% receive free sanitation services, 7% receive free electricity and 40% receive rates rebates. Sustaining or increasing this spend due to rural-urban migration is a serious risk to the financial sustainability and viability of the Municipality. National

Treasury have also indicated that we are spending too much on our FBS package. We are spending more than any other municipality. Accordingly, the package of free basic services and the approach to indigence needs to be reviewed. When reviewing the FBS package, we need to consider the impact on sustainability, new housing and non-indigent ratepayers in terms of cross-subsidisation. The Municipality currently has a universal approach to free basic services and rebates. Whilst it has an indigent policy, it does not have an indigent register.

- **Unfunded Mandates**

Unfunded mandates increased to R948 in 2015/2016. It is anticipated to increase to R1.08 billion in 2016/2017. Grants are insufficient to cover this. The strategy is to pursue this via the relevant government departments, as well as COGTA and SALGA, as well as look at an alternate source of income, such as development levies or a business tax. The detailed breakdown of the unfunded mandates is as follows:

S E R V I C E	2016.17	2015.16
	R M	R M
Libraries	161.7	184.1
Health - Other than municipal health services	374.5	353.3
Museums and Heritage	56.1	56.7
Housing: New Development and Hostels	457.4	308.9
Formal Housing	30.0	45.0
	<b>1 079.7</b>	<b>948</b>

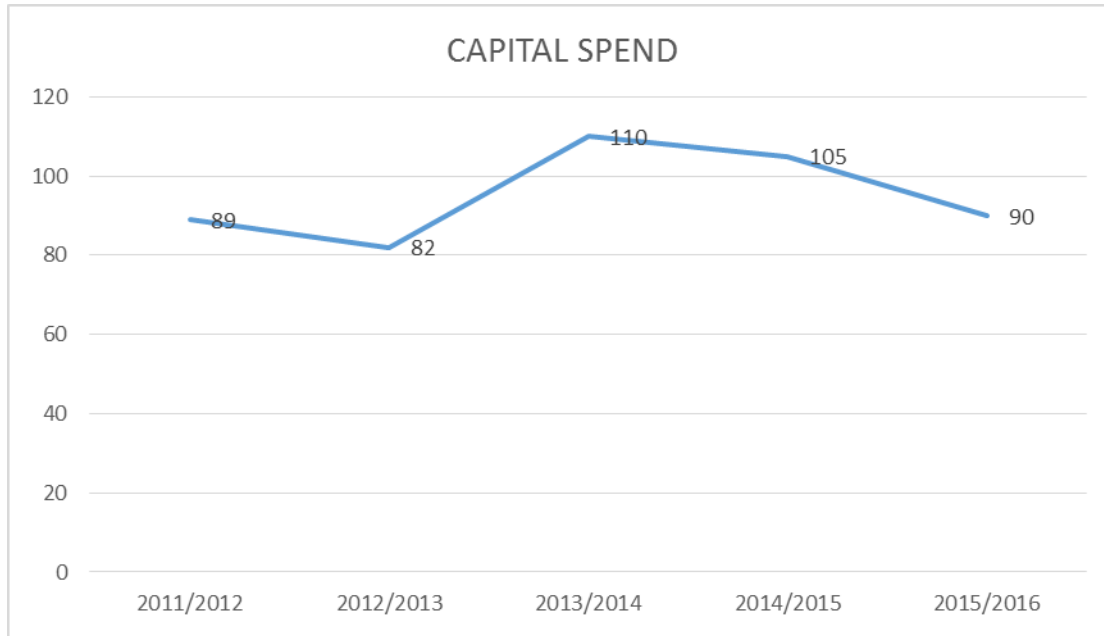
**Figure 44: Unfunded mandates**  
**Source: Treasury Department**

### 1.20.2.5 Capital Expenditure

The Municipality's capital spend exceeded R5bn for the first time in 2015/2016, of which around 57% related to the construction of new assets and the remainder to the renewal of existing assets. This equated to 90% of the capital budget (in line with the National Treasury's performance target of above 85%). The most substantial expenditure on developing new assets was for transport infrastructure, with lesser amounts for electricity, water and sanitation.

In terms of historical performance, the trend analysis reveals the following:





**Figure 45: Capital spend**  
**Source: Treasury Department**

The above graph depicts a negative trend. Whilst the capital spend increased from a low of 82% in 2012/2013 to a high of 110% in 2013/2014, the capital spend has begun to fall again to a very satisfactory 105% in 2014/2015, but to an acceptable 90% in 2015/2016 as the benchmark is 85%.

The reasons for the underspend included, inter alia, problems with housing subsidies, NHBRC certificates not being issued, the Alternate Technology programme has not been sorted out, land issues, environmental impact assessment issues, delays with water licenses, contract appeals, SCM delays, actions by business forums, taxi association actions, and local labour issues.

This trend needs to be reversed. Accordingly, more regular Top 150 meetings to address the specific challenges of projects and unblock them, as well as an increased focus on procurement plans will be pursued to ensure improved planning. In addition, ongoing training of staff to improve project management skills will also be undertaken.

#### **1.20.2.6 Capital Outlook**

Looking ahead, a similar pattern is budgeted for, with the bulk of new capital spend to be directed towards the development of the IRTPN. Much of the funding from this will come from government grants, but funding for other projects and renewals will come from internal cash flows and to a lesser extent external borrowings. Our SCM improvements will also help.

### 1.20.3 FINANCIAL PROFILE

#### 1.20.3.1 Assets

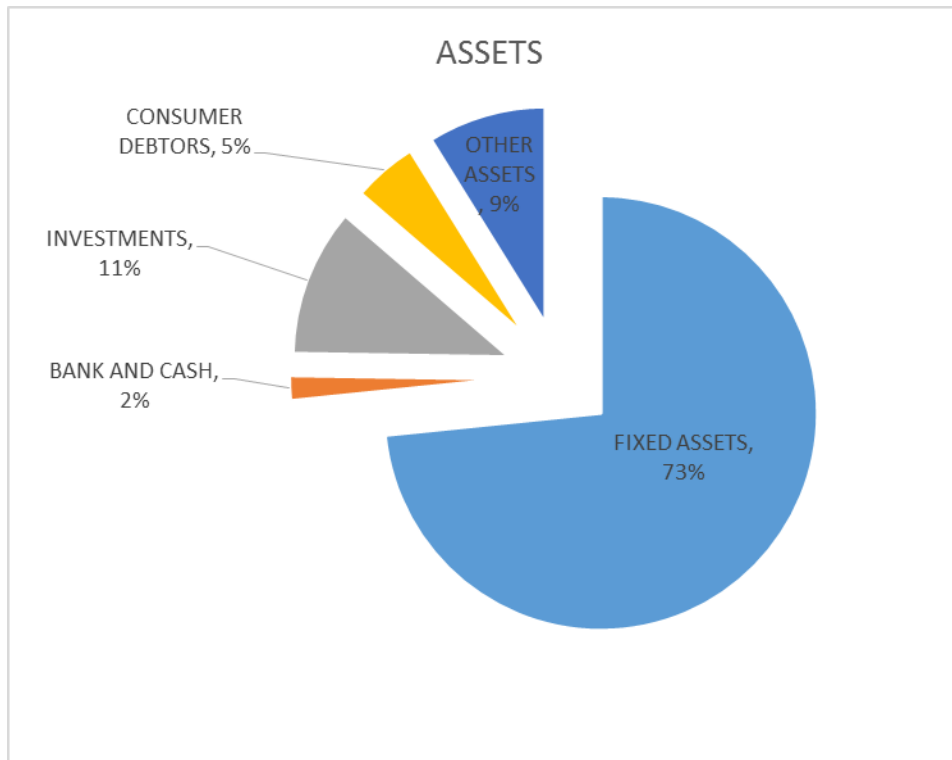


Figure 46: Assets  
Source: Treasury Department

The Municipality's asset base is weighted towards fixed assets with the remainder made up mostly of net debtors and cash/cash equivalents. In this regard, around 73% of the Municipality's R59.96bn balance sheet as at the 2015/2016 financial year end related to fixed assets with around 5% relating to net debtors and a further 11% to cash/cash equivalents.

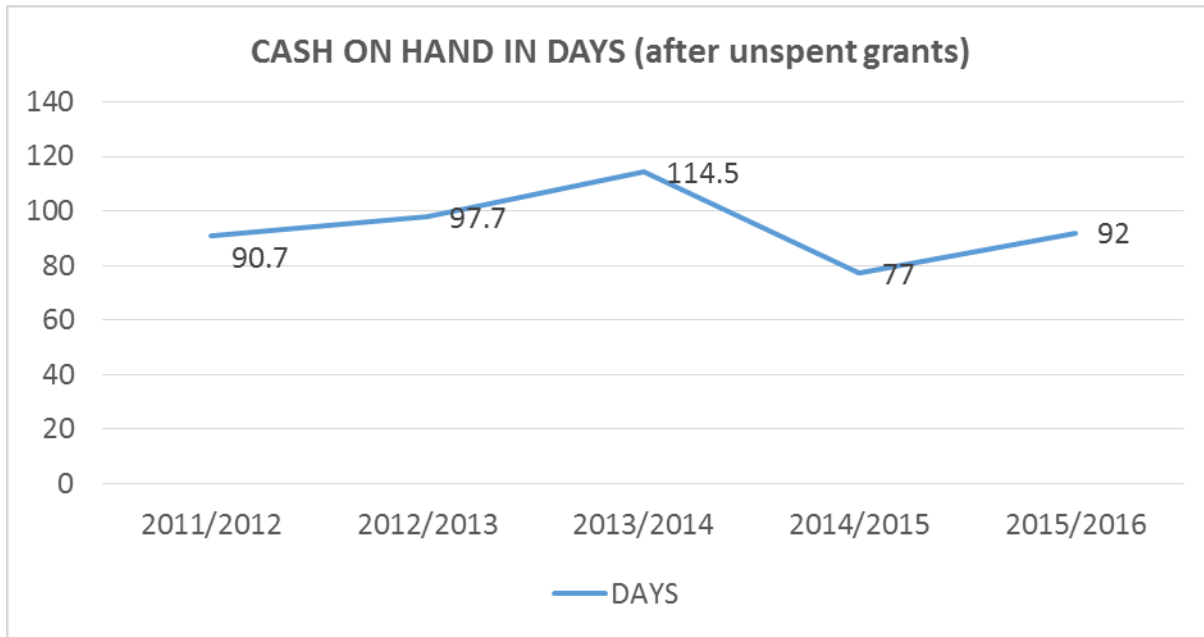
As at the 2015/2016 financial year end, the Municipality had gross fixed assets of an all-time high of R59.96bn, before accumulated depreciation and impairments of R15bn with a carrying value of fixed assets to R44.96bn at financial year end. This is due to ongoing infrastructure spend, combined with periodic revaluations which has seen the fixed asset base increase fourfold over the past ten years. Moreover, it must be noted that assets in the financial statements are at historical costs. If replacement costs are applied, the value of assets increases substantially.

Whilst the value of investments only rose by 6% to R2.3bn at the 2015/2016 financial year end, this followed the substantial 75% increase at the 2014/2015 financial year end. Of this the largest investments were the R815 million value of the Durban Marine Theme Park, the R267 million loan to the Durban ICC and R907 million related to intangible assets (mainly software).

#### 1.20.3.2 Cash Flow Management

The Municipality has maintained significant cash balances during the 2015/2016 financial year, which has been underpinned by a stable net debt position and a very strong liquidity profile. The cash collection rate of over 100% has been key. From a low of R1.8bn at 2009/2010 financial

year end, cash and cash equivalents is now R6.9 billion as at 30 June 2016. This equates to 92 days cash on hand. The National Treasury benchmark is 90 days.

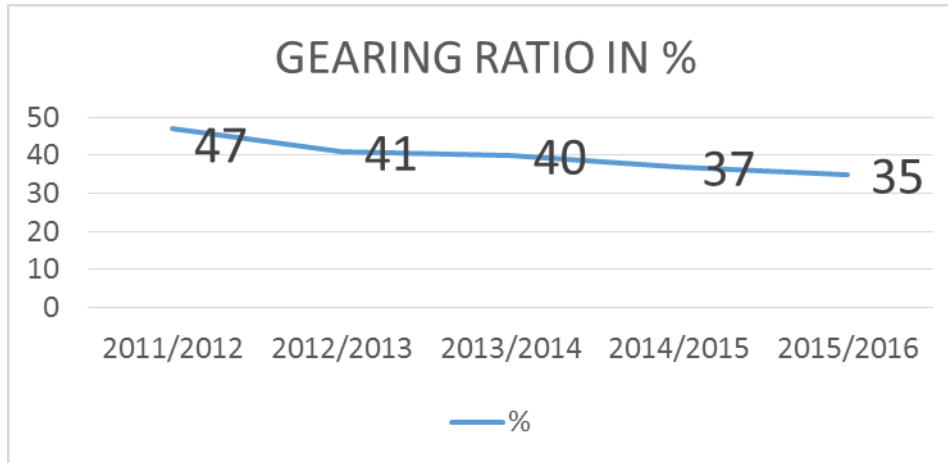


**Figure 47: Cash on hand**  
**Source: Treasury Department**

The Municipality’s liquidity is underpinned by its substantial cash holdings, which rose by R1bn to R6.9bn at the 2015/2016 financial year end, due to the aforementioned robust cash generation. Of this, R749 million related to unspent conditional grants resulting in a substantial increase in discretionary cash to R6.1bn compared to R4.8bn the end of the 2014/2015 financial year. Thus, total days cash on hand improved to 103 days, while discretionary days on hand rose by a greater amount to 92 days. Accordingly, day’s cash on hand has remained above the GCR (Global Credit Rating) and National Treasury benchmark of 90 days for highly performing municipalities.

### 1.20.3.3 Gearing

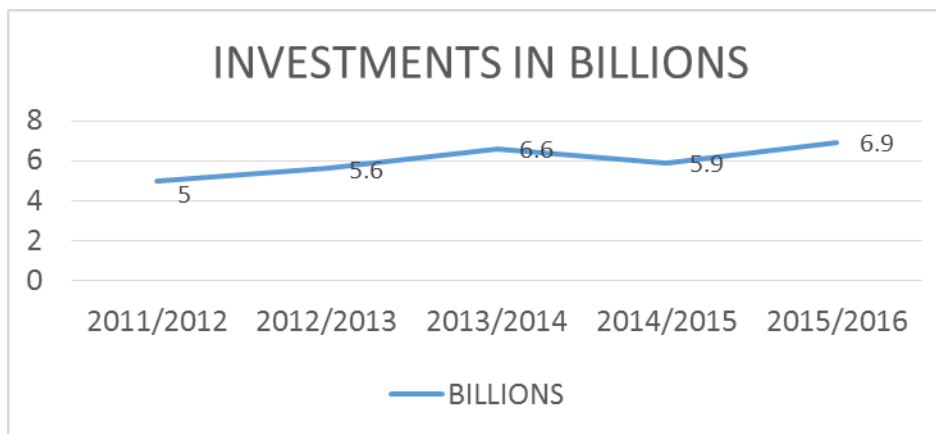
There is a moderately geared balance sheet with a gearing ratio of 35% compared to National Treasury’s benchmark of 45%. This is an improvement from 37% in 2014/2015. This is due to 10% increase in revenue and 10% decrease in borrowings.



**Figure 48: Gearing ratio**  
Source: Treasury Department

There is a positive downward trend. This illustrates that gearing has fallen from 47% in 2011/2012 to 35% in 2015/2016. This trend is expected to continue. In 2015/2016 we did not draw down on our loan facility with IPISA. Due to service delivery backlogs, the City will continue to borrow to fund capital expenditure. Our asset management plan also indicates that a lot of infrastructure requires refurbishment and replacement. In addition, opening up of new areas for development and catalytic projects will also require considerable investment in bulk infrastructure

### 1.20.3.4 Investments



**Figure 49: Investments**  
Source: Treasury Department

This illustrates the growth in cash investments from R5bn in 2011/2012 to R5.6bn in 2012/2013, and peaking at R6.6bn in 2013/2014, but reducing to R5.9bn in 2014/2015, but this has now improved once again to R6.9bn in 2015/2016. This is a healthy upward trend, especially considering the current economic climate. The average rate of return on investment for the 2015/2016 financial year was 7.78% with accrued interest of R42 million.

### **1.20.3.5 Borrowings**

The Municipality's debt has averaged around R10.5bn over the review period. However, the strong cash flows during the 2015/2016 year saw gross debt decline by R1bn to R9.2bn at the 2015/2016 financial year end. No new debt was raised in the 2015/2016 financial year. In line with its long term investment horizon, the Municipality has mainly utilized facilities of between 15 and 20 years. Such facilities have been raised from a diversity of sources, including development finance institutions and private sector banks and financial institutions.

The latest loan maturity date is in 2032, however the average life of borrowings is 10 years. The cost of capital (finance cost as a % of operating expenditure) is within the 6%-8% norm at 7.33% as at 30 June 2016 (which also known as the debt coverage ratio). Total borrowings to total assets was 17% as at 30 June 2016. It must also be noted that the Municipality has an overdraft facility of R600 million with Nedbank, but had no use for it in the 2015/2016 financial year.

National Treasury in 2015 undertook an assessment of the EThekwini Municipality using their Financial Management Capability Maturity Model, and as regards borrowing, it rated the Municipality 3 out of 3 due to the adherence to an approved short and long term borrowing policy, as well as borrowings being linked to SCM plans, the budgets, and revenue generating infrastructure. The financial analysis of the borrowings indicated that the cost of borrowings is within the norm. It also indicated that the Municipality is able to generate sufficient revenue to pay its short and long term debts.

The Municipality plans to borrow R1bn per annum over the next three financial years.

### **1.20.4 CITY FLEET**

City Fleet has a major impact on service delivery of the Municipality as plant and vehicles are involved in the delivery of all municipal services and projects. The Municipality currently has a total fleet size of 6 192 with a replacement value of R3.3 billion.

#### **1.20.4.1 Vehicle Availability**

Vehicle availability is an important indicator for an organization that relies on its vehicle fleet to achieve its goals and objectives. It gives an immediate snapshot of what resources are available for use. In the municipal environment it tells us the state of readiness to deliver municipal services. The industry norm of 90% was achieved during the 2015/2016 financial year. The benefits of a high fleet availability include, inter alia, more resources available for service delivery; greater staff productivity; better turn-around times to public complaints; rapid response by emergency, enhanced security & police resources; and, an improved public transport system.

#### **1.20.4.2 Monthly Hire Rates**

City Fleet have through improved productivity, enhanced processes, innovativeness and cost saving measures achieved significant savings on the hire of plant and vehicles based on the tendered rates. Here are some examples:

Category	City Fleet Rate	Tendered Rate	Savings (%)
22 Seated Bus	R 10 170	R 14 400	42%
LDV – Double Cab 4x4	R 6 270	R 10 560	68%
LDV – 750 kg	R5 040	R 7 052	40%
Excavator – 30 Ton	R 47 980	R 100 480	109%
Fleet Car	R 4 470	R 5 112.90	14%
Truck – 10 M <sup>3</sup> Tipper	R 18 430	R 65 000	253%
Truck - 4 Ton	R 8 170	R 10 000	22%
		<b>Average</b>	<b>78%</b>

Table 28: City fleet rate vs Tendered rate  
Source: Treasury Department

#### 1.20.4.3 Average Cost of Repairs

The average cost of repair is an indicator that compares the eThekwini Municipality's cost of accident repairs to the insurance industry's national and provincial cost per repair. The eThekwini Municipality's cost per claim is far below the industry cost. It is 34.4% cheaper than the cost of repair of the insurers provincially and 44.4% below the cost of insurers nationally:

<b>Insurers Countrywide</b>	<b>R38 200.00</b>
<b>Insurers -KZN Region</b>	R32 400.00
<b>eThekwini Municipality Fleet - Cost per Claim</b>	R 21 254.57

Table 29: Cost of accident repairs  
Source: Treasury Department

A standardisation strategy has also helped reduce spares costs due to economies of scale and quicker turnaround time on accident repairs due to familiarity with the vehicles concerned.

#### 1.20.4.4 Fleet Rationalisation

City Fleet has been mandated to rationalise fleet operations within the municipality. This will entail the pooling of the light municipal vehicle fleet in the following centres: the Old Fort Complex; Rennie House; 75 Winder Street; Shell House; and Florence Mkhize Building. Vehicles in these centres will be pooled and the control of usage will be centralised. This will result in rightsizing the fleet, optimising the usage of plant and vehicles, and cost savings.

#### 1.20.4.5 Fleet Replacement Programme

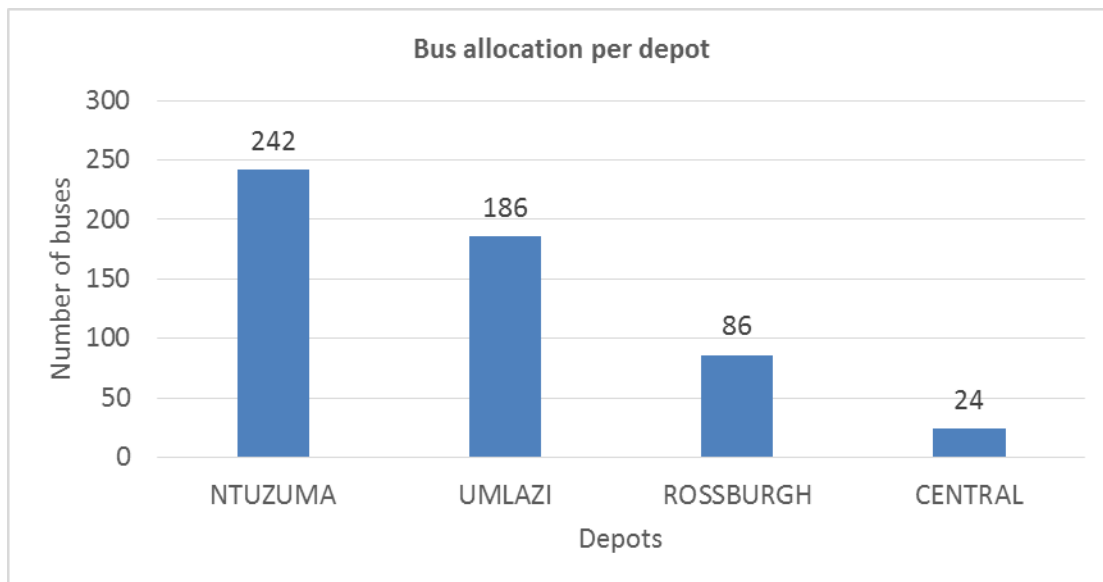
A fleet replacement programme has been developed based on the economic lives of the different plant, vehicles and buses as follows:

<b>Light Passenger &amp; LDV</b>	12 Years or 200 000 Kms
<b>Light Trucks (3 - 5 Ton )</b>	12 Years or 350 000 Kms
<b>Medium / Heavy Trucks ( 7 - 15 Ton)</b>	15 Years or 500 000 Kms
<b>Mayoral Fleet</b>	5 Years – Review on Expiry of Motorplan
<b>Metro Police</b>	7 Years or 250 000 Kms
<b>Aquatic Safety Vehicles</b>	5 Years or 200 000 Kms
<b>Busses</b>	10 Years

**Table 30: Fleet replacement programme**  
**Source: Treasury Department**

#### 1.20.4.6 Bus Operations

In the current business model, the City owns and manages the buses whilst the operations are outsourced. There are currently 538 buses. Procurement of 50 commuter buses is planned over the next three financial years to replace the buses that have past the end of their useful lives. The procurement of buses for the Go Durban IRPTN project will commence in the 2016/2017 financial year. The technical specifications for these buses have been determined by City Fleet. The industry benchmark for bus availability is 90%, however, in 2015/2016 the Municipality exceeded this norm by achieving a bus availability rate of 96%. Our bus allocation per depot is as follows:



**Table 50: Bus allocation per depot**  
**Source: Treasury Department**

#### **1.20.4.7 Challenges**

- **Funding of Replacement Programme**

The annual capital budget allocation of about R143 million, equates to only 4% of the fleet replacement value, which is considered inadequate to maintain a reasonable fleet age and will result in an average fleet replacement age of 23 years.

- **Technological Advancements**

Need to keep abreast with the technological advancements in the automotive industry and be at the cutting edge to ensure a more economic, efficient and effective fleet service. However, the cost-benefit of the new technology needs to be determined in the first instance.

- **AARTO**

There is still uncertainty regarding the implementation of AARTO and the management thereof. Accordingly, clarity is required.

- **Bus Operations**

The current month to month contract is not easy to manage.

- **Protest Action**

During 2015/2016 there was a spate of protest action resulting in severe damage to municipal plant and vehicles. There were 32 incidents in various areas across the Municipality. Damage varied from stoning to complete burnouts. Whilst the Municipality is insured through the South African Special Risks Association (SASRIA) for the financial loss, there is a huge impact on service delivery. This is especially as vehicles that are completely written off cannot be replaced immediately as these are specialised vehicles that have to be purpose built.

#### **1.20.5 REAL ESTATE**

Real Estate are responsible for the valuation of all properties in the Municipality, acquisition of properties for municipal projects, managing property transactions, as well as managing all freehold and leasehold properties. Where these functions have been decentralized in the past, these are now being centralized to ensure consistency and that the Real Estate Unit is responsible for ensuring fair value on all property transactions and best use with regard to all land in the Municipality.

##### **1.20.5.1 Valuations**

The new General Valuation (GV) is currently being undertaken whereby all properties in the Municipality will be revalued with an effective date of 1 July 2017 for billing purposes. The work for the roll started in 2015/2016 and will be published on 28 February 2017 for public comment. The revaluation is being undertaken internally with some external support. There are 520 000 properties that have to be revalued. Objections, reviews and appeals emanating from the new valuation roll will be dealt with in due course.

##### **1.20.5.2 Acquisitions**

Property is being acquired on an ongoing basis to support municipal projects, such as the northern aqueduct, western aqueduct, Shongweni landfill site, and IRPTN.



### 1.20.5.3 Property Transactions

This section specializes in the management of municipal property. The main focus is to ensure the highest and best use of property. Continuous assessments take place to ensure maximum utilization of municipal property. The geographic Information System (GIS) plays an integral part in the research into property related information. A GIS overlay was developed in 2015/2016 with information on council owned property which may be accessed via the Value Assist programme.

There are only a few strategic land parcels owned by the Municipality. This includes the Point, the drive-inn site, the Pavillion site on the beachfront, Virginia airport, the Centrum site, and Block AK. In terms of the need for economic development and job creation, there is a need to review the Land Policy and change the first priority for the allocation of municipal land from housing to economic development.

### 1.20.5.4 Freehold

Actual sales achieved in 2015/216 was R24.6 million against a budgeted target of R24.9 million. The current economic climate is having a negative impact on the market value of properties and property sales. Some of the other challenges include commercial properties being reserved for future housing needs, surveying and rezoning are long processes, and delays in transfers.

### 1.20.5.5 Leasehold

Leasehold acquires premises for libraries, clinics, customers service centres, office space for staff, and councilor accommodation. The long-term strategies for leasing property to sporting bodies, as well as for strategic properties, are in place. There are challenges around some of the sites, for example there are land claims for Block AK and competing priorities for the Centrum site.

There are 5 021 leases which can be categorized as follows:

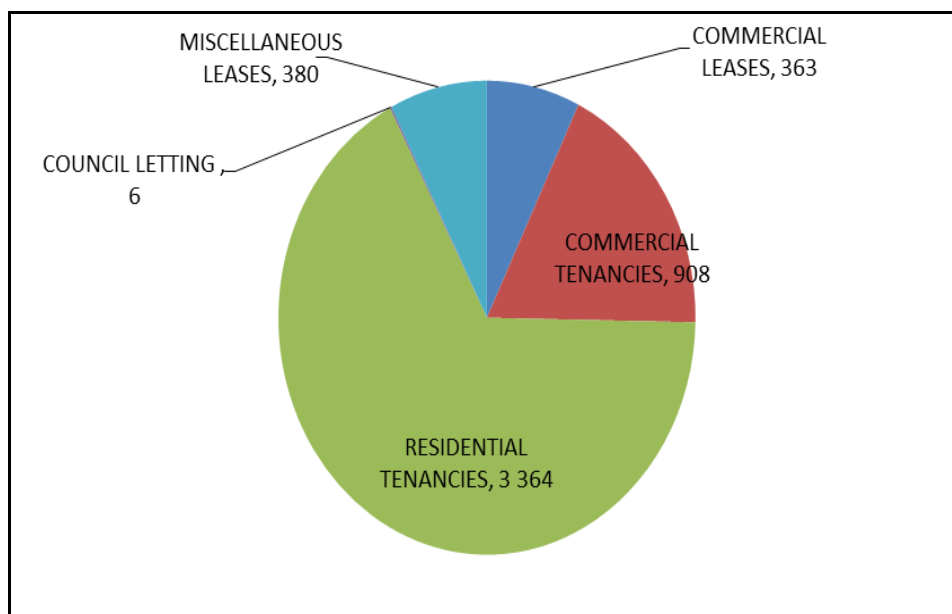


Figure 51: Leases  
Source: Treasury Department

Majority of the leases (67%) are residential whilst 18.1% relates to commercial tenancies, 7.6% to miscellaneous leases, 7.2% to commercial leases and 0.1% to council letting.

Total annual income of R205.8 million was received in 2015/2016. This can be broken down as follows:

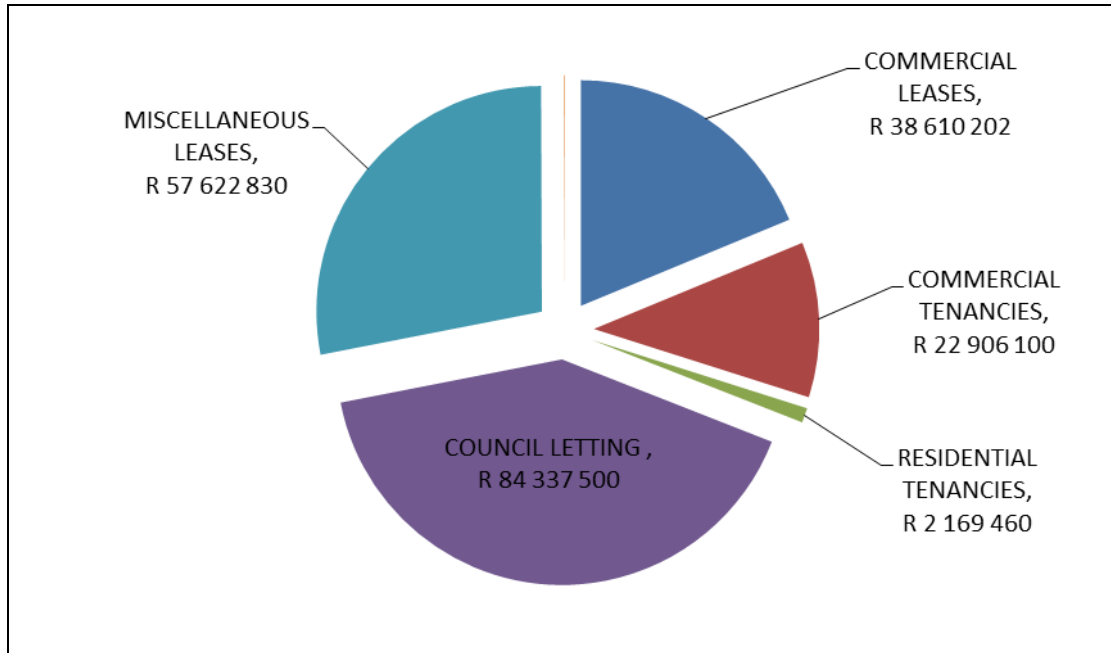


Figure 52: Leasing income  
Source: Treasury Department

41% of the income comes from council letting, whilst 28% comes from miscellaneous leases, 18.8% from commercial leases, 11.1% from commercial tenancies, and 1.1% from residential tenancies.

### **1.20.6 KEY FINANCIAL ISSUES**

The key issues can be summarized as follows:

- Efficient, effective and economical supply chain management
- Implementation of ISO 9001 accreditation, procurement scheduling and contract management
- Improved alignment of the budget to the IDP – budgeting in terms of IDP priorities
- Budget for sustainability and timeously update Medium Term Expenditure Framework
- Reduce debts through effective credit control and debt management
- Seek alternate sources of funding: PPP's (public-private partnerships), development levy, business tax, etc
- Maximise revenue from Council properties
- Secure properties and property rights necessary for capital projects
- Implementation of the Municipal Property Rating Act and amendments thereto
- Effective asset management
- Efficient fleet management to improve service delivery

- Municipal energy efficiency, savings & strategy
- Investment and cash flow management
- Cash receipts control and management
- Train staff on Credit Control & Debt Collection Policy
- Timeously produce of Generally Recognised Accounting Practices (GRAP) compliant financial statements
- Timeous payment of creditors in compliance of SCM procedures and the MFMA
- Asset and liability insurance cover
- Deadline monitoring
- Risk management
- Effective and efficient processes
- Reconciliations and Pay Administration

These issues will be discussed in more detail as programmes and projects under Plan Eight: Financially Accountable and Sustainable City.

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## **1.22 GOOD GOVERNANCE**

During the past 5 years, the municipality has experienced good progress towards ensuring good governance. There is a realisation that being responsive to local conditions and demands is at the core of creating effective and accountable governance that can enable the municipality to change the socio-economic conditions of the citizens. Although a lot of progress has been achieved with regards to these aspects, there is still a lot to be done to ensure that these traits are deeply entrenched within the municipality.

With regards to being responsive to local conditions and demands, the municipality has implemented a number of programmes to enable it to listen to what people on the ground want and respond to it, and ensure that policies respond to the needs of the citizens of the eThekwini Municipality. Processes for citizen engagement have been put in place, systems for internal and external communication with communities and citizens have also been put in place. There are also systems in place to ensure accountability, efficiency and effectiveness of the Municipality.

### **Public Participation and Stakeholder Engagement**

A programme to create integrated mechanisms, processes and procedures for citizen participation has been implemented. This include the Masakhane Campaign, the creation stakeholder engagement forums, Community based planning, ward committees, Traditional Leaders, Operation Sukuma Sakhe (OSS), support to vulnerable groups to encourage their participation in local communities.

- Masakhane Campaign

This is a series of consultative engagements with local communities with the aims of information sharing with regards to municipal programmes, and also with the aim of identifying matters that affect the communities in their local areas. The communities are given opportunity to propose interventions that can address their concerns, and these are taken to the service units for implementation.

- Organised Stakeholder Engagement

Various forums have been established with the aim of developing partnerships in development:

- Religious Leaders Forum

This forum was established through a consultative process with the religious bodies within eThekwini Municipal Area. Religions whose practices are regarded as illegal by the constitution are excluded in this process.

- Traditional Leaders (Amakhosi)

Traditional Leaders are recognised in terms of Section 211 of the constitution of the Republic of South Africa. Fourteen Traditional Leaders may participate in the eThekwini Council meetings on a monthly basis as per gazette by MEC CoGTA, KwaZulu-Natal.

### **Community Based Planning**

Community based planning (CBP) is a bottom up approach in development to inform and contribute to the IDP and as such encompasses a municipal wide approach to citizen involvement on government programmes. To date 71 draft ward plans have been compiled thus resulting in 5 development priorities being identified per ward. This requires that municipal departments should align their programmes according to CBP priorities. Some of the priorities identified include housing, creating job opportunities through skill development, Multipurpose Centre, road infrastructure in rural wards, health facilities and police stations.

Key issues relating to Community Based Planning

- Developing 39 outstanding ward development plans as an integrated team
- Human Resources
- Political instability
- Local Procurement Demands
- New ward delimitation

### **Ward Committees**

The Municipality is establishing ward committees in all wards of eThekwini. The previous elected ward committees were successfully capacitated in terms of the Ward Committee Governance Skills programme which consists of 7 LGSETA accredited modules. Plans are in place to develop systems and procedures to support the new ward committees.

Key Issues relating to Ward Committees

- The administrative support given to ward committees was fragmented, as a result there was no central point of accountability.
- Due to the fragmentation, information flow between the responsible departments was very slow, in some instances resulting in over payments, e.g. a deceased ward committee receiving a stipend.
- Due to the fragmentation, the interface between Council and Ward Committees was not effective.

- Ward Councillors not working with elected ward committee members and rather preferring to work with area committees.
- Lack of political intervention in instances where Councillors contravened the Code of Conduct.
- Councillors not clearly understanding their roles and responsibilities in relation to ward committees.
- Adopted rules regulating the establishment and operation of ward committees had gaps in some areas, e.g. the discipline process for Ward committee members who were found to be in breach of their code.
- The role of the Ward Committee secretary not being clearly defined.
- The lack of Ward Committee capacitation in terms of portfolios

### **Operation Sukuma Sakhe (OSS)**

This is a provincial programme that was founded on the premise of taking government to the people in a coordinated manner. Effective implementation of OSS requires establishment of War Rooms in the wards. War rooms are integrated delivery structures comprising of representatives from government departments, Community Based Organisations, private business and other stakeholders at ward level to deal with immediate problems and also to deal with root causes to eradicate the problem. The needs of vulnerable households are identified by Community Mobilisers, and the households are profiled accordingly by Cadres. Such information is discussed at war rooms and issues are allocated to relevant departments to resolve them.

During 2016, an audit of the war rooms was conducted, and only 8 of them were deemed functional, the dysfunctional war rooms will be re-launched before the end of 2016. The municipality has taken a decision to set up a new OSS/EPWP Unit, with the aim of beefing up the support that should be given to the war rooms and the OSS overall.

There is realisation that an improvement in this aspect of community engagement is needed to ensure these processes are deeply institutionalised and that all stakeholders are involved in guiding and influencing decision making, programme initiation, implementation and monitoring. There is a need to strengthen partnerships with business and NGOs.

The achievements to date include reaching-out to approximately 400000 community members per annum (through the IDP/Budget Hearings/Izimbizo/Poverty Alleviation Programmes), establishment of functional stakeholder forums and the creation of functional partnerships with other spheres of Government. 15 Budget Hearings were held that reached 12140 people. The 2007 Public Participation Policy is currently Subject to review, and the Public Participation strategy for the Municipality is being developed.

### **Communication**

A programme to ensure a two-way communication system, which is designed not only to communicate to communities, but also with communities through established communication channels and feedback mechanisms. The Municipal communication system is in place. However, there is a need to strengthen the use of a variety of means to communicate, and provide information in multiple formats to accommodate diverse needs of the public and all other

stakeholders. The complexity and size of the organisation presents a challenge in communicating all programmes and projects of the municipality.

A communication policy and strategy is in place, but is currently being amended so that its scope is broadened to ensure that communication takes place in a more coordinated way.

### **Customer Relations Management**

35 Sizakala Centres that are distributed throughout the municipality ensure that services are taken closer to the people, and that citizens do not have to travel long distances to get municipal services. The customer relations management programme also has been introduced to ensure professional ethos and commitment to public service. Without an explicit public service ethos, responsive governance will not be possible. Through the Batho Pele programme, the process to develop customer service charters and service standards for each Unit, and a Council wide Customer Services Charter is currently underway.

### **Accountable, effective and efficient Municipality**

Systems are also in place to ensure that leadership and professionals use their expertise and skills in the interest of the public good, that implementation is in accordance with legislative guidelines and policy.

- **Audit**

The Audit Committee of eThekwini Municipality is established in line with S166 of MFMA and is functional. It has an approved Audit Committee Charter with clear roles and responsibilities. It reports to EXCO/Council at least twice annually. The Audit Committee handles a separate meeting focusing on Performance Management and audit of performance information and Risks linked to performance. It also monitors performance of contracts above R10million Rand. Policies are deliberated and commented upon by the Audit Committee and approved by the Accounting Officer, and via the Standing Committees to EXCO/Council.

The municipality has implemented a continuous control audit log that is verified and validated by Internal Audit, and presented at the Combined Risk Managing the City meeting and to the Audit committee quarterly.

- **Risk Management**

The Municipality has an established Risk Governance Model, where a Combined Risk Managing the City Committee deals with Strategic and tactical cross cutting risks across the municipality monthly. There is also an Integrated Risk Management Committee (IRMC) that meets quarterly. These committees report to the Audit Committee. Risk management is also done in the DCM's Forum monthly.

- **Anti-fraud strategy**

The new political leadership has emphasised the need to root out corruption and maladministration within the municipality. The implementation of the fraud and response plan will have to be continued in the next five years. The programme on training and awareness

campaign is still important so that communities know and are aware of their rights so that they are able to take action when their rights remain unmet or are abused.

- **Performance Management**

A Performance management system has been implemented to ensure efficiency and effectiveness. These are important to ensure that objectives are achieved in a timely manner, and that the municipality is able to address its challenges. A skills development programme is in place to ensure that employees have the correct qualifications and appropriate knowledge and skills to fulfil their roles and responsibilities.

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## **1.23 TELECOMMUNICATIONS**

The municipality continues to assist in bridging the digital divide that exists. As a proxy indicator for the supply of access to telecommunication we have used the Census 2011 Data which indicates that 58.8% do not have access to the internet, 11.7% have direct access from their homes and 19.1% have access on their cellphones. The balance access the internet either at work or other sources.

The municipality has been installing fibre in a phased approach in the eThekwini Municipal area for a few years now. The main aim of this is to connect all municipal offices to the IT network thus bringing services closer to the citizen. The municipality has connected more than 95% of its offices already and aims to have all offices connected by early 2017.

The maps below give an indication of the municipal owned broadband infrastructure within the eThekwini area. The fibre has been mainly rolled out in the central and northern regions. The rural/traditional areas are the most underserviced wards.

The municipality has also rolled out free Wi-Fi to 83 municipal libraries and furthermore initiated a project to provide free Wi-Fi to the public.

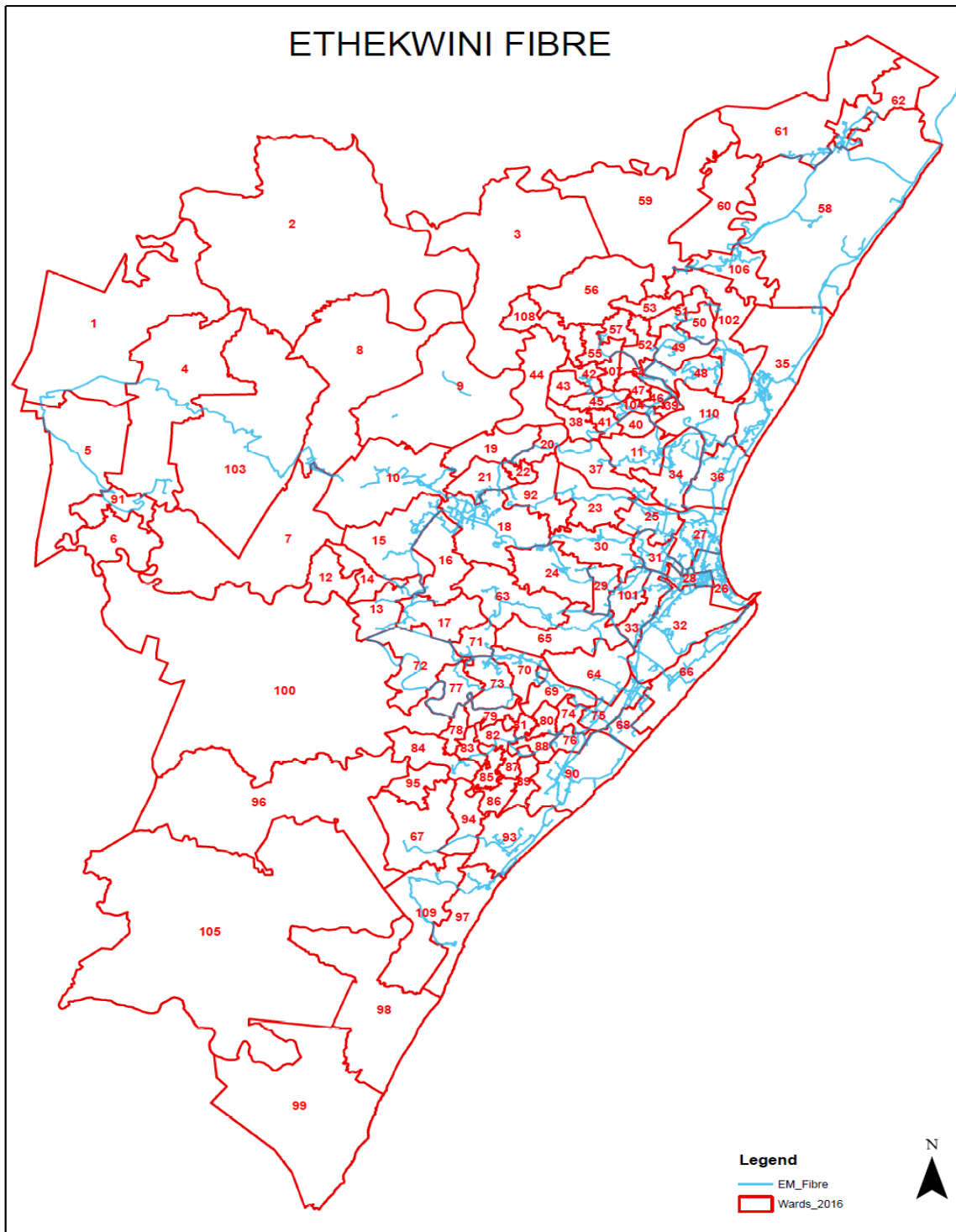


Figure 53: eThekweni Fibre Network  
Source: Corporate GIS Unit



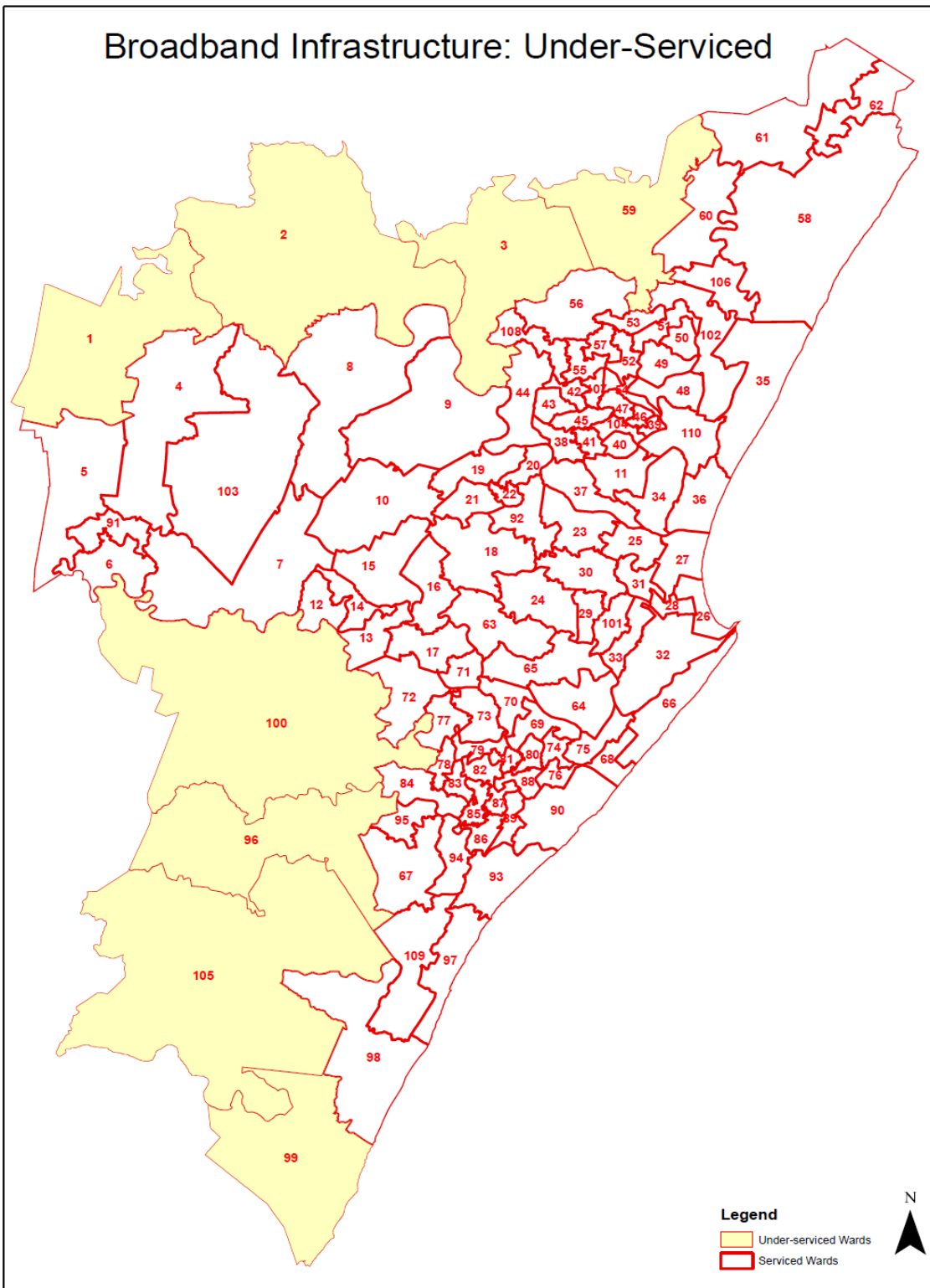


Figure 54: Broadband Infrastructure – Under-served areas  
Source: Corporate GIS Unit

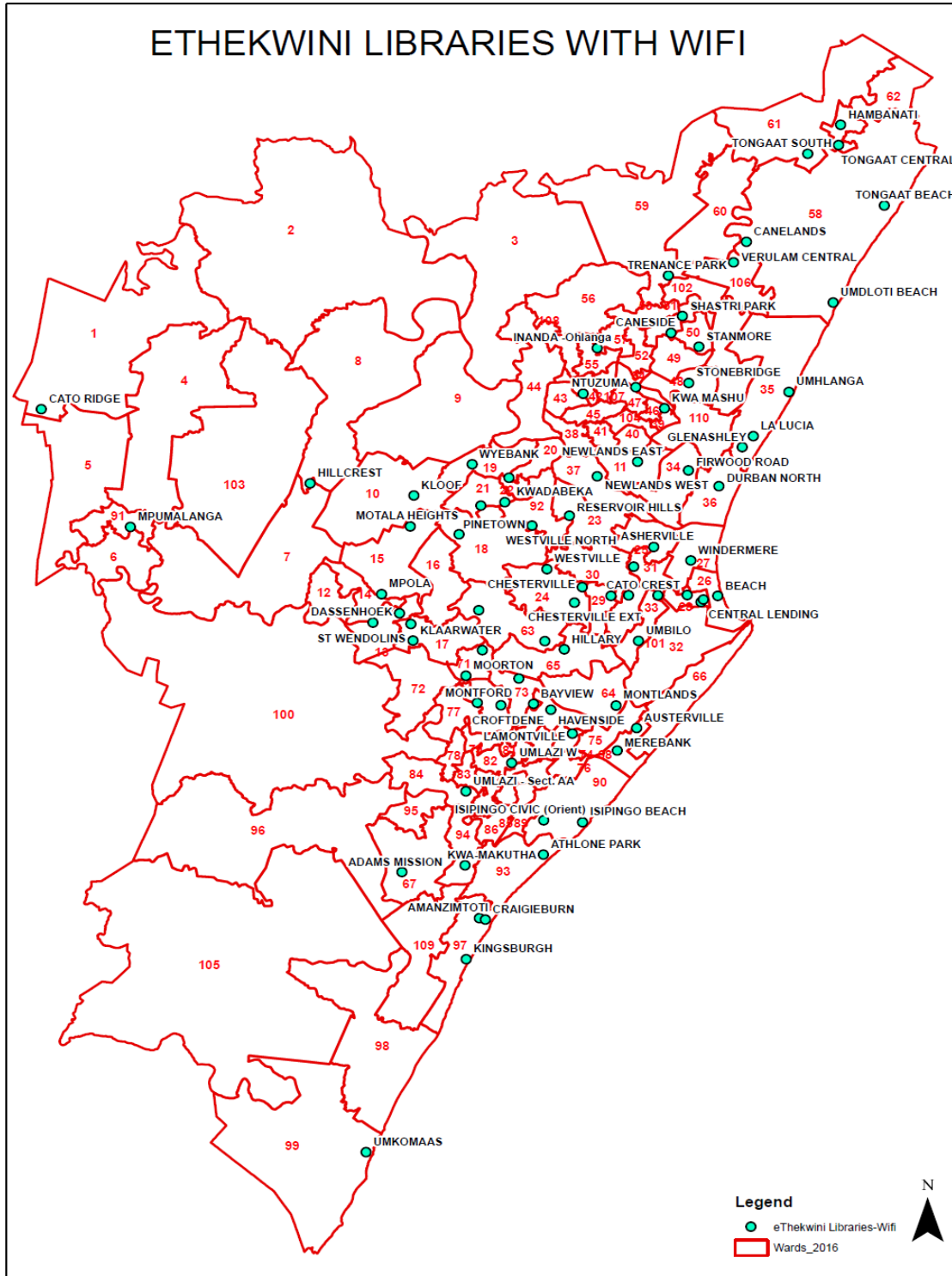


Figure 55: eThekwini libraries with WiFi  
Source: Corporate GIS Unit



## 1.24 CONSOLIDATED CHALLENGES PER SECTOR

Emanating from the above situational analysis are the identified high level consolidated key challenges that still prevails in the municipality.

- The city still experience triple challenges i.e. inequality, unemployment and poverty.
- High population density and has mixed residential areas - urban and non-urban/rural areas.
- Generally, residents in the metro are satisfied with service delivery, however unemployment, poverty and a lack of finances remains a major concern
- High level of social ills, i.e. teenage pregnancy, substance and alcohol abuse, etc.
- Scarce and critical skills shortage
- Skewed//dual economy
- Backlogs on provision of basic service delivery i.e. sewage, water, electricity, roads, housing etc.
- Limited funding available to deal with huge backlogs
- Inability of poor households to pay for services due to unemployment and poverty
- Lack of well-located and suitable land for human settlements
- Public transport system is economically inefficient with many services in direct competition with each other, resulting in unprofitable rail and bus trips.
- Lack of integration of services between transport modes
- Delays in approval of policies, strategies and bylaws by the council
- Transformation of natural areas (unregulated developments, sand mining etc.), the uncontrolled spread of invasive alien species, climate change, and pollution
- Need for improved rural-urban linkages and an acknowledgement of the rural-urban interdependencies to facilitate more inclusive rural development
- Shortage of arable/fertile land to undertake food production
- Poor alignment of the budget to the IDP – budgeting in terms of IDP priorities

## 1.25 CONSOLIDATED SWOT ANALYSIS

<b>Municipal Transformation and Institutional Development</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong political and administrative municipal leadership</li> <li>• Effective institutional systems</li> <li>• Dedicated structure that caters for communities</li> <li>• Skilled CBP practitioners</li> <li>• IGR Functions in place</li> <li>• Skills Development Programs in place for staff</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Limited skills development programs that are targeted at residents and communities</li> <li>• Unfilled vacant posts in the organogram</li> </ul>

<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Municipality has the skills and ability to develop programs for citizens and residents</li> <li>• Increased labour power</li> <li>• Employment Equity strategy in place to ensure transformation in the workplace</li> <li>• Opportunity to improve and increase administrative leadership through the filling of vacant posts</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Corruption and fraud can hinder service delivery</li> <li>• Reduction of labour power</li> <li>• Lack of confidence and trust in the administrative system</li> <li>• Limited funding to develop programs for residents</li> </ul>
<p><b>Basic Service Delivery</b></p>	
<p>Strengths</p> <ul style="list-style-type: none"> <li>• Infrastructure capacity in the urban area that ensures effective delivery of services</li> <li>• Adequate services in the urban areas</li> <li>• Mobility and access to services</li> <li>• Effective human settlement development</li> <li>• Adequate natural base</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Shortage of financial resources</li> <li>• Continued urban migration</li> <li>• High unemployment rates</li> <li>• Illegal connections and non-payment for services</li> <li>• Time consuming SCM processes</li> <li>• Rural areas difficult to service due to extent and insufficient densities</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Improved access to economic opportunities</li> <li>• New Investment opportunities identified</li> <li>• Skilled staff to ensure service delivery</li> <li>• Ability to access additional Grant Funding</li> <li>• Asset management plan in place</li> <li>• Implementation of an IDMS</li> <li>• Area Based Management approach allows for differentiated approach to city development especially in rural areas</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Sprawling spatial form hinders effective delivery of services</li> <li>• Insufficient resources to manage ever growing population</li> <li>• Illegal Connections</li> <li>• Uneven spatial form of the city impedes service delivery</li> <li>• Densification of rural areas especially on Traditionally Owned land</li> </ul>
<p><b>Financial Viability and Management</b></p>	
<p>Strengths</p>	<p>Weaknesses</p>

<ul style="list-style-type: none"> <li>• Strong municipal leadership</li> <li>• Effective institutional systems and controls</li> <li>• Dedicated structure that caters for communities participation on finances</li> <li>• Skilled and experienced workforce in finance department</li> <li>• Ability of finance departments to decentralize functions were departments need additional assistance</li> <li>• Strong and improving credit ratings</li> <li>• Austerity measures are in place and implemented to save costs</li> <li>• Policy and procedures to ensure financial viability.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient funding to ensure that services reach everyone</li> <li>• Discrepancy in financial years between National, Provincial and local government</li> <li>• Water Loss</li> <li>• Existing Billing System reaching its end of lifespan</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Industrial development improve rates income</li> <li>• New and Improved Billing System</li> <li>• Improved credit rating</li> <li>• Continuous update of process to strive for Clean Audit</li> <li>• Benchmark performance against other Metro's</li> <li>• Catalytic projects create opportunities to improve rates base</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Increased borrowing level in the municipality</li> <li>• Inadequate funding for the continued provision of infrastructure for free basic services</li> <li>• Nonpayment for services rendered</li> <li>• Highly diversified income base from low to high income earners</li> <li>• Challenges at a national economic level impact on ability to pay for rates and taxes, e.g. increased fuel costs and inflation</li> </ul>
<p><b>Local Economic Development</b></p>	
<p>Strengths</p> <ul style="list-style-type: none"> <li>• Increased investment in LED opportunities</li> <li>• Improved infrastructure to support LED</li> <li>• Municipal entities that increase revenue base</li> <li>• Effective economic development nodes identified and developed</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Implementation of LED programmes take long</li> <li>• Shortage of skills and entrepreneurial models</li> <li>• Over reliance to the municipality to provide the LED Opportunities</li> <li>• LED opportunities centered in the urban areas</li> <li>• Limited opportunities for LED in Rural Areas</li> </ul>

<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Effective funding instruments to provide economic benefits</li> <li>• Skills transfer programs to build further LED opportunities</li> <li>• Create access to employment and economic opportunities</li> <li>• Implementation of the LED and Tourism Strategy</li> <li>• Spatially redefine LED opportunities</li> <li>• Develop partnerships with private sector to improve LED opportunities</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Increased unemployment</li> <li>• Food insecurity</li> <li>• Increase in crime, grime and poverty</li> <li>• Poor investor confidence</li> </ul>
<p><b>Good Governance</b></p>	
<p>Strengths</p> <ul style="list-style-type: none"> <li>• Adequately resourced Sizakala centres</li> <li>• Dedicated public participation unit</li> <li>• Functional administrative system</li> <li>• Well-resourced municipality</li> <li>• High quality customer service</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Perceived lack of transparency and accountability</li> <li>• Critical posts that are vacant</li> <li>• Public participation is viewed as compliance driven</li> <li>• Limited feedback mechanisms to the public on queries raised</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Communities have easy access to services</li> <li>• Dedicated programs for community participation</li> <li>• Ongoing Public participation processes</li> <li>• IGR has developed good working relationships with the other spheres of government</li> <li>• Use existing media programs to create awareness</li> <li>• Review and revisit communication plans with the view to improving information sharing between the city and the residents</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Lack of confidence in the administration</li> <li>• Fraud and corruption</li> <li>• Service delivery protests</li> </ul>
<p><b>Spatial and Environment</b></p>	
<p>Strengths</p> <ul style="list-style-type: none"> <li>• Good climate mitigation programmes</li> <li>• Dedicated and well-resourced</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Operational responses to climate change and sea level rise</li> <li>• Some suburbs have low</li> </ul>

<p>Spatial and environmental units</p> <ul style="list-style-type: none"> <li>• Well-developed SDF, SDPs and LAPs</li> <li>• Robust long term planning</li> <li>• Aesthetically pleasing and varied landscapes</li> <li>• Disaster management plan in place</li> <li>• Resilience strategies will inform future strategic development of the city</li> </ul>	<p>population densities</p> <ul style="list-style-type: none"> <li>• Public Spaces not effectively used</li> <li>• Lack of environmental enforcement in some areas of the municipality</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Proper planning systems with skilled staff</li> <li>• Mitigation strategies identified to address climate change</li> <li>• The City is included in National and Provincial spatial planning priorities</li> <li>• Integration of socio-economic and environmental issues into spatial planning</li> <li>• Continued engagement with province on Disaster management</li> <li>• Reviewing the city’s strategic direction through the City Planning Commission</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Challenges with regard to agriculture production</li> <li>• Legislation hindering spatial development</li> <li>• Uneven spatial development</li> <li>• Development opportunities in Traditional Areas are limited</li> <li>• Climate change and impacts on the receiving environment</li> <li>• Natural disasters</li> <li>• Expanding rural densities in Traditionally Owned land without services</li> </ul>

## 1.26 KEY DEVELOPMENT CHALLENGES

Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. There is however, some distance to go towards addressing the following challenges:

### **High rates of unemployment and low economic growth**

The Municipality faces a challenge with regard to a marketable and skilled work force, thereby creating a gap in productivity, which in turn has a negative impact on the economic growth path. Limited efforts to encourage development of the green economy and development of infrastructure to support economic development will future stifle opportunities to reduce the high levels of unemployment.

### **High levels of poverty**

Both the high level of unemployment and the high household dependency ratio leads to an increased number of communities living in abject poverty. Current welfare systems and



packages are unsustainable and the Municipality is compelled to direct more resources towards supporting its citizens. A strategic approach by the Municipality should be encouraged to ensure that more job opportunities are made available, economic development programmes are enhanced and basic services are provided to uplift citizens out of poverty.

### **Low levels of skills development and literacy**

There is an urgent need to improve and transfer scarce skills to the citizens of eThekwini. The Municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure an adequate skills base to foster enterprise growth and job creation. This will assist the citizens to penetrate the competitive economic and manufacturing market.

### **Limited access to basic household and community services**

The provision of acceptable basic services is a critical element in the national developmental agenda. Water, electricity, sanitation, waste removal and social amenities are key critical services which have been identified by communities that are required to meet their basic needs. Limited funding and exponential growth in the Municipality has increased the levels of backlogs.

### **Increased incidents of HIV/AIDS and communicable diseases**

HIV/AIDS is an epidemic which is increasing at an alarming rate and affects communities negatively. Provision of basic health services and effective healthcare infrastructure, increased financial and human resources in healthcare, awareness and education and poverty alleviation programmes will reduce the increased incidents of HIV/AIDS and communicable diseases.

### **Loss of Natural Capital**

Ecosystems and natural resources deliver essential environmental services (e.g. water supply, flood attenuation, climate control) that provide the foundation for human life and development. These resources are finite, and so their protection and efficient use is essential if irreversible degradation and loss of the Municipality's biodiversity is to be avoided and if the sustainability objectives of the IDP are to be achieved. Habitat destruction (or land transformation) and invasive alien species are widely regarded as the greatest threats to biodiversity. Other threats include over-exploitation (e.g. medicinal plants) and climate change. Existing data suggests that many of the local level thresholds have already, or soon will be exceeded, for the natural ecosystems in Durban.

### **Unsustainable developmental practises**

The Municipality faces a challenge of reacting to urban sprawl, which, in turn, results in increased informal settlement, overcrowded schools, ill health, marked spatial disparities, higher cost of providing infrastructure and services, disturbed ecosystems, biodiversity and environmental resources, changes in air quality, change in aesthetics and urban form, as well as loss of land for economic and agricultural services.

### **High levels of crime and risk**

Strategies for addressing crime including both reactive strategies to respond to crime, and proactive strategies, aimed at stopping crime before it happens, are required. The response requires an integrated, multifaceted approach that includes working closely with communities, National and Provincial Government, other stakeholders and service providers in all areas of crime prevention.

### **Ensuring adequate energy and water supply**

The unsustainable use of resources such as energy and water has major impacts on the environment, and will ultimately compromise the Municipality's energy security, as well as its ability to deliver water of adequate quality and quantity to its citizens. Unsustainable resource use is a direct consequence of overproduction and consumption. Demand side management is a critical part of the approach to ensuring a more sustainable use of resources. In the case of water, whole catchment management (including areas that fall outside of the municipal area) as well as efficient nature conservation programmes will help to ensure that there is an adequate supply of clean water in the eThekwini Municipality.

The most sustainable solution to the energy crisis is to reduce the demand for energy and at the same time investigate alternative renewable energy sources.

### **Ensuring food security**

Through initiatives such as shifting to new crops which are more resilient to climatic conditions and can meet the demands of an ever growing population, maintaining agricultural land so as to keep it arable, introducing mitigation methods to fight climate change, promotion of sustainable agricultural production, ensuring reasonable food costing as well as introducing and managing community gardens, the Municipality could play a major role in ensuring food security. The Municipality has also introduced initiatives such as soup kitchens and employment for food programmes.

### **Infrastructure degradation**

Degradation has become a critical social problem, with effects such as flooding in the municipal area due to unexpected heavy rain. It is therefore critical that the Municipality works towards managing its assets, work towards mitigating climate change, ensure life cycle management of infrastructure, thus ensuring value for money.

### **Climate change**

Escalating greenhouse gas emissions contribute towards climate change and will ultimately impact on human health, food security, natural resources, sea level rise, land loss and coastal infrastructure. As such climate change runs the risk of undoing all of the development gains of the last one and a half decades, and for a city such as Durban climate change adaptation in all sectors will have to become one of the Municipality's top development priorities with the appropriate planning for climate change impacts pervading throughout all municipal sectors.

### **Ensuring financial sustainability**

In order to maintain our financial health and still align with the Municipality's sustainable development strategy, new approaches to risk and growth need to be created. Thus, the challenge for financial sustainability amid increasing alignment with the ecological, economic and social demands of the Municipality means that budget adjustments need to be made on a regular basis.

For the Municipality to be financially sustainable, the Municipality needs to ensure that it maintains a balanced revenue base, it maintains and grows its rates base, and it encourages projects that are affordable and includes free basic services based on the existing budget. The Municipality should also ensure effective supply chain management through controlling costs, ensuring acceptable level of quality, increase citizen satisfaction as well as build operational resources that maximize community services.

### **Ineffectiveness and inefficiency of inward-looking local government still prevalent in the Municipality.**

Benchmarking eThekwini against other successful metropolitan municipalities such as the City of Johannesburg and the City of Cape Town will assist eThekwini identify the gaps within their institutional transformation performance. It is the responsibility of the Municipality to ensure that its performance management process assists the Municipality to prepare a check list by which it can assess its performance moving forward. That can be done in consultation with other spheres of government such as COGTA and local government partners.

The development challenges identified above affords the Municipality an opportunity to focus its attention to address these challenges. With both limited human and financial resources it is imperative that the Municipality makes choices in terms of its development mandate. These choices manifest itself in the Key Development Dialogues listed below.

## CHAPTER 2

### IDP STRATEGIC APPROACH

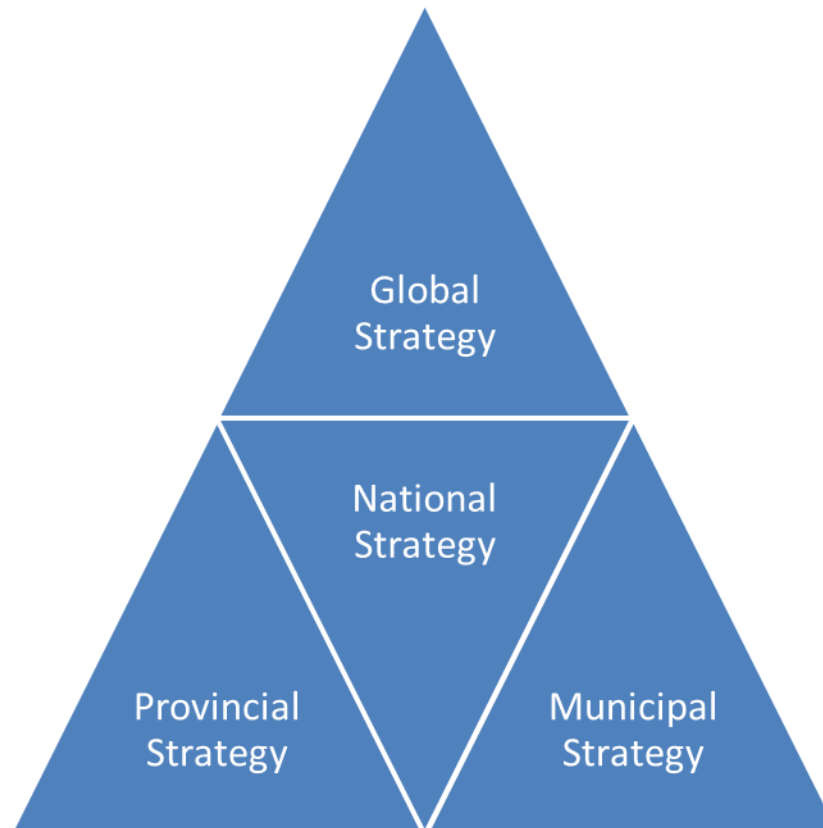
#### INTRODUCTION

As Local Government, eThekwini Municipality has contributed to the achievement of a number of significant social, environmental and economic development advances, since the ushering in of the new democratic municipal dispensation in December 2000. The majority of the citizens have increased access to a wide range of basic services and more opportunities have been created for their participation in the economy. Local government is a fundamental component of the reconstruction and developmental mandate of our country. The aims of democratising our society, protecting our natural assets, becoming financially sustainable and growing our economy inclusively can only be realised through a Local Government system that is accountable, responsive, effective and efficient. Therefore the focus of the 2017/18 IDP would focus on building a more inclusive developmental local government that would further translate the Municipality's Vision into action.

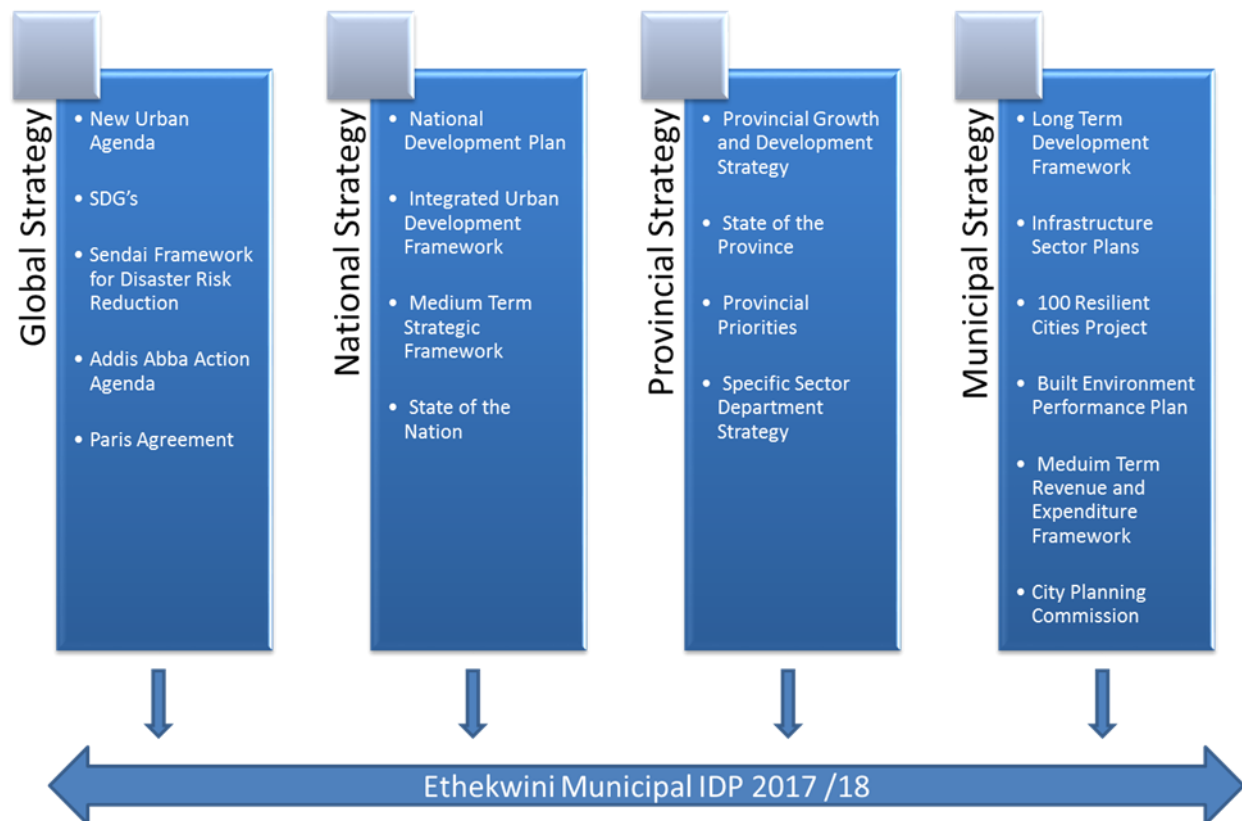
The 2017/18 IDP marks an important milestone in the development trajectory of local government in South Africa after 16 year of transforming the spaces and places in our city. In the past 16 year significant progress has been made to ensure that our city deepens democracy, radically transform economic development and continue to deliver efficient and effective provision of basic services to many of the citizens of our city. This year heralds a new 5 year term for elected councilors. Whilst the new council would continue for the rest of their 5 year term to focus and build on the gains that the previous council has made, there is no better time to reflect on the delivery of the council over the past 5 years.

#### OUTLINE OF MUNICIPAL STRATEGIC APPROACH

Whilst the Municipality has a good track record in delivering goods and services effectively to citizens, one has to recognize that there are challenges that we face. The following diagram provides an overarching view of the influences of the municipal IDP. Each of the strategies listed below should not be seen as individual components but components that provide an overall framework for sustainable development of the city.



The strategic approach to the development of the Municipality is underpinned by strategic global, national and regional policy. The objectives of these policies have influenced the development of the strategic direction of the Municipality. Whilst we have assessed and identified key policies, the most recent and relevant developmental policies (as depicted in the diagram below) - Sustainable Development Goals National Development Plan, Service Delivery Agreement Outcome 9, Medium Term Strategic Framework 2015 – 2019, Provincial Growth and Development Strategy and the Provincial Government Priorities - are expanded on below.



The influence on the strategic direction of the Global, National, Provincial and Municipal strategies in developing the 2017/18 IDP is expanded below. Each of the above policies have been aligned to the municipalities 6 strategic priorities areas. These priority areas are:

- Creating Sustainable Livelihoods
- A Socially Cohesive City
- A Financially Sustainable City
- A Safer City
- An Accessible City
- An Environmentally Sustainable City

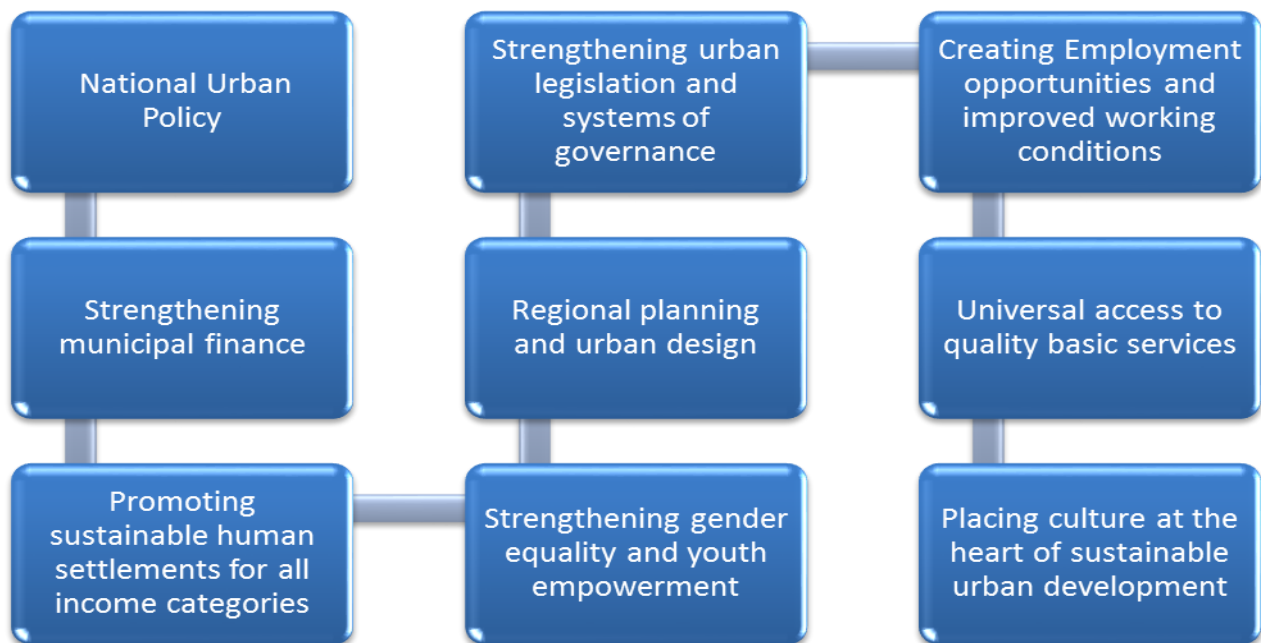
These priority areas were identified as key components in the municipality's Long Term Development Framework to achieve sustainable development. The priorities, values, goals and principles are detailed in the latter parts of the strategic approach section of the IDP.

## THE NEW URBAN AGENDA

The New Urban Agenda was officially adopted in Quito, Ecuador in November 2016. The agenda provides a 20-year "roadmap" to guide sustainable urban development globally. The 2030 agenda is built around a series of Sustainable Development Goals (SDGs). Most relevant to the New Urban Agenda is SDG 11, which aims to "make cities and human settlements inclusive, safe, resilient and sustainable". Unlike their predecessors the Millennium Development Goals, the SDGs apply to all UN members states equally. Much of the New Urban

Agenda focused on the application of new technologies and the harvesting of big data, particularly in established urban centers and cities. Under the umbrella of Smart Cities, using open data networks for better urban planning provides an optimistic, technology-based future for cities. Also included in the New Urban Agenda are renewed efforts to help developing countries urbanise. These build on earlier work under the Millennium Development Goals and Habitat II. Related commitments focus on emerging concepts, such as urban resilience and inclusive public spaces. The role of partnerships between city authorities and universities in the Global South and their more developed neighbours was also strongly emphasised.

The New Urban Agenda can be summarized into 9 levers of change which are listed below



The above levers align with the long term strategy of the municipality and confirms the strategic intent of the municipality to ensure that the development of the city is along a trajectory that promotes sustainability.

	Creating Sustainable Livelihoods	A Socially Cohesive City	A Financially Sustainable City	Creating a Safer City	Promoting an Accessible City	Environmentally Sustainable City
National Urban Policy						
Strengthening Municipal Finances						
Promoting sustainable human settlements for all income categories						
Strengthening urban legislation and systems of governance						
Regional planning and urban design						
Strengthening gender equality and youth empowerment						
Creating Employment opportunities and improved working conditions						
Universal access to quality basic services						
Placing culture at the heart of sustainable urban development						



## SUSTAINABLE DEVELOPMENT GOALS

The intention of the SDG's is to be a universally shared common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision. It is further noted that each of the SDG targets and goals are applicable to both developed and developing countries alike. One of the departure points in developing the SDG's was that countries would need to ensure that there is a balance between the economic, political, social and environmental effort required to ensure that these goals are achieved. The SDG's allow for a whole holistic development of cities with a wider range of development programs. The municipality would continue to address these issues in a holistic and integrated manner. The 17 SDG's are listed below.



Whilst local governments have a responsibility to localize all of the 17 SDG's the SDG that is most applicable to cities is the "Sustainable Cities and Community - SDG 11". Of particular importance to cities is the targets that are defined for this goal. These targets are listed below.

- By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
- By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- Strengthen efforts to protect and safeguard the world's cultural and natural heritage
- By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic

product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations

- By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
- By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
- By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels
- Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

The SDG 11 targets should influence the development of programs and projects that the city would want to implement in the 2017/18 IDP. Whilst the municipality would focus on the SDG11, to achieve the goals of the SDG's the municipality has a role to play in the implementation of programs and projects that the **targets and indicators across the 17 goals**.

## SENDAI FRAMEWORK FOR DISASTER RISK REDUCTION 2015-2030

The Sendai Framework is a 15-year, voluntary, non-binding agreement which recognizes that the State has the primary role to reduce disaster risk but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders. It aims for the following outcome:

*The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.*

The framework consists seven targets and four priorities for action.

### The Seven Global Targets

- (a) Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality rate in the decade 2020-2030 compared to the period 2005-2015.
- (b) Substantially reduce the number of affected people globally by 2030, aiming to lower average global figure per 100,000 in the decade 2020 -2030 compared to the period 2005-2015.
- (c) Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030.
- (d) Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030.
- (e) Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.

(f) Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this Framework by 2030.

(g) Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to the people by 2030.

### **The Four Priorities for Action**

#### *Priority 1. Understanding disaster risk*

Disaster risk management should be based on an understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment. Such knowledge can be used for risk assessment, prevention, mitigation, preparedness and response.

#### *Priority 2. Strengthening disaster risk governance to manage disaster risk*

Disaster risk governance at the national, regional and global levels is very important for prevention, mitigation, preparedness, response, recovery, and rehabilitation. It fosters collaboration and partnership.

#### *Priority 3. Investing in disaster risk reduction for resilience*

Public and private investment in disaster risk prevention and reduction through structural and non-structural measures are essential to enhance the economic, social, health and cultural resilience of persons, communities, countries and their assets, as well as the environment.

#### *Priority 4. Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction*

The growth of disaster risk means there is a need to strengthen disaster preparedness for response, take action in anticipation of events, and ensure capacities are in place for effective response and recovery at all levels. The recovery, rehabilitation and reconstruction phase is a critical opportunity to build back better, including through integrating disaster risk reduction into development measures

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## **ADDIS ABABA AGREEMENT**

The *Addis Ababa Action Agenda*, provides a foundation for implementing the New Urban Agenda. The agreement was reached by the 193 UN Member States attending the United Nations Third International Conference on Financing for Development.

To achieve the SDG's and New Urban Agenda goals, countries agreed to new initiatives, including on:

**Technology**—Countries agreed to establish a Technology Facilitation Mechanism at the Sustainable Development Summit in September to boost collaboration among governments, civil society, private sector, the scientific community, United Nations entities and other stakeholders to support the sustainable development goals.

**Infrastructure**—Countries agreed to establish a Global Infrastructure Forum to identify and address infrastructure gaps, highlight opportunities for investment and cooperation, and work to ensure that projects are environmentally, socially and economically sustainable.

**Social protection**—Countries adopted a new social compact in favour of the poor and vulnerable groups, through the provision of social protection systems and measures for all, including social protection floors.

**Health**—Countries agreed to consider taxing harmful substances to deter consumption and to increase domestic resources. They agreed that taxes on tobacco reduce consumption and could represent an untapped revenue stream for many countries.

**Micro, small and medium-sized enterprises**—Countries committed to promote affordable and stable access to credit for smaller enterprises. They also pledged to develop and operationalize a global strategy for youth employment and implement the International Labour Organization Global Jobs Pact by 2020.

**Foreign aid**—Countries recommitted to achieve the target of 0.7 per cent of gross national income for official development assistance, and 0.15 to 0.20 per cent for least developed countries.

**A package of measures for the poorest countries**—Developed countries commit to reverse the decline in aid to the poorest countries, with the European Union committing to increase its aid to least developed countries to 0.2 per cent of gross national income by 2030. They also agree to adopt or strengthen least developed countries investment promotion regimes, including with financial and technical support. Governments also aim to operationalize the technology bank for this group of countries by 2017.

**Taxation**—The Agenda calls for strengthening support for the work of the UN Committee of Experts on International Cooperation in Tax Matters to improve its effectiveness and operational capacity, and the engagement with the Economic and Social Council. It emphasizes the importance of inclusive cooperation and dialogue among national tax authorities.

**Climate Change**—The Action Agenda calls on developed countries to implement their commitment to a goal of jointly mobilizing USD100 billion per year by 2020 from a wide variety of sources to address the needs of developing countries. Countries also committed to phase out inefficient fossil fuel subsidies that lead to wasteful consumption.

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## PARIS AGREEMENT

The Paris Agreement is universally regarded as a seminal point in the development of the international climate change regime under the United Nations Framework Convention on Climate Change (UNFCCC).

The Paris Agreement was adopted on 12 December 2015 at the 21st session of the Conference of the Parties to the UNFCCC CoP21, held in Paris from 30 November to 13 December 2015. The Agreement was adopted after four years of intense negotiations mandated by the 17th UNFCCC CoP held in Durban in 2011.

The Agreement is a comprehensive framework which will guide international efforts to limit greenhouse gas emissions and to meet all the associated challenges posed by climate change. It signals the change in pace towards the low carbon development from 2020 onwards through commitments of countries in ambitious national plans called Nationally Determined Contributions.

This outcome recognises that climate change represents an urgent threat to human societies and the planet, requiring the widest possible cooperation by all countries and other stakeholders. The main objective of the Agreement is to limit the global temperature increase to well below 2 degrees Celsius, while pursuing efforts to limit the increase to 1.5 degrees.

South Africa is a signatory to the Paris Agreement and has an obligation to limit temperature increases to 1.5°C, above pre-industrial levels. C40 Cities Climate Leadership Group have developed 'Deadline 2020' that will provide more clarity and guidance to achieve their emission reduction targets, based on the classification of the City; this is in addition to and the next step from the Durban Climate Change Strategy (DCCS).

It is critical that the 'Implementation Plan' gap be addressed, and the next step for eThekwini Municipality will be to develop an Implementation Plan, which will include the following sectors identified by the DCCS and Deadline 2020: Urban Planning, Transportation, Energy, Buildings, and Waste. It should be noted that while the Implementation Plan is being developed, there are over 50 mitigation projects currently being implemented by the eThekwini Municipality.

The Paris Agreement is also an important tool in mobilising finance, technological support and capacity building for developing countries, and will also help to scale up global efforts to address and minimise loss and damage from climate change and increase climate resilience.

	Creating Sustainable Livelihoods	A Socially Cohesive City	A Financially Sustainable City	Creating a Safer City	Promoting an Accessible City	Environmentally Sustainable City
Paris Agreement						
Sendai Framework						
Adis Ababa Action Agenda						
Sustainable Development Goals						

## **AFRICAN UNION 2063 AGENDA**

The African Union Vision of “An Integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena”, requires unified actions from the signatories of the 2063 Agenda. At the heart of the Agenda 2063 is emphasizing the importance to success of rekindling the passion for Pan-Africanism, a sense of unity, self-reliance, integration and solidarity that was a highlight of the triumphs of the 20th century. The Agenda 2063 is premised on 7 aspirations, which are as follows:

### **OUR ASPIRATIONS FOR THE AFRICA WE WANT**

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa’s Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, values and ethics
6. An Africa where development is people-driven, unleashing the potential of its women and youth
7. Africa as a strong, united and influential global player and partner

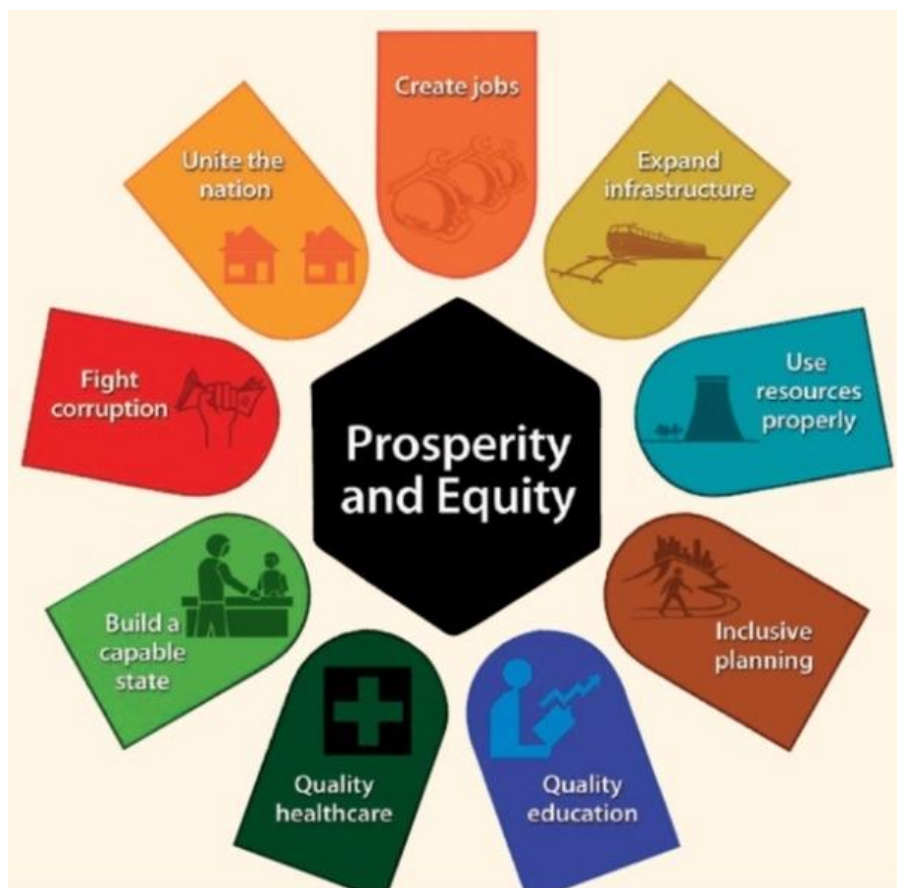
	Creating Sustainable Livelihoods	A Socially Cohesive City	A Financially Sustainable City	Creating a Safer City	Promoting an Accessible City	Environmentally Sustainable City
A prosperous Africa based on inclusive growth and sustainable development						
An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance						
An Africa of good governance, democracy, respect for human rights, justice and the rule of law						
A peaceful and secure Africa						
An Africa with a strong cultural identity, common heritage, values and ethics						
An Africa where development is people-driven, unleashing the potential of its women and youth						
Africa as a strong, united and influential global player and partner						



## NATIONAL DEVELOPMENT PLAN

The National Development Plan provides a paradigm shift whose focus is to involve communities, youth, workers, the unemployed, and business partnerships with each other, so as to develop a more capable state, to develop capabilities of individuals and the country, as well as to create opportunities for the whole of South Africa. The plan tackles challenges as indicated in various policies and plans whose intention is to improve the lives of the citizens of South Africa. A second area of importance to implementation of City's Vision 2030 from the NDP's perspective is Operation Phakisa, the implementation programme of the NDP. It is based on Big Fast Results Methodology (Malaysian government) and focuses on bringing key stakeholders from the public and private sectors, academia as well as civil society organisations together. The implementation of the plans are rigorously monitored and reported on and the City seeks to support this initiative through the alignment of its plans, especially on the area of Oceans economy/ coastal development and management.

Within the plan the following key priority areas are taken into consideration:



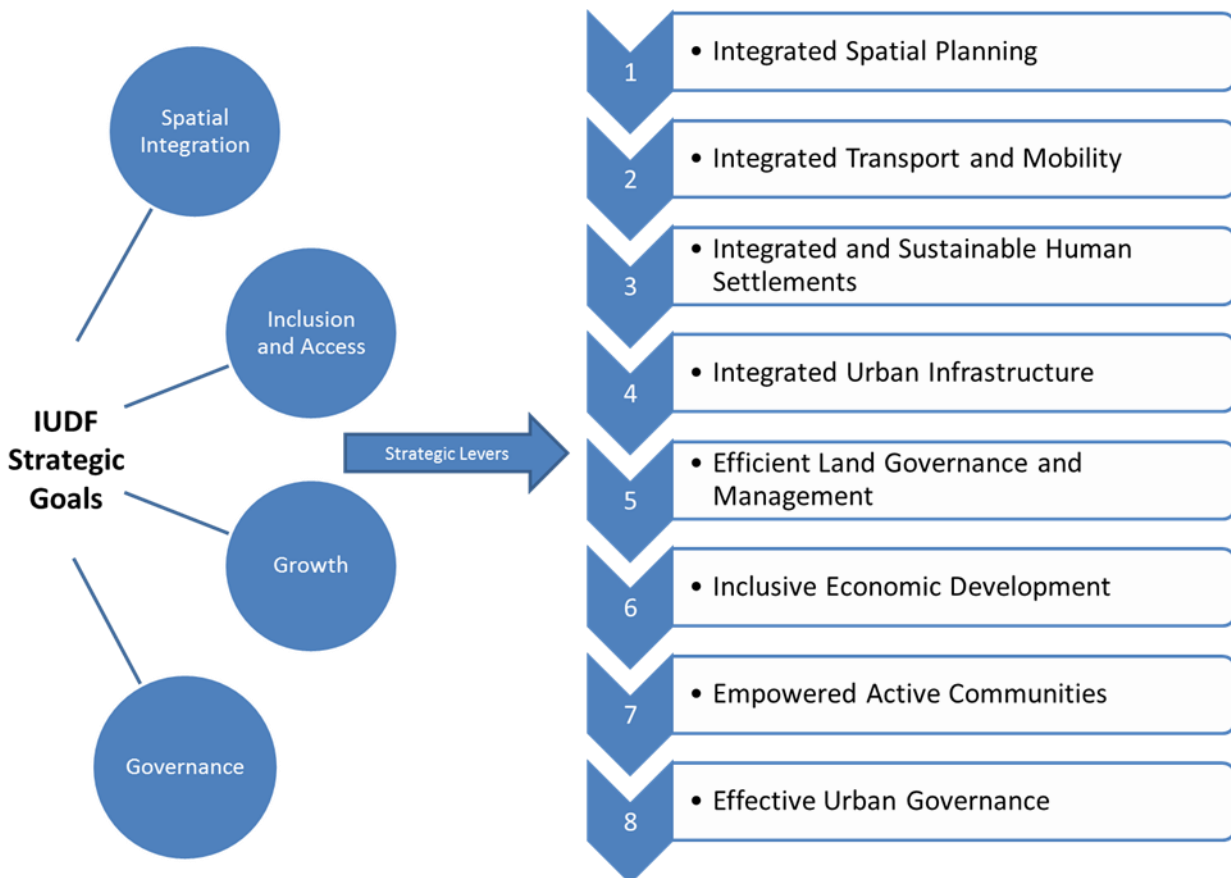
	Creating Sustainable Livelihoods	A Socially Cohesive City	A Financially Sustainable City	Creating a Safer City	Promoting an Accessible City	Environmentally Sustainable City
Create Jobs						
Unite the Nation						
Fight Corruption						
Build A Capable State						
Quality Healthcare						
Quality Education						
Inclusive Planning						
Use resources Properly						
Expand Infrastructure						

## THE INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions for our people. The IUDF is designed to unlock the development synergy that comes from coordinated investments in people and places.

The IUDF builds on various chapters in the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy'. The policy framework aims to guide the development of inclusive, resilient and liveable urban settlements, while squarely addressing the unique conditions and challenges facing South Africa's cities and towns. It provides a new approach to urban investment by the developmental state, which in turn guides the private sector and households.

The IUDF consists of 5 strategic goals with 8 levers for change.



## **DELIVERY AGREEMENTS**

The MTSF is structured around 14 priority outcomes which cover the focus areas identified in the NDP and Government's electoral mandate. These are made up of the 14 outcomes which were the focus of the 2014-2019 administration, as well as two new outcomes (social protection, nation-building and social cohesion). A summary of each of these 14 outcomes is provided below.

### **DELIVERY AGREEMENT: OUTCOME 1**

Education plays an important role in equalising individuals' life chances, promoting economic mobility, advancing economic growth, creating employment, eradicating poverty and reducing inequality.

### **DELIVERY AGREEMENT: OUTCOME 2**

The city strives for the health system that works for everyone, comprising an appropriate balance between preventative, health promotion and curative services that are affordable and accessible to all. In action with other sectors to address the social determinants of health, such as poverty, inequality, unemployment and malnutrition, will also contribute significantly towards improved health outcomes.

### **DELIVERY AGREEMENT: OUTCOME 3**

South Africa has unacceptably high levels of crime, especially serious and violent crime. Many people live in fear and feel unsafe, especially vulnerable groups such as women, children, older persons and persons with disabilities. Crime also impacts negatively on economic development and undermines people's well-being and their ability to achieve their potential.

### **DELIVERY AGREEMENT: OUTCOME 4**

The current structure of the economy has not changed sufficiently and appropriately. In addition, the economy continues largely to reflect distorted patterns of ownership and exclusion. The city remains committed towards dealing with the challenges of unemployment, inequality and creating a more inclusive society. The Municipality continues to increase its engagement with business to better understand what is required to unlock private sector investment and to ensure that the necessary actions are implemented, to build investor confidence. Through the implementation of EPWP, regulating and supporting informal economy, and investments in SMMEs proves to be one of the significant contributions of the city.

### **DELIVERY AGREEMENT: OUTCOME 5**

The NDP envisages that by 2030, South Africans should have access to education and training of the highest quality. The education, training and innovation system should cater for different needs and produce highly skilled individuals. The graduates of the post-school system should

have adequate skills and knowledge to meet the current and future needs of the economy and society.

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## **DELIVERY AGREEMENT: OUTCOME 6**

In order to contribute to this outcome, the municipality will improve bylaws, inject funding and investment related to economic infrastructure. It will focus on ensuring reliable generation, transmission and distribution of energy. The maintenance, strategic expansion, operational efficiency, capacity and competitiveness of the transport infrastructure remains a priority, including logistics hubs, road, rail and public transport infrastructure and systems.

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## **DELIVERY AGREEMENT: OUTCOME 7**

The municipality remains committed to improved land administration and spatial planning for integrated development in rural areas in order to ensure, amongst others, sustainable land reform for agrarian transformation, improved food security, smallholder farmer development and support, increased access to quality basic infrastructure and services, particularly education, healthcare and public transport in rural areas.

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## **DELIVERY AGREEMENT: OUTCOME 8**

There are Municipal programmes that are aimed at providing adequate housing and improved quality living environments, creating a functional and equitable residential property market, etc.

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## **DELIVERY AGREEMENT: OUTCOME 9**

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of 7 critical issues in order to achieve the overarching goal or vision of a responsive, accountable, effective and efficient local government system:

1. Develop a more rigorous, data driven and detailed segmentation of municipalities that better reflect the varied and capacities and contexts within municipalities and lays the basis for a differentiated approach to municipal financing, planning and support
2. Ensure improved access to essential services
3. Initiate ward-based programmes to sustain livelihoods
4. Contribute to the achievement of sustainable human settlements and quality neighbourhoods
5. Strengthen participatory governance
6. Strengthen the administrative and financial capability of municipalities
7. Address coordination problems and strengthen cross-departmental initiatives

## **DELIVERY AGREEMENT: OUTCOME 10**

Facilitating transition to an environmentally sustainable, climate change resilient, low-carbon economy and just society. A key focus is addressing natural resource degradation and depletion of ecological infrastructure. Investment in measures to ensure water security and healthy catchments, rivers and wetlands and continuous improvement in management and sustainable disposal of waste.

## **DELIVERY AGREEMENT: OUTCOME 11**

The Municipality is also committed to advancing developmental co-operation and integration to achieve industrial development, as well as infrastructure development and market integration. Continue to attract foreign direct investments and deliver on its commitments and a signatory to various international agreements.

## **DELIVERY AGREEMENT OUTCOME 12**

The problems and challenges that our country and in particular our city faces is to implement planned and outcomes-directed interventions that will fully empower citizens and foster the democratic norms and values of such citizenship. To this end the following are going to be considered:

- Inclusion of Service Delivery Agreement for Outcome 12 B in the IDP in order to mainstream Social Cohesion in the City. In Service Delivery Agreement for Outcome 12 B, enhancing social cohesion and nation-building and full democratic citizenship is outlined as follows:
- Empowered Citizenship means that South Africans understand what rights and responsibilities they have, what they can expect from public organs and from other citizens and are informed about the forums and processes available to them for exercising these rights.
- Fair Citizenship means that the allocation of resources happens transparently and predictably and that the rules governing the allocation of rights apply equally and evenly to everybody.
- Inclusive Citizenship means that everybody has an equal chance of exercising their rights in the various processes, forums and structures that are available.

This high correlation between national development policies and social cohesion and nation-building also applies to the New Growth Path and the Industrial Policy Action Plan. It therefore confirms the fundamental social imperatives of development.

## **DELIVERY AGREEMENT: OUTCOME 13**

Investments and promotion of basic social protection guarantees aimed at preventing or alleviating poverty and protecting against vulnerability remain as one of the important thrusts in the municipal agenda. Alignment and implementation on Poverty Eradication Master Plan, inclusive free basic service provision to vulnerable and poor households.

## **DELIVERY AGREEMENT: OUTCOME 14**

Apartheid spatial patterns mean limited opportunity for sharing of space across race and class and thus there is still limited interaction across races. Another legacy of apartheid spatial logic is that the poor often live far from places of work. This makes it harder to find work and raises the cost of transport. The City remains committed to progressively reduce differences in access to quality health care, education and training, clean water and adequate sanitation, as well as in reversing apartheid geography and strengthening the social wage. Initiatives that will enable societal engagement to improve service delivery includes community-based planning, social and economic integration projects and programmes.

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## **MEDIUM TERM STRATEGIC FRAMEWORK**

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The 2014-2019 electoral mandate focuses on the following priorities:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two over-arching strategic themes – radical economic transformation and improving service delivery.

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## **STATE OF THE NATION 2017**

**State of the Nation Address 2017 highlights can be summarised as follows:**

- 2017 was declared as the year of Oliver Regional Tambo, who would have turned 100 years old this year. It is the year of unity in action by all South Africans as we move South Africa forward together.
- Acknowledged the importance of addressing the triple challenges that still face the majority of South Africans i.e. poverty, inequality and unemployment
- Acknowledged the slow pace of economic growth which is currently unable to create the much-needed jobs

- Reaffirmed government's commitment to the implementation of the Nine Point Plan and provides progress and achievements on industrialisation, mining and beneficiation, agriculture and agro-processing, SMMEs, attracting investments, growing oceans economy and tourism

### **Priorities for 2017, includes;**

- 2017 marks the commencement of a new chapter of radical socio-economic transformation by moving beyond words, to practical programmes. The state will play a role in the economy to drive that transformation. In this regard, Government will utilise to the maximum, the strategic levers that are available to the state. This includes legislation, regulations, licensing, budget and procurement as well as Broad-based Black Economic Empowerment Charters to influence the behaviour of the private sector and drive transformation. The State spends five hundred billion rand a year buying goods and services. Added to this is the nine hundred billion rand infrastructure budget. Those budgets must be used to achieve economic transformation.
- The Mining Charter is currently being reviewed. The Charter seeks to recognise the internationally accepted right of the state to exercise sovereignty over all the mineral and petroleum resources within the Republic. It is also aimed at helping the country to de-racialise the ownership of the mining industry. This will help ensure the sustainability of this industry.
- It will be difficult if not impossible, to achieve true reconciliation until the land question is resolved. Most importantly, we appeal to land claimants to accept land instead of financial compensation. Over 90% of claims are currently settled through financial compensation which does not help the process at all. It perpetuates dispossession. It also undermines economic empowerment.
- Government will continue to mainstream the empowerment of women in all government programmes. Government will continue to prioritise women's access to economic opportunities and, in particular, to business financing and credit.
- Government urge the public to work with the police to ensure safer communities.

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## **STRATEGIC INTEGRATED PROJECTS (SIPS)**

The SIPS provide an integrated framework for the delivery and implementation of social and economic infrastructure across the face of South Africa. Some of the SIPS's include catalytic projects that can be used to fast track growth, address unemployment and reduce poverty and inequality. Due to the varies nature and geographic spatial locations, the municipality is only involved in a few of the SIPS.

The SIPS comprise:

### **Five geographically-focused SIPS**

SIP 1: Unlocking the northern mineral belt with Waterberg as the catalyst

SIP 2: Durban-Free State-Gauteng logistics and industrial corridor

SIP 3: South-Eastern node & corridor development

SIP 4: Unlocking the economic opportunities in North West

SIP 5: Saldanha-Northern Cape development corridor

### **Three energy SIPS**

SIP 8: Green energy in support of the South African economy

SIP 9: Electricity generation to support socio-economic development

SIP 10: Electricity transmission and distribution for all

### **Three spatial SIPS**

SIP 6: Integrated municipal infrastructure project

SIP 7: Integrated urban space and public transport programme

SIP 11: Agri-logistics and rural infrastructure



**Three social infrastructure SIPs**

SIP 12: Revitalisation of public hospitals and other health facilities  
SIP 13: National school build programme  
SIP 14: Higher education infrastructure

**Two knowledge SIPs**

SIP 15: Expanding access to communication technology  
SIP 16: SKA & Meerkat

**One regional integration SIP**

SIP 17: Regional integration for African cooperation and development

**One water and sanitation SIP**

SIP 18: Water and sanitation infrastructure

The municipality is directly involved in the following SIPs's

**SIP 2: Durban-Free State-Gauteng logistics and industrial corridor**

- Strengthen the logistics and transport corridor between SA's main industrial hubs
- Improve access to Durban's export and import facilities
- Integrate Free State Industrial Strategy activities into the corridor
- New port in Durban
- Aerotropolis around OR Tambo International Airport.

**SIP 7: Integrated urban space and public transport programme**

Coordinate planning and implementation of public transport, human settlement, economic and social infrastructure and location decisions into sustainable urban settlements connected by densified transport corridors. This will focus on the 12 largest urban centres of the country, including all the metros in South Africa. Significant work is underway on urban transport integration.

**SIP 8: Green energy in support of the South African economy**

Support sustainable green energy initiatives on a national scale through a diverse range of clean energy options as envisaged in the Integrated Resource Plan (IRP2010) and support bio-fuel production facilities.

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## **BACK TO BASICS**

Municipalities are mandated to provide effective and efficient quality services to the residents and stakeholders in the city. Whilst tremendous progress has been made there are areas that would require additional effort to ensure that acceptable service delivery standards are reached. To assist municipalities to achieve acceptable levels of services, CoGTA has implemented a Back to Basics program which all municipalities have to subscribe to. The program is directed at service the people and built on five pillars, as listed below.



The Back To Basics program identifies 4 priority areas of intervention as immediate priorities for transformation, to encourage all municipalities to be functional centers of good governance.

**Priority 1:** Get all municipalities out of a dysfunctional state and at the very least able to perform the basic functions of local government.

**Priority 2:** Support municipalities that are at a minimum basic level of performance to progress to a higher path.

**Priority 3:** Supporting and incentivize municipalities that are performing well to remain there.

**Priority 4:** Targeted and vigorous response to corruption and fraud, and a zero tolerance approach to ensure that these practices are rooted out.

The institutionalization of the Back to Basics would be via a performance management system to recognize and reward good governance based on performance measures, such as:

- Putting people first
- Delivering basic services
- Good Governance
- Sound financial management
- Building Capacity

All three spheres of government have an important role to play in ensuring well-functioning municipalities. Back to basics is the framework for government collective action.

## **PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY**

During the 2016 calendar year the Premiers Office in KwaZulu-Natal initiated the review of the Provincial Growth and Development Strategy (KZN PGDS). The PDGS review bolsters the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world". The PGDS aims are as follows:

- to build this gateway by growing the economy for the continued development,
- the continued improvement of the quality of life of all people living in the Province,
- ensuring that those currently marginalized have broader socio-economic opportunities.

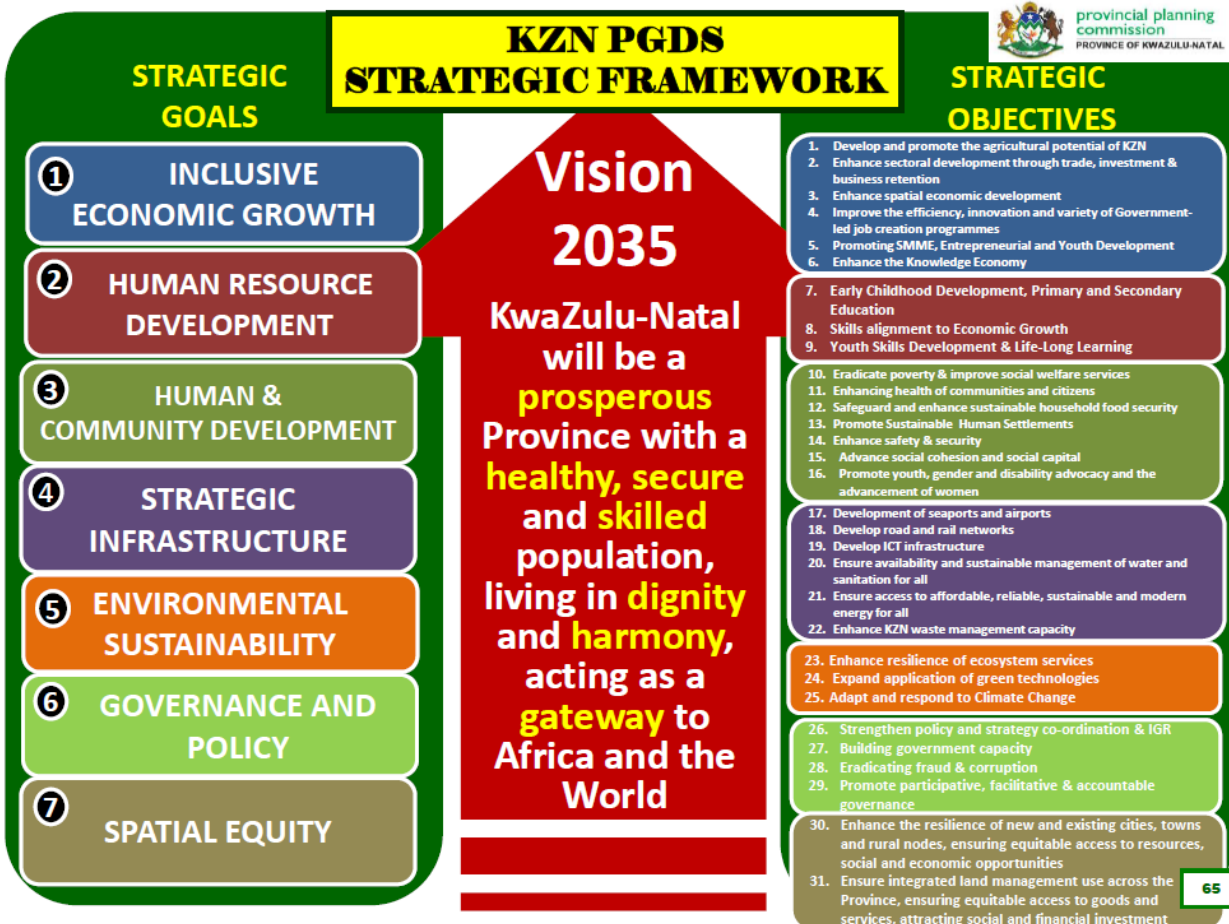
The reviewed PGDS provides a strategic framework for accelerating and sharing the benefits of an inclusive growth through deepened, meaningful, effective and sustainable catalytic and developmental interventions.

The Revised 2016 KZN PGDS continues to:

- Be the primary growth and development strategy for KwaZulu-Natal to 2035;
- Mobilise and synchronise strategic plans and investment priorities in all spheres of government, and development partners in order to achieve the desired growth and development goals,
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Guide clearly defined institutional arrangements that ensure decisive and effective leadership, robust management, thorough implementation and ongoing inclusive reviews of the growth and development plan.

	Creating Sustainable Livelihoods	A Socially Cohesive City	A Financially Sustainable City	Creating a Safer City	Promoting an Accessible City	Environmentally Sustainable City
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Inclusive Economic Growth						
Human Resource Development						
Human and Community Development						
Strategic Infrastructure						
Environmental Sustainability						
Governance and Policy						
Spatial Equity						



## STATE OF THE PROVINCE ADDRESS 2017

The theme for the 2017 KwaZulu-Natal State of the province Address delivered by Premier Willie Mchunu was “**Through Unity in Action, we can move KZN to a prosperous future**”. The provincial address confirmed the priorities of the province as outlined in the recently reviewed and adopted, Provincial Growth and Development Strategy. Whilst the PDGS remains the strategic driver of development in the Province, the Premier raised a few intervention areas that would require specific attention. These areas are summarized as follows:

- Actively address attempts to destabilise and derail legitimate processes aimed at improving the quality of lives of our people and promoting the greater public good,
- Social cohesion and moral regeneration as imperatives for Nation Building,
- Reducing crime and corruption
- Addressing the issue of Land and Land Reform
- Building capacity and ability of the State
- Radical Economic Transformation through:
  - Radical Agrarian Social Economic Transformation (RASET)

- Targeting of Priority Sectors
- Developing Partnerships to grow the economy
- Participating in and advocating for the advancement of vulnerable groups
- Improving the Health of the KZN Population

The above priorities as well as the Strategic Priority areas of the PDGS provide a framework for development within the province. The Premier also highlighted the alignment and reconfirmed the commitment of the KZN PGDS to achieve the aims and objectives of the National Development Plan. The eThekwini Municipality's IDP implementation will assist in realizing the development agenda of the Province.

## **KEY ISSUES – MAYORS INAUGURAL SPEECH 2016**

The Inaugural Mayoral Speech in 2016 provided the administration with insight as to the proposed plans and strategy of the Newly elected Mayor Zandile Gumede. “Our task, as the newly elected Council, is to consolidate and accelerate what has been achieved. We must reach for new heights and raise the bar through interventions that will change our City for the betterment of our people,” was a key message delivered by the Mayor. The Mayor stressed the need to intensify the implementation of the Back to Basic Programs and ensure that local government structures serve the communities better. The focus of the mayoral term can be summarized, but not limited to, are as follows:

- Engaging with communities and putting people first
- Delivering basic services and Human Settlements in a more efficient and effective manner
- Ensuring and strengthening good governance, transparency and accountability
- Improving on the delivery of the municipal mandates by ensuring sound financial management
- Building capacity of municipality to deliver services
- Improving our transport networks with a focus on effective Public Transport
- Unlocking more job opportunities through the Supply Chain policies
- Building EThekwini as a global competitive investment destination
- Engaging with various spheres of government to address the needs of military veterans
- Ensuring Youth Development Programs
- Focusing on the implementation of Key Catalytic Projects
- Driving economic development in the city
- Addressing social ills within the city

The above focal areas influence the line departments to develop programs and projects that would address the issues raised by the Mayor.

## THE MUNICIPAL VISION

*“By 2030, eThekwini will enjoy the reputation of being Africa’s most caring and liveable City, where all citizens live in harmony.”*

The Municipal Vision was developed in 2000 through the development of the Long Term Development Framework. The Vision provides the city with a single strategic statement which all line departments should be working towards. The vision is developed along the principles of Outcome Based Planning and is aligned to the visions of the National Planning Vision as well as the KZN Provincial Growth and Development Strategy.

To realise the existing vision, the basic elements that all stakeholders and visitors must enjoy are:

- Ease of movement in the Municipality;
- A safe environment in all parts of the municipal area;
- Access to economic opportunities;
- Resources to afford what the Municipality offers;
- A clean and green Municipality, capable of delivering a range of ecosystem goods and services;
- Homely neighbourhoods;
- Access to services, in particular municipal, health and education services.
- With the delivery of these, the people of eThekwini should be able to:
  - Live in harmony;
  - Be proud of their Municipality;
  - Feel protected;
  - Feel their basic needs are being met.
  - Achieving the vision means addressing the key development challenges by making key interventions.

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## LOCAL GOVERNMENT MANIFESTO

The Local Government Manifesto for the 2016 Local Government Elections provided guidance for the administration as to the priorities of the ruling party for the next 5 years. These Manifesto priorities have been aligned to that of the municipal strategic priorities and are listed in the matrix below. Whilst the terminology in the Manifesto and the City’s strategy may differ the aim of delivering effective, efficient and equitable services to the citizens residing in EThekwini still remain the same.

	Creating Sustainable Livelihoods	A Socially Cohesive City	A Financially Sustainable City	Creating a Safer City	Promoting an Accessible City	Environmentally Sustainable City
Basic Services						
Municipal Services and Outsourcing						
Public Participation and Accountability						
Municipal Capacity						
Local Economy and Job Creation						
Fraud and Corruption in Local Government						
Crime in Communities						
Education in Communities						
Community Health						
Climate Change						
Integrated Communities						
Social Cohesion and Nation Building						



## STRATEGIC PRIORITIES

In order to achieve our vision and to address the development challenges, there are a number of key strategic priority areas which need to be taken into consideration. These priorities lead to the creation of structures which support, house and associate other actions and activities – the building blocks around which actions and prioritisation take place. It also acts as a point of leverage for creating a sustainable municipality that is caring and liveable.

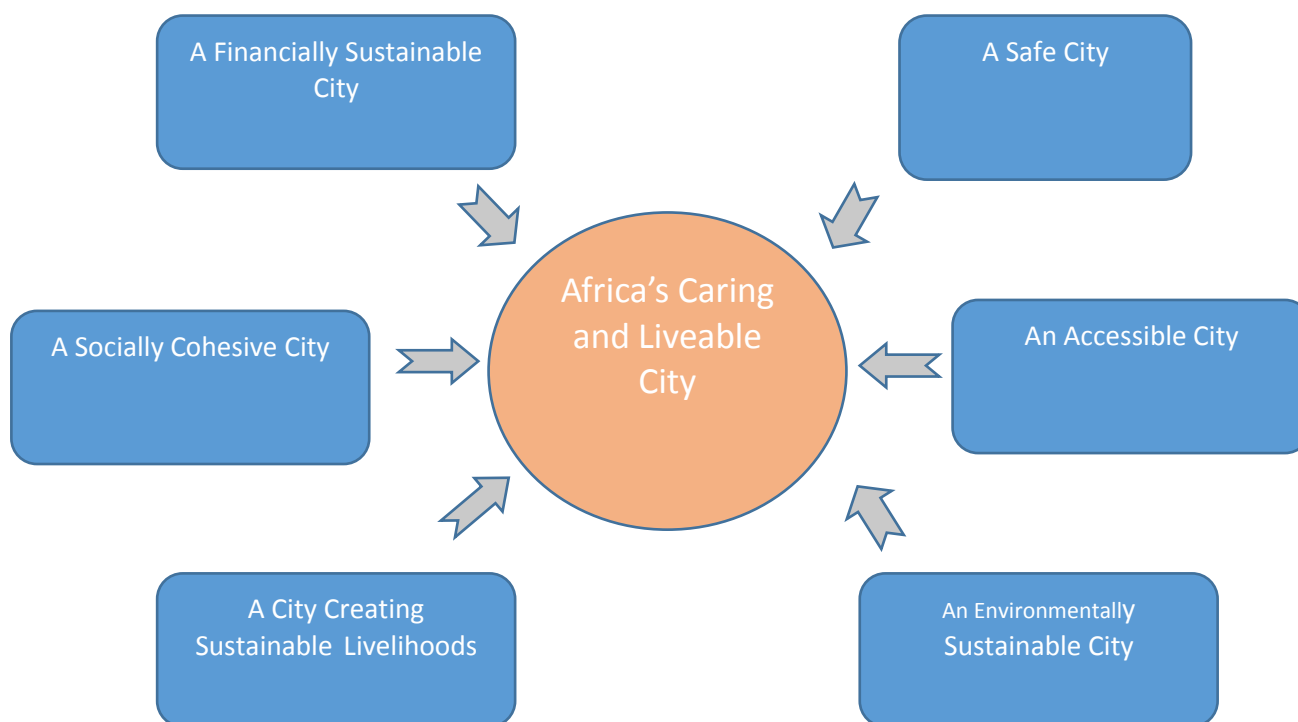


Figure 58: Key Development Dialogues  
Source: eThekwini Municipality

Strategic Priority	Strategic Goal	Value Statement	Development Principle
<b>Creating sustainable livelihoods</b>	All citizens in a prosperous eThekwini earn a decent living and support a sustainable lifestyle.	Ensure that initiatives undertaken by the Municipality contributes to strong economic growth, sustainable job creation, poverty alleviation, improved skills and promotes a Green Economy.	<ul style="list-style-type: none"> <li>• Create infrastructure for economic development;</li> <li>• Improve and support new livelihood choices;</li> <li>• Develop skills for the future economic sectors;</li> <li>• Promote small and medium enterprise;</li> <li>• Secure resources for future industrial development e.g. land;</li> </ul>

			<ul style="list-style-type: none"> <li>• Retain businesses and promote expansion;</li> <li>• Develop key economic sectors;</li> <li>• Develop priority nodes and corridors.</li> </ul>
<b>Socially Cohesive</b>	eThekwini has well rounded and caring citizens who act to support the common well-being of eThekwini and embrace mutual respect, tolerance and compassion for those in need.	Ensuring the development of a Municipality where the current and future skills' needs of key commercial, industrial and government players are understood and can be met by our local, public and private educational and training institutions.	<ul style="list-style-type: none"> <li>• Ensure a more responsive local government;</li> <li>• Engender mutual respect and ubuntu;</li> <li>• Empower and develop skills of the citizens;</li> <li>• Promote sustainable development of vulnerable groups;</li> <li>• Develop a culture of helping citizens in the Municipality that are in need;</li> <li>• Enhance municipal learning knowledge management;</li> <li>• Create a transparent and accountable local government environment.</li> <li>• Sustainable Human Settlements</li> </ul>
<b>A Financially Sustainable City</b>	To maximise the Municipality's financial resources to ensure long-term financial viability and sustainability, thus improving service delivery.	Achieve confidence of all internal and external stakeholders in the Municipality's financial management, excellence in the service delivery of municipal financial	<ul style="list-style-type: none"> <li>• Grow and diversify our revenue base;</li> <li>• Ensure sustainable budgeting;</li> <li>• Enhance sound</li> </ul>

		services, and compliance with prevailing municipal financial legislation and reforms.	<p>financial management and reporting;</p> <ul style="list-style-type: none"> <li>• Focus on value for money expenditure.</li> <li>• Co-ordinate, synergize and maximize public sector funding</li> </ul>
<b>Creating a Safer City</b>	All those who live, work, play and invest in eThekwini feel and are safe in private and public spaces	The safety, health and security of citizens are critical to quality of life. The Constitution asserts the rights of all citizens to be safe, healthy and secure. Government, at all levels, is required to fulfil these rights.	<ul style="list-style-type: none"> <li>• Promote development of community structures/forums;</li> <li>• Minimise risk to the Municipality and citizens;</li> <li>• Create a healthier city;</li> <li>• Mitigate against disasters;</li> <li>• Alignment with National and Provincial Health and Safety Programs;</li> <li>• Promote the security of citizens;</li> <li>• Promote the safety of citizens.</li> </ul>
<b>Promoting an Accessible City</b>	All citizens of eThekwini can easily and affordably access the facilities and service that they require for a sustainable lifestyle	In line with national legislation and international agreements, the Municipality is committed to a sustainable development path that strives to balance social, ecological and economic priorities. As far as possible, all development must function in harmony with the natural resource base upon which human well-being and the economy depends	<ul style="list-style-type: none"> <li>• Promote use of public transport;</li> <li>• Promote access to basic services;</li> <li>• Increase density along nodes and corridors;</li> <li>• Provide equitable access to social facilities;</li> <li>• Align with strategic spatial plan for the city;</li> </ul>

			<ul style="list-style-type: none"> <li>• Enhance communication networks;</li> <li>• Increase economic and sustainable job opportunities.</li> <li>• Sustainable Human settlements</li> </ul>
<p><b>An Environmentally Sustainable City</b></p>	<p>The environment of eThekwini protects and promotes the health of its citizens and its biodiversity.</p>	<p>A critical part of ensuring ecological integrity within the eThekwini Municipality is to ensure the protection of the municipality's ecosystems and finite natural resources, which deliver essential environmental services (e.g. water supply, flood attenuation, climate control, building materials) and which therefore provide the foundation for human life and development.</p>	<ul style="list-style-type: none"> <li>• Sustain our ecosystems and natural resources;</li> <li>• Understand the municipality's natural thresholds and develop within these boundaries.</li> <li>• Develop integrated and collaborative partnerships to ensure innovative responses to environmental challenges</li> <li>• Build a green economy and create green jobs;</li> <li>• Create sustainable human settlement built form;</li> <li>• Respond appropriately to climate change;</li> <li>• Ensure alignment of the Municipality's strategic direction with environmental planning and sustainability principles.</li> </ul>

## THE MUNICIPAL EIGHT POINT PLAN

To address the challenges that the municipality faces within the context of the strategic priorities, eThekwini Municipality uses the Eight Point Plan as a formatting for the implementation of programs and projects. The municipality's implementation plan is organised into eight separate but related plans. They are interrelated because the plans, programmes and projects are supportive of each other, to ensure greater impact in delivery. Where contradictions or overlaps are found to exist, these will duly be brought into alignment.

The Eight Point Plan is listed as:

1. Develop and Sustain our Spatial, Natural and Built Environment.
2. Developing a Prosperous, Diverse Economy and Employment Creation.
3. Creating a Quality Living Environment.
4. Fostering a Socially Equitable Environment.
5. Creating a Platform for Growth, Empowerment and Skills Development
6. A Vibrant and Creative City - The Foundation for Sustainability and Social Cohesion
7. Good Governance and Responsive Local Government.
8. Financially Accountable and Sustainable City.

Each of the Eight Point plans consist of the following

- A detailed goal for each of the implementation plans
- The desired outcomes and aims for the plan
- One of more Strategic Focal Areas
- Within the Focal Areas there are programs detailed
- Abridged Service Delivery Budget Implementation Plan Project Matrix, listing the Strategic Focal Areas, Programs and Associated Projects
- Revenue Generation, Capital and Operational Expenditure over the MTREF
- List of supporting line department policy that supports the implementation of the plans

The outputs from each of the municipal eight point plans feeds into the overall performance management system of the municipality. One of the key monitoring tools in the municipality is the Performance Scorecard

## THE MUNICIPAL SCORECARD

The Municipal Scorecard supports the IDP by setting out the key deliverables over the five year period corresponding to the five years for which the IDP is developed. Implementation of the IDP commences with the development of the Municipal Scorecard. The Municipal Scorecard is divided into the five National Key Performance Areas as listed below.

The six National Key Performance Areas are:

- Basic Service Delivery.
- Local Economic Development.
- Good Governance and Public Participation.
- Municipal Institutional Development and Transformation.
- Municipal Financial Viability and Management
- Cross Cutting

This scorecard provides a helicopter view of eThekwini Municipality's broad strategic objectives, this enables the City Manager and Managers accountable to the City Manager to ensure detailed implementation plans are developed. These get monitored through the Service Delivery Budget Implementation Plan (SDBIP) as well as the Individual Performance Plans or Performance Agreements throughout the year.

Key Performance Area	8 point plan	Strategic Focus Area
Municipal Institutional Development and Transformation	Creating a Platform for Growth, Empowerment and Skills Development	Human Capital Development
		Healthy and productive employees
Basic Service Delivery	Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment
		Climate protection planning
	Creating a Quality Living Environment	Meet infrastructure and household service needs and backlogs
		Address community service backlogs
	Fostering a Socially Equitable Environment	ABM
		Promoting the safety of citizens
Financially Accountable and Sustainable City	Promoting the health of citizens	
	Durban Energy Office	
Local Economic Development (LED)	Developing a Prosperous, Diverse Economy and Employment Creation	Providing Economic Leadership and Intelligence
		Facilitating Private Sector Investment and Partnerships
		Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit
		Facilitating Development in Priority Nodes and Corridors
		Enterprise and Sector Development
		Developing a Competitive Tourism Sector
		Facilitating Sustainable Livelihoods
		A Vibrant and Creative City - The Foundation for Sustainability and Social Cohesion
	To develop fundamental social infrastructure for economic participation & socio-cultural empowerment	

Key Performance Area	8 point plan	Strategic Focus Area
Municipal Financial Viability and Management	Financially Accountable and Sustainable City	Strategic and sustainable budgeting
		Grow and diversify our revenues
		Value for money expenditure
		Sound financial management & reporting
Cross Cutting	Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment
Good Governance and Public participation	Good Governance and Responsive Local Government	Ensure accessibility and promote governance
		Create an efficient , effective and accountable administration

## KEY FOCUS FOR IDP OFFICE FOR THE 2017/18 IDP

For the 2017/18 IDP the key focus areas are:

- Fine tuning programs and projects so as to achieve service delivery targets
- Ensure better integration between the BEPP, IDP and budgeting process
- Provide strategic input into the SDF Review
- Activation of public participation process via the Community Based Planning process
- Inclusion of the Expanded Public Works program as a cross cutting sectoral approach
- Alignment of the IDP to the Organisational scorecard, SDBIP and individual performance plans
- Align IDP goals and projects to Global, National and Provincial strategic plans
- Continue with the publication of a Plain English and Plain IsiZulu version of the IDP

# INFLUENCING THE SPATIAL TRANSFORMATION OF THE CITY

## Built Environment Performance Plan

The Built Environment Performance Plan (BEPP) is a relatively new instrument, introduced by National Treasury, and consequently does not currently feature in the municipality's package of plans. The BEPP is intended to contribute to and enhance existing statutory planning instruments and it does not duplicate or replace them. There is excellent alignment between the overall development intent of the Integrated Development Plan (IDP) and Spatial Development Framework (SDF) and that of the BEPP. The BEPP's role is to confirm and elaborate corporate spatial priorities and to drive coordinated budgeting and implementation of these priorities. The development and adoption of a BEPP, as gazetted in the Division of Revenue Act (DoRA), is a requirement to enable National Treasury to transfer very significant monetary allocations for numerous grants. These grants are the Urban Settlements Development Grant, the Integrated City Development Grant, the Human Settlements Development Grant, the Public Transport Infrastructure Grant, the Public Transport Operations Grant, the Integrated National Electrification Program, and the Neighbourhood Development Partnership Grant. Six of these are capital grants, while the Public Transport Operations Grant appears in the Operating Budget. These grants total approximately R3.6 billion and represent the bulk of the funding for eThekwini social programmes.

The primary purposes of the BEPP can be summarised as follows:

- Compliance with DoRA
- Link the municipal (and where relevant other government departments) budgets to the IDP and spatial plans
- Drive the strategy to spatially transform the built environment through selection and promotion of the right programmes and projects
- Drive the integrated planning and budgeting for key built environment functions in order to produce mixed use areas which better serve the needs of residents across the whole of eThekwini encompassing investment across the four Integration Zones
- Promote economic revitalisation to assist the country from moving into a recession
- Promote the viability of emerging public transport systems by crowding mixed-use, higher density investment into public transport station precincts and into the wider public transport corridors

This logic within the BEPP finds concurrence with the recent words of the honourable Minister of Human Settlements:

"We want to see clinics, schools and business centres and we will no longer build houses where people have to travel long distances to get to work and reach better services" (unveiling of Knysna mega human settlement project, February 2016)

The BEPP is updated annually, within a long term planning horizon to 2030, with intermediate milestones in 2020 and 2025.

### FOCUS ON BUILT ENVIRONMENT

As the name implies, the BEPP concentrates on the Built Environment, on its challenges, opportunities, and on the city's spatial responses.

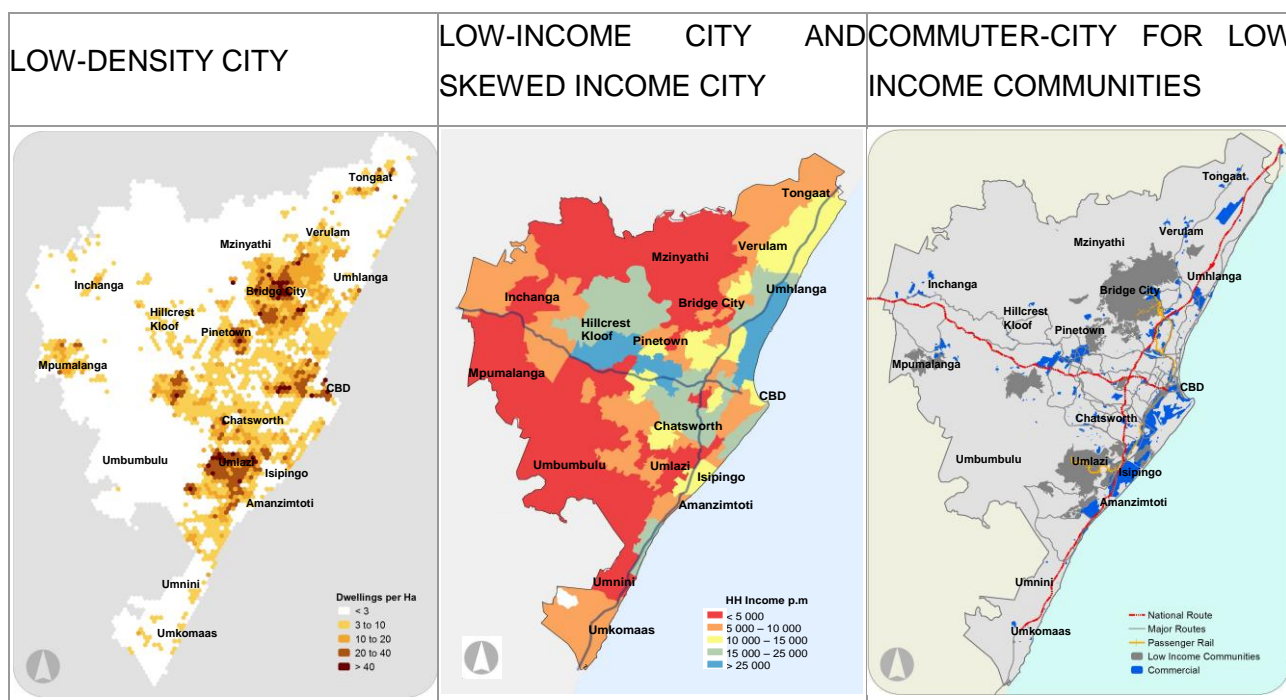
### KEY BUILT ENVIRONMENT OPPORTUNITIES AND CHALLENGES

EThekwini is a gateway city for trade and travel, and is very much part of a provincial, national, sub-continental and global economic network. Its place-specific competitive advantages are a very well-developed and maintained port & airport, world-class movement & communication systems, and a strong local economy with several mature economic sectors (freight, manufacturing, finance).

EThekwini's structure is not the result of planned growth or a vision of urban form, but of the extension of its boundaries over time to incorporate low-density urban settlements and adjoining farmlands, and the extreme







eThekwini is a low-income city. It has a high GINI Co-efficient of 0.63<sup>[3]</sup> (the same as the SA average), and the average per capita income is a little over R 4,000 p.m., lower than most of eThekwini's metro peers. Of the 3,871,409 population and 974,572 households<sup>[4]</sup>, almost a third live below the food poverty line.

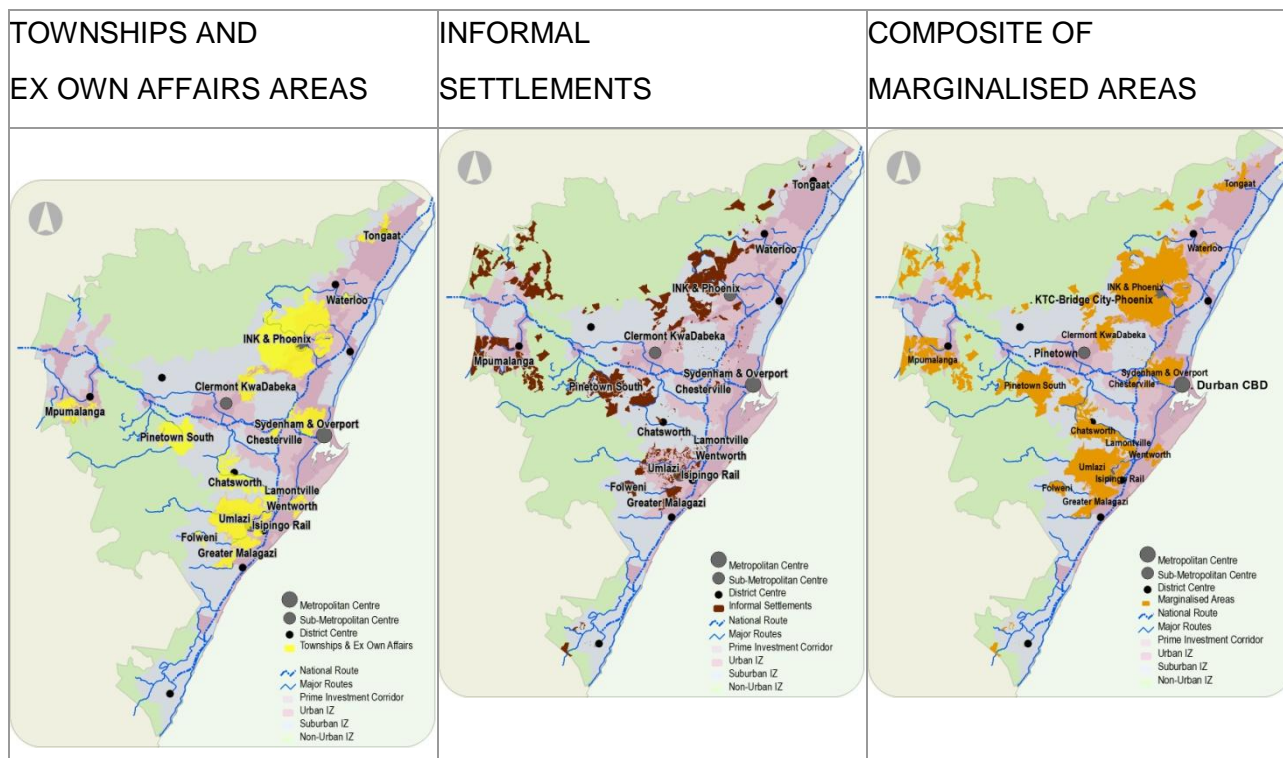
The spatial aspects of eThekwini as a low-income city are the marked spatial separation between income groups, and how they relate to economic uses, which traces back to race-based planning. Except for Umlazi and Clermont, low-income suburbs have been the furthest away from major employers, middle-income suburbs have been somewhat closer, and high-income suburbs have been closest to employment, except for Hillcrest Kloof. This pattern is starting to be mitigated by improved connectivity afforded by the new sub-metropolitan route MR 577 linking INK to Pinetown, and the upgrade of Inanda Road from INK to Hillcrest. The pattern of lowest income furthest away is also starting to be reversed in two locations, by Greater DTP and Greater Cornubia, which in time to come will offer significant employment opportunities close to INK, and by the Keystone development close to Mpumalanga. The establishment of major retail centres in Umlazi, Bridge City, and Mpumalanga go some way to improve trip efficiencies for consumption and to bring retail, finance, and service industries closer to low-income households. However, there is still a long way to go to creating a highly connected and better integrated city, and there will always be a degree of separation of higher-order economic uses from residential settlement.

### MARGINALISED AREAS

This year's BEPP identifies the spatial targets of Marginalised Areas, and prompts a refreshed and integrated corporate response. Marginalised areas that are the focus of grant allocations from the national Department of Human Settlement (DoHS) are constituted by townships and ex own-affairs areas plus informal settlements. These are seen spatially in the maps below.

3 Census 2011. Statistics SA. 2012

4 eThekwini Municipality 2011 Dwelling Count. Projected to 2014. EMA. Jan 2013.



### KEY BUILT ENVIRONMENT RESPONSES

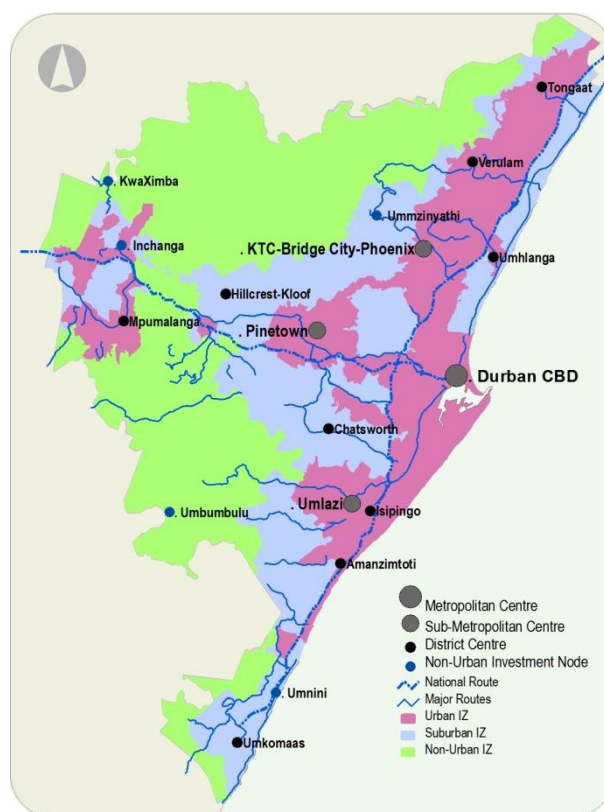
The BEPP's responses to the headline Opportunities for Transformation and to the deep Built Environment Challenges, including Marginalised Areas are:

- The articulation of three Integration Zones, to address the different dis-integration challenges across the whole municipal area
- The articulation of a Broad Development Strategy for each Integration Zone
- Metropolitan Connectivity through Phase 1 of the IRPTN, and through Primary Connectors
- Local Connectivity and Local Economic Development of Townships
- Development of the Urban Network
- Catalytic Projects: Economic Catalysts, Housing Catalysts, and Mixed Use Catalysts
- Incremental Services, and the Incremental Housing Program

### THREE INTEGRATION ZONES

The BEPP identifies three main zones, each one of which has particular integration challenges. For each zone there is also a broad development response that the city is following.

The BEPP deals with the Integration Zones (IZ's) from a comprehensive view of spatial targeting. Its spatial targeting departure point is that integration should not be limited to only selected spaces making up the core of the urban fabric, but that integration can and must occur within the whole city – within dense urban areas, suburbs and non-urban or rural areas. These have been mapped as three distinct Integration Zones as seen in the map to the right.



A key point of this BEPP is that each of the Integration Zones requires an appropriate integration intervention and investment program, and where an appropriate balance is struck between stimulating economic growth, meeting social pressures, and meeting constitutional and legal obligations.

### **URBAN IZ'S COMPOSITION, FEATURES, AND BROAD DEVELOPMENT STRATEGY**

The Urban IZ (shown in pink in the map above) is a two to four km wide belt structured around the metropolitan, provincial, and national movement system. It includes all of the significant urban centres, economic zones with high concentrations of infrastructure, jobs, and economic activities, and the adjoining residential areas.

In addition to existing high-intensity uses, The Urban IZ contains numerous opportunities for intense brownfields or greenfields urban development, including almost all of the Catalytic Projects. This IZ also contains 90% of jobs (i.e. almost all), and 48% of the residences (i.e. roughly half). This IZ occupies about a quarter of the municipal area.

The broad development strategy is to:

- Install core infrastructure and establish institutional arrangements and funding models to drive the City's own Catalytic Projects and to enable the Catalytic Projects led by others
- Commission the first phase of the IRPTN and improve regional routes
- Maximise residential densities, and promote higher levels of LED to support the new densities
- Fully upgrade informal settlements
- Maintain existing infrastructure and buildings
- Find opportunities to expand, intensify or redevelop properties for economic uses and high density residential.

### **SUBURBAN IZ'S COMPOSITION, FEATURES, AND BROAD DEVELOPMENT STRATEGY**

The Suburban IZ (shown in blue in the map above) is a one to two km wide low-density residential belt beyond the Urban Zone. It is home to 1.6 million people (about 43% of the population), on a third of the municipal extents. Commuting to work and higher order social facilities is the norm. There tends to be a reasonable level of local engineering services. This IZ comprises townships and informal settlements which came about through apartheid planning and which rely on public transport, and which tend to suffer from backlogs or inefficiencies in local social facilities. This IZ also comprises former Indian and white suburbs that rely on private transport.

The broad development strategy is to:

- Improve the connectivity of the suburbs to the Urban Zone.
- Improve the quality and effectiveness of existing social facilities and in some cases to build new ones.
- Promote higher densities through typologies that are appropriate for residential suburbs
- Promote LED.
- Quickly provide informal settlements with universal access to basic services alongside the slower public housing program.
- Maintain existing infrastructure and buildings.

### **NON-URBAN IZ'S COMPOSITION, FEATURES, AND BROAD DEVELOPMENT STRATEGY**

The Non-Urban Zone (shown in green in the map above) comprises low-density traditional areas, as well as densifying traditional areas, commercial farming and other open space and which in the past used to be isolated from the other parts of the city. Typically there are very basic services only, and poor or expensive connectivity to the city is a constant feature. The Non-Urban IZ supports traditional lifestyles, agriculture and nature conservation, and is home to 8% of the population (one in every twelve persons) 313 000 people in total, spread over 43% (or nearly half) of the municipal extents.

The broad development strategy is to:

- Improve local social facilities and access to basic households engineering services (water, electricity, sanitation) according to the applicable non-urban standards
- Provide higher order social facilities and economic opportunities in selected nodes



- Improve connectivity (roads and internet)
- Encourage sustainable livelihoods and access to agri-processing and distribution.

## PRIME INVESTMENT CORRIDOR

A narrower spatial target has been identified for strategic investment. This is referred to as the Prime Investment Corridor (PIC)- coloured in a dark maroon in the map to the right. It has not yet been fully discussed at a technical level or yet adopted politically and is therefore at a draft/concept stage.

The PIC is entirely within the Urban Integration Zone and so it shares all of the features and investment intentions of this zone. The difference is that the PIC aims at more intensive uses, and greater density of jobs, trips, residents, and investment than anywhere else.

The PIC includes:

- The South Durban Basin / Back of Port
- The Port, Durban CBD and Inner City Neighbourhoods
- The Pinetown CBD and MR577 linking it to INK
- Cornubia and Dube Trade Port
- The North-South Rail Corridor linking the CBD with INK and Umlazi
- The other corridors connecting these areas

The PIC also includes some standalone pockets that are connected to the PIC by limited access routes. The pockets include

- Mpumalanga, Cato Ridge, and Shongweni, all in the West
- Lovu in the South

The PIC includes already developed areas (termed brownfields areas) for maintenance, infill, intensification and redevelopment, as well as greenfields opportunities for intensive new investment.

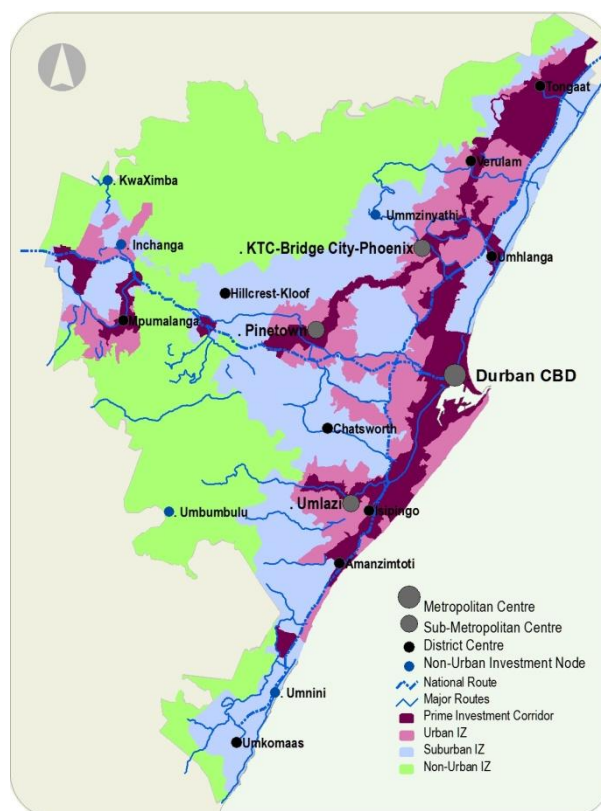
The spatial extents of the PIC are:

- Up to 400m either side of Major Movement Routes
- PIC expands to include all significant existing economic uses
- PIC includes an 800 m radius at rail stations
- PIC expands to include Informal Settlements
- PIC expands to include public open space

The PIC is 28,672 Ha in extent, approximately 12% of the metropolitan land area. If we can ensure that the PIC functions at its peak, it will have major social and especially economic benefits for the entire region and its residents. This area represents the heart of Durban's economy which is the largest employment generator in the Province.

## Metropolitan Connectivity

Most of employment opportunities are along the N2 and N3 including the CBD, Pinetown, the South Durban Basin, and the Northern Employment Cluster. There are 600,000 PT passengers in the peak. High levels of ridership are key to public transport viability. The highest residential settlement concentrations are INK, Phoenix, Umlazi and Chatsworth.





- The North-South Passenger rail Corridor is projected to carry about 40% of the city's commuters- see orange line on the map opposite.
- The road link between Kwamashu and Pinetown along the MR 577, which is projected to carry approximately 14% of the city commuters- see the red line on the map opposite

The rail link and train system is managed by Prasa, and the MR 577 bus system will be managed by EtheKweni.

## **RESPONSE TO MARGINALISED AREAS**

The municipality has several responses to Marginalised Areas. These include Connecting Townships, Incremental Services for Social Justice, Housing & Mixed Use Catalysts, the Incremental Housing Program, and the Social Facilities Nodes.

### **RESPONSE TO MARGINALISED AREAS – CONNECTING TOWNSHIPS**

The Municipality recognises Mpumalanga Town Centre, Umlazi V Node, and Bridge City as Primary Township Hubs, which will benefit from investments focused on connecting them more strongly to the CBD and Pinetown through road and rail improvements, and through improvements to public transport interchanges in the hubs. Via the Township Renewal Programme, investments have been made consistently over the past five to ten years into the Primary Township Hubs, in higher order social facilities, economic facilities, and urban realm improvements. These investments will continue. This will not only make these centres more appealing to residents but will be more attractive for private investment.

There are Secondary Township Hubs that are connected to the Primary Township Hubs. Here the strategy is to improve the road connections between the Primary and Secondary Hubs, and to make further investments into local economic, public transport, and social facilities.

### **RESPONSE TO MARGINALISED AREAS – INCREMENTAL SERVICES FOR SOCIAL JUSTICE, MIXED USE CATALYSTS, AND HOUSING CATALYSTS**

There are two programs which attempt to deal with Human Settlements issues at scale, namely the mega Human Settlements Program, and the Incremental Services Program (which is also known as the Interim Services Program). The Mega Projects tend to be either very well located, in the Prime Investment Corridor, or well located, in the Urban IZ. Mega-Projects will attract significant levels of public investment. The Incremental Services Program responds to informal settlements that are less well located, either in the Suburban or Non-Urban IZ's. The intention here is to ensure social justice by providing universal access to basic engineering services (ablution blocks, storm water and pedestrian access improvements, electricity connections to dwellings, access for fire response and solid waste vehicles etc), basic social amenities, and secure tenure (in the form of freedom from eviction). Informal settlements have in many instances existed for decades without basic infrastructure and it is important from a humanitarian perspective that these services are provided to afford a basic level of human dignity.

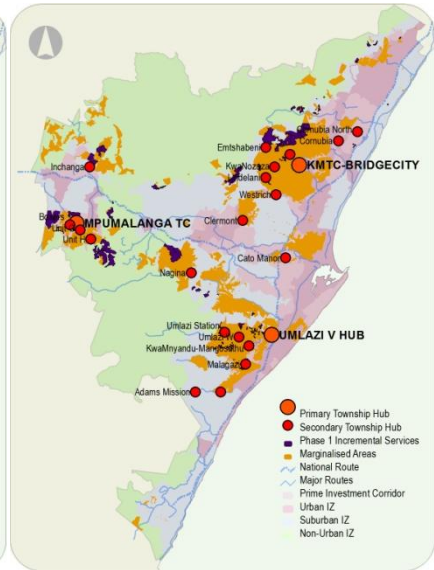
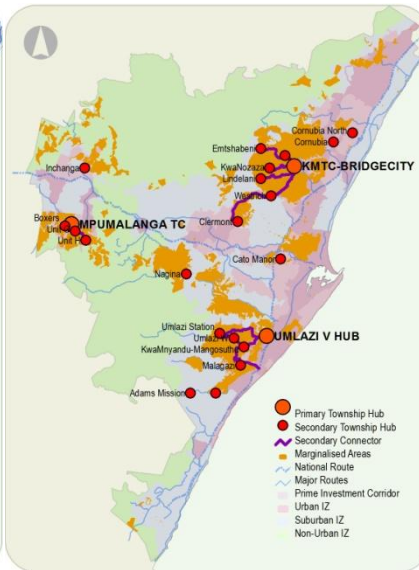
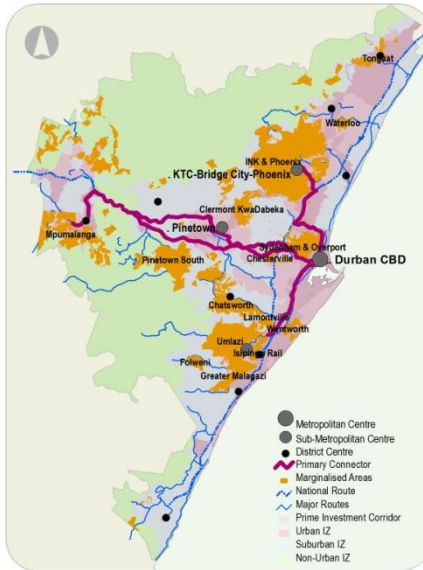
### **RESPONSE TO MARGINALISED AREAS – INCREMENTAL HOUSING PROGRAM**

The city has two significant Incremental HS Programs, In Situ Upgrades, and Greenfields HS Projects. The spatial targets for each of the Incremental HS programs have been derived from the Housing Spatial Prioritisation Model (HSPM). The long-term aim is to upgrade all of the Informal Settlements that are technically viable for upgrade, and that aren't earmarked for Relocation.

CONNECTING TOWNSHIPS  
TO CBD'S

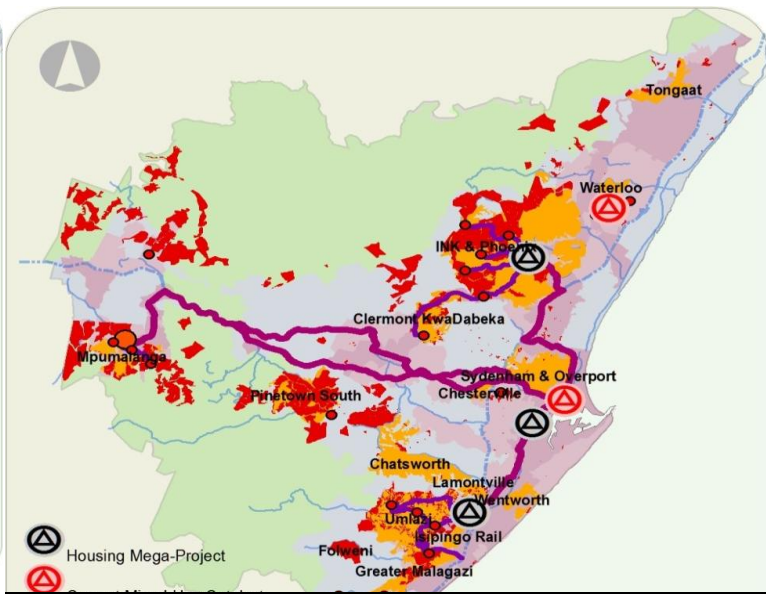
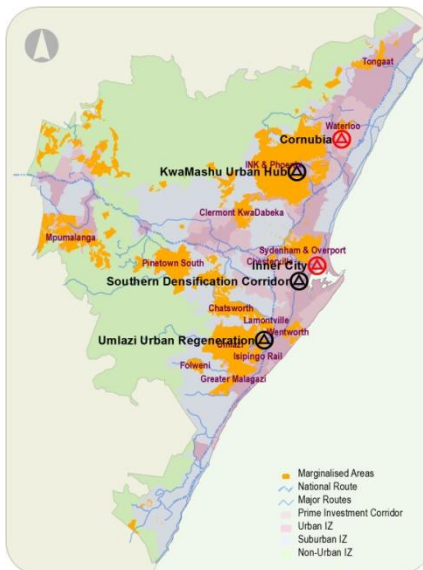
HUBS AND SECONDARY  
CONNECTORS

INCREMENTAL  
SERVICES  
FOR SOCIAL JUSTICE



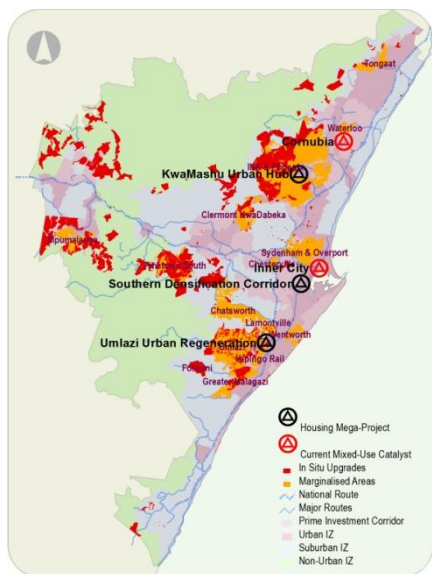
HOUSING & MIXED USE  
CATALYSTS

COMPOSITE RESPONSE TO MARGINALISED AREAS



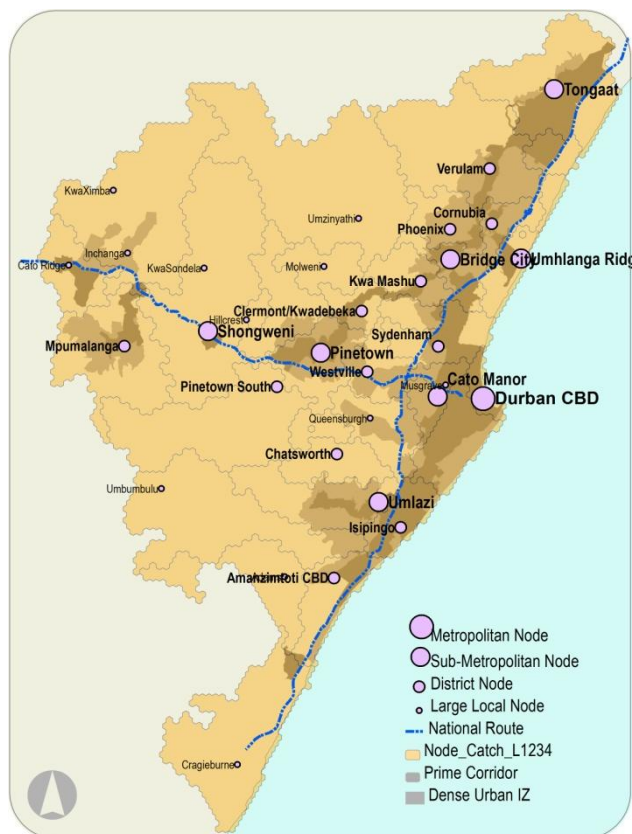


# INCREMENTAL HOUSING PROGRAM

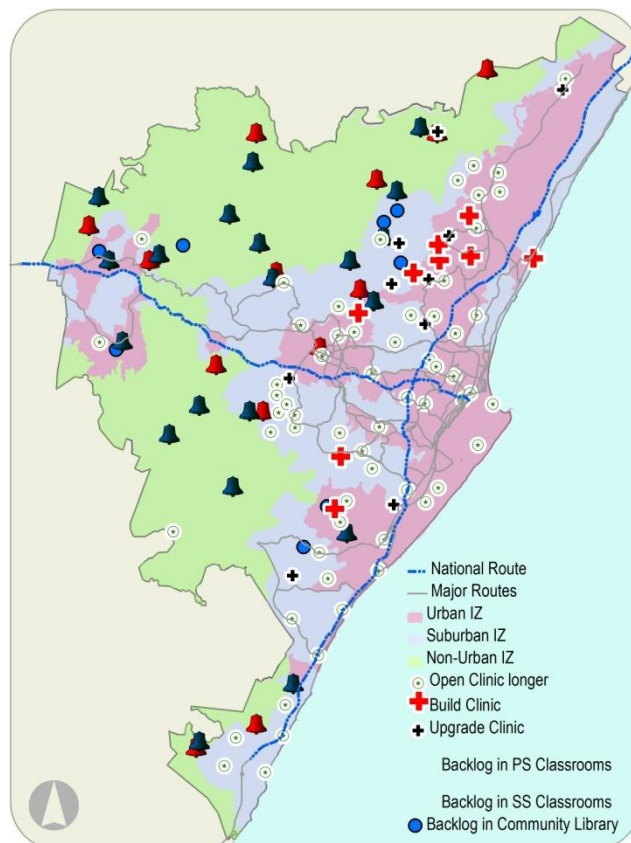


RESPONSE TO MARGINALISED AREAS – SOCIAL FACILITIES NODES AND LOCAL SOCIAL FACILITIES

HIGHER ORDER SOCIAL NODES



PROPOSALS FOR ESSENTIAL LOCAL SOCIAL FACILITIES



A hierarchy of social facility nodes have been identified based on the size of the catchment population which each node serves. The higher the population in the catchment, the higher the node is in the hierarchy. Higher order nodes must attract the facilities with high thresholds i.e facilities which require very high numbers of people to make them viable such as regional libraries, magistrate's courts, home affairs, sports stadiums etc.

The clustering of local, but especially higher order facilities in accessible development nodes will be promoted to allow for shared services, such as parking and security, and to benefit residents who

An analysis has been completed of where backlogs in local social facility provision exist. The distribution of proposed additional capacity of essential local facilities tends to follow the pattern of the Integration Zones.

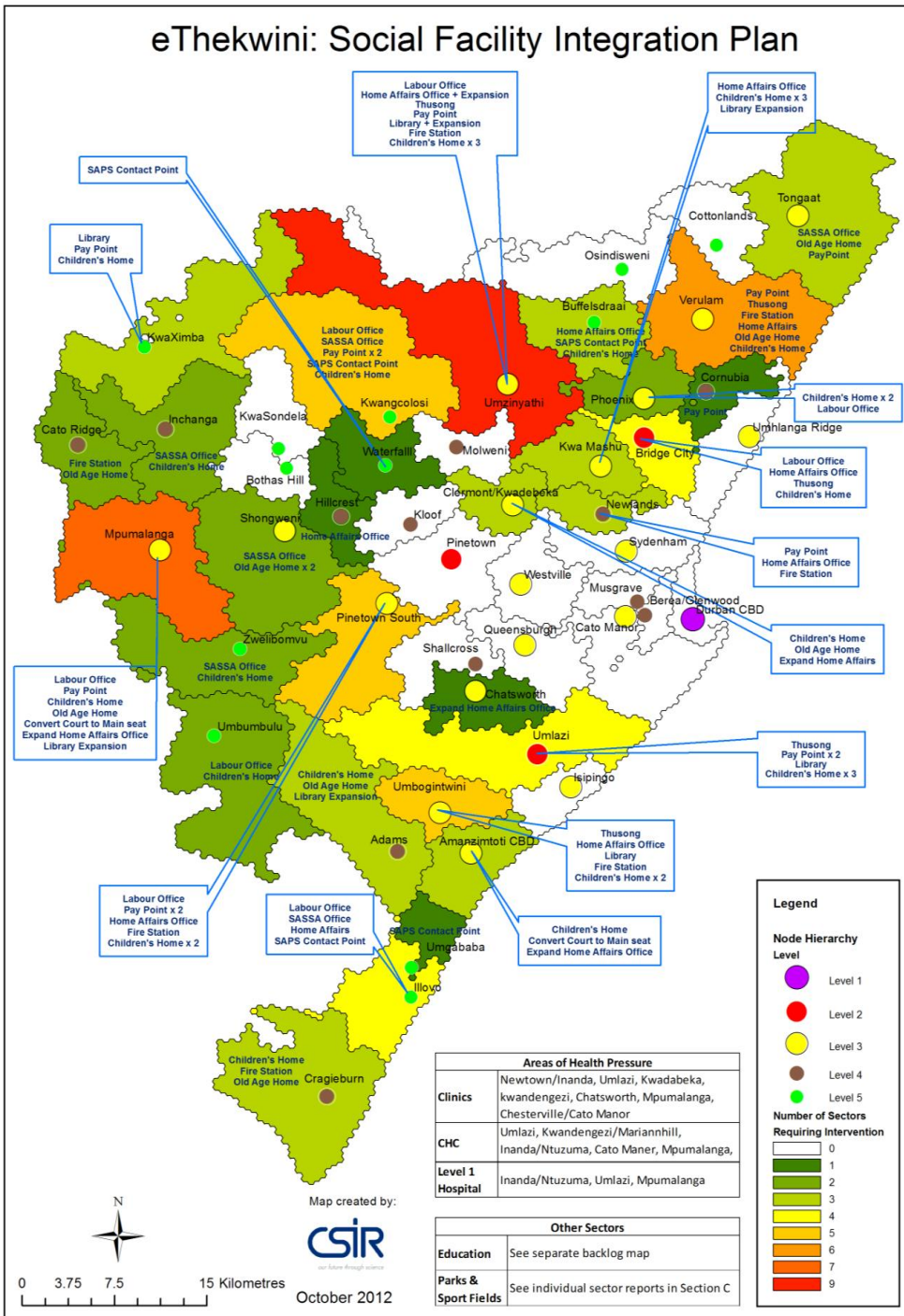
In the Non-Urban IZ, primary and secondary education and community library backlogs are highly prevalent. In the Suburban IZ and in the townships within the Urban Integration Zones the need is primarily for Primary Health Care services.

The provincial and national social facility departments have also been involved in the

can make a single trip to access a range of services. Clustering a range of facilities will mean that more people will visit the social service node which in turn can promote small business opportunities. A policy on the multi-use of facilities has been drafted. This means that facilities will be designed to have multiple uses in order to improve levels of usage throughout the day. <sup>[6]</sup>

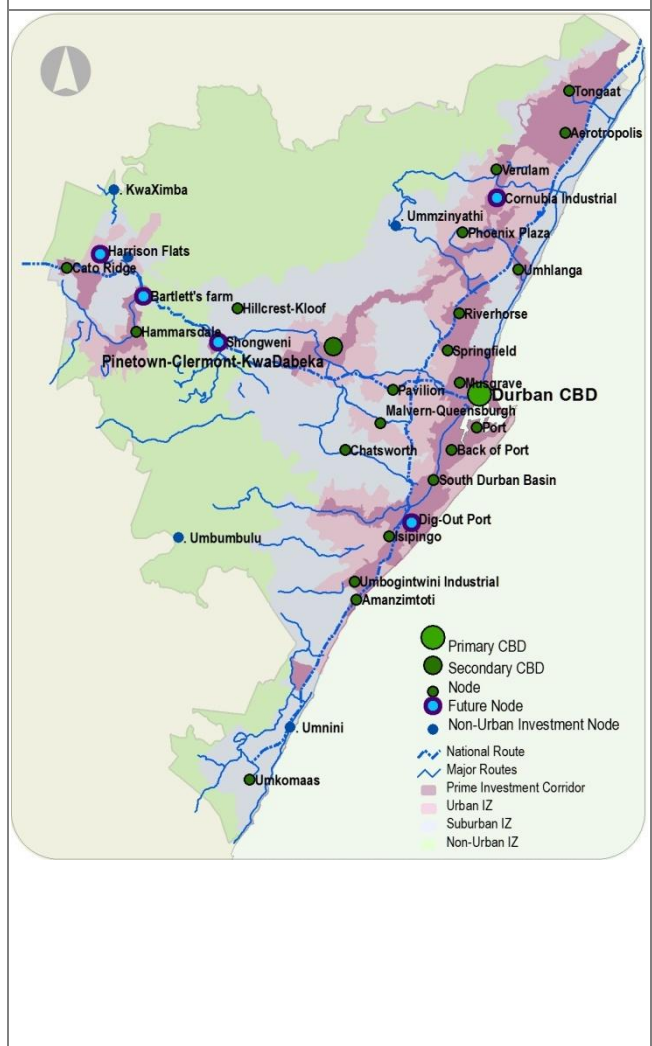
identification of the backlogs within eThekwini and this can be seen in the map below which shows which facilities are required in which nodes in the social facility hierarchy.

# eThekweni: Social Facility Integration Plan



STIMULATING THE ECONOMY SPATIALLY - URBAN NETWORK NODES AND STRATEGY

DEVELOPMENT OF THE URBAN NETWORK'S  
NODES



The Municipality recognises Mpumalanga Town Centre, Umlazi V Node, and Bridge City as Primary Township Hubs, which will benefit from investments focused on connecting them more strongly to the CBD and Pinetown through road and rail improvements, and through improvements to public transport interchanges in the hubs. Via the Township Renewal Programme, investments have been made consistently over the past five to ten years into the Primary Township Hubs, in higher order social facilities, economic facilities, and urban realm improvements. These investments will continue. This will not only make these centres more appealing to residents but will be more attractive for private investment thereby stimulating the economy.

There are Secondary Township Hubs that are connected to the Primary Township Hubs. Here the strategy is to improve the road connections between the Primary and Secondary Hubs, and to make further investments into local economic, public transport, and social facilities.



## STIMULATING THE ECONOMY SPATIALLY- ECONOMIC & MIXED USE CATALYSTS



### Catalytic Projects:

- Are strategically located within integration zones in cities and are game changers in that the nature and scope of the projects are likely to have significant impact on spatial form.
- Require major infrastructure investment;
- Require a blend of finance where a mix of public funds is able to leverage private sector investment as well as unlock household investment;
- Require specific skills across a number of professions and have multiple stakeholders.”

The Economic and Mixed-Use Catalysts which are in Implementation, or are intended to move into Implementation soon can be seen on the map to the left.

The Inner City Catalyst comprises several sub-Projects, each of which is significant in its own right. They are the Point Waterfront, Warwick, Southern Densification Corridor (of which the King Edward Node is a Pilot), and the Centrum Site.

The success of these projects is a crucial aspect to the turn-around in the current economically depressed environment. The Economic and the Mixed Use Catalysts are intended to make

significant contributions to City-building, in statistically measurable aspects such as residential units, jobs, rates income, and other numeric indicators, as well as in intangible benefits such as reversal of urban decay, stimulation of investor interest, improvement of the city's profile etc.

Some of statistical indicators are as follows:

Project	Lettable FAR	Res Units	Proj Val	Private As %	Public Shortfall	Rates P.A.	Permanent Jobs
Greater Cornubia	1,626,429	40,000	37.63	62%	8.92	0.73	48,389
DTP	3,715,714	0	31.82	93%	2.10	1.29	120,980
Centrum	750,000	6,000	19.80	67%	1.50	0.29	14,286
Point Waterfront	750,000	2,000	15.50	97%	0.50	0.61	7,500
Warwick Redevelopment	TBD	TBD	0.50	TBD	0.25	TBD	TBD

Keystone Commercial	504,529	0	4.39	92%	0.35	0.10	14,415
King Edward Node	0.00	652	0.49	50%	0.24	TBD	TBD
Bridge City KTC KMA	600000.00	5,000	1.80	50%	0.90	TBD	TBD
<b>Subtotal</b>	<b>7,946,671</b>	<b>53,652</b>	<b>74.30</b>	<b>71%</b>	<b>21.76</b>	<b>3.02</b>	<b>205,570</b>

SQM                      No.      R Bn    %            R Bn    R Bn    No

### THE BUDGET ALLOCATIONS PER INTEGRATION ZONE FOR THE 2016/17-18/19 MTEF

An important aspect of the BEPP is guiding the budget to achieve the selected developmental outcomes. an analysis reflected in the table below shows how the MTEF is allocated to the different IZ's. the table below shows the budgeted amount per theme in each of the IZs.

Integration Zone	Budgeted Amount per Theme (Rm from 2016/17 to 2018/19)							
	Transport	Housing	Economic	Roads	Water	Sanitation	Electricity	Social
Prime Corridor	361	258	799	20	1 081	1 651	674	1 774
Dense Urban	580	1 335	69	25	702	87	269	111
Medium & Low-Density Suburban	2 396	1 321	124	253	551	281	161	183
Non-Urban	0	681	42	117	94	18	0	41
Spatially Unassigned	3	39	9	103	0	4	64	10
Total	3 340	3 634	1 043	518	2 429	2 042	1 168	2 119

The table that follows shows the number of projects, the rand value and the percentage that this rand value represents of the annual budget.

Integration Zone	Projects		Revised 2016/17		Approved 2017/18		Proposed 2018/19	
	No.	% of Total	Rm	% of Total	Rm	% of Total	Rm	% of Total
Prime Corridor	500	32	2 220	35	2 473	36	2 502	34
Dense Urban	370	24	1 007	16	1 096	16	1 181	16
Medium & Low-Density Suburban	519	33	1 694	27	1 801	26	1 864	25
Non-Urban	96	6	363	6	317	5	429	6
Spatially Unassigned	66	4	1 084	17	1 183	17	1 481	20
Total	1 551	100	6 366	100	6 870	100	7 458	100

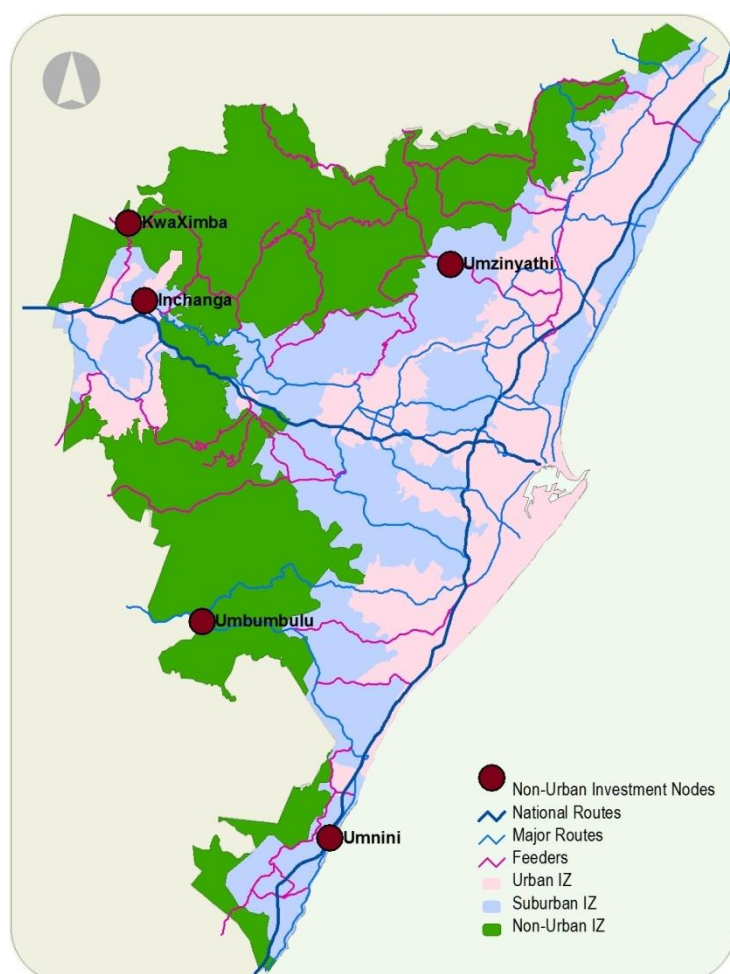
## Response to Non-Urban Areas

Five Non-Urban Investment Nodes have been identified, namely Inchanga, KwaXimba, Umzinyathi, Umbumbulu and Umnini. These can be seen on the map below. The Municipality's Integrated Investment Intentions are to:

- Cluster higher order Social and Economic facilities in the Nodes, including Sizakala Centres, Libraries, Clinics, Police, etc.
- Locate higher order public transport facilities in the Nodes
- Connect the Nodes more strongly to the city's major routes
- Locate Rental Housing for Key Social Sector State Employees (teachers, medical staff, and police)
- Locate Community Gardens and Agri-Hubs in or near the Nodes
- Locate Tourism Nodes in the Investment Nodes, and-or with a clear connection between the Tourism Nodes and Investment Nodes.

There is good potential for upscaling the social facility provision at these nodes working in conjunction with national and provincial departments to align physical planning and budgeting for existing and new facilities.

For the improved connections of the Nodes to the city, work still needs to be done into identifying the road and stormwater programmes to ensure that the routes fulfil their purpose of linking people to social facilities, public transport, and economic activities.



**NON-URBAN INVESTMENT NODES**



## URBAN MANAGEMENT – 3 SEGMENT SPATIAL STRATEGY

To ensure that the municipality continues to make significant impacts in the urban environment, there is a need to consider a specialized management strategy that would target the urban areas. The city proposes a 3 segment strategy:

Top Segment (Freeways, major arterials, primary and secondary CBD's – 500km)

Defined as 20% of the Urban Network that 80% of the People Use, which includes the priority areas of the city including the Urban Improvement Precincts, Urban Management Areas as well as areas that have additional top up areas. Proposed management of these Priority Routes would be implemented through all inclusive outcome based integrated contracts

Middle Segment – Developed Suburban Areas – 4000km

Management of these contracts would be implemented through the municipality's internal work teams. These teams would be a collaborative team that would have specified performance management and service delivery accountability models.

Bottom Segments (Rural and Developing Suburbia - 2600km)

Implementation of these contracts would be via community based contracts and co-operatives. This program would address the municipality's object of radical economic transformation with targeted procurement. There would be rationalised oversight and performance standards.

The Urban Management Zone approach provides the municipality with options to increase land values through enhanced service delivery within the identified zones whilst also addressing the need for economic upliftment of the citizens. It is important to note that the Urban Management Approach is an implementation strategy for the municipality it is intrinsically linked to the spatial transformation strategy of the BEPP, Urban Network and Spatial transformation Strategy of the municipality.

## THE MUNICIPAL INFRASTRUCTURE INVESTMENT FRAMEWORK

The Municipality has embarked on a Municipal Infrastructure Investment Framework for the municipality. The Municipality is committed to ensuring that all backlogs in the provision of infrastructure are removed. However, this must be done in such a way so as to ensure that the Municipality, which is at the forefront of infrastructure delivery, remains financially viable and has the capacity to operate and maintain this infrastructure.

The Municipal Infrastructure Investment Framework (MIIF) thus aims to establish:

- The extent of infrastructure to be provided;
- The capital expenditure required to provide this infrastructure;
- The extent to which financing is available for this capital expenditure;
- The operating expenditure required to ensure that the infrastructure provided is properly operated and maintained;
- The extent to which revenue can be raised to cover this operating expenditure, within the provisions of the Municipal Fiscal Framework.
- The extent to limit the misuse of the available finance through monitoring and management systems.

The framework also considers the monitoring systems required to assess progress with respect to infrastructure delivery as well as processes to ensure that systems and management capacity are in place in municipalities to manage the infrastructure, with the emphasis on a municipal infrastructure asset management strategy.

## SOCIAL FACILITIES ACCESSIBILITY MODEL

The adequate provision of social services is an important aspect in building quality living environments. It is essential that the municipality has a good grasp of current social service provision, that it understands where backlogs and areas of over-supply exist in order to formulate a plan for say the next 5-10 years during which time all residents will have adequate access to the full range of social facilities.

The Engineering Unit and all municipal social service departments have recently completed a municipal-wide assessment of social facilities. Facilities analysed include primary health care, fire stations, community halls, libraries, sports fields, indoor sports halls and stadia, swimming pools, parks, sizakhala centres and primary and secondary schools.

A model has been developed that matches the demand for facilities based on population density and distribution, with the supply of social services based on spatial location, capacity of service and the levels of accessibility based on public transport travel time.

Taking primary health care as an example:

**Facilities analysed:** Community health centres, clinics, mobile clinics, health posts, hospital offering primary health care

**Demand for the service:** This is based on the assumption of 8 visits per person per year for all persons in households earning less than R38000 pa, and 50% of persons in households earning between R38 000 and R76 000.

**Supply of the service:** This shows how many patients can be served at any specific health facility in a calendar year. It is based on the number of nurses at the facility, the number of patients that can be attended to in 1 hour, the hours of operation of the facility and the number of days per annum that the facility is operational. This provides the capacity of each facility.

**Access time:** 15 minutes on public transport.

## OPERATION SUKUMA SAKHE

In essence Operation Sukuma Sakhe (OSS) is a call for the people of KwaZulu-Natal to overcome the issues that have destroyed communities such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB. It was a call by the Premier of KwaZulu-Natal to ensure that all government departments, communities and stakeholders integrate their services and effort to ensure that the lives of the citizens are changed for the better. It is a continuous interaction between government and communities in an effort to achieve the 12 National Outcomes, to meet the 12 challenges as identified by the National Development Plan, to respond to the 7 Strategic goals as outlined by the Provincial Growth and Development Strategy as well as to respond to the Millennium Development Goals. This will be done on a ward level, so as to ensure that government interventions respond to the targeted audience instead of coming up with a one-size-fits all approach. It focuses on creating healthy and sustainable communities and providing an integrated program addressing empowerment of women, children and the vulnerable groups. Ignoring this will continue to pose a serious threat to the future of the citizens of KwaZulu-Natal. The target audience identified by this programme consists of youth groups, women's groups, religious and church leaders, chaplains, traditional structures (amakhosi, izinduna and amagoso), sports bodies, business chambers, senior citizens' clubs, luncheon clubs and cultural bodies.

Our 8 point IDP plan tackles most of the issues that are addressed through Operation Sukuma Sakhe. Through the IDP process eThekweni has been able to address 6 Provincial KPAs and 5 National KPAs, which form the crux of OSS. Plan 2 addresses the principle of creating decent work and economic growth as highlighted by the operation. A principle of fighting crime is addressed under plan 4 of our IDP. The third principle which is education is, although an unfunded mandate addressed under plan 5, and health under plan 4 respectively. Food security is taken care of by plan 2 and 3 respectively.

Discussions and impacts of the programme will take place at ward level in the different structures such as the War Rooms and forums in the community. Using platforms such as the Mayoral forums, ward forums and Masakhane programmes, Operation Sukuma Sakhe will be able to be rolled out at ward levels, and the targeted drivers at a ward level is the Community Participation Action Support Unit, which, through various platforms such as Mayoral blitz and Ministerial launches, has played a critical role with regard to out-reach programmes.

Eighty (80) War Rooms have been established and launched and the intention is to increase them to one hundred and ten (110) i.e. one war room per ward. Also eight hundred (800) cadres were trained by the eThekwini municipality on Operation Sukuma Sakhe Methodology house hold profiling and issue tracking.

## CATALYTIC PROJECTS

The Municipality has identified strategic capital projects that would have the potential to deliver on the on the strategic objectives of the municipality. These projects also feature as the catalytic projects in the Built Environment Performance Plan (BEPP). The table provides a summary of the project budgets and potential employment opportunities for projects that are in or near implementation.

Project	Lettable Floor Space	Res Units	Proj Val (Rbn)	Private as %
Dube Trade Port	3.715.714	0	31.82	93%
Point Infill, Waterfront & Cruise Terminal	750.000	0	15.50	97%
Greater Cornubia	1.626.429	40,000	37.63	62%
Keystone Park	504.529	0	4.39	92%
Centrum site & Municipal Complex	750.000	6.000	19.80	67%
IRPTN				
C3	TBD	TBD	7.00	TBD
C2	TBD	TBD	2.00	TBD
Warwick Redevelopment	TBD	TBD	0.50	TBD
Back of Port	TBD	TBD	6.94	TBD
King Edward Node	0.00	652.00	0.49	50%
<b>Subtotal</b>	<b>7.346.671</b>	<b>46.652</b>	<b>126.07</b>	<b>78%</b>

Project	Proj Val	Public Fund Shortfall	Rates (Rbn)	Perma Jobs
DTP	31.82	2.10	1.29	120.980
Point Infill, Waterfront & Cruise Terminal	15.50	0.50	0.61	7.500
Greater Cornubia	37.63	8.92	0.73	48.389
Keystone Commercial	4.39	0.35	0.10	14.415
Centrum Site & Municipal Complex	19.80	1.50	0.29	14.286
IRPTN				
C3	7.000	7.000	TBD	TBD

C2	2.000	2.000	TBD	TBD
Warwick Redevelopment	0.50	0.25	TBD	TBD
Back of Port	6.94	TBD	TBD	TBD
King Edward Node	0.49	0.24	TBD	TBD
<b>Subtotal</b>	<b>126.07</b>	<b>22.86</b>	<b>3.02</b>	<b>205.570</b>

<b>Details</b>	<b>Prop Budget 2016 / 2017 Rm</b>	<b>Prop Budget 2017 / 2018 Rm</b>	<b>Prop Budget 2018 / 2019 Rm</b>
Housing	55.100	45.000	270.000
Electricity	91.500	120.000	60.600
Economic Development	43.000	75.000	155.000
Water	366.639	340.733	333.058
Sanitation	168.156	169.994	248.965
<b>Totals</b>	<b>724.395</b>	<b>750.727</b>	<b>1.067.623</b>

<b>New Investments</b>	<b>Progress to date</b>
Beverly Hills Hotel Extension	EIA has closed and facilitation of traffic assessment is complete
Tsogo Sun (R3 billion)	Initial facilitation led to increase development footprint
Oceans Umhlanga	The statutory applications has been adopted by council. No appeals lodged. Facilitating building plan approval
Pavilion Investment	TIA methodology under consideration for Phase 5.
Westwood Mall Extension	ERF 904 to councilfor approval in Feb 2016. All remaining rezonings to council in March 2016. Facilitating relocation of informal settlement.

## CITY PLANNING COMMISSION

The eThekweni Municipality recently established a City Planning Commission, the first in the country, which is an advisory body appointed by Council to propel the Municipality's long term vision and strategic plan. The formation of the Commission is also part of the City's institutional transformation, in an endeavour to strengthen and build an efficient administration. The main objective of the Commission is to guide the Municipality on a range of issues pertaining to the development of its long term growth and development strategy. This strategy is aligned to the strategic objectives and targets of the National Development Plan and the KZN Provincial Growth and Development Strategy. The City Planning Commission currently comprises of 14 part-time external commissioners, including a chairperson and deputy chairperson, who were all selected on the basis of their experience and expertise. The Commissioners are individuals who are committed to contribute towards ensuring that Durban becomes "Africa's Most Caring and Liveable City" as well as fundamentally change the

development profile of its people and consequently shed all vestiges of apartheid and colonialism, especially from a spatial planning perspective.

The City Planning Commission is responsible for 3 deliverables, namely

- A City Diagnostic
- A Long term City Development Plan
- An Implementation Strategy that would influence the development of the City's IDP

The approaches that the commission will be using to realize the 3 deliverables listed above are:

- Identify and recommend a methodology for the City Development Plan
- Identify and recommend an enduring vision, identity & outcomes for a City Development Plan
- Identify a set of Corporate scenarios that require response across the Municipality and the City
- Identify knowledge gaps & commission research including international best practice
- Craft a stakeholder engagement strategy relating to the deliverables to ground truth and galvanise support around a consensus plan
- Internalise and identify the role of the City in responding to the NDP, PGDS and other national and provincial priorities
- Identify key issues facing the municipality now and into the future and make recommendations relating to these.
- Review and make recommendations relating to appropriate institutional structures to underpin the implementation strategy.

The City Planning Commission are currently working with the municipal line departments to further develop 3 work streams which would ultimately feed into the implementation strategy for the city and influence the municipalities IDP. The 3 work streams and focus areas for the respective themes are as follows

<b>Planning Commission Thematic Area</b>	<b>Focal Areas</b>
Quality Spaces and Spatial Integration	Strengthen existing economic nodes
	Strengthen future economic investment areas
	Densification of well-located areas
	Reinforcing well located informal settlements
	Careful sequencing & management of development elsewhere
Good Governance	Engagement and Contract With Citizens
	Partnerships with Business, Civil Society and other parts of Government
	Bold & Visionary and ethical Leadership
	Competence, Capacity and Decision Making
	Transparent, engaged and cared for staff (increase staff morale)

Planning Commission Thematic Area	Focal Areas
	Effective Institutional Arrangements
Economic Development	Enabling business environment
	Building (/strengthening) on Key Assets
	Strengthening Specializations
	Bolstering Skills

As indicated above once the Implementation Plan has been developed by the City Planning Commission the programs and projects identified in the IDP would be amended.

## ROCKEFELLER FOUNDATION'S 100 RESILIENT CITIES CENTENNIAL CHALLENGE

More than a decade into the 21st century, it is clear that the world is facing unprecedented change to systems and ways of life and that these are growing in frequency, impact and scale. These changes range from environmental (for example, climate change) to social and economic (for example, local and global economic meltdowns). To enable cities to better address the major challenges of the 21st century, the Rockefeller Foundation launched the 100 Resilient Cities Centennial Challenge (100RCCC) to assist cities around the world to build urban resilience. The Rockefeller Foundation has defined resilience as the ability to withstand chronic stress and acute shocks while still maintaining essential functions and recovering quickly and effectively to a state better prepared to cope with future changes. Resilience is also about planning in new and innovative ways.

Durban selected as a pioneer for the 100 Resilient Cities Centennial Challenge Durban was one of 372 cities from across the world to apply for the 100 Resilient Cities Centennial Challenge and in December 2013 was announced as one of the first cohort of 33 successful cities to be inaugurated into the 100 Resilient Cities (100RC) Programme. As one of the first cities to be selected for the 100RC Programme, Durban has been given the opportunity and responsibility to work in a new and emerging field. The programme provides a significant global platform to share local innovation and thinking and to learn from others, something that is becoming increasingly important as the world moves into an uncertain and unpredictable future. Participation in the 100 RC Programme also provides a significant opportunity for eThekwini Municipality to bring together a range of initiatives currently underway within the municipal area and to work with a range of stakeholders to develop new initiatives that can be incorporated into a resilience strategy for Durban.

### Durban and Resilience

Part of the challenge for Durban is translating global ideas around resilience into our local context. Durban is particularly susceptible to changes to social, environmental and economic systems, with many communities already vulnerable to pressures such as limited, or lack of, access to sanitation and waste removal, adequate housing, safe drinking water, a healthy natural environment and adequate health care facilities. How the Municipality plans and prepares for these challenges is critical in order to avoid exacerbating an already fragile situation and to ensure that Durban is able to respond effectively to current and future change. For these reasons, Durban's participation in the 100RC Programme presents a unique opportunity for the Municipality to

begin to think and plan in a more innovative and coordinated way around issues of resilience, and to generate the support needed to implement action around key resilience priorities for the city.

### Coordination of the 100 Resilient Cities Programme in Durban

The 100 Resilient Cities (100RC) Programme in Durban is being coordinated by the Sustainable and Resilient City Initiatives in eThekwini Municipality, under the leadership of Dr Debra Roberts as ‘Chief Resilience Officer’. The 100RC Programme in Durban involves engaging with a cross-sectoral municipal technical team, a group of ‘critical thinkers’ from within and outside the municipality as well as a range of stakeholders such as tertiary institutions, NGOs, business and members of the public to ensure that the resilience strategy is representative of the challenges facing Durban.

### Emerging resilience priorities for Durban

The Resilience Focus Areas for Durban were identified through an 18-month process that involved stakeholder engagement, risk assessment and research. These focus areas are: Bold and Participatory Governance; Knowledge-centred City; Catalytic and Transformative Economy; Innovative Place-making; Sustainable and Ecological City; and Equitable and Inclusive Society. These focus areas were taken into Phase 2 of 100RC during 2016 in order to understand where the systemic and strategic points for intervention might lie across these focus areas, and to explore what actions might be required to catalyse the changes that are needed to build a resilient Durban. The Process yielded 2 Resilience Building Options as listed below:

Resilience Building Options (RBO's)	Informal Settlement Planning	Integrated Planning at the interface between Municipal and Traditional Governance Systems
Risk	Vulnerable to flooding, mud slides, heat stress and increased incidence of diseases; economic shifts (e.g. towards a knowledge economy) will require different skill sets –how do people acquire these?	Inappropriate development could compromise key catchments and water sources; vulnerability of communities due to inadequate service provision.
Possible Adaptation Responses	Consider <b>location, materials, design and service provision</b> to reduce vulnerability to floods, heat, disease, etc; appropriate management of environmental resources (like rivers) to reduce risk and secure service provision (e.g. water); WIFI access for skills/job access	Innovative mechanisms to <b>secure key catchment areas at the same time as providing livelihoods</b> (e.g. exploring new financial flows to secure natural assets); improving integrated governance for planning and service provision.
Possible Adaptation Responses	Alternative energy options for power and heating, to reduce emissions.	Explore carbon sequestration opportunities associated with ecological restoration in rural areas; explore potential for

		renewable energy production in rural areas
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Through a consultative stakeholder engagement process, a series of high level outcomes and practical interventions have been identified for each of the Resilience Buildings Options. These options form part of the foundational elements for Durban’s Resilience Strategy and will these provide the starting point for the implementation for Durban’s Resilient Strategy. A critical part of the work is to ensure that the outcomes align with or inform other strategic planning processes in the city such as the Integrated Development Plan and the work of the City Planning Commission.

## INNER CITY RE-DEVELOPMENT

The Inner City of Durban is a diverse and complex part of the city, rich in culture and opportunities. It is characterised by its strategic location both as a major CBD and its Port linkage, significant transportation exchange and networks, accessible metropolitan and local facilities, key sporting and recreation facilities, concentrated and diverse population and activities, as well as complex formal and informal networks and exchanges. The area fulfils a wide range of roles and functions including:

- The economic hub of the metropolitan area - commerce, port and industry, informal sector
- Tourism
- Sporting and Cultural facilities
- Transport hub, including the Integrated Rapid Public Transport Network
- Range of Housing
- Social Facilities
- Education
- Courts and legal cluster
- Municipal and Government Office and Facilities

The Inner City is identified as the urban core and the gateway to the greater city of Durban. This core has experienced a significant negative cycle of business flight, disinvestment in privately and publically held residential and commercial built form and well intentioned, but poorly coordinated public interventions which have in turn resulted in an underperforming Inner City economy and an area in decline. The need to revitalise the value of the Inner City, realising the true value of the existing assets and in turn creating the opportunity for new investment has been identified as a key requirement of the underway LAP and Regeneration Plan. The LAP and Regeneration Strategy are not occurring in void; improvements in operational coordination, integrated infrastructure planning and coordinated socio-economic driven responses to the changing needs of the City are being recorded into this strategic planning tool and incorporated into how regeneration can be best achieved in the Inner City. Based on the understanding of the past and present functioning of the Inner City as well as the policy context for future development the vision for the Inner City of eThekwini has been agreed as follows: Durban is Africa’s leading, most vibrant, liveable, walkable City Centre and provides environment for economic, residential, sporting and leisure opportunities for all. To achieve this vision the following spatial rational is being implemented





**The revitalization of the Inner City is a strategic development project for the city and the benefits of the revitalization would have a positive, social, economic, spatial and environmental impact on the city.**

## COMMUNITY BASED PLANNING

The municipality's role is to ensure that all citizens have access to basic services, to promote democracy and human rights, economic and sectoral development. Municipalities are urged to:

- To establish a culture of municipal governance that complements formal representative participatory government.
- To encourage and create condition for the community to participate in the affairs of the municipality
- To build the capacity of the community, especially women and other disadvantaged groups, to enable them to participate in the affairs of the municipality and to encourage community participation.

One of the key elements in Community Based Planning (CBP) is ensuring that “people are active and involved in managing their development, in claiming their rights and in exercising their responsibilities.” CBP linked to the existing local government systems provides an opportunity to make this a reality. Key principles in Community Based Planning:

- We need to ensure that poor people are included in planning
- Systems need to be realistic and practical, the planning process must be implementable using available resources within the district / local government.
- Planning must be linked to a legitimate structure.
- Planning should not be a once off exercise, but should be part of an ongoing process, with planning, implementation, monitoring and evaluation, and annual reviews.
- The plan must be people – focused and empowering.

- We must build on strengths and opportunities not problems
- Plans must be holistic and cover all sectors.
- Planning should promote mutual accountability between community and officials
- There must be commitment by councilors and officials to both plan and implement, and there must be someone responsible to ensure it gets done.

CBP supports the participatory objectives of the IDP by supporting local governance through effective linkages with communities. The strategic role of municipal level decision – making in the IDPs is maintained while empowering communities to take on development responsibility and making the local government more accountable. The municipality has begun its CBP process with a view to input into the this IDP review and to further build and develop the strategic direction of the new 5 year plan beginning in 2017/18

## CHAPTER 3: EIGHT POINT PLAN

### PLAN 1: DEVELOP AND SUSTAIN OUR SPATIAL, NATURAL AND BUILT ENVIRONMENT

#### GOAL

To lead, direct and manage the spatial, built and natural environment to ensure the sustainable and integrated growth and development of our Municipality for the benefit of all its citizens.

#### DESIRED OUTCOME

Adherence to a single integrated spatial planning and land use management system (LUMS) that aligns with the City Vision and gives effect to social and economic upliftment, spatial integration and spatial transformation, economic vitality, environmental integrity, sustainability and resilience and good design that responds to the needs of citizens, informs land use decisions and inspires confidence for long term public and private sector investment.

Citizens will be able to access and use resources to meet their needs without compromising the amenity for others and the resource base of the Municipality in the present and in the future.

#### WHAT DOES THE SPATIAL PLANNING AND LAND USE MANAGEMENT SYSTEM AIM TO ACHIEVE?

Beyond protecting our natural resource base, a sustainable development approach requires the spatial transformation of our Municipality. The Municipality's spatial structure still reflects the apartheid legacy of imbalanced and fragmented development with high social, economic and environmental costs, especially for historically disadvantaged communities. Strategic spatial planning for the Municipality is necessary to ensure that development and investment are located where it:

- leads to greater spatial integration
- balances economic generation potential with social and environmental needs;
- creates opportunities for economic and social upliftment in areas of urgent need;
- promotes accessible, viable and efficient movement of people and goods;
- ensures that people are well located with respect to employment and social and recreational services;
- minimizes the cost of infrastructure expansion by optimal use of current capacities in the core area of the Municipality and in priority nodes where services currently exist;
- protects and enhances the natural resource base, including the retention of viable agricultural land, and important open space corridors; and
- empowers communities and builds resilience to climate change.

Critical to achieving these objectives is a single integrated spatial planning and land use management system (LUMS) that provides clear direction, helps make informed land use decisions that fosters a

sense of security and confidence in the Municipality to its citizens, landowners, developers and businesses and directs development in a responsible and sustainable way in realising the Vision of the IDP.

## WHAT DOES THE RESOURCES PLAN AIM TO ACHIEVE?

In line with national legislation and international agreements, the Municipality is committed to a sustainable development path that strives to balance social, ecological and economic priorities. As far as possible, all development must function in harmony with the natural resource base upon which human wellbeing and the economy depends.

Our natural systems provide ecosystem services that are often impossible, or extremely costly, to substitute. These include clean air, climate stabilization, rainfall, flood attenuation, marine resources, leisure and recreation areas, fertile and stable soils, food, building materials, amenity and heritage. These ecosystem goods and services are critical in meeting the growth and development needs of the Municipality and all its residents and visitors. In both urban and rural areas, low income people are most dependent on these free services.

By protecting the Municipality's natural environment, we offer support to the poor. We also ensure that costly replacement interventions, such as storm water protection measures and beach sand replenishment schemes are minimized as much as possible. The economic value of goods and services supplied by eThekwini's ecosystems was estimated at R3.1 billion per annum (2003 estimate), excluding the contribution to the leisure industry. The economic value of the eThekwini coastline (estuaries and beaches) has recently been valued at over R5 billion per annum (2008 estimate).

## STRATEGIC FOCUS AREA: DEVELOP, MANAGE AND REGULATE THE BUILT AND NATURAL ENVIRONMENT

### *Programme 1.1: Develop and implement a sustainable & integrated spatial planning system*

The eThekwini Municipality has developed a comprehensive spatial planning and land use management system for the entire Municipal area. A key aspect of this system is the preparation of a "Package of Plans. This Package of Plans is a **cyclic, integrated** and **iterative** process and shows the move from Municipality wide strategic level plans (Long Term Development Framework, IDP, SDF) to detailed local level plans and land-use schemes. It is important therefore to consider the entire Package of Plans as part of the spatial response to the development context and needs of the Municipality. The figure below indicates the Package of Plans concept.

## Package of Plans



Figure 59: Integrated Suite of Plans  
Source: eThekwini Municipality, Development, Planning Department

**Spatial Development Framework (SDF)** The formulation and adoption of our Municipal SDF is a legal requirement both in terms of the Municipal Systems Act (MSA), No. 32 of 2000 and the Spatial Planning and Land Use Management Act (SPLUMA, Act No.16 of 2013).

On 31 May 2016, the eThekwini Metropolitan Council adopted the FINAL Spatial Development Framework (SDF) Review 2016/2017. The SDF is an integral component of the Integrated Development Plan (IDP); it translates the IDP spatially and shows how the implementation of the IDP should occur in space. It also guides the overall spatial distribution of current and desirable land uses within a Municipality in order to give effect to the vision, goals and objectives of the Municipality as identified within the Long Term Development Framework (LTDF) and IDP. The SDF seeks to align sectoral and spatial plans and priorities with the budget process as well as aligning with National and Provincial policies and strategies as a way of ensuring the achievement of the desired spatial form of the city and meeting national, provincial and municipal developmental outcomes. The Municipality's SDF represents a long term (20+years) plan, and is revised on an annual basis in line with the IDP 5 year cycles.

The City has now embarked on the 2017/2018 SDF review process. The Draft SDF will be submitted as a separate document along with the IDP to the Department of Cooperative Governance and Traditional Affairs for final adoption. Copies of the DRAFT SDF document 2017/2018 and all previous versions of the SDF are available on the municipal website:

[http://www.durban.gov.za/City\\_Services/development\\_planning\\_management/Pages/Strategic-Spatial-Planning-\(Framework-Planning\)-2.aspx](http://www.durban.gov.za/City_Services/development_planning_management/Pages/Strategic-Spatial-Planning-(Framework-Planning)-2.aspx)

The information provided below is a summary of key points taken from the full SDF document. In previous SDF reviews, there has been a significant addition of new information on the following: coastal planning and management, disaster management, land claims, SDF mapping, cross boundary mapping, mapping of vacant public owned land, inclusion of SONA, SOPA, sustainable development goals & legislative updates (SPLUMA and Schemes), updates on the work of the eThekwini Planning Commission as well as substantial planning and sector department updates, to mention a few. In addition to these information updates, this SDF Review 2017/2018 has focused on the following:

- Addressing the MEC for COGTA's comments 2016/2017 SDF Review
- Achieving SPLUMA compliance in terms of the required content of a Municipal SDF
- Cross Border engagements to align spatial planning within the sub-region
- On-going Municipal and Provincial Sector Engagement to align plans & priorities
- On-going Mapping Improvements
- Alignment with IDP/ SDF and Built Environment Performance Plan (BEPP)
- Alignment with approved spatial plans
- Inclusion of the Council approved 2016 D'MOSS

The DRAFT SDF 2017/2018 will be advertised for public comment from 24 February 2017 to 24 April 2017 and following consideration of the comments received, the document will be updated accordingly.

Further amendments will focus on updating and refining the Capital Investment Framework and Implementation Plan, a key component of the SDF intended to demonstrate alignment between spatial priorities and the municipal and provincial budgets. A FINAL DRAFT SDF 2017/2018 will be tabled at the Council meeting in May 2017

### **Our Municipal SDF Vision and Development Principles**

The SDF translates the current municipal vision, namely, ***“By 2030 eThekwini will be Africa’s most caring and liveable city”***, to have a spatial focus. The envisaged SDF spatial vision is to have ***“a socially equitable, environmentally sustainable and functionally efficient municipality that bolsters its status as a gateway to Africa and the world”***. The underpinning spatial principles listed below, lay the foundation for the spatial strategies and give direction to a range of spatial outcomes relating to the growth and development of the municipal area;

1. **Principle of Sustainability and Resilience: Mainstreaming and Coordinating Environmental Planning and Climate Protection** intended at promoting greater resilience to climate change risks and impacts, protecting vulnerable communities, protecting environmentally sensitive areas and prime agricultural land, promoting a green economy and increasing support for renewable energy generation and low carbon development
2. **Principle of Spatial Efficiency** is aimed at ensuring the optimal use of existing resources and infrastructure, encouraging compact development and discouraging urban sprawl, encouraging mixed uses, higher residential densities & employment opportunities within nodes and in close proximity to public transport routes
3. **Principle of Spatial Justice & Sustainability - Enhancing Economic Potential, Co-Ordinated Planning and Implementation to Support Economic Growth** aimed at improving productivity & closing economic performance gaps, investment in infrastructure to support social and economic development, regeneration of key economic nodes and corridors especially in townships, ensure

economic competitiveness, reduce the cost of doing business and simplifying development procedures,

4. **Principle of Spatial Justice - Promoting Balanced and Sustainable Urban and Rural Development** that acknowledges the inter-dependencies between urban and rural areas and past imbalances, particularly in poverty stricken areas, informal settlements, human settlements and townships. This principle seeks to support and equitable city linking areas of greatest need with economic opportunities, creating quality and safe living environment, addressing service backlogs and promoting integration and inclusivity by linking people, places and activities.
5. **Principle of Good Administration** – intended to promote improved intergovernmental relations (IGR) across all spheres of government and across sectors (transversal engagement), ensure citizen engagement and inclusivity in public processes and the need for an integrated and consistent approach to urban and rural development and land use management currently constrained by the system of dual governance.

### **Our Municipal SDF's structuring elements and spatial tools**

It is the intention of the SDF to guide all municipal decisions relating to the use, development and planning of land and bulk infrastructure. The SDF vision, principles and structuring elements informs the Spatial Development Concept for the municipality. The Spatial Development Concept protects both the built and natural environment and guides the direction of growth and the delivery of social services by outlining areas in which particular types of land uses should be encouraged or discouraged and areas in which the intensity of land development could either be increased or reduced.

Key Spatial Concept Tools include:

- An **Urban Core**, being the urban centre, which generally has servicing capacity and thus opportunity for densification and can support thresholds for a range of services, industry and public transport;
- An **Urban Development Corridor bounded by an Urban Development Line (UDL)**. The UDL is used not only to demarcate the extent to which urban development will be permitted to establish within the metropolitan area in the long term, but more specifically to promote a more accessible, compact, efficient, equitable and sustainable settlement form. Whilst the line indicates the outer limit to which urban development will be restricted there will be areas within the UDL that will not be permitted to be developed (i.e. environmentally sensitive areas); The Cost- Surface Model, prepared by the Council for Scientific and Industrial Research for the eThekwini Municipality, indicates where it is cost effective to extend waterborne municipal services. As indicated in the diagram below, this study was one of the key informants of the UDL. The UDL therefore implies that there is a rural periphery or hinterland that is different in character and which has different servicing needs and servicing constraints and which supports different lifestyles. The UDL is therefore important for enforcing density targets and managing the growth patterns of the municipality over time but also for protecting agricultural resources beyond the UDL, ensuring food security and ensuring the municipality's resilience to climate change. As not all areas within the proposed Urban Development Corridor or UDL are currently serviced, it is anticipated that development will be permitted in accordance with infrastructure availability and capacity and / or its planned incremental expansion.
- **A Rural Hinterland** with a different character, lifestyle and development intensity and where access is poor and servicing costs are high. Such areas are seen as important for protecting agricultural resources, ensuring food security, addressing social needs and building the resilience of communities.



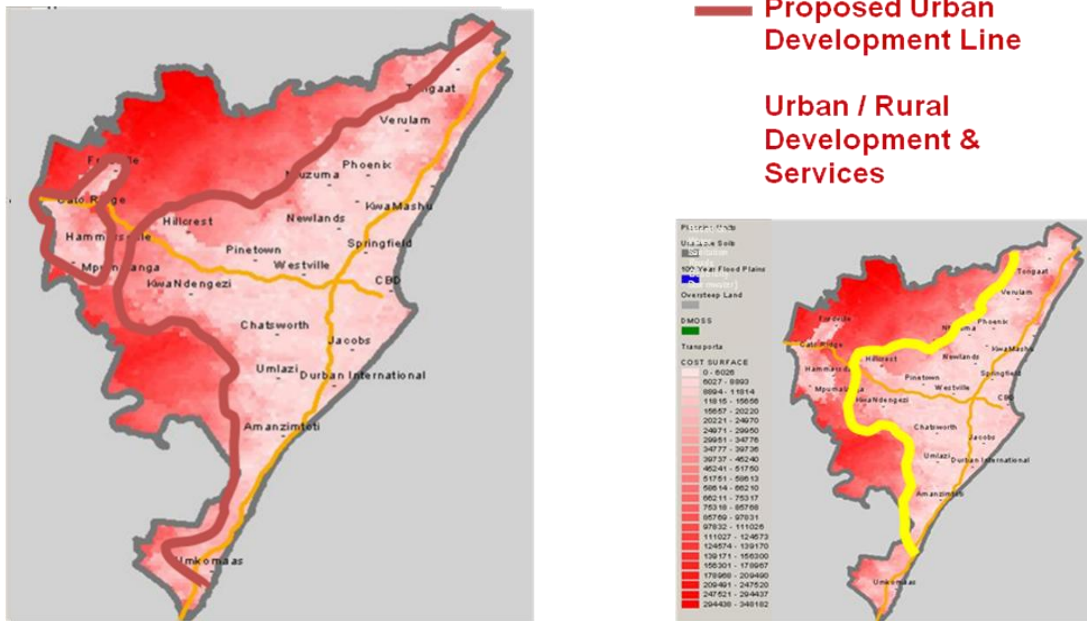


Figure 60: Proposed UDL Line  
Source: eThekweni Municipality, Development, Planning, Environment & Management Unit

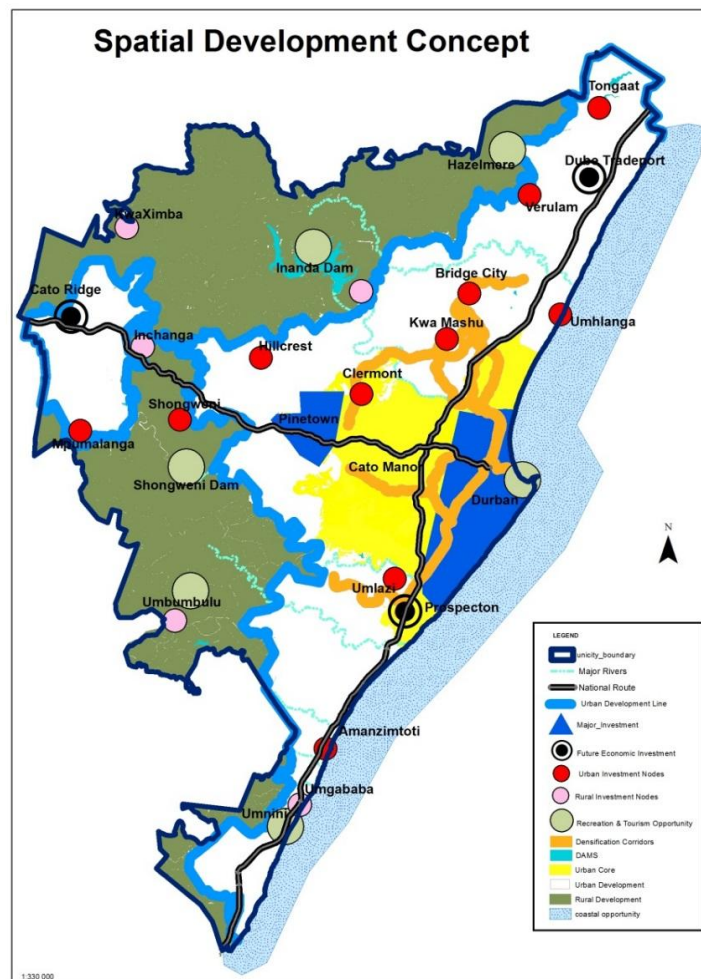


Figure 61: Spatial Development Concept  
Source: eThekweni Municipality, Development, Planning, Environment & Management Unit



The Spatial Development Concept highlights specific areas that require targeted intervention to assist in restructuring the urban form and guiding sustainable development throughout the municipality by:

- Identifying areas that need to be protected. These include key natural, heritage and environmental assets as well as agricultural and rural assets;
- Identifying areas where urban renewal, integration and spatial restructuring is needed (integrating former townships, public transport corridors and urban centres)
- Identifying areas where economic growth and investment will be pursued, and those where social investment will take preference through a hierarchy of urban and rural nodes (investment nodes and opportunity areas, non-urban nodes)
- Identifying densification areas and public transport corridors where infill and densification should be pursued C2 (Bridge City to Umlazi) and C3 (Bridge City to Pinetown/ New Germany) Public Transport Corridors, spatial targeting instruments e.g. mega projects, social housing, integration zones)
- Identifying new growth areas and areas for future development; (economic nodes and economic opportunity areas, catalytic projects)
- Identifying the hierarchy of roads, corridors and nodes to promote accessibility and efficient movement of people and goods (MR 577, MR 579, IRPTN, freight route, new road linkages)
- Identifying areas with existing infrastructure capacity to support compaction, integration and densification, as a way of restructuring the urban form, improving accessibility and ensuring sustainable development (Road, rail and densification strategy).

### **The Spatial Development Framework**

The Revised Spatial Development Framework for the Municipality is attached as an Annexure to this report.

The strategic focus areas for our municipal SDF are:

- Identification of future land uses including areas for industrial expansion, mixed use development and residential infill and densification
- Spatial restructuring and targeted investment through the identification of restructuring zones, densification areas and mixed use public transport corridors, hierarchy of social and economic nodes, SEZ's, and Integration Zones.. The Dense Urban Integration Zone (which aligns with the proposed mixed use public transport corridors) provides the basis for the first phase for spatial targeting, coordinated intervention and spatial integration
- Future residential development outside the UDL supports different lifestyles, densities and has different servicing needs and constraints as opposed to those within the UDL which are higher density and urban in nature;
- Regeneration of existing developed areas such as Warwick Junction, the Inner City, Cato Manor and South Durban Basin, Pinetown CBD, Clermont/KwaDabeka, INK and Umlazi;
- The Port of Durban, the Back of Port area, Dube Trade Port and surrounds, Illovo South and Cato Ridge as key economic investment areas which require major investment;
- The identification of investment opportunity areas within Hammarsdale, Bartletts/Keystone, Shongweni and Cornubia as a way of encouraging private investment and partnerships within the municipality subject to servicing limitations;
- Smaller urban investment nodes which provide convenient and efficient access to commercial, community and social facilities. These nodes have a number of characteristics and may include higher residential densities, mixed use, public transport and pedestrianisation, public

amenities and good infrastructure with the level of services defined by the respective role of the node within the hierarchy of nodes;

- Land use to support the Integrated Rapid Public Transport Network (IRPTN) by improving its viability with densification along key transport routes such as the North and South public transport corridors and within major mixed use nodes and corridors ;This has guided the identification of the Dense Urban Integration Zone
- Emphasis on accessibility and convenience in more densely populated urban areas including the provision of priority public transport routes and rail linkages;
- The promotion and preservation of upper catchment open space areas and corridors that provide free services, including the buffering of negative climate change impacts, and supports the health of the entire metropolitan area;
- The promotion of Coastal, Mixed Use and Tourism corridors that provide diverse opportunities for development and lifestyle whilst protecting against the risks of sea level rise;
- Any development in areas of sensitivity such as the coastal corridors and areas adjacent to our important environmental assets will require careful scrutiny to ensure no negative impacts notwithstanding the current zoning that may apply.

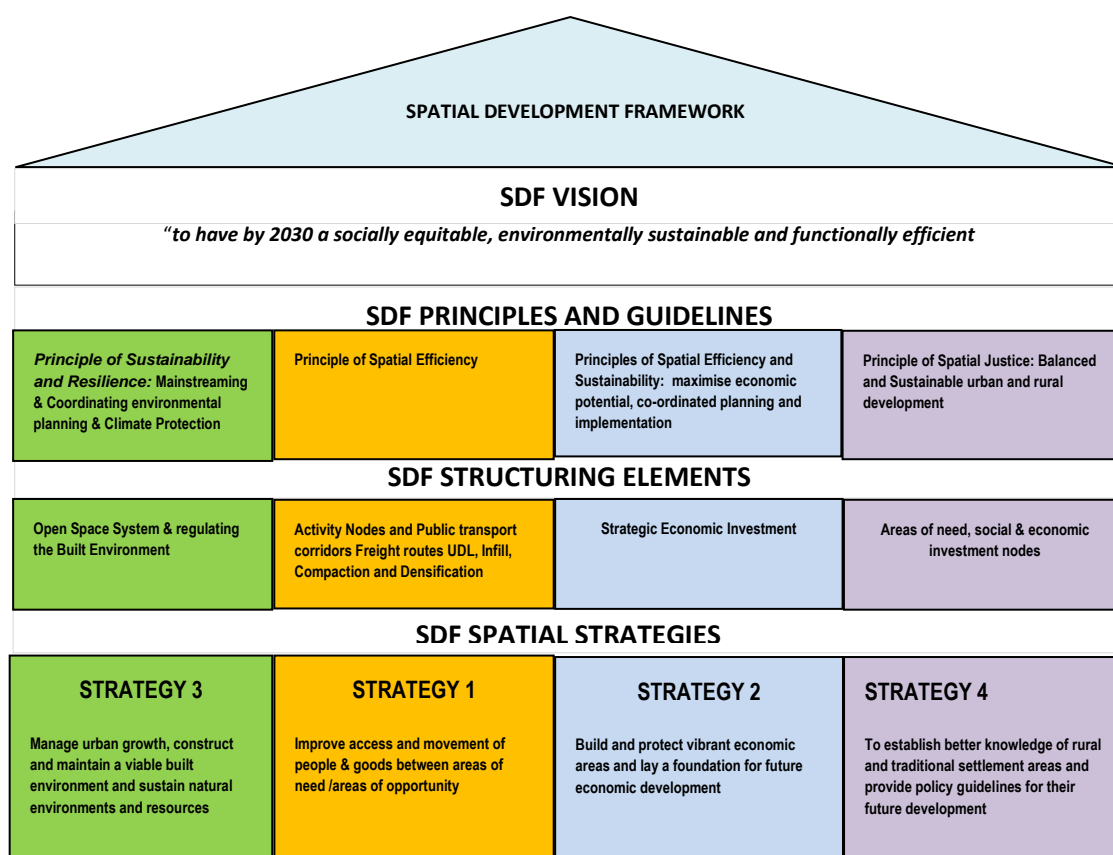
### **SDF Key Development Strategies**

Development strategies have been formulated to help achieve the desired spatial outcomes of the EMA. The strategies outlined below have been developed from an understanding of the development context and are guided by the policy framework pertaining to the SDF as outlined in chapter 1 of the full SDF Review 2017/2018 report.

The strategies are also guided by the SDF vision, to have by 2030 a ***socially equitable, environmentally sustainable and functionally efficient municipality that bolsters its status as a gateway to Africa***. This vision is underlined by a set of principles as discussed above and in detail within Chapter 8 of the SDF Review 2017/2018 report. The strategies discussed below are intricately linked and do not exist in isolation of each other. Integration of the strategies occurs in the following way:

- At a broad strategic level through the Integrated Development Plan, and
- At an operational level through the application of spatial planning tools (such as nodes and corridors, density variation, catchment based planning and encouraging compact and integrated development through the application of the Urban Development Line [UDL]).

Underlying the strategies are two institutional pre-conditions. Firstly there needs to be a supportive land use management system to provide the link between the strategic and operational framework for development. Secondly linkages should be established with IDP strategies. The role of municipal budgets and private sector investment to support the necessary infrastructure are the key instruments for unlocking the development opportunities and linking the strategic priorities and land use schemes with the implementation of the SDF.



**Figure 62: SDF Key Development Strategies**

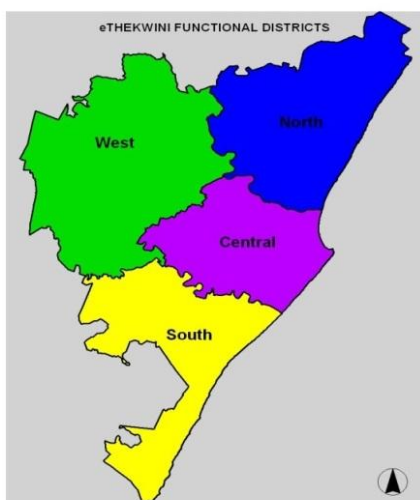
Source: eThekwini Municipality, Development, Planning, Environment & Management Unit

Linked to development strategies are policy statements, directives and land use guidelines that the municipality will have to undertake and implement in order to realise the spatial intentions and form as outlined within the municipal SDF.

Below is an example of the policy statements, requirements and land use management guidelines for Strategy 2, (see Chapter 8 of the SDF Review 2017/2018 report for details on other strategies).

Improve access and movement of people and goods between areas of need and areas of opportunity			
Policy Statements	Requirements to achieve policy statements	Land use management guideline	Alignment with policies
<p><b>1. Improve connectivity within the Municipal area.</b></p>	<ul style="list-style-type: none"> <li>Strengthen and integrate public transport networks, services and modes to ensure that passengers move optimally from origin to destination in an efficient manner and in the shortest time possible.</li> <li>promote public transport links between disadvantaged areas and main economic nodes of the Municipality</li> <li>Reduce the need to travel by vehicular transport</li> <li>Facilitate movement between areas of need and wider metropolitan opportunities</li> <li>Create a safe, efficient and integrated city wide public transport system and use it as a tool to restructure the Municipality and integrate marginalized areas.</li> <li>Include Non Motorized Transport as essential components of land use and transport planning</li> <li>Investigate new road and rail based network links.</li> <li>Engage with PRASA to explore potential of improving passenger rail service</li> </ul>	<ul style="list-style-type: none"> <li>Around brown field developments: the strategy to create and introduce a vibrant mix of land uses and higher densities must be considered without impacting on the existing amenity of the area while at the same time supporting a more efficient public transport system.</li> <li>In green field developments: the opportunity to density along public transport corridors remains prime with densities of varying intensity toward pure residential development.</li> <li>Promote mixed use, working from home e.g. in the form of online work in zoning and land use management.</li> <li>Identify and maintain non-motorized transport routes</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Transport Plan (2010/15)</li> <li>EThekwini Housing Sector Plan (2011)</li> <li>eThekwini Energy Strategy</li> <li>EThekwini Environmental Services Management Plan</li> <li>Built Environment Performance Plan (BEPP)</li> </ul>

<p><b>2. Implement Housing within the context of a sustainable and integrated development planning framework</b></p>	<ul style="list-style-type: none"> <li>• Encourage the implementation of housing as part of a broader strategy to re-structure and transform the present sprawling and inequitable urban form into a more compact, integrated and accessible environment.</li> <li>• Promote the development of well-located areas for housing and optimize the use of existing infrastructure</li> <li>• Ensure that movement system directly links with and is supported by strong high intensity nodes and higher density residential development.</li> <li>• Integrate land use with economic and transport planning</li> <li>• Encourage mixed use environments and non-residential uses in appropriate areas, particularly in identified nodes and along transport corridors.</li> </ul>	<p>When assessing new proposed housing developments the following issues must be considered:</p> <ul style="list-style-type: none"> <li>• Is the proposed development inside the Urban Development Line?</li> <li>• Is the proposed development in close proximity or within 400m walking distance to main public transport routes</li> <li>• Is the proposed development within walking distance to main nodes and corridors?</li> <li>• Does the proposal benefit from good access to economic and social opportunities?</li> <li>• Does the layout encourages a mix of uses, access to social facilities and is accessible to public transport routes?</li> <li>• Identify mechanisms and processes to fast track the delivery and approval of subsidized housing applications</li> </ul>	
<p><b>3. Develop an efficient and integrated freight transport system that will ensure regional economic sustainability</b></p>	<ul style="list-style-type: none"> <li>• Investigate the feasibility of dedicated freight routes.</li> <li>• Ensure the reservation and availability of land for the development of the freight route.</li> <li>• Ensure that support for the freight route is attained with neighbouring municipalities and other government spheres.</li> <li>• Improve the accessibility and efficiency of rail transport to allow for a move from road to rail in the longer term</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• In brown field developments, the freight route should be assessed against its impact on existing developments, and</li> <li>• In greenfields the freight route should be assessed against the future spatial role and intentions of the area. Land should be reserved for the development of the freight route.</li> </ul>	



**Figure 63: Planning Regions**  
Source: eThekwini Municipality, Development, Planning, Environment & Management Unit

In the package of plans the SDF is translated into more tangible, geographically specific physical development and land use management guidelines. This can be achieved through the preparation of Spatial Development Plans.

The eThekwini Municipal Area (EMA) has been divided into four functional planning regions. The functional boundaries of these regions are defined by the Umgeni River, the Umlazi River and the Kloof Ridge. Spatial Development Plans have been prepared for the North, South, Central and Outer West planning regions and were adopted in November 2009 and revised in November 2010, 2011, 2012 and 2013.

The Spatial Development Plans provide strategic multi-sectoral planning guidance for each region that translates the spatial intentions of the SDF, indicates the short, medium and long term growth & development opportunities, manages & directs future development and investment over a 20 year time frame, identifies the Municipality's development priorities & phasing and provides broad based land use, environmental, transport planning and bulk infrastructure directives to guide more detailed planning which is undertaken at the level of a Local Area Plan, Functional Area Plan or Special Projects and informs the preparation of Detailed Precinct Plans and Land Use Schemes.

### **SDP Process**

Minor revisions of the SDPs are undertaken annually while the major reviews are undertaken once every 5 years in line with the IDP and SDF review process. This provides an opportunity to re-assess the SDPs based on new information and sector studies as the information becomes available.

The fourth minor annual review of the SDPs was conducted in the 2013/14 financial year and was adopted by Council in March 2014, a copy of the report is available on the city website and summarised in the full report of the SDF Review 15/16 to which reference should be made as part of this IDP.

Both the SDF and SDP reviews allow for a continual strategic refinement of the plans. Of critical importance, is obtaining city wide agreement on the Priority Areas for social, economic and infrastructure development in the next 5 years.

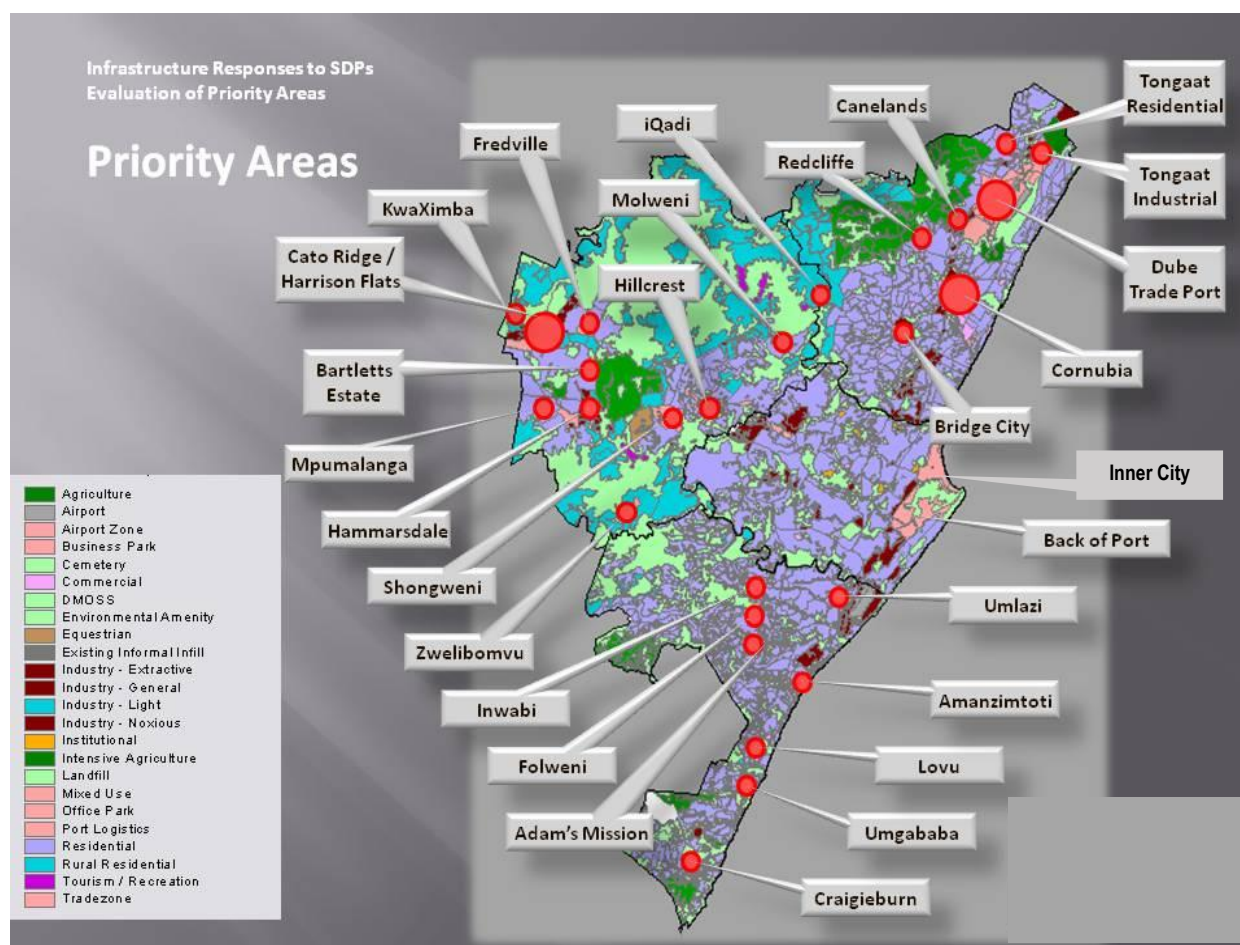
REGION	STRATEGIC PRIORITY	REGION	STRATEGIC PRIORITY
<b>Central</b>	Port of Durban South Durban Basin Regeneration and Redevelopment Inner City Regeneration Pinetown South Point Waterfront Cato Manor Regeneration	<b>South</b>	Umlazi Illovo South Umkomaas/Cragieburn Areas west of Umlazi (including parts of Folweni and Inwabi) Umgababa/Umnini Amanzimtoti
<b>North</b>	Bridge City Canelands and Surrounds Cornubia Dube TradePort and Surrounds (Inyaninga) Redcliffe Tongaat Industrial Tongaat Residential	<b>Outer West</b>	Cato Ridge Hammarisdale Bartletts Hillcrest Shongweni Mpumalanga KwaXimba Inchanga Molweni Zwelibomvu uMzinyathi

### Priority Areas for development

**Table 38: eThekwini First Phase (5-10 years) Priority and Strategic Focus Areas**  
Source: eThekwini Municipality, Development, Planning, Environment & Management Unit  
(Subject to further detailed cost investigation, phasing and servicing limitation)

A number of Phase 1 Priority Areas have been identified for development in the next 5 years. An initial study has revealed that these areas require various degrees of infrastructure provision to support the development that is envisaged and in some cases, based on resources and budgets and the cycle of planning, designing and implementing infrastructure, may even go well beyond the envisaged short term priorities (5 years).

Accordingly, more detailed assessments of the Phase 1 Priority areas have been undertaken with a view to gaining an improved understanding of the cost, timing and phasing of development across the metropolitan area:



There has been significant progress with refining the Phase 1 priorities based on the following criteria:

- Establishing current development pressures.
- Establishing which sectors of the economy will make the greatest impact on job creation and regional wealth.
- Establishing upfront the availability of excess infrastructure capacity and the areas in which development opportunities can be provided in the short term while new infrastructure is being built;
- Investigating the opportunities for spatial restructuring including how the Municipality might support public transport corridors and housing densification around these corridors;
- Establishing how to spatially align the demands for infrastructure provision for housing and the 26 priorities originally identified.

In addition to the above, there has been on-going engagement with other spheres of government to support the financing and release of Phase 1 priorities.

### Local Area Plans

An SDP comprises a number of Local Areas for which Local Area Plans (LAPs) will be prepared. The Council has taken a decision to prioritise and plan for Local Areas experiencing or likely to experience change that require more detailed planning and extensive management. The LAP carries through the intent of the SDP but responds to the specific nature of the local area.

A LAP would consider issues such as the alignment of local movement systems, the identification of local economic and leisure opportunities, and the more detailed identification of areas for both



development and conservation within the context of existing and new infrastructure capacity. As an example the Northern Urban Development Corridor (NUDC) LAP, which was adopted by Council in March 2011, is a spatial and transport planning project, comprising of 3 Local Area Plans undertaken in parallel to an intensive transportation planning exercise and is focused around the upgrading of the R102 to accommodate the new King Shaka International Airport and Dube Trade Port and associated development while the Illovo Bhekulwandle LAP responds to the need for basic services and investment opportunities. A number of LAP's have been commissioned for previously disadvantaged areas of the Municipality. These plans will identify programmes and projects which will assist in developing these areas.

### **Functional Area Plans**

Functional Area Plans will be undertaken for areas within the LAP that require special attention. Functional Area Plans would exhibit a high level of detail including detailed land uses, land use management guidelines, traffic assessments and road & public transport proposals, required social facilities, LED proposals, architectural theming, landscaping, and street furniture. The Hillcrest-Gillitts-Kloof activity corridor land use plan is an example where the focus is on introducing new land use management guidelines that would help an area respond appropriately to the changing development pressures experienced in that particular area. The Molweni Nodal Functional Area Plan responds to the social and economic challenges of the area by providing the much needed space for social and commercial facilities to promote investment opportunities in the area.

### **Special Projects**

Special Projects have been identified as priority Municipal projects. Examples of special projects include the following:

- Special Projects within areas of urgent need of economic and social upliftment such as the Umlazi Regeneration Framework Plan, the Clermont KwaDabeka Regeneration Framework Plan, Amanzimtoti CBD Regeneration Study and the Thembalihle/ Duffs Road Urban Regeneration Study
- Areas where densification should be promoted to achieve a more compact, efficient, equitable and sustainable municipal structure. Such projects include the City Wide Densification Study, the Northern Public Transport Corridor Study Phases 1 and 2 and South Public Transport Corridor Study.
- The preparation of a Rural Development Strategy to respond to the social, economic, and environmental needs in rural areas.
- The eThekwini Industrial Spatial Strategy which aims at unlocking industrial development opportunities (both spatially and non-spatially) for the entire Municipality. Such a project would run in parallel with and inform the Spatial Development Planning process. Still, other special projects may include feasibility assessments or scenario planning to inform an appropriate mechanism for land use management within the Municipality.

The Municipality will only support development that aligns with the policy proposals and guidelines as contained within the Package of Plans and subject to servicing capacity. There are numerous aspects to a land use management system including land use schemes, precinct plans, rating policies and endowment policies that would require significant changes in order to realise a particular need and/or strategic vision identified within an LAP or Functional Area Plan.

### **Cross-boundary planning and alignment with neighbouring municipalities**

While Provincial Planning legislation is now applicable across the Province, cross border planning is important and the eThekwini Municipality's SDF and SDPs are contextualized within the regional/provincial scale. Consideration of issues in surrounding municipalities is important for the following reasons:

- To prevent conflicting initiatives and land uses being implemented on opposite sides of an administrative boundary,
- To ensure an aligned regional vision with regards to the region's infrastructural development to allow governments to take advantage of comparative advantages offered within an area. This also refers to cross border provision of services such as education facilities which can be utilized by communities residing in two municipalities. This allows for cost effective provision of services and is applicable to the provision of civil services, social services and economic opportunities.
- Cross-border planning and alignment is also crucial for the preservation of bio-diversity and ensuring an appropriate response to climate change and disaster management.

A summary is given below of Municipalities bordering the eThekwini Municipality with their key planning issues as they relate to the eThekwini Municipality:

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITIES THAT SHARE A BORDER WITH EMA	CROSS BORDER ISSUES
<p><b>iLembe Municipality</b></p> <p>Local municipalities that are within iLembe include the following:</p> <ul style="list-style-type: none"> <li>• KwaDukuza</li> <li>• Ndwedwe</li> <li>• Maphumulo</li> <li>• Mandeni</li> </ul>	<p><b>iLembe Municipality</b></p> <ul style="list-style-type: none"> <li>• The Regional Spatial Development Plan (RSDP, 2013) is a thirty year plan that will influence the iLembe SDF</li> <li>• 2015 focus is on the rural towns of Ndwedwe, Maphumulo and Bamshela</li> <li>• 2016 focus is on Compensation Flats Industrial and addressing bulk water availability</li> <li>• The EM immediate neighbours are KwaDukuza and Ndwedwe Local Municipalities.</li> </ul> <p><b>KwaDukuza</b></p> <ul style="list-style-type: none"> <li>• Is economically the strongest local municipality in iLembe</li> <li>• Houses the towns of Ballito and KwaDukuza (Stanger),</li> <li>• Within the development parameters of the Aerotropolis</li> <li>• Has a mix of coastal tourism, commercial, light industrial and agricultural activities.</li> <li>• Shares northern border with EM.</li> </ul> <p><b>Ndwedwe</b></p> <ul style="list-style-type: none"> <li>• One of the rural/traditional/ agricultural Local Municipalities</li> <li>• Has poor level of services and infrastructure,</li> <li>• Has high unemployment,</li> </ul>	<p><b>iLembe Municipality</b></p> <ul style="list-style-type: none"> <li>• Lack of infrastructure identified. IM is engaging with EM for possible solutions</li> <li>• The Western Bypass will open up the area to development and concentrates on the P253 and P100 as linkages into the interior.</li> <li>• Proposes 2km development on both sides of the R102</li> <li>• The RSDP identifies fertile land for food security</li> <li>• D'Moss will be taken into account in planning</li> <li>• Need to look at costs of development i.e. rates, infrastructure etc. within a 5km strip abutting the municipal boundaries.</li> <li>• Due to high unemployment there is difficulty in building a tax base.</li> <li>• Employment opportunities available in KwaDukuza but not Ndwedwe.</li> </ul> <p><b>KwaDukuza</b></p> <ul style="list-style-type: none"> <li>• Vision of an economic corridor along N2 &amp; R102,</li> <li>• Degree of unregulated economic and residential development may lead to conflict and competition between the municipalities.</li> <li>• The southern Local Area Plan underway will respond to aerotropolis planning.</li> <li>• Proposals at Compensation for 500ha of industrial development. This may not align with the land use planning on the EM boundary.</li> <li>• Based on discussions, there is general alignment with KwaDukuza Municipality and EM around the industrial land use at the boundary near Greylands.</li> <li>• However, the intentions of the KwaDukuza Municipality to have industrial land use across the R102 will conflict with residential land uses on the EM side as per the SDF 2016-2017.</li> </ul> <p><b>Ndwedwe</b></p> <ul style="list-style-type: none"> <li>• Large proportion of residents in Ndwedwe employed in EM and cross boundary issues almost inseparable.</li> </ul>

	<ul style="list-style-type: none"> <li>• Tongaat Hulett Developments is buying tracks of land in Ileembe</li> <li>• shares north western border with EM</li> </ul>	<ul style="list-style-type: none"> <li>• The raising of the Hazelmere Dam wall will have positive impacts for Ndwedwe</li> <li>• P100 offers potential for development as it can connect directly with Dube Trade Port</li> <li>• Poverty, unemployment, unregulated development all threatens the UDL and the environmental sensitivity of EM's northwestern border.</li> <li>• The lack of infrastructure has initiated discussions with EM for possible solutions.</li> </ul> <p><b>General planning issues to emerge:</b></p> <ul style="list-style-type: none"> <li>• The need to establish a common communication and co-ordination platform</li> <li>• Establish a cross border urban-rural management committee to address a wide range of issues include climate change with the private sector involved where applicable</li> <li>• Enter into MoU regarding servicing, socio-economic and any other pertinent issues that may arise resulting from Cross Border Spatial Planning</li> <li>• Factor in political leadership and buy-in for cross border planning issues</li> <li>• Factor in geo-political aspects inclusive of socio-economic aspects which can and may influence development realized</li> <li>• To hold special meetings to discuss development applications and proposals with specific reference to:-</li> </ul> <ol style="list-style-type: none"> <li>a) <b>Conservation Areas:</b>-KDM Biodiversity and Open Space Plan and eThekwini DMOSS; Future developments in eThekwini to consider KDM and iLembe environmental layers as development proposals in eThekwini may have adverse effect on KDM and iLembe natural environment and vice versa.</li> <li>b) <b>New Planned Projects:</b> The provision of bulks could influence influx of PDA submissions to the south of KDM where Tongaat Hullet is a major land owner</li> <li>c) <b>Infrastructure Development:</b> Alignment of land use planning to iLembe services provision. Possible scenarios where for example major WTW or WWTW plants are located on either municipality but service the other. This could also have an effect as such infrastructure could be susceptible to development pressures in either municipality</li> <li>d) <b>Role of settlements:</b> Housing plans vs housing subsidies</li> <li>e) <b>Key Development Proposals:</b> Wewe Driefontein Mixed Use Development and Tongaat Hullet Compensation Area</li> <li>f) <b>Influence of Catalytic Projects:</b> Dube Trade Port at its current state of development, DTP at 2035 and 2060 development horizon and rail transport</li> <li>g) <b>Corridors and Linkages-</b>PSEDS and PGDS: Role of the North South corridor in the context of the eThekwini-Umhlathuze corridor. Influence on space economy with regard to release of industrial. Need to ensure the sustainable management of industrial and residential land development between eThekwini and KwaDukuza Municipalities as well as R102. Need to strengthen East West Corridors.</li> <li>h) <b>R102:</b> Cross boundary engagement between the</li> </ol>
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		<p>municipalities with the involvement of eThekwini Transport Authority to discuss the role and land uses along the R102</p> <ul style="list-style-type: none"><li>i) <b>Western Bypass:</b> Input is needed from the Provincial Department of Transport and eThekwini Transport Authority on the timing of the Western Bypass as KwaDukuza intends developing the R614 as a corridor linking to Wewe Driefontein.</li><li>j) <b>Aerotropolis Master planning:</b> Involvement in the cross boundary municipalities in the development of the Aerotropolis Master plan is important so that areas of misalignment are addressed and there is seamless alignment as per the Provincial Growth and Development Strategy.</li><li>k) <b>M28 and M36:</b> iLembe has identified the M28 and M36 for Priority Infrastructure Routing. The M28 aligns with the draft Rural Develop Strategy currently underway which has identified the route as a rural corridor. The EM acknowledges the proposal for the M36 but no provision has been made in our planning to extend the corridor. The EM will investigate the links further.</li><li>l) <b>Regional Plan:</b> COGTA needs to initiate a plan to consolidate development between Ilembe Municipality and EM.</li></ul>
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<p><b>UMgungundlovu Municipality</b></p> <p>Local municipalities within uMgungundlovu include the following:</p> <ul style="list-style-type: none"> <li>• uMshwathi</li> <li>• uMngeni</li> <li>• MooiMpofana</li> <li>• Impendle</li> <li>• UMsunduzi</li> <li>• Mkhambathini</li> <li>• Richmond</li> </ul>	<p><b>Mkhambathini</b></p> <p>Mkhambathini Local Municipality exists alongside the Cato Ridge and Mpumalanga local areas of the Outer West region of eThekwini Municipality.</p> <p>Between the years 1996 and 2007 this Municipality has experienced an increase in population mainly because of its proximity to Pietermaritzburg and Durban which are the main centers of economy.</p> <p>The spatial character of the Mkhambathini municipality can be defined as follows:</p> <ul style="list-style-type: none"> <li>• It has always been considered as a rural and traditional Municipality.</li> <li>• It mainly focuses on agriculture and tourism development, however there are some industrial activities which are emerging along Umlaas road.</li> <li>• Agricultural production in the municipality comprise of vegetable growth for local and hinterland fresh produce markets, maize and sugarcane production. The area features the second highest concentration of poultry producers in the world, supported by a network of service suppliers, as well as pig and beef farming.</li> <li>• A number of sites with tourism potential are scattered throughout the municipality. These include the game reserves, being Nagel Dam Nature Reserve, GwaHumbe Game Reserve and Spa.</li> <li>• Also included are other private game ranches, like Tala Game Reserve, Mayibuye Game Reserve and wild life sanctuaries including the African Bird of Prey Centre, the Lion Park and the Natal Zoological Gardens.</li> <li>• There are two heritage sites identified within the borders of the Mkhambathini municipal area, being Mgwahumbe and Hope Valley.</li> <li>• The Umlaas Road development has adequate water supplies from the Umgeni Water pump station and reservoirs in that area,</li> <li>• Although a sewage works has already been constructed to accommodate immediate development pressures in Umlaas Road, a new works of R60 million has been funded (in part),</li> </ul>	<p><b>Mkhambathini</b></p> <p>The methodology for this alignment has been the collection of data through meetings held with the neighbouring municipalities.</p> <ul style="list-style-type: none"> <li>• Meetings were held with both Mkhambathini Local Municipality and uMgungundlovu District Municipality on the 06<sup>th</sup> of April 2016 and 08<sup>th</sup> of April 2016 respectively.</li> <li>• It was agreed that joint planning and alignment is needed on the following areas: the IDP, SDF, GIS, and development proposals.</li> <li>• It was noted that there is a broad alignment in terms of both strategic planning and land use intentions (zoning), however there are elements of misalignments that are emerging at the land use level. These areas of misalignment can be attributed to new applications for zoning/rezoning, general contraventions and illegal developments. This is mainly due to the unavailability of lower spatial plans as most of the areas of eThekwini that are close to Mkhambathini (i.e.Georgedale, Sankontshe and Mophela) falling outside of the TP Scheme.</li> <li>• With regard to the current N3 Corridor project (SIP 2), both municipalities hold the same view in terms how it will impact on our current spatial plans and what should be done in order to minimize adverse impact.</li> <li>• An agreement was reached that regular engagements between the two municipalities will be held to address local planning and alignment issues.</li> <li>• The possibility of shared services was raised as an area which requires further investigation and attention. It was agreed that this would need to be explored and be facilitated by COGTA.</li> </ul> <p><b>Planning alignment issues</b></p> <ul style="list-style-type: none"> <li>• EThekwini Municipality SDF identifies Cato Ridge as a major focus for industrial expansion of Local, Provincial and National significance. Mkhambathini Municipality which shares the boundary with eThekwini in the western side of Cato Ridge and Mpumalanga area, mainly focuses on agriculture, tourism and Biodiversity.</li> <li>• Mkhambathini Municipality plays an important role to ensure food security and conservation of natural resources. This implies that land use distribution and development for Cato Ridge and Mpumalanga (specifically in areas attributing the boundary of Mkhambathini) will need to be sensitive to the activities across the boundary in Mkhambathini in order to minimize potential negative impact.</li> <li>• Improving linkages between the two Municipalities will facilitate better access to the economic and social services between the communities of the two Municipalities.</li> <li>• Cognisance need to be given to the Mayibuye Game Reserve on the north western boundary of Cato Ridge.</li> <li>• Greater emphasis need to be placed on the Umbumbulu</li> </ul>
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	<p>designed and reticulations plans finalised to accommodate the developable area identified in the SDF expansion plans which commences in the Camperdown locality.</p> <ul style="list-style-type: none"> <li>• Development approved to date centres on Provincial main roads and are considered sufficient. Eskom has not placed any restrictions on the supply of electricity to any proposed projects.</li> </ul>	<p>region with its rapid urbanisation and impact on the R603 which serves as an alternative major route through the region.</p> <p><b>General planning issues</b></p> <ul style="list-style-type: none"> <li>• Cross border mapping (to include terminology of nodes, corridors and uniform colour coding).</li> <li>• Special meetings regarding development applications and proposals along N3 corridor and/or encroaching the boundary of the municipalities particularly on Umlaas Road, Camperdown, Cato Ridge and Umbumbulu. This also involved housing and bulk infrastructure projects.</li> <li>• It was also proposed that joint site inspections be undertaken on the identified strategic projects that could be a point of integration between the two Municipalities, with the aim of analysing and making possible land use adjustment to ensure sustainability and also to ensure that these projects will benefit the wider communities.</li> </ul> <p><b>Planning interventions</b></p> <p>In addition to the agreements reached between the two municipalities in terms of dealing with cross boundary planning alignment issues, the recent planning interventions taken by eThekwini Municipality and COGTA KZN, will provide necessary support in addressing the remaining cross boundary issues as follows:</p> <ul style="list-style-type: none"> <li>• The Cato Ridge Review (currently underway) will look at the area adjacent to the game reserve to ensure that land use proposals are compatible to the game reserve.</li> <li>• The recently approved Mpumalanga Local Area Plan (LAP) (2014), discourages industrial developments close to the boundary and recommends for the formalization of the existing informal settlements in Sankontshe and Geogedale.</li> <li>• The SIP 2 project is still in progress and both municipalities are actively involved as part of the steering committee to guide against any conflicting land uses across the boundary and to ensure alignment with the two municipalities strategic plans.</li> </ul>
<p><b>UGu Municipality</b></p> <p>Local municipalities within UGu include the following</p> <ul style="list-style-type: none"> <li>• uMdoni</li> <li>• Umzumbi</li> <li>• Umuziwabantu</li> <li>• Ezingolweni</li> <li>• Hibiscus Coast</li> </ul>	<p><b>uMdoni</b></p> <ul style="list-style-type: none"> <li>• The Municipality is located about 50 km from Durban, which makes it both competitive and comparative advantage with EM particularly in terms of tourism.</li> <li>• Umdoni has an approximate coastline of 40 km and stretches inland as far as Umzinto.</li> </ul>	<p>The methodology for this alignment has been the collection of data through meetings held with the neighbouring municipalities. The meeting was held on the 18<sup>th</sup> of March 2016, with Vulamehlo and Umdoni Municipalities. The municipalities have agreed that joint planning and alignment is needed on the following issues: the IDP, SDF, GIS, and project Proposals.</p> <p><b>uMdoni</b></p> <ul style="list-style-type: none"> <li>• At the boundary of EM where the two municipalities border each other; there are disparities in densities. The EM proposes low densities with a level of services to match low density areas in order to maintain and promote rural and agricultural activities. On the other hand Umdoni is proposing high income housing coupled with mixed use developments. This creates non alignment in term of densities and service</li> </ul>

	<ul style="list-style-type: none"> <li>Umdoni has established tourism infrastructure and an existing tourism market for coastal, golf and diving adventure tourism</li> </ul>	<p>requirements.</p> <ul style="list-style-type: none"> <li>It has emerged that development in the northern portion of Umdoni may be dependent on a services level agreement with eThekwini.</li> <li>There are potential synergies from tourism and agricultural development that will be explored</li> </ul> <p><b>General planning issues to emerge:</b></p> <ul style="list-style-type: none"> <li>The need to establish one forum: consisting of the IDP, SDF and GIS representatives from Department of COGTA and relevant municipalities.</li> <li>A forum has been established between eThekwini, Vulamehlo, Ugu and Umdoni.</li> <li>Umdoni Municipality held an Ethekwini, Umdoni, Vulamehlo Strategic Workshop on both the 28 of January 2016 and on 11<sup>th</sup> February 2016 to address alignment of Incorporation of Vulamehlo into eThekwini &amp; Umdoni in which EM has participated and key service deliver issues and challenges were discussed.</li> <li>Umdoni Municipality convened a SDF status quo meeting on 3<sup>rd</sup> March 2016 of which eThekwini officials attended. The status quo was presented Tshani Consulting which is still in progress and further engagement is anticipated.</li> <li>Both Umdoni and EM agreed to have ongoing engagements to discuss development applications and proposals with specific reference to: <ul style="list-style-type: none"> <li>Agricultural areas in decline-</li> <li>Land reform issues</li> <li>Use of rail for commuting and tourism purposes</li> </ul> </li> </ul>
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**Table 39: Summary of cross boundary planning issues**

Source: eThekwini Municipality, Development, Planning, Environment & Management Unit

The Municipality has extensively engaged neighbouring municipalities, other key government departmental sectors and parastatals such as Department of Water and Environment Affairs (DWEA), Umgeni Water, ESKOM, Department of Transport (DOT), Public Rail Association of South Africa (PRASA) as well as iLembe, KwaDukuza, iNdwedwe, Ugu, uMkhambathini and uMsunduzi local and district municipalities in the preparation of the spatial plans.

Further planning alignment and coordination will be addressed through the Strategic Infrastructure Planning process (SIP2) which involves all affected municipalities along the N3 corridor from the Port to Gauteng.

The municipality will explore, with COGTA's assistance, mechanisms for formally addressing cross boundary issues and alignment, one of which may be through the preparation of cross-boundary plans.

### Land Use Schemes

Land Use Management Schemes, more commonly known as Planning Schemes, are statutory planning tools used to manage and promote development. A land use scheme is a critical component of the integrated spatial planning system and deals with zoning and built form controls. The intent embodied within the Package of Plans must be translated into the most appropriate zones and land uses within the schemes. Schemes are the tangible tools in the Package of Plans as it is at this level



that development rights become important proponents for development, statutory decisions and building plan approvals.

Land Use Schemes are planning tools used to deliver quality environments. It allows planning professionals to consider integrated responses that result in more vibrant and robust environments; while at the same time contributing to sustainable environments. The current emphasis is now on environmental issues, infrastructural capacities and equally on impact of development.

Within the Council's area of jurisdiction, there are land parcels that are contained within Schemes areas; land contained outside Scheme areas and land parcels that are under the jurisdiction of the Ingonyama Trust Board. (See Map below):

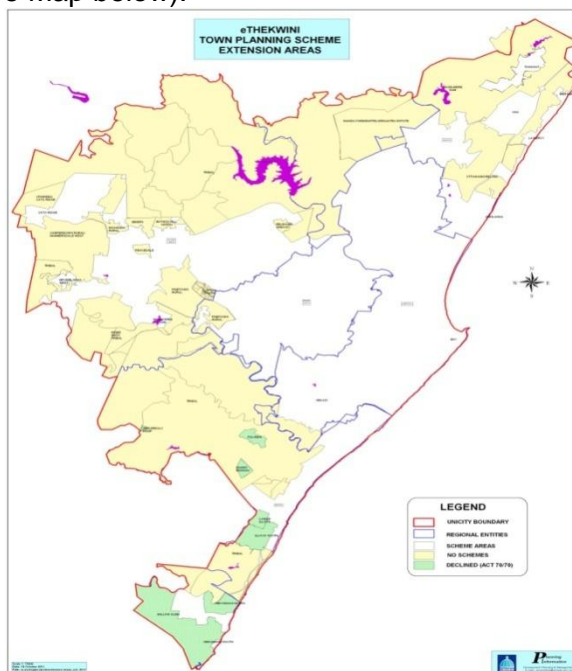


Figure 64: Town Planning Scheme extension Areas  
Source: eThekwini Municipality, Development, Planning, Environment & Management Unit

While Council in 2003 resolved to include all areas under its jurisdiction, the Department of Agriculture has yet to consent to numerous applications, identifying sustainability of agricultural land into the future as their primary concern. This is a critical issue as strategic land parcels cannot be released for development and this prevents rates for the Municipality and work opportunities for people. Schemes are required by law to be reviewed on an annual basis in line with the IDP and SDF reviews.

To date the City's 30 Planning Schemes have been consolidated into five (5) Schemes. The City's three hundred (300) LEFTEA areas as well as BCDA areas are also ready for adoption as part of the 5 Schemes. Work is soon to commence on incorporating the DFA Approvals in the City into the Schemes as well. The city has also prepared the first Primary Scheme which is a consolidation of all the R293 townships into formal Schemes. A Draft Scheme has also been prepared for the Traditional Area of Mnini. This Scheme directs development to safe and sustainable spaces within the area. The annual review and the performance of the North, South, Inner West and South Schemes, is currently being undertaken.

### Spatial Planning Priorities and Budget Alignment Processes

Aligning the budget with the development need of the city has subsequently been undertaken at a number of levels:

- Community level
- Nodal level



- Spatial Analysis of the budget
- Spatially targeted instruments

### COMMUNITY LEVEL- DEVELOPMENT AND BUDGETING

Zone Plans have been prepared for the entire municipal area. Zones Plans indicate 17 zones (or clusters of wards) across the municipal area. Profiles of 'Need' have been developed for each Ward /Zone together with the Capital Budget Spend in each Ward/Zone which details 'Delivery'. 'Need' has been determined from the socio-economic information for each ward / zone and from expressed community priorities. Using the ward / zone profiles, the municipality has been able to map spatially the areas of "Need" and compare this with the "Delivery of Services" as a means of aligning the municipal budget to the developmental needs of communities. The analysis of the "Need" that exists within these geographic units (Ward & Zone Profiles), allows the municipality to assess how well it is "Delivering" in relation to the "Need", to identify the "Gaps" and determine the local area priorities. The analysis has revealed that some Developmental Needs are not adequately funded and the big gaps are largely around economic development/job creation/skills, health & welfare, safety & security and services to informal settlement.

- The greatest Developmental Need exists in Zones 2, 3 & 10. Accordingly, these Zones should receive high priority in the Capital Budget based on the geography of "Need" - an indicator combining indices of unemployment, income, infrastructure backlogs and social facility backlogs.

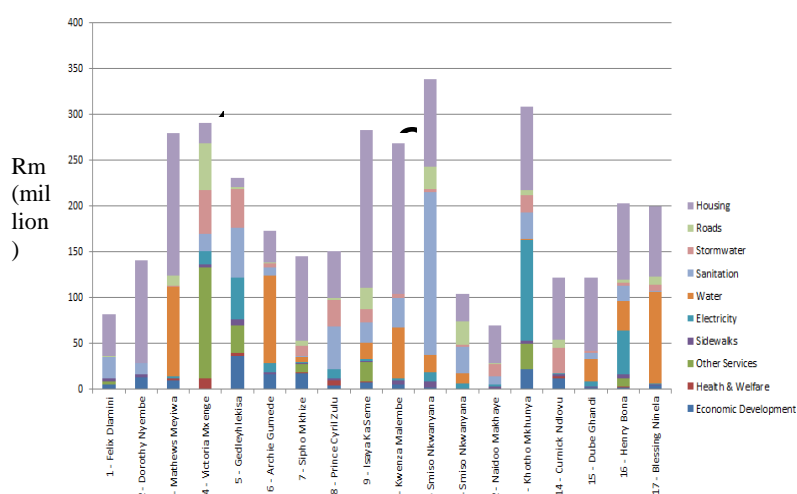
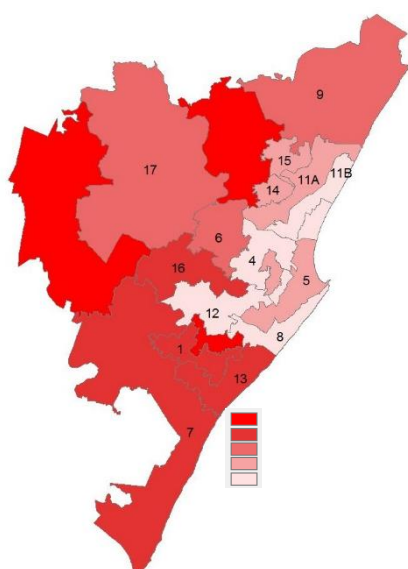


Figure 66: Breakdown of 2012/13 Capital Budget by Zone

Figure 65: Geography of Need

As of February 2013 a new process was proposed. This entails an analysis of 'Need' versus 'Delivery' in the 17 Zones for 2013/14-2015/16 budgets for 'Community-facing' projects (such as roads and sidewalks, etc.), obtain candidate projects and engage at a zone level with a view to finalising the Zone Plans and obtaining Council approval of the Zone Plan and Community Block Sum

At a nodal level a strategic level bulk infrastructure assessment of the 26 phase 1 priorities revealed that these areas require various degrees of infrastructure provision to support the development that is envisaged and in some cases, based on resources and budgets and the cycle of planning, designing and implementing infrastructure, may even go beyond the envisaged short term priorities (5 years). Since 2009, the infrastructure assessment of the Phase 1 priorities has focused on refining the data base information and priorities across sectors, with particular focus on the following:

- Establishing current development pressures and realistic take up rates in the various regions to "ground truth" and further refine the anticipated phasing of development within each region in order to inform the likely demand for infrastructure.

- Refining the criteria for prioritization by establishing which sectors of the economy will make the greatest impact on job creation and regional wealth and determining which geographic areas require infrastructure in order to meet the city's imperatives of reducing unemployment. This process was trying to reach alignment across sectors in terms of the priorities identified
- Establishing upfront the availability of excess infrastructure capacity and the areas in which development opportunities could be provided in the short term while new infrastructure was being built;
- As a further criterion for prioritization, investigating the opportunities for spatial restructuring including how the municipality might support public transport corridors and housing densification around these corridors;
- Understanding and responding to the public housing and basic services programmes since these are reliant on bulk infrastructure and establishing how to spatially align the demands for infrastructure provision for housing and the 26 priorities originally identified;
- Further investigating opportunities to grow the municipal rates base which in 2009/10 grew by a mere 1%. If the rates base does not expand it begins to limit the ability of the municipality to maintain and expand its social programme.
- Several meetings have been held with the key municipal sectors to inform more realistic development phasing based on likely demand and in particular growing the rates base and prioritized public housing initiatives with impact and scale.
- In addition, consideration has also been given to private sector plans and the likely take up rates in the Phase 1 priority areas with a view to seeking greater alignment in unlocking the development potential of these areas.

The eThekwini Municipality is updating the Prioritization Decision Matrix with the most recent SDF/SDP's and are adding more filters in order to get better alignment across sector strategies, budgets and National (SIP2) and Provincial initiatives. In addition to the work done above the eThekwini Municipality has also embarked on an analysis of the current and past budget spend and the identification of mechanisms for achieving greater internal alignment.

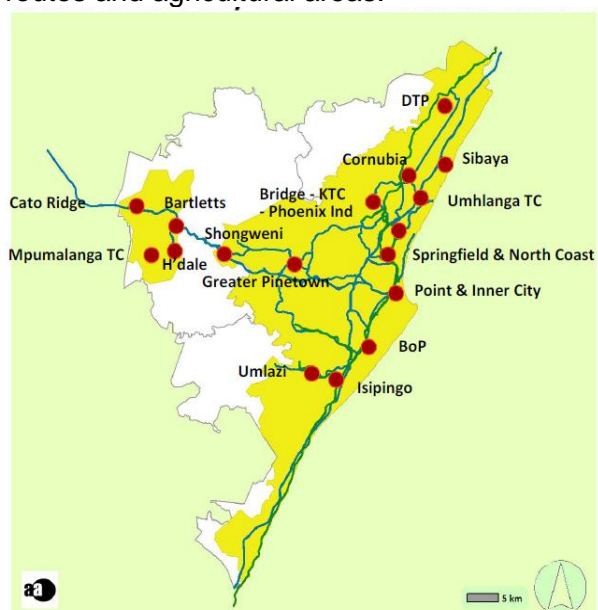
This process is often referred to as the "Blue Skies Process" to which reference is made in Chapter 1 of the SDF Review report. Translating the Blue Skies process into projects was an attempt to use spatial budgeting to identify key investment locations in order to drive spatial transformation, address social, economic and environmental imperatives, and address inefficiencies in service provision.

Taking its cue from the Blue Skies Process the following strategic outcomes or criteria were identified:

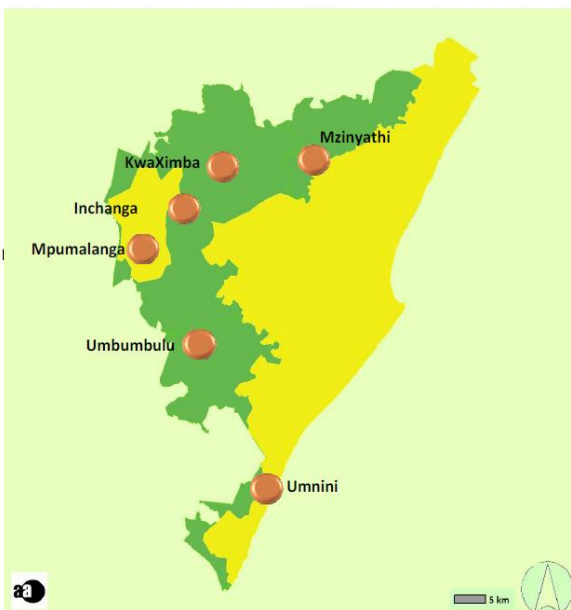
- Intensify, Densify and Regenerate the Existing Urban Centres and Key Corridors
- A strategic approach around the development of greenfields projects
- Mitigate Apartheid Spatial Planning and Mitigate the Urban-Rural Divide
- Promote Social Inclusion
- Connect the City
- Retain Existing Jobs and Grow New Ones
- Grow the Rates Base

These strategic outcomes were then turned into overarching criteria and used to identify Key Urban and Rural Investment Locations in alignment with the SDF key investment areas. Projects were then identified inside the Key Investment Locations. The key urban and rural investment areas that measured up closely to these criteria are illustrated below. In addition, there are projects and

programs that affect or support Multiple Investment Locations such as the IRPTN, D'MOSS, freight routes and agricultural areas.



**Figure 67: Urban Investment Locations**  
Source: Development Planning



**Figure 68: Rural Investment Locations**

The projects listed already enjoy attention and were sourced from a number of municipal plans (SDF, SDP, sector plans etc.) and then assessed in terms of the 2011/12 and 2012/13, MTEF up to 2013/2014. This assessment demonstrated a mismatch between the spending on key spatial locations and public sector investment in other areas of the city – a total of R2.94 billion being spent outside of the key investment locations. It was further noted that project life-cycles tend to be much longer than MTEF or even IDP periods, and it was not clear if the current mechanisms are effective for keeping long-term projects in view and in funds.

The process then explored possibilities for redirecting the budget to key investment locations and city wide projects through project savings in non-key investment locations and / or reviewing, coordinating and consolidating projects and their budgets to achieve maximum impact. This process further highlighted the need to examine the projects and budgets outside of the key investment locations with a view to identifying cost savings and/ or, if slower capital expenditure is possible etc.

Building on the previous work undertaken, in 2013/14 the eThekweni Municipality embarked on a further exercise to spatially capture and represent the capital budget in order to assist with the SDF review and assist the municipality advance on its work in trying to spatially align investment and achieve the desired urban form.

The ultimate objective of this project was to assist with the monitoring and evaluation of the Municipality's long term spatial development goals and with reviews and refinements of both the SDF and the MTEF Capital budget. The assessment has also taken account of the Built Environment Performance Plan and the principle of Integrated City Development and Expenditure as required by National Government. A key aspect of the analysis was an assessment of whether the MTEF Capital budget is promoting the SDF objectives and other spatial targeting instruments such as, the National Treasury's Integration Zones, or inhibiting them. The City is pursuing a number of spatially targeted instruments including the identification of integration zones, mega/catalytic projects relating to Human settlement, economic investment and transport within these integration zones. Details of these spatial instruments can be found in Chapter 8 of the SDF 2016/2017

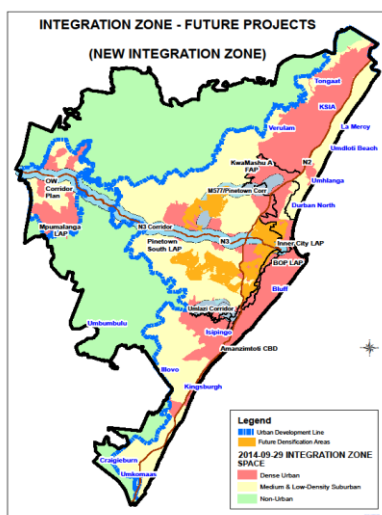


Figure 69: Integration Zone and Alignment with Planning Projects

An evaluation of the spatial location of city expenditure concluded that the projects and programmes supported by the city are largely in alignment with the SDF and Integration Zones. Processes to further refine the details on how to implement the catalytic projects and achieve further integrated and spatially targeted investments are currently underway through the preparation of the Built Environment Performance Plan and recent establishment of a Project Support Team dedicated to the implementation of projects. The BEPP bridges the gap between the IDP & Budget giving effect to the strategic and spatial intent of the SDF and partially fulfilling the requirements of the Capital Investment Framework as required in terms of the MSA (32 of 2000). This will see the translation of the spatial priorities and lower order spatial plans into programmes and projects (many of which are already underway).

This forms a summary of the SDF. The detailed report along with the plans and projects underpinning this SDF and which carries through its intentions at a more detailed level can be accessed on the municipal website.

[http://www.durban.gov.za/City\\_Services/development\\_planning\\_management/Pages/Strategic-Spatial-Planning-\(Framework-Planning\)-2.aspx](http://www.durban.gov.za/City_Services/development_planning_management/Pages/Strategic-Spatial-Planning-(Framework-Planning)-2.aspx)

## **Programme 1.2: Ensure the long term sustainability of the natural resource base**

Natural resources are the primary platform for Durban's sustainable growth and development. This includes the provision of poverty alleviation opportunities for the most vulnerable households, and a means to buffer negative impacts associated with climate change. EThekweni Municipality (EM) is therefore committed to ensuring the long-term sustainability of the natural resource base through concerted efforts in a number of key areas. This includes protecting important terrestrial and aquatic natural environments within the eThekweni Municipal Area (EMA) in order to secure a sustained supply of ecosystem services (ES) for Durban's residents and visitors. This sustainable development approach gives effect to eThekweni Municipality's Constitutional and other legislated obligations e.g., the National Environmental Management Act (NEMA) (1998), the Municipal Systems Act (2000) and the Spatial Planning and Land Use Management Act (SPLUMA) (2013).

The Durban Metropolitan Open Space (D'MOSS) plan was recently updated based on a Systematic Conservation Assessment approved by eThekweni Council in 2016. It is included in the Municipality's Schemes as a controlled development layer and identifies those environmental service assets that require protection and management. These assets include rivers, wetlands, estuaries, grasslands, forests and coastal zone resources. To ensure sustained provision of ecosystem goods and services, biodiversity (simply defined as plants, animals and micro-organisms) must be conserved and managed. Delivery of optimal ecosystem goods and services depends on functional ecosystems with high biodiversity. The D'MOSS implementation strategy aims to achieve and ensure such optimal ecosystem functionality and biodiversity conservation.

The total terrestrial and aquatic areas falling within the 2016 D'MOSS layer is 78781.81 ha of which an estimated 42 % is physically undevelopable. Approximately 34% of this total area is in private or

communal ownership. The objective of the D'MOSS layer is to identify open space areas which require protection and management and then to secure these through a variety of tools such as education, awareness, incentives, targeted land acquisition, supportive valuation and rating approaches, conservation servitudes and other town planning mechanisms. The proclamation of nature reserves, and establishment of public-private partnerships, are also promoted as part of efforts to protect Durban's environment. An internal Stewardship Task Team has also been established. . The team is working on a number of pilot projects in traditional areas in KwaXimba and Mapephethe with eZemvelvo KZN Wildlife, civil society and private and communal landowners to develop biodiversity agreements with the ultimate goal of proclaiming nature reserves in these areas. There are, however, many instances where the natural resource base is overexploited through urban development and it will be critical for the various spheres of government and broader society to continue to work together in partnership to find practical and innovative solutions to manage such threats. .

Appropriate management of environmentally significant areas and open space corridors is critical. Over and above the work of the Municipality, and various other role-players, a number of dedicated poverty alleviation programmes, e.g. the Working for Ecosystems Programme, have been established. The importance of these programmes is that, in addition to improving environmental quality, they address unemployment through provision of training and job opportunities. Training is essential for delivery of high quality work and the integration of environmental, social and economic outcomes (see the relevant section of the 'Situational Analysis' in the IDP for more details) and has helped eThekwini Municipality to deliver on its local green economy objectives. The work undertaken in these programmes empowers local people to build communities that are more resilient to the short and long-term effects of climate change. This is achieved through their improved understanding of a) climate change and b) how the natural environment acts as a buffer against disasters resulting from climate extremes and slow onset changes such as drought.

The successful control of invasive alien species (IAS) is key to conserving biodiversity and ensuring optimal ecosystem functionality. The threat that IAS pose is significant and growing, and can impact on biodiversity and human wellbeing, e.g. through reducing water supply. The Municipality's Invasive Alien Species Framework Strategy, and Invasive Alien Species Management Plan, respectively provide a roadmap for how control of IAS can be achieved, and a clear plan of where this is to happen. Both the strategy and management plan are required by national legislation. Relevant environmental policy development as well as advocacy and communication efforts are also critical in furthering these efforts. A second focus area is the restoration of natural ecosystems, implemented under the auspices of the Community Reforestation Programme. This work aims to explore optimal ways to establish and manage indigenous forests within the urban context. This includes research on ecosystem restoration, novel ecosystems management, and on how human-ecological systems can contribute to sustainable development targets.

In order to effectively measure and validate the implementation approach used, eThekwini Municipality has embarked upon a research programme, in partnership with the University of KwaZulu-Natal (the Durban Research Action Partnership or DRAP). The programme seeks to: a) research critically important biodiversity and ecosystem assets, b) understand the impacts of climate change and socio-economic upliftment within the context of the local environmental work discussed above, c) build local research capacity including developing skills and competency of both UKZN and Municipal participants, and d) maximise high quality research opportunities for students and researchers.

In addition to targeted biodiversity interventions, eThekwini Municipality also recognises the importance of ensuring that the City's strategic spatial planning adequately considers the critical role that the natural environment plays in underpinning cross-sectoral sustainable development in Durban. The proposed Strategic Environmental Assessment (SEA) will be used as a way to improve understanding of the role of natural ecosystems in contributing to human wellbeing and development and identify ecosystems where the city is at risk of approaching and exceeding environmental

thresholds. The outcomes of the SEA will be used to inform strategic decision making and planning processes. The Sustainable Horizons Project, initially inspired by emerging global thinking around planetary boundaries and environmental thresholds, is intended to provide an indication of whether Durban's current development trajectory is likely to remain within, or to exceed, local environmental thresholds. This work has since evolved to focus on developing a tool that can help to show progress towards a viable and improved future in Durban, with the intention being to develop and implement an integrated indicator system that measures sustainability performance across social, economic and environmental indicators. The model is currently undergoing further refinement so that it can be effectively embedded in the operations of the eThekweni Municipality so that sustainability data and trends can be monitored over time. The outputs from the Sustainable Horizons project will help to inform strategic decision-making in various municipal planning processes.

The key development challenges facing the world, and in particular, cities, in the 21<sup>st</sup> century include, global economic recession, high levels of inequality, rapid urbanisation, growing informality, loss of the natural environment and climate change. These challenges are complex and their impacts are largely unpredictable and uncertain. Urban resilience is emerging as an integral response in addressing the development challenges in a rapidly changing world. Resilience will focus on how cities prepare for present and future change; it will involve an integration of different agendas, new partnerships, and finding new and innovative ways of doing things. This is particularly important, given that the past responses are no longer an appropriate indicator of the challenges cities will face in the future. The natural environment also plays an important role in reducing risk, enhancing resilience and ensuring sustainable communities in urban areas. Durban's participation in the global '100 Resilient Cities' programme also acknowledges the fact that, in order for the natural environment to be appropriately included in city planning and decision-making, there is a need to build an enabling context in which this can occur. Addressing fundamental developmental challenges such as governance and inequity are key to this work. The resilience work also provides a platform to explore how we approach challenges, how we work across boundaries and how we form new partnerships to build a city that is better equipped to respond well to future change. Current efforts in Durban are focussed on exploring two resilience building options; "Integrated informal settlements planning" and "Integrated and innovative planning at the interface between municipal and traditional governance systems". The identification of these priority areas has highlighted the importance of better understanding the relationships between formality and informality in the City (e.g. in relation to human settlements and the economy) and the relationships between formal and traditional systems of governance, in order to build resilience in Durban. A key output from this work will be a 'Resilience Strategy' for Durban.

### ***Programme 1.3: Manage and regulate the built environment***

Development applications may be separated in "planning applications" and "building applications." Planning applications being those required to confirm that a proposal conforms to land use/scheme requirements or where rezoning or special consents are needed.

Land use clearance is a prerequisite to the submission of a building application.

In order for the local authority to approve an application the Act requires that the local authority must be satisfied that the application complies with both the Act and any the applicable law.

The responsibility for achieving compliance is that of the applicant and any delays as a result of an application being refused cannot be attributed to the local authority.

Determining whether or not a building application complies with any other applicable laws may require input from a number of stakeholders, some of whom are external to the municipality. This can prove to be both challenging and time consuming and is an area that is receiving attention.



It is in the interest of statutory compliance, public safety, and neighbourhood amenity to ensure that an effective and efficient system that integrates town planning, environment and building control is in place which enables quality decisions to be made within the shortest possible time. Much effort is being put into integrating and standardising systems across the municipality in the most effective way in order for this to be achieved.

Processes are being re-engineered to be more responsive, to improve turnaround times where necessary, to enhance the attractiveness of the Municipality from an investment perspective that promotes development that sustains our natural and amenity resource base.

Accordingly it is in the Municipality's interest to develop an effective and efficient land use, environment and building control compliance system to combat inefficiencies and ineffectiveness of the current fragmented systems and the growing disregard for legal compliance by property owners

Whilst control is often seen in a negative light, an ineffective system leads to frustration, apathy and anger eventually undermining all efforts to achieve Plan One's goal. To be effective the system must be equitable and efficient and not only deliver but be seen to deliver. In this regard by-laws and procedural reviews including the development of an efficient and effective electronic system is underway. In addition, staffing levels, capacity and council integration of efforts is currently being addressed to enhance the efficiency and effectiveness of the compliance system. It is also important that processes are made known and can be understood by those who use them.

The Municipality has developed and implemented processes and procedures in response to the legislative changes in order to ensure that all stakeholders comply with these requirements. These systems are being monitored and managed on a regular basis in order to ensure compliance.

The Municipality has developed, implemented and manages an effective and efficient building control compliance system to combat inefficiencies and ineffectiveness of the fragmented enforcement system and growing disregard for legal development practices.

The lack of the presence of Building Control in the previously under serviced areas has been identified and a programme has been put in place in order to increase the visibility and delivery of services specifically with regard to safety of life and property.

In addition, staffing levels, capacity and council integration of efforts is currently being addressed to enhance the efficiency and effectiveness of the compliance system.

Due to a lack of coordination of services, a need for Multi-disciplinary integration of services from various departments was established and implemented in order to achieve a common goal for compliance and for efficient service delivery.

Outdoor advertising is a multi-billion rand industry that has a significant impact on the aesthetics and safety of the built environment particularly in the urban areas. It has a potential of enhancing or destroying the aesthetics of the Municipality. EThekweni Municipality has a policy and bylaws that regulate outdoor advertising to enhance the value add of outdoor advertising within the municipal area. Therefore it strives to ensure that there is maximum compliance with policy and bylaws pertaining to advertising.

## **STRATEGIC FOCUS AREA: CLIMATE PROTECTION PLANNING**

### ***Programme 1.4: Develop and implement a Municipal Climate Protection Programme***

A review of the local impacts of climate change in Durban suggests that maximum and minimum temperatures are likely to increase, as are the number of consecutive hot days with temperatures exceeding 30°C. Durban's rainfall patterns are also likely to be affected. Although the total amount of rainfall will increase slightly, the distribution of that rainfall will change, with longer periods of no rainfall and an increased frequency in high intensity rainfall events. These changes in temperature and rainfall may lead to numerous impacts on water availability, agricultural productivity and food security particularly in subsistence farming areas. Temperature increases will also likely cause the spread of water and vector borne diseases such as malaria and cholera to previously unaffected areas in Durban.

Extrapolating from sea level measurements made since 1970, current predictions are that a number of economic and tourist areas may be affected by sea level rise; infrastructure, together with coastal vegetation, is at risk. An increase in damage can also be expected from an increase in the frequency of extreme events such as flooding and storm surges. It is therefore clear that climate change is a threat to sustainable development and could undermine poverty alleviation efforts and have severe implications for food security, clean water, energy supply and environmental health.

A further likely impact is the change in the distribution of species across latitudinal and altitudinal gradients. This is likely to impact negatively upon species whose habitat has been fragmented by development, and highlights the need for connecting habitat corridors. It is also apparent that our existing knowledge base to manage these changes is insufficient, and should be augmented by dedicated focussed research. Climate change is also likely to promote the spread of invasive alien species which will put an increasing stress upon indigenous biodiversity. Another possible impact is linked to an increase in the carbon dioxide concentrations in the atmosphere which could favour growth in tree and woody species, to the detriment of grassland species. This impact will be exacerbated by the changes in grassland fire ecology already caused by development and habitat transformation.

EThekweni Municipality views the issue of climate change in a serious light and has developed an integrated mitigation and adaptation Durban Climate Change Strategy within the context of its Municipal Climate Protection Programme initiated in 2004. Because of the vulnerability of Africa to the impacts of climate change, adaptation is a critical concern for a city such as Durban. For this reason the Municipal Climate Protection programme emphasises the need for focused and flexible adaptation options and has explored the possibilities that exist at the municipal, community and urban management level. In this respect, the climate protection programme has initiated a number of ecosystem-based adaptation initiatives that aim to protect Durban's biodiversity from climate change impacts, whilst at the same time providing co-benefits in terms of job creation and an expansion of ecosystem services associated with these projects. Developing relevant knowledge products based on primary research will be critical in order for appropriate no-regrets management decisions to be reached. In this respect, the Environmental Planning and Climate Protection Department has established a number of climate change-focussed research programmes under the Durban Research Action Partnership (DRAP) which is a trans-disciplinary research initiative between the Municipality and the University of KwaZulu-Natal. Within the Global Environmental Change programme, the Municipality has begun engaging with the Future Resilience of African Cities, Towns and Lands (FRACTAL) project hosted by the Climate Systems Analysis Group (CSAG) in Cape Town. Through this engagement, the City has contracted an embedded postdoctoral researcher who will lead the



City's efforts to establish a monitoring programme to understand climate change impacts on the City's ecosystems. CSAG will contribute through the development of a climate narrative for the City, as well as update the current climate change projections.

COP17-CMP saw a significant emphasis placed on adaptation as a necessary climate change response at the international level with the signing of the Durban Adaptation Charter by 114 mayors representing over 950 local governments worldwide. Since then, a total of 341 mayors, elected government officials and local authority organisation leaders, have signed the Charter. This has resulted in a current total of 1069 signatories from local government authorities and cities from 45 countries, with the majority of signatories from within developing nations. The DAC commits signatories to ten principles of climate change adaptation action at the local level with the aim of supporting local authorities to respond effectively to climate change. In order to fast track implementation a 'Networks of Networks' model has been adopted in which cities that are leaders in climate change adaptation in a region serve as Durban Adaptation Charter Regional Hubs. City-to-city exchanges and partnerships have been facilitated between the Regional Hub cities in order to promote shared learning and the exchange of information regarding climate change adaptation. In addition, in order to facilitate similar at a more localised scale within regions, sub-national, Local Compacts have been promoted to encourage learning and action. This has been formalised as the 'Hub and Compact' approach and a number of internationally funded city-to-city exchanges have been convened. Thus far Southern African, East African, South American and Northern American Regional Hubs have been established, and plans to establish West African and South East Asian Hubs are underway. In addition Local Compacts are established in Broward County in North America and the Central KwaZulu-Natal Climate Change Compact in Southern Africa.

Since the success of the Paris Agreement in 2015, the City has been engaging with its partners in the uMngeni Ecological Infrastructure Partnership to develop a concept note to attract funding for the development of a large-scale (between uMngeni and KwaDukuza) and transformative climate change funding proposal to the Green Climate Fund. This concept note is currently being considered by South Africa's National Implementing Entity and the development Bank of South Africa.

## SDBIP Project Matrix

### Plan One: Develop and Sustain our Spatial, Natural and Built Environment

Strategic Focus Area	Programme	Project
Develop, manage and regulate the Built and Natural Environment	1.1. Develop and Implement a sustainable and integrated spatial planning system	1.1.1. Spatial Development Framework Review
		1.1.2. Preparation of Local Area Plans
		1.1.3. Preparation of Functional Area Plans
		1.1.4. Undertake Special Projects
	1.2. Ensure the long term sustainability of the natural resource base	1.2.1. D'MOSS (Durban Metropolitan Open Space System) and Finescale Systematic Conversation Planning (SCP)
		1.2.2. Large scale programmes for implementation of biodiversity and climate protection, and for green job creation
		1.2.3. Land Acquisition and rezoning to secure critical environmental assets
		1.2.4. Regular state of biodiversity reporting
		1.2.5. Influence city planning to address environmental sustainability and resilience
	1.3. Manage and regulate the built environment	1.3.1. Meet scorecard stipulated processing time frames for applications
		1.3.2. Enhance signage opportunities on Council owned assets and Provide support to Citywide Programs (a)Clean My City Campaign (b)UMZ
		1.3.3. Inspect all completed buildings and initiate the process for the valuation of buildings for rating purposes within 30 working days from date eligible for valuation.
		1.3.4. Provide an Enforcement and Prosecution response to Citywide Programs (a) Clean My City Campaign (b) UMZ
	Climate Protection Planning	1.4. Develop and implement a Municipal Climate Protection Programme
1.4.2. Development of the Durban Climate Change Strategy		

## Plan 1 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Develop, manage and regulate the built and natural environment	2825	3500	3675
Climate protection planning	-	-	-

## Plan 1 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Develop, manage and regulate the built and natural environment	167001	178320	190080
Climate protection planning	292016	297753	310674

## Plan 1 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Develop, manage and regulate the built and natural environment	66517	57223	51222
Climate protection planning			

The above tables will be updated once the 2017/18 Budget is finalized.

## Reviewed Scorecard:

### Plan One: Develop and Sustain our Spatial, Natural and Built Environment

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at June 2016	Annual Target 17/18	5 Year Target 21/22
Cross cutting	Develop, manage and regulate the Built and Natural Environment	1.1 Spatial Transformation and Integration	100%	18/19 SDF Review completed	SDF Annual review completed
Basic Service Delivery		1.2. 99% of all applications finalised within statutory timeframe of 30 days for applications less than 500m <sup>2</sup> and 60 days for applications greater than or equal to 500m <sup>2</sup>	99.97%	99% of all applications finalised within statutory timeframe of 30 days for applications less than 500m <sup>2</sup> and 60 days for applications greater than 500m <sup>2</sup>	99% of all building applications meet statutory timeframes
		1. 3. Production of the Annual State of Biodiversity (SOB) Report	100%	Produce SOB Report	Produce SOB Report

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at June 2016	Annual Target 17/18	5 Year Target 21/22
		1.4.A full Statement or spot Summons submitted to Metro Police within 21 days for 100% of all prosecuted cases	98.75%	A full Statement or spot Summons submitted to Metro Police within 21 days for 100% of cases	Full Statement or spot Summons submitted to Metro Police within 21 days for 100% of cases
		1.5. Identify and Facilitate advertising opportunities on Council owned land/Assets	100%	Two Advertising Tenders Published represented as 25% x4 = 100%	2 Advertising contracts awarded (100%)
		1.6 All buildings completed are initiated for valuation and rating purposes consequentially towards a positive growth on the rates base and valuation role.	New KPI- No baseline	100% of all buildings completed are initiated for valuation purposes within 30 days from date of final inspection.	100% of all buildings completed initiated are for valuation purposes within 30 days from date of final inspection.

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at June 2016	Annual Target 17/18	5 Year Target 21/22
	Climate Protection Planning	1.7 Implement a Municipal Climate Protection Programme	100%	Implement the Biodiversity Theme of the DCCS; Implement the DAC local and international work programme.	Development of a strategic implementation plan for the adaptation component of the Durban Climate Change Strategy.

## Alignment to National Development Plan

Plan Number	Transition to a Low Carbon Economy	Inclusive Rural economy	Human Settlements	Building a Capable State
Plan 1 Develop and Sustain our Spatial, Natural and Built Environment	<ul style="list-style-type: none"> <li>➤ Develop and implement a Municipal Climate Protection Programme</li> <li>➤ Ensure the long term sustainability of the natural environment</li> <li>➤ Develop and Implement a sustainable and integrated spatial planning system</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop and Implement a sustainable and integrated spatial planning system</li> </ul>	<ul style="list-style-type: none"> <li>➤ Manage and regulate the built environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Manage and regulate the built environment</li> </ul>

## Alignment to Provincial Growth and Development Strategy

Plan Number	Response to Climate Change	Governance & Policy	Spatial Equity
PLAN 1 Develop and Sustain our Spatial, Natural and Built Environment	<ul style="list-style-type: none"> <li>➤ Ensure the long term sustainability of the natural resource base</li> <li>➤ Develop and implement a Municipal Climate Protection Programme</li> <li>➤ Develop and Implement a sustainable and integrated spatial planning system</li> </ul>	<ul style="list-style-type: none"> <li>➤ Manage and regulate the built environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Manage and regulate the built environment</li> </ul>



## Plans/Strategies/Policies Applicable to Plan One

### **EThekwini Municipality Generic EMP for Construction Activities**

The policy provides standards which are to be observed construction activities are undertaken. The standards apply to the lifecycle of a project thereby ensuring minimum negative impact on the environment.

### **Long Term Development Framework - “Imagine Durban”:**

The Long Term Development Framework focuses on planning for the future by identifying the long term trends that could have extreme impact on the Municipality and determines how the Municipality plans to respond to these trends.

### **Spatial Development Framework:**

The SDF provides parameters within which initiatives at a sector and local level should translate spatial objectives into tangible and attainable objectives, targets and projects. It provides a better understanding of the ability to translate spatial concepts and highlights the practical implications of meeting spatial challenges relative to current practice and capacity.

### **Spatial Development Plans (SDP) and Package of Plans**

The SDPs (and Package of Plans) are developed to bridge the gap between the strategic/conceptual SDF and the detailed land-use schemes. It does this by:

- Translating the policies contained within the eThekwini Municipality Spatial Development Framework (SDF) into more detailed and geographically specific land use directives.
- Guiding the preparation of more detailed local area plans, functional area plans and land use schemes; and
- Providing a more concrete spatial and land use guideline policy for use by municipal and other infrastructure service providers in planning and delivering their services.

### **EThekwini Industrial Spatial Strategy:**

The aim of the strategy is to guide the spatial redevelopment of industrial activities within the Municipality. The objective of such redevelopment is to optimize the location benefits for key sectors and to enable them to maximize advantages inherent in clustering. In this manner the Municipality can facilitate a business environment where efficiency and productivity in all spheres is maintained at internationally competitive levels.

### **Land Use Scheme:**

Land Use Management Schemes, more commonly known as Schemes, are statutory planning tools used to manage and promote development. A land use scheme is a critical component of the integrated spatial planning system and deals with zoning and built form controls. The intent embodied within the package of spatial plans is translated into the most appropriate zones and controls within the land use schemes.

### **EThekwini City Densification Policy**

The City Density Strategy is intended to guide and inform the structuring of the metropolitan area from a metropolitan (strategic) as well as regional point of view. It is therefore closely linked to the eThekwini Municipality’s Spatial Development Framework and Package of Plans system; however its application and interpretation should be dealt with similarly to that of the SDF. The strategy provides guidelines and norms for locating various forms of human settlement density from a strategic point of view, as well as suggests an approach to practical and realistic implementation interventions and tools, which inform and guide more specific density proposals within relevant Spatial Development Plans (SDP), Local and Functional Area Plans (LAP/FAP) and Precinct Development Plans (PDP).

## Inner City Local Area Plan and Regeneration Plan Re-Development

The Inner City of Durban is a diverse and complex part of the city, rich in culture and opportunities. It is characterised by its strategic location both as a major CBD and its Port linkage, significant transportation exchange and networks, accessible metropolitan and local facilities, key sporting and recreation facilities, concentrated and diverse population and activities, as well as complex formal and informal networks and exchanges. The area fulfils a wide range of roles and functions including:

The Inner City is identified as the urban core and the gateway to the greater city of Durban. This core has experienced a significant negative cycle of business flight, disinvestment in privately and publically held residential and commercial built form and well intentioned, but poorly coordinated public interventions which have in turn resulted in an underperforming Inner City economy and an area in decline. The need to revitalise the value of the Inner City, realising the true value of the existing assets and in turn creating the opportunity for new investment has been identified as a key requirement of the Local Area Plan and Regeneration Plan.

The LAP and Regeneration Strategy are not occurring in void; improvements in operational coordination, integrated infrastructure planning and coordinated socio-economic driven responses to the changing needs of the City are being recorded into this strategic planning tool and incorporated into how regeneration can be best achieved in the Inner City. Based on the understanding of the past and present functioning of the Inner City as well as the policy context for future development the vision for the Inner City of eThekwini has been agreed as follows: Durban is Africa's leading, most vibrant, liveable, walkable City Centre and provides environment for economic, residential, sporting and leisure opportunities for all. To achieve this vision the following spatial rational is being implemented.

The revitalization of the Inner City is a strategic development project for the city and the benefits of the revitalization would have a positive, social, economic, spatial and environmental impact on the city

## Built Environment Performance Plan

The BEPP is a brief, strategic overview of the built environment that is aimed to enhance inter-governmental relations so as to improve the performance of the metropolitan municipality's built environment. It is a city-level plan formulated and approved by the metro, and it complements existing statutory plans and compliance with legal requirements. The outcome is to improve spatial targeting and sequencing of public investments in the urban built environment to achieve a more compact, inclusive, productive and sustainable urban spatial form.

BEPP is a therefore a critical instrument for identifying catalytic projects and investment priorities and an important tool to shift the investment focus to spatial targeting and integration. It bridges the gap between the IDP & Budget giving effect to the strategic and spatial intent of the SDF and as well as partially fulfilling the requirements of the Capital Investment Framework as required in terms of the MSA (32 of 2000).

## Durban Metropolitan Open Space Systems

The D'MOSS is a network of various types of open spaces and linkages, incorporating areas of high biodiversity value (private and public owned) The first Metropolitan Open Space System (MOSS) in Durban was produced in 1979 by the former Wildlife Society and was primarily focused on protecting already known conservation-worthy areas of the metropolitan area. Nowadays the D'MOSS layer is prepared, maintained and published by eThekwini Municipality using Systematic Conservation Assessment methodologies. The D'MOSS layer is used to ensure controlled approval of certain applications, which may have an impact on our natural environment. D'MOSS is a provision of the

town planning schemes where there is a scheme area (in terms of the Planning and Development Act no 6 of 2008). Outside of scheme areas it operates as a policy of council.

### Framework Strategy and Action Plan for the control of Invasive Alien Species

Invasive Alien Species (IAS) are species not indigenous to a location, area, or region. IAS are problematic throughout the world, with detrimental impacts on natural resources, economies (e.g. agricultural pests, costs of control), public health (e.g. disease outbreaks, consumption of toxic plants), and biodiversity. The challenges relating to successful management of IAS are many and varied. This Strategy seeks to address various aspects of such management as a means successful control of these organisms within the boundaries of the eThekwini Municipality (EM).

### Durban Climate Change Strategy (DCCS)

The DCCS was approved by the eThekwini Municipal council in June 2015. This is an integrated mitigation and adaptation strategy that focused on ten key themes: Water, Sea Level Rise, Biodiversity, Health, Food Security, Energy, Transport, Waste, Economic Development and Knowledge Development. The implementation framework for the Strategy and plans for the theme are currently being developed. Included in implementation will be funding sought from international funding platforms to advance an integrated regional response to climate change that is transformative, puts communities at the centre of implementation and recognises the need for a sustainable natural resource base.

### Council Approved Spatial Plans

Reports available at the following web address

[http://www.durban.gov.za/City\\_Services/development\\_planning\\_management/Pages/Strategic-Spatial-Planning-\(Framework-Planning\)-2.aspx](http://www.durban.gov.za/City_Services/development_planning_management/Pages/Strategic-Spatial-Planning-(Framework-Planning)-2.aspx)

ETHEKWINI COUNCIL PLANNING PROJECTS	
<b>PROJECTS IN PROGRESS</b>	
Annual SDF Review 2017/2018	In progress
Cato Ridge LAP Review	In Progress
Watson North Greylands & FAP Scheme	In progress
Northern Densification Corridor Pilot Projects	In progress
Nsimbini /Golokodo Draft Scheme	In progress
Vulamehlo LAP and Scheme	In progress
Waterfall / Inanda Road FAP and Scheme	In progress
<b>COUNCIL APPROVED</b>	<b>DATE APPROVED</b>
Central Region / Inner City Local Area Plan, Functional Area Plan and Scheme	December 2016
Annual SDF Review 2016/2017	May 2016
Isipingo Local Area Plan, Functional Area Plan and Scheme (including the Reunion Rezoning and property transaction process	April 2016
Pinetown South LAP, Functional Area Plan and Scheme Review	November 2015
South Public Transport Corridor Study	November 2014
South Public Transport Corridor Study / PUBLIC PROCESS	In progress
KwaMashu A regeneration Plan	November 2015
Spatial Development Framework Review 2014/2015	May 2015
Illovo South LAP	March 2014
Spatial Development Plan Review 2013/2014	February 2014
Back of Port Concept, Framework Precinct Plans & Zoning reports	November 2014
Mpumalanga LAP	November 2014
South Public Transport Corridor	November 2014
Nsimbini Rural Functional Area Plan	June 2013
City Densification Strategy	June 2013
Northern Public Transport and Integrated Land Use Corridor Phase 2 (NPTC Phase 2)	May 2013
Tongaat Inyaninga Functional Area Plan and Draft Scheme	March 2013

<b>Back of Port Interface LAP</b>	June 2012
<b>Molweni Nodal Precinct Plan</b>	June 2012
<b>Adams / Folweni LAP</b>	June 2012
<b>Outer West Development Corridor Study &amp; Cato Ridge LAP</b>	May 2012
<b>Northern Urban Development Corridor (NUDC) including 3 LAP's (Tongaat Dube Trade Port, Verulam / Cornubia, INK/ Phoenix</b>	March 2012
<b>Amanzimtoti CBD Regeneration Study</b>	October 2011
<b>Cragieburn Precinct Plan/ Functional Area Plan</b>	March 2011
<b>Cornubia Framework Plan</b>	March 2011
<b>Umlazi Malukazi LAP and Township Regeneration Plan</b>	February 2011
<b>Clermont KwaDabeka Regeneration Project</b>	February 2011
<b>Umkomazi Local Area Plan</b>	November 2010
<b>Illovo Bekhulwandle LAP</b>	October 2010
<b>Shongweni LAP</b>	October 2010
<b>Hillcrest Gillits Kloof Land Use Management Plan</b>	September 2010
<b>Western Corridor Cross boundary Forum</b>	July 2010
<b>NPTC Phase 1</b>	June 2010
<b>Verulam CBD Precinct Plan</b>	May 2010
<b>Ohlanga Tongati Local Area Plan – Traffic Study</b>	April 2010
<b>Umhlanga Node Precinct Plan</b>	March 2010
<b>Pinetown CBD Node Precinct Plan</b>	March 2010
<b>Ohlanga Tongati Local Area Plan</b>	March 2010
<b>Umlazi Nodal Regeneration Study</b>	November 2009
<b>North, South, Outer West and Central Spatial Development Plans</b>	November 2009
<b>Industrial Spatial Strategy</b>	August 2009

## PLAN 2: DEVELOPING A PROSPEROUS, DIVERSE ECONOMY AND EMPLOYMENT CREATION

### Goal

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

### Desired Outcome

Strong economic growth, sustainable job creation and poverty alleviation.

### Why this plan?

This plan is necessary to grow employment, alleviate poverty and ensure an equitable distribution of wealth for all citizens in eThekwini. Ultimately, eThekwini should be the leading metropolis in creating more jobs, decent work and sustainable livelihoods over the next twenty years. The National Development Plan places a huge responsibility on Local Government to be an effective instrument of change in achieving socio-economic transformation.

Since 1994, the eThekwini Municipality has faced a myriad of economic development challenges, all of which may be classified into two types - those relating to the past, and the rest as a response in adapting to the vagaries of global economic trends and their impacts. Each come with its own set of challenges and requires a different strategic plan. Presently the region is characterized by high unemployment and poverty levels, low foreign direct investment, poor partnerships with the private sector and growth rates not sufficiently adequate to address the labour constraints.

As the City weathers the regional and global economic impacts, it has to ensure that economic development endures through aligning with economic plans from the other spheres of government and optimizing a tailor-made mix for eThekwini based on their recommendations for sustainable economic development.

Poor economic performance in the global arena has led to reduced output growth, rising unemployment and increased public debt and in order to recover from these, the City has to strive to reach its share of the job targets as set out in the *New Growth Path 2010* and the *National Development Plan (NDP) 2011*. The New Growth Path intends to reduce unemployment from 25% to 15% through the creation of 5 million jobs by 2020 while the *National Development Plan 2011*, is aiming to do the same from 2021 to 2030, by providing an additional 6 million jobs.

Nationally, there are many challenges that impact on the local economy, specially the uninterrupted supply of electricity. This will be significant for Durban as it is the second most attractive manufacturing location in the country and electricity disruptions has harmful impacts on the secondary sector. Other challenges and opportunities relate to resolving the energy crisis; revitalizing agriculture and the agro-processing value chain; advancing beneficiation or adding value to our mineral wealth; more effective implementation of a higher impact Industrial Policy Action Plan; encouraging private sector investment; unlocking potential SMMEs, cooperatives, townships and rural enterprises and state reform and boosting the role of state owned companies, ICT infrastructure or

broadband roll-out, water, sanitation and transport infrastructure as well as Operation Phakisa aimed at growing the ocean economy and other sectors.

The African National Congress January 8<sup>th</sup> Statement in 2017 reaffirmed a commitment to the goals and objectives of the NDP as an overarching plan and a vision to realise the ideals of the Freedom Charter to put in place a society that belongs to all who live in it. Some of the key initiatives of the NDP are already being implemented such as the major infrastructure development programme, as well as the state-led industrial policy.

The State of the Nation Address in February 2017 also highlighted several challenges and opportunities to support the objectives of Plan 2. These include radical economic transformation as a priority for 2017 as the economy is not growing fast enough to create the jobs needed and at present, the annual average household incomes of African households was five times less than their white counterparts. It was also stated that the state will increase its power to use the Expropriation Act to pursue land reform and land redistribution, in line with the constitution. Only 8 million hectares of arable land have been transferred to black people, which is only 9.8% of the 82 million hectares of arable land in South Africa.

The speech also outlined a number of proposals to boost employment. These include the establishment of an Invest SA One-Stop Shop; promoting tourism as a job driver; beefing up the Expanded Public Works Programme and using public infrastructure as a way to create work opportunities. Government will also use the 9-point plan announced in the previous State of the Nation Address to help fast-track growth and employment. The key pillars from this plan include resolving the energy challenge, promoting agriculture and agro-processing, advancing beneficiation and encouraging private sector investment.

These ambitious targets and challenges set by national government require bold leadership and a new approach at a local government level in order to contribute towards these objectives. This Plan sets out a new economic framework with a suite of programs and projects for which the eThekwini municipal region may set the foundation over the next 5 years towards realising the national vision while achieving specific gains in the short term.

The need for this Plan (Plan 2) within the *eThekwini Integrated Development Plan 2016/17* is unpacked within Strategic Focus Areas (SFAs) as outlined below. This Plan is geared towards positioning the municipal economy as *Africa's Southern Gateway to Trade and Travel*. The further development of the Port of Durban, Dube TradePort and King Shaka International Airport, as well as infrastructure improvements such as provision of water, energy, road, freight rail and fibre optics networks highlight the critical linkages of the municipality to key value chains located throughout Southern Africa.

In achieving this vision, the Plan describes an economic framework that builds on past successes such as stimulating key sectors of the economy and providing business support. This plan outlines the need to include a strategic focus on economic leadership and intelligence, facilitating partnerships, maximizing the benefits of infrastructure development, nodal and corridor development, investment promotion and facilitation, enterprise and sector development such as the film industry, automotive, chemicals, creating a competitive tourism sector and ensuring sustainable livelihoods.

The various economic development objectives for the eThekwini region as set out in Plan 2 are reinforced by a focus from National Treasury towards significant investment areas singled out for growth and job creation. These relate to tourism, agriculture, manufacturing, BPOs, housing construction, amongst others. National Treasury have also contracted in World Bank experts to help redefine a step-change in Durban Investment Promotion, which will require significantly more financial and human resources, and optimal organisational restructure if we are to urgently deliver upon the new investment strategy. Climate change research is also boosted by the allocation of R296-million

over the next 3 years for the oceans economy. There is also a focus on the recapitalization and development of farms. For the manufacturing sector a significant budget has been set aside for manufacturing development incentives and support for growing service industries such as business outsourcing and in addition the Manufacturing Competitiveness Enhancement Programme will assist companies with financial support to upgrade facilities and skills development.

Following the adoption of the eThekweni's *Economic Development and Job Creation Strategy* in 2013, some aspects from the Strategy are being implemented, however, there are still many resource constraints that is hampering the realisation of more initiatives described in the Strategy. This strategy was critical in identifying key areas of concern that the City needed to address. Most notably, the Strategy seeks to place the city on a new growth path driven by strong and well informed economic leadership and will also be updated during the 2017-22 period to reflect the new challenges and focus areas. A key feature of this strategy was a strong emphasis on improving the productive sectors of the local economy. Manufacturing is a very significant sector of the EThekweni economy and employs over 186,000 people, contributing about 18% of our total formal employment in 2015. In terms of GDP output our manufacturing region is second to Johannesburg – last year the City's manufacturing GDP was approximately R75 billion compared with Johannesburg's R91 billion.

## **Strategic Focus Area: Providing Economic Leadership and Intelligence**

This strategic focus area is in line with local government's priority regarding the need for job creation and, in line with the national emphasis and mandate, takes a strong pro-investment stance and provides leadership that steers the city into a period of prosperity where unemployment is reduced and consequently the challenges of poverty and inequity are also reduced. This includes the provision of pertinent economic intelligence that helps decision makers in their decision-making processes. It also monitors progress and reports on issues such as job creation and investment inflows. Apart from information, there is the provision of economic analysis and insight on an ongoing basis. The path to effective decision making and implementation starts with well-informed research, strategy and development capacity. Hence building the research intelligence capacity for Plan 2 should be a priority.

### **Programme 2.1: Provide Economic Intelligence and a Strategic Economic Framework**

The constant shifts in government policy environment calls for constant alignment of goals, strategies, plans and projects. Furthermore, the current economic and financial crisis has impacted on resources available for governments to effect change. The role of the Economic Development Unit is to align with the national policy packages and to further carve out the local interventions that can support these goals. This requires a review of the City's Economic Development and Job Creation Strategy which as developed in 2013. This requires further development into an implementation plans which forms the basis of the Municipality's implementation of its economic mandate. In addition to this sectorial strategies and policies are undertaken based on priorities e.g. the Investment Promotion Strategy. In order to fulfil this mandate a project manager will need to be appointed with the responsibility of setting in place a strategic economic framework.

The Economic Development and Investment Promotion Unit's (EDIPU's) Policy, Strategy, Information and Research (PSIR) division is responsible for providing economic intelligence to the municipality and its strategic partners in implementing economic development. Some of the roles of the division include feasibility studies, application and development of decision-making tools, and monitoring the performance thereof. The Department's Economic Development and Growth in eThekweni (EDGE)



publications will feature topical issues of the day that are impacting on the global and local economies and provide cutting edge economic insights to the government officials, politicians and private sector stakeholders.

It is a reporting requirement through National Treasury's City Support Programme, that the Municipality is able to collate statistics on spatial economic trends and use these to inform city-wide planning as well as national initiatives such as the World Bank urbanisation Review, etc. in order to inform spatial planning and economic decision making, as well as monitoring and reporting on issues like job creation, spatially, this initiative will undertake work aimed at understanding and directing the economic spatial pattern of the EMA. This work is further required to inform the Built Environment Performance Plan as well as decisions on infrastructure investments to support economic growth. In order to fulfil this mandate GIS expertise will be acquired for the PSIR department.

In 2015 through the National Treasury's City Support Programme, the World Bank included the South African metro cities in the Sub-National Doing Business study. The PSIR department played the co-ordination role within the eThekwini metro, and further facilitated the drawing up of an action plan for each of the areas to address the shortcomings in municipal processes, in partnership with the relevant line-departments. The agreed plan is signed by the City Manager and to be implemented by the relevant actors. This is a bi-annual study and will be repeated in 2017, wherein the World Bank will measure progress against the signed reform action plan. This further forms part of the Mid-Term review that National Treasury undertakes. In addition to this, and in line, with the plans of the City Planning Commission, there is a need for continuous improvement in the Municipality's processes and business friendliness. This extends far beyond the SNDB study and includes various other facets such as

While industrial areas are a key contributor to rates and home to eThekwini's strategic manufacturing and logistics sectors, very little emphasis is placed on these areas in terms of urban management and upgrading. The aim of this project is to introduce new approaches to industrial revitalisation and to pilot these in strategic industrial areas. This compliments the more a-spatial approach of industrial sector support. This will not only protect the rates base, but save jobs in industrial areas. It will further enhance the investment attractiveness of the industrial areas.

## ***Programme 2.2: Innovation Programme***

The World Economic Forum (WEF) has highlighted that great impact that the internet and technology advancement are having, and will continue to have on the social and economic landscape. Already we are starting to see rapid advancements in various areas of life, and this is starting to have a disruptive impact on jobs. This is called the 4<sup>th</sup> Industrial Revolution, and it hold both opportunities and threats for jobs and societies. Countries and cities that are able to skill their population, particularly the youth, will reap the rewards while those that fail to respond will experience further disruptions in the labour market. Against this backdrop, an innovation programme has been formulated. The programme is aimed at keeping business abreast of changes and ensuring the retention of jobs. The programme is also aimed at introducing youth and SMMEs to the competitive world of innovation. It seeks to promote innovation as a means of youth and women economic empowerment while facilitating entrepreneurship in the rapidly changing innovation economy. The City established Innovate Durban as a Non-Profit Company with a mandate and resources to run programmes that capacitate the youth and other groupings, as well as to play a co-ordinating role among innovation role players, while providing a catalyst for promoting innovation.



## Strategic Focus Area: Facilitating Private Sector Investment and Partnerships

The mandate of Durban Investment Promotion is to attract new investment, retain existing investment and market and promote the City of Durban as a prime investment destination. Furthermore, the purpose of these functions is to ensure the City improves both the investment and business climates, and helps to ensure that the City's economic and business image is as positive as possible. The ultimate goal of this mandate is continuous and sustained economic growth and economic development for the City. Sustained higher rates of investment and economic growth can dramatically reduce high rates of unemployment, poverty and inequality, if there is sustained economic leadership for Durban Investment Promotion by all.

### *Programme 2.3: Investment promotion and facilitation*

The Economic Development and Job Creation Strategy of the City, adopted in 2013, prioritizes the need for Economic Leadership, and to attract private sector investment into the city. Investment attraction is seen as an important means of creating jobs, increasing and deepening economic linkages and multipliers within the economy, as well as improving the skills base of the city. In addition, private sector investment is critical in increasing the rates base of the city, which in turn enables the Municipality to spend on its social priorities of delivering services to the poor, as well as creating a better quality of life for all its citizens.

National Treasury runs the City Support Programme for the eight metropolitan cities in the country. The programme aims to support these cities to achieve their developmental objectives, with a sharp focus on improved investment, as defined through the strategic plans of the relevant city. National Treasury has received external funding that has enabled them to make the expertise of the World Bank available to assist the various cities in undertaking specific projects. Such projects need to support the developmental objectives of the relevant city, in line with the different programmes for South Africa that have been identified by National Treasury and the World Bank.

One of the key areas of assistance identified for eThekweni is in the area of Durban Investment Promotion. In order to undertake this process the technical assistance of the World Bank's investment promotion leadership has been made available to eThekweni (at no cost to the City). Following a preliminary visit, the World Bank recommended to the City that it develops an Investment Promotion Strategy, plus a clear Implementation Plan. This strategy is to develop a comprehensive roadmap for the City in its mandate of investment promotion, with tangible targets, whilst the Implementation Plan is to define the additional resources required, plus an optimal organisational structure.

The expertise and approach of the World Bank is not to write a strategy for the City, but to advise and facilitate an approach whereby the Municipality will develop its own strategy, together with business leadership, for investment promotion. The emphasis is also on building the capacity of officials within the Municipality to develop and implement the strategy through a process as guided by the World Bank.

The Municipality currently no longer has an investment promotion agency, and investment promotion initiatives are run as a Department under the Economic Development and Investment Promotion Unit. The Unit has for several years undertaken a largely reactive and facilitative role towards investors seeking to make investments into the local economy, whilst more proactive investment marketing continues. With the addition of two project managers in 2017, a greater element of proactive

investment promotion and facilitation is emerging. This includes both local businesses wanting to expand as well as businesses from outside the city and outside the country wishing to establish new operations in Durban.

However, there is limited strategically targeted investment that could locate within the city, due to a number of internal constraints. In order to undertake targeted investment attraction the Municipality must first identify its key strengths and priorities, what sectors it wishes to pursue investment attraction activities in, as well as to identify the supportive processes that it will follow. The sectors to be identified needs to build on the existing strengths of the eThekwini region as well as the developmental vision of the City. Following on from that, the Municipality requires a clear indication of what will be achieved through the establishment of key performance indicators and targets. Best practice indicates that investment promotion activities and agencies must be geared towards the achievement of clear targets within specific timeframes and aimed at fulfilling pre-defined objectives. This is predicated on sustained leadership support, sufficient financial and human resource capacity, plus an optimal organisational structure. The current National Treasury/World Bank program underway with eThekwini will hopefully deliver what is now urgently required for all in Durban.

A key change in the Municipality will be in the way it approaches and interacts with investors through investment promotion, attraction, facilitation, service and expansion. The eThekwini Municipality adopted the National and Provincial investment promotion alignment strategy as a local tier of government. The Invest S.A One-Stop-Shop and the TIKZN One-Stop-Shop (a.k.a. "KZN Investment Centre") formed the basis of such alignment. There is a need to place more emphasis, energy, and resources on Durban investment promotion to attract investment and create sustainable jobs for the people of eThekwini. Local and foreign direct investment promotion is vital, and for this to be a sustainable success, a paradigm shift within the City of Durban is needed in terms institutional structure and authority, support, resource investment, and human capital investment.

Durban Investment Promotion has among others the overall purpose to facilitate private sector investment and partnerships into the City through new economic development projects such as green technology FDI projects. One such at present seeks to harness the 'Cape Agulhas Current' along the East London to Durban Coastline to generate clean electricity for the City of Durban. This forms part of the quest for technology development and advancement, sustainable jobs creation, poverty alleviation and new revenue streams for the City of Durban. It also provides on-going support to local investors and investment into key catalytic projects. The Existing Business Investor Engagement Strategy and Action Plan programme outlines the deliverables in the private sector partnerships that will co-benefit the City and its key clients. One of the key programmes is the Business Retention and Expansion programme that prioritises service delivery to businesses through key line function departments with better turn-around periods.

The department's marketing and promoting initiatives seek to proactively focus on increasing international investment inflows and attract private investment in the priority economic sectors that are spatially aligned with policies and plans within the Municipality. The strategic outcome is to continue to strengthen economic ties and business linkages located in America and Europe. Extensive research into investor services offered in leading IPA's globally, have led to developing a full service package for foreign direct investors. This package comprises legal, administrative and lifestyle services that offer a holistic business solution in order to facilitate private public partnership and create an enabling environment within the City.

A targeted framework of proactive advertising into leading business publications taking into account the FDI geographic regions and the BRICS outreach incorporating extensively alternative media approaches i.e. online, electronic and social platforms forms part of the strategic marketing campaign. This also entails involve active dissemination of the promotional documentation and promotional

items that the department is supplemented with. The networks of reaching potential investors are exhibitions, conferences, in/out bound delegations, the Diplomatic Community, B2B meetings, line departments and stakeholder / business involvements, along with the increasing use of more electronic channels.

## **Programme 2.4: Catalytic Projects**

The city has identified a number of catalytic projects in key areas within the integration zones to look at creative ways of utilising limited resources to stimulate the economy. National Treasury has funded a programmes called the Build Environment Performance Plan (BEPP) which seeks to co-ordinate and integrate planning, budgeting and implementation to achieve economic development and spatial transformation objectives. The City must, through this programme, ensure the provision of support to facilitate investment into key catalytic projects and encourage investment into key strategic infrastructure projects. This relates to support for the development of the Cornubia mixed use project, support to further development of Dube Trade Port (DTP) and the Aerotropolis, support to the development of the Integrated Rapid Public Transport Network (IRPTN), facilitating of the phased provision of bulk infrastructure to support development in the North, facilitation of the phased provision of bulk Infrastructure to support development in the N3 Corridor (Shongweni; Hammarsdale; Cato Ridge), and the promotion of IT connectivity.

The urban integration zones within BEPP were identified along primary nodes and corridors to ensure functional linkages between settlement areas and productive centres. Using integration zones as part of the Urban Network Strategy the city identified the catalytic projects accordingly. One of these projects relate to the Dube TradePort Corporation which has been successful in attracting R 1, 4 billion in private sector investment to date. The first phase of the Dube TradeZone development has attracted a considerable sum of the total investment value that Dube TradePort has been able to secure in the last 36 months. A number of investments including Samsung Electronics, which is involved in the manufacturing of televisions and monitors; Brenco Reelin, who are active in the refurbishment of train bearings and seals and Rossi SA who are involved in the assembly, repair and distribution of gearboxes that are destined for the mining industry. DB Schenker - another large multinational logistics and warehousing company is also located within Dube TradeZone.

All of these organisations are currently fully operational within the zone and bring a mix of services and facilities to the business platform, which, in the long term is hoping to add value to other industries down the value chain within surrounding developments. Eureka Capital SA is another large investor within Dube City, a mixed-use commercial property development that has invested in a 21, 500m<sup>2</sup> six-story building. The building will house offices as well as an innovation centre, which will add value to a number of knowledge-intensive technology industries. More recent announcements regarding planned investments into the Tradezones include: China's YOAC (Yangtze Optics Africa Cable) R150 million investment in a new optical fibre manufacturing facility, Cipla Bio-Tec will be investing R1, 3bn in a pharmaceutical manufacturing facility and a new state of the art condom manufacturing facility will be constructed for HBM-SA Health Protection Services.

Planning is currently underway for subsequent phases within the Dube TradePort area, including Trade Zone 2, Support Zone 2, uShukela Highway Development as well as Agrizone Phase 2. Planning is also underway for the upgrade, and provision of new bulk infrastructure to support the anticipated growth and take-up in the area.

Another major development is Cornubia. The Economic Development and Investment Promotion Unit's recent study of the socio-economic impacts of Cornubia shows that the development is set to

unlock significant economic benefits. The proposed 1 200 ha mixed-use development in eThekweni is an initiative that will change the face of KwaZulu-Natal. The Cornubia development, north of Durban, was expected to have a large impact on job creation in eThekweni during both the construction and operational phases, and unlock a significant contribution to the local gross domestic product (GDP). The development is expected to contribute about 10%, or R3.3-billion, to eThekweni's GDP and 5% to the provincial economy's GDP of R22.9-billion.

A further catalytic project is the C3 Corridor which links the Inner West with Bridge City. It is a corridor that has various components of public transport including rail, motorised transport and non-motorised transport. To date some of the rail links are complete; with work also at an advanced stage for the bus/taxi depots along the route. In order to ensure that the Corridor is sustainable, a dynamic land use strategy has been undertaken to support the corridor. In that regard, higher densities at key nodal points such as the stations are modelled at densities of approximately 200du/ha. The land use mix has remained largely retail/ office/ residential in nature. This contributes to and supports the City's Vision of quality environments and work/live/play environments.

## **Strategic Focus Area: Leverage, Influence and Facilitate Key Infrastructure Development and maximise the Local Benefit**

Ensuring that the maximum local benefit can be achieved from investment in infrastructure in key areas to unlock priority projects is important in assisting the City achieve the goals as set by the NDP. In order for this to occur, the City must facilitate the creation of economic opportunities within both public and private sector developments, and undertake Economic Impact Assessments for key developments to ensure that the anticipated benefits are being achieved.

### ***Programme 2.5: Urban Renewal***

The inner city is an engine of the regional economy and requires significant investment. Over the past 10 years the levels of public sector investment have been much greater than private sector investment. The overall objective of the inner city revitalisation should be to create a 24 hour inner city which is safe, clean and is a centre for working, living, entertainment and culture. The Inner City is also home to the primary tourism assets of the region and a hub for office and business activity. As the inner city is still the economic face of the eThekweni region, there is potential to reach critical mass in terms of optimising the mixed-use nature of the area.

## **Strategic Focus Area: Enterprise and Sector Development**

This Strategic Focus Area comprises of the following core programmes: facilitating industry skills and economic inclusion, enterprise development, trade and sector development, managing the bulk fresh produce market, and managing the informal economy. As such, this is a critical focus area and the City must ensure that the key projects relevant to each programme are sufficiently budgeted for, are implemented effectively, and monitored and maintained to review successes and failures.

## ***Programme 2.6: Stimulate Key Sectors that promote economic growth and create jobs through providing support for prioritised sectors***

The programme strives to stimulate economic growth in key activity sectors aligned with the KwaZulu-Natal Industrial Development Strategy, namely the automotive sector, ICT, BPO, tourism, agriculture and agri-processing, chemicals, metals, creative industries (crafts, film, TV and music), clothing and textiles, and wood, pulp and paper the maritime sector.

Different approaches will be followed on a sectoral basis, as some industries are in decline, such as textile and clothing, while others, such as the film industry and business process outsourcing (BPO) are on a growth trajectory. This programme is also cognisant of the focus on the green economy and the impacts on climate change and is crafting various strategies and initiatives to address this significant challenge

These Programmes are mandated to facilitate the development and implementation of the municipality's industry sector development programmes and support measures, that is, facilitation of the city's firms and industries to grow jobs; raise productivity and incomes of EMA citizens; and thereby help towards the eradication of poverty and increase shared prosperity.

The industry sector support that will be provided to the municipality's key industrial sectors, in particular the manufacturing sector, which will be accomplished through the deployment of policy tools such as cluster development; catalytic or transformative initiatives; business support services; sector support desk and sector specialists. Some of the interventions will be cross-cutting and sector specific.

The Programmes need to be well capacitated and resourced (priority resources include staff and budget) in order to deliver on their mandate and contribute towards the overall achievement of the Municipality's desired economic outcomes, such as economic development and employment; exports; technological innovations; productivity growth; greener growth and poverty reduction. These Programmes will facilitate the municipality firms and industries to achieve all these outcomes.

## ***Programme 2.7: Facilitating Industry Skills and Economic inclusion***

The skills challenge that current exists permeates through all facets of society and addressing it requires coordinated and targeted intervention from all spheres of government, the private sector and society. With regard to eThekweni's role, this programme will aim to respond to the need for a larger and more skilled workforce, while encouraging young professionals, artisans, etc., to stay within the city. This is important in creating quality rate payers and in addressing the triple challenge of poverty; unemployment and inequality. In addition, inclusion is important in ensuring that women are integrated effectively into the workplace. As such, key interventions include implementation of empowerment initiatives and the creation of partnerships and investing in strategic skills development.

## ***Programme 2.8: Managing the Informal Economy***

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

come into conflict. This programme speaks to supporting the informal economy through initiatives such as the provision of infrastructure support and development to informal trade, provision of advisory and information services to product owners and visitors, and to ensure competitiveness through gathering business intelligence and improving product quality.

### ***Programme 2.9: Managing the Bulk Fresh Produce Market***

The role of the Durban Fresh Produce Market is to facilitate the distribution of Fresh Produce. Commercial farmers, small and emerging farmers are dependent on the Bulk Fresh Produce Market in order to sell their fresh produce. This platform creates business opportunities for big, small and emerging businesses, inclusive of informal traders from where they can purchase their Fresh Produce. Businesses involved in the wholesale and retail distribution of fresh produce are also dependent on the Bulk Market. In addition, businesses other than those involved in wholesale and retail distribution (e.g. Processing, Entities, etc.) are also dependent on the Bulk Market. The Bulk Market contributes extensively towards both creating and sustaining jobs in the fresh produce sector.

### ***Programme 2.10: Socio-Economic Development through the Creation of Sustainable jobs within various Sectors.***

This programme attempts to monitor the construction activity from the city's Expanded Public Works Programme (EPWP) to determine the number of sustainable jobs created from the capital and other expenditure such as national and provincial grants.

### ***Programme 2.11: Enterprise Development***

Small businesses are vital contributors to the health of the economy and offer a diversity of opportunity in our Society. Small businesses boost productivity, increase competition and innovation, create employment and prosperity, and revitalize our communities. Through this programme a platform is created for small enterprises to develop into sustainable businesses. There is also a platform created for sector programme such as construction, tourism development, arts and crafts and the ICT sectors. Access to markets are facilitated through the Exhibitions and Fairs as well as a Business Linkages Programme, however, there is room for more opportunities through preferential procurement policies. Research and the development of policies and strategies are critical to the growth of small businesses and further to Governments proposed strategy of partnerships; the programme develops strategic partnerships for the purposes of engaging the private sector for both their resources and expertise in the development of SMMEs.

### ***Programme 2.12: Special Purpose Vehicle to support, market and promote the local film and digital media industry***

The Durban Film Office (DFO) is a special purpose vehicle of the eThekwini Municipality, launched in 2003 and is mandated to position Durban as a globally competitive film city with a view to boosting tourism, job creation and the development of core skills and SMME's.

The DFO's projects and programmes focus on development initiatives that aim to grow the local film and television industries in order to create opportunities for future investment by either the public or private sectors. The key outputs of these projects aim to ensure capacity building and skills development of local producers, directors and screenwriters, increased export quality products from the City and ultimately position Durban as a centre of excellence for the financing, sales, distribution and marketing of motion picture and new media products.

A key challenge facing future growth is the establishment of film and television studio infrastructure that will expedite the development of local producers, the attraction of national and international



projects and funding bodies for critical skills training, and the creation of products for local and international consumption. As part of this vision, one of the key focus areas is to identify opportunities to increase the City's market share in terms of the rapidly growing digital innovations in the motion picture sector.

The Durban Film Office strategy for the next five years will therefore specifically focus on projects that seek to unlock opportunities to fast-track the establishment of commercial film and television hubs, with a particular focus on growing the digital media capacities of the City.

## **Strategic Focus Area: Developing a Competitive Tourism Sector**

The City has a comparative advantage in the tourism industry, particularly related to domestic tourism. The tourism sector is important in improving the consumer economy, rates base and quality job opportunities. This programme aims to strengthen and create a more competitive tourism sector, target high value markets and diversify the tourism products.

The role of Durban Tourism is to promote the Municipality as a premium lifestyle destination locally and internationally. The key drivers that form the strategic focus of increasing tourism to the Municipality, beyond the traditional seasonal holidaymakers that Durban has relied on in the past, are sport, events and MICE (Meetings, Incentives, Conferences/Conventions and Exhibitions). These key drivers are essential in transforming the image of the Municipality from that of a local beach resort destination into a year-round, high profile, internationally-recognized and competitive destination. In so doing, we need to project the image of Durban as a lifestyle destination that meets the requirements of modern consumers, be they international or pan-African tourists, business travelers, conference attendees or holidaymakers from within the borders of Southern Africa.

Durban Tourism will use the opportunities offered by international events, conferences, meetings and incentive programmes to market the Municipality as a diverse and varied cosmopolitan location with a melting pot of activities from which to choose. The aim is to have firstly a sustainable schedule of sporting events, general events and publicity campaigns, and a steady flow of Meetings, Conferences/conventions and Exhibitions in the city. The programme also aims to package incentives for prolonged and value added tours that further promotes the Municipality. Another key focus of this programme is to ensure that current and future tourism investments such as facilities, infrastructure and services are maintained at international standards of consumption. Key maintenance projects includes supporting the beaches, parks, people-mover system, the ICC, Moses Mabhida, UShaka Marine and other iconic facilities provided by the city, providing a high standard of service offerings by the tourism industry.

Many of our key cultural and historical places of significance are in historically disadvantaged areas and will need management and tourism training to nurture a new culture of tourism through the EPWP programmes such as Working for Tourism. The quest for income circulation and flows to rural areas is important in demonstrating the potential for physical investment in these nodes. In many cases, rural areas are bypassed by tourists and tour operators as a consequence of limited tourist amenities in these nodes.

### ***Programme 2.13: Tourism marketing***

The role of Durban Tourism is to promote the City as a premium lifestyle destination locally and internationally. The key drivers forming the strategic focus of increasing tourism to the City beyond the traditional seasonal holidaymakers in the past, are sport, events and MICE (Meetings, Incentives, Conferences/conventions and Exhibitions).

These key drivers are essential in transforming the image of the City from that of a local beach resort destination into an all year round, high profile, internationally-recognised and competitive destination. In so doing, we need to project the image of the destination as a lifestyle destination that meets the requirements of modern consumers, be they international or pan-African tourists, business travelers, conference attendees or holidaymakers from within the borders of Southern Africa.

Durban Tourism will work co-operatively with all role-players in the tourism field, from hotels to activity organisers, to commercial enterprises and event organisers, to ensure that maximum leverage is obtained for the City and its stakeholders. All the activities we undertake will be quantifiable in terms of their economic impact and they will continue to raise the profile of the Durban brand through sustainable marketing in the developing niche markets such as business and incentive tourism.

It is essential that all people in the City are made aware of the importance of tourism. Many of our key cultural and historical places of significance are in disadvantaged areas and will need infrastructural as well as management and tourism training to nurture a new culture of tourism through EPWP type programmes like Working for Tourism etc. These routes need to be given priority in order to create sustainable opportunities for a wider section of society and in so doing add to the tourism interest in cultural and social history.

## **Strategic Focus Area: Facilitating Development in Priority Nodes and Corridors**

This strategic focus area aims to fast-track the development rights for projects that meet multiple goals for economic development and social integration.

In terms of regional development, focus will be on the Hammarsdale- Cato Ridge-Mkhambathini region through to Pietermaritzburg as well as the Umswati-KwaXimba region. Further north, areas such as Verulam and Tongaat share regional economic linkages with Ndwedwe and the KwaDakuza municipality. The Southern Municipal region has strong linkages with the Vulamehlo and Umdoni municipalities in terms of agriculture, rural communities and coastal tourism linkages. These regional corridors are priority corridors of the Provincial Spatial Economic Development Strategy and dedicated attention is required to unlock these economic regions. In the Outer West, the main emphasis will be on unlocking the Durban-Pietermaritzburg N3 freight and port support corridor and in the north the effort will be around unlocking airfreight opportunities. In the South, effort will be on revitalizing coastal opportunities and identifying manufacturing synergies in both municipalities. Areas such as KwaXimba, Molweni, Zwelibomvu in the Outer West; Hambanathi, Hazelmere, Amaoti in the North; Umkomaas, Umbumbulu in the South; will require improved economic and social infrastructure, such as public amenities and facilities and ICT infrastructure.

Specific programmes are promotion of investment in priority nodes and corridors, ensuring township development, and inner-city revitalisation.

### **Programme 2.14: Promoting Investment in Priority Nodes and Corridors**

These projects are based on New Urbanism principles that aim to reverse the effects of the Apartheid city, but creating all-inclusive live, work and play environments within a racially segregated municipal area. The key tenets of this programme are that of inclusive settlements and sustainable residential densities alongside mixed-use business activities and recreational uses – to focus primarily on town centre renewals and tourism nodes and corridors.



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## Strategic Focus Area: Facilitating Sustainable Livelihoods

### *Programme 2.15: Ensuring Township Development*

Due to the apartheid legacy, the former township areas were developed as dormitory residential areas with an insular focus with minor retail activities and basic social services. As a result they have weak and under-developed economies and are not well integrated into the existing economy. This programme aims to improve the business environment within the township areas and create a conducive environment (through active facilitation and direct interventions) for growth. Some of the interventions required to achieve township development through building on the momentum created through investment in key township nodes and corridors, focusing on sector projects which facilitate the development of opportunity sectors such as the furniture industry, motor repair, agro-processing, and ICT, and facilitating new investment into townships, to increase local benefits in development.

Rural households are generally poor or lack access to socio-economic infrastructure and services, public amenities and government services. Other issues include low literacy, skills levels and migratory labour practices; decay of the social fabric (child/woman headed households, family disputes and lack of Ubuntu [human solidarity]); and, unexploited opportunities in agriculture, tourism, mining and manufacturing. Additionally, this programme aims to package a rural livelihoods development programme on the principles of the Comprehensive Rural Development Programme of the Department of Rural Development and Land Reform, and in the pilot phase to unlock rural nodes and opportunity corridors which may hold potential.

## SDBIP Project Matrix

### Plan Two: Developing a Prosperous, Diverse Economy and Employment Creation

Strategic Focus Area	Programme	Project
Providing Economic leadership and intelligence	2.1 Provide economic intelligence and a strategic economic framework	2.1.1 Provide a strategic economic framework
		2.1.2 Provide economic intelligence
		2.1.3 Economic Spatial Plan
		2.1.4 Ease of Doing Business
		2.1.5 Industrial Revitalisation
	2.2 Innovation Programme	2.2.1 Facilitation of Innovation Programme
		2.2.2 Establishment of Innovate Durban Office
Facilitating Private Sector Investment and Partnerships	2.3 Investment Promotion and facilitation	2.3.1 Investment Promotion and Marketing
		2.3.2 Foreign Direct Investment Strategic Action Plan
		2.3.3 Local existing Investor Support
	2.4 Catalytic Projects	2.4.1 Point Waterfront
		2.4.2 Warwick Junction
		2.4.3 Cornubia
		2.4.4 Dube TradePort
		2.4.5 Southern Densification Corridor (Kind Edward, Montclair, Umlazi)
		2.4.6 Keystone Phase Two
Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefits	2.5. Urban Renewal	2.5.1. Facilitate Revitalization of the Inner City
		2.5.2 Inner-City LAP, Regeneration Strategy & Implementation Plan
Enterprise and sector Development	2.6. Stimulate key sectors that promote economic growth and create jobs through providing support for prioritised sectors	2.6.1. Automotive Sector Development Support
		2.6.2 Chemical Sector Development Support
		2.6.3. Maritime Sector Development Support
		2.6.4. Furniture Sector Development Support
		2.6.5. Fashion Sector Development Support
		2.6.6. Clothing and Textile Sector Development Support
		2.6.7. Agri-Processing Sector Development Support
		2.6.8. Business Process Outsourcing Initiative

Strategic Focus Area	Programme	Project
		2.6.9 ICT Sector Initiatives
		2.6.10 Durban Leisure, Entertainment and Tourism Sector Development
		2.6.11 Green Economy Sector Development Support
		2.6.12 Sector Advisory Programme
	2.7. Facilitating Industry Skills and Economic Inclusion	2.7.1. Implementation of Empowerment initiatives
		2.7.2 Fashion Development Program
		2.7.3. Creative Arts Development Program
		2.7.4. Construction Development Program
		2.7.5. Tourism Development Program
	2.8. Managing the Informal Economy	2.8.1. Provide support to the informal economy
	2.9. Managing the Bulk Fresh Produce market	2.9.1. Enhancement of Facility
		2.9.2 Providing a platform to enable the Sale of Fresh Produce
	2.10. Socio-Economic Development through the creation of sustainable jobs within various sectors.	2.10.1. Expanded Public Works Programme
	2.11. Enterprise Development	2.11.1. Facilitate strategic partnerships (including public-private partnerships) to support Enterprise Development
		2.11.2. Provision of Support Services to Small Enterprises and Cooperatives
	2.12. Special Purpose Vehicle to support, market and promote the local film and digital media industry.	2.12.1. Marketing & Communications
		2.12.2. Market Access and Audience Development
2.12.3. Development Programmes		
2.12.4. Strategic Projects		
Developing a Competitive Tourism Sector	2.13. Tourism Marketing	2.13.1. Expansion of the Tourism Sector
		2.13.2. Marketing of eThekwini as a Tourism Destination
Facilitating Development Priority Nodes and Corridors	2.14.Promoting investment in priority nodes and corridors	2.14.1. Town Centre Renewals
		2.14.2 Tourism Nodes & Corridor
Facilitating Sustainable Livelihoods	2.15 Ensuring Township Development	2.15.1 Neighbourhood Development Partnership Grant(NDPG)
		2.15.2 Rural Development

## Plan 2 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Providing Economic Leadership and Intelligence Facilitating Private Sector Investment and Partnerships Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit Facilitating Development in Priority Nodes and Corridors Enterprise and Sector Development Developing a Competitive Tourism Sector Facilitating Sustainable Livelihoods	383454	438276	538052

## Plan 2 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Providing Economic Leadership and Intelligence Facilitating Private Sector Investment and Partnerships Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit Facilitating Development in Priority Nodes and Corridors Enterprise and Sector Development Developing a Competitive Tourism Sector Facilitating Sustainable Livelihoods	964475	1046820	1125676

## Plan 2 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Providing Economic Leadership and Intelligence Facilitating Private Sector Investment and Partnerships Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit Facilitating Development in Priority Nodes and Corridors Enterprise and Sector Development Developing a Competitive Tourism Sector Facilitating Sustainable Livelihoods	547053	580964	618127

**The above tables will be updated once the 2017/18 Budget is finalized.**

## Reviewed Scorecard:

### Plan Two: Developing a Prosperous, Diverse Economy and Employment Creation

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2017	Annual Target 2017/2018	5 Year Target 2021/2022
Local Economic Development (LED)	Providing Economic Leadership and Intelligence	2.1. Provide Economic Intelligence and a Strategic Economic Framework as outlined in the SDBIP 2017/18	100%	Achievement of SDBIP Targets during 2017/18	An efficient and user-friendly economic database for the Municipality and public
	Providing Economic Leadership and Support	2.2 Facilitation of the innovation Programme	100%	Achievement of SDBIP Targets during 2017/18	An innovation platform for the city where businesses and other stakeholders are able to improve their efficiency through partnerships and an increased awareness
	Facilitating Private Sector Investment and Partnerships	2.3 Facilitate Private Sector Investment Development Partnerships through a set of projects as outlined in the SDBIP for 2017/18	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	A city with an improved investment environment for domestic and foreign investors through streamlined administrative process, incentives provision and profitable investment opportunities
		2.4. Implement a set of key Catalytic Projects in the eThekwini Municipal region as outlined in the SDBIP for 2017/18.	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	A city with a boosted economy from the inception of a key set of catalytic projects in the affected regions.

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2017	Annual Target 2017/2018	5 Year Target 2021/2022
	Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefits	2.5. Implement a set of key Strategic Projects for Urban Renewal in the eThekwini Municipal region as outlined in the SDBIP for 2017/18	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	An improvement in the residential and business environment from the implementation of a set of urban renewal projects in the affected locations
	Enterprise and Sector Development	2.6. Trade and Sector Development through sectors that promote economic growth and create jobs through providing support for prioritized sectors in the eThekwini Municipal region	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	Growth in the key prioritised sectors as identified in the the enterprise sector development programme
		2.7. Facilitating Industry Skills and Economic inclusion as is outlined through the projects in the SDBIP for 2016/17	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	A larger and more skilled workforce in the eThekwini municipal region
		2.8. Managing the Informal Economy by providing an enabling platform for the local informal sector by implementing a set of operational and management initiatives as outlined in the SDBIP for 2016/17	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	A competitive informal economy with improved product quality and bigger market
		2.9. Managing the Bulk Fresh Produce Market by providing an enabling platform for businesses in the Fresh Produce sector as outlined in the SDBIP for 2016/17	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	An efficient, enabling platform for businesses in the Fresh Produce industry

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2017	Annual Target 2017/2018	5 Year Target 2021/2022
		2.10. The number of work opportunities (i.e. 230 person days - FTES) created through the municipal capital and operating budget per line dept. this year.	6200	8208	38412
		2.11. Enterprise Development	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	An increase in the number of small businesses in the eThekweni municipal region with enhanced business linkages.
		2.12 Support, market and promote the local film industry via the projects as outlined in the SDBIP for 2017/18	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	Growth in opportunities for trade and service provision from a competitive film industry in the eThekweni municipal region
	Develop a Competitive Tourism Sector	2.13 Support the Tourism Sector through the creation of global awareness, partnership-building and an increase of spending and visitor numbers in the eThekweni Municipal region, as outlined in the SDBIP for 2017/18	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	An attractive cosmopolitan location for domestic and international tourists.
	Facilitating Priority Nodes and Corridors	2.14 Facilitating Nodal Development through the implementation of specific capital projects in the eThekweni Municipal region	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	An improvement in the economic and social infrastructure in the townships as prioritised for economic development in the 2017_22 SDBIP

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2017	Annual Target 2017/2018	5 Year Target 2021/2022
	Facilitating Sustainable Livelihoods	2.15 Facilitating Industry skills and economic inclusion as outlined through the projects in the SDBIP for 2017/18	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	An increase in business opportunities for sustainable livelihoods in the townships as prioritised for the development of industry skills and economic inclusion in the SDBIP 2017_22
	Providing Economic Leadership and Intelligence	The number of jobs created through the municipality's local economic development initiatives including capital projects	100%	Achievement of the projects as outlined in the SDBIP for 2017/18	97,000

### Municipal Entity: UShaka Marine World

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator Name	Baseline as at 30 June 2016	Annual Target 2017/2018	3 Year Target 2018/2019
<b>GOVERNANCE AND PUBLIC PARTICIPATION</b>	Provision of targeted guest-oriented quality services in the Theme Park	22.1. Survey guests and obtain 95% "overall park experience" positive guest satisfaction.	Achieved overall 95% park experience satisfaction from the surveyed guests	To survey 500 guests per month to achieve 95% of "overall park experience" satisfaction from the surveyed guests.	To survey 500 guests per month to achieve 95% of "overall park experience" satisfaction from the surveyed guests
	Creation of exciting, fun and quality experiences and	22.2.Hold 4 anchor events	4 anchor events held in 2015/16	To hold four anchor events	To hold four anchor events



National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator Name	Baseline as at 30 June 2016	Annual Target 2017/2018	3 Year Target 2018/2019
	environment to grow the Park footprint	22.3. Achievement of 3% footfall growth year on year .	New target, no baseline	Achievement of 3% footfall growth year on year	Achievement of 3% footfall growth year on year
	Provision of a functional, well maintained and safe Theme Park that meet all required standards.	22.4. Not exceed 10 lost time injuries	10	To not exceed 10 lost time injuries	To not exceed 10 lost time injuries
		22.5. Compliance with DMTP's obligations with regards to the SAAMBR SLA	New target, no baseline	Achievement of KPI targets by SAAMBR as per the SLA	Achievement of KPI targets by SAAMBR as per the SLA
<b>TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>	Creation of a platform for growth, empowerment and skills development	22.6. Compilation of effective Employment Equity plans and reports for Top/Senior Management	New target, no baseline	To achieve 100% of the designated group at Top/Senior Management level	To achieve 100% of the designated group at Top/Senior Management level

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator Name	Baseline as at 30 June 2016	Annual Target 2017/2018	3 Year Target 2018/2019
		22.7. Compilation of effective Employment Equity plans and reports for Middle management	87	To achieve 87% of the designated group at Middle Management level	To achieve 87% of the designated group at Middle Management level
		22.8. Retention of key DMTP scarce skills personnel.	81% of retention achieved	To achieve 80% retention of key critical posts identified	To achieve 80% retention of key critical posts identified
<b>FINANCIAL SUSTAINABILITY</b>	Growing the primary and secondary revenue generators to sustain the Theme Park.	22.9. Achievement of 10% growth on gross revenue year on year	New target, no baseline	Achievement of 10% growth on gross revenue year on year	Achievement of 10% growth on gross revenue year on year
		22.10. Manage actual occupancy of leasable space against available	Achieved 99% occupancy	To achieve 95% of occupancy of leasable space in the Village Walk	To achieve 95% of occupancy of leasable space in the Village Walk
	Provision of a financially accountable and sustainable entity.	22.11. Achieve budgeted Earnings before interest, depreciation and amortisation (EBIDTA)	New target, no baseline	To achieve budgeted EBITDA	To achieve budgeted EBITDA

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator Name	Baseline as at 30 June 2016	Annual Target 2017/2018	3 Year Target 2018/2019
		22.12. Achieve a Clean audit opinion for prior financial year.	Achieved	To achieve a clean audit for the prior financial year	To achieve a clean audit for the prior financial year
		22.13. Increase procurement from disadvantaged businesses (level 1 to 5)	Achieved 85% for the period ending June 2016	To procure 85% of all goods & services from historically disadvantaged businesses (level 1 to 5)	To procure 85% of all goods & services from historically disadvantaged businesses (level 1 to 5)
	To ensure legislative compliance and good governance.	22.14. Manage number of debtors days against targeted debtors days	New target, no baseline	To ensure that all debtors are collected within 30 days.	To ensure that all debtors are collected within 30 days.
		22.15 Manage creditor payment days against legislated payment days.	100%	To ensure that all creditors are paid within 30 days of receipt of a valid invoice.	To ensure that all creditors are paid within 30 days of receipt of a valid invoice.
<b>SOCIAL AND GREEN ECONOMY</b>	Provision of diverse, educational and entertaining conservation-orientated	22.16 Ensure community participation in a Corporate Social Investment programme.	New target, no baseline	To provide workplace experience to youth, targeting 5% of the workforce	To provide workplace experience to youth, targeting 5% of the workforce

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator Name	Baseline as at 30 June 2016	Annual Target 2017/2018	3 Year Target 2018/2019
	product offerings.	22.17. Recycle 30% of total waste generated	New target, no baseline	To recycle 30% of total waste collected	To recycle 30% of total waste collected

**NOTE: Targets are aligned to the entity's 3 year business plan.**

### Municipal Entity: ICC Durban

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 2017 / 2018	Five Year Target (2021/2022)
Economic Development	Economic Impact & Sustainability	21.1 Economic Impact- Contribution to GDP calculated by independent research organisation compared to budgeted target	R 4.3 bn	4.75	5.2
		21.2. Total delegate days-Number of national and international delegate days as calculated in independent economic impact assessment compared to budgeted target	1 235 204	1 450 000	1 550 000
		21.3. Jobs created-Number of direct and indirect jobs created compared to budgeted target	9976	11 250	12 500
Transformation & Development	Human Development	21.4. Human Capital Development-Percentage of the training budget that has been spent	106%	92%	95%

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 2017 / 2018	Five Year Target (2021/2022)
		21.5. Staff Performance-Percentage of staff performing at 3 and upwards	98%	98%	100
	Transformation	21.6. B-BBEE Level certification	2	2	1
Financial Viability & Sustainability	Cost Containment	21.7. Operating Expenditure-Actual operating expenditure (excl. cost of sales, rates & depreciation) as a percentage of Revenue (excl. recoverable)	72%	64	63
	Business Growth	21.8. Revenue-Actual revenue generated	R161.2m	193.3	258.2
		21.9. Media Coverage-Rand value Rm of effective media coverage achieved	R49.6m	57	65
Governance	Governance & Compliance	21.10. Unqualified Audit-Achieve Unqualified Audit from the AG	Yes	Yes	Yes
		21.11.NEW Achieve Sustainability objectives as per plan set for the year	N/A- new KPI	82%	90%
		21.12. Risk Management-Risk management and mitigation. % Tasks completed on due date as listed on the Task Risk Register	93%	95	97
	Human Development	21.13. Employment equity-% of Top Management & Senior Management Black:%	50	57%	60
Service Delivery	Maintenance	21.14. Planned Maintenance-Complete tasks as per the annual maintenance plan	97%	98	98
		21.15. Service excellence-Weighted average percentage rating achieved for customer satisfaction	94.50%	97	98

**NOTE: The five year term for the entity differs from that of the Municipality.**

### Municipal Entity: Moses Mabhida Stadium

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 2017/2018	5 year target 2021/2022
LOCAL ECONOMIC DEVELOPMENT	Jobs - Creating job opportunities	23.1. Number of job opportunities created	9894	5000	5000
	Retail Space - Increase occupancy	23.2 To maximise occupancy percentage of all lettable space	81.96%	75	75
	Event venues	23.3 To increase the percentage of events booked at the stadium and its precinct	New KPI - No Baseline.	10% increase in event bookings	10
GOVERNANCE	Occupational Health and Safety Standards	23.4 To obtain a Disabling Injury Frequency Rate (DIFR) score of lower than 6.0	3.08	<6	<6
	Customer satisfaction	23.5 Survey guests and obtain more than 92% positive guest satisfaction.	91.93%	92	92
	Create an efficient, effective and accountable administration	23.6. Ensure the implementation of audit recommendation at MMS	84%	100	100
TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Human Capital Development	23.7 To conduct a total number of 10 trainings per annum as per 2017'18 WSP training plan	11	10	10
		23.8 .Ensure risks are identified and mitigated according to the risk plan and monitor milestones	76%	100	100

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 2017/2018	5 year target 2021/2022
	Student Programme	23.9. To engage a total number of 10 students in financial year as per the approved 2017'18 WSP training plan	10	10	10
FINANCIAL VIABILITY AND MANAGEMENT	Expenditure (cost control)	23.10. Actual operating expenditure not to exceed approved budget	Yes	Yes	Yes
	Capital expenditure budget	23.11. Capital Expenditure percentage spent vs budget for financial year	20.47%	100	100
	Debtors	23.12 Ensure that all the collection steps are taken against clients with outstanding invoices		100	100
	Debtors	23.13 Ensure that all event invoices are paid prior to the event date	92.5%	100	100

## Alignment to National Development Plan

Plan Number	Economy & Employment	Economic Infrastructure	Inclusive Rural Economy	Human Settlements	Improving Education, Innovation & Training
Plan 2 Developing a Prosperous, Diverse Economy and Employment Creation	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> <li>➤ Investment promotion and facilitation</li> <li>➤ Promoting Investment in Priority Nodes and Corridors</li> <li>➤ Ensuring Township Development</li> <li>➤ Enterprise development</li> <li>➤ Managing the bulk fresh produce market</li> <li>➤ Tourism marketing</li> <li>➤ Urban renewal</li> <li>➤ Stimulate key sectors that promote economic growth and create jobs through providing support for prioritised sectors</li> <li>➤ Facilitating industry skills and economic inclusion</li> <li>➤ Special Purpose Vehicle to support, market and promote the local film and digital media industry</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> <li>➤ Promoting Investment in Priority Nodes and Corridors</li> <li>➤ Ensuring Township Development</li> <li>➤ Urban renewal</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting Investment in Priority Nodes and Corridors</li> <li>➤ Managing the bulk fresh produce market</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting Investment in Priority Nodes and Corridors</li> <li>➤ Ensuring Township Development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Managing the informal economy</li> <li>➤ Socio-economic development through the creation of sustainable jobs within various sectors</li> <li>➤ Special Purpose Vehicle to support, market and promote the local film and digital media industry</li> </ul>



## Alignment to Provincial Growth and Development Strategy

Plan Number	Job Creation	Human Resource Development	Human & Community Development	Strategic Infrastructure	Governance & Policy	Spatial Equity
PLAN 2 Developing a Prosperous, Diverse Economy and Employment Creation	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> <li>➤ Investment promotion and facilitation</li> <li>➤ Facilitating industry skills and economic inclusion</li> <li>➤ Enterprise development</li> <li>➤ Managing the bulk fresh produce market</li> <li>➤ Tourism marketing</li> <li>➤ Special Purpose Vehicle to support, market and promote the local film and digital media industry</li> <li>➤ Stimulate key sectors that promote economic growth and create jobs through providing support for prioritised sectors</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> <li>➤ Managing the informal economy</li> <li>➤ Socio-economic development through the creation of sustainable jobs within various sectors</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting Investment in Priority Nodes and Corridors</li> <li>➤ Ensuring Township Development</li> <li>➤ Urban renewal</li> <li>➤ Managing the informal economy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting Investment in Priority Nodes and Corridors</li> <li>➤ Ensuring Township Development</li> <li>➤ Urban Renewal</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> <li>➤ Investment promotion and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting Investment in Priority Nodes and Corridors</li> <li>➤ Ensuring Township Development</li> <li>➤ Urban renewal</li> </ul>

## Plans/Strategies/Policies Applicable to Plan Two

### **eThekwini Agricultural Status Quo:**

This status quo report provides an overview of potential to undertake agricultural activities within the EMA. As such it provides an assessment of the natural resources, infrastructure, agricultural activities and products, markets and support mechanism relating to agricultural sector.

### **Agricultural Policy for eThekwini:**

This document presents a policy for future agricultural development in the rural areas of the eThekwini Municipality. The intended purpose of the policy is to promote integrated, coordinated and sustainable agricultural development in these areas.

### **Economic Development & Job Creation Strategy:**

The strategy seeks to; provide direction on the strategic issues and where large-scale investments are required to enhance the economy; to deal with the softer issues that improve competitiveness; to encompass spatial economic issues, and to address underdevelopment and neighbourhood level local economic development (LED). While the strategy proposes programmes aimed at poverty and underdevelopment to address the current problems, it also seeks to put in place programmes that are aimed at expanding the formal economy to increase the absorption of the formally employed. There is also greater urgency in addressing the persistent problems that cause unemployment. The objective of this Economic Development and Job Creation Strategy is to set out a new growth path for the EMA, based on a long-term approach, but within an implementable time-scale of 5 years.

### **INK Economic Development Profile:**

The aim of this report is to produce user friendly and easily readable information on the economic character of the Inanda, Ntuzuma, and KwaMashu (INK) Integrated Sustainable Urban Development node.

### **Markets Policy for eThekwini Municipality**

The Markets policy is an essential element of the broader Informal Economy Policy which encourages and supports opportunities for informal traders on sites that are properly managed and monitored through effective on-site management of market officials. The Markets policy is aimed at providing a guideline for the support, management and monitoring of a number of traders who trade within defined spaces called markets which includes life-style markets, retails markets, flea markets, farmers markets and craft markets. This policy recommends that trading opportunities should be developed and properly planned to deliver on the Integrated Development Plan's strategic focus area of job creation. Markets play a significant role in addressing some of the challenges of the Integrated Development Plan such as poverty, unemployment and lack of skills. Markets can be a modern and professional distribution system bringing benefits to the local community.

### **Allocations Policy Governing Trading Opportunities and Permits to Informal Traders on Council Owned Properties**

The aim of the Allocation's policy is to support growth, and provide opportunities for new entrants, in an economically, sustainable, and socially useful way. It can be a powerful tool for job creation, and for the inclusion of people who were excluded from economic activity in the past. It will be implemented in a way that will create linkages between experienced and inexperienced operators.

### **Durban's Informal Economy Policy**

The informal economy makes an important contribution to the economic and social life of Durban. In the past, there were strict rules controlling street trading and the establishment of built markets. Home based work was largely not in the domain of local government. The rapid deregulation at the beginning of the 1990s, as well as the transition in local government, led to a changed policy environment. The Municipality committed itself to promoting economic development, but has had no comprehensive, written policy to guide the management and support of workers in the informal economy.

The policy has the following purposes:

- 1.1 It makes local government's approach and principles clear.
- 1.2 It forms the basis for appropriate and workable legislation.
- 1.3 It provides the basis for common action by different government departments.
- 1.4 It provides the basis for making decisions about allocating resources for management and support.
- 1.5 It provides the basis for making agreements with other stakeholders about what the roles of local government and other groups should be.
- 1.6 It provides the basis for monitoring and evaluating what has been achieved.

### **A strategy for Development of Community Tourism organizations within the eThekwini Municipal Area**

The eThekwini Municipal Council has identified Community Tourism Organisations as a key instrument for promoting the development of tourism in communities as well as broadening the tourism base in the Municipality. Tourism is labour intensive, and it provides opportunities for those who may not have the opportunity to participate in the traditional job market. It also gives opportunities for small businesses and entrepreneurs either to participate in or to provide support to the tourism sector; which in turn stimulates community beautification and heritage restoration; building community pride; and it also ensures Sustainable community facilities such as restaurants and recreational facilities.

### **Business Support and Markets Unit Improvement of SMME access to Finance Strategy**

The aim of the SMME Strategy for the eThekwini Municipality is to “promote SMME policies and regulations which have been established at national, provincial as well as local levels, by developing strategic interventions that will create an enabling environment and provide support to SMMEs”. Based on the findings from reviewing Business Support and Markets Unit Improvement of SMME access to Finance strategy, recommendations have been developed and are divided into Financial Support, Education and Training, Policy/ Lobbying etc.

The Improvement of SMME Access to Finance Strategy supports the SMME strategy (and ASGISA initiatives) for the advancement of SMMEs and is developed in this context of providing an environment that not only facilitates and creates an engaging platform for all key industry stakeholders to address key and specific challenges associated with accessing finance, but also to assist in identifying and providing the necessary tools and mechanisms to improve access to finance opportunities for SMMEs.

### **A Strategy for the Improved Management and Development of Container and Itinerant Traders within the eThekwini Municipal Area**

The purpose of this policy is to achieve a well-managed Container and Itinerant trade sector that is fully integrated into the economic, spatial and social development objectives of the City. The Strategy is a key element of the Informal Economy Policy which encourages and supports opportunities for informal traders on sites as well as itinerant traders, that are properly managed and monitored through effective integration from different municipal departments. The Strategy is aimed at providing a guideline for the support, management and monitoring of the informal traders, both those who trade in roofed movable structures, that are located in leased economic sites in all district areas of the Council and those who trade while they are moving. This strategy recommends that trading opportunities should be developed and properly planned as part of the IDP's strategic focus area of job creation.

### **A Consistent Rental Policy for Informal Trading in eThekwini Unicity**

The rental system that was applied was fragmented thus leading to ad hoc decisions and the application of uncoordinated principles in the management and regulation of informal traders. It therefore became necessary to urgently address the implementation of a consistent rental policy and system across eThekwini. The policy deals with the structure of rentals, the setting of the levels of rental, the methods of rental collection and issues surrounding the non-payment of rentals.

### **Rural Economic Development Strategy**

The Rural Economic Development Strategy (REDS) aims to ensure that rural development within the Municipality is aligned to the overall package of development plans. The objective is to provide a set of approaches, projects, and interventions aimed at encouraging the development of the rural economy and improving the quality of life and the economic prospects of the communities in the rural areas.

### **Durban Tourism Visitor Marketing Strategy 2013-2020**

The Visitor Marketing Strategy has been created to drive our marketing initiatives and to position Durban as a global tourism destination, which will project growth in international and domestic visitor numbers. The following elements formed the basis of this strategy:

- Culture, history and heritage;
- Beach destination;
- Events;
- Meetings, incentives, conferences and events(MICE); and
- Source markets.

## PLAN 3: CREATING A QUALITY LIVING ENVIRONMENT

### GOAL

Promote access to equitable, appropriate and sustainable levels of household infrastructure and community services, and facilitate access to housing.

### DESIRED OUTCOME

Appropriately serviced, well maintained, quality living environments.

### WHY THIS PLAN?

Providing a quality living environment for citizens is a core mandate of the Municipality. Though substantial progress in the delivery of housing and basic services has been made, there is still some way to go. The levels of satisfaction of residents relating to infrastructure provision are a key outcome for this plan and this will be gauged via the annual municipal Living Conditions Survey. National key performance indicators for municipalities show that the priorities are housing provision and basic service delivery. Therefore addressing these backlogs remains a municipal priority. At the same time, increasing emphasis must be given to social service provision in line with the vision of creating and sustaining integrated human settlements. Within communities that already exhibit basic service delivery and housing, social service provision is a priority since these services affect community health, safety, education, recreation and are integral to building healthy, well-rounded members of society.

The maintenance of infrastructure assets ensures that existing services continue to be delivered and forms the platform for expanding services. A programmed response to maintaining municipal infrastructure will serve to reduce costs in the longer term by avoiding the high costs of premature asset replacement due to inadequate proactive maintenance of the asset. Infrastructure that is in good condition serves municipal residents directly and indirectly. The infrastructure may for example serve you directly in the form of clean water from a tap or a black top road past your house and it may serve you indirectly through its contribution to a prospering economy (since investment and growth in the local economy is dependent on reliable infrastructure services). Hence, keeping the existing infrastructure networks in good working order is as important as growing the network to deliver new services.

Infrastructure demand management is a philosophy that underpins all work in this Plan. From a spatial or geographic perspective, development that is to be encouraged is located close to existing infrastructure networks that requires minimal incremental growth of the network. From a housing development perspective, spatial restructuring is emphasised so as to, wherever possible, bring housing closer to existing services and places of employment. Reducing the need to build new infrastructure networks will be achieved through the application of philosophies such as emphasising

public over private transport improvements<sup>7</sup> and by prioritising development in key nodes and along public transport corridors through the provision of infrastructure in these areas.

## STRATEGIC FOCUS AREA: MEET INFRASTRUCTURE & HOUSEHOLD SERVICE NEEDS AND BACKLOGS

### *Programme 3.1: New Integrated Housing Development*

The goal is to build 4700 new serviced low income houses in 2017/18 and totaling approximately 23000 by 2021/22. These houses are subsidised by the KwaZulu Natal Department of Human Settlements (DoHS) for low income earners who are first time home owners and meet the criteria as set down by the DoHS. The Municipality provides additional funding for the delivery of associated engineering services. The Municipality currently acts as an agent of the provincial Department of Human Settlements and full accreditation of the Municipality as a deliverer of housing is essential to enhance its ability to deliver this housing.

The upgrading and development of informal settlements is a priority within this programme. Informal settlements are, in most instances, being upgraded in-situ to avoid the social dislocation which occurs when these settlements are uprooted and relocated to more distant locales. This is dependent on land acquisition which has to go through a statutory process which may result in time delays.

The priority is to upgrade informal settlements where they are currently located, and to achieve this, higher density housing options will need to be implemented<sup>8</sup> to minimise disruption to communities and to improve overall urban efficiencies. Those informal settlements that are unlikely to be upgraded in the short term are provided with a package of interim services including ablution blocks that provide water and sanitation services, drainage, essential access infrastructure, electricity, refuse removal services and interventions for fire prevention and a labour-based infrastructure maintenance programme that draws labour from the local community.

Certain settlements, however, find themselves in hazardous areas such as flood plains and in areas of unstable geology, and in these instances relocations are necessary.

The housing programme makes provision for associated services such as water, electricity, road access, storm water control, sanitation, social facility access and road naming to be delivered in an integrated manner. All housing projects are scrutinized at the packaging stage to assess and plan for the community infrastructure that is required.

With a view to improving the housing which is constructed under this subsidy system, Council is implementing new and innovative ways of providing housing that is better suited to the needs of inhabitants. Innovative new housing forms and urban design solutions are being implemented with the objectives of promoting densification and providing alternatives to the current rows of single dwellings on single plots. In addition, partnerships are being investigated to include private partners in delivering housing for those who can afford a modest housing loan.

In terms of the eThekwini Comprehensive Infrastructure Plan, the following reflects the public housing backlog status quo:

<sup>7</sup> Public transport improvements include buying bus fleets and installing dedicated public transport lanes rather than building extra lanes to serve private low occupancy motor vehicles.

<sup>8</sup> Infrastructure provision occupies space, which by implication means less space for housing. If densities do not increase to offset this loss of space, then there is a need to re-locate some families to other housing projects.

- The cost of addressing the backlog (currently estimated to be approximately 387 000) in housing is in the order of R50-80 billion (depending on the definition of backlogs);
- At current funding levels, this backlog will still not be eradicated by the year 2050;

Approximately a quarter of the Municipality's total population of approximately 3.8 million reside in informal settlements. Whilst the Municipality can pride itself on a successful and large scale mass housing delivery programme, not all settlements can be provided with full services and low income housing in the short term due to funding and other constraints. Informal settlements face a range of basic challenges such as access to adequate sanitation, clean and safe energy, and roads. Recurrent shack fires are also a serious risk. As a result, a pro-active and broad based programme aimed at providing a range of basic interim services to a number of prioritized informal settlements within the Municipality has been developed with a view to addressing these basic health and safety issues. The prioritized informal settlements are those which are in the Municipality's Housing Plan, but which cannot be provided with full services and low income housing in the short term. Those settlements which are destined for relocation are not included.

The interim services programme will provide a mix of the basic interim services which include:

- Standpipes;
- Communal ablution blocks;
- A basic road network and footpaths with associated storm water controls;
- Electricity connections.

The intention is to deliver rapidly to as many settlements as possible instead of providing a high level of service to only a small number of selected settlements. It is hoped that the programme can be rolled out fairly rapidly over a period of approximately five years, but this is subject to the availability of sufficient funding.

The Interim Services programme also looks at broader planning issues with the intention of ensuring key social facilities such as fire and police stations, clinics, schools, sport fields and community halls are more effectively provided. In addition, a sustainable livelihoods programme has been developed where a process of participative livelihoods engagement is being planned. The sustainable livelihoods approach strives to build stronger community responsibility and 'self-help' as well as to facilitate a better relationship between the urban poor and the Municipality.

Council has thus far approved 8 pilot projects affecting approximately 9,000 households. The intention is to up-scale this programme to as many as 10,000 households per annum over the next few years.

A new programme of Local Economic Development planning (run by the municipal Economic Development Department) is in its pilot phase this year and the focus is on informal settlements.

An innovative model, termed the Social Facilities Accessibility Model, has been developed to match the demand for facilities, based on population numbers and income and age profiles, with the supply and capacity of facilities geographically. This assessment shows the nature and extent of facility backlogs across the Municipality and all requests for the construction of new facilities are currently being assessed within this context. This will help ensure that we do not generate any unnecessary and wasteful over-supply of social services in any area. Areas that currently exhibit an over-supply will be assessed with a view to bringing such areas in line with the level of service set for the entire municipal area. Those areas that suffer from a shortage of facilities have been identified and will be dealt with as and when budget allows in accordance with figures 38 and 39 below. Figure 38 shows the key development areas for new facilities and must be read in conjunction with Figure 39 which displays the results of the analysis developed in 2012 in conjunction with the national Department of Public Service and Administration (DPSA) and which reflects a number of national and provincial facility backlogs and how best to deal with these backlogs through the building of new facilities in key locations.

The clustering of facilities in accessible development nodes (see figure 40) will be promoted. This will mean that higher order nodes will have those facilities that have high thresholds such as regional libraries and swimming pools while low order or neighbourhood nodes will have facilities serving local needs such as local parks. The clustering of facilities in close proximity to one another within nodes further allows for shared services, such as parking and security, and benefits residents who can make a single trip to access a range of services in close proximity to one another rather than having to make multiple trips to stand-alone facilities. Clustering a range of facilities will mean that more people will visit the social service node which in turn can promote small business opportunities. A policy on the multi-use of facilities has been approved. This means that facilities will be designed to have multiple uses in order to improve levels of usage throughout the day. Managing the myriad of facilities is expensive, therefore where appropriate, new innovative methods of sustainable management in partnership with local communities and with provincial facility departments are being explored.

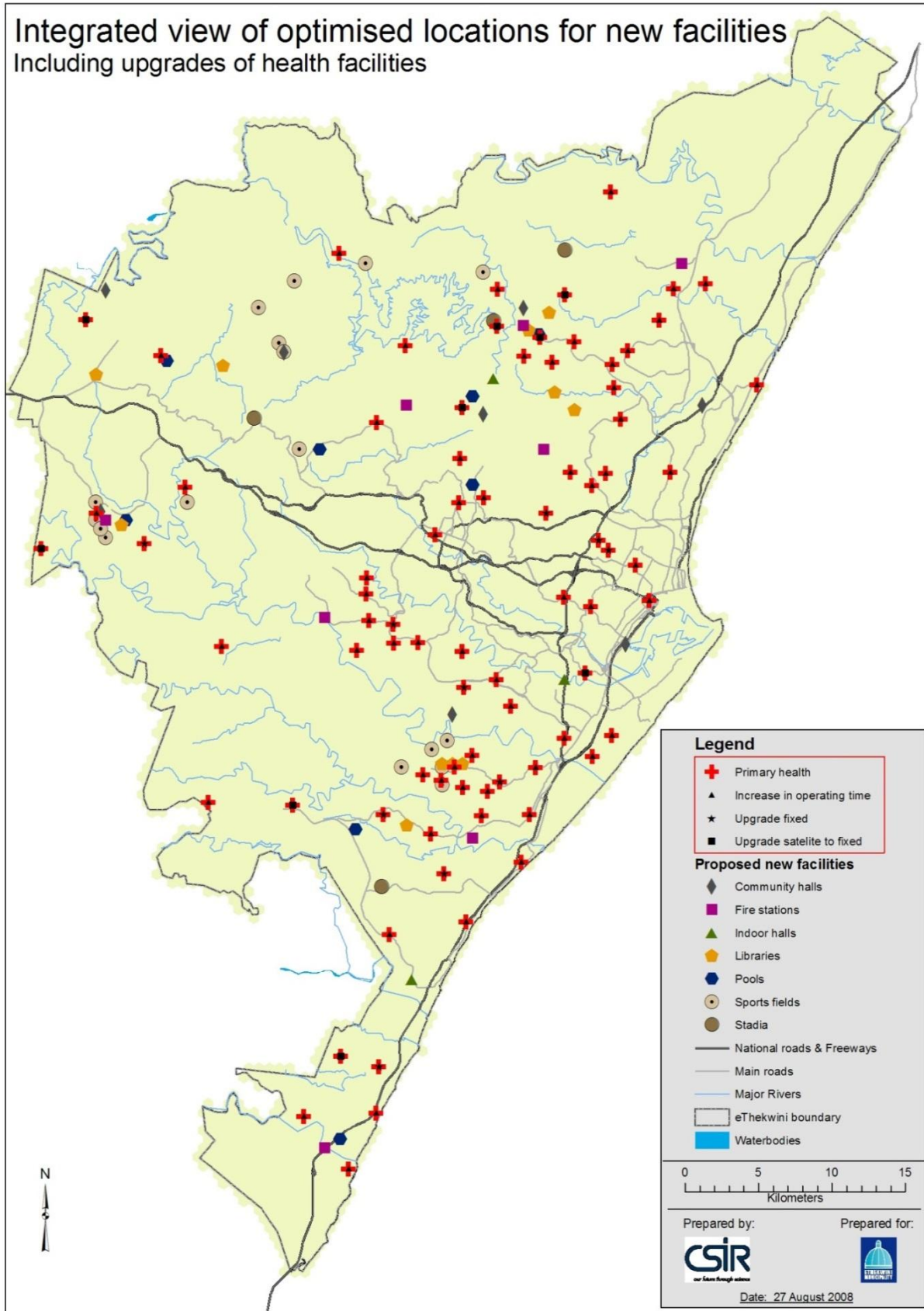
The current estimated backlogs for social facilities can be found in the table below which shows the current service coverage and how this service will improve through building new facilities in 'optimal' locations. The total capital budget required to build these proposed new facilities is between R4.9 and R5.2 billion. This emphasizes the need to build new facilities in the best possible location in order to have the greatest impact on the backlogs with the current budget allocations.



Facility	Current service coverage as a % of the 2006 population.	Future service coverage after new facilities are built.	Total proposed capital cost (Rmillion) (2011 prices).
Primary Health Care (clinics)	56%	92,5%	163-266
Community Halls (Grades A, B, C)	79,4%	87,5%	46-93
Libraries	71.5%	92,1%	191
Fire Stations	72%	85%	174
Sports fields	91,1%	96,8%	43
Indoor Sports Halls	71,4%	97,5%	65-87
Sports Stadia	79,9%	95,1%	174-290
Swimming Pools	70%	80%	232-290
Parks - local - regional	14,4%		1786
	41,2%		733
Primary schools	83%	100%	464
Secondary schools	77% (assuming only 70% attendance)	99%(assuming only 70% attendance)	670
Cemeteries			162
Metro Police	No figures at present		
			Minimum R4903 million
Total			Maximum R5249 million

Table 40: Social Facilities Backlog

Source: eThekwini Municipality, 2008. Human Settlement and Infrastructure Cluster



**Figure 70: Integrated View of Optimised Locations for new Facilities**  
Source: eThekwini Municipality, 2008 Human Settlement and Infrastructure Cluster. Analysis undertaken by the CSIR.

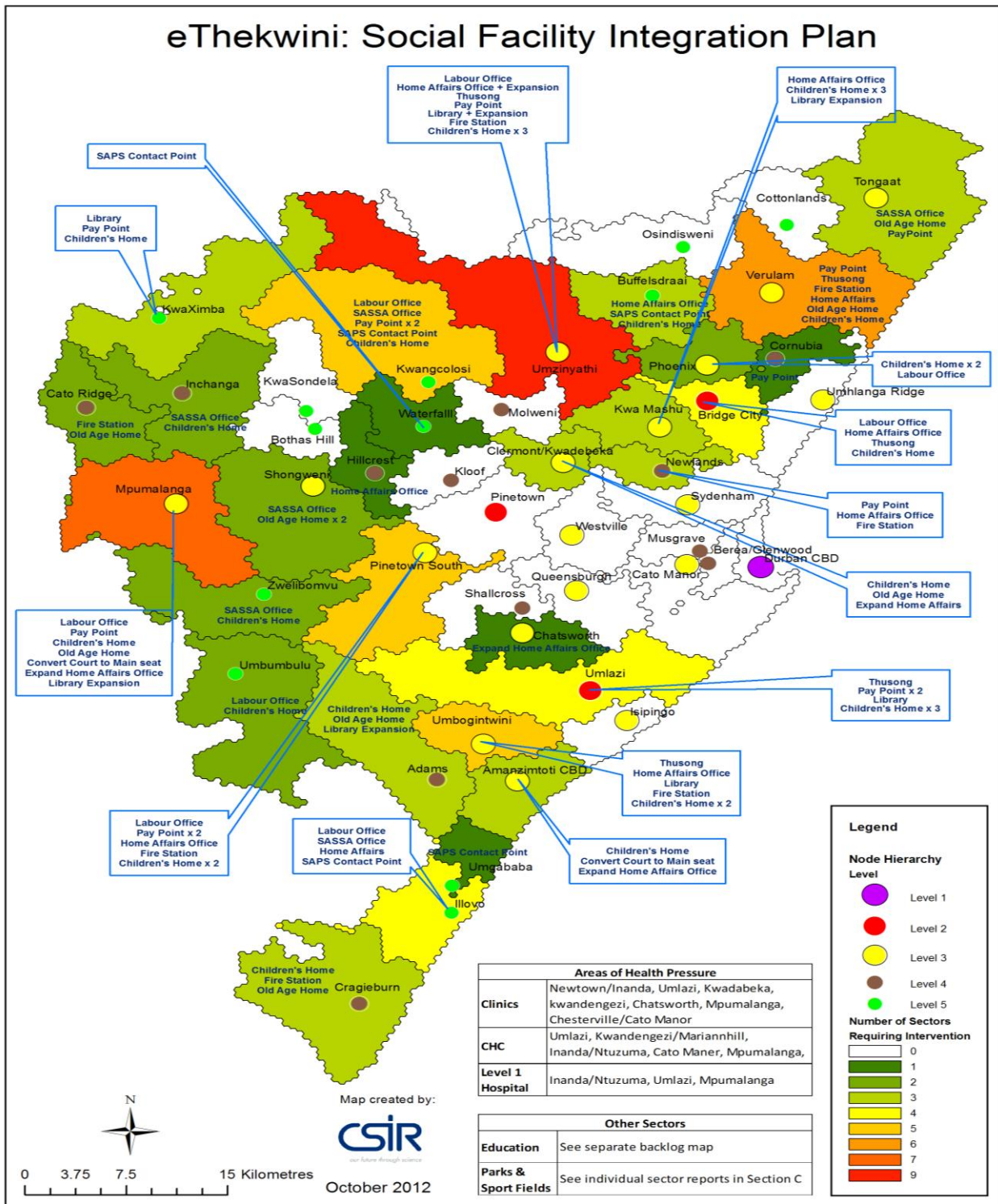


Figure 71: Integrated View of Optimised Locations for new Facilities  
Source: national Department of Public Service & Administration, 2012 analysis undertaken by the CSIR





### **Programme 3.2: Rental Housing Strategy**

There is a need for the Municipality to provide some rental accommodation to cater for low income residents who cannot afford market-related rentals.

However, the Municipality has certain rental stock which, simply stated, is too great a liability to the Municipality. In order to reduce the financial burden of administering this housing, much of it is being transferred to current occupants utilising the Enhanced Extended Discount Benefit Scheme. A further objective of this transfer of stock is to create security of tenure for long standing tenants. Prior to transfer, the units are upgraded and provided with individual water and electricity meters where necessary.

A number of hostels are undergoing substantial maintenance and rehabilitation work with a view to making them more suited to the needs of occupants. The hostels, historically, catered for single male labourers and currently need to serve the needs of families, therefore conversion to family units is taking place viz in the form of Community Residential Units (CRUs). With these upgrades comes the need for the introduction of market related rentals. In this regard, rentals are to be reviewed annually at all hostels.

Social Housing refers to a rental or cooperative housing option for low to moderate income persons at a scale and built-form that requires institutional management. This is provided by social housing institutions in partnership with the Municipality. Priority is given to projects in designated restructuring zones and strategically located mixed-use areas. Medium density and social housing which are undertaken by private Social Housing Institutions (SHIs) and developers are effective in accomplishing the Municipality's housing objectives of spatial restructuring and economic generation and will contribute to economic empowerment, non-racialism and physical and social integration.

### **Programme 3.3: Title Deeds Strategy**

The Municipality aims to ensure that title deeds are awarded to beneficiaries timeously.

### **Programme 3.4: Address Infrastructure Backlogs**

The Municipality has as part of its Infrastructure Planning documented the nature and extent of the urban and rural backlogs in service delivery across the entire metropolitan area, using digital records held by the Municipality together with input from communities and councillors. Services that are being targeted include water, electricity, solid waste, sanitation, storm water, roads and sidewalks, pedestrian bridges, public transport infrastructure, all community facilities and the provision of street addresses to all houses within eThekweni. In order to address these backlogs, specific strategies will be developed for urban and rural areas. Emphasis is given to the eradication of rural basic service backlogs especially water and sanitation. In urban areas the primary intervention is the eradication of informal settlements through the provision of housing and a package of household services (the housing backlogs are recorded in Programme 1 above) as well as the provision of interim services to improve living conditions in these settlements. Table 19 below shows the quantum of the backlogs in each of the key service areas as well as the current rate of delivery.

Basic Service	Existing Backlog (consumer units) as at 31 December 2016	Delivery ranges per annum	Timeframe to address based on current funding levels *
Water	54721	2000-2500	22-27 years
Sanitation	153275	8000-10000	15-19 years
Electricity	241976	8000-13000	19-30 years
Refuse removal	0	1500-2000	0 years

Basic Service	Existing Backlog (consumer units) as at 31 December 2016	Delivery ranges per annum	Timeframe to address based on current funding levels *
Roads	1081.03 Km	10-15	72-108 years

\* - The timeframes indicated depend on the rollout of funding / subsidies.

# - Linked to the housing delivery programme.

**Table 41: Existing Backlogs**

Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster

An integrated Infrastructure Plan aimed at eradicating these backlogs is currently being compiled. To cater for the indigent, the Municipality as part of its welfare package provides a basket of free basic services which include water, sanitation, electricity and refuse removal for informal and rural settlements in accordance with a defined level of service. In addition, those consumers living in formal properties having a maximum property value of R185000 are considered to fall in the indigent category and therefore also benefit from free service delivery. The statistics recorded in the municipal scorecard reflect the above. The legislated requirement to report on the % of households earning less than R1100 pm with access to free basic services is not feasible as the Municipality does not have an indigent register and it is considered that the creation and maintenance of such a register is neither practical nor cost effective for a Municipality with a large population such as eThekwini<sup>9</sup>.

In respect of the provision of water, sanitation and electricity to schools and clinics, the role of the Municipality is to ensure that either bulk infrastructure is available to allow connections, or that acceptable levels of service are defined to enable appropriate action to be taken by the provincial Education and Health authorities. Those properties that are at risk of being flooded due to inadequate storm water infrastructure servicing, are being addressed according to their level of risk.

The last 5 years have brought increasing uncertainties around municipal finances. The worldwide economic recession has led to massive job losses in South Africa and associated with this is a declining 'ability to pay' for municipal services. The electricity price hikes are another area of concern. Further, eThekwini has over the last few years dramatically increased its capital budget spend in an effort to achieve national service delivery targets. To fund this expenditure the Municipality has had to borrow substantial sums of money and therefore there has been a substantially increased burden of debt which needs to be serviced annually. As a result of the above, there is a need to determine the overall sustainability of eThekwini finances. With a view to gaining this understanding a Municipal Services Financial Model (MSFM) has been completed for our Municipality. The MSFM provides insights into the 3 key questions as set out below:

1. How will eThekwini achieve its social objectives relating to housing and water, sanitation, electricity and road provision as well as the roll out of public or community facilities?
2. How will eThekwini achieve its asset management objectives or put slightly differently, how do we ensure that sewer and water pipes and related infrastructure continue to function to serve the health of our metropolitan area and its residents? Roads, electricity and solid waste infrastructure naturally also form part of this investigation.
3. How will eThekwini achieve its economic objectives of ensuring sufficient employment and wealth creation in the region? This is a critical area since it feeds directly the income to the Municipality from rates. If the income accruing to the Municipality is increasing then this allows for greater expenditure on social and asset management objectives.

<sup>9</sup> A register of indigent households would change on a daily basis as circumstances in the household changed. For example, as soon as a household member becomes employed this may well mean that the household will no longer be eligible to be on the register and similarly if a member loses his employment this will probably mean that this household must now come onto the register. Thus a register is in a constant state of flux and would require a 'live' database of every household's financial status- this is not even provided by the Census and would be a mammoth task for the municipality. The municipality has therefore adopted an "Estimated Indigent Register" based on the detail in this paragraph, and this has been approved by Council.

The model has the ability to forecast capital infrastructure investment taking into consideration the current operational expenditure together with the impact of future infrastructure investment. The model has provided valuable insights into the overall functioning of the Municipality and has identified areas of weakness. Maintaining financial viability is obviously critical to the achievement of all other objectives and hence the results of the MSFM are now being used to align our capital and operating budget spend in order to achieve this long term financial sustainability.

### ***Programme 3.5: Infrastructure Asset Management***

The goal of Infrastructure Asset Management is to meet a required level of service, in the most cost effective manner, through the management of assets for present and future generations. National Government has legislated the need for local government to formulate Asset Management Programmes in all sectors. An Integrated Infrastructure Asset Management Plan is being established that will, in the first instance, involve the management of the following strategic assets: Electricity, Water and Sanitation, Roads, Transport, Parks and Leisure, Storm Water, Solid Waste and Property and Buildings. What an Infrastructure Asset Management Plan does is to analyse technically the life cycle of an asset and predict when maintenance needs to be done to the asset before it deteriorates to such an extent that it no longer meets the communities' needs or when the asset needs to be replaced. An innovative approach has, where appropriate, been taken by developing community-based maintenance teams (as part of the Expanded Public Works Programme); in order to allow infrastructure maintenance to be done in a way that supports poverty eradication and socio-economic upliftment of poorer communities.

The high value and long life of municipal infrastructure, and the fact that it is central to service delivery, points to a need for this particular group of assets to receive specific and focused management attention. The total replacement value of the infrastructure assets owned by the Municipality is more than R 320 billion (illustrated below).

Historically, in many areas of eThekweni, there has been inadequate investment in infrastructure assets and we must now confront the accumulated backlogs and deal with them methodically.

The Municipality is on a drive to introduce good asset management practices in all municipal departments. For example, ensuring that there is a greater emphasis on proactive (life cycle management) rather than reactive maintenance of infrastructure thus ensures that we are not over-committing funds to building new infrastructure which leads to insufficient funding for the maintenance, renewal, rehabilitation/reinforcement and replacement of existing assets. Managing the demand for new infrastructure is also being promoted.



Asset Group	Ave CI Index %	CRC Value (RM)
Roads Provision - Rehabilitation	78	R 110 057
Electricity	68	R 89 724
EWS Water	67	R 33 629
EWS Sanitation	68	R 18 581
CSCM	64	R 15 639
Architecture	74	R 14 717
Roads Provision - Structured (ERP)	73	R 7 191
Parks, Recreation & Culture and Agric	79	R 5 249
ICC Exhibition Centre	87	R 5 006
Hostels (Housing)	59	R 4 289
Moses Mabhida Stadium	100	R 3 019
Cleansing and Solid Waste (DSW)	78	R 2 294
Fleet	N/A	R 2 048
uShaka	78	R 1 552
Land	N/A	R 1 440
EWS Shared	75	R 689
eThekwini Transport Authority (ETA)	95	R 594
Information & Communications Technology (IS)	63	R 555
Virginia Airport	68	R 246
Environmental Planning & Climate Protection Department (Ecology)	0	R 0
<b>Total</b>		<b>R 316 519</b>

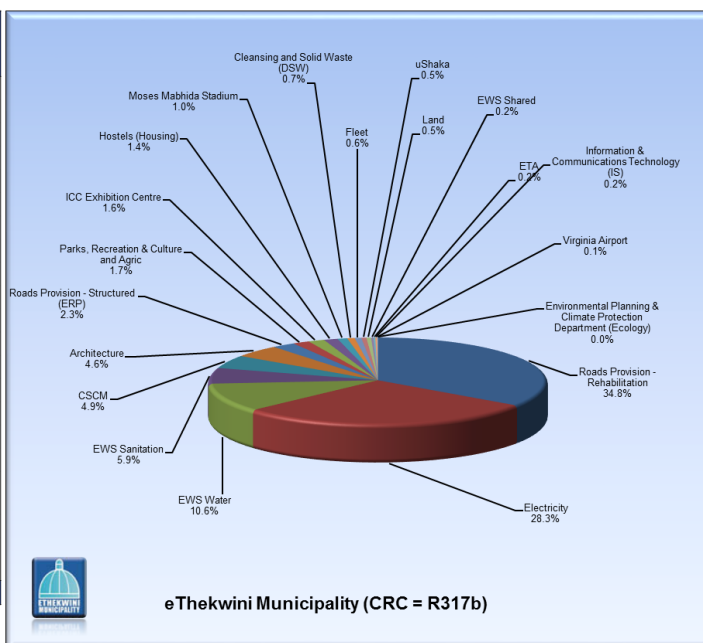


Figure 73: Asset Replacement by Percentage  
Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster

The Blue drop programme provides a holistic approach to drinking water quality management and a systematic, transparent approach to the consistent provision of safe water with a clear focus on public health. The emphasis of the Water Safety Planning Process is on water supply management and covers the entire water supply system i.e. from the source to the user. EThekwini Metro and Umgeni Water worked well to maintain the illustrious Blue Drop status for the eThekwini main system. At the last round of Blue Drop awards, eThekwini Municipality was awarded a Blue Drop for the fourth consecutive year and was placed fourth in the country and first in KwaZulu-Natal. A performance appraisal has been conducted during the interim year, but results will only be known when the report is released by the Hon. Minister of Water Affairs. .

The Green Drop Regulation Programme aims to certify the wastewater systems of all municipalities and water service providers in South Africa. The green drop rewards excellence in the management of wastewater during its journey from source, conveyance in sewer networks, its treatment at wastewater works and its final discharge to the receiving environment. The Municipality has worked hard on its Green Drop presentation for the audits performed at the end of last year and is waiting for the outcomes to be released as mentioned above. Work has already started in preparation for the interim performance appraisal.

The Department of Water and Sanitation has now introduced a third programme called the No-Drop Programme to monitor and improve the non-revenue water status of Water Service Authorities (WSA's). Currently, the No-Drop score counts 3% of the Blue Drop score and it is planned that this programme will eventually become independent. Typically, most people are familiar with and can relate to the non-revenue water percentage (NRW%) but the use of this KPI is not considered best practice as it can be quite misleading. The No-Drop assessment is done on seven key areas of the Utility (Strategy and Planning, Asset Management, Technical Skills, Credibility, Compliance and Performance, Local Regulation and Customer Care) and is this more sophisticated than simply monitoring a NRW %. The old adage "what gets measured, gets done" certainly applies and the No-Drop Programme will certainly assist the WSA's achieve their NRW goals by monitoring the many activities that contribute to the improvement of NRW.



### ***Programme 3.6: Integrated Coastal Management***

Our coastline, which is dependent on the effective management of our coastline, rivers and estuaries, is the greatest attraction for visitors to this municipality and is tremendously popular from a property development perspective. Over the last few years, the importance of the coast to South Africa's economy has been recognised by the promulgation of the new Integrated Coastal Management Act of 2008 which supersedes the old Seashores Act of 1935. For the first time this Act now requires all the levels of government to take a proactive approach in coastal management.

The Act requires that the municipality must prepare and adopt a Municipal Coastal Management Programme (MCMP) for managing the coastal zone. This MCMP contains a clear policy directive for, the management of the coastal zone and includes, a vision, coastal management objectives, priorities and strategies to achieve these objectives, to support the provincial and national coastal management objectives and to address coastal erosion and accretion and to address the right of access to the coast.

The eThekwini Municipal Coastal Management Programme contains the follows strategic objectives:-

- Development and implementation of Coastal Management Plans;
- Estuary Management Plans;
- Coastal legislation and bylaw development;
- Coastal education and awareness;
- Sustaining the supply of natural goods and services;
- Managing development in the coastal zone;
- Sustainable coastal livelihoods programme;
- Coastal structures management and coastal engineering.

### **STRATEGIC FOCUS AREA: ADDRESS COMMUNITY SERVICE BACKLOGS**

Improved quality of life for eThekwini citizens means that they are able to enjoy equitable opportunities to participate in culture, leisure and education, such as are available through community facilities. Ensuring full service provision of community facilities needs to be closely guided by service standards, and requires the necessary operating funds to sustain these facilities on a day to day basis. The provision of community facilities and services is guided by the established municipal standards based on a combination of national and local norms and the ability to sustain these standards given municipal budget constraints.

Innovative service delivery models which meet community needs more effectively and address community service backlogs, while minimising the impact on capital and operating budgets, will be facilitated through the development of partnerships with other spheres of government and with private and community-based organisations involved in the provision of social services.

### ***Programme 3.7: Implement an effective public transport plan for the Municipality***

The Integrated Transport Plan (ITP): 2010-2015 documents the municipality's transport policy, strategy and implementation projects. One of the goals for transport in eThekwini, amongst others, is to implement an effective, efficient, sustainable and safe public transport system.

In order to achieve the objectives, as indicated below, it is essential that public transport enjoys priority over private transport. In other words, in order to realize the objective of creating a sustainable public transport system, it will be necessary in a number of areas to prioritize public transport upgrades and budget allocations at the expense of car users. Similarly, in order to achieve a sustainable programme Non-Motorized Transport (NMT) needs to play a pivotal role in the system development as a whole. It is in this context of developing a truly sustainable solution that pedestrians and NMT together with public transport needs to be given priority over private transport in the very scarce and restrictive corridor and routes.

To this end and in line with legislative provisions, the eThekwini Transport Authority (ETA) has developed an Integrated Rapid Public Transport Network (IRPTN) plan for the entire eThekwini Municipal area. The IRPTN “wall to wall” plan defines the ultimate (2025) public transport network for the municipality to ensure that the incremental implementation of the IRPTN achieves the following established objectives:

- **Equity of Access to Opportunity:**

All inhabitants of the municipality regardless of income levels, disabilities, etc. should have and enjoy quality access to various opportunities (live, work, play) within eThekwini;

- **Reduce the overall impact of transport on the environment:**

The IRPTN should aim to have a net reduction in carbon emissions related to motorised travel;

- **Promotion of a liveable city:**

Apart from providing a transport solution that aims to offer all travellers an escape from congested roadways, the infrastructure of the IRPTN as well as the precincts the network serves are to be designed in a manner that accommodates non-motorised transport modes and achieves urbanity;

- **Spatial Structure:**

The IRPTN is intended to be a major structuring element of the eThekwini Municipality. Integrated land use-transportation planning ensures that the IRPTN would help rectify the imbalances created by historic apartheid type planning practices;

- **Quality of Service that is Acceptable to Car Users:**

Apart from catering for the needs of captive public transport users, the IRPTN should be of a quality that private vehicle users would find acceptable;

- **Have a Positive Impact on the City's Economy**

Apart from being operationally efficient to ensure sensible operational expenditure, the various secondary economic opportunities created by the system should contribute to the city's economy.

**Systems Concept:** The integrated network comprises a system of trunk, feeder and complementary routes that have been designed to respond to the resultant demand of the existing and forecasted activity patterns in accordance with the Municipality's Spatial Development Plan. This network will be complemented by connecting bus/minibus services and local services to key nodes on the trunk alignments.

This system will include, in terms of a defined programme, various forms of priority infrastructure for bus trunk services including: transfer stations; park and ride facilities; information, communication technologies; fleet; non-motorised transport facilities; and depots and control centres.

The ultimate IRPTN plan for the municipality comprises some 250km of trunk public transport corridors of which some 60km are rail based. The full IRPTN network will be within 800m (10-15min walk) of more than 85 percent of the Municipality's population.

The trunk corridors are described below and are shown in Figure 29 below:

- **Corridor C1: Bridge City to CBD via KwaMashu:**

C1 provides capacity between two major centres of employment and other activity. This high frequency BRT service provides connections into the CBD to widen access to employment. C1 forms part of the Phase 1 network in view of its strategic importance.

- **Corridor C2: Bridge City and KwaMashu via Berea Road to Umlazi and Isipingo**

The main rail route will be upgraded to enable a more intensive, reliable and higher capacity service to be operated. Infrastructure improvements will allow headways of up to three minutes to be operated with new trains being capable of carrying 2,000 people. A number of stations are in place, many of these stations will also be served by other IRPTN services, enabling interchange and a wide range of journey opportunities. Rail services continue further south to Isipingo and beyond.

The branch serving Zwelethu, KwaMnyandu, Lindokuhle and Umlazi is well used and would form part of C2. In contrast, the branch to Havenside, Bayview, Westcliff, Chatsglen and Crossmoor is lightly used, it is planned to provide new services in C5 to address demand in this corridor. To the north of C2, the line continues to Phoenix, Mount Edgecombe, Tongaat and beyond but is relatively lightly used. The loop serving Avoca, Red Hill, Greenwood Park and Briardene is a single track line which supplements the main line from KwaMashu.

- **Corridor C3: Bridge City to Pinetown**

C3 provides new connections between two major centres in a corridor that is not easily traversed at present. Interchange opportunities will be important both in the Pinetown area (with C6 and C7 or east-west movements) and at Bridge City (C1, C2, C4 and C9). C3 forms part of the Phase 1 network.

- **Corridor C4: Bridge City to Mobeni and Rosburgh**

C4 offers new services from Bridge City via the N2 avoiding the need to transfer at Warwick Interchange with the route splitting to serve both Rosburgh and Mobeni.

- **Corridor C5: Chatsworth to CBD**

C5 provides direct services from the CBD and Warwick to Chatsworth town centre. This will be a high frequency BRT service although there is an option to provide light rail services using former heavy rail alignments and platforms and on-street sections to access Chatsworth town centre. This would serve the area more effectively than the current heavy rail alignment.

- **Corridor C6: Hammarisdale and Pinetown to Warwick**

C6 provides east-west services linking Pinetown to Warwick Interchange with possible variants to serve more than one route within the corridor. Some services will be extended to Hammarisdale in the west as an improved means of accessing Mpumalanga and the rural area with appropriate feeder services.

- **Corridor C7: Hillcrest to Chatsworth**

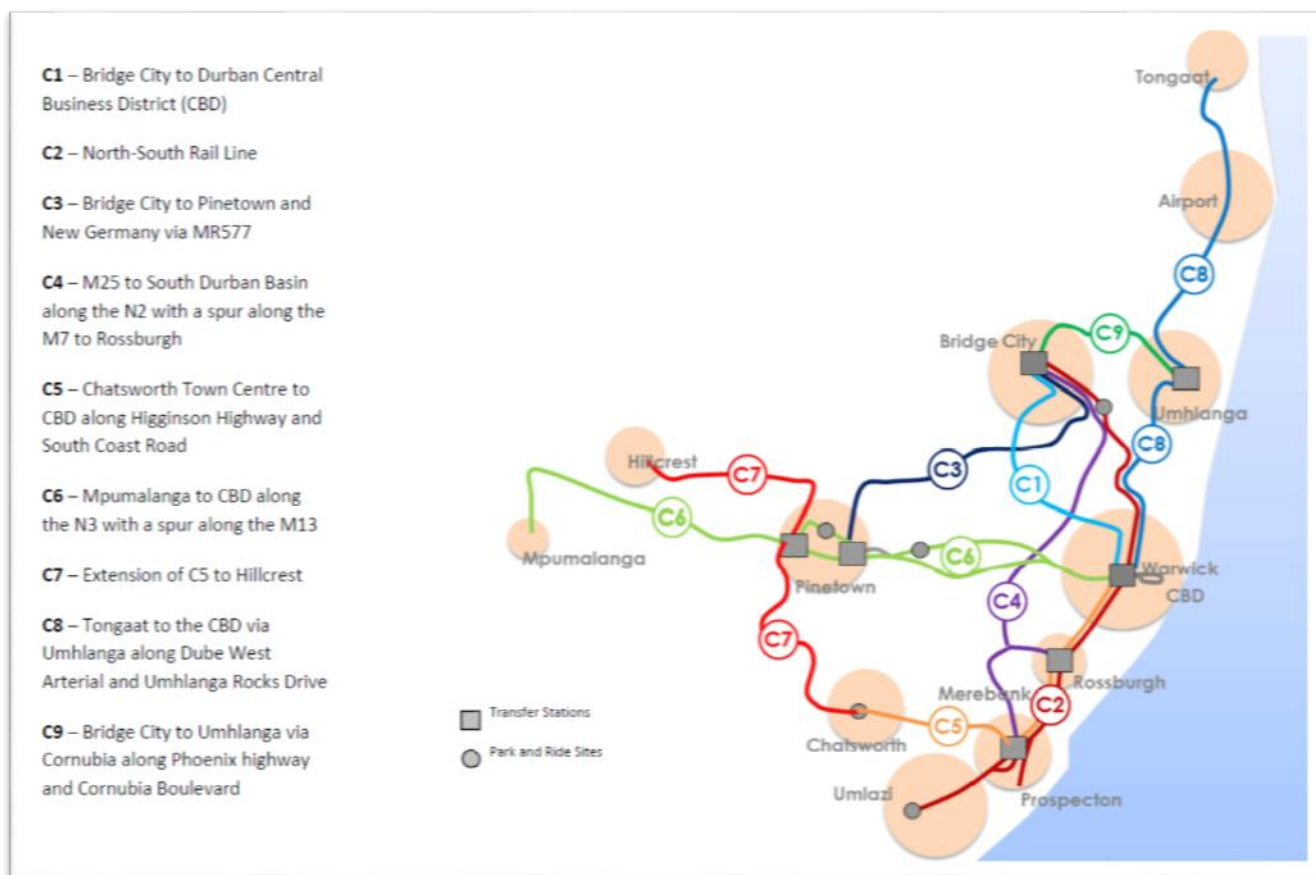
C7 was originally conceived as part of C5 but separating this part of the network reduces the operating distance and links Hillcrest with Pinetown (connecting with C6 to Warwick) and Chatsworth town centre.

- **Corridor C8: Tongaat and Airport to Umhlanga and Warwick**

Rail services are available to Tongaat but an alternative route would be provided by C8. This would divert to serve the airport and Umhlanga town centre and provide direct access into Durban. This corridor is expected to experience considerable growth as development takes place and also presents a strong public transport presence for airport users and workers.

- **Corridor C9: Bridge City to Umhlanga**

C9 links the growth areas of Umhlanga and Bridge City. C9 forms part of the Phase 1 network in that it links key employment and expanding development areas.



**Figure 74: IRPTN Trunk Routes**  
Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster

**IRPTN Phasing Plan:**

The intended trunk route phasing plan is shown diagrammatically on Table 11 below:

Phasing	Corridor	Planned Start Year
Phase 0	Restructuring of Durban Transport	2012
Phase 1	C1, C3, C9	2015
Phase 1 + Rail	C1, C3, C9, C2	2016
Phase 2	C5, C7	2019
Phase 3	C4, C8	2022
Phase 4	C6	2024

**Table 42: IRPTN Trunk Route Phasing**  
Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster

**Phase 0:** This phase entails the restructuring of Durban Transport Service. This important phase of the IRPTN is intended to create the foundations for the implementation of subsequent IRPTN phases by:

- Movement from Net to Gross Cost Contracts
- Introduction of Electronic Fare Collection Systems
- Incorporation of the minibus taxi industry
- Support activities included:
  - The bus replacement program
  - Depot upgrades
  - Enhancement of structure and capacity for project delivery.

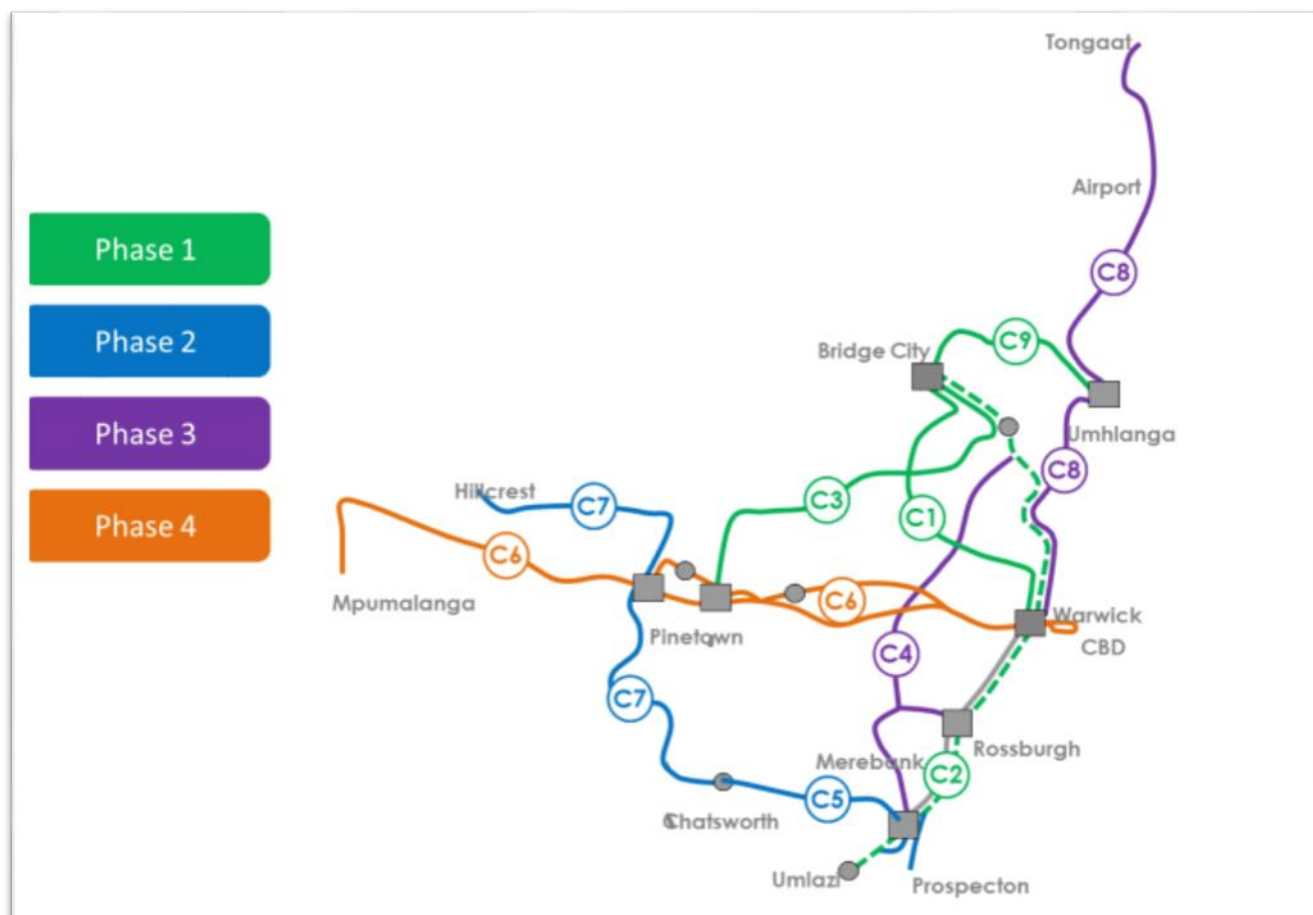


Figure 75: IRPTN Trunk Route Phasing  
Source: eThekwini Municipality, Human Settlement and Infrastructure Cluster

**Phase 1:** Of the 190km of road based trunk corridors, 60km are planned for the Phase 1 implementation of the network by the first quarter of the 2015 financial year. Phase 1 will comprise of 3 Bus Rapid Transit (BRT) routes and 1 rail corridor. The 3 BRT routes are: C1 Bridge City to Warwick, C3 Bridge City to Pinetown, C9 Bridge City to Umhlanga Corridor and the rail corridor: C2: Bridge City and KwaMashu via Berea Road to Umlazi and Isipingo.

The Phase 1 network will accommodate approximately 25% of the city's total trunk public transport demand on road based IRPTN services with a further 40% being accommodated by the trunk rail network as part of Passenger Rail Association of South Africa (PRASA) implementation plans. This approach ensures recognisable benefit to the maximum number of users in the shortest period of time for the given level of investment required.

The following steps will take the public transport initiatives on a sustainable trajectory:-

- Firstly, building on restructuring proposals to date, by developing a programme for the phased implementation of an Integrated Rapid Transit Network (IRTN) with public transport service and support system plans across the whole of the eThekwini Municipality;
- Secondly, to develop a comprehensive business plan and corporate structure plan with documentation for pro forma public transport service contracts and related support systems, service contracts;
- Thirdly, to take the corridors adopted as part of the first phase of the implementation programme and develop the proposals in adequate detail to provide firm cost estimates for infrastructure and support systems;
- Funding for both the infrastructure and operating the system has been motivated for via National, Provincial and Municipal budgeting provisions. The Public Transport Infrastructure System Grant (PTIS) will no doubt be the key source of the majority of the funding;

- Preliminary work suggests that Phase 1 IRPTN projects can be operational by 2015 if the requisite funding is secured.

Land use strategies that support the development and performance of an effective and sustainable transport system are focused around the major IRPTN corridors and include the following:

- Protecting existing employment opportunities within these corridor areas;
- Maintaining the quality of high value investment, office, retail, residential and tourist areas within the corridors;
- Discouraging the development of major employment opportunities outside the corridor areas- at least in the short term until the corridor investment has gained momentum;
- Stimulating higher employment and residential densities within these corridors in particular, as well as the promotion of residential densification within the core urban area in general;
- Renewing areas around major stations and modal interchanges as high density residential, office and retail uses.



## SDBIP Project Matrix

### Plan Three: Creating a Quality Living Environment

Strategic Focus Area	Programme	Project
Meet infrastructure and household service needs and backlogs	3.1. New Integrated housing development	3.1.1. Upgrading informal settlements, relocations and greenfield projects.
		3.1.2. Provision of Services for informal settlement upgrading & relocations
		3.1.3. Access to Land for Housing
		3.1.4. Occupation of new fully subsidised houses
	3.2. Rental Housing Strategy	3.2.1. Hostel management
		3.2.2. Rental stock rationalisation strategy
	3.3 Title Deeds strategy	3.3.1 Issuing of Title Deeds
	3.4. Address Infrastructure backlogs	3.4.1. Address Service Backlogs
		3.4.2. Demand management
	3.5 Infrastructure Asset Management	3.5.1. Establish an Asset Management Plan
		3.5.2 Asset Management Policy
3.6 Integrated Coastal Management	3.6.1 Compliance with the Integrated Coastal Management Act 2009 Municipal Coastal Management Programme	
Address community service backlogs	3.7 Implement an effective public transport plan for the Municipality	3.7.1 Improve public transport

### Plan 3 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Meet infrastructure and household service needs and backlogs	5242417	5374855	5491364
Address community service backlogs	227397	404008	403506

## Plan 3 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Meet infrastructure and household service needs and backlogs	20147590	21618325	23266991
Address community service backlogs	1715813	1832356	1947452

## Plan 3 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Meet infrastructure and household service needs and backlogs	19291183	20762739	22423311
Address community service backlogs	421193	438611	461782

The above tables will be updated once the 2017/18 Budget is finalized.



## Reviewed Scorecard: Plan Three: Creating a Quality Living Environment

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 2021/2022
Basic Service Delivery	Meet infrastructure and household service needs and backlogs	3. 1. The percentage of households with access to a basic level of electricity	73.76	76.56 (724,200)	76.56 (724,200)
		3. 2. The percentage of households with access to a basic level of Solid Waste Removal.	100	100	100
		3.3. The percentage of households with access to AT LEAST a basic level of Water	93.2	95.31	99.54
		3.4. The percentage of households with access to AT LEAST a basic level of Sanitation	83.13	85.96	92.31
		3.5. The percentage of estimated indigent households collecting free basic services: Electricity	21.91	20.82	20.82
		3. 6. The percentage of estimated indigent households provided with free basic services: Sanitation	64.26	68.81	78.99
		3. 7. The percentage of estimated indigent households with access to a free basic services: Water	88.94	93.29	100.00
		3. 8. 100% of estimated indigent households with access to a refuse removal service once a week	100	100	100
		3. 9. The number of consumer units provided with access to AT LEAST a FREE basic level of SANITATION by means of a UD toilet, an existing VIP or, for informal settlements, by means of a toilet/ablution block within 200m	3877	15 000	75 000
		3. 10. The number of consumer units provided with access to AT LEAST a FREE basic level of potable	3176	10 000	50 000

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 2021/2022
		WATER either by means of an indiv hh yard supply (ground tank or metered flow limiter connected to a yard tap) or, for informal settlements, by a standpipe within 200m			
		3.11 The Cumulative number of consumer units collecting FREE BASIC ELECTRICITY	1 550 143	1 473 252	473 252
		3.12. The number of connections energised and captured on Ellipse, for provision of prepaid electricity to consumer units	11 424	30 000	81 348
		3.13. The number of connections energised and captured on Ellipse, for provision of conventional electricity to consumer units	1017	800	4 390
		3.14. The number of new fully subsidized HOUSES constructed.	1936	4 688	26 150
		3.15. The number of new fully subsidized housing units allocated.	3 699	4 988	21 293
		3.16. Hectares of land acquired for Housing	6587.86	300	23 107
		3.17 The number of households benefitting from serviced sites handed over for subsidised housing units	1 019	3 599	9 091
		3.18 CRU's - upgrading, refurbishment, and construction of new family units (at existing hostels).	144	96	516
		3.19 .Upgrade and refurbishment of pre-1994 housing units	1659	600	4 897
		3.20. Sale of rental and BNG housing	253	4500	2 452
		3.21. Develop an integrated asset management plan	100	100	100

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 2021/2022
		3.22. Built Environment Performance Plan	100	100	100
		3.23. WASTE RECYCLED as a % of total waste disposed at municipal land fill sites.	8.4	10	10
		3.24. The number of properties below the eThekwini defined level of service provided with STORMWATER solutions.	711	440	1 968
		3.25. The number of km of SIDEWALK constructed.	23.37	25	221.7
		3.26. The km of unsurfaced ROAD converted to surface.	21.02	10	68.95
		3.27. Electricity losses (technical and non-technical) as a % of electricity purchases.	10.71	6	6
		3.28. The % of non-revenue water loss.	40.66	39	39
		3.29. The number of PUBLIC TRANSPORT RANKS constructed.	1	2	6
		3.30 Compliance with the Integrated Coastal Management Act 2009- Municipal Coastal Management Programme	80	Municipal Coastal programme lodged with MEC for approval. A single document for municipal committee approval	100
		3.31 Number of Title Deeds registered with the Deeds Registrar	New KPI No Baseline	400	1 535

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 2021/2022
		3.32 Number of Title Deeds issued to owners	New KPI No Baseline	1250	795
	Address community service backlogs	3.33 Public Transport Services. No. of passengers using accessible scheduled public transport services.	75 666	50 000	271 589
		3.34. Public Transport Services. No. of passengers using scheduled public transport services.	27 987 320	31 000 000	120 052 500
		3.35. Implement an effective public transport plan for the Municipality	77.88	100% Implementation of Plan	100% Implementation of Plan
		3.36. Improve Road Safety	53	96	70

## Alignment to National Development Plan

Plan Number	Economy and Employment	Economic Infrastructure	Inclusive Rural Economy	Human Settlements	Improving Education, Innovation & Training	Building Safer Communities
Plan 3 Creating a Quality Living Environment	<ul style="list-style-type: none"> <li>➤ Address Infrastructure backlogs</li> <li>➤ New Integrated Housing Development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement an effective public transport plan for the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated Housing Development</li> <li>➤ Address Infrastructure backlogs</li> <li>➤ Infrastructure asset management</li> <li>➤ Implement an effective public transport plan for the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated Housing Development</li> <li>➤ Rental Housing Strategy</li> <li>➤ Address Infrastructure backlogs</li> <li>➤ Infrastructure asset management</li> <li>➤ Title Deeds strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Address Infrastructure backlogs</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated Housing Development</li> </ul>

## Alignment to Provincial Growth and Development Strategy

Plan Number	Human & Community Development	Strategic Infrastructure	Governance & Policy	Spatial equity	Response to Climate Change
PLAN 3 Creating a Quality Living Environment	<ul style="list-style-type: none"> <li>➤ New Integrated housing development</li> <li>➤ Rental Housing strategy</li> <li>➤ Title Deeds Strategy</li>   <li>➤ Address Infrastructure backlogs</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement an effective public transport plan for the municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ Infrastructure Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated housing development</li>   <li>➤ Implement an effective public transport plan for the municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ Integrated Coastal management</li> </ul>

## Plans/Strategies/Policies Applicable to Plan Three

### EPWP Policy Framework:

The aim of this policy is to institute a sustainable Expanded Public Works Programme (EPWP) within the eThekwini Municipality as provided in the EPWP national framework. Its aim is to establish the EPWP as a socio-economic development and poverty alleviation program, expand the current service delivery model of goods and services to ensure shared economic growth and ensure developmental integration across all sectors.

### Housing Sector Plan:

It provides guidelines as to the type of housing interventions required, the number of sites required for each intervention, the timeframes for delivering the targets and the funding to be borne by the KZN Department of Human Settlements and the EM.

### Transport Plan:

This plan serves to outline the strategy in which the Municipality intends to provide and manage a world-class transport system with a public transport focus, providing high levels of mobility and accessibility for the movement of people and goods in a safe, sustainable and affordable manner. The strategy focuses on reducing overall demand for road space whilst maximizing the effective utilization and efficient operation of road infrastructure for purposes of private and public transport use. It also places an emphasis on strategies which will support and encourage use of public transport.

### Waste Management Plan:

The main goal of the Integrated Waste Management Plan (IWM) is to optimize waste management in the region by maximizing efficiency and minimizing financial costs and environmental impacts. It also aims to achieve integration of the solid waste management function relating to the operational, financial, legal and institutional dimensions of the business. In addition, it outlines the process of pollution control, environmental protection and job creation.

***Currently awaiting endorsement from the MEC.***

### Water Services Development Plan:

A Water Services Development Plan is a plan to progressively ensure efficient, affordable, economical, and sustainable provision of water services (i.e. Water and Sanitation services). It deals with socio economic, technical, financial, institutional and environmental issues as they pertain to water services.

### Policies and Practices of the eThekwini Municipality Water and Sanitation Unit

The purpose of the policy is to ensure that the level of supply of potable water and the provision of sanitation provides a joint solution for the "domestic water cycle". The policy makes provision for:–

- A solution which is affordable to the consumer and service provider
- A solution which is sustainable i.e.
  - has a limited cross subsidy
  - is capable of being maintained
  - is acceptable to the community
  - provides parity with other customers
- A solution which is environmentally satisfactory
  - prevents pollution
  - results in a healthy residential area
  - is compliant with National and Provincial legislation

- A solution which can be undertaken within the capacity of the Municipality

### **Guidelines and Policy for the Design of Stormwater Drainage and Stormwater Management System**

These guidelines and policies are applicable to the design of minor stormwater reticulation and collection systems and for the management and control of stormwater runoff from sites by means of soakpits and attenuation tanks and runoff discharge controls. These guidelines include recommendations for the sizing and design of stormwater soakpits, attenuation structures/ponds, outlet discharge controls/overflows, kerb inlets, manholes, road edge channels, watercourses, underground pipelines and small channels. These must be designed to effectively collect, control and convey run-off from storms to larger or major drainage systems.

### **Integrated Freight and Logistics Strategic Framework and Action Plan**

The Integrated Freight and Logistics Strategic Framework and Action Plan (IFLSF&AP) study was initiated by the eThekwini Transport Authority (ETA) with the aim of developing a set of interventions that will essentially address freight and logistics infrastructure and operations within the municipal area, minimise logistics costs in South Africa, and enhance the city's industrial opportunities and competitiveness by having the largest port in both Africa and Southern Africa on its doorstep.



## **PLAN 4: FOSTERING A SOCIALLY EQUITABLE ENVIRONMENT**

### **GOAL**

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

### **DESIRED OUTCOME**

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

### **WHY THIS PLAN?**

The safety, health and security of citizens are critical to quality of life. The Constitution asserts the rights of all citizens to be safe, healthy and secure. Government, at all levels, is required to fulfil these rights. The Municipality has committed itself to creating a caring city, with all citizens, businesses and visitors feeling safe and confident that their health and security needs are being met. The Municipality is also committed to job creation that eradicates crime and enables citizens to improve health and well-being.

Partnerships, with citizens, non-governmental organisations and other stakeholders will be critical to achieving our goal. Partnerships with other spheres of government are particularly important where service provision is constitutionally allocated to other spheres.

This Plan highlights the key challenges faced in creating a safe, healthy and secure environment, and our intentions for progressively achieving this goal. The Plan is presented in two strategic areas:

- Promoting the safety of citizens; and
- Promoting the health of citizens.

Addressing the challenges requires a multi-faceted approach, and on-going research and review into the challenges and solutions.

While crime is of primary concern, there are other important aspects of securing the safety of citizens. These include the need for citizens:

- To be safe from crime and violence;
- To feel safe while travelling, as drivers, pedestrians, and passengers;
- To feel safe inside and outside buildings through environmental design;
- To be safe from fires and emergencies;
- To be safe from the effects of natural and un-natural disasters;
- To be assured of the security of Council assets;
- To be safe from land invasion.

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

## **STRATEGIC FOCUS AREA: PROMOTING THE SAFETY OF CITIZENS**

Local Government has a role to play in ensuring an environment less conducive to crime and, provided the required resources and capacity are available, is well placed to design and implement programmes targeting specific crime problems and groups at risk.

### ***4.1. Compliance with SAPS Amendment Act 1998 with regard to mandated functions of Crime Prevention, Traffic Management and Bylaw Enforcement***

This programme focuses on the core functions of municipal police as enacted in the SAPS Amendment Act 83 of 1998. Municipal Police Forces are responsible for traffic policing and enforcing local bylaws within the municipality and work in co-operation with SAPS to prevent crime and maintain public order.

In order to be in line with the National Road Traffic Act, the eThekwini Municipality plan projects and operation to ensure the following:-

- Protection of lives and property
- Detection, arrest and hand over (to the relevant authorities) of suspicious persons and persons wanted for various criminal offenses
- Prevention and detection of traffic criminal offenses and traffic offenses
- Traffic regulation and supervision on public roads
- Traffic and transport of dangerous and explosive goods
- Public events and meetings on public roads
- Testing and issuing learners and drivers licenses
- Escorting of VIPs

Local government cannot function without being able to legislate on the safety and comfort of its citizens, to ensure that certain kinds of anti-social behaviour are prohibited and punished if the prohibitions are not observed. To this end the eThekwini Municipality has By-laws to deal with issues such as parking meters, street trading, littering, nuisance, noise, parks and swimming pools, sale of liquor, informal trading.

Additionally, eThekwini Municipality's strategies for addressing crime include both reactive strategies to respond to incidents of crime, and proactive strategies, aimed at stopping the crime before it happens. The response follows an integrated, multifaceted approach that works closely with communities, National and Provincial Government, other stakeholders and service providers in all areas of crime prevention and response.

Reactive crime prevention is undertaken by Metro Police reactive units working alongside the SAPS, and proactive crime prevention measures include saturated enforcement by Metro Police in support of the South African Police Services in areas experiencing high crime levels. Analysed crime data is used to ensure effective deployment of Metro Police to high crime areas and improved response

times to reported crimes. In addition, effective prosecution is required by the Justice System and Municipal Courts.

The patrol officers provide rapid response to crime in progress observed by the CCTV cameras. This contributes to solving problems of crime and disorder. Partnerships built with other stakeholders assist with extra manpower.

This programme also addresses the issues of being safe while travelling including both the road and pedestrian safety. The project focuses on integrating and coordinating road safety education, enforcement and engineering measures.

The following three initiatives are underway:

- The introduction of traffic calming measures;
- The implementation of engineering improvements at high frequency accident locations;
- Hazardous locations are assessed on an annual basis and dealt with as necessary.

People should feel safe on our roads whether while travelling in vehicles or on bicycles and on foot. Pedestrian education is a particular focus as 60% of deaths and injuries affect pedestrians. The Road Safety Plan focuses on improving road infrastructure legal compliance and education.

Improving road infrastructure includes upgrading existing road sections and intersections, new road sections and intersections, maintaining roads, traffic signals and traffic signs. Legal compliance deals with unsafe pedestrian behaviour, unsafe street trading, poor driver behaviour and vehicle roadworthiness. Education of road users targets both pedestrian and motorists in order to promote the safe and considerate use of the road.

These programmes are developed and implemented primarily by Metro Police and the eThekweni Transport Authority in conjunction with the KwaZulu-Natal Department of Transport. The Municipality actively supports the National “Road to Safety”, “Arrive Alive” and Provincial “Asiphephe” road safety programmes.

### ***Programme 4.2: Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA***

This programme covers five broad areas: social policing, social crime prevention, environmental design to create safer environments, social sector community initiatives and research and crime analysis.

#### **Social policing:**

Social policing is a strategy that is imbued on the preventative approaches to crime prevention. The “broken window theory” pronounces the actions that have a direct link to anti-social behaviour with accumulative criminal tendencies. Individuals who are involved in low levels of crime are to be exposed to proactive strategies that cater for socio - economic enhancement linked to social policing, skills development, capacity building, life skills and other behaviour modification programmes.

Also in the context of this programme, proactive crime prevention measures will include mapping and policing of drug users, places that sell liquor, and other related criminal activities in collaboration with community structures. Buildings that are underused, abandoned and dilapidated are prone to criminality and anti-social behaviour as they shelter criminal activities are also targeted.

Key to the implementation of social policing is a close co-operative relationship between Metro Police, SAPS, other Stakeholders including community structures in the form of Ward Safety Committees, School Safety Committees and Local Drug Action Committees which have been established to

promote effective involvement of communities in policing by way of addressing anti-social behaviour before they could escalate to high level crime. This can be effected through the coordination joint activities like: joint operations, crime combating meetings and crime awareness and educational campaigns

### **Social crime prevention:**

The Municipality supports development of cohesive, well linked communities where social pressures work to limit the acceptability of criminal activity, protect vulnerable groups from crime and increase co-operation with policing. Initiatives that raise awareness within the community are regarded as proactive vehicles to prevent crime. While the criminal justice system looks at the effects of crime, social crime prevention focuses on its causes.

Therefore, Ward Safety Profiling is a method adopted by the Safer Cities and ITRUMP Unit to assess safety issues or threats within a community. It is used to ensure that positive actions to make public spaces safer are undertaken at a community level. The ward safety profiles leads to an improvement in the physical environment in ways that will reduce the opportunities for crime, making public places like neighbourhoods, parks and streets safer for all citizens. Ward safety profiles culminate to the development of safety plans which is an inventory or checklist of features within a community which affects ones safety and require interventions. The ward safety profile also allows Local Government to engage the communities in a process that will improve their involvement in safety initiatives.

The establishment of Community Safety Forum – Provincial Mandate from Dept of Community Safety and Liaison – Building a United Front against Crime / “Operation Hlasela” is a multi-agency structure that Local Government drives to ensure the co-ordination of Community Safety efforts by both government and civil society. The CSF is the co-ordination centre of the Community Safety Network and drives the production and implementation of the IDP Safety Plans.

Therefore the purpose of the CSF is:

- To address the need for a multi-agency response to crime prevention and broad based community safety;
- To prevent the duplication of efforts, and wastage of financial and other resources;
- To ensure that efforts are sustainable, learning oriented and in tune with environmental changes;
- To ensure that democracy is deepened by a heightened level of accountability to and participation by the community.

Mandates supporting the CSF:

- Pronouncement by the former Minister of Safety and Security, Mr Nqakula (March 2007);
- The White Paper on Safety and Security (1998) motivates for Local Government to play the lead role in local crime prevention, promoting crime prevention through multi-agency partnerships;

The establishment of Local Drug Action Committees within the municipality as espoused in the Prevention and Treatment of Drug and Substance Abuse Act, 2008 re emphasis the role of municipality to actively respond to local issues.

Another important aspect is the street beggar project facilitated by Safer Cities and iTrump to eradicate the problem of mothers using children to beg on the streets. Stakeholder involvement includes: Metro Police, SAPS, Social Development, Durban Children’s Society, Children’s Court, National Prosecuting Authority, Family and Marriage Association South Africa (FAMSA), eThekweni Health Department, eThekweni Transport Authority, Communications and CCTV. Errant mothers are apprehended by Law Enforcement Officials in terms of the Children’s Act and the children are officially removed and placed in places of safety in terms of the Child Care Act. Such cases are referred to Social Welfare and Children’s Society for ongoing social services interventions.

A proposed victim support programme that focuses on skills development and empowerment including exposure to counselling, support groups and recreational opportunities in collaboration with the Department of Social Development and other NGO's is viewed as a critical aspect in crime prevention within the City.

### **Environmental design and maintenance of the public realm for safety:**

This strategy is concerned with influencing the design and maintaining environments to discourage crime. The main aim is to increase visibility and surveillance. Closed circuit television increases surveillance to ensure that criminals can be observed and apprehended. Design of spaces that increase visibility and reduce access and escape routes for criminals is promoted. The principle of crime prevention through environmental design is being applied by our architects and landscape designers in our parks and public places as well as the enforcement of crime prevention in buildings that are underutilized, dilapidated or in a state of disrepair that shelter criminal activity. Use is made of improved lighting, clearing of bushes, overgrown verges and management of high activity areas.

Through this intervention the re-design of Warwick Junction assisted in separating pedestrians from motor vehicles, thus reducing accidents. The ABMs are also embedding the principles involving crime prevention through environmental design (CPTED) by capacitating staff involved in planning, design and development.

### **Community Involvement in Safety initiatives:**

This strategy is also driven by the Safer Cities and ITRUMP Unit focusing on integrated and holistic provision of services by security cluster agencies and seeks to support police in social crime prevention by initiating developmental and job creation community safety projects in line with the principles of the Expanded Public Works Programme. The proposed Pension Pay Points Safety Services project will be linked to other community and law enforcement agencies initiatives to monitor the safety of citizens at Pension Pay Points and immediately report any incidents or suspected criminal activities to law enforcement agencies (remove). Therefore the establishment of community structures and school based structures are particularly important in the efforts to deal with crime at community level.

The Ward safety and school safety committees are being set up by the Municipality's Safer Cities and ITRUMP Unit to drive social crime prevention strategies. The aim is to improve on and expand community education regarding community safety. This is to ensure that all (streets or villages) communities have extensively trained Community Safety Volunteers who monitor and patrol streets, pension pay points, businesses and hot spot schools. The established Ward Safety Committees will be sustained through shared responsibility and participation in community safety initiatives thereby developing practical solutions to problems raised. Part of these initiatives includes the Safety Volunteer programmes where trained community volunteers are deployed at specific hot spots to act as a deterrent to any form of crime particularly in high activity areas where pick pocketing, smash and grabs and ATM scams are rife.

### **Research and Crime Mapping and Analysis:**

Qualitative and quantitative research methods are critical for effective response in crime prevention. Safer Cities have in the past relied on data collected by various agencies to inform interventions that promote safety and security of citizens in the EMA. The dedicated research and crime mapping component is aimed at improved gathering, sharing, integration and analysis of information between enforcement agencies and stakeholders such as community structures, business and schools. The acquired information therefore informs plans, initiatives and mapping of crime spots. Such information

is critical to the implementation of reactive strategies and sustainable crime prevention strategies by all partners.

### **Safe Buildings**

This strategy is concerned with influencing the design and maintaining environments to discourage crime. The principle of crime prevention through environmental design is being applied by our architects and designers in public places as well as the enforcement of crime prevention in buildings.

The Public Realm Revitalisation and Management Programme is a multi-disciplinary approach to ensure an integrated management of public spaces. The programme involves the co-ordination of monthly meetings and enforcement of bylaws as well as engagement with key stakeholders such as UIPs, Business Operators, and Durban of Chamber of Commerce. Jackson and Sunshine found that public confidence in policing was decided not by perceptions of risk, nor by fear of crime. Instead a different model of public confidence was more consistent with the data. Attitudes towards the effectiveness of the police were rooted in lay evaluations of social order, cohesion, trust, and moral consensus: people looked to the police to defend social values and behavioural norms. Moreover, the public seemed to want the police to be strong representatives of their community, as demonstrated in part by officers treating the public fairly and with dignity.

### ***Programme 4.3: Promoting safety of communities within the EMA in support of emergency and essential services***

This programme is concerned with affording all citizens within the eThekweni area the ability or the means to be able to reach the emergency services in times where life and property are threatened during an emergency situation. The strategy is also aimed at identifying areas of high crime spots or traffic congested areas and ensuring that there is CCTV coverage deployed in these areas and in so doing assist as a partner in policing crime and managing traffic flow in the municipality. A Disaster Management Advisory Forum will be established through the Office of the City Manager and Deputy City Manager Safety and Security.

### ***Programme 4.4: To reduce the incidence and severity of fire and other emergencies***

Uncontrolled fire has a serious impact on the lives of all communities. Citizens, businesses and public infrastructure are all affected by incidents of fire. The impact of loss of life and the destruction of property and possessions is difficult, if not impossible, to quantify. Citizens living in densely populated informal settlements, without personal insurance, are particularly vulnerable to the effects of uncontrolled fire.

Through effective fire and emergency services, we aim to ensure that all communities have a level of confidence that the Municipality recognises its duty of care, and is able to provide an acceptable level of safety. Our plans to achieve this cover both prevention and response.

The incidence of fire can be reduced through a variety of programmes including public safety education, fire safety inspections and ensuring code compliance, evaluating of building plans from a fire safety perspective, promoting the department and its role in society, and contributing to the development of codes, standards and legislation aimed at managing fire risk. The department is active in training municipal staff and staff from commerce and industry to prevent fire and where this breaks down, to respond quickly and effectively to fire, thus limiting the damage resulting from uncontrolled fires. We work closely with other agencies whose work helps to prevent fires and



improve response times, for example, rapid road access, road naming, house numbering, providing fire-fighting water in hydrants, street lighting, and telecommunications.

The unit is moving toward a risk managed approach to its responsibilities rather than merely maintaining a response capacity to fires and emergencies. Greater emphasis needs to be given to fire safety initiatives and their integration with the fire suppression and emergency response functions. Ideally fires should be dealt with proactively rather than reactively. To this end the department intends extending its inspection activities as this area has proved to be effective in reducing losses from fire – both in terms of life and property.

There is still a significant proportion of the Municipality's population that is beyond the reach of fire services when measured against prevailing risk-based response times. The Unit plans to address this through the establishment of additional operating bases. Priority is to be given to establishing fire stations in Verulam, Umkomaas and the Mpumalanga areas which have been scientifically shown to make the greatest impact in reducing the percentage of the population currently beyond the reach of the fire and emergency service.

The demand placed on the Unit to ensure presence at special events and functions throughout the Municipality is intended to be augmented by an alternate staffing initiative, also intended to provide for a reserve pool of trained personnel available for immediate deployment and future whole time employment.

A precondition to deliver effective emergency response services is a well-trained and committed workforce. The current facilities available to the department to skills its staff are not suitable to satisfy the current demands placed on a modern emergency service. This area will be attended to in the medium to long term by the construction of a training facility that will enable staff to experience many of the conditions they will be exposed to in the course of their work, in a controlled environment, under the supervision of qualified instructors. The completion of this project will not only have a direct impact on service efficiency but will also contribute to the safety of crews called upon to operate under extreme conditions by providing them with the confidence of having experienced many of these situations under training. Private industry shall also have access to the Fire Training facility and its personnel, which is expected to enhance fire education and help mitigate emergency incidents as they arise.

Fire appliances and equipment are essential to the fire department for providing emergency services. Without the proper tools and the knowledge of how to use those tools correctly a fire department cannot do its job effectively. The department maintains a fleet of emergency vehicles and has in the past been successful in minimising the cost impact to the Municipality of vehicle and equipment purchases through well-constructed replacement and maintenance programmes and has sought the best value for the available funding.

The department does not discriminate on the basis of gender when appointing staff. The challenge to incorporate the needs of female fire-fighters at fire stations built many years back when fire fighting was not considered an occupation for females remains a challenge. To this end a programme is in place to systematically provide such facilities at all its fire stations. This programme will take between 7 and 10 years to fully implement and until this has been achieved, procedural arrangements are in place to accommodate female fire-fighters at "gender-friendly" fire stations.

### ***Programme 4.5: Ensure the safety and security of municipal councillors, officials and municipal assets***

The core function of Security Management is to provide a security and intelligence service to the eThekweni Municipality and to perform the following strategies:-

- Land Invasion Control: to manage and control the illegal invasion and occupation of land within the EMA. To this end we administer the “*Prevention of Illegal Squatters and Unlawful Occupation of Land Act*”.
- Security Services, including City Hall: to provide security at Council properties to ensure the safety and security of municipal assets, office bearers, councillors and staff. We have identified a critical project to address deficiencies in the services provided by the contracted security companies.
- Escorts and Rapid Response; to provide an armed security escort service to mainly, but not limited to, personnel from Electricity, City Engineers and Water departments working long hours, sometimes static, in highly volatile areas. The Rapid Response aspect responds to all Council related complaints and alarm activations at all Council premises. Additionally, they perform a vital role when dealing with council strikes, marches and protests.

## **STRATEGIC FOCUS AREA: PROMOTE THE HEALTH OF CITIZENS**

The National Development Plan 2030 indicates that the South African Government’s vision is to ensure that all citizens live long and qualitatively healthy lives as expressed in the current National Department of Health Strategic Plan 2015 – 2019. In li The municipality’s own aspirations of caring for its citizens and providing basic services of the highest quality, aligns to this broader vision and this is expressed in the health unit’s strategies that seek to reduce mortality and increase life expectancy; reduce HIV incidence; decrease TB prevalence and improve TB outcomes, improve health system effectiveness, mitigate for environmental health risks and mobilise communities for improved individual health in this five year plan.

The current strategic functional pillars in the unit include primary level clinical care, environmental health services and social health (community focused) services. Taking into account that disease management does not equate to health, the unit’s activities are continually shifting to focus health literate communities as a mechanism to prevent ill health. , Consequently the unit’s strategy includes:

- placing further emphasis on ensuring that the environment is promotive to health,
- instituting measures to address the social determinants of health and
- working together with the provincial department of health to increase allocation of resources to improve community outreach services aligned to re-engineering of PHC and specifically school health services.

This includes working with early childhood development centres (ECD) to improve facility conditions and screen children to monitor growth in line with developmental milestones.

The following strategic objectives have been identified to achieve the goal of providing Comprehensive Primary Health Care to the communities of the EMA:

- Accountable, efficient and effective administration
  - Adherence to SCM processes.
  - Strengthen internal controls and administrative systems.
  - Adequate health human resource financing.
- Mass mobilisation for better health
  - Social Interventions specifically focused on mitigating against communicable and non-communicable diseases, teenage pregnancy and sexual abuse of children
  - Behavioural Interventions
- Provide services of high quality throughout the unit with a focus on total quality management
- Reduce burden of HIV and AIDS and TB



- Improve maternal, child and women's health and management of Non Communicable Diseases (Please note that the part of the Non Communicable Diseases was included in the last IDP as per the text you sent me)
- Infrastructure upgrading and development
- Institute results based management with a focus of monitoring, evaluation, recording and reporting.
  - Strengthen Health Management Information System
  - Introduce individual patient information system
  - Strengthen performance management system
- Improve Environmental Health Service (EHS) Delivery.

### ***Programme 4.6: Accountable, effective and efficient administration***

Efficient and effective administration systems remain a challenge. This is due to multiple factors including the need to inculcate proactive governance principles in compliance to various government regulations. The unit will continue to uplift its management skills through further development, mentoring and coaching.

### ***Programme 4.7: Mass mobilisation for better health***

The current delivery of health services is based on a medical or curative model of care. Whilst this model does improve prognosis and prolongs survival it is not economically sustainable in the long term. What is required for the future, is a combination of both the curative model together with community-based disease preventing strategies and health promoting activities. This model places greater emphasis on recognizing the social determinants of ill-health and will allow for critical prevention strategies to improve the overall health of citizens.

The unit will therefore continue to focus on social interventions aimed at addressing practices that put populations at risk of acquiring ill-health (non-communicable diseases such as diabetes, hypertension, and ischaemic heart disease). This includes improving attendance of preventive clinical services by the general population to allow for early detection of diseases.

The persistently high number of teenage pregnancy and the increase in reported cases of sexual abuse in children under the age of sixteen requires renewed effective efforts to deal with this scourge. The unit is working together with the relevant stakeholders in the departments of justice, police services, social development, health, education and civil society.

The high mortality rates especially with regards to children and pregnant women is clearly indicative of the need to renew efforts to improve access to high quality sexual and reproductive health services, and maternal and child health services that takes into account the complete cycle of services from the cradle to the grave. The ingredient to successfully implement this strategy is to ensure a reciprocal demand is created for this service by the intended recipients. The unit is currently working with the Provincial Department of Health to deploy resources that will increase ward-based services including School Health and Ward Based Outreach Services in order to bring services closer to the people and to strengthen health seeking behaviours.

### ***Programme 4.8: Provide services of high quality in line with set norms and standards***

All health facilities across the metro (provincial and municipal) are non-compliant to the National Core Standards as set out by the Office of Health Standards Compliance. This is due to a number of factors inclusive of sub professional standards practices, insufficient supervision, lack of implementing tools, shortage of staff and inadequate infrastructure.

The next process entails addressing the challenges of infection control, risk management, improving adherence to policies and processes, management of pharmaceuticals, improving infrastructure, data management, and adequate management of patient records. The level of improvement of clinic operations, specifically in relation to ideal clinic realisation and maintenance must be aligned to available resources. At the current resource availability this process is envisaged to take more than five years.

The unit scored 43% in the first National Core Standards assessment of the Environmental Health Services. The main areas of failures highlighted the fragmented administration of EHS within the unit. One of the major causes lies in the existing structure where there is an absence of centrally coordinating strategic focal person. The municipality is currently addressing the inefficiencies of the current structure. At the same time the unit is continuing to address improving performance within the currently available staffing framework.

This will also include a focus on across the broad health human resource development and improving accountability of environmental health staff. The quality of social health services needs attention to ensure that communities benefit from correct messaging and strategies.

### ***Programme 4.9: Enhance Environmental Health Service Delivery***

EHS contributes to the Municipality's efforts to promote an environment which is conducive the health and an improved quality of life. The provision of this service is a constitutionally mandated Local Government competence. The provision of this service is achieved through the implementation of 9 core programmes that are defined in the Health Act (61 of 2003). These programmes are noted below,

- Water quality monitoring;
- Food control;
- Waste management;
- Health surveillance of premises (Control of the built environment)
- Surveillance of communicable diseases, excluding immunisation;
- Vector control;
- Environmental pollution control (air, water, noise, soil)
- Disposal of the dead; and
- Chemical safety

Environmental Health Services are currently being delivered sub-optimally; this is not peculiar to the eThekwini Municipality but has been recognised as a problem throughout the country.

The Health Unit has increased the focus on this area of service delivery and a process to rebuild the service has commenced. The initial focus has been to increase staffing levels and the staff has more than doubled in the past five years. During the previous IDP cycle the focus had been the systematic implementation of 5 of the 9 EH core functions.

Of the five core functions mentioned significant inroads have been made into four namely: Disposal of the Dead, Water Quality Control, Environmental Pollution Control and Food Control. The unit will be working on ensuring compliance to the Environmental Health National Core Standards and the improvement of productivity of its staff.

## ***Programme 4.10: Reduce Burden of HIV/Aids and TB***

HIV and AIDS is a major challenge contributing to reduced life expectancy, high TB rates, and collapse of socio-economic conditions for individuals, households and communities and increase in orphaned and vulnerable children.

The eThekwini Municipal Region is currently estimated to have close to 25 000 new infections annually. The enormous efforts directed at preventing infections have not yet achieved the desired outcome of behavioural change as evidenced by the high epidemic levels in the population based indicators. The biggest concern relates to the high number of infections in adolescent girls and young women with an estimated 2 363 new infections weekly in females aged 15 to 24 years.

Although the municipality, together with its partners, has seen the recent successes of reduced HIV transmission rates in HIV exposed children for PCR testing at around 6 weeks and increased access to treatment at clinic level, it is very clear that increased efforts at the dual methods of prevention and treatment are required, both to prevent risky behaviour and to utilise treatment to prevent further transmissions.

To this end, the unit's efforts will continue to be focused on the year 2020 goal of attaining 90% viral suppression in patients on ART and retaining 90% of patients started on treatment retained in care. The unit will also be working towards attaining 90% persons within the EMA testing for HIV and knowing their HIV status.

Tuberculosis is recognised as the leading opportunistic infection amongst HIV positive persons with just under two thirds of HIV infected persons co-infected with TB. In 2006 the metropole was declared a TB crisis district and following the implementation of the TB crisis plan, the metropole has improved TB cure rate amongst new smear positive patients from below 50% to 75%. Whilst building on these successes, the focus will be on reduction of treatment defaulters and reducing the infectious pool, especially in terms of multidrug resistant TB. Through the District AIDS Council the municipality will focus its five year TB management plan on coordinating stakeholders whose work has an impact on TB risk factors such as housing, workplace, environmental pollution, etc as a mechanism to reduce and end TB new infections by 2030.

### ***4.11 Strengthen Maternal, Child and Women's Health and Management of Non Communicable Diseases***

Communicable diseases together with poor quality of antenatal services are associated with approximately 60% of child and maternal mortality. The municipality will therefore focus on the correct management of pregnant women through application of appropriate standards of basic antenatal care (BANC) and the provision of timely treatment for HIV and TB.

The other area of focus is early screening for cancers of the cervix and breast as these have been found to be highest causes of death in terms of malignancies. Activities will also include measures to increase screening for other non-communicable diseases in the general population as well as promotion of healthy lifestyles to reduce diseases of lifestyle.

Immunisation for preventable childhood illnesses remains important. Although successes have been noted in the Extended Programme on Immunisation programme in children, attendance for immunisation services beyond one year of age remains a challenge and consequently remains a key area for intervention.

## **Programme 4.12: Strengthen disease surveillance and vector control services**

To address current concerns of antibiotic resistance and in the interest of making sure that we appropriately treat sexually transmitted infections, the unit will conduct a STI surveillance programme in partnership with the University of KwaZulu-Natal. Additional interventions include increasing conducting quality assurance measures on rational drug use and training of staff.

The threat of re-emergence of infectious diseases like typhoid have led the unit to increase vigilance for infectious diseases that have been under control for decades. This has also meant improving the readiness of the unit for any disease outbreak.

## **SDBIP Project Matrix**

### **Plan Four: Fostering a Socially Equitable Environment**

<b>Strategic Focus Area</b>	<b>Programme</b>	<b>Project</b>
Promoting the Safety of citizens	4.1. Compliance with SAPS Amendment Act 1998 with regard to mandated functions of Crime Prevention, Traffic Management and Bylaw Enforcement	4.1.1. Develop and execute Crime Prevention Plan
		4.1.2. Plan and implement the traffic management plan
		4.1.3. Implement the Integrated Law Enforcement Strategy
	4.2. Implement the Social, Situational and Crime Prevention strategies and urban safety management of the built environment throughout EMA	4.2.1. Plan and execute activities relating to social policing to support social crime prevention in line with Ward Safety Plans
		4.2.2. Plan and execute programs relating to social policing to support drug and substance abuse in line with the moral regeneration plan
		4.2.3. Plan and execute activities relating to social policing to support Crime Prevention Through Environmental Design
		4.2.4. Facilitate implementation of social development plan
		4.2.5. Plan and execute activities relating to community involvement in safety through review and establishment of Ward Safety Plans
	4.3. Promoting safety of communities within the EMA in support of emergency and	4.3.1 Review and implementation of revised Disaster Contingency Plan for Floods

Strategic Focus Area	Programme	Project
	essential services	<p>4.3.2. Educating communities on the services provided by the emergency Call Centre [031 3610000)</p> <p>4.3.3. Installation of License Plate Recognition Cameras within the 4 regions. (Central/North/ South/West)</p> <p>4.3.4. Community Awareness program focusing on disaster awareness and disaster risk avoidance</p>
	4.4. To reduce the incidence and severity of fire and other emergencies	<p>4.4.1. Maintain a response fleet replacement programme to ensure fleet age and condition adequately supports delivery of emergency services across the EMA region</p> <p>4.4.2. Maintain a high value equipment replacement programme to ensure age and condition of equipment adequately supports delivery of emergency services across the EMA region</p> <p>4.4.3. Host educational school visits to Fire and Emergency service Headquarters</p> <p>4.4.4. Conduct Fire safety Education for identified risk groups and communities within the EMA</p> <p>4.4.5. Conduct a comprehensive Fire Safety Inspection of all high risk occupancies at least once in every 12 month period</p> <p>4.4.6. eThekwini Fire Training Centre (Phase 3)</p> <p>4.4.7. Construction of Permanent Verulam Fire Station</p> <p>4.4.8. Scheduled fire station refurbishment and renovation to enhance and maintain condition of existing infrastructure (Brigade Head Quarters)</p> <p>4.4.9. Project Packaging for Demolition and Reconstruction of Hammarsdale Fire Station</p>

Strategic Focus Area	Programme	Project
	4.5. Ensure the safety and security of municipal councillors, officials and municipal assets	4.5.1. Plan and execute protection services for councillors and employees 4.5.2. 75% Implementation of the Municipal Land Invasion Policy for all reports received 4.5.3 Conduct daily inspections to ensure that 90% of sites are compliant with contractual obligations
Promote the Health of Citizens	4.6 Accountable effective & efficient administration	4.6.1 Strengthening administrative systems to improve governance within the health unit
	4.7 Mass mobilisation for better health	4.7.1 Conduct community health literacy campaigns in each local service area
	4.8 Provide services of high quality in line with set norms and standards	4.8.1. Improve the quality and operational efficiency of health services through clinic and environmental health supervision that is compliant to health unit policy
	4.9 Enhance Environmental Health Service Delivery	4.9.1 Improve compliance monitoring of Environmental programmes in accordance with Environmental Health Norms and Standards
	4.10 Reduce burden of HIV and AIDS and TB	4.10.1 90% of quarterly cohort patients on ARV with viral suppression
		4.10.2 Improve TB programme performance through increasing patients converting from sputum smear positive to negative
		4.10.3 HIV Counselling and Testing
4.11 Strengthen maternal, child and women's health and management of Non Communicable Diseases	4.11.1 Increase percentage of pregnant women visiting clinic in the first half of pregnancy	
	4.11.2 Improve adequacy of cervical smears to reach 75%	

Strategic Focus Area	Programme	Project
		adequacy of smears taken in the 4th quarter
		4.11.3 Implementation of youth and adolescent friendly services in 20 municipal clinics.
		4.11.4 Conduct community based screening campaign for non-communicable diseases
	4.12 Strengthen disease surveillance and vector control services	4.12.1 Interrogate vector, environmental and clinical data collecting tools for Public Health planning

## Plan 4 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Promoting The Safety Of Citizens	79303	82240	84100
Promoting The Health Of Citizens	34941	5196	17214

## Plan 4 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Promoting the Safety Of Citizens	1653997	1764070	1879883
Promoting the Health Of Citizens	682405	730815	777250

## Plan 4 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Promoting the Safety Of Citizens	89113	94343	99886
Promoting the Health Of Citizens	350695	397025	416876

The above tables will be updated once the 2017/18 Budget is finalized.

## Reviewed Scorecard:

### Plan Four: Fostering a Socially Equitable Environment

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 21/22
Basic Service Delivery	Promote the Safety of Citizens	4.1. Compliance with SAPS Amendment Act 1998 with regard to mandated functions of Crime Prevention, Traffic Management and Bylaw Enforcement	100%	100% implementation of 3 Projects identified in the SDBIP	100% implementation of projects in the SDBIP
Basic Service Delivery	Promote the Safety of Citizens	4.2. Implement projects in relation to the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout the EMA	223.59%	100%	100%
Basic Service Delivery	Promote the Safety of Citizens	4.3. Implementation of 4 projects in relation to promoting safety of communities within the EMA in support of emergency and essential services	100%	100% Implementation of 4 projects within the SDBIP	100% Implementation of the SDBIP
Basic Service Delivery	Promote the Safety of Citizens	4.4.a) Loss of life from fire and other emergencies per 100000 population served	1.39	1.29	1.25
Basic Service Delivery	Promote the Safety of Citizens	4.4.b) Value of property destroyed by fire per R1000 of rateable value	0.68	0.94	0.90
Basic Service Delivery	Promote the Safety of Citizens	4.4.c) Implementation of the SDBIP Projects with regards to reducing the incidence and severity of fire and other emergencies	75.23%	95%	95%



National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 21/22
Basic Service Delivery	Promote the Safety of Citizens	4.5. Ensure the safety and security of municipal councillors, officials and municipal assets	99.45%	88.33% Implementation of Projects linked to the SDBIP	88.33% Implementation of Projects linked to the SDBIP
Basic Service Delivery	Promote the Health of Citizens	4.6. Number of clinics reaching the ideal clinic status	4	5	21
Basic Service Delivery	Promote the Health of Citizens	4.7. Percentage adherence to National Environmental Health Services Norms and Standards	New KPI - No baseline	60	75

## Alignment to National Development Plan

Plan Number	Improving Education, Innovation & Training	Promoting Health	Building Safer Communities
Plan 4 Fostering Socially Equitable Environment	<ul style="list-style-type: none"> <li>➤ Provide services of high quality in line with set norms and standards</li> <li>➤ Accountable, efficient and effective administration</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mass mobilisation for better health</li> <li>➤ Accountable, efficient and effective administration</li> <li>➤ Provide services of high quality in line with set norms and standards</li> <li>➤ Reduce burden of HIV and Aids and TB</li> <li>➤ Enhance Environmental Health Service Delivery</li> <li>➤ Strengthen Maternal, Child and Women's Health</li> <li>➤ Strengthen disease surveillance and vector control services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA</li> <li>➤ Compliance with National Road traffic Act and Municipal Bylaws</li> <li>➤ To reduce the incidence and severity of fire and other emergencies</li> <li>➤ Ensure the safety and security of municipal councillors, officials and municipal assets</li> <li>➤ Promoting safety of communities within the EMA in support of emergency and essential services</li> </ul>

## Alignment to Provincial Growth and Development Strategy

Plan Number	Human Resource Development	Human & Community Development	Governance & Policy
PLAN 4 Fostering a Socially Equitable Environment	<ul style="list-style-type: none"> <li>➤ Accountable, efficient and effective administration</li> <li>➤ Provide services of high quality in line with set norms and standards</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting safety of communities within the EMA in support of emergency and essential services</li> <li>➤ Mass mobilisation for better health for the EMA community</li> <li>➤ Reduce burden of HIV/AIDS and TB</li> <li>➤ Strengthen Maternal, Child and Women's Health</li> <li>➤ Enhance Environmental Health Service Delivery</li> <li>➤ Strengthen disease surveillance and vector control services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Accountable, efficient and effective administration</li> <li>➤ Provide services of high quality in line with set norms and standards</li> <li>➤ Compliance with National Road traffic Act and Municipal Bylaws</li> </ul>

## Plans/Strategies/Policies Applicable to Plan Four

### Vulnerable Groups Policy

The policy aims to create a framework for social integration that serves to develop a society and workplace that addresses human diversity and participation for everyone. This document addresses two main components, first, the internal employment policies and practices of the Municipality and, second, its external service rendering to the community with specific focus on people with disabilities and the elderly. This policy attempts to ensure that the process of achieving equality for all is at the very centre of the transformation process in the EMA, within all its structures, policies, procedures and practices.

### EThekwini Disaster Management Framework

In compliance with the Disaster Management Act No. 57 of 2002, the eThekwini Municipality has compiled a Disaster Management Framework. The Framework is based on the nationally accepted four key performance areas (KPA's) and three Performance Enablers (PE's) viz.:

#### KPA's

- Integrated institutional capacity for disaster risk management;
- Disaster risk assessment;
- Disaster risk reduction;
- Response and recovery.

#### PE's

- Funding;
- Information Management and communication;
- Education, training, public awareness and research.

### Disaster Management Advisory Forum

The establishment of a Disaster Management Advisory Forum [DMAF] for eThekwini is one of the essential action steps in establishing the foundational institutional arrangements, as required by Key Performance Area 1 of the National and Local Disaster Management Frameworks. The primary purpose of the [DMAF] is to provide a mechanism for relevant internal, external and technical specialist role players to consult one another and co-ordinate their activities with regard to disaster management issues.

### Municipal Disaster Management Plan

Section 26[g] of the Municipal Systems Act 32 of 2000 and sections 52 and 53 of the Disaster Management Act 57 Of 2002 compels municipal government to develop a disaster management plan. The primary focus of the eThekwini Municipal Disaster Management Plan is to confirm the organizational and institutional arrangements to effectively prevent disasters from occurring and to lessen [mitigate] the impact of those hazards that cannot be avoided. It establishes the operational procedures for risk reduction planning as well as emergency procedures to be implemented in the event of a disaster occurring or threatening to occur.

### Crime Prevention through Environmental Design (CPTED)

This initiative has been introduced to ensure that the goals of a safer city and crime prevention are met. The CPTED Programme focusses on four areas, namely capacity building, legislation (policy), procedures (strategy) and public awareness (including a website). Since the environment can play a role in providing or reducing opportunities for crime, it follows that certain crimes can be prevented by altering the environment in which they might occur. Changes to the physical environment could make it more difficult (risky or strenuous) to commit a crime. The environment can be manipulated in such a way that it requires greater efforts from potential offenders to carry out their criminal activities.

### **Safe Drums Policy**

In eThekwini Municipality a large number people are affected by the practice of using chemically contaminated drums for storing consumables such as water, juices, traditional medicines, sorghum beers, etc. The need to protect our citizens from the risks associated with exposure to the use of contaminated drums/ containers is the fundamental element of this policy. The aim of the policy is to:

- To protect citizens from risks associated with exposure to various toxic chemicals through the use of contaminated drums/ containers for domestic purposes.
- To educate citizens on the risks associated with exposure to various toxic chemicals through the use of contaminated drums/ containers for domestic purposes.
- To ensure safe drums trade.

### **“TOWARDS AN HIV FREE GENERATION” – Response 2012/2016 and Beyond**

The metropole area is home to approximately 3.5 million citizens and is characterized by a high disease burden of HIV and AIDS and TB. The plan gives an indication of the interventions, with performance targets, that are to be implemented to provide care to the infected and those affected by the epidemic. It also provides an outline of the planned activities towards achieving the long term goal of zero new HIV infections. These interventions and targets are all encompassing i.e. of all government departments within provincial government and the municipality, civil society and the private sector.

### **eThekwini Safer City Strategy 2013-2018**

The safety and security of our citizens remains a critical issue and a matter of high priority to us and we are always looking at finding new ways of enhancing the general safety of our citizens. The Safer Cities Revised Strategy talks particularly to those objectives of ensuring that we improve our strategies and ways of doing business in order to ensure that eThekwini is a safe, caring and liveable city. The strategy aims to find progressive solutions that will enable us to implement an integrated safety plan to reduce crime and violence within our friendly and caring city.

### **Ward Safety Plans**

A ward safety plan is a tool based on the research findings during the ward safety audit which was undertaken in partnership and collaboration with various stakeholders. It unpacks the geographic and socio economic settings as well as the current trends or developments in areas of policing, community safety and perceptions of crime. It contains the objectives, strategies and projects based on the information or findings made during the safety audit.

### **Draft Social Development Strategy**

The Municipality is currently in the process of drafting a Social Development Strategy.

## PLAN 5: CREATING A PLATFORM FOR GROWTH, EMPOWERMENT AND SKILLS DEVELOPMENT

The National Skills Development Strategy (NSDS III) outlines the strategy for all sectors in the economy to address the challenges of providing the required skills for the economy to grow and address the issues of high unemployment.

### GOAL

To establish eThekwini as a learning city which uses knowledge management techniques and processes to enhance the skills base of the citizenry as well as share good practice with other municipalities.

### DESIRED OUTCOMES

- A skilled and capable citizenry, within the eThekwini Municipal Area (EMA), that shares in and contributes to the economic expansion and growth of the region.
- A skilled work force that delivers effective and quality services to the citizens of eThekwini Municipality.
- A learning city

### BACKGROUND

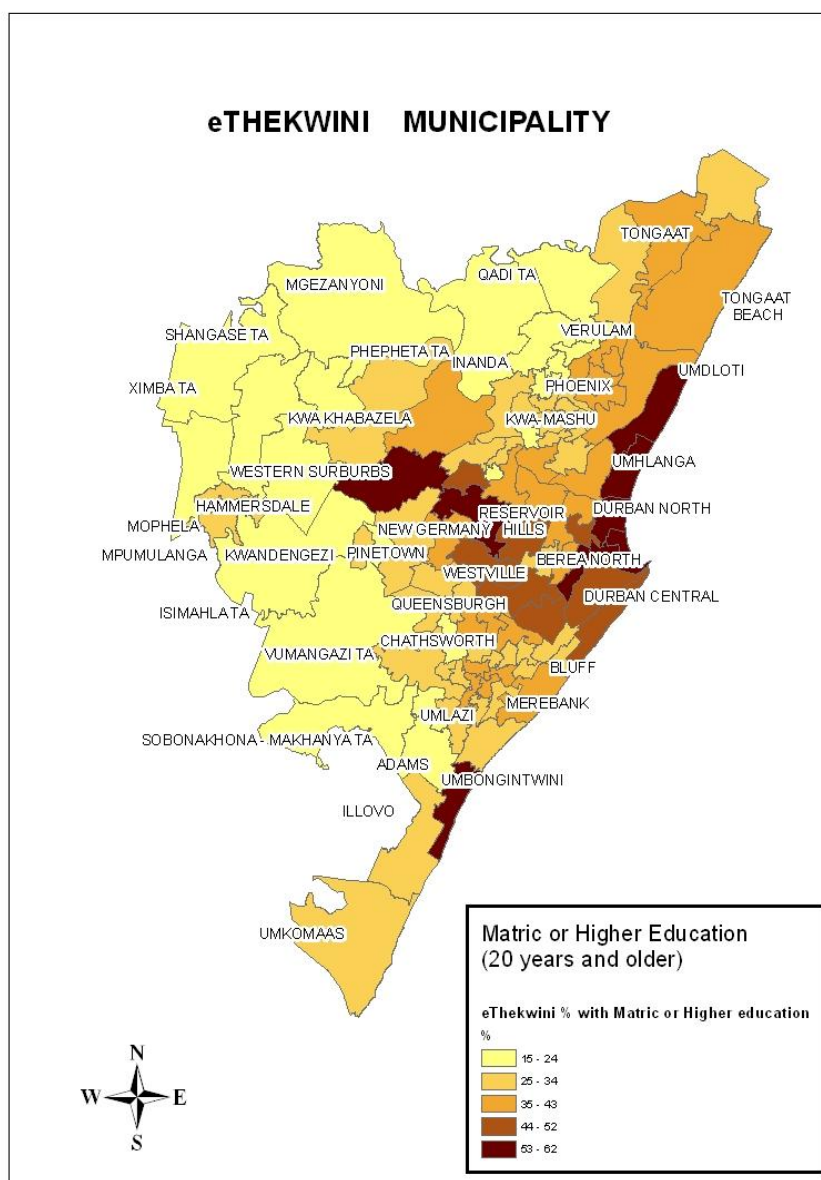
The Municipality's greatest asset is its people.

A comparison of the Census 2001 and 2011 statistics reveals the following with regard to adult education:

Category	2001	2011
Functionally Illiterate	16%	4,2%
Matric Certificate	38%	37,1%
Tertiary Qualifications	8%	12,3%

Table 43: Adult Education  
Source: Statssa

The map below highlights the uneven distribution of education attainment within the Municipal area where those who are more educated are located in the urban areas and those with less education attainment found in the peri-urban areas.



**Figure 76: Matric or Higher Education**  
Source: Census 2011

EThekwini is positioning itself as a Smart and Learning City in order to cope with current and future challenges.

- The Smart City concept aims to bridge the digital divide in eThekwini and to make the Municipality a hub of information diffusion, as well as a centre for economic growth and integration.
- The Learning City approach has two aspects:
  - Firstly, by the Municipality earning recognition as a competent, efficient and learning institution; and
  - secondly, by the Municipality becoming recognised as a learning centre where local government players from throughout South Africa and Anglophone Africa can be brought together to learn from each other by exchanging their experiences on sustainable development issues.

## STRATEGIC FOCUS AREA: HUMAN CAPITAL DEVELOPMENT

The Municipality has committed itself to enhancing skills development and overcoming the existing skills gap in accordance with the NSDS III. The goals of the NSDS III are used to co-ordinate efforts and partnership initiatives with service providers to ensure that community outreach, information and development programmes contribute to the education and skills development of citizens and ultimately their social, political and economic wellbeing.

### *Programme 5.1: Increasing occupationally-directed learning opportunities in the workplace*

EThekweni Municipality has identified the need to ensure the continuous upgrade of skills in the workforce, to help ensure a measurable increase in the intermediate skills pool, especially in artisan, technician and related occupations, attributable to increased capacity at education and training institutions and increased workplace experiential learning opportunities.

Work-experience initiatives like learnerships, apprenticeships, volunteer work experience, in-service training programmes and internship opportunities have been established to provide young people with exposure to the world of work to assist them in securing jobs in their respective careers. In addition, this programme intends to improve the basic adult education profile of the Municipality.

#### **Partnerships**

This is an on-going programme that demands partnerships between government bodies such as the LGSETA, tertiary institutions, commerce and industry and public and private specialist service providers, National / Provincial Departments and public bodies, as well professional institutes, other municipal Units, and various Sector Education Training Authorities (SETAs).

### *Programme 5.2: Addressing access to occupationally -directed programmes through the Co-operative Education Policy*

The objective of this programme is to assist students who require experiential learning to complete their practical requirements by providing workplace learning opportunities.

#### **Partnerships**

This is an on-going programme that demands partnerships between government bodies such as the LGSETA, tertiary institutions, commerce and industry and public and private organisations

### *Programme 5.3: Addressing the low level of youth and adult language and numeracy skills*

This programme seeks to develop, integrate and implement language, literacy and numeracy skills to respond to economic, social and political participation, and productivity.

The aim is to raise the education base of young and adult people to enable them to take on further learning and/or employment.

#### **Partnerships**



This is an on-going programme that demands partnerships between government bodies such as the LGSETA, tertiary institutions, commerce and industry and public and private organisations

### ***Programme 5.4: Encouraging better use of workplace-based skills development***

The programme endeavours to support and promote training of employed workers to improve productivity, growth and development, as well as to address skill imbalances in the EMA.

#### **Partnerships**

The LGSETA is a key partner in this programme as are the local tertiary institutions, other Sector Education Training Authorities and specialist private service providers.

### ***Programme 5.5: Encouraging and supporting cooperatives, small enterprises, worker initiated, NGO and community training initiatives***

This programme is designed to promote co-operative organisations to empower and create opportunities for the under and unemployed.

The objective of this programme is to support NGO, community and worker-initiated skills development and training programmes. It will similarly aim to support credible and quality worker skills development, education and training programmes. It will enhance the workplace, our economy as well as the developmental objectives of the Municipality.

It will also enhance the decision making and participatory processes within the Municipality by providing short, medium and long term skills development interventions.

#### **Partnerships**

This is an on-going programme that demands partnerships between government bodies such as SALGA, LGSETA, COGTA, Department of Human Settlements and Department of Economic Development.

### ***Programme 5.6: Increasing public sector capacity for improved service delivery and supporting the building of a developmental state***

Grow and develop skills levels within the public realm ensuring that the Municipality has capable political representatives to address the priorities of the citizenry such as health, education and high crime rate, etc.

### ***Programme 5.7 Building career and vocational guidance***

The youth are the Municipality's hidden wealth and they require assistance and guidance in making career choices that will ensure that they participate fully in the labour market. The Municipality will dedicate the necessary resources to support career and vocational guidance, as this has proved to be a critical component in successful skills development initiatives world-wide. Through initiatives that bring the private sector, the NGO's and other relevant stakeholders the Municipality seeks to give guidance to the youth through career expos and cooperative education initiatives.

## STRATEGIC FOCUS AREA: HEALTHY AND PRODUCTIVE EMPLOYEES

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

### *Programme 5.8 Human Capital Empowerment*

As part of transformation and the ever-increasing demand placed on employees to deliver, appropriate Human Resources (HR) practices and procedures must be implemented to develop a unified culture of the organisation, improve employee productivity, and ensure the retention of employees. This programme also, endeavours to create mechanisms for empowerment of staff to ensure HR's accessibility and efficiency.

### *Programme 5.9 Employment Transformation*

It is the duty of eThekweni Municipality to implement employment practices subject to transformation legislation so as to give equal employment opportunities and develop Affirmative Action measures to redress the past discrimination in employment practices, and adhere to principles of fair and equitable access to employment opportunities.

In light of creating the above conditions the municipality will embark on an employee profiling system, develop EE statistics as a system of record, develop EE Unit plans/processes, create EE Committee, develop a Council wide EE plan, develop disability training programmes, implement affirmative action measures and a BBBEE internal scorecard for Council.

### *Programme 5.10: Improve productivity, efficiency and effectiveness throughout the Municipality*

This programme ensures the improvement of the way Output units manage their business by providing a holistic organizational development and productivity improvement service to the Municipality. On one hand, the focus will be on introducing interventions that will support long range efforts to improve the Municipality's problem solving and renewal processes by enhancing congruence between organizational culture, strategy, processes, structure and people. On the other hand, interventions to measure current productivity and develop performance standards, improve and monitor productivity and eliminate wastage of resources will be implemented throughout the Municipality to achieve efficiency and effectiveness and ultimately, improved service delivery.

## SDBIP Project Matrix

### Plan Five: Creating a Platform for Growth, Empowerment and Skills Development

Strategic Focus Area	Programme	Project
Human capital development	5.1. Increasing occupationally-directed learning opportunities in the workplace	5.1.1. Establish and maintain programmes to provide access to Learnerships, Skills programmes, Apprentice-ships & Scarce Skills
		5.1.2. Establish and maintain programmes to provide access to Learnerships, Skills programmes Apprentice-ships & Scarce Skills for employees
	5.2. Addressing access to occupationally-directed programmes through the Co-operative Education Policy	5.2.1. Establish and maintain programmes to provide access to In-service Training, Internships and Work Experience
	5.3. Addressing the low level of youth and adult language and numeracy skills	5.3.1. Facilitate the provision of language, literacy and numeracy skills to employees
		5.3.2. Facilitate and co-ordinate the Workplace Skills planning in the municipality
	5.4. Encouraging better use of workplace-based skills development	5.4.1. Credible and quality worker skills development, education and training programmes
		5.4.2. Integrate and centralize all training and development programmes and resources into a Learning and Development Academy
	5.5. Encouraging and supporting cooperatives, small enterprises, worker initiated, NGO and community training initiatives	5.5.1 Continue to support relevant Unit initiatives with NGO community and worker- initiated skills development and training programmes
	5.6. Increasing public sector capacity for improved service delivery and supporting the building of a developmental state	5.6.1. Develop and implement: an induction/Orientation programme for Councillors
	5.7. Building career and vocational guidance	5.7.1. Provide resources to support career and vocational guidance
5.8. Human Capital		

Strategic Focus Area	Programme	Project
Healthy and Productive Employees	Empowerment	5.8.1. Human Capital Metrics
		5.8.1. Talent Management
		5.8.2. HRMIS
	5.9. Employment Transformation	5.9.1. Employment Equity
	5.10. Improve productivity, efficiency and effectiveness throughout the municipality	5.10.1. Measure productivity and develop standards of performance
		5.10.2. Improve and monitor incentive schemes
		5.10.3. Improve business processes
		5.10.4. Undertake organisational change management interventions
		5.10.5. Eliminate wastage of resources
		5.10.6 Organisational Transformation and Efficiency Projects including Institutional Review
5.10.7 Undertake Office Automation projects		

## Plan 5 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop Human Capital</b>	3299	2800	4000
<b>Healthy and productive employees</b>	1500	1500	300

## Plan 5 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop Human Capital</b>	183194	202303	209824
<b>Healthy and productive employees</b>	312542	333727	356767

## Plan 5 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
<b>Develop Human Capital</b>	14052	15036	15788
<b>Healthy and productive employees</b>	-	-	-

The above tables will be updated once the 2017/18 Budget is finalized.

## Reviewed Scorecard:

### Plan Five: Creating a Platform for Growth, Empowerment and Skills Development

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at June 2016	Annual Target 17/18	5 Year Target 21/22
Municipal Institutional Development and Transformation	Human Capital Development	5. 1. % implementation of the Work Place Skills Plan	81	100	100
		5.2. Compilation and submission of the Workplace Skills Plan by 30 April	100	100	100
		5. 3. The percentage of a Municipality's budget actual spent on implementing its workplace skills plan	1% of payroll	1% of payroll	1% of payroll
		5.4 Provide Talent Management and Succession Planning guidelines and recommendations	100	100	100
		5.5. Interventions introduced to improve productivity, efficiency and effectiveness within the municipality	87	91 Interventions	91
	Healthy and productive employees	5.6 Create an integrated HR System to provide for accurate and timeous remuneration of employees and enable management to effectively manage their employees.	100	100	100
		5.7 Provide accurate, valid and reliable human capital metrics, analysis and recommendations.	100	100	100

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at June 2016	Annual Target 17/18	5 Year Target 21/22
		5.8 The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: PWD	12	28	28
		5.9 The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: FEMALE TOP	32	Female Top= 37	44
		5.10. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: FEMALE SENIOR	112	Female Senior= 132	144
		5.11. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: FEMALE MIDDLE	316	Female Middle= 375	389
		5.12 Addressing the low level of youth and adult language and numeracy skills	10	Achievement of SDBIP targets	Increase in youth and adult literacy
		5.13 Encouraging and supporting cooperatives, small enterprises, worker initiated, NGO and community training initiatives	5	5 Programmes	5 Programmes

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at June 2016	Annual Target 17/18	5 Year Target 21/22
		5.14 Increasing public sector capacity for improved service delivery and supporting the building of a developmental state	100	3 Training Programmes for councillors developed (100%)	100% achievement of SDBIP targets
		5.15 Building career and vocational guidance	14	1 exhibition, 1 financial aid assistance and 4 community based career expose	1 exhibition, 1 financial aid assistance and 4 community based career expose



## Alignment to National Development Plan

Plan Number	Economy and Employment	Improving Education, Innovation & Training	Building a Capable State
<p>Plan 5 Creating a Platform for Growth, Empowerment and Skills Development</p>	<ul style="list-style-type: none"> <li>➤ Increasing occupationally-directed learning opportunities in the workplace.</li> <li>➤ To create processes of employment transformation through corrective legislation</li> <li>➤ Building career and vocational guidance</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishing a credible institutional mechanism for skills planning</li> <li>➤ Increasing occupationally-directed learning opportunities in the workplace</li> <li>➤ Address access to occupationally-directed programmes through the Co-operative Education Policy</li> <li>➤ Addressing the low level of youth and adult language and numeracy skills</li> <li>➤ Encouraging better use of workplace-based skills development</li> <li>➤ Building career and vocational guidance</li> <li>➤ Improve knowledge management in the municipality</li> <li>➤ Encouraging and supporting co-operatives, small enterprises, worker initiated, NGO and community training initiatives.</li> <li>➤ Human Capital Empowerment</li> <li>➤ Increasing public sector capacity for improved service delivery and supporting the building of a development state</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increasing public sector capacity for improved service delivery and supporting the building of a developmental state</li> <li>➤ Improve knowledge management in the municipality</li> <li>➤ Develop local government capabilities in countries within Anglophone Africa</li> <li>➤ Human Capital Empowerment</li> <li>➤ Improve productivity, efficiency and effectiveness throughout the Municipality.</li> </ul>

## Alignment to Provincial Growth and Development Strategy

Plan Number	Job Creation	Human Resource Development	Human & Community Development	Governance & Policy
PLAN 5 Creating a Platform for Growth, Empowerment and Skills Development	<ul style="list-style-type: none"> <li>➤ Increasing occupationally-directed learning opportunities in the workplace</li> <li>➤ Address access to occupationally-directed programmes through the co-operative Education Policy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishing a credible institutional mechanism for skills planning</li> <li>➤ Increasing occupationally-directed learning opportunities in the workplace</li> <li>➤ Addressing access to occupationally-directed programmes through the Co-operative Education Policy</li> <li>➤ Address access to occupationally-directed programmes through the co-operative education policy</li> <li>➤ Addressing the low level of youth and adult language and numeracy skills</li> <li>➤ Encouraging better use of workplace-based skills development</li> <li>➤ Increasing public sector capacity for improved service delivery and supporting the building of a development state</li> <li>➤ Building career and vocational guidance</li> <li>➤ Improve knowledge management in the municipality</li> <li>➤ Human Capital Empowerment</li> <li>➤ Improve productivity, efficiency and effectiveness throughout the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Encouraging and supporting cooperatives, small enterprises, worker initiated, Ngo and community training initiatives</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishing a credible institutional mechanism for skills planning</li> <li>➤ Increasing public sector capacity for improved service delivery and supporting the building of a developmental state</li> <li>➤ Improve knowledge management in the municipality</li> <li>➤ To create processes for employment transformation through corrective legislation</li> </ul>

## Plans/Strategies/Policies Applicable to Plan Five

### Youth Development Policy:

The purpose of the policy is to address the major concerns and issues that are critical to young men and women, implement youth programmes and provide services that are relevant and beneficial to the youth and provide a framework with common goals for development and promoting a spirit of co-operation and co-ordination among departments, non-government organisations, community based organisations, youth organisations and the business sector.

### Employment Equity Plan:

The plan aims to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment. The Municipality aims to eliminate all unfair discrimination and implement affirmative action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation in all occupational categories and levels in the workforce.

### Workplace Skill Plan:

The plan has been developed so as to ensure that education and training is closely aligned with the needs of the Municipality. As such education and training needs are integrated with the broader municipal objectives.

### Employee Practices Policy:

The policy aims to ensure that Council pursues non-discriminatory employment practices and promotes an affirmative action policy. This entails pursuing employment practices designed to produce an employment profile reflective of the population demographics within which the Council operates. To ensure that employment practices are jointly monitored and regulated by the Council and the signatory Unions on a regular basis.

### Scarce Skills Policy:

The Municipality recognizes that its most valuable asset is its Human Resources. A great deal of time and money is invested in the recruitment, training and development of employees and as such every effort should be made to retain those employees who have scarce skills. The application of the policy for scarce skills will contribute to a more competent and stable workforce to meet the objectives of the IDP and the operations, maintenance and service delivery plans of individual units and the Municipality.

### Talent Management Strategy:

The strategy aims to manage the talent within eThekwini in order to ensure the right people with the right skills are in the right roles at the right time to deliver the eThekwini 2030 vision and IDP. The talent framework processes and tools are explained to ensure effective talent identification, succession planning, attraction and sourcing, development, retention and release.

### City Stars Recognition and Rewards Policy

It is important to recognise excellence in performance and achievement through the use of rewards that are creative, meaningful and flexible. When administered and communicated effectively, recognition and rewards are an important part of a total compensation program.

It is evident that a reward and recognition system can contribute to employees satisfaction and their willingness and desire to learn and improve their skills and can lead to greater retention. The types of rewards and recognition that employees receive are a major contributing factor to their level of satisfaction. The more highly rewarded and recognised employees are the more satisfied they tend to be with their job and with their life. This implies that satisfied employees are less likely to quit, change jobs, or be absent.

### **Assisted Education Policy**

The policy serves to promote the principle of lifelong learning, by encouraging employees to take responsibility for their own education and skills development where this will add value to their performance towards the achievement of eThekwini Municipality's integrated development Plan.

To ensure this the policy outlines certain objectives so that the training and education being undertaken are:

- Identified by the employee as being able to assist his/her performance in his/her existing post, or career prospects, within the Municipality.
- Predominantly provided by institutions of higher or further education
- Generally of twelve months, or more, in duration
- Predominantly conducted, or require self-study, in the employee's own time.

### **Travel Policy**

The policy aims to provide clarity and economic efficiency in terms of international and domestic travel; to centralize, consolidate, coordinate, rationalize, regulate, monitor and report on travel and to deal with matters related or incidental thereto.

### **Incapacity Management Policy and Procedure: Ill Health/Injury**

The Municipality is committed to treating employees who are incapacitated due to illness or injury in a fair and appropriate manner depending on their circumstance. The policy shall only be used in cases of poor performance or non-performance that are directly related to ill health/injury. The Municipality is committed to using the policy not as a punitive measure but to assist employees. It will also ensure that when a termination for reasons of ill health and injury occurs it is effected for a fair reason and in accordance with a fair procedure and as a last resort.

### **Guidelines for the Prevention and Management of Posttraumatic stress Disorder**

The document provides a guideline as to the steps to be followed in the event of employees being subjected to acts of violence, criminal attacks, severe accidents or other life threatening incidents. This document focuses on the prevention of the development of Posttraumatic Stress Disorder and as such focusses specifically on the operational management of employees who have been exposed to a particular category of traumatic event whilst in the course of their official duties.

### **Employee Assistance Programme Policy**

The Municipality recognises that employees may experience personal or social problems which may adversely affect job performance and/or health. As a result, the Council provides an Employee Assistance Programme which is a confidential assistance/advisory service designed to assist employees in dealing with their problems. Such problems may include but not be limited to personal/psychological, marital, substance dependency or work related problems. The programme is further aimed at assisting Management to improve or restore impaired job performance.

### **Policy on Sexual Harassment**

The objective of the policy is to eliminate sexual harassment in the workplace. It provides appropriate procedures to deal with the problem and prevent its recurrence. This would result in the creation of a Municipal workplace that is free of sexual harassment, in which employers and employees respect one another's integrity and dignity, their privacy, and their right to equity in the workplace.

### **HIV/AIDS Workplace Policy**

The Municipality's HIV/AIDS Policy is based on the fundamental principles of human and patient rights. The policy aims to achieve a balance in protecting the rights of all parties including those infected and affected and a balance between rights and responsibilities and also between individual protection and co-operation between all the parties/stakeholders involved. The policy provides for

dealing with HIV testing, equitable employee benefits, measures to prevent the spread of HIV/AIDS, managing grievance procedures and a Wellness Centre amongst other objectives.

### **Wellness Policy and Programmes**

The Employee Wellness Programme is designed to improve the quality of life of affected employees by providing support and assistance to alleviate work, personal and family problems. The policy objectives include:

- Confidential assistance to employees and their immediate family who are affected or who have the potential to be adversely affected in both their work performance.
- Fostering employee well-being, enhanced productivity and social functioning.
- Improved quality of life for employees and their immediate families.
- Encouragement and fostering of an organisational culture that is caring.
- Reduced absenteeism and utilisation of sick leave.
- Improved recruitment and retention.
- Reduce absenteeism, staff turnover, interpersonal conflict, disciplines grievances and work related accidents and incidents within the Municipality.
- Provide employees with life skills, awareness and educational programmes and promote healthy life styles and coping skills.
- Promote co-operation, motivation and improved employee morale in order to improve productivity and workplace efficiency.

### **Code of Conduct for Employees**

The Municipal Systems Act (Act No. 32, 200) prescribes a code of conduct for all municipal staff members. As such municipal employees must conduct themselves in a manner that is both acceptable and justifiable to ensure service delivery at a high or acceptable standard. The code states that staff members of the Municipality must at all times:

- Perform the functions of office in good faith, diligently, honestly and in a transparent manner.
- Act in such a way that the spirit, purport and objects of section 50 of the MSA are promoted.
- Act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised.
- Act impartially and treat all people, including other staff members, equally without favour or prejudice.

### **Policy on the Control of Firearms, Dangerous Objects and Weapons at the Workplace**

The Municipality has a legal duty, as per the Occupational Health and Safety Act as amended, to establish, within reason, the dangers to the safety of persons on Council premises, and to take the necessary steps to remove such risks or potential risks as far as is practicable. The policy is designed to prohibit the unauthorized use and possession of firearms, dangerous objects and weapons at Municipal premises. It also provides and maintains, as far as reasonable practicable, a workplace that is safe and without risk for municipal employees, and as results this contributes in avoiding loss or damage that may be caused by firearms, dangerous objects or weapons to municipal premises and property.

### **Driver Training and License Verification Policy**

The Council acknowledges that driving of vehicles in the course of municipal duties has potential to be hazardous to employees and other persons. This policy is established in terms of the Occupational Health and Safety Act in order to as far as is reasonably practicable reduce hazardous behaviour associated with driving. This policy gives right to the relevant Head of Department that he/she be satisfied of certain objectives such as making sure that the candidate applying to use the Municipal vehicle is medically fit to drive the vehicle and suffers no visual, hearing or mental defect, is in possession of the relevant civil licence compatible with the class of vehicle he/she intends to operate and the candidate has been familiarised with the type of vehicle he/she is to operate and is competent to operate it.

### **EThekwini Municipality Policy on Acceleration of Salary**

The purpose of the policy is to give the Unit Head the right or power to adjust an employee's salary to within the applicable range. This may be done to avoid or limit the employee to leave his or her job for a better salary. It gives way for structural adjustment to an employee's basic rate of pay in order to correct an anomaly which has created an inequitable situation visà- vis the pay of other employees in the same post. This policy also helps in dealing with any other exceptional circumstances pertaining to the remuneration of an employee, excluding rewarding for good performance which shall only occur as a consequence of the annual appraisal process.

### **Municipal Organogram**

The municipal organogram gives an indication of the senior management posts within each cluster, department and unit within the Municipality.

### **Cooperative Education Policy**

This policy is intended to set out the definitions, guidelines, and framework for the strategic and operational management of the EThekwini's Cooperatives Education programmes to provide experiential development programmes for non-employees. Co-operative Education referred to work experience programmes which are founded upon formally recognized relationship between tertiary institutions of accredited service providers and the Municipality. These initiatives may take various forms but fundamentally all have a component of structured work experience undertaken in the Municipality by a learner. The purpose of the policy is to:

- (1) Align with the Long Term Development Framework (LTDF) of the Municipality, to ensure legislative compliance and fulfill strategic objectives of the Municipality.
- (2) To ensure that all Co-operative Education programmes provide meaningful and well managed work experience opportunities that are aligned to the learners' abilities, qualifications and/ or career aspirations.
- (3) To specify and amplify the duties and the roles of Skills Development Unit and other units, institutions, learners and other stakeholders.

### **Draft Human Resources Strategy**

Currently engaging external support to review the strategy.

## PLAN 6: A VIBRANT AND CREATIVE CITY - THE FOUNDATION FOR SUSTAINABILITY AND SOCIAL COHESION

### GOAL

A City where people interact creatively to stimulate economic growth, learning, sustainability, social cohesion and unity in diversity.

### DESIRED OUTCOME

Active citizens living fulfilling and creative lives in a vibrant City offering inspirational places that awaken the impulse to imagine an enriched and improved future for all.

### WHY THIS PLAN?

Fundamental to our city's ability to achieve its vision of enjoying the reputation of being Africa's most caring and liveable city is the extent to which it is able to invest in its people, places and natural resources. This type of investment goes beyond conventional, quantified, hard infrastructure such as buildings, roads or electricity. It encompasses qualitative, creative infrastructure and ecosystem services that are at the centre of human wellbeing within the urban environment. We need to invest in people's creativity, imagination and resourcefulness and to promote a sense of stewardship through the cultural (Libraries, Museums, Creative Arts, Sport and Recreation) and green services (Horticulture, Agriculture, Urban Forestry etc.) that contribute towards the development of our country's economy. The natural, cultural and creative industries which together constitute the creative and green economy are collectively responsible for promoting the holistic wellbeing of all citizens.

Public spaces and particularly public places are critical civic resources which facilitate a healthy, holistic and socially cohesive urban environment. Inspirational, clean, green public places celebrate civic identity through everyday experiences and are vital for a city concerned about future growth and development. Place-making programmes focused on balancing natural, intellectual and cultural heritage serve as inspirational centres of meaning that nurture and develop active, creative and caring citizens. Place, unlike space, is significant for human identity in that we define ourselves through place.

'Culture' is often used as a loose synonym for the arts, as well as for activities and practices which enrich and provide meaning to our lives, but it can be a very broad term. Sport, recreation, celebrations, gatherings, literary and scholastic works, collected knowledge, traditions and stories are all expressions of culture. Culture is expressed through music, paintings, drama, books, artefacts and other manifestations of human intellectual and creative achievements, as well as urban forms of agriculture (agro-ecology) and horticulture.

A creative city is essentially one that offers a unique blend of places and services that inspire people to build a better life for themselves and for their communities. The core product that public Libraries offer to the public is "inspiration" and our medium is the knowledge, dreams and ideas preserved and made available through our collections. In the context of a creative city, it is the job of Libraries to



provide interactive experiences, services and places that help people to explore ways of bringing what inspires them into a meaningful reality

The arts play a special role in the success of any city and in ours more than most considering that we are South Africa's 'arts laboratory'. A rich and inclusive arts culture also produces many flow-on community benefits. When the arts are thriving, life in a city is more connected, more interesting and more enjoyable. The arts are a powerful contributor to the health, prosperity and wellbeing of citizens of eThekwini and inform a deeper understanding of our city's unique natural and cultural landscape. Culture and the arts are therefore a strategic priority for eThekwini and needs to be considered within the context of developing the place-making prerogative of our City which is fundamental to its support.

Sport and recreation are important enablers of sustainable development. The contribution of this sector towards promoting the health and well-being of individuals as well as providing places for people to interact with tolerance and respect towards one another well recognised

Sport and Culture are big business. For example, there is an increasing interest towards investing in the economic regeneration of communities, cities and regions following the successful hosting of the 2010 FIFA Soccer World Cup and the 2012 Orange AFCON. World leaders are increasingly acknowledging that sport and recreation touches virtually every aspect of a nation's ethos.

The natural and built urban environment – the stage, the setting, the container – is crucial for establishing a dynamic and creative social setting. Essentially, the city is seen as a complex adaptive system seeking to become resilient and enterprising using a holistic approach to stimulate "systemic creativity" throughout the entire community. The urban landscape within all its natural and cultural artefacts creates the mood of the city, its atmosphere and its culture and its identity.

Culture as in "*cultivate*" links to stewardship, to land and landscape and to our city's natural resources / ecosystem services that need to be properly and carefully managed and sustainably used. It also refers to agro-ecology that, in turn, extends to ensuring that basic services such as good quality food, water and other ecosystem services contribute towards an active, creative and healthy lifestyle.

"Undeniably, culture and creativity have been the cement that binds together not only hearts and souls, but entire societies and nations. In a world that faces frequent disruption and upheavals — economic, social, political and technological — creativity and culture have been the common link through history, knitting together our past, present and future. But culture and creativity are actually much more than that. They are catalysts for development. They are an economy — nearly 30 million people across the world make a living out of them, generating total revenues of US\$2,250b" — *Cultural Times: The First Global Map of Cultural and Creative Industries. December 2015*

Investing in the cultural and creative industries enables citizens of eThekwini to tell their own stories and project their unique cultural identities to the world. By doing so, a narrative landscape and creative economy unfolds which promotes social inclusion, cultural diversity and human development. As the creative economy develops within significant city places, it perpetuates a circular economy that provides communities with a foundation for sustainable economic growth and employment creation.



A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use and then recover and regenerate products and materials at the end of each service life.

Being creative as an individual or organization is relatively easy, yet to be creative as a city is a different proposition, given the diversity of cultures and interests involved. This usually implies taking measured risks, fostering widespread leadership and a collective sense of going somewhere, being determined but not prescriptive and, crucially, being strategically principled and tactically flexible.

To maximize this, requires a change in mind-set, perception, ambition and will, as well as an understanding of the city's networking capacity and cultural depth. This transformation has a strong impact on organizational culture. It requires thousands of changes in mind-sets in order to create the conditions for people to become agents of change who participate in transformation as a lived experience, rather than being victims or mere beneficiaries of change.

The creative economy as referenced in this plan is modelled on the UNDP framework for classification of the cultural and creative industries and is described as in the table below:

CULTURAL DOMAINS						RELATED DOMAINS	
Cultural and Natural Heritage	Performance and Celebrations	Visual and Crafts	Books and Press	Audio Visual	Design and Creative Services	Tourism	Sport and Recreation
Museums	Performing Arts	Fine Arts	Books	Film and Video	Fashion	Tourist Services	Sports
Historical places	Music	Photography	Newspaper and Magazines	TV and Radio	Graphic Design; Advertising Services	Hospitality and Accommodation	Physical Fitness and Wellbeing
Cultural Landscapes	Festivals, Fairs	Crafts	Libraries	Video Games	Interior Design		Amusement and Theme Parks
Natural Heritage	Feasts		Book Fairs		Landscape Design, Architectural Services		

**Table 44: Cultural Creative Industries**  
Source: UNDP Creative Economy Report, 2010

Cultural well-being is at the heart of a healthy society and a vibrant community. It is fundamental to socio-economic empowerment and development. The vitality that communities enjoy through participation in creative, learning, recreational and cultural activities in an environment that offers freedom to retain, interpret and express their interests, arts, history, heritage and traditions is the lifeblood of a productive and stable society.

Cultural well-being should ultimately be predicated on an active recognition that cultural participation is central to realising the potential for eThekwini residents to lead fully rewarding, expressive and creative lives.

Culture, learning, arts, sport, recreation and heritage straddle both social and economic development and are central to the holistic development of human, and by extension, the nation's potential. The

fulfilment of spiritual, emotional, intellectual and physical human needs hinges on maximised and targeted investment in arts, culture, libraries, sport, recreation and heritage.

### Where we come from:

In Africa the colonial and apartheid projects used culture and cultural differences as a means to divide and rule African people. They suppressed and marginalized indigenous African cultural practices and languages, imposing foreign religious belief systems and languages that today are still the primary means of communication, identification and conveyers of meaning on the African continent. Traditional cultural and creative expressions were suppressed in favour of foreign art forms that were – and in many cases, still are – promoted as superior to traditional artistic and indigenous creative expressions.

In South Africa in particular, the system of apartheid left the country with an unfortunate legacy of a divided, fractured, unequal and underdeveloped society. This was a consequence of many years of social engineering which produced extreme socio-cultural and economic inequalities based on racial intolerance and economic exploitation of the majority of the population. The majority of South Africans were denied cultural rights and access to economic opportunities. Socio-cultural rights denied to the majority ranged from language rights, social practices and indigenous knowledge and games which were undermined and their development suppressed. Apartheid institutionalised and entrenched inequality in a manner which permeated all sectors of South African society. Cultural intolerance was at the heart of systematic socio-economic disempowerment resulting in a social and economic set-up characterized by gross inequalities.

## The role of the place-centred creative economy in delivering a Caring and Liveable City

As cities grow, access to well-designed and pleasant public spaces is becoming increasingly important, especially for the most marginalized communities and neighbourhoods where the importance of communal spaces for health, recreation, learning and socialization is vital. Improving access to good public spaces in vulnerable areas is a powerful tool to improve equity in the city and combat discrimination. Public spaces can also be places where informal commerce can take place in an orderly and legitimate way, providing poorer citizens with precious opportunities to make a living. Public space serves all urban residents, particularly the most vulnerable. In addition, a well-planned, city-wide public space system can create a green network to generate ecological systems and restore environmental connectivity, as well as support bio-diversity in urban areas. Public spaces are generators of income and investment.

South Africa's lack of social cohesion, especially in public spaces and places, is a direct result of the legacy of apartheid. This manifests itself in cultural intolerance which has led to incidents of racism, xenophobia, crime, corruption, and in some cases, lack of ethics and care; particularly in the public service. While the historical legacy of socio-economic imbalances is being addressed through government programmes, there is a need to cultivate a culture of coexistence and equal enjoyment of this country's cultural and economic resources driven by the creative economy.

The socio-economic benefits derived from green space, public place, arts, culture, literacy, sports, recreation and heritage cannot be over-emphasised. Promotion of appreciation and respect of other people's cultures, embracing of our common human heritage and inclusive participation in arts, culture and sports contribute in breaking social and cultural barriers and bringing people from different backgrounds together.

The potential of public places to unite people needs to be harnessed and developed and its concomitant social and economic value optimally taken advantage of/exploited. Investment in the

creative economy constitutes an investment in the socio-cultural and economic well-being of individuals and communities. Every rand invested in creative industries yields multiple benefits such as long-term health benefits for individuals, stronger and more secure communities, reduction in incidence of crime, psychological well-being and social cohesion - all of which are prerequisites for an economically productive and stable society resulting in improved quality of life.

This plan is intended to grow, stimulate and harness the enthusiasm and talents of eThekweni Municipality's citizens. Amongst our 3.7 million citizens, there is enormous potential for success in the fields of sport, recreation, arts and culture, potential for individual growth, social infrastructure, as well as for experiencing and embracing cultural diversity.

### **Africa's Public Space Agenda and sustainable development**

Based on a holistic approach that integrates the four dimensions of sustainable development (economic, social, environmental and cultural), and building on the African historical context, we can view public space as both a spatial and a political issue. Our public space/place-making initiatives take into account the following elements:

#### **1. Public space and the environment**

Parks, among other open green areas, (e.g. parks, nature reserves and botanic gardens), are essential spaces which interlink the environment with the public domain. Nonnegotiable urban assets are required to be set aside for public wellbeing. Research has irrevocably shown the benefits of access to nearby nature that public parks, thematic/botanic gardens and urban nature reserves provide for passive and active recreation. Even when a park is not used, this does not lessen its value in that it plays a vital part within our city's ecological infrastructure. Integration of green spaces into cities is essential to ensure that they become livable spaces. The urban-rural continuum of Durban highlights the cultural value of green public space across all spheres of urban living.

#### **2. Public space and the economy**

Well-developed public spaces play an important role in the increasing competition between southern African cities to attract economic investment. Well-designed and well-managed public spaces have a positive impact on land values and attract consumers and visitors to commercial and retail areas. Cultural precincts such as museums, libraries, art galleries, performance venues and sporting and recreational facilities serve to enhance the overall marketability of a city which in turn strengthens its position as a centre for economic trade, production and consumption.

#### **3. Public space and culture**

Culture plays an important role in building inclusive cities and public spaces. Cultural practices also define the nature of public spaces: in the African examples, cultural practices such as festivities, leisure activities, gatherings, indigenous medicines and dietary preferences have informed the design of markets and public areas. Public space should thus be viewed as an opportunity to celebrate heritage and culture.

#### **4. Public space, social cohesion and safety**

In the post-apartheid context, the social value of public spaces cannot be dismissed. High quality public spaces also have the potential to host social events that can draw communities together, as well as bring financial, social and environmental benefits. Safety (living without threat or fear) is a fundamental attribute of quality public spaces. Public spaces can be designed in a way that reduces the likelihood of crime or violence, which is particularly important for young people. Knowledge exchanges are important in order to think strategically about safety, and not only about security.

## STRATEGIC FOCUS AREA: ACCESS AND INCLUSIVITY

*As cities grow and densify, access to well designed and pleasant public spaces is becoming an increasingly important asset. Public space in our cities deserves priority attention - because it serves all urban residents, and particularly the ones most in need; and because its quantity and quality is not a given - it requires attention and care. Despite its importance, public space has not been given the attention it deserves in literature and, more importantly, in policy and action at the local level (UN Habitat)<sup>10</sup>, 2014.*

Access to and inclusion in a place-based creative economy not only expands our citizens' range of cultural experiences but also transforms them from passive recipients of cultural messages into co-creators of cultural content. The sense of empowerment brought about by these developments and the process of redefining cultural identities are significant influences for the growth of a creative city.

The promotion of inter-cultural dialogue (the open and respectful exchange of views between individuals and groups from different ethnic, cultural, religious and linguistic backgrounds and heritage), cultural diversity and active citizenship has never been so important. The vast majority of the population did not have equal access to socio-cultural opportunities in the apartheid era. There was little or no investment into social infrastructure, resources, development, talent identification and or activities for a significant part of our population. In the context of this legacy, the preservation of culture and management of diversity remain amongst the most difficult challenges facing our city.

Social exclusion is the process by which individuals or groups find their access to basic rights (civil, political, economic, social and cultural) as citizens denied. This concept of social exclusion allows for an understanding that goes beyond monetary exclusion to encompass all aspects of citizenship. In this respect, social exclusion can be realised in various ways. These include: poverty, instability at the workplace, educational shortfalls; disabilities, dependency and work overload; gender, sexual orientation, religion or ethnicity based discrimination; a weakening of social relationships; a lack of access to basic public services; and loss of cultural expression and creative opportunities.

This Strategic Focus Area has programmes that are respectful of social diversity and which avoid the creation of segmented communities, whether they are for ethnic, cultural or social reasons. It addresses spatial segregation through actions such as a comprehensive rehabilitation of neighbourhoods, creating high quality public spaces and facilities in areas that were previously underserved. It appreciates that access and inclusivity to socio-cultural activities develop the inner resources needed by individuals in order to participate effectively and creatively within their communities, work places and social environments. At the grassroots level, the place-based creative economy includes cultural and recreational activities that empower individuals to connect with social groups in communities, contributing to social cohesion. Communities that are plagued by social tensions and conflicts of various sorts can often be brought together through shared participation in such programmes.

### Programme 6.1: Cultivating a sense of active citizenship

The central principle and approach to this programme is to ensure that the key architects of our future history – our people in their social spaces - will participate freely and authentically in building our City. Our heritage is unique and precious and is irreplaceable. It helps us to define our diverse cultural identity and therefore lies at the heart of our spiritual well-being and has the potential to build our

<sup>10</sup> <http://www.urbangateway.org/publicspace>

nation. Our heritage is a space within which we celebrate our achievements since it contributes to redressing our social inequities.

EThekwini's festivals, events and interactive programs provide significant cultural, learning and recreational opportunities for Durbanites people of the city and attract many visitors to all regions of the city. The social impact of these activities includes enhanced awareness and understanding, community pride and increased participation in cultural activities. Most pertinent however, is the capacity of the arts, literary and cultural events to enhance urban livability, empowerment, social cohesion, cultural identity and active citizenship. Festivals and events over time develop a sense of legacy and identity in the mind of people which is important when planning for social interaction within the built environment. New ideas in place making demonstrate how festivity can imbue places with new meanings, often revitalizing old, disused or unsafe places into places that are vibrant and a vital part of the urban social fabric of the City.

Active citizenship is not only facilitated by means of a diversity of participatory, learning and enrichment events and opportunities taking place in the City, but also via building and maintaining relationships on a local, national and international level to ensure that our people grow as both active and responsible citizens within local communities as well as Global citizens who can benefit from and contribute to trends and developments taking place on the Global stage.

Active citizenship is concerned with getting people involved in their communities at all levels and this can be cultivated through the provision of access to a wide range of opportunities aimed at enriching and improving their quality of life. This outcome will be achieved through promoting equity, participation, improved living standards, material well-being, enjoyment of citizenship entitlements and cultural and personal expressions.

Active citizenship forms an integral part of eThekwini's vision to become Africa's most caring and liveable city. Considerations regarding the value of active citizenship are echoed in the National Youth Policy (2009 – 2014) and the draft National Youth Policy (2014-2019) wherein the policy context is cited as being shaped by "the principles of social and economic justice, human rights, empowerment, participation, active citizenship, the promotion of public benefit, and distributive and liberal value" in South Africa.

Similarly, the concept of Active Citizenship is at the crux of the Isandla Institute's paper entitled "Active Citizenship Matters: perspectives on local governance in South Africa (2013)". The Institute, which acts as a public think-tank, encapsulates the contribution that sports, arts, literacy, heritage and cultural expression play in the development of Active Citizenship in the following statement:

".... a lot of effort goes into leveraging public money to build stuff without much thought for how the stuff will be maintained and, more pressingly, used. Literacy and numeracy outcomes will dramatically improve if young children, especially in poor communities, can be exposed and equipped with opportunities to master various artistic and cultural skills, which stimulate cognitive faculties and enhance lateral thinking and imagination. In a similar vein, sporting confidence and ability can greatly enhance self-esteem and personal mastery that can spill over into other areas of well-being. Furthermore, cultural identities and democratic pluralism can be substantiated when children and youth have opportunities and skills to define themselves, their communities and concerns in the public domain. These skills and opportunities, along with sport, will most certainly serve as a counter-balance to the ubiquitous pressures to consume drugs, alcohol and other nihilistic cultural artefacts. This rich category of community works can be relatively easily sustained if every community investment is tied to

a ring-fenced budget for social process facilitation and content programming to activate community facilities and spaces.”

## Programme 6.2: Promoting healthy and active citizens

The White Paper on Sport emphasizes the role of Government agencies in “getting the nation to play”.

The National Sports and Recreation Plan (NSRP) emanating from the above further indicate that Sport and Recreation has three strategic objectives:

1. Promote an Active Nation.
2. Promote a winning Nation and
3. Create an enabling environment.

When building an active nation it is clear that no City can expect to achieve and sustain success at the elite level without a strong participation based within their respective communities at grassroots level, because this is where every champion has their beginning. This includes the provision of mass participation opportunities through active recreation, as well as initiating and implementing targeted campaigns in sports.

In developing a winning nation it is important to improve local, national and international sport successes by supporting sports people at all levels of participation. To this end, identification and development of talented athletes is crucial, together with the provision of a comprehensive range of support programs, competitions and recognition systems.

Achieving an active and winning nation is underpinned by an enabling environment to ensure that sport and recreation is supported by adequate and well maintained facilities, as well as competent coaches, administrators, officials and governing structures.

This programme administered by the eThekwini Sport Development and Recreation Department, is to create an enabling environment for sport development and recreation in order to improve the quality of life for all citizens of the municipality.

The department seeks to do this by creating opportunities for on-going and sustainable sport and recreation programs across the municipality which increases activity levels of the residents. It further seeks to use sport and recreation as a tool to develop communities and to encourage them to become more active and as a result, healthier.

The development of a sense of place in our sporting facilities is linked to a combination of factors that include personal memory, community history, physical landscape appearance and emotional attachment.

Organizing sport in the context of a city is a complex undertaking as “....*sport attracts consumers not through serendipity, but rather through carefully structured planning, creativity and perseverance. Successful sport marketing is the implementation of clearly defined strategies which are rooted in both perspiration and inspiration. The notion ‘if we build it they will come’ is no longer appropriate. Planning processes are now required that view sport not merely as an athletic endeavour, but as an activity in which multiple individuals and groups can engage*”. **SPORT MANAGEMENT SERIES** Series editor: Professor David Shilbury Strategic SPORT Marketing 3RD EDITION David Shilbury, Hans Westerbeek, Shayne Quick and Daniel Funk, 2<sup>nd</sup> Ed 2003

The 2010 FIFA World Cup and the 2012 Orange AFCON were examples of mega-events that made a major contribution to economic and social reconstruction within the city. The upgrade of Princess

Magogo, King Zwelithini and Sugar Ray Xulu stadia for the FIFA World Cup have substantially improved the living conditions in what was previously regarded as “disadvantaged townships”

The Moses Mabhida stadium was positioned as the iconic centrepiece for Durban during the FIFA World Cup.

Fraser McKenna and Urmilla Bob in their article – “Business Perceptions of the 2010 FIFA World Cup and Related Infrastructural Development: A Case Study of the Moses Mabhida Stadium and the Durban Beachfront Developments” highlight the following:

- The architecture of the stadium is vital as it conveys an image of the city, the nation and all of Africa. For example, the arch crossing the stadium represents the national flag of South Africa.
- The stadium stands out and is seen as a monument within Durban’s urban skyline, thereby attracting future development within and around the stadium precinct.
- The stadium is centrally located within the city, which acts as the initiating point for future development of urban and recreational facilities
- There is significant attention paid to the development of urban design. Therefore, it is vital that the stadium forms part of the city and its networks, in order for it to generate future development.

The ‘Feel Good’ effect of the stadium and the events held within it is very important as it inspires a personal experience of leisure and enjoyment, which in turn results in social cohesion and increased local and national pride (Maennig 2007).

## Programme 6.3: Ensure effective management of environmental goods and ecosystem services

Environmental goods and services or ecosystem services are critical for the wellbeing of our city from both a natural and social-cultural perspective. New thinking on Resilience informs a more integrated approach for dealing with an uncertain future of climate change, food security and water availability. Living in a city environment that is both urban and rural in nature requires a green strategy to connect all the necessary natural and cultural components of this system into a holistic plan and a set of programmes to ensure a healthy and holistically equitable future for all citizens of eThekweni. Understanding the role of both biodiversity and resilience within this green strategy is key:

Biodiversity is the term used to describe the variety of life on Earth and all its natural processes. This includes ecosystem, genetic and cultural diversity, and the connections between these and all species, including humans. Ecosystem services are the benefits provided by healthy biodiversity to all living things. There is growing recognition of the value of ecosystem services to human well-being in terms of health, social, cultural and economic needs.<sup>11</sup> Biodiversity research and the dissemination of foundational biodiversity information, is essential for the better understanding of ecosystems, ecosystem services and the effective management and sustainable utilization thereof. Examples of biodiversity strategies in the city include initiatives to protect the genetic pool of local, national and international bird species and to contribute to conservation through participation in breeding and release projects of key and endangered species.

Key challenges for Durban involve recognizing the central role that the natural environment needs to play in the new African urbanism; centralizing challenges like climate change; and harnessing the

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<sup>11</sup> Durban: state of Biodiversity Report: 2014/2015



opportunities provided by the environment to improve wellbeing and to build social and economic resilience.<sup>12</sup>

The need to develop a caring and livable city requires that citizens of eThekwini find connection and meaning in public spaces and particularly in significant places that have natural and cultural value in which the link between biodiversity and cultural diversity is fully realized, understood, appreciated and cared for.

### **Green strategy**

The purpose of the City's Green Strategy is to contribute to the conservation and preservation of our green environment, to develop and maintain a well-treed Green City, to develop sustainable programmes to achieve the same and, in so doing, assist in reducing the impact of climate change, to preserve our biodiversity, and to offset/minimize carbon emissions and other greenhouse gasses within eThekwini Municipality.

### **Urban conservation and management of natural resources**

Projects such as the Paradise Valley Nature Reserve and other urban reserves are faced with key urban biodiversity challenges. These projects are part of a mega-event COP17/CMP7 ecosystem offset project and adaptation to restore vital ecosystem goods and services, as well as to assist in managing biodiversity and ensuring the sustainable supply of ecosystem services in a climate changed future. Alien plant species are being removed from the area and the area will be planted with local indigenous tree species. This will provide the catalyst for the development of a green economy that works towards poverty alleviation and the protection of biodiversity in the related ecosystems. This approach is a key part of developing a 'climate smart' city.

INCLUDE A PARAGRAPH ON BIODIVERSITY RESEARCH UNDERTAKEN BY NSM STAFF

### **Parks, public gardens and public open space (the smart park model)**

It is not uncommon to see poorly designed and managed public spaces in the most deprived urban areas that fail to improve the quality of life for local citizens. However, whilst poorly maintained public spaces worsen the perception of physical and social decline, well-designed and well-managed public spaces can generate an image and perception of vibrant and regenerated city areas. As city leaders, we need to champion the development of public space policies at city, regional, national and global levels. As cities, we have a very small window of opportunity to influence global and national public space policies and so must take up every chance we have to promote public space as a key structuring element of cities. The future of urban park development and the transformation of existing park spaces into vibrant people centered public spaces and places will need to be guided by new thinking in the changing urban environment, as cities evolve to deal with increased growth and environmental and social challenges. In line with recent international trends and following the development of a UN Habitat global toolkit on public space, the Parks, Leisure & Cemeteries Department of eThekwini Municipality has initiated several place-making projects. Congella Park is a significant case study example of how cultural and place identity values can be expressed through public horticultural practices within the context of urban social transformation that seeks to create meaningful lived experiences of social cohesion and inclusion.

### **Nature based play**

The future of play in parks is changing. The human need to be near nature is known to be restorative and therapeutic and there is growing concern that children are growing up disconnected from nature. The services offered by parks and public gardens within the public spaces of the city are immense. They relate not only to the design and provision of play lots and play spaces that are clean and safe, but that are also intrinsically green, therapeutic and holistically enriching to individuals and communities.

*"The human species has only been living in cities and...experiencing our contemporary lifestyle for a very short period of time," he says. "So 99 per cent of human evolution has taken place in nature and*

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<sup>12</sup> Durban's 100 Resilient Cities Programme Feedback on emerging resilience themes, August 2015



*has been dependent on nature.” In previous generations, children spent time outside playing games and exploring without much prompting. But with cultural shifts, including a growing reliance on structured academic and athletic activities, parents’ concerns about safety, the rapid development of the digital environment, and cuts in parks and recreation funding, kids today spend less time outside. Moore says a number of health statistics and other factors, including the 2005 publication of Last Child in the Woods by Richard Louv, served as a call to action. Today, parks departments, school administrators, public health officials, and parents are identifying and adding natural play spaces in their communities to show kids that watching a video of a firefly can’t compare with seeing the real thing.<sup>13</sup>*

### **Verge campaign**

The eThekwini Parks, Leisure & Cemeteries Department has been running a Verge Campaign for several years. Rather than simply hosting a competition, the eThekwini Verge Campaign is a greening initiative to revalue the verge as a socially cohesive space within the city. By so doing, it underpins the potentially vibrant fabric of urban neighbourhoods and connects the domestic/private garden space to public open space. Case studies from the eThekwini Verge Campaign highlight the positive impact that communities and individuals are making in uplifting local neighbourhoods through re-valuing their verges. The verge campaign supports the Clean and Maintain My City Campaign, which is a call to all residents to take care of their local areas and keep them clean. The annual campaign, inaugurated in 2012, has grown tremendously over the years, as more people feel encouraged by the recognition and honour they receive from the Municipality for looking after their verges.

### **ROADSIDE / GREEN CORRIDOR ECOLOGY**

For years our residential, provincial and national roads have been subject to increasingly heavy-handed management practices such as brush cutting, skoffling and grading that damages and removes indigenous vegetation whilst promoting the success of alien species. This has resulted in the decline of rare, endangered, critically endangered vegetation zones, together with indigenous / endemic flora and fauna. The potential of our city’s verges to be sites for natural remnant heritage that allows ecosystem functioning to return is beginning to be recognized and better understood. Furthermore, the need to conserve indigenous South African orchid species in their natural habitats requires that a new management approach to verge maintenance be adopted. The public will be offered opportunities to be educated about flagship species whilst balancing road safety, infrastructure maintenance and biodiversity conservation along roadside verges.

### **Public engagement and education**

Historically Model-C and private schools would visit the Durban Botanic Garden for education programmes that helped learners experience what they were being taught in their natural / life-science text books. Learners from Inanda, Ntuzuma, KwaMashu and other ABM areas did not have access to the Gardens or its education programme due to socio-economic barriers. . Citizenship Education is a significant integrated development learning approach for learners from all age groups and backgrounds. UNESCO’s Global Citizenship programme aims to raise awareness that the whole world is your own, that no-one is a stranger and that to live peacefully we need to acquire new skills and change our world view. In recent months the Durban Botanic Gardens has embarked on a citizenship programme that aims to break these barriers to accessibility and social cohesion in a post-apartheid eThekwini Municipality. Reinforcing our social purpose as a public sector facility is becoming our new determination. The focus of our programme is being, and becoming, to grow our city’s future leaders through encouraging a love for their environment and their city.

### **Place making**

Public Space is provided for the benefit and use of the Public; the space should be usable and accessible for most of the year. Provision of open space within housing complexes can, in addition to sports facilities and parks, also include cemeteries, detention ponds, river corridors, mountains and

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<sup>13</sup> WILD (URBAN) PARKS ARE PUTTING NATURE FIRST-FOR KIDS By Charlene Oldham, American Planning Association

road reserves. Although providing visual relief, the latter group of uses are not included in the provision rates for park space (i.e. their provision is over and above park space provision.) Standards have only been provided for public open space components in respect of: Parks (District & Community including neighbourhood parks); Sports Fields & Facilities; and, Cemeteries. This programme focuses on innovation in urban design and an integrated approach to aesthetics, operations, management and maintenance of public spaces, thus providing an attractive and healthy living environment for our citizens. Economically and environmentally sustainable public spaces are essential components of a green and prosperous City.

### **Urban forestry**

Urban forestry can be defined as an integrated approach to the planting, care and management of trees in urban and peri-urban areas in order to secure economic, environmental and social benefits for urban dwellers.<sup>14</sup>

Urban forestry is not a new concept, but it is one which appears to have growing potential. This is particularly true in developing countries, where urbanization is increasing at a rapid rate and a demographic switch from a predominantly rural to a predominantly urban society is taking place. Although UN (1991) figures indicate that in 1990 only 37% of the total population of developing countries was urbanized, it is predicted that by the year 2025 the proportion will be 61%. Already, rapid and uncontrolled urbanization in many developing countries is having fundamental social and environmental consequences. The role of urban trees in ameliorating this situation might, at first thought, appear to be small. Yet urban forestry may provide Third World town and city dwellers with significant environmental and material benefits.<sup>15</sup>

### **Sustainable land-use**

The municipality is currently facing a delivery challenge to meet an ever increasing demand for grave sites. The current mortality figures within the municipal boundaries are estimated at between 80000 to 90000 people per annum. The requirement for actual grave space to accommodate these numbers on graves with a standard dimension of 2.4m x 1.1m is approximately 21 hectares per annum (at 80000 burials). The challenge is that the population at 3.7 million is growing which will mean more deaths to be processed in the future. Experience indicates that land is difficult to find for cemetery development, therefore it is critical that crematorium development is also considered as this will provide a feasible alternative, given the crisis of lack of available suitable burial ground. The use of alternative burial methods such as mausoleums and ossuaries (niches to store remains) are also to be considered. Hence, land must be set aside for crematorium development and unsuitable burial land in existing cemeteries and elsewhere must be considered for mausoleums.

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<http://www.daff.gov.za/doaDev/sideMenu/ForestryWeb/dwaf/cmsdocs/Elsa/Docs/Forests/urban%20greening%20strategy.pdf>

<sup>15</sup> <http://www.fao.org/docrep/005/t1680e/t1680e01.htm>

## STRATEGIC FOCUS AREA: TO DEVELOP FUNDAMENTAL SOCIAL INFRASTRUCTURE FOR ECONOMIC PARTICIPATION AND SOCIO-CULTURAL EMPOWERMENT

In addressing this strategic focus area, the following are important to acknowledge:

1. That the cultural dimension of development is much broader and much more than making a case for supporting the arts or creative expression or the creative industries as potential contributors to economic growth and thus as direct or indirect contributors to social development
2. That the arts, creative expressions and products of creative industries such as music, publishing, visual arts, theatre, dance, film and television, festivals and cultural tourism are themselves key cultural signifiers and carriers having embedded within them, worldviews, values, ideas and beliefs that may affirm, challenge, celebrate, shape or shift the identity and culture of an individual and/or community

This strategic focus area envisages the empowerment of citizens through both social infrastructure and socio-cultural opportunities to improve their cultural well-being and growth in the economy. At a local level, this empowerment of citizens is important for: the intrinsic benefits to be gained through exposure to and involvement with creative economy in particular and culture in general; the potential for generating economic wealth; and the definition and articulation of South Africa's national identity.

Commitment to the development of the creative economy means that the Municipality will focus on developing the concept of a creative city that will undertake a range of cultural responsibilities. These will include the operation and administration of several sporting and recreational facilities; museums; historic sites and activities; libraries; performing and visual arts centres; financial support for sporting and cultural activities (such as major arts festivals and sporting events), as well as artists and athletes; encouraging public art projects in both private and public developments, and assisting a wide range of community arts and sports organisations in accessing and sharing municipal services and facilities. Economic opportunities exist where heritage is conserved and enjoyed by citizens and other visitors.

It has already been established that our creative economy is mainly about the emphasis on the role of creativity as a potent force in contemporary economic life. From this emphasis emanates the proposition that inclusive economic and cultural developments are not disparate or unrelated phenomena but are part of a broader process of sustainable development in which both economic and cultural growth can occur together. The notion of a creative economy in the developing world draws attention to the significant creative assets and rich cultural resources which exist in most developing countries.

Arts, culture, sports, recreation and heritage sectors contribute to economic growth and employment in significant ways. The diversity of the municipal economy also includes the significance of the creative economy. At the national scale, part of the industry contribution in the following sectors is recorded as follows:

- a. Our **natural heritage**, measured by the value of ecotourism, contributes R 21 billion per annum to the economy.
- b. The **music industry** was worth around R1.7 billion in sales and ranked 17th in the world in 2007.
- c. The **craft sector** contributes R1, 1 billion annually to GDP and employs approximately 38 062 people.

- d. The **visual arts sector** has a turnover of nearly R 2 billion and gross value added of R 1 billion per annum. There are an estimated 17 700 people working in the sector.
- e. The total net turnover of the **book publishing industry** in 2013 was estimated to be worth
- f. R4.999 billion, of which R655 million was contributed by imported product. Grossing these industry total estimates up to a retail price equivalent values yields a total turnover value of R6.999 billion<sup>16</sup>.
- g. The **film industry** generates over R5.5 billion in economic activity annually and employs an estimated 30 000 people.
- h. The gross advertising revenue for the **broadcasting industry** was close to R8.5 billion in 2006.

Presenting the notion of creativity as a driving force in the knowledge economy pushes the creative industries into the spotlight as a primary source of the skilled workforce that can produce creative ideas and be innovative across a wide range of activities from business entrepreneurship to imaginative new social programmes.

## Programme 6.4: Create empowerment opportunities in Arts, Culture and Heritage

Freedom of expression is one of the fundamental pillars of democracy. Rooted in freedom of expression and creative thought, arts, culture and heritage have a vital role to play in development, nation building and sustenance of our emerging democracy. Humans are multidimensional, holistic beings and must be afforded opportunities and spaces to express themselves artistically, participate in other cultural activities and access their heritage. They not only need improved material conditions in order to enjoy a better quality of life - psychological, emotional, spiritual, and intellectual expression also requires nurturing and development so that individuals can realize their full potential and act as responsible and creative citizens. Projects have been formulated for developing artists (including those with disabilities) as entrepreneurs, and providing stages, gallery spaces, exhibition opportunities, and commercial channels for their work. Projects have also been formulated to capacitate learning within the wider parks, culture and heritage domain through the provision of volunteer, work experience and internship opportunities.

Empowerment for our citizens is not only restricted to opportunities located within the disciplines relating to the creative arts, but also extends to embrace interactive programmes hosted in Libraries and other creative spaces in the city that aim to facilitate economic empowerment for citizens in the broader economic context. Skills and knowledge acquired through these programmes aim to promote entrepreneurship, job creation, vocational learning, business techniques and also open doors for citizens to connect with and discover career and job opportunities. A creative city is also a learning city – a city in which people have access to information and knowledge that can help them create the future they envisage for themselves and future generations.

Our food heritage plays a vital role in the empowerment of our people and is an important part of our multi-cultural society. Agro-ecology and food sovereignty speak to the cultivating and the growing of food and is the first form of human expression in society. ... *the concept of food sovereignty is clearly focused primarily on small-scale agriculture (including livestock, forestry and fisheries) of a non-industrial nature, preferably organic, mainly using the concept of agro-ecology...*<sup>17[1]</sup> The uniqueness of the urban-rural geography of eThekwini highlights the relationship between people and the soil and that growing food is as important as other forms of human heritage and the right to a healthy

<sup>16</sup> PASA Book Publishing Industry Survey 2013

<sup>17[1]</sup> Nyéléni, 2007 (Food Secure Canada, 2012)

environment. The significance of food sovereignty is succinctly captured the Six Pillars of Food Sovereignty, namely:<sup>18[2]</sup>

1. Focuses on food for the people by:
  - a) placing people's need for food at the centre of policies; and
  - b) insisting that food is more than just a commodity.
2. Values food providers by:
  - a) supporting sustainable livelihoods; and
  - b) respecting the work of all food providers.
3. Localizes food systems by:
  - a) reducing the distance between suppliers and consumers;
  - b) rejecting dumping and inappropriate food aid; and
  - c) resisting dependence on remote and unaccountable corporations.
4. Places control at a local level by:
  - a) placing control in the hands of local food suppliers;
  - b) recognizing the need to inhabit and share territories; and
  - c) rejecting the privatization of natural resources.
5. Promotes knowledge and skills by:
  - a) building on traditional knowledge;
  - b) using research to support and pass on this knowledge to future generations; and
  - c) rejecting technologies that undermine local food systems.
6. Works with nature by:
  - a) maximizing the contributions of ecosystems;
  - b) improving resilience; and
  - c) rejecting energy intensive, monocultural, industrialized and destructive production methods.

The vision of the agricultural programme of the City is food sovereignty for all eThekwini residents and the development of a thriving urban and rural agriculture sector that significantly contributes to:

- The health and wellbeing of eThekwini residents
- Small-grower farmer driven agriculture
- Local economic skills development and rural regeneration.
- Environmental sustainability.
- Climate change mitigation and resilience.

Within eThekwini's agro-ecology sector, it is recognized that the structural composition of agricultural modes of production in the country has largely remained untransformed over the last two decades. It still benefits only minority groups and contributes to inequality and underdevelopment. Consequently large communities, especially small holder farmers that could have benefited from a more open and accessible agricultural market system, still remain impoverished and underdeveloped. Many previously disadvantaged producers do not have access to agricultural markets due to the monopoly amongst larger producers; high barriers to entry within the market and government bureaucracy for example, full exploitation of government food procurement system for the benefit of large established commercial farmers. Compounding this challenge is the underutilization of agricultural land and constrained production levels of small farmers.<sup>19</sup>

The Municipality has identified eco-sustainable agriculture as a strategic focus in terms of economic development, job creation, poverty alleviation and food security.

The eThekwini Municipality is currently involved in the roll out of food gardens into the rural areas of eThekwini. Linked to this is the provision of fish, specifically Mozambique tilapia, as an additional food source. The concept is that all the food gardens need water to be stored for use, and if fish can be

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<sup>18[2]</sup> Nyéléni, 2007 (Food Secure Canada, 2012)

<sup>19</sup> AGRAGRIAN RADICAL SOCIO -ECONOMIC TRANSFORMATION MODEL – KZN PROVINCE

grown in this water, there is the added benefit of protein, in the form of fish, available to the rural community.

## **Programme 6.5: Create and promote an environment that encourages economic activity for arts and culture**

Arts and Culture are significant drivers for economic growth. Strategies and projects within this programme are aimed at promoting and providing opportunities for artists from various disciplinary backgrounds. In order to improve opportunities in the creative economy, mutually beneficial partnerships will be facilitated, thereby ensuring the sustainability of these sectors. The need for complementary activities to promote an environment that nurtures and develops an awareness of culture is also recognised as this has the potential to develop a market for artistic creations and a heightened interest in and attendance of cultural events. Culture is a consistent source of economic growth, during both good and difficult economic times. For example the creative economy was the most resilient sector in the recent economic downturn. Specifically, cultural policies and programs increase economic development by attracting businesses, creating new jobs and promoting tourism. At the centre of this programme are culture-led urban revitalization and community renewal strategies.

## **Programme 6.6: Strategic Social Infrastructure and Legacy Projects**

Social Infrastructure, which includes well known facilities such as the Moses Mabhida Stadium, is a subset of the general Infrastructure Sector. It typically includes social services aimed at investing in facilities, assets and programmes that promote Art, Culture, Heritage and Recreation. Projects which fall within this domain seek to promote nation building and social cohesion as well as the sharing of skills, knowledge and experience. . These investments improve our citizen's access to programs, resources and places that focus on our collective social memory and lived experiences. The design of social infrastructure often determines its use and can impact on sustainability of facilities. Well-designed facilities that evoke a sense of place and contribute to the collective place identity of key areas in the City (precinct developments) have the potential to create social infrastructure that is valued and evokes a sense of community ownership.

Heritage is not intrinsically self-productive; it is a social construct. The city will create opportunities for sustainable production and mutual enjoyment of cultural and natural heritage resources through which all citizens can forge mutually comprehensible identities that should facilitate the assertion of national identity across the racial, cultural and colour spectrum. Innovative ways of creating cultural and natural heritage resources and infrastructure will be promoted and facilitated in alignment with current economic demands and social dynamism that mark the character of our city.

In terms of cultural infrastructure, the establishment of cultural precincts, natural heritage facilities, accessible and inclusive arts centres, museums and libraries that are relevant and fully equipped to meet the 21<sup>st</sup> century intellectual and economic needs may be cited as a classic example of strategic investment in this sector.

Legacy programmes are symbolic representations that are reminders of our potential to make a difference to our society and serve as inspiration for future growth and improved standards of living for all citizens.

One of the key projects in this programme is the mapping out of National Liberation Heritage Route (NLHR). The NLHR will be a network of sites linked together through a narrative which articulates the

journey to our political liberation. The project is aimed at ultimately designing spaces which epitomise social memory for continuity and identity which will be transmitted to future generations. The route is a celebration of national memory associated with the history of the liberation struggle.

## Programme 6.7: Preservation and Management of Heritage Assets

In terms of the National Heritage Resources Act, No. 25 of 1999, heritage resources have lasting spiritual value in their own right and provide reference to historical moments of the construction of South African society, and since they are valuable, finite, non-renewable and irreplaceable they must be carefully managed to ensure their survival where they are located. Every generation has a moral responsibility to act as trustee of the national heritage for succeeding generations and the government has a political mandate to manage heritage resources in the interest of its citizens. A City's heritage includes both significant natural and cultural artifacts as well as cultural landscapes (often the setting in which the artifact occurs evokes the narrative for specific heritage examples).

Our heritage assets differentiate our city from competing locations, thereby branding it nationally and internationally. The benefit of investing, preserving and protecting heritage assets for liveability is that it results in job creation and local economic development. Cities that are the most successful at attracting investment and business are those that meet the aspirations of their citizens, while alleviating poverty and promoting inclusion.

Heritage resources also have the capacity to enhance the agenda of national reconciliation, mutual understanding and respect, and contribute to the forging of unity within a diverse South African society. If a community is aware of the factors that have influenced its historical discourse and shaped its collective identity, it is better placed to engage with and build peaceful relations with other people and to forge its future. Heritage resources form an important part of the history and beliefs of communities and must be managed in a way that acknowledges the right of affected communities to be consulted and to participate in their management. They contribute significantly to research, education and tourism and must be developed and presented for these purposes in a way that ensures dignity and respect for diverse cultural values.

Conserving our heritage assets is only part of our responsibility to future generations. Interpreting them through research provides insight into what makes these places, specimens, artefacts and monuments special. Telling stories and communicating the significance of heritage items is an essential part of its conservation, both tangible and intangible. In this programme we employ measures aimed at ensuring the viability of the heritage, including the management, identification, documentation, research, preservation, protection, promotion, enhancement, transmission (particularly through formal and non-formal education), as well as the revitalization of the various aspects of such heritage and spaces.

To ensure that heritage resources are effectively managed (a) the skills and capacities of culturally diverse persons and communities involved in heritage resources management as an economic development strategy must be developed; and (b) provision must be made for the on-going education and training of existing and new heritage resources management personnel.

There are a large number public parks and thematic gardens in our City that are of heritage significance. These landscapes, several of which were developed out of the old City forest that once characterized our City's natural landscape and early development. Public gardens such as the



Durban Botanic Gardens that remains the oldest surviving botanic garden on the African continent served an early agricultural-research purpose.

Trees forming the arboretum/urban forest of many of our City's public parks and urban street landscape include significant Champion Trees that are beginning to be described and mapped, forming part of a larger national programme coordinated by the Department of Agriculture, Forestry and Fisheries (DAFF) and become recognised in national initiatives Whilst urban forestry remains an emerging discipline in South Africa, it serves to contextualize the value of trees amid landscape and people and actively contributes to achieving the caring and liveable vision through our City's greening strategy given that people are largely attracted to public spaces that are clean and green. It is becoming more critical as our city grows and develops to support the sustainable future use and development of our city's green heritage assets

Key interventions in managing our City's green heritage include the following:

- Proclamation of our city's urban nature reserves
- Registering key trees as Champion Trees to ensure their protection
- Developing an urban forestry management programme for our city

## SDBIP Project Matrix

### Plan Six: A vibrant and creative city - the foundation for sustainability and social cohesion

Strategic Focus Area	Programme	Project
Access and Inclusivity	6.1. Cultivating a sense of active citizenship	6.1.1. Provide citizens with a diverse range of opportunities for learning and enrichment.
		6.1.2. Establish and maintain local, national and international relationships to promote Global Citizenship.
	6.2. Promoting healthy and active citizens	6.2.1. Create and facilitate sports development opportunities linked to 20 sports codes
		6.2.2. Undertake programmes that provide recreational opportunities for mass participation for all citizens
	6.3. Ensure effective management of environmental goods and services	6.3.1. Develop and Review of Management and Master Plans for Conservation sites
		6.3.2. Develop and manage urban forestry programme in line with the City's Greening Strategy
		6.3.3 Engagement with relevant stakeholders on issues of sustainable land practices



Strategic Focus Area	Programme	Project
		6.3.4 Conducting fundamental research, and disseminating this to the broader scientific community.
An enabling environment for gainful economic participation through socio-cultural empowerment	6.4. Create Empowerment Opportunities in Arts, Culture and Heritage	6.4.1. Facilitation of interactive programmes to support economic empowerment
		6.4.2. Implement programmes to create opportunities in arts culture, parks and heritage
		6.4.3. Development of community / agricultural fish ponds and plant nurseries
	6.5. Create and promote an environment that encourages economic activity for arts and culture	6.5.1. Develop and evaluate new plans to support the creative industry.
		6.5.2. Development of master plan for cultural precincts Phase 2: Rivertown Cultural Precinct
	6.6. Strategic Social infrastructure and legacy projects	6.6.1 Inanda Pool :Stage 5
		6.6.2 Tshelimnyama Library Stage 4
		6.6.3 Intshanga sports field Stage 3
		6.6.4 Waterloo sports field Stage 3
		6.6.5 Umgababa Beach : Stage 5
		6.6.6 Mobeni Crematorium stage 1
		6.6.7 Amaoti Library stage 3
		6.6.8 Whetstone Library stage 4
6.6.9. Execute new Museum of Education Project Plan		
6.6.10. Executing Phase 2 for Cato Manor Museum		
6.6.11. Plan and execute National Liberation Heritage Route		
6.6.12 Plan and execute eThekwini Living Legends		

Strategic Focus Area	Programme	Project
	6.7 Preservation and Management of Heritage Assets	6.7.1. Developing collections management mechanisms to address the preservation and management of heritage assets

## Plan 6 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Access and Inclusivity	80760	60864	66459
An enabling environment for gainful economic participation through socio-cultural empowerment	44787	50434	29500

## Plan 6 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Access and Inclusivity	81362	84830	88955
An enabling environment for gainful economic participation through socio-cultural empowerment	605983	635266	676913

## Plan 6 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Access and Inclusivity			
An enabling environment for gainful economic participation through socio-cultural empowerment	97127	94743	88090

The above tables will be updated once the 2017/18 Budget is finalized.

## Reviewed Scorecard: Plan Six: A vibrant and creative city - the foundation for sustainability and social cohesion

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 2021/2022
Local Economic Development (LED)	Access and Inclusivity	6.1. Number of opportunities reflecting the extent of access to social upliftment activities to cultivate a sense of active citizenship	615	799 opportunities	3995
Local Economic Development (LED)	Access and Inclusivity	6.2. Number of opportunities reflecting the extent of access to sports development and recreational programs	New unit of measure - no baseline	25	125
Local Economic Development (LED)	Access and Inclusivity	6.3. Projects implemented towards effective management with legislative requirements to support effective green environment management.	New unit of measure - no baseline	22	110
Local Economic Development (LED)	An enabling environment for gainful economic participation through socio-cultural empowerment	6.4. Number of socio-cultural empowerment initiatives	80	75 Initiatives	375
Local Economic Development (LED)	An enabling environment for gainful economic participation through socio-cultural empowerment	6.5. Implementation of strategic social infrastructure development linked to the Parks, Recreations & Culture Unit	New KPI - No Baseline	61	61

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 2021/2022
Local Economic Development (LED)	An enabling environment for gainful economic participation through socio-cultural empowerment	6.6. Preservation and Management of Heritage Assets	New KPI - No Baseline	26 mechanisms	130

## Alignment to National Development Plan

Plan Number	Economy and Employment	Economic Infrastructure	Transition to a Low Carbon Economy	Improving Education, Innovation & Training
Plan 6 – Celebrating our Cultural Diversity	<ul style="list-style-type: none"> <li>➤ Create empowerment opportunities in arts, culture and heritage</li> <li>➤ Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Preservation and Management of Heritage Assets</li> <li>➤ Ensure effective management of environmental goods and services</li> <li>➤ Strategic Social infrastructure and legacy projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting healthy lifestyles</li> <li>➤ Ensure effective management of environmental goods and services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Cultivating a sense of citizenship</li> <li>➤ Promoting healthy lifestyles</li> <li>➤ Create Empowerment Opportunities in Arts, Culture and Heritage</li> <li>➤ Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage</li> </ul>

## Alignment to Provincial Growth and Development Strategy

Plan Number	Job creation	Human resource development	Human & Community development	Strategic Infrastructure	Response to Climate Change	Governance & Policy
PLAN 6 Embracing our Cultural Diversity, Arts and Heritage	<ul style="list-style-type: none"> <li>➤ Create Empowerment Opportunities in Arts, Culture and Heritage</li> <li>➤ Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create Empowerment Opportunities in Arts, Culture and Heritage</li> <li>➤ Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Cultivating a sense of citizenship</li> <li>➤ Promoting healthy lifestyles</li> <li>➤ Create Empowerment Opportunities in Arts, Culture and Heritage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure effective management of environmental goods and services</li> <li>➤ Strategic social infrastructure and legacy projects</li> <li>➤ Preservation and Management of Heritage Assets</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting healthy lifestyles</li> <li>➤ Ensure effective management of environmental goods and services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage</li> <li>➤ Ensure effective management of environmental goods and services</li> </ul>

## PLAN 7: GOOD GOVERNANCE AND RESPONSIVE LOCAL GOVERNMENT

### GOAL

Ensure a strong, caring and democratic institution to promote and support a consultative, effective, efficient and participatory local government.

### DESIRED OUTCOME

- All citizens embracing, practising and benefiting from the concepts of Good Governance;
- A stronger, more efficient public service which is capable of developing and implementing policy and delivering better services to all people at all levels;
- Better and more transparent public management;
- More participative and responsive Municipality, particularly at all levels;
- A Municipality which prevents, and fights corruption and waste at all levels;
- A Municipality where all inequalities of the past are eradicated.

### WHY THIS PLAN?

Good governance is about the processes for making and implementing decisions. Good decision-making processes, and good governance share several characteristics which have a positive impact on achieving the objectives and goals that are listed in this IDP:

#### **Good governance is Accountable –**

Accountability is a fundamental requirement of good governance. Local government has a responsibility to report, explain and be answerable for the consequences of the decisions it has made on behalf of the community it represents.

#### **Good governance is Transparent –**

The community should be able to follow and understand the decision making process. This means that they will be able to clearly see how and why a decision was made – what information, advice and consultation Council considered, and which legislative requirement (when relevant) council followed.

**Good Governance is Responsive** – It is a measure of accountability wherein leaders and public servants address the needs of the entire community. It can be indicated “by a deliberate citizen and customer-orientation policy being consistently espoused by the local administration” or by “the presence of mechanisms and procedures for swift recourse on unfair practices and avenues for the community to articulate issues requiring local government assistance”.

### **Good Governance is Equitable and Inclusive -**

A community's wellbeing results from all of its members feeling their interests have been considered by council in the decision making process. This means that all groups, particularly the most vulnerable, should have the opportunities to participate in the process.

### **Good Governance is Effective and Efficient –**

Local government should implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.

### **Good Governance is Participatory-**

Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision. This can happen either by providing community members with information, asking for their opinion, given opportunity to make recommendations, or in some cases, be part of the decision- making process.

**Decentralised Management** – This concerns the ability of the local management to delineate and delegate responsibilities to various responsibility centres (Units) and ensure accurate reporting and monitoring of delegated responsibilities.

**Networking** – This refers to the ability of the local governments to forge cooperative relationships with other local governments and other entities to build infrastructural capacities.

It is important to note that the Good Governance Plan permeates each of the other seven plans. Whilst the responsibility for overall programme co-ordination and management rests with the Deputy Municipal Manager of the Governance Cluster, every other plan owner, programme driver and project leader must interrogate what good governance means for their respective plans. If the attributed that are listed above are followed throughout the organisation, good governance will give local communities confidence in the council, will lead to better decisions, and help council meet its legislative responsibilities.

The first strategic focus area of this plan ensures that the Municipality is accessible to citizens. This is in line with the “democratic and equal city” and the “caring city” filters. In response to the “sustainability”, “smart city” and “democratic and equal city” filters, key programmes under the second strategic focus have been developed.

The third focus area concerns how the Municipality manages its human resource capital by looking after the interests and well-being of its employees to create a positive organisational culture. The programmes here respond to the “Smart City”, “Caring City” and “Sustainability” filters.

Together, this package of programmes attempts to lay a solid foundation for Good Governance in the Municipality.

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## **STRATEGIC FOCUS AREA: ENSURE ACCESSIBILITY AND PROMOTE GOVERNANCE**

Increasingly in South Africa, and around the world, there is recognition of the value of accessibility, transparency and accountability in governance beyond the traditional domain of financial



performance. This ensures that the development targets and measures set for the Municipality's performance emanate from a strong foundation of "putting people first".

## **Programme 7.1: Promote co-operative, international and inter-governmental relations**

The range of critical issues faced by our Municipality mirror's South Africa's national and provincial concerns, so dealing with them in a way that is sustainable requires concerted and co-ordinated intervention by all three spheres of government, the private sector and civil society partners.

The intergovernmental relations programme ensures alignment with national and provincial government priorities. This programme ensures alignment of eThekwini's local government system, organisation, strategy, budget and implementation programmes with those of other spheres of Government.

In addition, government programs and services cut across jurisdictional boundaries, and if they are to be delivered in a seamless way, co-operative governance is critical.

The international relations programme is designed to position the Municipality as a strategic global player. This is done largely through a comprehensive sister city partnership programme, donor relations programme and Africa/NEPAD programme.

## **Programme 7.2: Implement a Customer Relations Management Strategy and Customer Care Policy**

A Customer Relations Management Strategy was adopted by Council during the 2014/15 financial year. The adoption of the strategy was inclusive of a revised Customer Care Policy. These two documents will facilitate the introduction of integrated customer service within the Municipality. The policy will ensure a customer focused service throughout the municipality.

The following programmes are being implemented as roll out of the Customer Relations Management Strategy:

- A municipal wide customer satisfaction programme
  - Mystery Shopper Programme
  - Customer satisfaction survey
- Municipal wide customer care training
- Municipal wide customer service standards and customer service charter
- Developing and implementing an integrated municipal wide complaints management system.
- Complaints management through the presidential hot line ,Sizakala toll free line as well as outreach programmes like Masakhane (Izimbizo)
- Development of a new Sizakala Centre in Ward 99 as well as the maintenance programmes
- Development of the customer relations management model.

During the 2016/17 financial year the Sizakala Customer Service Unit will start a process to integrate all customer service within Council. This will be done by facilitating a project to integrate all channels of Customer engagement inclusive of contact centres and customer service centres .This will ensure that Customers eventually receive an all in one service and not be pushed from pillar to post. The success of this project relies on full participation and support of all affected Units especially the Units that engage with customers viz water and sanitation, electricity and revenue management.

### **Programme 7.3: Create integrated mechanisms, processes and procedures for citizen participation**

Present Local Government policies and legislation put great emphasis on municipalities to develop a culture of community participation and stakeholder engagement. The creation of appropriate and relevant community participation mechanisms, processes and procedures is therefore vital. This programme aims at ensuring that communities are part of decision-making processes within the Council. This ensures that different sectors of the communities, particularly the vulnerable groups (i.e youth, women, disabled) participate in council processes. The programme encourages communities to utilise their strengths and move away from the dependency syndrome. Community based planning for all the wards that are within the municipality is implemented through this programme

### **Programme 7.4: Effectively communicate the programmes and policies of the eThekwini Municipality to the full range of audiences, both internally and externally**

Communication is central to our new organisational culture. The Municipality is committed to ensuring that all citizens and customers are well informed and are partners in the development. The communication programme seeks to devise mechanisms for making local government information (citizens' rights and responsibilities, the Municipality's programmes, policies and processes) available and accessible to all stakeholders. Above all, this programme will ensure the preparation of clear and comprehensive communication strategies for both internal and external communication, firstly to harness the energies of staff to deliver on the vision and strategy, and secondly to ensure that the Local Government principles of participation, engagement and information-sharing are given meaning.

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## **STRATEGIC FOCUS AREA: CREATE AN EFFICIENT, EFFECTIVE AND ACCOUNTABLE ADMINISTRATION**

The Constitution dictates, that Public Administration be governed by democratic values and principles including, among others, a high standard of accountability and professional ethics. To this end, the Municipality is introducing and implementing several programmes listed hereunder. Taking into account the size and multidisciplinary nature of our Municipality, the programmes have been designed to achieve the objectives of this Strategic Focus Area.

### **Programme 7.5: Enhance the effectiveness of the interface between Council, the Administration and the Citizenry**

This programme is about establishing and the implementation of projects, programs and services in accordance with Good Governance objectives and the Units Business Plan so, as to enhance efficiency, accountability, accessibility and the interface between Council, the Administration and the Citizenry. Through this programme operational support is given to Ward Committees and also training is provided so that they can perform their responsibilities effectively. Administrative support is provided for Council structures so that it can provide effective oversight. Through this programme, a strong and robust record management system is developed and implemented.

## **Programme 7.6: Provide strategic management and coordination support to the political oversight role of the Mayor**

The Mayor is responsible for the overall oversight in the municipality. This programme is to ensure that the Mayor receives all the support that is required to execute mayoral responsibilities and roles.

## **Programme 7.7: Create a clean and accountable organisation**

This programme ensures the building of an ethical organisation that is free of fraud, corruption or any activities that prejudice any member of society unfairly. The Municipality's Fraud Prevention Policy provides for the pro-active and re-active measures aimed at fighting corruption. In the past the focus has been on the re-active measures, namely, the investigation of reported incidents. The Municipality's anti-corruption strategy for the current period focuses more on the pro-active measures. There will thus be more effort on the promotion of an ethical culture, respect for human rights as well as prevention and detection of fraud and corruption through training and awareness campaigns and the encouragement of whistle-blowing.

## **Programme 7.8: Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scales to realise Batho Pele principles.**

It is the responsibility of Council and City Manager to undertake risk assessment of the Business of Council, establish and maintain an environment that fosters business ethics, risk management, control and governance. EThekweni is committed to the principles of continuous improvement, accountability and responsible management and efficient and effective operations. In this context the Municipality maintains systems of Internal Audit; this programme focuses on supporting the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, performance management and governance processes. Aiming to:

- Provide support for the development of a corporate governance ethos and mind-set, which provides the basis for a sound, prudent, ethical management and stewardship;
- Provide enterprise wide risk assurance that the control environment within areas reviewed is adequate to manage the related risks within acceptable limits and at reasonable cost;
- Provide expertise and advice regarding improvement of the existing risk levels, controls, processes and/or outputs, either by recommendations in reports, or through direct facilitation in a consulting capacity;
- Provide update on emerging risk issues and topical regulatory requirements and actions required to management and the audit committee; and
- Provide advisory services, assisting the Council to prevent, detect and combat fraud and corruption, via forensic auditing.
- Provide Advisory and consulting assurance on Programs and Project Auditing of City's Infrastructure Asset Management Systems which can be defined as an integrated, multidisciplinary set of strategies in sustaining public infrastructure assets for service delivery.

The aim of the programme therefore is to make a discernible impact to generate and preservation of value to and improve the operations of the Municipality as mandated in terms of the Internal Audit Charter, the Audit Committee Terms of Reference, applicable legislation (the Municipal Finance Management Act, the Municipal Systems Act and Performance Regulations).

## **Programme 7.9: Provision of an automated solution development**

This programme provides IT Solutions/ Applications to support internal Business Units and Citizens of the eThekwini Municipality such as:

- Implement Integrated ERP Solution in line with mSCOA requirements as per National Treasury
- Business Intelligence solution for easy access and interpretation of municipal data, to support a wide range of business decisions ranging from operational to strategic
- e-Government solutions to facilitate more convenient government services to improve service delivery and to enhance citizen's experience when dealing with the eThekwini municipality.

## **Programme 7.10: Network, telecommunications and Electronic Services**

The purpose of this programme is to provide secure and reliable network connectivity to municipal applications and telecommunication services both voice and data. To manage the overall network infrastructure, provide free internet access through municipal libraries and provide public Wi-Fi.

The programme also provides & maintain the two way radio infrastructure thereby ensuring mobile radio services to the council. The other crucial role of the programme is to provide and support the technical infrastructure to enhance fire detection, intrusion detection and electronic security of municipal buildings, this includes provisioning and maintenance of the access control system.

## **Programme 7.11: Managing ICT customers and desktop infrastructure**

This programme is centred on customer services for ICT users. It aims to provide an efficient and effective IT Service management for our internal and external customers across the municipality for service delivery. Through this programme alignment between ICT Strategy and business strategy is managed. The focus during this financial year is:

- Governance: implementation ITIL selected Processes as per the Framework
- Maintaining a healthy desktop infrastructure
- Compliance on Microsoft software licensing
- Review of the Enterprise architecture.

## **Programme 7.12: Provision of a secure and robust server and data centre infrastructure**

The Systems Delivery & Security Department exist within the Information Management Unit. This programme aims to achieve the following:

- a. To deliver stable IT related systems to internal and external customers. Includes: IT Servers & Disk Storage, OS, databases and support hosted on various IT platforms and Datacenter's across the eThekwini Municipal Area;
- b. Manage Identity and User Access Management of Information Technology Systems ensuring users from all clusters and departments have the necessary IT security access to perform their functions;
- c. Printing and enveloping of bills for Consolidated billing, Rates, Police Fines, Water and Electricity;

- d. Upgrade of Servers, Disk Storage, Operating Systems and various systems ensuring that systems are supported by the various vendors at all times;
- e. Ensures that systems are backed up and available from an alternate datacenter for IT disaster recovery and IT business continuity purposes.

### **Programme 7.13: To develop, co-ordinate, implement and monitor the Enterprise Risk Management and Business Continuity (BCM) systems and Project Risk Management programs within the municipality**

This programme ensures the improvement of the way Output Units manage their risks within the municipality. The focus will be on introducing interventions that will support long range efforts to improve the Municipality's problem solving and renewal processes, by enhancing congruence between organizational culture, strategy, processes, structure and people.

### **Programme 7.14: Review Business License regulatory framework and processes**

The Provincial Spatial Economic Development Strategy rests on the four pillars of:

- Increasing Investment in the Province
- Skills and capacity building
- Broadening participation in the economy; and
- Increasing competitiveness.

In terms of the Businesses Act the following businesses require a business license in order to operate:

- Businesses which sell or supply foodstuff in the form of meals for consumption on or off the business premises;
- Businesses which sell or supply any perishable foodstuff;
- Businesses carrying on the hawking of meals or any perishable foodstuffs;
- Businesses which provide certain types of health facilities and entertainment including:
  - Turkish baths, saunas or other health baths;
  - Providing massage or infrared treatment;
  - Making the services of an escort available to another person;
  - Keeping mechanical, electronic or electrical contrivances designed for the purpose of paying of any game and which involves the payment of any valuable consideration;
  - Keeping three or more snooker tables;
  - Keeping of conducting a night club or discotheque;
  - Keeping of conducting
  - A cinema or theatre;
  - Conducting adult premises referred to in section 24 of the Films and Publications Act, 1996.

The licensing of businesses and the processes involved must take account of provincial economic strategy. Of particular relevance, and allied to the four pillars of our provincial strategy is the "stepwise rise to prosperity" concept and focused programmes aimed at supporting small businesses and black entrepreneurs. Regulatory frameworks must be aligned to economic policy and strategy in a manner which promotes the policy objectives of our Spatial Economic Development Strategy.

The current Businesses Act impacts on some businesses which fall squarely within the ambit of our provincial economic strategy. The act was drafted in the pre-Constitutional era and does not fit well with our post-constitutional institutional set-up and policies. The review of an application requires an

on-site inspection and input from the Development Planning, Pollution Control, Health, Fire and Metro Police departments prior to decision. The number of departments involved in decision of an application is a key cause of bottlenecks in the system. There is need for a comprehensive review of the application of the current legislation in order to ensure that regulations do not act as an impediment to entry into the formal sector. This review process should be undertaken by a multidisciplinary team constituted by officials from the municipal departments Business Licensing, Development Planning, Pollution Control, Health, Fire; Metro Police and Legal. This review will seek to align the ambit of the act, the processes and the application of the existing regulatory framework with current policy and strategy.

## **STRATEGIC FOCUS AREA: ABM**

### **Programme 7.15: Coordinate and Implement ABM Projects**

The eThekwini Municipal Area's area of jurisdiction is a diverse sub-region comprising well-developed residential suburbs and large scale manufacturing and commercial nodes flanked by remote townships, and still relatively impoverished informal settlements, and under-served areas on its outskirts.

In 2003, the eThekwini Municipal Authority (EMA) embarked on a 5-year pilot Urban Development programme in with the explicit intention of enhancing service delivery, addressing spatial and social inequalities as well as deepening democracy in the eThekwini Metropolitan area. Given the context of a centralized local authority and enlarged Municipal area, the decision was made to pilot a system of area based management and development in five selected districts. The areas/projects included the Central Business District (CBD) or Inner Thekwini Regeneration and Urban Management Programme (iTRUMP), the Southern Durban Basin (SDB), the Rural areas on the city's periphery, Inanda-Ntuzuma-KwaMashu (INK) and Cato Manor. In essence, the Area Based Management and Development (ABMD) programme intended to support and enhance citizen focused development through dedicated funding and institutional set up.

In 2012, the Municipality decided to scale it up ABM into other parts of the City as a model to achieve sustainable citizen focused development at eThekwini Municipal area. In accordance to the Long-Term Development Framework (LTDF), which contained the most immediate policy directives for implementation of the ABMD programme.

The implementation of ABMD impacts on senior City administrative leadership; political leadership, organised communities (NGOs), organised business (SMMEs and the Chamber of Business), Universities and think tanks. The targeted new areas of expansion of Area-based management programme: 1) Clermont/KwaDabeka, 2) Pinetown South, 3) Greater Chatsworth, 4) Greater Umlazi, 5) Greater Isiphingo/Malukazi, 6) Greater Tongaat 7) Durban Coastline beaches.

The ABM programme is situated within a larger policy framework at National, Provincial and Local Government levels. At national and provincial levels, local authorities are mandated to be developmental and promote Local Economic Development as well as service delivery through partnerships and collaboration with stakeholders. The back to basic plans is the overall framework which guides the policy framework under which this citizen-focused service delivery operates.

#### **Coordinate and Implement ABM Initiatives**

The initiatives identified are cross-cutting and impact all 8 plans. The programme is a multi-faceted urban and rural development programme to enhance service delivery, address spatial and social



inequality, as well as deepen democracy, using an area based approach. The nature of work undertaken includes both infrastructure, social, economic initiatives and urban management.

The response to service breakdown complaints or additional service requests by residents and Councillors is slow in various wards due to lack of monitored accountability resulting in reputational and protest risks. This also disempowers Councillors. The silo mentality and blame syndrome prevailing among units or departments in the municipality frustrates accelerated service delivery.

There is no process for effective communication, management and tracking of complaints from residents and Councillors from the time of receipt to the time of work completion. Complaints are recorded on an auditable system. The closure of Complaints or Service Request is done on the System only after the job is completed or when the matter is included in the IDP and budget.

ABM is the lead Unit for receiving, analysing, logging on the system, distributing, tracking and producing progress reports for all residents' complaints, Service Requests and Complaints from Councillors.

### **Integrated Governance**

The ABM is responsible for integrating, coordinating and implementing development in all ABM areas. It focuses primarily on outcomes and strives through inter-sectoral collaboration with line function departments of the national, provincial and local spheres of government. The key facilitating tool for the relationship with government is the ABM Joint Government Business Plan which is a tool for planning, budgeting, implementation and evaluation of development interventions in the area.

The ABM has undertaken to revitalise and regenerate Precincts through integrated precinct/ urban management. This is done through the formation of Urban Management Forums (UMF'S) which have representation from all key Service Units. The purpose of the UMF is:

- To provide strategic direction, advice and guidance for devising a management strategy for the precinct.
- To set up Work streams that would devise action plans to address the identified challenges. Work streams are led by champions from Line Function departments.
- To lobby for additional resources for the precinct.
- To enforce Service Level Agreements between ABMs and Service Units  
Improve and fast-track service delivery.
- Foster partnerships amongst the members of the Urban Management Forum to work together.
- Serve as a cohesive platform where Precinct matters, challenges, lessons and opportunities are deliberated on and discussed.

### **Living Environment Improvement**

The living environment improvement has its main thrust and focus on improved quality of life of citizens in the areas. Efforts to facilitate the improve of quality of life requires partnership with Department and role players involved in public realm improvement, landscaping, and greening, parks, recreation, sports, health, environmental sustainability and preservation, housing, education, disaster management and fire safety, crime prevention and other related work. The goal is to ensure alignment of efforts towards a purpose of improved quality of life. In improving the living Environment the ABM is improving service delivery through accountability model.

The ABM through the precinct management approach that involves the following activities the weekly site inspections and walk a bouts are conducted where key issues are identified, service delivery faults are identified and logged. Precinct management addresses the following issues:

- The Implementation of 'Clean and Safe' precincts in the ABM precincts.
- Implement a service culture
- Address structural complexities in service delivery
- Implement a cost effective and sustainable model
- Develop a flexible and innovative model, systems and processes which evolve with changing needs aimed at a livable, sustainable and green city

Through the controlled call logging system the various Departments gets reports of all faults that needs to be resolved by various Departments. Weekly Precinct/Urban Management meetings chaired by ABM to gather and understand the progress on the interventions by each responsible unit/department are held. The Councillors should also confirm that the work has been satisfactorily done.

### **Income Enhancement**

The key to overcoming problems of poverty and unemployment is to enhance the livelihoods of people through creating systems and processes which enable citizens to access incomes. Interventions vary from general training and education, job readiness training, enterprise development, public works opportunities, information technology enabling, tourism, local community economic development ventures and so on. The main objective is to create an environment where citizens are supported to access and create a wide range of entrepreneurship and social entrepreneurship opportunities within and outside the INK area.

The ABM has been involved at a precinct level in creating enabling environment for businesses to prosper and to broaden the participation of small businesses into the mainstream economy. Furthermore, the ABM is involved in the support of promotion of sustainable livelihoods for food security and income generation purposes. Other programmes include sector support and the use of policy levers such as procurement to promote local SMME'S and Co-operatives.

### **Infrastructure Investment**

Underpinning all urban living is a platform of infrastructure services that facilitate access to transportation, delivery of water, electricity, waste management, storm water etc. The work entails the incorporation of integrated spatial planning to ensure planning-led infrastructure investment and the prudent identification of nodes and corridors to drive public and private investment decisions. In addition, infrastructure investment seeks to create space for the incorporation of precinct planning and design with a view to inform delivery of infrastructure and services and address service backlogs in a systematic manner.

The ABM, though its' Urban Management Forum plays a lobbying and advocacy role for motivating for infrastructure development based service delivery issues. The Isipingo regeneration strategy driven by the Isipingo UMF, is seeking to motivate for infrastructure development from Service Units that address public transport needs, challenges with informal traders, road infrastructure and public realm improvement. Projects are currently being conceptualised and will be taken through the consultation processes necessary.



## SDBIP Project Matrix

### Plan Seven: Good Governance and Responsive Local Government

Strategic Focus Area	Programme Name	Project Name
Ensure accessibility and promote governance	7.1. Promote co-operative international and inter-governmental relations	7.1.1. Implement co-operative international relations programmes that mobilises financial and knowledge exchange that supports capacity of staff and office bearers to deliver the IDP.
		7.1.2. Implement co-operative Africa/NEPAD programmes that mobilises financial and knowledge exchange that supports capacity of staff and office bearers to deliver the IDP
		7.1.3. Implement an integrated intergovernmental relations programme that mobilises resources, policy alignment and knowledge exchange that benefits all stakeholders.
		7.1.4. Implement strategic programmes with all national and provincial parastatals. This will include support to multi-lateral programmes of national and international partners.
		7.1.5. Implement stakeholder relations and integration of Mayors Office with all IGR Structures, Inter-municipal projects, SALGA and government communicators at all levels.
	7.2. Implement a Customer Relations Management Strategy and Customer Care Policy	7.2.1 Implementation of the customer relations management strategy.
		7.2.2 Determine and implement a capital programme to upgrade existing centres and provide for new centres in areas where needed.
	7.3. Create integrated mechanisms, processes and procedures for citizen participation	7.3.1. Facilitate Grant in Aid distribution
		7.3.2 Capacitate Community Based Structures
		7.3.3 Facilitate reviews of Community Participation Unit Policies
		7.3.4. Facilitate empowerment programmes for Traditional structures
		7.3.5 Facilitate implementation of Community Based Planning
		7.3.6. Create platforms for stakeholder engagements
		7.3.7 Facilitate implementation of Poverty Alleviation Programme
		7.3.8 Facilitate and Support Vulnerable groups Programmes
		7.3.9 Facilitate and Support Gender and Youth Programmes
	7.4. Effectively communicate the	7.4.1. Implement communication and marketing strategies and policy

Strategic Focus Area	Programme Name	Project Name	
	programmes and policies of the eThekwini Municipality to the full range of audiences, both internally and externally.	7.4.2. Maintain existing communication tools	
		7.4.3. Implement Municipal media relations strategy	
Create an efficient, effective and accountable administration	7.5 Enhance the Effectiveness of the Interface between Council, the Administration and the Citizenry.	7.5.1. Provide operational support to ward committees	
		7.5.2 Provide training to Ward Committee Secretariat	
		7.5.3. Municipal wide Records Management	
	7.6 Provide strategic management and coordination support to the political oversight role of the Mayor	7.6.1 Coordinate the Mayor's statutory obligations into preparation, implementation and monitoring of the IDP and the budget.	
		7.6.2 Coordinate the strategy sessions with the administration and monitoring of the implementation of the strategy	
		7.6.3 Coordinate the Mayor's interaction with strategic interests groups through the youth programme and the gender programme.	
		7.6.4 Coordinate civic and ceremonial functions of the Mayor.	
		7.6.5. Develop an indigent policy and strategy.	
	Create an efficient, effective and accountable administration	7.7. Create a clean and accountable organisation	7.7.1. Provide an effective forensic investigation service
			7.7.2. Promotion of Human Rights and good governance principles throughout the EMA
7.8. Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scales to realise Batho Pele principles.		7.8.1 Undertake Internal Audits as approved by the Audit Committee.	
		7.8.2. To ensure quality internal audit services by measuring the audit committee's satisfaction	
		7.8.3. To monitor the implementation of the recommendations by management	
		7.8.4 Undertake Advisory and Consulting assurance engagements of Infrastructure Assets management systems; programmes and Projects City Wide.	
7.9 Provision of an automated solution development		7.9.1 Performance Management Solution	
		7.9.2 Data Warehousing, Business Intelligence & App Integration	
		7.9.3 Document Management System	
		7.9.4 Internet/Intranet Development	
		7.9.5 E-Government Web Based Applications	
		7.9.6 Business Process Management	

Strategic Focus Area	Programme Name	Project Name
	7.10 Network, Telecommunications and Electronic Services	7.10.1 Radio Comm. Infrast. - Highsite Accom. Enhan
		7.10.2 Telephony
		7.10.3 Switches and Routers for Expansion of the Network
		7.10.4 Fibre, Wireless and Wide Area Network
		7.10.5 Fibre and Wide area Network
		7.10.6 EWS Network & Telephony
	7.11 Managing ICT Customers and desktop infrastructure	7.11.1 Infrastructure management tools
		7.11.2 Enterprise Architecture (CGICT)
		7.11.3 Software Licences
	7.12 Provision of a secure and robust server and data centre infrastructure	7.12.1 IT Security & Access Management
		7.12.2 SDS: Datacentre Mechanical and Electrical Equipment
		7.12.3 SDS: Server and SAN storage for Production and DR
		7.12.4 EWS Infrastructure
	7.13.To develop, co-ordinate, implement and monitor the Enterprise Risk Management, Business Continuity (BCM) and Project Risk Management programs within the municipality	7.13.1 Training and awareness
		7.13.2 Integrated reporting
		7.13.3 Systems enhancements
		7.13.4 Risk assessment
		7.13.5 Business Continuity program
	7.14. Review Business License regulatory framework and processes	7.14.1. % of Business License Applications finalised within statutory timeframe - 21 days
ABM	7.15. Coordinate and Implement ABM projects	7.15.1.Joint Government INK business plan
		7.15.2. Improved Environment Programme
		7.15.3. Enhanced Income Programme
		7.15.4. Infrastructure Investment Programme
		7.15.5. Profiling of bad buildings
		7.15.6. Facilitate the serving of contravention notices on building owners
		7.15.7. Close down buildings and rehabilitation of buildings
		7.15.8 Undertake integrated joint operations on identified problem buildings
		7.15.9 Support the establishment of Urban Improvement Precincts (UIP's)

Strategic Focus Area	Programme Name	Project Name
		7.15.10 Facilitate Urban Management processes and innovations
		7.15.11 Facilitate and control the call logging system on all faults identified.
		7.15.12 Inspections on all sites where faults have been identified and close the calls when the issues have been resolved.
		7.15.13 Facilitate the development of Service Level Agreements with various Units to ensure efficiency and accountability within the Units.
		7.15.14 Establish Urban Management Forums in all ABM areas where Departments meet to plan, report and resolve service delivery issues together
		7.15.15 Facilitate and co-ordinate the City Manager's Executive Operations meeting

## Plan 7 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Ensure accessibility and promote governance	25600	19074	19074
Create an efficient, effective and accountable administration	362345	381412	358776

## Plan 7 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Ensure accessibility and promote governance	303174	321015	339940
Create an efficient, effective and accountable administration	1116627	1184789	1235515

## Plan 7 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Ensure accessibility and promote governance	2587	2666	2749
Create an efficient, effective and accountable administration	28604	30034	31536

The above tables will be updated once the 2017/18 Budget is finalized.

## Reviewed Scorecard:

### Plan 7 - Good Governance and Responsive Local Government

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 17/18
Good Governance and public participation	Ensure accessibility and promote governance	7.1. Number of international agreements and projects, events and protocol projects and intergovernmental agreements and projects that enhance Municipal service delivery.	85	121	843
		7.2. Customer satisfaction based on the mystery shopper programme	90	87% satisfaction	87% satisfaction
		7.3 Integrated services meeting the needs of customers at Sizakala Centres	100	100% implementation as per the project plans.	100% implementation as per the project plans.
		7.4. Number of interventions to encourage effective public participation in Council activities	648	791	20 989
		7.5. No. of communication tools maintained and developed in line with the Adopted Communication Strategy and Policy in order to provide facilities for the Municipality to communicate internally and externally	11	Maintain 11 tools	Maintain 11 tools
		7.6. Implementation of identified systems, policies, events and services to promote the interface between Council, the Administration and the Citizenry.	98.75%	100% implementation of 3 identified projects	100% Implementation of 3 identified projects
		7.7. Provide strategic management and coordination support to the political oversight role of the Mayor	92.60%	100 % implementation of SDBIP projects	An effective and efficient political oversight function
Good Governance	Create an efficient,	7.8 Percentage implementation of the anti-corruption and human rights programme	79.77	84%	84%

National KPA	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 17/18	5 Year Target 17/18
and Public Participation	effective and accountable administration	7.9 Develop & facilitate implementation of ERM programs in the municipality.	132	90	90
		7.10. Percentage of audit projects undertaken as per plan approved by the Audit Committee to determine the adequacy of internal controls designed to mitigate against identified risks	120	90%	90%
		7.11 Implementation of IT initiatives to improve efficiencies, effectiveness and accountability and eliminate wastage of resources	109.80	Completion of all projects on the SDBIP	100 % implementation of all projects in the ICT strategy that have a 5 year or less life span
		7.12. % of Business License Applications finalised within statutory timeframe - 21 days	39	All business licence applications finalised within 21 days	All business licence applications finalised within 21 days
	ABM	7.13.Coordination and implementation of the ABM programme	100%	100%	100% implementation of all projects

## Alignment to National Development Plan

Plan Number	Economic Infrastructure	Positioning SA in the World	Building a Capable State	Promoting Accountability and Fighting Corruption	Transforming Society and Uniting the Country
Plan 7 – Good Governance and Responsive Local Government	<ul style="list-style-type: none"> <li>➤ Provision of automated solution development</li> <li>➤ Network, telecommunications and electronic services</li> <li>➤ Managing ICT customers and desktop infrastructure</li> <li>➤ Provision of a secure and robust server and data centre infrastructure</li> <li>➤ Coordinate and Implement ABM projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promote co-operative international and inter-governmental relations</li> <li>➤ Effectively communicate the programmes and policies of the eThekwini Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Provision of automated solution development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promote co-operative international and inter-governmental relations</li> <li>➤ Enhance the Effectiveness of the Interface between Council, the Administration and the Citizenry.</li> <li>➤ Implement a customer relations management programme in line with Customer Care Policy and the Batho Pele Principles</li> <li>➤ Create integrated mechanisms, processes and procedures for citizen participation</li> <li>➤ Effectively communicate the programmes and policies of the eThekwini Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Implement systems, policies, services and events that enhance the interface between Council, Administration &amp; Citizenry</li> <li>➤ Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scales to realise Batho Pele principles.</li> <li>➤ Monitor and evaluate the performance processes of the Municipality</li> <li>➤ Provision of automated solution development</li> <li>➤ Network, telecommunications and electronic services</li> <li>➤ Managing ICT customers and desktop infrastructure</li> <li>➤ Review Business License regulatory framework and processes</li> <li>➤ Create a clean and accountable organisation</li> <li>➤ Provide strategic management and</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promote co-operative international and inter-governmental relations</li> <li>➤ Implement a customer relations management programme in line with Customer Care Policy and the Batho Pele Principles</li> <li>➤ Effectively communicate the programmes and policies of the eThekwini Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Enhance the Effectiveness of the Interface between Council, the Administration and the Citizenry.</li> <li>➤ Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scales to realise Batho Pele principles.</li> <li>➤ Monitor and evaluate the performance processes of the Municipality</li> <li>➤ Provision of automated solution development</li> <li>➤ Review Business License regulatory framework and processes</li> <li>➤ Create a clean and accountable organisation</li> <li>➤ To develop, coordinate, implement and monitor the Enterprise Risk Management and Business</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promote co-operative international and inter-governmental relations</li> <li>➤ Implement a customer relations management programme in line with Customer Care Policy and the Batho Pele Principles</li> <li>➤ Create integrated mechanisms, processes and procedures for citizen participation</li> <li>➤ Provision of automated solution development</li> </ul>

Plan Number	Economic Infrastructure	Positioning SA in the World	Building a Capable State	Promoting Accountability and Fighting Corruption	Transforming Society and Uniting the Country
			<p>coordination support to the political oversight roles of the Mayor.</p> <ul style="list-style-type: none"> <li>➤ To develop, co-ordinate and monitor the Enterprise Risk Management and Business Continuity systems within the municipality</li> </ul>	<p>continuity systems within the municipality.</p>	



## Alignment to Provincial Growth and Development Strategy

Plan Number	Human & Community Development	Strategic Infrastructure	Governance & Policy	Spatial equity
PLAN 7 Good Governance and Responsive Local Government	<ul style="list-style-type: none"> <li>➤ Create integrated mechanisms, processes and procedures for citizen participation</li> <li>➤ Effectively communicate the programmes and policies of the eThekweni Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Implement systems, policies, services and events that enhance the interface between Council, Administration &amp; Citizenry</li> <li>➤ Assess and monitor risk management and advisory processes in the municipality and its entities.</li> <li>➤ Coordinate and Implement ABM projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provision of automated solution development</li> <li>➤ Network, telecommunications and electronic services</li> <li>➤ Managing ICT customers and desktop infrastructure</li> <li>➤ Provision of a secure and robust server and data centre infrastructure</li> <li>➤ Coordinate and Implement ABM projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promote co-operative international and inter-governmental relations</li> <li>➤ Implement a customer relations management programme in line with Customer Care Policy and the Batho Pele Principles</li> <li>➤ Create integrated mechanisms, processes and procedures for citizen participation</li> <li>➤ Enhance the Effectiveness of the Interface between Council, the Administration and the Citizenry.</li> <li>➤ Effectively communicate the programmes and policies of the eThekweni Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Assess and monitor risk management and advisory processes in the municipality and its entities.</li> <li>➤ Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scales to realise Batho Pele principles.</li> <li>➤ Monitor and evaluate the performance processes of the Municipality</li> <li>➤ Review Business License regulatory framework and processes</li> <li>➤ Provide strategic management</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement a customer relations management programme in line with Customer Care Policy and the Batho Pele Principles</li> <li>➤ Implement systems, policies, services and events that enhance the interface between Council, Administration &amp; Citizenry</li> <li>➤ Coordinate and Implement ABM projects</li> </ul>

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			<p>and coordination support to the political oversight roles of the Mayor.</p> <ul style="list-style-type: none"><li>▶ To develop, co-ordinate and monitor the Enterprise Risk Management and Business Continuity systems within the municipality</li></ul>	
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## Plans/Strategies/Policies Applicable to Plan Seven

### Service Delivery and Budget Implementation Plan:

The Service Delivery and Budget Implementation Plan serves as a strategic financial management tool to ensure that budgetary decisions that are adopted by the Municipality for the financial year are aligned with their IDP strategy. SDBIP's objective is to ensure that the organization actually delivers on the IDP targets and improves capital as well as operational planning, spending and service delivery.

### Community Participation Policy:

The main purpose of the policy is to provide guidelines for increasing the level of active citizen participation in the decision-making process of local government and to create an enabling environment for civil society in which ordinary citizens and social groups may find platform upon which they voice out their concerns and take part in the fundamental decision making on issues that affect their lives.

### Anti-Fraud and Anti-Corruption Policy:

The Anti-Fraud and Corruption Policy is about changing organisational features that allow the events to occur and possibly go unnoticed or unreported. The strategies incorporated in the Fraud and Corruption Prevention Plan address issues such as accountability, transparency, efficiency, effective and clean administration. Further, these strategies focus on improving systems and procedures, changing the attitudes of the staff and members of the public and improving the overall integrity and performance of or as we are attempting here, to incorporate in several such as Anti-Fraud and Anti-Corruption policy, Fraud and Prevention Plan and Code of Ethics etc. The Anti-Fraud and Corruption Policy covers the prevention, detection and management of fraud and corruption and for fair dealing in matters pertaining to fraud and corruption. It aims to raise the awareness of fraud and corruption and its prevention in the eThekwini Municipality environment and to give guidance to both the reporting of suspected fraud and corruption and how the investigation of that report will proceed. The eThekwini Municipality has a duty to protect the public funds under its control against fraud and corruption both from within the Municipality and from external sources. This Anti-Fraud and Corruption Policy is part of the Municipality's commitment to sound corporate governance.

### Fraud and Corruption Prevention Strategy

The Municipal Finance Management Act No 56 of 2003 (MFMA) requires the Municipality to protect its assets and to prevent wasteful expenditure and other losses. It also requires the management team to ensure that internal controls are operating effectively. Furthermore, MFMA requires that all necessary steps are taken to identify and manage the exposure to commercial crime. The focus of the strategy is to create in eThekwini Municipality, a culture of zero tolerance, a high level of awareness and a management and control environment that makes it as difficult as possible to misappropriate assets or to succumb to fraud. The fraud prevention strategy is based on the municipality's commitment to:

- Establish proactive mechanisms to understand and manage the risks of fraud and corruption;
- Create a zero-tolerant and highly compliant environment;
- Develop a system to detect and deter perpetrators of fraud;
- Respond swiftly and efficiently to allegations of crime and irregularities.

The Strategy is in line with the Anti-Fraud and Corruption Policy of eThekwini Municipality.

### Customer Care Policy

The aim of the policy is to ensure that whenever customers have contact with the eThekwini Municipality they will consistently experience standards of service excellence. The Municipality aims to ensure that the human rights principles set out in the National Constitution, the eight Batho Pele principles as well as "getting it right the first time" are experienced whenever customers access our

municipal services. We aim to ensure that service excellence is an integral part of the planning and delivery of all municipal services to its people.

### **Communications Policy**

The eThekwini Municipality is committed to two-way communication, building relationships with its internal and external stakeholders and to form partnerships with the public and private sector. The purpose of this policy is to provide clear principles and guidelines for communication in the Municipality. The different roles and responsibilities within the Municipality's communication are made clear, what is communicated, and by whom. This policy will ensure that communication takes place in a coordinated and uniform way.

### **Communications Strategy**

Developmental local government as prescribed by national legislation seeks to forge a partnership between government and the citizenry for effective service delivery. Communication therefore becomes central to the work of local government, the sphere of government closest to the people. The Communications Unit's mission is to connect the public and other stakeholders with the eThekwini Municipality by creating awareness, information sharing and communication for a people-centred service delivery. This communications strategy provides a framework for communication to all audiences of the eThekwini Municipality as guided by the Local Government Municipal Systems Act.

### **Performance Management Policy and Procedure**

In recognition of the fact that organizational performance is dependent not just on top management, but on the actions of individuals within the entire organization, all staff of the municipality will develop performance plans and agreements in collaboration with their managers/supervisors. This performance management system is also to be linked to the municipality's outcomes and outputs.

### **Information Security Policy for eThekwini Municipality**

Information and the supporting information technology (IT) are fundamental to sustain business operations and to grow and innovate the business (or services). They are therefore regarded as valuable assets to eThekwini Municipality. Accordingly management has a fiduciary duty to preserve, improve and account for municipal information and information systems. This policy formulates the acceptable use of information assets. It provides a framework for the responsible exercise of privileged access to the information assets and resources of eThekwini Municipality and is consequently a charter for information security. In addition this document sets out certain primary governance rules to achieve information security at eThekwini Municipality. Although the main focus of this document is on computerised information, its provisions are equally applicable to information contained in other media.

### **Batho Pele Policy**

The aim of the policy is to ensure that Municipal employees deliver services in a customer focussed way as outlined in the Batho Pele national policy. It therefore strives:

- To have a customer - centric approach to service delivery;
- To improve service delivery, with a shift away from inward-looking, bureaucratic systems, processes and attitudes as in increased commitment, personal sacrifice, dedication and a search for new ways of working which puts the needs of the public first, which are better, faster and more responsive to the citizen's needs;
- To provide easy access to information and services of the eThekwini Municipality, as provided by the Access to Public Information Act;
- To make the employees of the eThekwini Municipality more accountable to citizens;
- To build effective relationships with the end users;
- To apply high standards and professional ethics.

### **Green ICT Policy**

The policy serves to articulate the Municipality's position regarding ICTs for sustainable development in the EMA. The policy aims:

- To provide clear policy to eThekwini Municipality's clusters, service units and departments regarding the environmentally responsible use of ICT assets.
- To adopt internationally accepted standards and best practices in respect of Energy Star thereby contributing to achieving the strategic focus area of Climate Protection Planning contained in the eThekwini Municipality IDP.
- To promote a significance reduction in energy consumption and the carbon dioxide emissions during an ICT asset's lifetime.
- To recognise, adopt and adapt (where applicable) internationally accepted standards and practices applicable to and economically viable by eThekwini Municipality to reduce energy usage and GHG in the eThekwini Municipality owned infrastructure.

### **EThekwini Corporate Governance of ICT Charter**

This document has been produced to outline the corporate governance of ICT charter for eThekwini Municipality (eThekwini). This document details the corporate governance of ICT functions, roles and ICT structures, and the accountability and responsibility of the various roles and structures in relation to their functions depicted in a responsibility (RACI) chart.

### **EThekwini Municipality ICT Governance framework**

The purpose of this framework is to institutionalise corporate governance of, and governance of ICT as an integral part of corporate governance, within the eThekwini Municipality (eThekwini). The framework outlines the approach taken within eThekwini to comply with the Public Service Corporate Governance of Information and Communication Technology Policy Framework. This framework depicts the future ICT governance system for eThekwini and will require a transition from its current state.

### **ICT Strategy**

"Implement a business enabling ICT platform, which is informed by business requirements and maintainable by eThekwini ICT resources". The principles inform ICT investment decisions and are used to ensure congruency between strategic intent and the ultimate realisation within ICT. The principles represent the underlying philosophy behind the ICT strategy for the Municipality. They also elude to the fact that the Municipality has already made significant investments in industry leading tools that can be more extensively utilised to their maximum benefit. The business priorities encapsulate a recurring theme within the Municipality. Business process documentation and rationalisation is key to successful future technology deployment. Business process development unlocks the key to business efficiency and agility. ICT systems deployment is best conducted with a well-defined understanding of the business processes to be supported by the solution – business process requirements must drive technology change.

## PLAN 8: FINANCIALLY ACCOUNTABLE AND SUSTAINABLE CITY

### GOAL

To maximise the Municipality's financial resources to ensure long-term financial viability and sustainability.

### DESIRED OUTCOMES

- Confidence of all internal and external stakeholders in municipal financial management.
- Excellence in the service delivery of municipal financial services.
- Compliance with prevailing municipal financial legislation.

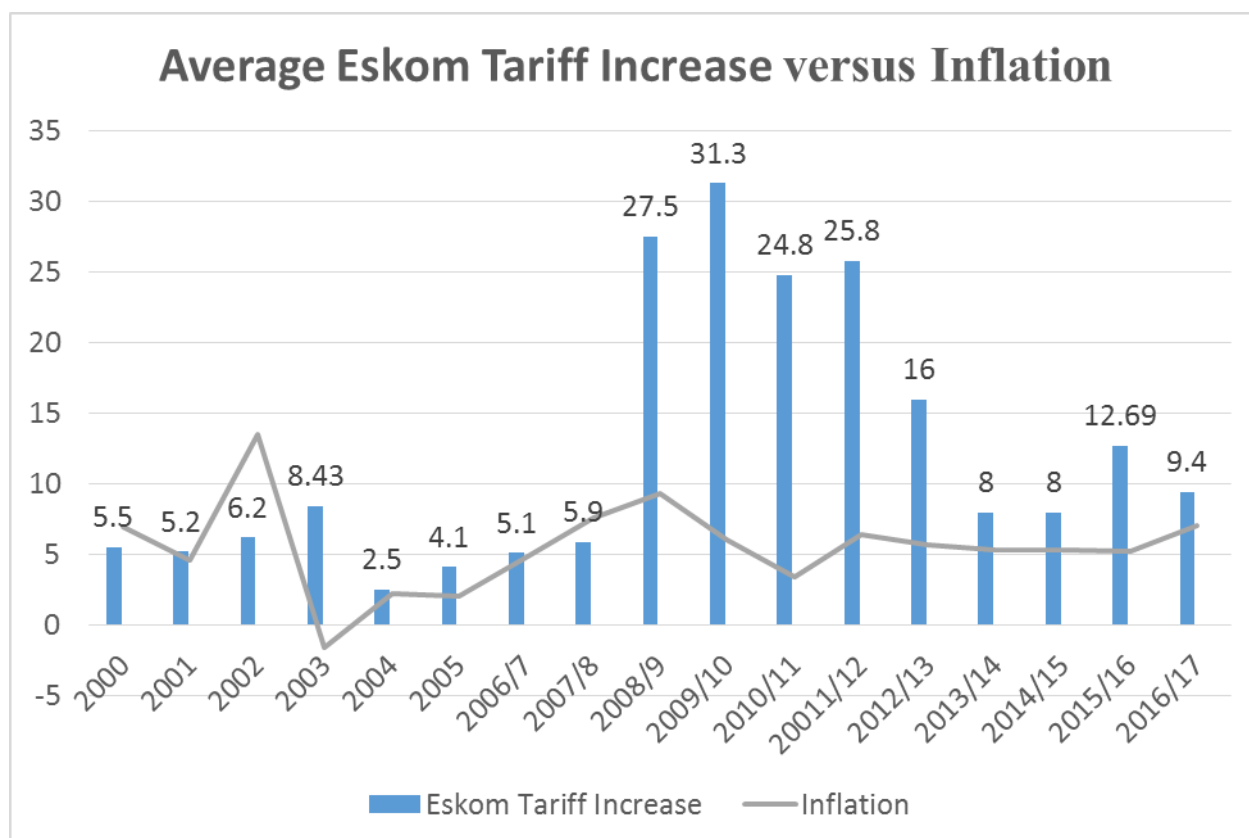
### WHY THIS PLAN?

The Municipality is mandated to implement National Government policies. The legislation is aimed at improving systems and processes to ensure an effective, efficient and economical service-delivery. Whilst some new legislation is intricate and complex, its implementation has not negatively impacted on the Municipality's service-delivery programmes to meet the needs of local communities. In order to meet the needs of the poor and improve the local economy. Much of the Municipality's capital budget has been directed towards infrastructure development.

The following key financial challenges face the Municipality in 2017/2018 and the near future:

- The effects of the global slowdown in the world economy will impact on the local economy and affect the revenues of the Municipality. The IMF World Economic Outlook Report states that despite improvements, the global economy will remain in a tough spot in 2017 and it anticipates a global growth rate of 3.4% in 2017 and 3.6% in 2018. However, for South Africa the outlook in the growth rate is more subdued at 1.0% in 2017 and is only forecast to reach 2.1% by 2020. To reduce unemployment we require a minimum growth rate of 5.5%. Accordingly, we can expect unemployment to increase. This will impact on the overall rollout of services and collection rates of the Municipality as more consumers will not be able to pay their municipal accounts. Further, the Municipality may have to review its service delivery programmes.
- In addition, due to the current economic conditions, loans from financial institutions will also be more difficult and expensive to access. The current macro-economic conditions and high levels of unemployment are a threat to the sustainability of the current high collection rates.
- The water deficit of some R699 million in 2015/2016 is not sustainable. The strategy to reduce the water loss to 25% in the next 5 years needs to be vigorously implemented and monitored. This can have a huge impact on revenue.
- Unfunded mandates, including healthcare, housing delivery and library services, undertaken by the Municipality are growing.

- The strategic split of the Capital Budget between social, strategic, maintenance of infrastructure and economic expenditure ensures that the Municipality addresses all issues in a sustainable manner. Need an improved spend on economic development.
- The setting of tariffs will continue to be a challenge due to the impact of the anticipated high electricity tariff increases of Eskom, especially on medium and low income households. The increases have been consistently well above inflation:



- The growth in the rates base is flat. Only 4.3% of the properties relate to business and commercial (2.93%) and industrial (1.37%). To grow the rates base, the number of business, commercial and industrial properties need to be increased. This will require a policy change in terms of the Municipality’s Land Policy with a shift from housing to economic development.
- The rollout of IRPTN: The operating and capital costs remain a concern and have not yet been finalized. Accordingly, this could have a severe impact on the financial sustainability and viability of the Municipality. Hence, the implementation needs to be carefully managed.
- Undertaking housing delivery on an agency basis for Province: Funds owed by the Department of Human Settlements amounts to R3.5 billion. There is huge uncertainty with regard to the KZN Province reimbursing the Municipality for this expenditure. Hence this is having a huge impact on the cash flow (liquidity) and solvency of the Municipality. In view of the foregoing, housing accreditation is a key issue. Densification is also a key strategy that the Municipality needs to expedite. Currently a “land bank” is created whereby appropriate land is being identified and acquired.



- Increasing rollout of free basic services due to urbanization is a concern: Whilst the equitable share grant from National Treasury covers a huge portion of these costs, sustaining or increasing this spend due to rural-urban migration is a serious risk to the financial sustainability and viability of the Municipality.

Despite the above challenges, it is important to note that the Municipality has improved its credit Rating to “AA-” with a positive outlook and “A1+” for the short-term. Collection rate; unqualified audit report;

All operating and capital programs in the medium-term budget have been evaluated through a prioritisation mechanism that was developed to ensure that there is alignment to the development strategy of the Municipality. The IDP formed the basis of the priorities identified in the strategic plan and all resources are focused on the achievement of the priorities. One of the Municipality’s achievements has been its ability to align its budgeting process with Municipal strategies, ensuring that they are inclusive and participatory. As new strategies are adopted and increasing sustainability pressures are brought to bear on municipal finances, new programmes need to be accommodated.

### A PARTICIPATORY BUDGET PROCESS

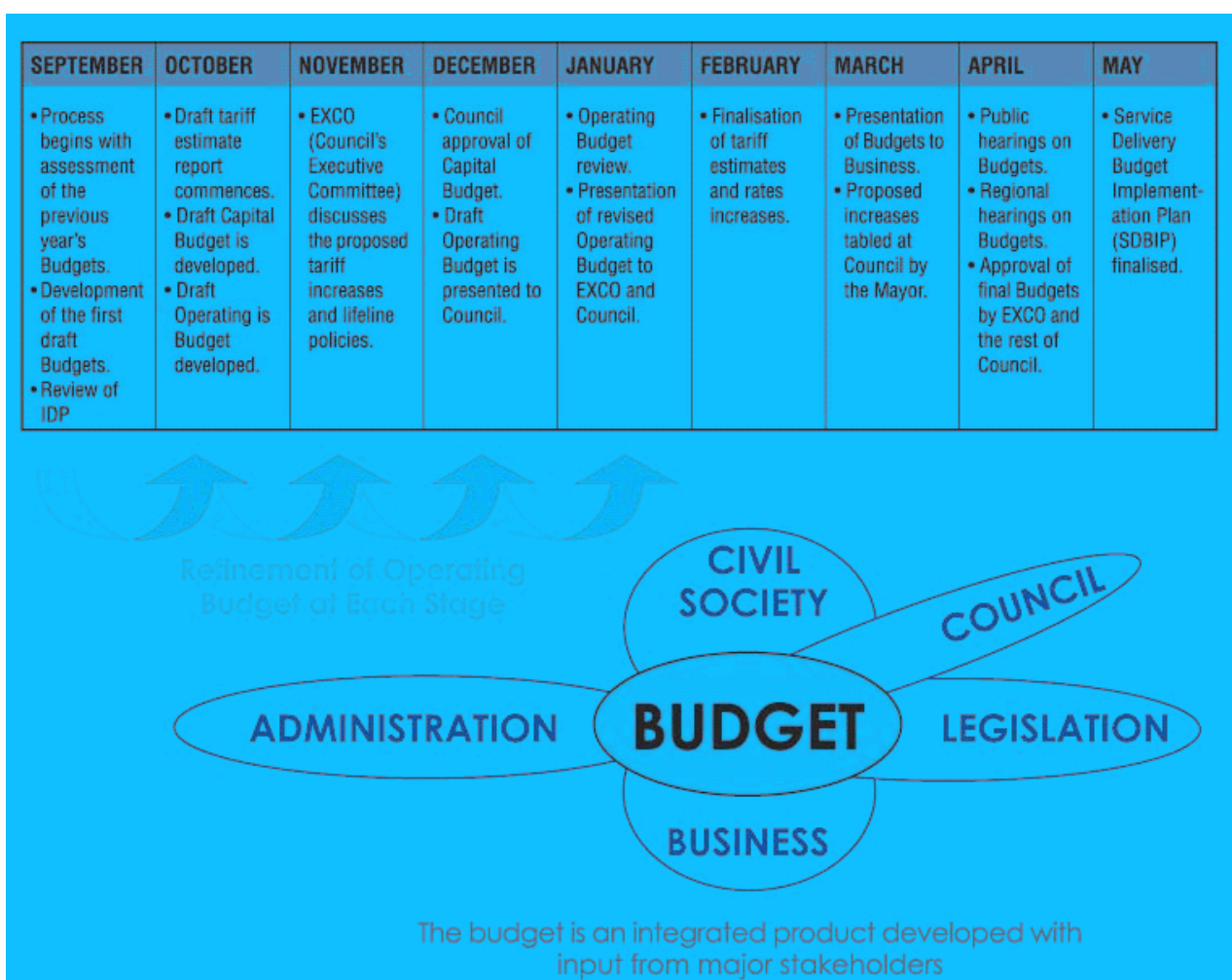


Figure 77: Integrated Budgeting Process  
Source: eThekweni Municipality, Treasury



## STRATEGIC FOCUS AREA: STRATEGIC AND SUSTAINABLE BUDGETING

### Programme 8.1: Compile and annually update the City's Medium Term Income and Expenditure Framework

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

- Setting clear, affordable development targets (e.g. housing, free basic services);
- Developing a 10-year maintenance plan for infrastructure and services;
- Targeting expenditure to unlock economic development and grow the rates base;
- Adequate provision for the replacement of vehicles and plant.

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

### Programme 8.2: Budget according to IDP Priorities

In compliance with the Municipal Structures Act (1998) and Municipal Financial Management Act (2003), our Municipality's budget is informed and aligned to the IDP objectives. The IDP determines and prioritises the needs of the community. The budgetary allocations for both the capital and operating expenditure are undertaken in a manner that will not only ensure that our IDP outcomes are achieved but also to ensure that our Municipality's 2030 vision is realised.

We have come a long way in capital budgeting – away from departmental budgeting. Currently the capital budget is allocated according to the IDP eight-point plan. In terms of the operating budget we have made excellent progress but are now more committed than ever to ensure that critical operating budget resources are prioritised in terms of the stated IDP outcomes.

*This gives rises to approval of policies and programmes that guide service delivery, for example: -*

- An infrastructure delivery programme aligned to the IDP;
- A 10-year maintenance plan for infrastructure;
- A plan for the maintenance and replacement of plant and equipment.

Key to the success of this approach is ensuring that the Municipality focuses its limited resources on the challenges identified by the people of eThekwini and, most importantly, aligning with other spheres of government. The creation of Public Private Partnerships (PPPs) is another possibility, as this facilitates the use of private sector capital in developing public infrastructure.

More importantly, the Performance Monitoring & Evaluation Systems [EPM and IPM] allows the Municipality an opportunity to monitor and evaluate individual and organisational performance in meeting our IDP outcomes and vision. As with previous years, our IDP remains the strategic driver of both our budget and performance management system.

### **Programme 8.3: Budget for sustainability**

The Municipality is creating mechanisms to ensure sustainable tariff increases for all stakeholders, thereby improving our delivery of services to all citizens. One of these is the development of financial-model scenarios that will give the Municipality a long-term look at the financial health of the Municipality and inform the budgeting process for the future. In addition, our Municipal Infrastructure Investment Framework (MIIF) model will assist in prioritising all the development needs of the Municipality in a sustainable manner.

### **Programme 8.4: Implementation of Municipal Property Rates Act (MPR)**

The Municipality implemented the raising of rates based on the Local Government: Municipal Property Rates Act on 1 July 2008 following the original publication of the Valuation Roll in February 2008. The second General Valuation roll was released in 2012. The third general valuation roll will be come into effect from 1 July 2017. One supplementary roll per annum is planned. All objections from the first two rolls have been dealt with. If ratepayers are not satisfied with the objection outcome, they can appeal. The objection and appeal processes for the third general valuation roll will be undertaken in due course.

### **Programme 8.5: Reduce Council Debts**

The objective of this programme is to reduce municipal debt by actively reviewing and implementing a Council Credit Control and Debt Management Policy.

The implementation of this Policy will include the following:

- The consolidation of all debts owing in respect of electricity, water and rates onto one account; The consolidation of arrear amounts gives Council more leverage to pursue recovery action against non-paying consumers.
- The stratification of the total outstanding debtors into Government, Commercial, Residential and vacant land.
- If no payment is received, the consumer is disconnected within 60 days.
- Arrest a debt: Customers are redlined before the debt gets out of control. This forces them to come and make arrangements to pay.
- Focus is given to major debtors, that is, debtors with more than 50 accounts.
- Priority is also given to debt over R1 million.
- Deceased estates and sales-in-execution are handed over to attorneys.
- Active attention is given to government debt by arranging meetings with government officials regularly and disconnecting services for non-payment, if necessary, once all the corporate governance processes have been followed. In this regard, it must be noted that the debt has been substantially reduced due to the interventions by the MEC for Finance, especially through the establishment of a dedicated team to help resolve all debt issues and the commitment to pay all undisputed accounts.
- Each category of debt has a different collection strategy:

- All debt in excess of R20 000 which cannot be collected through normal collection processes are handed to attorneys for collection
- All debt below R20 000 are being pursued via the Magistrate's Court
- Judgments are taken on all ratepayers that owe more than R20 000 via the High Court in terms of the sale-in-execution process, and further, use is made of section 58 of the Magistrates Court Act to obtain judgment.

## **Programme 8.6: Secure property and property rights necessary for capital projects**

The programme aims to ensure that the capital funding allocated to projects is spent according to schedule by ensuring that the necessary property and property rights are secured. Property is also being acquired to implement the Municipality's densification strategy and nodal development strategy. Land will have to be acquired to facilitate the IRPTN rollout. Currently the use of land has been prioritised for housing, however, as indicated earlier, there needs to be a more land used for economic development to grow the rates base.

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## **Strategic Focus Area: Grow and Diversify Our Revenues**

### **Programme 8.7 Seek to maximise returns on investment opportunities**

In addition to the obvious need to grow revenue by increasing its tax base, other means to secure funding for projects must be explored. Some of these include government grant funding, partnerships with international agencies, and entering into partnerships with the private sector on key projects and programmes. The possible introduction of development levies and a business tax are also being explored.

### **Programme 8.8: Maximise revenue from Council properties**

Council releases property in support of:

- A programme or initiative
- That is surplus to Council needs
- Due to an application

#### **Grow property sales income**

An annual schedule of property planned for release is prepared against which income is projected and work scheduled. This plan takes account of programmes, strategic projects, ABM initiatives and the like. Performance is measured quarterly against these forecasts.

#### **Grow property lease income**

- Long-term lease rental income must accord with the relevant lease rental clauses.
- Short-term rental income must escalate annually in accordance with market escalation rates.
- This ensures that annual rental income targets will be achieved.
-

## Strategic Focus Area: Sound Financial Management and Reporting

### Programme 8.9: Investment management

Borrowings are sourced for the implementation of capital expenditure projects: Due to its very strong credit ratings the eThekwini Municipality is still in the enviable position that it can borrow long-term loans for capital projects at extremely favourable rates. The Municipality has a well-documented borrowing policy in terms of which borrowings are made. The shape of the interest yield curve and review of economic conditions are considered before any long-term loan is negotiated. Borrowing reviews are done quarterly and the quantum and period in which a loan is to be taken out are determined. A very conservative approach is taken with regard to borrowings, especially the impact on the affordability tariffs by our consumers.

Due to legislation restrictions, the Municipality can only invest in money market instruments and government bonds and to a lesser degree on certain corporate bonds. At this juncture, taking Cognisance of the economic climate, it is only prudent to invest in money market instruments. In essence, the legislative restrictions preclude any meaningful diversification in investments.

Within the context of the legislative restrictions, every endeavour is made to optimize returns from money market instruments. In a rising interest rate market investments are kept as short as possible to take advantage of the higher interest rate and consequently to maximise investment returns and, conversely, in a falling interest rate market investments will be placed as long as possible to maximise the investment return.

The Municipality has a well-documented Investment Framework Policy in terms of which investments are made.

The Municipality actively manages its cash resources with a view to maximising its return on investment. The Cash Forecast and Investment Plan (formula driven) is the tool used to effectively manage the Municipality's cash resources.

### Programme 8.10: Asset & Liability Insurance Cover

The Municipality has insurance cover in place so as to deal with any accident or disaster which may occur. A self-insurance reserve is currently in place which provides compensation to incidents which are within certain limits whilst a reinsurance programme provides for compensation which are above these limits.

### Programme 8.11: Deadline Monitoring

It is important that the legislative reporting deadlines and operational deadlines are monitored and controlled to ensure that the Municipality meets these deadlines by the due date.

#### The Deadline Monitoring System (DLMS):-

- Alerts via email are sent to task owners 5 days before the deadline is due as a prompt for them to ensure deadlines are completed before due date.
- The responsible senior official and the task owner get an additional reminder, via email, 1 day before the deadline is due.

- If the legislative and operational deadlines are not completed by the due date, this is escalated to the Head of Department to take action.
- A monthly report detailing all completed and outstanding deadlines is sent to Heads of departments.

The objective of the Deadline Monitoring System is to monitor and control all legislative reporting deadlines and critical operational deadlines to ensure that these are completed by the required due date.

### **Programme 8.12: Completion of Financial Statements**

In accordance with the requirements of the Municipal Finance Management Act (MFMA), the Annual Financial statements must be completed within two months after the financial year end. The consolidated financial statements (with the financial statements of the municipal entities) must be completed within three months of the financial year end.

The MFMA prescribes the accounting framework for local government i.e. Generally Recognised Accounting Practice (GRAP). GRAP 17: Property, plant and equipment is one of the most challenging accounting standards to comply with. Full compliance with the GRAP accounting framework is required to maintain the Municipality's record of an unqualified audit report.

### **Programme 8.13: Payment of all Creditors and verification of SCM procedures**

An electronic monitoring system has been developed to report on payments made outside the legislative period of 30 days from receipt of invoice. Payments are only made once the Accounts Payable section has satisfied itself that there has been full compliance with all SCM procedures and controls.

### **Programme 8.14: Cash Control and Management**

In terms of Section 64(d) of the MFMA, the accounting officer must take all reasonable steps to ensure that all monies received is promptly deposited into the municipal primary and other banking accounts. In addition, section 64 (h) requires that all monies received are reconciled on a regular basis.

### **Programme 8.15: Effective, efficient and economical SCM**

The programme aims to ensure that effective, efficient and economical supply chain management processes are in place thus ensuring sound financial management principles in the tender allocation process. This programme will also address issues of continuous improvements in the SCM process through the ISO 9001 accreditation project undertaken by Management Services, as well as implementation of a new SCM system, .

In pursuit of excellence in its supply chain management system the City's Supply Chain Management Unit has embarked on a cost saving initiative. By analyzing where and how we spend money, we can find opportunities to increase the use of existing common use arrangements, establish new agency specific contracts, identify opportunities for aggregation and even make some additional savings.

There are many tools that the Municipality is considering going forward which can assist in finding opportunities. We are looking to review the implementation of our commodity codes, contracts tracking register and deploying contracts management agreements module and enhance our current

procurement systems, and also employing the right skills set within the cluster and SCM unit to manage and improve our contract life cycle management”.

Buying rules have been deployed in the contract management module of the new SCM system and developed to ensure that clear guidelines stipulate to users how to purchase under the arrangement. There will be published buyers or SCM guide as well as catalogues for such commonly purchased commodities which are in the portal. The pricing method in this agreement is unique because suppliers have offered prices upfront and will be captured as such which makes it easy again for the buyer as all prices are in the contract module.

The unit will also continue to engage on price benchmarking during 2017/2018. The benchmark scope will cover the following:

- Compile a price schedule of all the market related prices for identified goods and services;
- Liaise with buyers for stock codes and item descriptions;
- Review current contracts for all the items;

Weekly meetings are being held to monitor the Top 150 capital projects. This, together with improved procurement scheduling, has led to an improved overall capital spend. The role of the SCM Unit is to provide the report procurement scheduling.

In addition, the SCM Policy will be reviewed on an annual basis to ensure effective, efficient and economical SCM.

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## Strategic Focus Area: Durban Energy Office

### Programme 8.16: Municipal Energy Efficiency, Savings & Strategy

The main focus of this programme is the implementation of the Durban Energy Office projects. Some of the main projects include:

**The Energy Office Solar Pilot Project:** This project aims to install photovoltaic panels on 5 municipal buildings. The Photovoltaic (PV) grid-tied system will generate electricity for consumption in the identified building, with any surplus being exported to the grid. The buildings include uShaka Marine World, Moses Mabhida Stadium – the Arch, Moses Mabhida Stadium – People’s Park, Metro Police Headquarters and Water & Sanitation Headquarters. A critical part of the project was to ensure that the processes that were put in place by eThekwini Municipality, for such projects, actually work and to also lead by example on decreasing greenhouse gas emissions. Approximately 426 MWh per year will be generated by these installations. The data from the pilot project, will likely be utilised as input to determine feasibility of larger rollouts.

**METIS:** The 3 year project will focus on the creation of economic development opportunities in the sustainable energy sector by developing and enabling policy framework towards sustainable energy self-reliance by 2050 for the eThekwini Municipality. The project is being jointly funded by the Council of Scientific and Industrial Research (CSIR), which is another Organ of State, and eThekwini Municipality.

**Greenhouse Gases:** The eThekwini Municipality is the only Municipality in South Africa that currently manages and updates its Greenhouse Gas Emissions inventory using internal resources. The greenhouse gas emissions inventory, is essentially a process to account for all emissions that are



emitted as a result of local government operations and that occur by the 'community and business' sector within the Municipal boundary. The latest total emission figure 29,092,003tCO<sub>2</sub>e.

Ultimately the objective of the above themes are to reduce the consumption of energy throughout the municipality, and in so doing, reduce operating costs for the municipality and making energy resources available for further economic development activities.

Furthermore, it is important to decrease the Municipality's dependence on the national energy supply and facilitate market transformation in the energy sector by promoting renewable energy initiatives. The elements of this include:

- Facilitating innovative financial incentives to stimulate the production of renewable energy and assist the market in over-coming financial barriers associated with renewable energy generation;
- Assessing key institutional, legislative, policy, socio-economic, technical and financial barriers and preparing actions that need to be taken to address these barriers;
- Development of an enabling policy that will involve developing a policy that addresses the key barriers and creates an enabling environment for decentralised renewable energy;
- Promoting large scale and decentralised grid-tied renewable energy generation.

The objective of this program is to ensure in addition it is vitally important that the municipality is able to respond to the risks and opportunities associated with climate change mitigation. The elements of this include:

- Adopting national greenhouse gas emission reduction targets and identifying mitigation interventions to achieve these targets;
- Assessing the long term mitigation scenarios for the municipality and prioritising those that have affordable and achievable greenhouse gas reduction options;
- Developing and promoting tools for greenhouse gas emission inventory development;
- Facilitating access to information on climate change mitigation options in the municipality.

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## **Strategic Focus Area: Value-For-Money Expenditure**

### **Programme 8.17: Risk Management**

This programme aims at identifying the various municipal risks and compiling action plans to mitigate, monitor and report on the impact of the identified risks.

### **Programme 8.18: Reconciliations and Pay Admin**

This programme aims at ensuring that all accounts are reconciled on a monthly basis, processing salary payments and any other related third party payment transactions on time.

### **Programme 8.19: Effective and efficient processes**

This programme aims at ensuring that standard operating procedures for the Treasury cluster are in place thus ensuring improved service delivery to the other municipal departments.

## Programme 8.20: Efficient Fleet Management

In order to maintain a high percentage of vehicle availability standardisation of vehicle makes and types is critical. Standardisation improves workshop productivity as artisans are trained and have knowledge on the product. The variety of spare parts and inventory holding is reduced to the standardised product. Driver training is limited to the standardised vehicle thereby improving driver skills and reducing driver abuse. Arising from the recent audits, a key shift in focus will be ensuring that the utilisation of vehicles is optimised and that a far more detailed needs analysis is undertaken prior to replacing any vehicles.

## SDBIP Project Matrix

### Plan Eight: Financially Accountable and Sustainable City

Strategic Focus Area	Programme	Project
Strategic and Sustainable Budgeting	8.1. Compile and annually update the City's Medium Term Income and Expenditure Framework	8.1.1. Co-ordinate and compile an Operating Budget which is sustainable and affordable to the rate payer/consumer
		8.1.2. Co-ordinate and compile a 3 year Capital Budget which is affordable and in line with the financial model/strategy
	8.2. Budget according to IDP priorities	8.2.1. Provide support on city's strategic budgeting process
		8.2.2. Alignment of operating budget to the IDP
	8.3. Budget for sustainability	8.3.1. Refine financial model and update projections
		8.3.2. Review Budget Related Policies
		8.3.3. Monitoring of key ratios
	8.4. Implementation of Municipal Property Rates Act	8.4.1. Compile Supplementary Valuation Roll
8.5. Reduce Council Debts	8.5.1. Collection of outstanding debts	
8.6. Secure property and property rights necessary for capital projects	8.6.1. Ensure capital provision spend for Real Estate Blocksum iro property acquisitions	
Grow and Diversify our Revenues	8.7. Seek to maximise returns on investment opportunities	8.7.1. Investment optimization
	8.8. Maximise revenue from Council properties	8.8.1. Grow property sales income (year to date)
		8.8.2. Grow property lease income (year to date)



Strategic Focus Area	Programme	Project
Sound financial management & reporting	8.9 Investment Management	8.9.1. Review Investment Policy
		8.9.2. Review borrowing for implementation of capital programme
	8.10. Asset & Liability Insurance Cover	8.10.1. Self-Insurance Fund settlements
	8.11. Deadline Monitoring	8.11.1. Maintain and update deadline monitoring system
	8.12. Completion of Financial Statements	8.12.1. Submit financial statements in compliance with MFMA for the previous financial year
		8.12.2. Maintain accurate and updated asset register
	8.13. Payment of all creditors and verification of SCM procedures	8.13.1. Manage Systems and procedures to ensure all creditors paid within legislated or contractual deadlines
	8.14. Cash Control and Management	8.14.1. Effective cash management
8.15. Effective, efficient and economical SCM	8.15.1. Contracts Management	
	8.15.2. Continuous Improvement	
Durban Energy Office	8.16. Municipal Energy Efficiency, Saving & Strategy	8.16.1. Implementation of the Durban Energy Office programmes
Value for money expenditure	8.17. Risk Management	8.17.1. Monitoring of top 10 risks for the Cluster: Advise and assist units within the cluster on risk management issues and report back to Risk Management component on progress. Monitoring implementation of action plans on the Risk Register for the current year
	8.18. Reconciliations and Pay Admin	8.18.1. Performing bank reconciliations for all accounts on a monthly basis and resolving any non-reconciling items timeously
		8.18.2. Performing payroll administration duties: Processing salary payments and any other related third party payment transactions on time.
	8.19. Effective and efficient processes	8.19.1. Review of Standard operating procedures for Treasury Cluster
		8.19.2. Undertaking of Special Projects within Treasury Cluster - to improve service delivery to other units

Strategic Focus Area	Programme	Project
	8.20. Efficient Fleet Management	8.20.1. Improve effectiveness of operations
		8.20.2. Maximising vehicle availability to enhance service delivery capabilities of the municipalities
		8.20.3. Ensure that the mechanical workshop facilities are equipped to manage the technological advancements in the automotive industry

## Plan 8 Capital Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Strategic and Sustainable Budgeting, Grow and diversify our revenues, Value for money expenditure, Sound financial management and reporting and Durban Energy Office	236439	287105	207731

## Plan 8 Operating Budget Allocation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Strategic and Sustainable Budgeting, Grow and diversify our revenues, Value for money expenditure, Sound financial management and reporting and Durban Energy Office	2318678	2453351	2581758

## Plan 8 Revenue Generation

Strategic Focus Area	16/17 (R000)	17/18 (R000)	18/19 (R000)
Strategic and Sustainable Budgeting, Grow and diversify our revenues, Value for money expenditure, Sound financial management and reporting and Durban Energy Office	10309957	11093527	11859224

The above tables will be updated once the 2017/18 Budget is finalized.

## Reviewed Scorecard:

### Plan Eight: Financially Accountable and Sustainable City

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 2017/18	Five Year Target 2021/22
Municipal Financial Viability and Management	Strategic & Sustainable budgeting	8.1. The percentage of the municipality's capital budget actually spent on capital projects in terms of the municipality's integrated development plan including housing top structure expenditure.	90	100	100
		8.2. Issue 1 Supplementary Roll per year.	1 Supplementary Roll	1 Supplementary Roll	5 based on legislated requirements
	Sound Financial Management & Reporting	8. 3. Outstanding Service Debtors to Revenue	26.27	38	38
		8.4. Debt Coverage Ratio (No. of times)	13.77	11	11
		8.5. Cost Coverage Ratio (No. of Times)	4.15	2	2
		8.6. Gearing Ratio (Debt to Total Income including grant income)	28.40	40	40
		8.7. Report from Auditor General	Unqualified audit report	Unqualified audit report	Unqualified audit report
		8.8. Maintain an overall payment rate of Cash over Monthly billing at 95%	103	95	95
		8.9. Monthly report on procurements for the Top 150 capital projects	100	12	12 per annum
		8.10. Monitoring and timeous renewal of SCM-managed contracts,	100	90	90

National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline as at 30 June 2016	Annual Target 2017/18	Five Year Target 2021/22
	Durban Energy Office	8.11. Implementation of the Durban Energy Office programmes	92	80% implementation of programmes	80
	Value-for-money expenditure	8.12. Optimal availability of fleet vehicles (excluding buses)	90	90	90
		8.13. Optimal availability of bus fleet	96	90	90

## Alignment to National Development Plan

Plan Number	Economy and Employment	Transition to a Low Carbon Economy	Building a Capable State
Plan 8 Financially Accountable and Sustainable City	<ul style="list-style-type: none"> <li>➤ Effective, efficient and economical SCM</li> </ul>	<ul style="list-style-type: none"> <li>➤ Municipal Energy Efficiency, Savings &amp; Strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Compile and Annually Update the City's Medium-Term &amp; Expenditure Framework (MTEF)</li> <li>➤ Budget according to IDP Priorities</li> <li>➤ Budget for sustainability</li> <li>➤ Implementation of Municipal Property Rates Act (MPR)</li> <li>➤ Reduce Council Debts</li> <li>➤ Secure property and property rights necessary for capital projects</li> <li>➤ Develop and implement a new Billing system</li> <li>➤ Seek to maximise returns on investment opportunities</li> <li>➤ Maximise revenue from Council properties</li> <li>➤ Train staff on the credit control and debt management policy</li> <li>➤ Investment Management</li> <li>➤ Asset &amp; Liability Insurance Cover</li> <li>➤ Deadline Monitoring</li> <li>➤ Completion of Financial Statements</li> <li>➤ Payment of all Creditors and verification of SCM procedures</li> <li>➤ Cash control and management</li> <li>➤ Effective, efficient and economical SCM</li> <li>➤ Risk Management</li> <li>➤ Reconciliations and Pay Admin</li> <li>➤ Effective and efficient processes</li> <li>➤ Efficient fleet management</li> </ul>

## Alignment to Provincial Growth and Development Strategy

Plan Number	Job Creation	Human & Community Development	Strategic Infrastructure	Response to Climate Change	Governance & Policy
PLAN 8 Financially Accountable and Sustainable City	<ul style="list-style-type: none"> <li>➤ Effective, efficient and economical SCM</li> </ul>	<ul style="list-style-type: none"> <li>• Budget according to IDP priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Budget according to IDP priorities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Municipal Energy Efficiency, Savings &amp; Strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Compile and Annually Update the City's Medium-Term &amp; Expenditure Framework (MTEF)</li> <li>➤ Budget according to IDP Priorities</li> <li>➤ Budget for sustainability</li> <li>➤ Implementation of Municipal Property Rates Act (MPR)</li> <li>➤ Reduce Council Debts</li> <li>➤ Secure property and property rights necessary for capital projects</li> <li>➤ Develop and implement a new Billing system</li> <li>➤ Seek to maximise returns on investment opportunities</li> <li>➤ Maximise revenue from Council properties</li> <li>➤ Train staff on the credit control and debt management policy</li> <li>➤ Investment Management</li> <li>➤ Asset &amp; Liability Insurance Cover</li> <li>➤ Deadline Monitoring</li> <li>➤ Completion of Financial Statements</li> <li>➤ Payment of all Creditors and verification of SCM procedures</li> <li>➤ Cash control and management</li> <li>➤ Effective, efficient and economical SCM</li> <li>➤ Risk Management</li> <li>➤ Reconciliations and Pay Admin</li> <li>➤ Effective and efficient processes</li> <li>➤ Efficient fleet management</li> </ul>

## **Plans/Strategies/Policies Applicable to Plan Eight**

### **Budget: Medium Term Budget 2016-17 to 2017-18:**

The medium term budget plan sets out the economic context and assumptions that informs the following year's budget, as well as the framework in which the budget is prepared. The budget framework consists of the fiscal framework; council's spending priorities, the division of resources, and a tabulation of the conditional grants. The budget framework enables the Municipality to prepare their detailed budget for the following year.

### **Credit Control & Debt Collection Policy:**

This policy has been compiled as required in terms of Section 97 of the Local Government: Municipal Systems Act 32 of 2000 and is designed to provide for credit control and debt collection procedures and mechanisms.

### **Rates Policy:**

This document outlines the procedure and criteria applied by the Municipality to recover rates on different types of properties as the Municipality has the power to levy a rate on the property in its area as per the MPRA Act.

### **Tariff Policy:**

It is the purpose of the policy to ensure that appropriate municipal services (whether commercial or not) are provided in a sustainable and equitable manner by setting realistic tariffs and to help to provide democratic and accountable government for the local community by providing meaningful information about the real costs of municipal services. It is believed that such information will encourage the involvement of civil society in the affairs of this Municipality.

### **Enterprise Risk Management Framework**

Risk Management is identified as an integral part of responsible management and eThekwini therefore adopts a comprehensive approach to the management of risk. It is expected that all departments work together in a consistent and integrated manner, with the overall objective of reducing risks, as far as reasonably practicable. Effective risk management is imperative to eThekwini to fulfil its mandate, the service delivery expectations of the public and the performance expectations within eThekwini.

### **eThekwini Municipality Internal Energy Management Policy**

The policy provides a systems approach for the Municipality that will enable it to optimise energy use on an on-going basis and to promote the development of renewable energy sources for its own use. The policy develops an accurate energy monitoring and evaluation management process for ensuring the implementation of energy efficiency measures that will manage the municipality's internal energy demand as well as to identify potential renewable energy opportunities for implementation.

### **Land Affairs Policy**

Relates to when and how land can be alienated. This relates to residential, commercial and industrial properties, as well sporting bodies, social sites (worship, crèche and institutional), and transactions with Provincial and National governments.

### **Accounting Policy**

It provides guidance in terms of completing the annual financial statements in accordance with GRAP. It clarifies the process to be followed with regard to every aspect of the annual financial statements.

### **Budget Policy**

The objective of this policy is to set out the principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget, the responsibilities of Council, the mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget, and to establish and maintain procedures to ensure adherence to the IDP review and budget processes.

### **Investment Framework Policy & Guidelines**

The purpose of this policy is to establish a framework and guidelines for the investment of funds, undertake the investment of funds not immediately required for operational purposes in a prudent manner, ensure the safety of principal, whilst managing liquidity requirements to meet cash flow needs, provide the highest investment returns at minimum risk, ensure diversification of permitted investments, and ensure compliance with all legislation governing the investment of funds.

### **Working capital Policy**

The objective of this policy is to ensure that the municipality has sufficient cash resources to fund its day-to-day operations. If not effectively managed, the current liabilities of the municipality may exceed the current assets at any given time and adversely affect stakeholders such as employees, creditors and lenders of long term debt. Good liquidity management is crucial to the long term financial health and sustainability of the municipality. The credit ratings could come under pressure from a reduction in government grants or increased uncertainty regarding future such receipts. Deteriorating debtor collection rates, impacting operating cash flows, could impact on credit risk metrics, which in turn would bode negatively for the rating.

### **Borrowing Framework Policy**

The purpose of this policy is to establish a framework and guidelines for the borrowing of funds, ensure compliance with statutory requirements and National Treasury borrowing regulations, ensure that the funds are obtained at the lowest possible interest rates at minimum risk, outline the appropriate actions of a prudent person standard in the context of managing overall debt, maintain debt within specified limits and ensure adequate provision for the repayment of debt and debt repayment to be sustainable.

### **Targeted Procurement Policy**

The policy aims to have preference for employment and economic empowerment beyond just ABE status as is the case with the current policy, ensure the inclusion of priority groups that have not benefited from the implementation of the current policy, make a significant contribution towards job creation, poverty alleviation and economic growth, promote a procurement policy that links with the IDP and LTDF, enable the Municipality to impact significantly in improving the quality of life of the majority of its citizens/customers, by optimising employment and economic empowerment in all its dealings, and ensure that the annual procurement spend reflects the demographics of the Municipality.



### **Supply Chain Management Policy**

The principal objective of the policy is to provide, promote and implement theoretical guidelines governing processes and procedures within the supply chain management when procuring goods or services, disposing of goods, assets and immovable property no longer needed, selecting contractors to provide assistance in the provision of municipal services other than that where Chapter 8 of the Municipal Systems Act applies, and selecting external mechanisms referred to in section 80 (1) (b) of the Municipal System Act.

# CHAPTER 4: IMPLEMENTING THE IDP

## 4.1 INTRODUCTION

The IDP is the Municipality’s single most strategic document that drives and directs all implementation and related processes. The Municipality’s budget is developed based on the priorities, programmes and projects of the IDP, after which a Service Delivery and Budget Implementation Plan (SDBIP) is developed to ensure that the organisation actually delivers on the IDP targets. Finally, the Annual Report records the success or otherwise of the previous year’s implementation. The organisation’s performance is monitored at various levels and within different processes, thereby underpinning the entire cycle. It is important to note here that the senior management of the Municipality is currently developing their annual 2015-2016 Individual Performance Plans (IPP). This integrated process is summarised diagrammatically below:

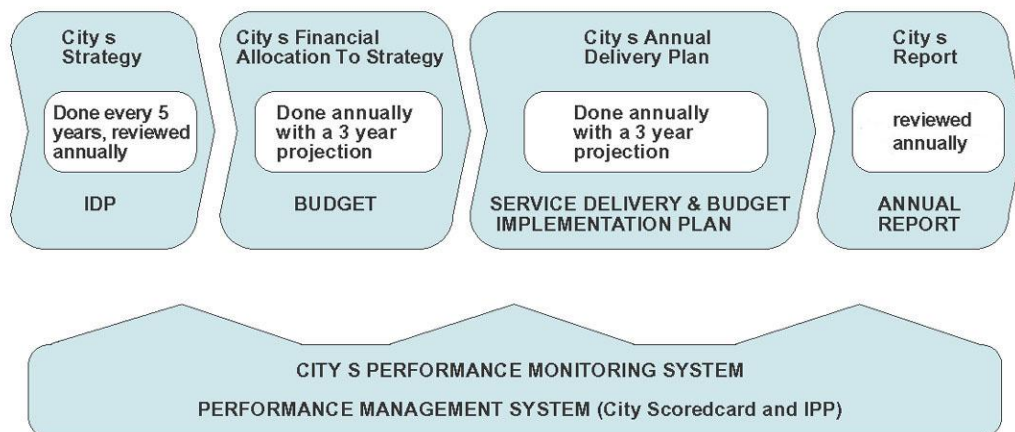
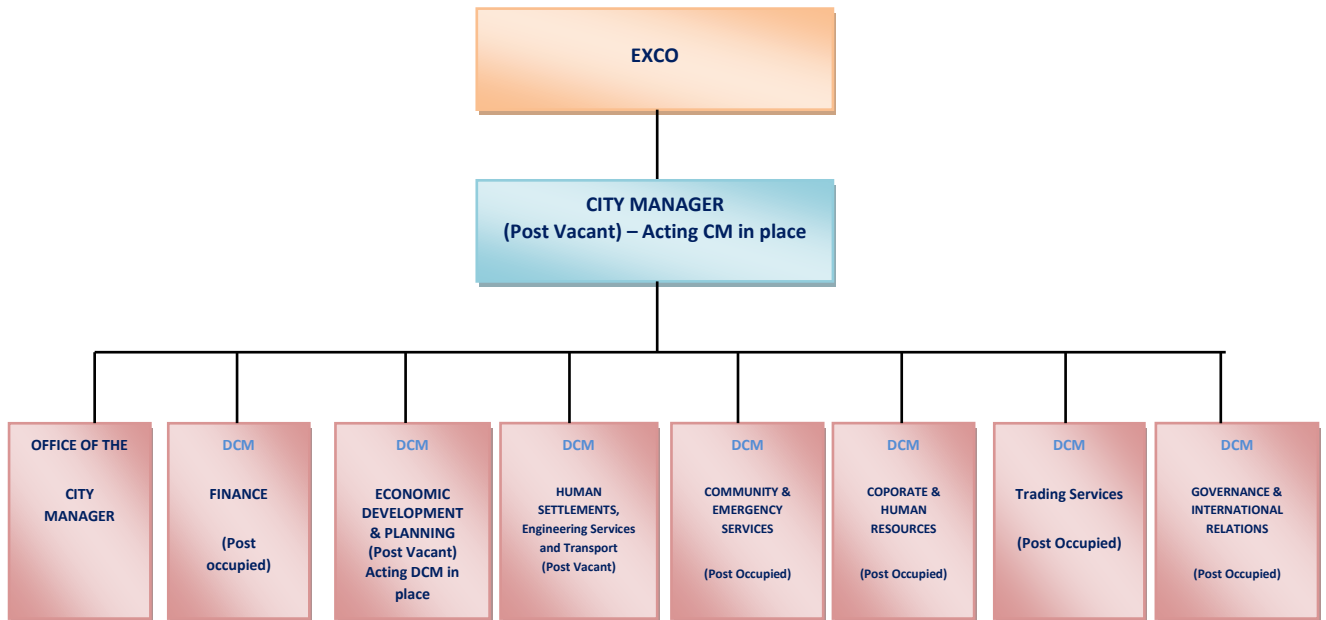


Figure 78: Integrated Planning and Monitoring Processes  
Source: eThekwini Municipality

## 4.2 ORGANISATIONAL STRUCTURE TO DELIVER ON OUR STRATEGY

It is important that an organisational structure, which is capable of implementing the strategy, is in place. The diagrams below give an indication of the organogram of the municipality’s senior management structure and the Office of the City Manager’s office respectively.



Source: eThekwini Municipality, 22/02/2016

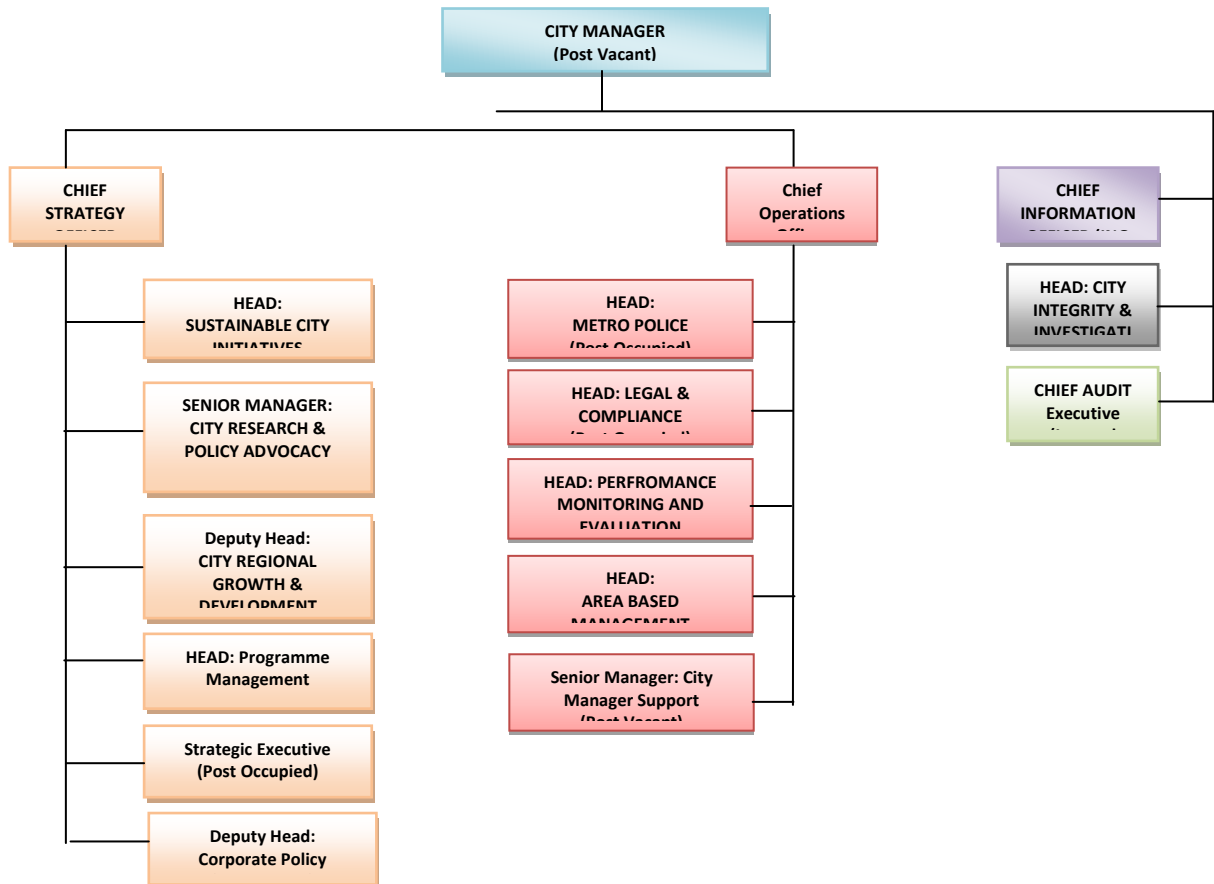


Figure 79: Organisational Structure  
Source: eThekwini Municipality, 22/02/2016

## 4.3 OUR MUNICIPALITY'S CAPITAL AND OPERATING BUDGET TO DELIVER ON OUR STRATEGY

It is important to note that the budget is compiled according to IDP principles and follows a process that prioritises the strategic programmes within the Municipality. It is monitored internally on a monthly and quarterly basis to ensure maximum expenditure, especially of the capital budget.

The Municipality's total budget comprises of an operational budget and a capital budget. The Operational Budget is based on a detailed estimation of income and expenses which are forecasted on revenue from various resources to address cost needs for a given period of time. A Capital Budget is a Plan for raised large sums for long term investments towards the initiatives by the municipality e.g. project funding.

The consolidated R41.6 billion budget for the 2016/17 financial year is made up of an operational budget of R34.9 billion and a capital budget of R6.7 billion.

## 4.4. THE MUNICIPALITY'S PERFORMANCE MANAGEMENT SYSTEM

The Municipal scorecard sets the broad five year targets which are assessed annually. Five-year targets coincide with the term of office of new Councillors. The performance management system is broken down into the development of the individual performance plans for senior management and the revision of the municipal scorecard. The Municipal scorecard can be read with the national KPAs and against the Eight Point Plan of the IDP.

The five National Key Performance Areas are:

1. Basic Service Delivery
2. Local Economic Development
3. Good Governance and Public Participation
4. Municipal Institutional Development and Transformation
5. Municipal Financial Viability and Management.

The table below outlines the relevant assessment authority that ensures legal compliance of each of the processes:

National and Provincial Assessment Process for each Task		
Process	Provincial	National
IDP	COGTA	Department of Provincial and Local Government (DPLG)

		National Treasury
Budget	-	National treasury Auditor General
SDBIP	-	National Treasury
PMS	-	National treasury Auditor General
Annual Report	-	National treasury Auditor General

**Table 45: National and Provincial Assessment Process for each Task**  
**Source: eThekwini Municipality**

## 4.5 THE MUNICIPALITY'S PERFORMANCE SCORECARD

The Municipal Scorecard supports the IDP by setting out the key deliverables over the five year period corresponding to the five years for which the IDP is developed. Implementation of the IDP commences with the development of the Municipal Scorecard. The Municipal Scorecard is divided into the five National Key Performance Areas as listed below.

The five National Key Performance Areas are:

1. Basic Service Delivery.
2. Local Economic Development.
3. Good Governance and Public Participation.
4. Municipal Institutional Development and Transformation.
5. Municipal Financial Viability and Management.
6. Cross Cutting

EThekwini Municipality operates on the basis of an Eight Point Plan which correlates to eight strategic focus areas, which areas are aligned to any one of the National KPAs based on best fit as illustrated in Figure 20.

This scorecard provides a helicopter view of eThekwini Municipality's broad strategic objectives, which enables the City Manager and Managers accountable to the City Manager to ensure detailed implementation plans are developed. These get monitored through the Service Delivery Budget Implementation Plan (SDBIP) as well as the Individual Performance Plans or Performance Agreements throughout the year. The current IDP was introduced with the induction of the new Councillors in May 2011 and the five-year targets coincide with the term of office of the new Councillors. The current baselines has been set as of July 2011 and the annual as well as the five year targets will be measured based on this baseline.

## 4.6. THE SDBIP

The implementation of the Municipality's IDP over the 2016/17 financial year is given effect through the Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is the implementation tool used to align the budget to the IDP. The focus of the SDBIP is both financial and non-financial measurable performance objectives in the form of service delivery targets and other performance indicators.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the Municipality, thus providing credible management information and a detailed plan for how the Municipality will provide such services and the inputs and financial resources to be used.

The Service Delivery and Budget Implementation Plan (SDBIP) has to also detail the implementation of service delivery and the budget for the financial year in compliance with the Municipality Financial management Act (MFMA) which is the budget for a specific year or period, 2003 (act 56 of 2003). The MFMA is there to ensure that Local Government arranges its finance in a sustainable way to ensure that the prioritized objectives of the SDBIP/ Municipal Budget are met, and that the financials are used properly.

The SDBIP is structured for easy reference to the IDP, i.e. according to the programmes and projects of the Eight Point Plan. The SDBIP is available to the public for inspection and comment.

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## 4.7. DEPARTMENTAL BUSINESS PLANS

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

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## 4.8. THE ANNUAL REPORT

The Annual Report for the current five year IDP has been structured in line with our IDP 8 Point Plan. The Annual Report provides a collation of the year's activities as recorded by the Municipal scorecard, the budget and the quarterly targets. Note that full copies of the Municipality's latest Annual Reports are available at any municipal office.

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## 4.9. RISK MANAGEMENT

Through an intensive internal consultation process the municipality has identified its' risks in terms of delivering on its mandate. These risks were classified from priority 1 – 5 rating, where 1 is highest risk and 5 being lowest risk. Detailed risk management plans are being developed at a departmental level for the following risks with a priority rating of 1 – 3:

1. Pace of economic transformation
2. Prevalence of social ills
3. Rapid urbanization
4. Business continuity
5. Compliance
6. Human settlement expectation
7. Fraud, theft and corruption
8. Investment in the city
9. Infrastructure impact on service delivery
10. Sustainability of water
11. Safety and security
12. Provision of public transport
13. Employee relations
14. Implementation of talent management framework
15. Governance
16. Integrated rapid transport services
17. Public protests

\* Please note that the above gives an indication of the 2016/17 municipal risks. The 2017/18 risks are currently being finalised.

# ANNEXURE 1: FUNCTIONS AND STRUCTURE OF THE MUNICIPALITY

In the new dispensation, the eThekwini Council has 219 Councillors. One hundred and ten (110) of them are elected Ward Councillors and the other hundred and nine (109) candidates were elected to represent Political Parties on the basis of proportional representation.

## Functions and Powers

### Mayor

The Mayor of our Municipality is the Chairperson of the Executive Committee. She, amongst other duties, oversees the performance of the Municipality with respect to the provision of sustainable service delivery to local communities through appropriate strategies and programmes. She also performs the duties, including any ceremonial functions and exercises the powers delegated to the Mayor by the Municipal Council or Executive Committee.

### Executive Committee (EXCO)

The Municipal Council established an Executive Committee comprising 10 members. The Mayor decides when and where EXCO meets. It is composed in such a way that parties and interests represented in the Council are represented in EXCO in the same proportion.

The Executive Committee is the Management or Principal Committee of the Municipality. It receives and discusses reports from other Committees of Council and must forward these reports together with their recommendations to the full Council where it cannot dispose of the matter in terms of its delegated powers.

### Portfolio Committees

The Council has five Committees supporting the Executive Committee. Every Councillor serves on one Committee. The Portfolio Committees, which are advisory bodies to the Executive Committee, are chaired by some of the Members of the Executive Committee.

The Portfolio Committees are:

- Economic Development & Planning Committee
- Community Services Committee
- Governance & Human Resources Committee
- Security & Emergency Services Committee
- Human Settlements & Infrastructure Committee



**Portfolio and Oversight Committees**

NO.	COMMITTEE	PURPOSE
1.	<b>Committees Established in terms of Section 79 of the Municipal Structures Act 117 of 1998</b>	These are Committees established by the Municipal Council to perform any of its functions or exercise any of its powers.
1.1	Speaker's Committee	Assist the Speaker to perform statutory duties including managing the conduct of Councillors and the conduct of Council meetings. Responsible for managing Councillor welfare.
1.2	AIDS Committee	Advises the Executive Committee and Council on the incidence of persons infected and affected by HIV and AIDS within the Municipal area and strategies for a comprehensive Municipal response to HIV and AIDS and related matters. A mandate is drawn from the South African National Aids Council.
1.3	Municipal Public Accounts	Assists Council to hold the administration, municipal agencies and entities accountable for their management of municipal funds and assets in order to ensure the efficient and effective utilisation of Council resources.
2.	<b>Committees Established in terms of Section 80 of the Municipal Structures Act 117 of 1998</b>	These are Committees established to assist the Executive Committee. The approach within the eThekwini Municipality is that these Committees align with the Clusters established by the Municipality to oversee the functioning of the respective Clusters.
2.1	Security & Emergency Services	Considers and makes recommendations to the Executive Committee and Council on all matters pertaining to Emergency Services, Safety and Security.
2.2	Community Services	Considers and makes recommendations to the Executive Committee and Council on all matters pertaining to Health, Social Services, vulnerable groups (Youth, Women & People with Disability) and matters promoting participatory governance.
2.2	Human Settlements & Infrastructure	Considers and makes recommendations to the Executive Committee and Council on all matters pertaining to electricity, engineering, human settlements, transport, waste management and water & sanitation.
2.4	Governance and Human Resources	Responsible for corporate administration; national and international stakeholders; and human resources matters including skills development.
2.5	Economic Development & Planning	Deals with promotion of local economic development and investment opportunities in the eThekwini Municipal area.

NO.	COMMITTEE	PURPOSE
		Provides conducive environment to promote entrepreneurship and also oversees regulations pertaining to land use management.
2.5.1	Town Planning Sub-Committee	This is a sub-Committee of the Economic Development and Planning Support Committee focusing on land use management in terms of subdivision of land; land rezoning; and amendments to Town Planning Regulations.
3.	<b>Statutory Committees</b>	These are Committees established to perform specific functions in compliance with the provisions of the Act.
3.1	Civilian Oversight Committee	Performs the function of civilian supervision of the Municipal Police Service as per the requirement in terms of the South African Police Act.
3.2	Appeals Committee	The establishment of this Committee is a requirement in terms of Section 62(4)(c)(ii) of the Municipal Systems Act. The Committee is responsible to hear appeals against decision taken by a political structure or a political office bearer delegated authority over a particular matter.
3.3	Ethics Committee	The Committee was established by Council to ensure compliance with the Code of Conduct as set out in Schedule 1 of the Municipal Systems Act 32 of 2000.
3.4	Ward Committees	The Committees were established in terms of Section 73 of the Municipal Structures Act for the purpose of enhancing participatory democracy in local government.
4.	<b>Administrative Committees</b>	Committees established to ensure clean and accountable administration in the functioning of the Municipality and in terms of contract management.
4.1	Audit & Risk Committee	Advises Council, political office bearers, the City Manager and Management on matters relating to internal financial control and financial audits; accounting policies; the adequacy, reliability and accuracy of financial reporting and information; performance management; effective governance; enterprise risk management; compliance with the Municipal Finance Management Act, the Annual Division of Revenue Act and any other applicable legislation; and performance evaluation.
4.2	Bid Specification Committee	Compiles specifications for each public invitation for competitive bids, and where authority has been sought to invite bids, by the Municipality.
4.3	Bid Evaluation Committee	Evaluates bids in accordance with the specifications for a specific procurement; and the points system set out in terms of paragraph

NO.	COMMITTEE	PURPOSE
		27(2)(f) of the SCM Policy. And as prescribed in terms of the Preferential Procurement Policy Framework Act.
4.4	Bid Adjudication Committee	Considers reports and recommendations of the Bid Evaluation Committee; and either makes a final award or a recommendation to the Accounting Officer to make the final award; or makes another recommendation to the Accounting Officer on how to proceed with the relevant procurement.
5.	<b>Bargaining Council Committees</b>	Local Labour Forums established to serve as consultative/bargaining forums which deal with matters at a workplace level to ensure speedy and amicable resolutions to optimise service delivery.  Each Cluster has its own Local Labour Forum (LLF) focusing on labour issues pertaining to the Cluster.
5.1	LLF: Governance and Corporate & Human Resources	Considers labour matters of the Governance & International Relations and Corporate & Human Resource Clusters.
5.2	LLF: Community & Emergency Services	Considers labour matters of the Community & Emergency Services Cluster.
5.3	LLF: Human Settlements & Infrastructure	Considers labour matters of the Trading Services and Human Settlements, Engineering & Transport Authority Clusters.
5.4	LLF: Economic Development & Planning	Considers labour matters pertaining to the Economic Development & Planning Cluster.
5.5	LLF: Treasury & Office of the City Manager	Considers labour matters pertaining to the Treasury Cluster & Units reporting directly to the City Manager.
6.	<b>Other Committees</b>	
6.1	Municipal Planning Tribunal	Committee focusing on ensuring compliance with Spatial Land Use Management Act.
6.2	Climate Change	Task Team responsible for climate change matters within the eThekwini Municipal area.
6.3	eThekwini Municipality Informal Economy Forum	Considers matters concerning informal trade in the Municipality.

NO.	COMMITTEE	PURPOSE
6.4	Mayoral Awards Steering Committee	Considers all matters concerning the Mayoral Awards Programme in recognition of stakeholders making an impact in different categories within the eThekweni Municipal area.
6.5	Senior Citizens Steering Committee	Considers matters concerning the functions and welfare of Senior Citizens within the Municipality.

The new Council has assumed its duties in August 2016. The majority and key Committees are functional, such as Portfolio Committees, Executive Committee and Council. Other Committees will be functional upon the finalisation of their membership.

Traditional Leaders are recognised in terms of Section 211 of the constitution of the Republic of South Africa. Fourteen Traditional Leaders may participate in the eThekweni Council meetings on a monthly basis as per gazette by MEC CoGTA, KwaZulu-Natal.

### Office of the Speaker

The Local Government Municipal Structures Act provides that each Municipal Council must have a Chairperson who is called the Speaker. The Speaker is elected by the Council from among the Councillors at the first sitting of the Council after the local government elections.

The Speaker acts as a Chairperson at Council meetings, and ensures compliance with the Councillors' Code of Conduct and the Council's Rules and Orders. He also ensures the proper functioning of the legislative side of the Council, and is required to be impartial. The Speaker also ensures community participation in legislative initiatives and should communicate with the public on the performance of the Council. The Speaker has ex-officio sitting in all Committees of the Council, with no voting rights.

### Reporting lines

The Municipal Manager is the head of administration and the Accounting Officer of the Municipality. He or she reports to the Council, its Executive Committee and its office-bearers (particularly the Mayor and Speaker).

The Administration is organized as follows:

- Municipal Manager, with some Offices reporting directly to the Municipal Manager;
- Deputy Municipal Managers who report to the Municipal Manager: These Deputy Municipal Managers have defined strategic and line function responsibilities;
- Heads of Units who report to specific Deputy Municipal Managers; and
- Departments which report to Heads of Units.

### Organisational Structure

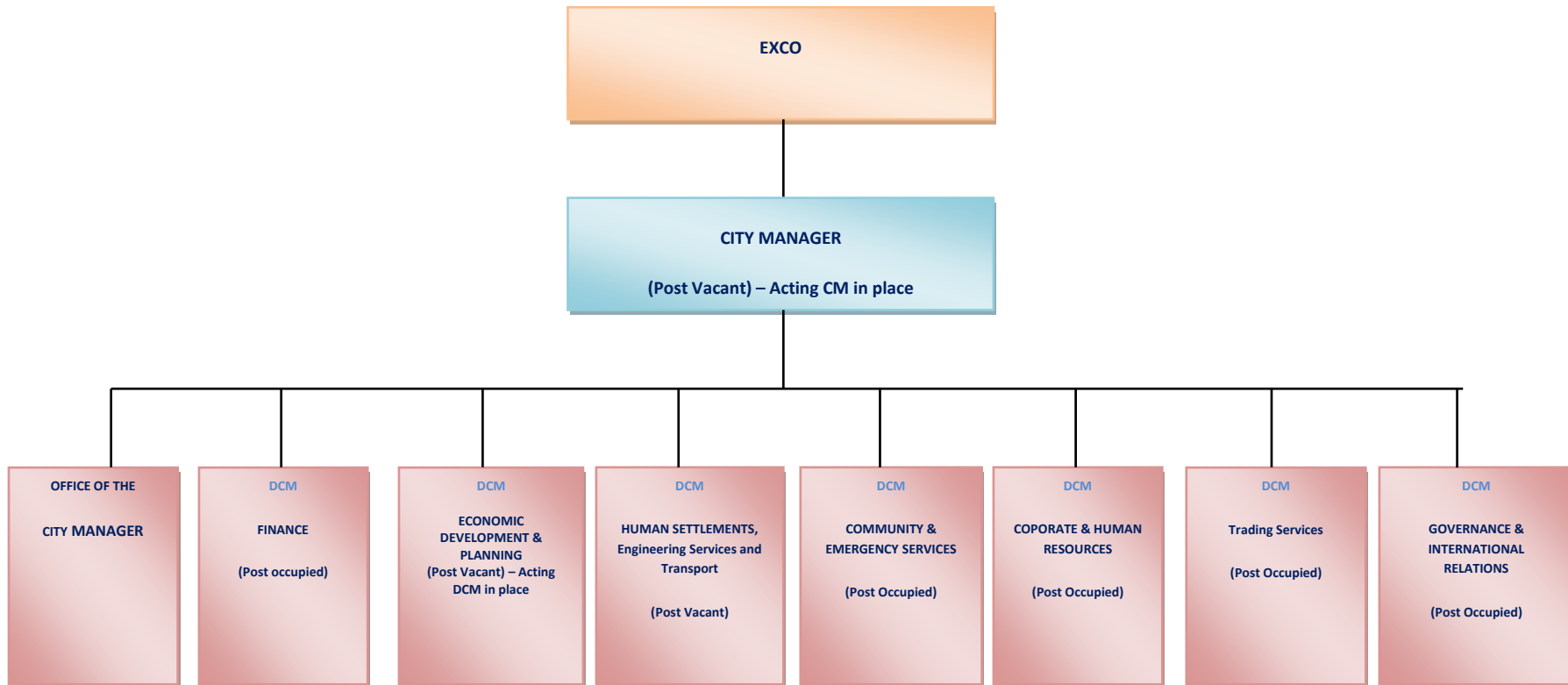


Figure 1: Organisational Structure  
Source: eThekwini Municipality, 22/02/2016

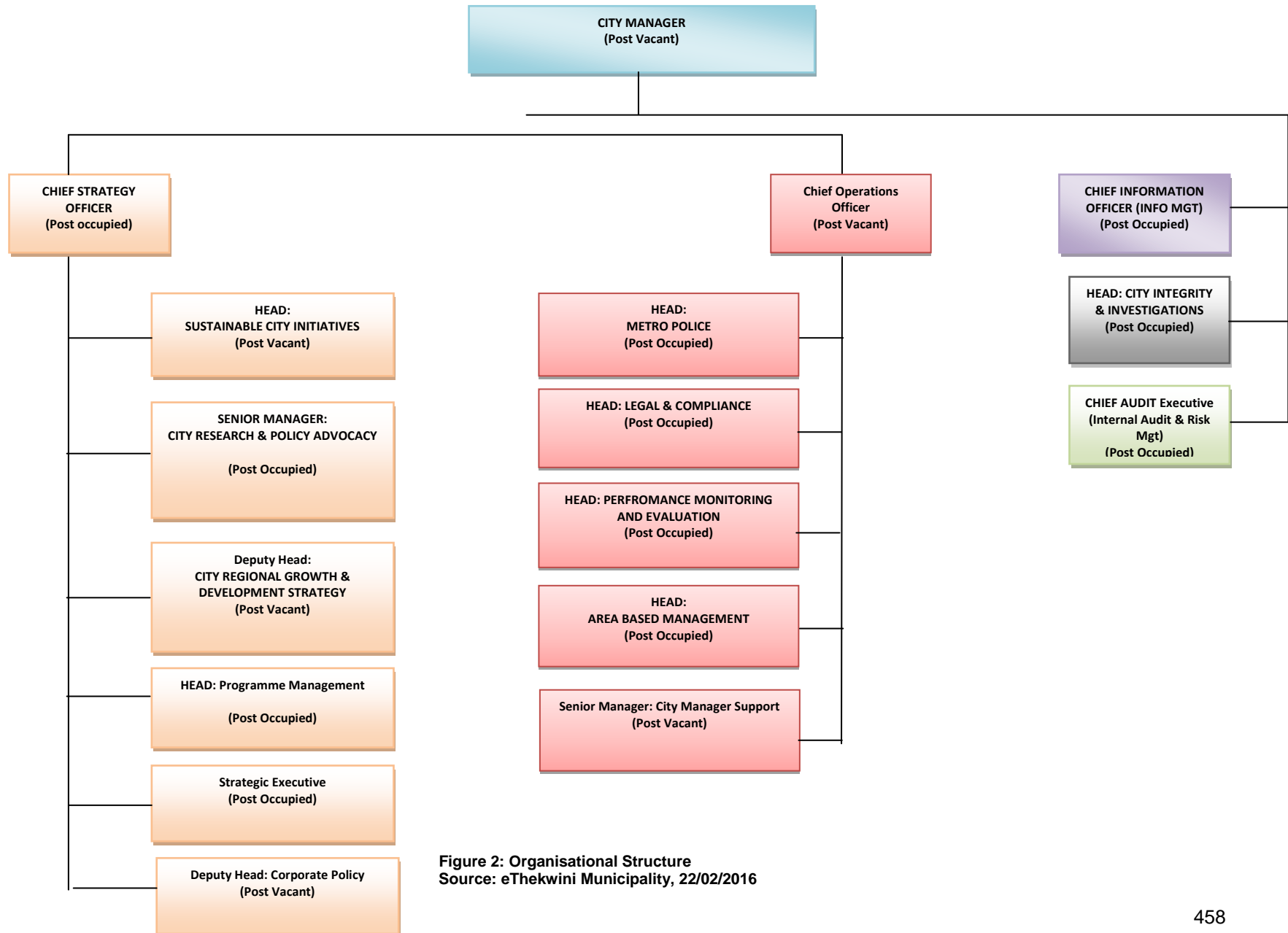


Figure 2: Organisational Structure  
Source: eThekwini Municipality, 22/02/2016

### **Municipal Manager's office**

In addition to managing the Deputy Municipal Managers, five offices will report directly to the Municipal Manager:

- Chief Audit, including performance monitoring and evaluation;
- City Integrity and Investigations;
- Chief Operations Officer (Vacant to be Filled)
- Strategy Office
- Information Management

The IDP office is located within the office of the Chief Strategy Officer. The organogram is currently under review.

### **Strategic Management Team**

This is a Strategic Management Team consisting of the Manager and his Deputy Municipal Managers. This Committee meets bi-monthly. The majority of the team is on Section 57 contracts linked to the Manager. The role of Deputy Municipal Managers is to drive and integrate programmes across functional areas as well as to head up clusters.

Seven Deputy Municipal Managers (DCMs) head the following portfolios:

- Governance and International relations;
- Economic Development and Planning (DCM post vacant);
- Human Settlements (DCM post vacant);
- Trading Services;
- Community and Emergency Services;
- Corporate And Human Resources; and
- Finance.

### **Broad Management Forum**

The Broad Management Forum will consist of the Municipal Managers, Heads of the Municipal Manager's Offices, Deputy Municipal Managers and all Heads of Units.

The Broad Management Forum will meet at least on a monthly basis (after Council) to deal with general issues and programmes of council.

In addition, the Deputy Municipal Managers will head clusters of Units which meet at least on a monthly basis to (i) review strategic directions and progress on the Integrated Development Plan (IDP) and (ii) ensure coordination between departments.

***Please note that the lower structures of the Organogram are currently under Institutional review.***

## ANNEXURE 2: CORE DEVELOPMENT MATRIX

Plan number	Create a sustainable livelihood	Socially Cohesive City	Financially sustainable City	Creating a safer City	Promoting an accessible City	Environmentally sustainable City
Plan 1 Develop and sustain our spatial, Natural and Built Environment	<ul style="list-style-type: none"> <li>➤ Develop and Implement a sustainable and integrated spatial planning system</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop and Implement a sustainable and integrated spatial planning system</li> <li>➤ Manage and regulate the built environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop and Implement a sustainable and integrated spatial planning system</li> <li>➤ Manage and regulate the built environment</li> <li>➤ Ensure the long term sustainability of the natural resource base</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop and implement an integrated, efficient and effective automated application and approvals system</li> <li>➤ Manage and regulate the built environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop and Implement a sustainable and integrated spatial planning system</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure long term sustainability of the natural resource base</li> <li>➤ Develop and implement Municipal Climate Protection Programme</li> </ul>
Plan 2 Developing a Prosperous, Diverse Economy and Employment Creation	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> <li>➤ Investment promotion and facilitation</li> <li>➤ Promoting investment in Priority Nodes and Corridors</li> <li>➤ Tourism marketing</li> <li>➤ Ensuring township development</li> <li>➤ Enterprise development</li> <li>➤ Facilitating industry skills and economic inclusion</li> <li>➤ Socio-economic development through the creation of sustainable jobs within various sectors.</li> <li>➤ Managing the bulk fresh produce market</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide economic intelligence and a strategic economic framework</li> </ul>		<ul style="list-style-type: none"> <li>➤ Promoting investment in Priority Nodes and Corridors</li> <li>➤ Ensuring township development</li> <li>➤ Urban renewal</li> </ul>	



Plan number	Create a sustainable livelihood	Socially Cohesive City	Financially sustainable City	Creating a safer City	Promoting an accessible City	Environmentally sustainable City
	<ul style="list-style-type: none"> <li>➤ Managing the informal sector</li> <li>➤ Tourism marketing</li> <li>➤ Urban renewal</li> <li>➤ Special purpose vehicle to support, market and promote the local film and digital media industry</li> <li>➤ Stimulate key sectors that promote economic growth and create jobs through providing support for prioritised sectors</li> </ul>					
Plan 3 Creating a Quality Living Environment	<ul style="list-style-type: none"> <li>➤ New Integrated housing development</li> <li>➤ Rental housing strategy</li> <li>➤ Address Infrastructure backlogs</li> <li>➤ Implement an effective public transport plan for the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated housing development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Rental housing strategy</li> <li>➤ Infrastructure Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated housing development</li> <li>➤ Integrated coastal management</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated housing development</li> <li>➤ Rental housing strategy</li> <li>➤ Title Deeds Strategy</li> <li>➤ Address Infrastructure backlogs</li> <li>➤ Implement an effective public transport plan for the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Integrated housing development</li> <li>➤ Implement an effective public transport plan for the Municipality</li> <li>➤ Integrated coastal management</li> </ul>
Plan 4 Fostering Socially Equitable Environment	<ul style="list-style-type: none"> <li>• Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA</li> <li>➤ Promoting safety of communities within the EMA in support of emergency and essential services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Compliance with National Road traffic Act and Municipal Bylaws</li> <li>➤ Accountable effective &amp; efficient administration</li> </ul>	<ul style="list-style-type: none"> <li>➤ Compliance with National Road traffic Act and Municipal Bylaws</li> <li>➤ Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA</li> <li>➤ Promoting safety of</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide services of high quality in line with set norms and standards</li> <li>➤ Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide services of high quality in line with set norms and standards</li> <li>➤ Implement the Social, Situational, Crime Prevention strategies and urban safety</li> </ul>

Plan number	Create sustainable livelihood	Socially Cohesive City	Financially sustainable City	Creating a safer City	Promoting an accessible City	Environmentally sustainable City
		<ul style="list-style-type: none"> <li>➤ Safety and security of municipal councillors, officials and municipal assets</li> <li>➤ Provide services of high quality in line with set norms and standards</li> </ul>		<ul style="list-style-type: none"> <li>➤ communities within the EMA in support of emergency and essential services</li> <li>➤ Reduce the incidence and severity of fire and other emergencies</li> <li>➤ Safety and security of municipal councillors, officials and municipal assets</li> <li>➤ Reduce burden of HIV and AIDS and TB</li> <li>➤ Strengthen disease surveillance and vector control services</li> <li>➤ Mass mobilization for better health</li> <li>➤ Enhance environmental health service delivery</li> <li>➤ Strengthen maternal, child and women's health</li> </ul>		<p>management of the built environment throughout EMA</p>
<p><b>Plan 5</b> Creating a Platform for Growth, Empowerment and Skills Development</p>	<ul style="list-style-type: none"> <li>➤ Increasing occupationally-directed learning opportunities in the workplace</li> <li>➤ Addressing access to occupationally - directed programmes through the Co-operative Education Policy</li> <li>➤ Addressing the low level of youth and adult language and numeracy skills</li> <li>➤ Encouraging better use of workplace-</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increasing occupationally-directed learning opportunities in the workplace</li> <li>➤ Addressing access to occupationally - directed programmes through the Co-operative Education Policy</li> <li>➤ Addressing the low level of youth and adult language and numeracy skills</li> <li>➤ Encouraging better use of workplace-based skills</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human Capital Empowerment</li> </ul>			

Plan number	Create a sustainable livelihood	Socially Cohesive City	Financially sustainable City	Creating a safer City	Promoting an accessible City	Environmentally sustainable City
	<ul style="list-style-type: none"> <li>based skills development</li> <li>➤ Encouraging and supporting cooperatives, small enterprises, worker initiated, NGO and community training initiatives</li> <li>➤ Increasing public sector capacity for improved service delivery and supporting the building of a developmental state</li> <li>➤ Building career and vocational guidance</li> <li>➤ Employment transformation</li> </ul>	<ul style="list-style-type: none"> <li>development and supporting cooperatives, small enterprises, worker initiated, NGO and community training initiatives</li> <li>➤ Increasing public sector capacity for improved service delivery and supporting the building of a developmental state</li> <li>➤ Building career and vocational guidance</li> <li>➤ Improve productivity, efficiency and effectiveness throughout the municipality/</li> </ul>				
<b>Plan 6</b> A Vibrant and Creative City - The Foundation for Sustainability and Social Cohesion	<ul style="list-style-type: none"> <li>➤ Cultivating a sense of citizenship</li> <li>➤ Promoting healthy lifestyles</li> <li>➤ Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage</li> <li>➤ Create Empowerment Opportunities in Arts, Culture and Heritage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting healthy lifestyles</li> <li>➤ Cultivating a sense of citizenship</li> <li>➤ Ensure effective management of environmental goods and services</li> <li>➤ Strategic social infrastructure and legacy projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure effective management of environmental goods and services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting healthy lifestyles</li> <li>➤ Ensure effective management of environmental goods and services</li> <li>➤ Preservation and Management of Heritage Assets</li> </ul>	<ul style="list-style-type: none"> <li>➤ Cultivating a sense of citizenship</li> <li>➤ Ensure effective management of environmental goods and services</li> <li>➤ Create Empowerment Opportunities in Arts, Culture and Heritage</li> <li>➤ Create and promote an environment that encourages economic activity for arts, culture, sports, recreation and heritage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure effective management of environmental goods and services</li> <li>➤ Create Empowerment Opportunities in Arts, Culture and Heritage</li> <li>➤ Preservation and Management of Heritage Assets</li> </ul>

Plan number	Create sustainable livelihood	Socially Cohesive City	Financially sustainable City	Creating a safer City	Promoting an accessible City	Environmentally sustainable City
Plan 7 Good Governance and Responsive Local Government	<ul style="list-style-type: none"> <li>➤ Create integrated mechanisms, processes and procedures for citizen participation</li> <li>➤ Effectively communicate the programmes and policies of the eThekweni Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Implement systems, policies, services and events that enhance the interface between Council, Administration &amp; Citizenry</li> <li>➤ Create a clean and accountable organization</li> <li>➤ Coordinate and Implement ABM projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promote co-operative international and inter-governmental relations</li> <li>➤ Implement a customer relations management programme in line with Customer Care Policy and the Batho Pele Principles</li> <li>➤ Effectively communicate the programmes and policies of the eThekweni Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Create a clean and accountable organization</li> <li>➤ Enhance the Effectiveness of the Interface between Council, the Administration and the Citizenry.</li> <li>➤ Assess and monitor risk management and advisory processes in the municipality and its entities</li> <li>➤ Monitor and evaluate the performance processes of the municipality</li> <li>➤ Provide strategic management and coordination support to the political oversight roles of the Mayor.</li> <li>➤ To develop, co-</li> </ul>	<ul style="list-style-type: none"> <li>➤ Effectively communicate the programmes and policies of the eThekweni Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Implement systems, policies, services and events that enhance the interface between Council, Administration &amp; Citizenry</li> <li>➤ Create a clean and accountable organisation</li> <li>➤ Provision of automated solution development</li> <li>➤ Managing radio communication, biometric access and fire detection</li> <li>➤ Provision of telecommunication services</li> <li>➤ Provision of a secure and robust server and data centre infrastructure</li> <li>➤ Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scale to realize Batho Pele principles</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review Business License regulatory framework and processes</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promote co-operative international and inter-governmental relations</li> <li>➤ Implement a customer relations management programme in line with Customer Care Policy and the Batho Pele Principles</li> <li>➤ Create integrated mechanisms, processes and procedures for citizen participation</li> <li>➤ Effectively communicate the programmes and policies of the eThekweni Municipality to the full range of audiences, both internally and externally.</li> <li>➤ Provision of automated solution development</li> <li>➤ Managing radio communication, biometric access and fire detection</li> <li>➤ Provision of telecommunication services</li> <li>➤ Provision of a secure and robust server and data centre infrastructure</li> <li>➤ Review Business License regulatory</li> </ul>	

Plan number	Create sustainable livelihood	Socially Cohesive City	Financially sustainable City	Creating a safer City	Promoting an accessible City	Environmentally sustainable City
		ordinate and monitor the Enterprise Risk Management and Business Continuity systems within the municipality			<ul style="list-style-type: none"> <li>➤ framework and processes Coordinate and Implement ABM projects</li> </ul>	
Plan 8 Financially Accountable and Sustainable City	<ul style="list-style-type: none"> <li>➤ Municipal Energy Efficiency, Savings &amp; Strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Train staff on the Credit Control &amp; Debt Management Policy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Compile and annually update the City's Medium Term Expenditure Framework</li> <li>➤ Budget according to IDP priorities</li> <li>➤ Budget for sustainability</li> <li>➤ Implementation of Municipal Property Rates Act</li> <li>➤ Reduce Council Debts</li> <li>➤ Develop and implement a new Billing System</li> <li>➤ Seek to maximise returns on investment opportunities</li> <li>➤ Maximize revenue from Council properties</li> <li>➤ Investment Management</li> <li>➤ Asset &amp; Liability Insurance Cover</li> <li>➤ Deadline Monitoring</li> <li>➤ Completion of Financial Statements</li> <li>➤ Payment of all creditors and verification of SCM procedures</li> <li>➤ Cash Control and Management</li> <li>➤ Effective, efficient and economical SCM</li> <li>➤ Risk management</li> <li>➤ Reconciliations and pay administration</li> <li>➤ Effective and efficient processes</li> </ul>		<ul style="list-style-type: none"> <li>➤ Efficient fleet management</li> <li>➤ Secure property and property rights necessary for capital projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Municipal Energy Efficiency, Savings &amp; Strategy</li> </ul>

**How the EPWP responds to our IDP's Development Matrix**

**The objectives of the EPWP are as follows:**

- Decreasing the number of the masses of the unemployed people in the Greater eThekwini Municipality area of jurisdiction.
- Provision or facilitation of access to training of the unemployed to enhance their chances of being employable.
- Scaling up the provision of Work Experience Opportunities for Graduates.
- Scaling up provision of opportunities to Skills Programmes, Learnerships and Recognition of Prior Learning for people with experience and potential to enhance their employment or self-employment opportunities.
- Continuation with research, surveys, community needs assessments, skills audits and verification of needs of the most vulnerable families working closely with community structures and other key stakeholders and role players.
- Strengthen linkages and partnerships to maximize resources and enhance capacity to accelerate service delivery.

**This multi-sectoral approach of the EPWP can be seen in the table below:**

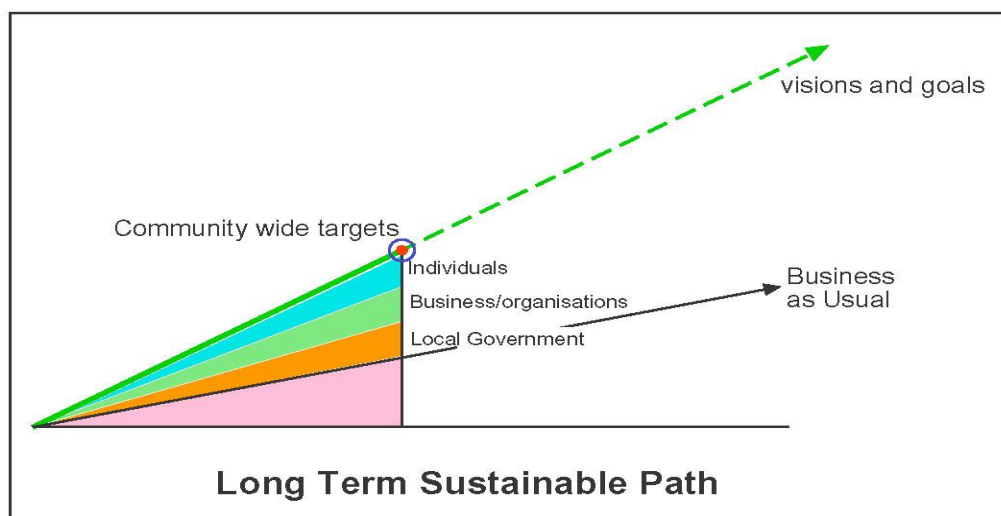
	Creating sustainable livelihoods	Caring and empowering city	Financially sustainable city	Creating a safer city	Promoting an accessible city	Environmentally sustainable city
Plan1	Supporting Environmental sector Programmes	EPWP- Environment & culture sector programme				Support EPWP environmental programmes
Plan2	Supporting sectors that are <u>EPWP</u> labour intensive	Promoting sectors that are <u>EPWP</u> labour intensive				EPWP-economic sector programme
Plan3	Achieve <u>Expanded</u> public works targets	EPWP- Infrastructure programme	EPWP maintenance & construction programmes,	EPWP- infrastructure sector programme		
Plan4	EPWP food security programmes	EPWP social sector programmes		EPWP Social Sector: 24hr Emergency Response Services		
Plan5	EPWP-social, Environmental & infrastructure sector Programmes	EPWP accredited training programme				
Plan6	EPWP-social, environmental & infrastructure sector Programmes					
Plan7	EPWP-social, Environment and infrastructure	EPWP-social, Environment and			<u>EPWP</u> -social, Environment and	

	sector programme	infrastructure sector programme			infrastructure sector programme	
Plan8			EPWP-social sector programme			

# ANNEXURE 3: LONG TERM DEVELOPMENT FRAMEWORK (LTDF) - IMAGINE DURBAN

Many cities around the world are competing with one another on the global open market to become economically competitive and in so doing, are inadvertently creating unsustainable environments. Pressure is increasingly being placed on our natural resources and the citizens that live in the Municipality and its surrounding areas. To truly embed sustainability, it is important to hold a compelling vision of public good, to address inequality amongst rich and poor, to ensure a more caring and committed society and to address the lack of human development and access to amenities that improve the quality of life for all. All organisations in government, business, schools, tertiary and civil society have to develop a sustainably oriented organisational culture that takes into account the need for change that includes and integrates corporate economic activities with organisational concerns about the natural and social environment.

The diagram below demonstrates the need for Local Government, Individuals, Businesses and Organisations to each play a role in order to achieve targets along a path towards sustainable living for all.



**Figure 1: Long Term Sustainable Path**  
**Source: Sustainable Cities International**

Against this background then, it is clear that the Municipality has indeed a direct role to play in the facilitation and management of long-term planning and development processes that consider the issue of sustainability. In rising to this challenge, the Municipality has utilised the opportunity of the review of the Council's Long Term Development Framework (LTDF) that was adopted in 2001, to ensure that sustainability in all its facets is embedded into the Municipality.

The Municipality decided that the LTDF would be revised through the longer term planning process that is being marketed as the "Imagine Durban Process". In essence, the Imagine Durban process involves enabling us to place a long term lens over the existing planning framework to produce a clear and effective long term action plan that outlines the steps to be followed in order to implement and operationalise our vision for the future. More importantly, it is about creating a community-based process to agree on a desired development path and to mobilize resources across the Municipality which will afford an action oriented framework with specific aspirational targets, implementable programmes and measurable project outcomes. It is hoped that through the implementation of these programmes that we will be able to reach a far more sustainable municipality with an educated and empowered citizenry who will enjoy a high quality of life. The revised Long Term Development Plan (LTDP) comprising six thematic areas was finalised and adopted by Council in June 2010. These being:



- Creating a SAFE city;
- Ensuring a more ENVIRONMENTALLY SUSTAINABLE city;
- Promoting an ACCESSIBLE city;
- Creating a PROSPEROUS city where all enjoy SUSTAINABLE livelihoods;
- Fostering a CARING and EMPOWERING city;
- Celebrating our CULTURAL DIVERSITY, HISTORY and HERITAGE.

The implementation phase of the plan has been initiated with the facilitation of action by all stakeholders towards attaining the vision of the Municipality. Collaborative partnerships with each other are being built, to grow opportunities and good sustainable practices and furthermore stimulate opportunities for networking, improved communication and collaboration amongst one another.

Some of the sustainability in action initiatives that are presently being implemented are:

- Sustainable Living Exhibition in partnership with KZNCOGTA
- Sustainability Open Forums/Seminars held with all interested stakeholders
- Schools Recycling Programme in partnership with Earth organisation and South Durban Basin ABM
- Climate Change PhotoVoice project in the INK ABM - Botanic Gardens/INK ABM Schools Citizenship Programme
- Schools Ambassador Programme
- Schools Leadership Programme in partnership with Wright State University, USA
- Inner City Cardboard Recycling Project
- Storytelling through art in partnership with Cato Manor ABM
- Exploring new and more creative ways of conceptualising, planning, implementing and managing public spaces
- Soccer and life skills programme during July school holidays that targets vulnerable children living in the Durban Inner City in partnership with UNISA- Bright Site Project, Business sector and eThekwini Departments, ITRUMP, Safer Cities and Imagine Durban project.
- Schools permaculture gardening program

During the 2010 / 2011 year, the emerging Imagine Durban goals and strategies began to inform the IDP goals and strategies. What appears below is an indicative framework of how the various priorities outlined in the IDP can be achieved in the longer term. Note that the priorities are listed as milestones to be achieved by a projected date, and not when the programme will commence. For example, climate protection interventions must begin now if a sustainable city is to be achieved by 2100.

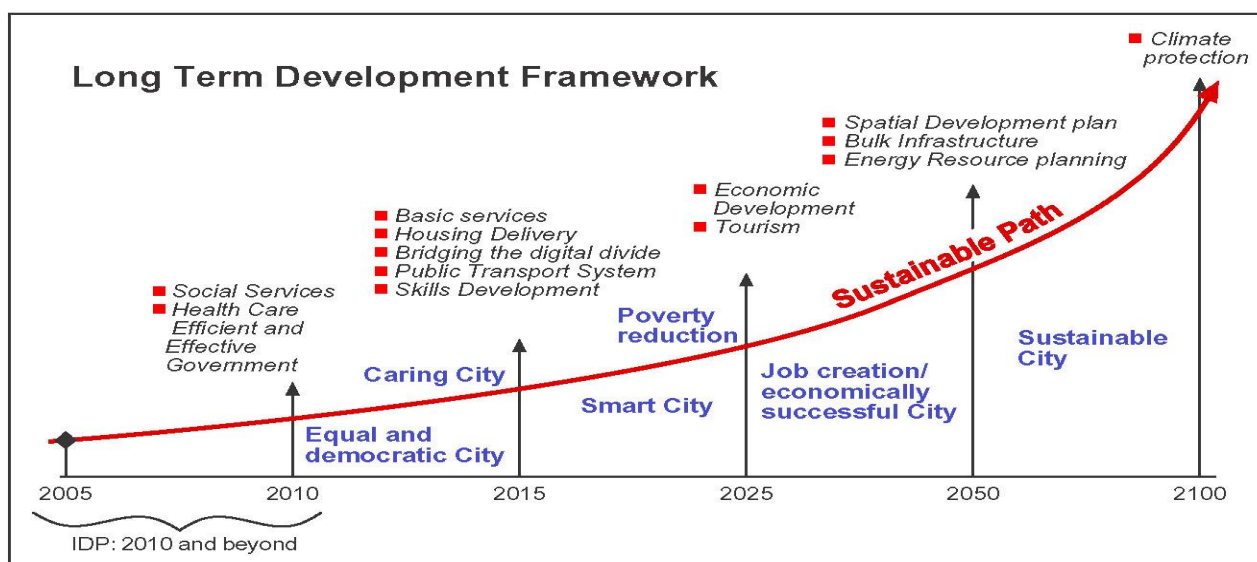


Figure 2: Long Term Development Framework  
Source: eThekwini Municipality

## ANNEXURE 4: UNFUNDED MANDATES

The unfunded mandates for 2016/17 – as per National Treasury- are as follows:

	R' m
Libraries	161.7
Health	374.5
Museums	56.1
Housing: New development and hostel	457.4
Formal Housing	30.0
<b>Total amount</b>	<b>1079.7</b>

**This will be updated when the 2017/18 Budget have been finalised.**

# ANNEXURE 5: ALIGNMENT WITH OTHER SPHERES

Sustainable Development Goals	Municipal Responses
End poverty in all its forms everywhere	Plan 2: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13,14, 15 Plan 3: Programme 1,2,3,4 Plan 5: Programme 5 Plan 6: Programme 4,5,6 Plan 7: Programme 15
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Plan 5: Programme 1,2,3,4,5,6,7
Achieve gender equality and empower all women and girls	Plan 5: Programme 8 Plan 6: Programme 1,4,5
Ensure healthy lives and promote well-being for all at all ages	Plan 4: Programme 7,8,9,10,11,12 Plan 6: Programme 2
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Plan 1 Programme 1 Plan 2 Programme 6,9,15
Ensure availability and sustainable management of water and sanitation for all	Plan 3 Programme 4,5
Ensure access to affordable, reliable, sustainable and modern energy for all	Plan 3 Programme 4,5 Plan 8 Programme 16
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Plan 2: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13,14, 15 Plan 5: Programme 1,2,5 Plan 6: Programme 4,5 Plan 7: Programme 15
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Plan 2: Programme 1,2,3,4,5,6,7,9,14 Plan 3: Programme 4,5
Reduce inequality within and among countries	Plan 2: Programme 2,3,4,5,6,7,9,8,10,11,12,13,14, 15 Plan 3: Programme 1,2,3,4 Plan 5: Programme 1,2,3,4,5,7,9 Plan 6: Programme 1,4,5,6

Make cities and human settlements inclusive, safe, resilient and sustainable	Plan 3 Programme 1,4 Plan 4 Programme 1,2,3,4,5
Ensure sustainable consumption and production patterns	Plan 1: Programme 1,2,3 Plan 6: Programme 3 Plan 8: Programme 16
Take urgent action to combat climate change and its impacts	Plan 1 Programme 4
Conserve and sustainable use the oceans, seas and marine resources for sustainable development	Plan 3 Programme 6
Protect, restore and promote sustainable use of terrestrial ecosystems	Plan 1 Programme 1,2
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Plan 4 Programme 1,2 Plan 7 Programme 7,8
Strengthen the means of implementation and revitalize the global partnership for sustainable development	Plan 2: Programme 1 Plan 7: Programme 1

The New Urban Agenda	Municipal Responses
National Urban Policy	
Strengthening Municipal Finances	Plan 8: Programme 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Promoting sustainable human settlements for all income categories	Plan 3: Programme 1
Strengthening urban legislation and systems of governance	Plan 7: Programme 1, 2, 3, 4, 5, 6, 7, 8, 9
Regional planning and urban design	Plan 2: Programme 5
Strengthening gender equality and youth empowerment	Plan 2: Programme 2 Plan 6: Programme 1,4,5 Plan 5: Programme 3, 7 Plan 7: Programme 3
Creating Employment opportunities and improved working conditions	Plan 2: Programme 10 Plan 2: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13 Plan 3: Programme 1,3,4,5 Plan 5: Programme 1,2,3,6,8 Plan 6: Programme 4,5 Plan 7: Programme 15
Universal access to quality basic services	Plan 3: Programme 1, 2, 3, 4, 5, 6, 7, 8
Placing culture at the heart of sustainable urban development	Plan 6: Programme 1, 3, 4, 5, 7

National Development Plan (Vision 2030)	Municipal Response
Create jobs and livelihood	Plan 2: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13,14, 15 Plan 5: Programme 1,2,5 Plan 6: Programme 4,5 Plan 7: Programme 15
Economic Infrastructure	Plan 2: Programme 1,2,3,4,5,6,7,9,14 Plan 3: Programme 4,5
Transitioning to a low carbon economy	Plan 1: Programme 2,4 Plan 8: Programme 16
Transforming urban and rural spaces	Plan 1: Programme 1 Plan 2: Programme 3,4,5,8,13,14,15
Improving education and training	Plan 2: Programme 10 Plan 5: Programme 1,2,3,4,5,6,7
Providing quality healthcare	Plan 4: Programme 6,7,8,9,10,11,12
Building a capable State	Plan 7: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13,14
Fighting corruption and enhancing accountability	Plan 7: Programme 3,4,6,7,8 Plan 8: Programme 12,13,14,15,17
Transforming society and uniting the nation	Plan 6: Programme 1,2,4,5
Creating an inclusive and integrated rural economy	Plan 2: Programme 15
Broadening social protection	Plan 4: Programme 1,2
Building safer communities	Plan 4: Programme 1,2,3,4,5
Enhancing South Africa's role in relation to the Region and the World	Plan 2: Programme 1 Plan 7: Programme 1

Medium Term Strategic Framework	Municipal Response
Radical economic transformation, rapid economic growth and job creation	Plan 2: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13,14, 15 Plan 5: Programme 1,2,3 Plan 6: Programme 4,5 Plan 7: Programme 15
Rural development, land and agrarian reform and food security	Plan 1: Programme 1 Plan 2: Programme 1,6,9,15 Plan 3: Programme 1,4
Ensuring access to adequate human settlements and quality basic services	Plan 3: Programme 1,2,3,4, 5
Improving the quality of and expanding access to education and training	Plan 5: Programme 1,2,3,4,5,6,7 Plan 6: Programme 4
Ensuring quality health care and social security for all citizens	Plan 4: Programme 6,7,8,9,10,11,12 Plan 2: Programme 10
Fighting corruption and crime	Plan 4: Programme 1,2 Plan 7: Programme 7,8
Contributing to a better Africa and a better world	Plan 2: Programme 1 Plan 7: Programme 1
Social cohesion and nation building	Plan 3: Programme 1,2,3,4 Plan 4: Programme 1,2,3,4 Plan 5: Programme 1,2,3,,5,7 Plan 6: Programme 1,2,4,5,6 Plan 7: Programme 2,3,4,5

PGDS Strategic Framework	Municipal Response
Job creation	Plan 2: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13, 14, 15 Plan 5: Programme 1,2,5 Plan 6: Programme 4,5 Plan 7: Programme 7.15
Human Resource Development	Plan 5: Programme 1,2,3,4,6,7,8,9,10
Human and Community Development	Plan 2: Programme 1,3,4,5,6,7,8,9,10,12,13,14,15 Plan 3: Programme 1,4 Plan 6: Programme 1,4,5
Strategic Infrastructure	Plan 2: Programme 4 Plan 3: Programme 4
Response to Climate Change	Plan 1: Programme 2,4 Plan 6: Programme 3 Plan 8: Programme 16
Governance and Policy	Plan 7: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13,14
Spatial Equity	Plan 1: Programme 1

PROVINCIAL PRIORITIES 2016	Municipal Response
Agricultural Development	Plan 1: Programme 1 Plan 2: Programme 1
Sustainable Livelihoods for Inclusive Growth	Plan 2: Programme 1,2,3,4,5,6,7,8,9,10 11,12,13 Plan 3: Programme 1 Plan 6: Programme 4,5
Fighting crime (Social Security Policing)	Plan 4: Programme 1,2 Plan 7: Programme 7
Human Capital Development	Plan 5: Programme 1,2,3,4,5,6,7,8,9,10
Housing	Plan 3: 1,2,3
Develop Strategic Infrastructure	Plan 3: Programme 4,5,6
Health ( Social Security Health)	Plan 4: Programme 6,7,8,9,10,11,12 Plan 6: Programme 2
Good governance	Plan 6: Programme 1 Plan 7: Programme 1,2,3,4,5,6,7,8,9,10,11,12,13,14



# ANNEXURE 6: ALIGNMENT OF IDP TO KPA'S, SFA'S AND STRATEGIC PRIORITIES

Key Performance Area	8 point plan	Strategic Focus Area	Operational Budget	Capital Budget	Strategic Priority
Municipal Institutional Development and Transformation	Creating a Platform for Growth, Empowerment and Skills Development	Human Capital Development	183194	3299	Socially Cohesive City
		Healthy and productive employees	312542	1500	
Basic Service Delivery	Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment	167001	2825	Environmentally sustainable city
		Climate protection planning	292016		
	Creating a Quality Living Environment	Meet infrastructure and household service needs and backlogs	20147590	5 242 417	Accessible City
		Address community service backlogs	1715813	227 397	
	Good Governance and Public Participation	ABM			All KPAs

Key Performance Area	8 point plan	Strategic Focus Area	Operational Budget	Capital Budget	Strategic Priority
	Fostering a Socially Equitable Environment	Promoting the safety of citizens	1 653 997	79 303	Safe City
		Promoting the health of citizens	682 405	34 941	
	Financially Accountable and Sustainable City	Durban Energy Office			Environmentally Sustainable City
Local Economic Development (LED)	Developing a Prosperous, Diverse Economy and Employment Creation	Providing Economic Leadership and Intelligence	964 475	383 454	Creating Sustainable Livelihoods
		Facilitating Private Sector Investment and Partnerships			
		Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit			
		Facilitating Development in Priority Nodes and Corridors			
		Enterprise and Sector Development			
		Developing a Competitive Tourism Sector			
		Facilitating Sustainable Livelihoods			

Key Performance Area	8 point plan	Strategic Focus Area	Operational Budget	Capital Budget	Strategic Priority
	A Vibrant and Creative City - The Foundation for Sustainability and Social Cohesion	Access and Inclusivity To develop fundamental social infrastructure for economic participation & socio-cultural empowerment	81 362 605 983	80 760 44 787	Socially Cohesive City Creating Sustainable Livelihoods
Municipal Financial Viability and Management	Financially Accountable and Sustainable City	Strategic and sustainable budgeting Grow and diversify our revenues Value for money expenditure Sound financial management & reporting	2 318 678	236 439	Financially Sustainable City
Cross Cutting	Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment	167 001	2825	
Good Governance and Public participation	Good Governance and Responsive Local Government	Ensure accessibility and promote governance Create an efficient, effective and accountable administration	303 174 1 116 627	25 600 362 345	Socially Cohesive City

Budget figures will be updated once the 2017/18 Budget is finalized

# ANNEXURE 7: IMPLEMENTATION STRATEGY

Key Performance Area	IDP 8 Point Plan Plan	Strategic Focus Areas	Implementation Strategy
Municipal Institutional Development and Transformation	5: Creating a Platform for Growth, Empowerment and Skills Development	Healthy and Productive Employees	Human Capital Empowerment
			Improve productivity, efficiency and effectiveness throughout the municipality
		Human Capital Development	Increase occupationally-directed learning opportunities in the workplace
			Addressing access to occupationally directed programmes through Co-operative Education Policy
			Addressing the low level of youth and adult language and numeracy skills
			Encouraging better use of workplace-based skills development
			Encouraging and supporting cooperatives, small enterprises, worker initiated, NGO and community training initiatives
			Increasing public sector capacity for improved service delivery and support the building of a developmental state.
			Building career and vocational guidance
			Improve productivity, efficiency and effectiveness throughout the municipality
Basic Service Delivery	1. Develop and Sustain our Spatial, Natural and Built	Develop, Manage and Regulate the Built and Natural	Develop and implement a sustainable and integrated spatial planning system

Key Performance Area	IDP 8 Point Plan Plan	Strategic Focus Areas	Implementation Strategy
	Environment.	Environment	Ensure the long term sustainability of the natural resource base
			Manage and Regulate the Built Environment
		Climate Protection Planning	Develop and implement a Municipal Climate Protection Programme
Basic Service Delivery	4: Fostering a Socially Equitable Environment.	Promoting the safety of citizens	Compliance with SAPS Amendment Act 1998 with regard to mandated functions of Crime Prevention, Traffic Management and Bylaw Enforcement
			Implement the Social, Situational, Crime Prevention strategies and urban safety management of the built environment throughout EMA
			Promoting safety of communities within the EMA in support of emergency and essential services
			To reduce the incidence and severity of fire and other emergencies
			Ensure the safety and security of municipal councillors, officials and municipal assets
			Accountable, efficient and effective administration
		Promoting the health of citizens	Mass mobilisation for better health
			Provide service of high quality in line with set norms and standards
			Reduce burden of HIV/AIDS and TB
			Enhance Environmental Health Service Delivery
			Strengthen maternal, child and women's health and management of non-communicable diseases

Key Performance Area	IDP 8 Point Plan Plan	Strategic Focus Areas	Implementation Strategy
Basic Service Delivery	3: Creating a Quality Living Environment	Meet Infrastructure and Household Service Needs and Backlogs	Strengthen disease surveillance and vector control services
			New Integrated Housing Development
			Rental housing strategy
			Title deeds strategy
			Address infrastructure backlogs
			Infrastructure asset management
		Integrated Coastal Management	
		Address Community Service Backlogs	Implement an effective public transport plan for the Municipality
Local Economic Development	2. Developing a Prosperous, Diverse Economy and Employment Creation.	Providing Economic Leadership and Intelligence	Provide economic intelligence and a strategic economic framework
			Innovation Programme
		Facilitating Private Sector Investment and Partnerships	Investment promotion and facilitation
			Catalytic Projects
		Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit	Urban Renewal
		Facilitating Development in Priority Nodes and Corridors	Promoting investment in priority nodes and corridors
		Enterprise and Sector Development	Stimulate key sectors that promote economic growth and create jobs through providing support for prioritised sectors
Facilitating Industry skills and economic inclusion			

Key Performance Area	IDP 8 Point Plan Plan	Strategic Focus Areas	Implementation Strategy		
			Managing the informal economy		
			Managing the bulk fresh produce market		
			Socio-economic development through the creation of sustainable jobs within various sectors		
			Special purpose vehicle to support, market and promote the local film and digital media industry		
			Enterprise development		
		Developing a Competitive Tourism Sector		Tourism marketing	
				Ensuring township development	
	6: A Vibrant and Creative City - The Foundation for Sustainability and Social Cohesion		Access and Inclusivity	Cultivating a sense of citizenship	
				Promoting healthy and active citizens	
				Ensure effective management of environmental goods and services	
			To development fundamental social infrastructure for economic participation & socio-cultural empowerment	Create Empowerment Opportunities in Arts, Culture and Heritage	
				Strategic Social Infrastructure and Legacy projects	
				Create and promote an environment that encourages economic activity for arts and culture	
				Preservation and Management of Natural Heritage Assets	
Municipal Financial Viability and Management			8: Financially Accountable and Sustainable City.	Strategic and Sustainable Budgeting	Compile and Annually Update the City's Medium-Term Expenditure Framework
	Budget according to IDP				


Key Performance Area	IDP 8 Point Plan Plan	Strategic Focus Areas	Implementation Strategy
			Priorities
			Budget for sustainability
			Implementation of Municipal Property Rates Act
			Reduce Council Debts
			Secure property and property rights necessary for capital projects
		Grow and Diversify our Revenue	Develop and implement a new Billing System
		Grow and Diversify our Revenue	Seek to maximise returns on investment opportunities
		Grow and Diversify our Revenue	Maximise revenue from council Properties
		Sound Financial Management and Reporting	Investment Management
		Sound Financial Management and Reporting	Assets & liability Insurance Cover
		Sound Financial Management and Reporting	Deadline Monitoring
		Sound Financial Management and Reporting	Completion of Financial Statements
		Sound Financial Management and Reporting	Payment of all creditors and verification of SCM procedures
		Sound Financial Management and Reporting	Cash Control and Management
		Sound Financial Management and Reporting	Effective, efficient and economical SCM
		Value for Money expenditure	Risk Management
		Value for Money expenditure	Reconciliations and Pay Admin
		Value for Money expenditure	Effective and efficient processes
		Value for Money expenditure	Efficient Fleet Management
Good Governance and Public	7. Good Governance and Responsive Local Government.	Ensure Accessibility and promote	Promote co-operative, international and inter-governmental relations
			Implement a customer relations management



Key Performance Area	IDP 8 Point Plan Plan	Strategic Focus Areas	Implementation Strategy
Participation		governance	<p>strategy and Customer Care Policy</p> <p>Create integrated mechanisms, processes and procedures for citizen participation</p> <p>Effectively communicate the programmes and policies of the eThekwini Municipality to the full range of audiences, both internally and externally</p>
		Create an efficient , effective and accountable administration	Enhance the Effectiveness of the Interface between Council, the Administration and the Citizenry.
			Provide strategic management and coordination support to the political oversight role of the Mayor
			Create a clean and accountable organisation
			Mobilise integrated risk assurance to strengthen administrative governance in pursuit of efficient, effective service delivery with economy of scales to realise Batho Pele principles.
			Provision of automated solution development
			Network, telecommunications and electronic services
			Provision of a secure and robust server and data centre infrastructure
			Managing ICT customers and desktop infrastructure

Key Performance Area	IDP 8 Point Plan Plan	Strategic Focus Areas	Implementation Strategy
			To develop, co-ordinate, implement and monitor the Enterprise Risk Management and Business Continuity (BCM) systems within the municipality
			Review Business License regulatory framework and processes
		ABM	Coordinate and Implement ABM Projects


# ANNEXURE 8: BACK TO BASICS-Q1 2016/17

KZN COGTA - COMPREHENSIVE MONITORING AND EVALUATION TOOL																									
BACK TO BASICS TEMPLATE WITH INDICATORS																									
2016-2017 MUNICIPAL FINANCIAL YEAR																									
BACK TO BASICS INFORMATION SHEET				MUNICIPAL PROFILE																					
PERIOD FOR THIS REPORT (i.e. period on which you are reporting - State Quarter)	2016/17 Quarter 1			1. No. & Name of Municipality	ETHEKWINI METROPOLITAN MUNICIPALITY										MASTER DOC										
DATE (i.e. date on which this report was written)	Oct-16			2. Category of Municipality	A										VERSION : B2B - September 2016										
TEAM LEADER - (COGTA Official)	Khwezi Mdlangathi			3. Population size per municipality	3,44 Million										Phone (landline)										
NAME OF PERSON COMPLETING REPORT (Person Capturing)	Nothando Msani			4. Number of wards per municipality	205										Phone (cell)										
CONTACT DETAILS OF PERSON COMPLETING THIS REPORT	031- 322 7214			5. Number of Councillors per municipality	103										Email										
	Nothando Msani@durban.gov.za			6. Number of households in municipality	945910																				
				7. Number of Traditional Councillors participating in municipal council	8																				
<b>INTERPRETATION OF RESULTS</b> 																									
<b>PROVINCIAL SCORING</b> Score the municipality from 1 (lowest) to 10 (highest) in terms of :																									
				WEIGHTING	POINTS Q1	SCORE Q1	POINTS Q2	SCORE Q2	POINTS Q3	SCORE Q3	POINTS Q4	SCORE Q4	ANNUAL POINTS	ANNUAL SCORE											
A	Putting People first			0		N/A																			
B	Delivering basic services			20	15	75%																			
C	Good Governance			8	8	100%																			
D	Sound Financial Management			23	12	52%																			
E	Building Capable Local Government Institutions			5	3	60%																			
TOTALS				56	38	68%																			
<b>Notes for completing the template :</b> 1 Do not make any amendments to the template i.e. change weightings or indicators 2 All financial indicators are to be accumulative - assistance in respect of the financial indicators will be provided by the COGTA : Municipal Finance Unit 3 Any Municipality that is currently under any COGTA intervention will be categorised as "Requiring Intervention" regardless of the scoring of this template. 4 LM = Local Municipality , DM = District Municipality & SC = Secondary Cities : Complete the indicators applicable to your municipality																									
A	PUTTING PEOPLE FIRST	APPLICABLE TO:	WEIGHTING (Do not)	SCORING RANGE	Norm/Standard	Portfolio of Evidence	QUARTER 1 - (Answer Column)		POINTS AWARDED		QUARTER 2 (ANSWER Column)		POINTS AWARDED		QUARTER 3 (ANSWER Column)		POINTS AWARDED		CHALLENGES	PROPOSED INTERVENTION	COMMENTS				
							Target	Actual	Target	Actual	Target	Actual	Target	Actual											
1	Number of Ward Committee meetings held per month in the past quarter (per ward)	LM/SC	0	For all meetings held 100% to 67% = 2 / 66% to 34% = 1 / 33% to 0% = 0	Functionality as determined by 7 key criteria (DCOGTA)	Ward committee reports, minutes, attendance registers	JULY = 0 AUGUST = 0 SEPTEMBER = 0																		
FOLLOW-UP QUESTIONS							0%		QUARTER 2		QUARTER 3		QUARTER 4												
Percentage attendance at ward committee meetings:							New Council. Ward Committees are not yet established.																		
What are the main reasons for non-functional Ward Committees? E.g. meetings no held, reports not submitted, Quorums not reached, or Other reasons																									
Comments:																									
2	Number of ward committee reports submitted per ward?	LM/SC	0	For all meetings held 100% to 67% = 2 / 66% to 34% = 1 / 33% to 0% = 0	Functionality as determined by 7 key criteria (DCOGTA)	Ward committee reports, minutes, attendance registers	0 (New Council. Ward Committees are not yet been established).																		
FOLLOW-UP QUESTIONS							QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4												
What are the main reasons for non-submission of reports?																									
Comments:																									
3	Number of sectoral reports submitted per ward committee per month	LM/SC	0	Sector reports submitted 100% to 67% = 2 / 66% to 34% = 1 / 33% to 0% = 0	Functionality as determined by 7 key criteria (DCOGTA)	Ward committee reports, minutes, attendance registers	0 (New Council. Ward Committees are not yet been established).																		
FOLLOW-UP QUESTIONS							QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4												
What are the main reasons for non-submission of reports?																									
Comments:																									
4	Number of wards where community meetings were held	LM/SC	0	Ward reports submitted 100% to 67% = 2 / 66% to 34% = 1 / 33% to 0% = 0	Functionality as determined by 7 key criteria (DCOGTA)	Ward reports	10 ( Meetings were held in July 2016).																		
FOLLOW-UP QUESTIONS							QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4												
What are the main reasons for non-submission of reports?																									
Comments:																									
TOTAL WEIGHTING FOR PILLAR		0																0	0	0	0	0	0	0	0

B	SERVICE DELIVERY	APPLICABLE TO:	WEIGHTING (Do not Amend)	SCORING RANGE	Norm/Standard	Portfolio of Evidence	QUARTER 1 - (Answer Column)		POINTS AWARDED		QUARTER 2 (ANSWER Column)		POINTS AWARDED		QUARTER 3 (ANSWER Column)		POINTS AWARDED		CHALLENGES	PROPOSED INTERVENTION	COMMENTS
							Target	Actual			Target	Actual			Target	Actual					
5	Percentage of households with access to potable water	DM/SC	3	< 60 % = 0 60 % → 80 % = 1 81 % → 90 % = 2 > 90 % = 3	<ul style="list-style-type: none"> <li>Calculation : number of households with at least a basic level of water service divided by total number of households in the municipal area X 100 (%)</li> <li>Norm 100 % however NDP target is 92 %</li> <li>Standard : basic LoS - access within 200 meters (RDP standard) with a flow rate of 10 litres per minute.</li> <li>Water quality to comply with National Water Act and SANS 241</li> </ul>	Billing system and service delivery data / report	93.21%	95.87%	3												
FOLLOW-UP QUESTIONS							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4											
Number of Households							945910														
What are blockages challenge it terms of backlog alleviation? E.g. Funding, PMU Capacity, or SCM Delays etc.							None														
Number of unplanned interruptions							1085														
Average time taken to repair unplanned interruptions							6.33 hours														
% of water losses incurred during the quarter							40.3%														
List Campaigns ro reduce water losses							Pressure Reducing Valve, Media interventions, Imposed water restrictions														
Comments							The average time stated is the sum of the monthly averages and not the average for the 3 months.														
6	Percentage of households served with a sanitation facility	DM/SC	2	< 70 % = 0 70 % → 90 % = 1 > 90 % = 2	<ul style="list-style-type: none"> <li>Calculation : number of households with at least a basic level of sanitation service divided by total number of households in the municipal area X 100 (%)</li> <li>Norm 100 %</li> <li>Standard : basic LoS (level of service) is a Ventilated Improved Pit latrine (VIP)</li> </ul>	Billing system and service delivery data / report	83.34%	83.94%	1												
FOLLOW-UP QUESTIONS							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4											
Number of Households							945910														
What are blockages challenge it terms of backlog alleviation? E.g. Funding, PMU Capacity, or SCM Delays etc.							Delay in handover processes due to the recent elections. Production of CAB's in 15 sites have not been handed over to communities.														
Number of sewer spillages per quarter							12296														
Average time taken to fix spillages							111 hours														
Comments							The average time stated is the sum of the monthly averages and not the average for the 3 months.														
7	Percentage of households served with electricity.	LM/SC	2	< 60 % = 0 60 % → 85 % = 1 > 85 % = 2	<ul style="list-style-type: none"> <li>Calculation : number of households with an electricity connection divided by total number of households in the municipal area X 100 (%)</li> <li>Norm 100 % however NDP target is 92 %</li> <li>Standard - basic LoS (level of service) is 20 Amp supply and 50 kWh / month</li> <li>[Include households with electricity connection provided by municipality AND households connected by Eskom]</li> </ul>	Billing system and service delivery data / report		74.0%	1												
FOLLOW-UP QUESTIONS							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4											
Number of Households							945 910														
What are blockages challenge it terms of backlog alleviation? E.g. Funding, PMU Capacity, or SCM Delays etc.							Settlements on private property, flood areas, funding, resource availability;														
Number of unplanned interruptions							69 833														
List Campaigns ro reduce electricity losses							Optimal Network Configuration; Effective Maintenance on Network; Efficient Network Loading; Area Sweeps; Employment of security Intelligence Teams; Installation of anti-theft technologies at substations; Theft Hotline;														
Comments																					



13	Percentage of registered indigent households receiving Free Basic Electricity	LM/SC	1	0 → 59% = 0 > 60% = 1	<ul style="list-style-type: none"> <li>Calculation : number of indigent households receiving free basic electricity (from the approved and updated indigent register) divided by total number of registered indigent households X 100 (%)</li> <li>Norm 100%</li> </ul>	Indigent register and billing system	82%	1											
FOLLOW-UP QUESTIONS										QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4			
Reasons for non-achievement of the target																			
Comments																			
14	Percentage of registered indigent households receiving Free Basic Refuse Removal	LM/SC	1	0 → 59% = 0 > 60% = 1	<ul style="list-style-type: none"> <li>Calculation : number of indigent households receiving free basic refuse removal (from the approved and updated indigent register) divided by total number of registered indigent households X 100 (%)</li> <li>Norm 100%</li> </ul>	Indigent register and billing system	100%	1											
FOLLOW-UP QUESTIONS										QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4			
Reasons for non-achievement of the target																			
Comments																			
TOTAL WEIGHTING FOR PILLAR			20					15			0		0		0				
C	GOOD GOVERNANCE	APPLICABLE TO:	WEIGHTING	SCORING RANGE	Norm/Standard	Portfolio of Evidence	QUARTER 1 - (Answer Column)		POINTS AWARDED		QUARTER 2 (Answer Column)	POINTS AWARDED	QUARTER 3 (Answer Column)	POINTS AWARDED	QUARTER 4 (Answer Column)	POINTS AWARDED	CHALLENGES	PROPOSED INTERVENTION	COMMENTS
15	Number of Council meetings held over the past Quarter	ALL	2	1 meeting = 2 / 0 meeting = 0	1 meeting per quarter		Target	Actual	2		Target	Actual	Target	Actual	Target	Actual			
FOLLOW-UP QUESTIONS										QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4			
What are the main reasons for Council not meeting?										n/a									
Quorums not reached:										n/a									
Reports not submitted:										n/a									
Comments										3 meetings were held during the quarter under review.									
16	Number of EXCO meetings held	ALL	2	3 meeting = 2 / 2 meeting = 1 / 0 - 1 meeting = 0	1 meeting per month		3	2											
FOLLOW-UP QUESTIONS										QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4			
Reasons for EXCO meeting not being held:										n/a									
Comments										n/a									
17	Percentage of functional Portfolio Committees	ALL	2	Functionality of Portfolio Committees: 100% to 67% = 2 / 66% to 34% = 1 / 33% to 20% = 0	1 meeting per quarter for each portfolio committee		100%	2											
FOLLOW-UP QUESTIONS										QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4			
Number of Portfolio Committees										5									
Number of functional Portfolio Committees										5									
Number of meetings held per committee per quarter										0									
Reasons for Portfolio Committee meeting not being held:										Portfolio Committees were established at a Special Council meeting on 13 September 2016. Thereafter the process of allocating 219 Councillors to Committees ensued. This then culminated in inaugural Portfolio Committee meetings held on 11, 12 and 13 October 2016.									
Quorums not reached										n/a									
Reports not submitted:										n/a									
Other										n/a									
Comments										n/a									
18	Number of Audit Committee meetings held	ALL	2	1 meeting = 2 / 0 meeting = 0	1 meeting per quarter		4	4	2										
FOLLOW-UP QUESTIONS										QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4			
Reasons for Audit Committee meeting not being held:										N/A									
Comments																			

19	Number of Audit Committee reports submitted to Council	ALL	0	1 report = 2 / 0 report = 0	1 report per quarter		1	0	0																
FOLLOW-UP QUESTIONS						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4													
Reasons for non-submission of reports to Council:						Submission not made, due to the change of leadership. Induction of new members is planned starting with MPAC members on Audit committee proceedings.																			
Comments																									
20	Number of MPAC meetings held	All	0	1 meeting = 2 / 0 meeting = 0	1 meeting per quarter		0																		
FOLLOW-UP QUESTIONS						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4													
What are the main reasons for MPAC not meeting? E.g. Quorums not reached, reports not submitted etc.						The MPAC was established at the Inaugural Council meeting on 23 August 2016. The MPAC meeting was not held during this quarter because Councillors were busy with the Induction by the Municipality as well as by SALGA.																			
Comments																									
21	% of functional IGR structures (Mayors forum, MM forums and District Technical Fora)	DM	0	Functionality: of IGR structures 100% to 67% = 2 / 66% to 34% = 1 / 33% to 0% = 0	District Mayors Forum, MM's forum and District technical Fora meeting once a quarter																				
FOLLOW-UP QUESTIONS						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4													
Number of structures (Mayors forum, MMs forum, Speakers forum)						10																			
List technical forums						10																			
Number of functional forums						2																			
Number of meetings held per forum per quarter						80%																			
Percentage of functional IGR Structures						20%																			
Quorums not reached						none																			
Reports not submitted						none																			
Approved terms of reference not in place for forum:						1																			
Comments																									
TOTAL WEIGHTING FOR PILLAR						8		8																	
D	SOUND FINANCIAL MANAGEMENT	APPLICABLE TO:	WEIGHTING	SCORING RANGE	Norm/Standard	Portfolio of Evidence	QUARTER 1 - (Answer Column)		POINTS AWARDED		QUARTER 2 (Answer Column)		POINTS AWARDED		QUARTER 3 (Answer Column)		POINTS AWARDED		QUARTER 4 (Answer Column)		POINTS AWARDED		CHALLENGES	PROPOSED INTERVENTION	COMMENTS
							Target	Actual			Target	Actual			Target	Actual			Target	Actual					
22	% Audit Queries resolved	ALL	3	<60% = 0 60% → 80% = 1 81% → 90% = 2 >90% = 3	90%		58	(44/58 * 100) = 76%	1																
FOLLOW-UP QUESTIONS						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4													
Number of Audit findings:						58																			
What were the key findings:						1. Legal Claims ( Refer Audit Report) 2. Material losses and impairments ( Refer Audit Report) 3. Material underspending of conditional grant and capital budget ( Refer Audit Report)																			
Audit action plan comments and status:						Majority of issues raised by AG under 2014/2015 management report and letter have been addressed .Refer report																			
Reasons for not resolving queries:						N/A																			
Comments:																									
23	% of MIG Expenditure	ALL	3	1st quarter : <10% = 0 / 10% - 15% = 1 / 15%-20% = 2 / >20% = 3 2nd quarter : <20% = 0 / 20% - 30% = 1 / 30% - 45% = 2 / >45% = 3 3rd quarter : <50% = 0 / 50% - 60% = 1 / 60% - 70% = 2 / >70% = 3 4th quarter : <70% = 0 / 70% - 80% = 1 / 80% - 95% = 2 / 95% - 100% = 3	100%	AG Report, Audit Committee agenda and register, Audit action plan and status report		11.90%	1																
FOLLOW-UP QUESTIONS						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4													
What are blockages and challenges in respect of MIG Expenditure? E.g. PMU Capacity, SCM Delays etc.																									
What measures have been put in place to achieve targets if not achieved:																									
Comments:																									

24	% allocation to free Basic Services Spent (Annual)	ALL	1	Annual target: >70% to 100% = 1	100% of the total budget	100%	5.10%	0											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
Allocation:										R 2 319 380.00									
Actual % spent:										5.10%									
Reasons for under expenditure if not achieved:																			
25	% of operating budget spent	ALL	2	90%-100%=2 / <90%=0	Norm : 95% - 100%	100%	94.70%	2											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
Allocation:										R 6 679 639 000.00									
Budget:										R 632 526 200.00									
Actual % of Budget spent:										94.70%									
Reasons for under expenditure if targets not achieved:																			
26	% of Repairs and Maintenance spent	ALL	2	>=90%=2/ <90%=0	100%	100%	42.80%	0											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
What percentage of the total municipal budget has been allocated for repairs and maintenance?										11.50%									
What percentage of the repairs and maintenance budget was spent on infrastructure maintenance?										8.21%									
Comments:																			
27	% of Debtors Collection Rate	ALL	2	<80%=0/ 80-95=1/ >95=2	Norm - 95%		82.66%	1											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
Total Billed Revenue (R):										R 6 900 386 609.13									
Actual Collected Revenue (R):										R 5 703 958 032.37									
Reasons for under collection:										Migration into new revenue management system and disconnection not being carried out.									
Comments:																			
28	Outstanding Debtors (>120 days)	ALL	1	0%=1/ >0%=0	Norm - 0%			0											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
Rand Value >120 days:										R 5 486 645 983.16									
What measures have been put in place to collect long outstanding debt:										Enforcement of credit control policy									
Comments:																			
29	Cash Backing of Conditional Grants	ALL	2	positive=2 / negative=0	Norm - Positive		Positive	2											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
If not cash backed, what are the reasons?:																			
Comments:										5670081									
30	% of Irregular, Fruitless and Waste Expenditure incurred	ALL	2	0% = 2	0%	0%	0%	2											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
Reasons for the irregular, fruitless and wasteful expenditure:																			
Number of S36 deviations?:										10									
Total value of S36 deviations?:										R 318 531 240.00									
Number of S36 deviations approved by Council?:										8, 1 endorsed by City Manager and 1 approved by ICC board									
Has the S36 deviation register been updated?:										YES									
Comments:																			
31	% of Irregular, Fruitless and Waste Expenditure resolved	ALL	2	<75% = 0 75% - 90% = 1 90-100% = 2	100%		100% No irregular, Fruitless and Waste Expenditure.	2											
FOLLOW-UP QUESTIONS										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
Did the municipality apply Section 32 of the MFMA in resolving the UIFW expenditure?:																			
If some were not resolved, what is their current status?:																			
Is the UIFW Register complete?:																			
Comments:																			



32	% Capital Budget Spent	ALL	3	<p>1st quarter : &lt;10% = 0 / 10% - 15% = 1 / 15%-20% = 2 / &gt;20% = 3</p> <p>2nd quarter : &lt;20% = 0 / 20% - 30% = 1 / 30% - 45% = 2 / &gt;45% = 3</p> <p>3rd quarter : &lt;50% = 0 / 50% - 60% = 1 / 60% - 70% = 2 / &gt;70% = 3</p> <p>4th quarter : &lt;70% = 0 / 70% - 80% = 1 / 80% - 95% = 2 / 95% - 100% = 3</p>	Norm - The norm range between 95% and 100%		14.22%	1													
<b>FOLLOW-UP QUESTIONS</b>																					
What are blockages and challenges in respect of Capital Expenditure? E.g. PMU Capacity, SCM Delays etc.																					
What measures have been put in place to achieve targets if not achieved:																					
Comments:																					
<b>TOTAL WEIGHTING FOR PILLAR</b>			23															12			
E	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	APPLICABLE TO:	WEIGHTING	SCORING RANGE	Norm/Standard	Portfolio of Evidence	QUARTER 1 - (Answer Column)		POINTS AWARDED	QUARTER 2 (Answer Column)		POINTS AWARDED	QUARTER 3 (Answer Column)		POINTS AWARDED	QUARTER 4 (Answer Column)		POINTS AWARDED	CHALLENGES	PROPOSED INTERVENTION	COMMENTS
							Target	Actual		Target	Actual		Target	Actual		Target	Actual				
33	Number of Section 54/56 posts filled	ALL	3	<p>80%-100%=3</p> <p>50%-79%=2</p> <p>33%-49%=1</p> <p>&lt;33%=0</p>	<ul style="list-style-type: none"> <li>Critical posts vacant – Section S54 &amp; S56 posts filled within 3quarters after post is vacant</li> <li>Critical posts filled in terms of Municipal Systems Act Regulations</li> <li>Calculation : % of filled S54 – S56 posts</li> </ul>			Total Posts = 7 Posts Filled = 5 Posts Vacant = 2 Posts filled in the last quarter = 1	2												
<b>FOLLOW-UP QUESTIONS</b>																					
Number of approved posts				Number of filled posts				Percentage of filled posts													
FOLLOW-UP QUESTIONS				Quarter 1				Quarter 2				Quarter 3				Quarter 4					
FOLLOW-UP QUESTIONS				QUARTER 1				QUARTER 2				QUARTER 3				QUARTER 4					
Number of vacant post?				2																	
Reasons for vacancy				Posts are difficult to fill as suitable candidates with the required skills cannot be found.																	
Period of vacancy (provide details for each post):				DCM: Human Settlements, Engineering Services and Transport = 51 Months (01/07/2012) DCM: Economic Development and Planning = 26 Months (12/07/2014)																	
Have all Performance Agreements been signed and submitted to the MEC for Local Government?				Yes																	
Comments				Nil																	
34	Number of vacant budgeted posts against approved organogram	ALL	2	<p>Vacancy rate :</p> <p>0%-10%=2</p> <p>11%-50%=1</p> <p>51%-100%=0</p>	<ul style="list-style-type: none"> <li>Approved and funded organizational structure</li> <li>Calculation : Vacancy rate should be less than 10% of the entire staff establishment</li> </ul>			Funded Posts = 26676 Funded Vacancies = 4217	1												
<b>FOLLOW-UP QUESTIONS</b>																					
Number approved posts				26676																	
Number filled				22459																	
Vacancy rate				4217 (15.8%)																	
Any other Comments				Every effort is made to fill these funded vacancies.																	
35	% of budget spent on implementing Workplace Skill Plan	ALL	0	<p>67%-100%=3 / 34%-66%=2 / 1% - 33%-1 / 0%=0</p>	% expenditure against quarterly target as per IDP and SDBIP			Reported Annually.													
<b>FOLLOW-UP QUESTIONS</b>																					
Performance Assessments conducted for each manager: (Yes/No)																					
State the actual number of Councillor (versus target) that underwent training:																					
Target:																					
Actual:																					
State the actual number of officials (versus target) that underwent training:																					
Target:																					
Actual:																					
If target were not met, state reasons for under-achievement																					
Target:																					
Actual:																					
comment																					
<b>TOTAL WEGHTING FOR PILLAR</b>			5															3			

# ANNEXURE 9: 2016/17 MEC COMMENTS

The eThekwini IDP is as per previous years been kept short, crisp and strategically focused. The MEC made the following observations with regard to the 2016/17 IDP.

## **Municipal Transformation and Institutional Development:**

The Municipality was requested to finalise the drafting of the HR strategy and to fill the 3 critical vacant posts. The HR strategy is currently being finalised, the Trading Services DCM post has been filled and the other 2 vacancies are in the process of being filled. The position for the City Manager has been advertised, short listing and interviews are underway.

## **Local Economic Development:**

The Municipality was asked to review the LED plan and to show linkage between the PGDP and IDP by showing key intervention areas, indicators, targets, catalytic projects/programmes, budget, and timeframes. The LED plan was compiled in 2013 (2013-2018) and was included in the 2015/16 IDP. The LED Plan is a 5 year strategy and is due for review in 2018. Annexure 5 of the IDP shows the linkage between the PGDP and IDP.

## **Basic Service Delivery and Infrastructure Investment:**

The Municipality needs to indicate when as to when the reviewed integrated waste management plan will be adopted and to include a summary in the IDP, update the water and sanitation map and to use maps to support the telecommunications narrative. The IWMP has been compiled and the municipality is currently awaiting the endorsement of the MEC, maps have been included to support the telecommunications narrative.

## **Financial Viability and Financial Management:**

The Municipality was commended on the comprehensively detailed information provided on this KPA. However, it was recommended that the municipality compile an indigent register and update it annually, give an indication of employee related costs, provide the AGs opinion over the last 3 years and the vacancy rate. With regard to the indigent register it is considered that the creation and maintenance of such a register is neither practical nor cost effective for a Municipality with a large population such as eThekwini. Thus a register would be in a constant state of flux and would require a 'live' database of every household's financial status- this is not even provided by the Census and would be a mammoth task for the municipality. The municipality has therefore adopted an "Estimated Indigent Register" based on the valuation roll and this has been approved by Council. An indication of employee related costs, AGs opinion and vacancy rate has been included

## **Good Governance and Community Participation:**

The Municipality was commended on the comprehensive coverage and detailed reporting on this KPA.

**Cross Cutting Interventions:**

The Municipality was requested to include an agricultural development plan and an SEA. These plans are currently being investigated.

# ANNEXURE 10: AUDITOR GENERAL REPORT 2015/2016

## Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and the council on the eThekwini Municipality

### Report on the consolidated and separate financial statements

#### Introduction

1. I have audited the consolidated and separate financial statements of the eThekwini Municipality and its subsidiaries set out on pages 462 to 576, which comprise the consolidated and separate statement of financial position as at 30 June 2016, the consolidated and separate statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

#### Accounting officer's responsibility for the consolidated and separate financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these consolidated and separate financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2015 (Act No. 1 of 2015) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor-general's responsibility

3. My responsibility is to express an opinion on the consolidated and separate financial statements based on my audit. I conducted my audit in accordance with the International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and separate financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the consolidated and separate financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated and separate financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Opinion

6. In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the eThekweni Municipality and its subsidiaries as at 30 June 2016 and its financial performance and cash flows for the year then ended, in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

### Emphasis of matters

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

### Significant uncertainties

8. A number of legal claims have been lodged against the municipality, as disclosed in note 40 to the financial statements. The ultimate outcome of these claims was not determinable at year-end and no provision for any liability that may result was made in the financial statements.

### Material water losses and debt impairments

9. As disclosed in note 46 to the financial statements, material water losses of 132, 51 million kilolitres (2015: 134, 33 million kilolitres) resulted in revenue losses of R710,90 million (2015: R669 million), as a result of illegal connections and deteriorating infrastructure.
10. As disclosed in note 8 to the financial statements, the municipality made a provision for bad debts of R3, 01 billion (2015: R2, 51 billion) on consumer debtors, as the recoverability of these amounts was doubtful.

### Additional matter

11. I draw attention to the matter below. My opinion is not modified in respect of this matter.

### Unaudited disclosure notes

12. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion thereon.

## Report on other legal and regulatory requirements

13. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

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**Predetermined objectives**

14. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for objective 3: creating a quality living environment on pages 400 to 421 and objective 8: financially accountable and sustainable city as set out on pages 449 to 455 presented in the annual performance report of the municipality for the year ended 30 June 2016.
15. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
16. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for Managing Programme Performance Information.
17. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
18. I did not raise any material findings on the usefulness and reliability of the reported performance information for the selected objectives.

**Additional matters**

19. Although I raised no material findings on the usefulness and reliability of the reported performance information for the selected objectives, I draw attention to the following matters:

Achievement of planned targets

20. The annual performance report on pages 384 to 455 includes information on the achievement of the planned targets for the year.

Unaudited supplementary information

21. The supplementary information set out on pages 41 to 174 does not form part of the annual performance report and is presented as additional information. I have not audited these schedules and, accordingly, I do not report thereon.

**Compliance with legislation**

22. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:
23. Expenditure management
24. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)

(d) of the MFMA.

### Internal control

25. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

Financial management

26. Slow response by management to implement adequate monitoring controls to prevent irregular expenditure.

### Other reports

27. I draw attention to the following engagements that could potentially have an impact on the municipality's financial, performance and compliance-related matters. My opinion is not modified in respect of these engagements that are in progress or have been completed.

### Investigations

28. At the request of the accounting officer, the city integrity and investigations unit performed internal investigations covering the period 1 July 2015 to 30 June 2016, which were based on allegations of financial misconduct and non-compliance with SCM regulations by council employees. A total of 15 investigations were finalised, of which the accounting officer is currently assessing the outcomes. A further 15 cases are in still in progress.

*Auditor - General*

Auditor-General  
Pietermaritzburg  
13 December 2016



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



# ANNEXURE 11: MANAGEMENT RESPONSE TO AUDITOR GENERALS COMMENTS

## MANAGEMENT RESPONSES TO 2015-16 AUDIT REPORT AS REQUIRED BY SECTION 121(3) (g) OF THE MFMA

### EMPHASIS OF MATTER

#### ➤ SIGNIFICANT UNCERTAINTY

- **Legal claims**

Various legal claims had been lodged against the municipality. These legal claims have been disclosed as contingent liabilities in note 40, in the Annual Financial Statements because the ultimate outcome of these matters cannot presently be determined. The amount disclosed is the value being claimed by the other parties and is therefore considered to be prudent.

#### ➤ MATERIAL LOSSES AND IMPAIRMENTS

- **Water loss**

Water loss is due to deteriorating infrastructure and illegal connections

The EWS has the following plan in place to reduce Water Losses:

- Installation of Pressure Reducing Valves within eThekwini
- Design and replacement of water mains within eThekwini
- A follow up on illegal reconnections after disconnection is done regularly
- Call center to report illegal connection has been established
- Installing Water meters in Rural areas
- Upgrading industrial/commercial and institutional meters
- Installation of Bulk meters in informal Settlements

- **Provision for doubtful debts**

The provision is based on the past trends and collection rates for different services provided by the municipality. The lower the collection rate the higher the provision for bad debts. The debt will continue to be pursued until it is not feasible to recover and then it will be written off.



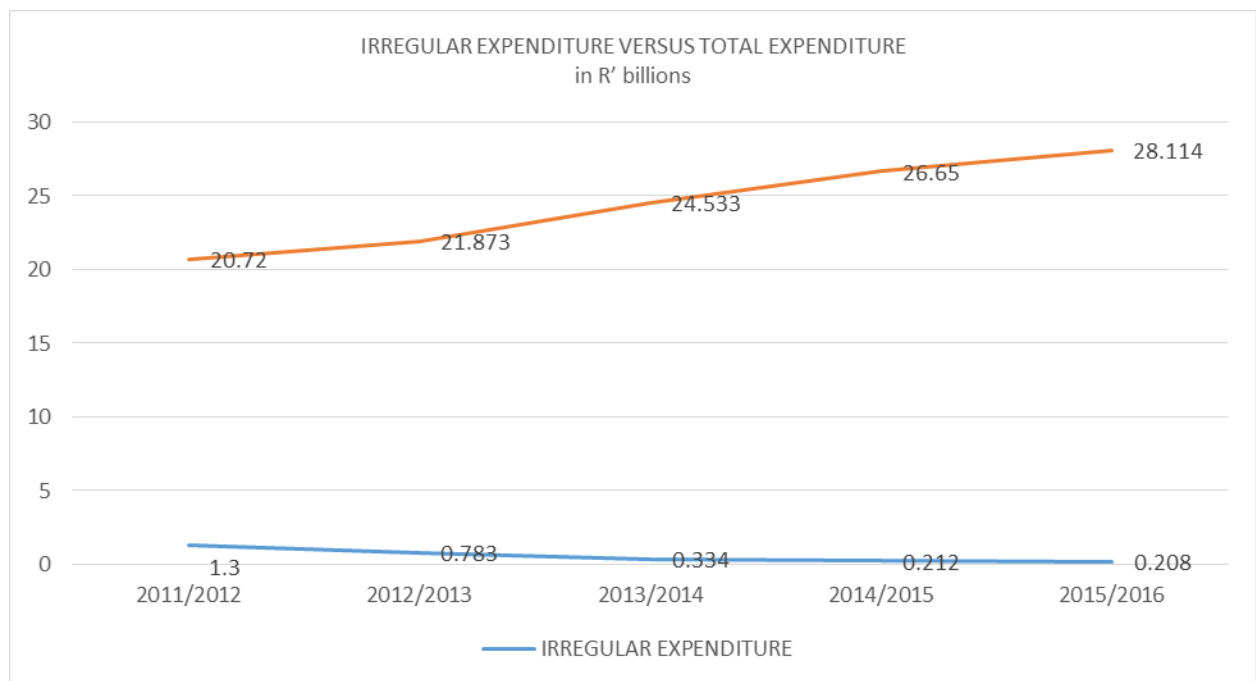
## COMPLIANCE WITH LAWS AND LEGISLATION

- **EXPENDITURE MANAGEMENT (IRREGULAR EXPENDITURE)**

The Auditor-General found that the Municipality incurred irregular expenditure of R208.3 million in the 2015/2016 financial year. It was also reported that R18.75 million of this amount was detected by the external auditors. Further, R89.58 million of this amount related to CIU investigations. Deficiencies in internal controls were highlighted with regard to contract management and monitoring, demand management, and compliance checking.

- **Analysis of Irregular Expenditure**
  - **Trend Analysis**

The trend analysis of irregular expenditure in the Municipality is as follows:



As can be seen above, there has been a significant decrease in irregular expenditure from R1.3 billion in 2011/2012 to R783 million in 2012/2013 to R334 million in 2013/2014 to R212 million in 2014/2015, and further to R208.3 million in 2015/2016.

### **Actions being taken to reduce irregular expenditure**

We have improved controls with respect to irregular expenditure as follows:

- Introduction of procurement plans across all departments and monitoring thereof

- 
- Centralization of general ledger (Electricity department is no longer using Ellipse to keep contract register and pay suppliers)A
  - The process of ensuring Finance and SCM staff within the Electricity Unit report to Treasury Cluster rather than the Electricity Unit has commenced.

- **Demand Management**

Over the past two years we have strengthened our demand management processes as follows:

- We have centralized the contracts register through which contracts are being monitored on a monthly basis. The procurement processes will now be initiated 12 months before the expiry of the contract, instead of 6 months as sometimes the tender processes take longer than 6 months.
- As part of our budget process, Departments will be required to submit procurement plans as part of our demand management. These procurement plans are monitored by SCM. In addition, City Manager monitors these plans monthly through our management meetings. This process has assisted in reducing S36 awards. In addition, the invalid deviations or S36 have reduced compared to previous financial year.

Management will continue monitoring these controls and improve them where necessary.

- **Compliance Checking**

Some of our challenges relate to the timing of the processes, for example, tax clearance certificates. Checking for valid tax clearance certificates and CIDB is done during or before the bid evaluation stage and non-compliant tenders are eliminated at the evaluation. We will strengthen our checking after the BAC stage to ensure certificates that expired after BEC stage are identified and status verified again. We will improve our controls to address the timing challenges as indicated above.

- **Procurement**

As part of taking reasonable steps, we have improved our controls over the years as follows:

- Business process re-engineering of the Supply Chain Management policy.
- An E-Procurement system is now integrated with the financial accounting system and procurement for services will also be automated in the near future. This will mitigate against the risk of splitting of orders under R200 000 and non-compliance with 3 quotations.
- Checking of payments for compliance with SCM processes

- **Consequence Management**

With respect to consequence management, we will improve our turnaround times regarding investigations to ensure that recommendations are implemented timely and

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reporting to Council committees will be done quarterly on the progress regarding investigations and implementation of recommendations.

## **Conclusion**

As eThekwini we are committed to continue improving our controls in order to minimize irregularities. Our commitment is evidenced by the reduction of irregular expenditure within the municipality, if you exclude the expired contracts from the Electricity Unit and irregular expenditure from CIU reports.

Furthermore, as part of taking reasonable steps to prevent irregular expenditure, the Accounting Officer has referred a number of tenders to Internal Audit for pre-audit review before awarding the contract. This was introduced during 2015/2016 financial year.

Notwithstanding the foregoing, we engaged with Internal Audit on auditing and strengthening SCM processes end to end; improving transversal SCM controls coupled with continuous controls monitoring. This initiative also resulted in workshops following Internal Audit "irregular expenditure" conclusion and to the extent that a quarterly review of irregular expenditure is completed by Internal Audit coupled with monitoring by the Audit Committee. A continuous auditing approach on Section 36 has been implemented by Internal Audit resulting in continuous engagement on closing gaps on transversal issues, including SCM compliance monitoring.

The above is clearly evidenced by the downward trend in irregular expenditure. However, we are committed to continue improving implementation of controls and these breaches in controls will be followed with consequence management action as we are still fully committed to achieving zero irregular expenditure.

## ANNEXURE 12: LIST OF SECTOR PLANS/POLICIES

Sector Plans/Policies	Date Adopted/Reviewed
<b>PLAN ONE</b>	
eThekwini Municipality Generic EMP for Construction Activities	2002
Spatial Development Framework	2014
LTDF – “Imagine Durban”	2010
eThekwini Industrial Spatial Strategy	2009
Durban Environmental Services Management Plan	
Environmental Management Policy	2005
Spatial Development Plans	2014
Land Use Scheme	
eThekwini City Densification Policy	2013
Built Environment Performance Plan	2014
Durban Metropolitan Open Space System	2010
Invasive Species Framework Strategy and Action Plan	2014
<b>PLAN TWO</b>	
eThekwini Agricultural Status Guidelines	
Agricultural Policy for eThekwini	2004
Economic Development and Job Creation Strategy	2013
INK Economic Development Profile	2005
Markets Policy for eThekwini Municipality	2011
Allocations Policy Governing Trading Opportunities and Permits to Informal Traders on Council Owned Properties	
Durban’s Informal Economy Policy	2001
A strategy for Development of Community Tourism organizations within the eThekwini Municipal Area	2011
Business Support and Markets Unit Improvement of SMME access to Finance Strategy	2010
A Strategy for the Improved Management and Development of Container and Itinerant Traders within the eThekwini Municipal Area	2004
A Consistent Rental Policy for Informal Trading in eThekwini Unicity	2004
Rural Economic Development Strategy	2011
Durban Tourism Visitor Marketing Strategy 2013-2020	2013

Sector Plans/Policies	Date Adopted/Reviewed
<b>PLAN THREE</b>	
EPWP Policy Framework	2007
Housing Sector Plan	2012
Transport Plan	2010
Waste Management Plan	2004
Water Services Development Plan	2012
Policies and Practices of the eThekwini Municipality Water and Sanitation Unit	
Guidelines and Policy for the Design of Stormwater Drainage and Stormwater Management System	2008
Integrated Freight and Logistics Strategic Framework and Action Plan	2015
<b>PLAN FOUR</b>	
Vulnerable Groups Policy	2007
eThekwini Disaster Management Framework	2009
Disaster Management Advisory Forum	2013
Municipal Disaster Management Plan	2013
Crime Prevention through Environmental Design (CPTED)	2010
Safe drums Policy	
Towards an HIV free generation – Response 2012/16 and Beyond	2012
eThekwini Safer City Strategy	2013
Ward Safety Plans	2014
Draft Social Development Strategy	In progress
<b>PLAN FIVE</b>	
Youth Development Policy	2007
Employment Equity Plan	2014
Workplace Skills Plan	
Employee Practices Policy	2004
Scarce Skills Policy	
Talent Management Strategy	2010
Assisted Education Policy	2007
Travel Policy	2008
Incapacity Management Policy and Procedure: Ill Health/Injury	2006
Guidelines for the Prevention and Management of Posttraumatic Disorder	2002
Employee Assistance Programme and Policy	
Policy on Sexual Harassment	
HIV/AIDS Workplace Policy	2002
Wellness Policy and Programmes	2008

<b>Sector Plans/Policies</b>	<b>Date Adopted/Reviewed</b>
Code of Conduct for Employees	2001
Policy on the Control of Firearms, Dangerous Objects and Weapons at the Workplace	2007
Driver training and License Verification Policy	2002
eThekwini Municipality Policy on Acceleration of Salary	2007
Municipal Organogram	2012
City Stars Recognition and Rewards Policy	2010
Cooperative Education Policy	2013
Draft HR Strategy	In progress
<b>PLAN SEVEN</b>	
Service Delivery and Budget Implementation Plan	2014
Community Participation Policy	2006
Anti-Fraud and Anti-Corruption Policy	2007
Communications Policy	2009
Communications Strategy	2011
Fraud and Corruption Prevention Strategy	2011
Performance Management Policy and Procedure	2009
Batho Pele Policy	
Information Security Policy for eThekwini Municipality	2011
Customer Care Policy	2007
Green ICT Policy	
eThekwini Municipality ICT Governance Framework	2015
Corporate Governance of ICT Charter	2015
ICT Strategy	2015
<b>PLAN EIGHT</b>	
Budget: Medium Term Budget	2016
Credit Control	2016
Rates Policy	2016
Tariff Policy	2014
Enterprise Risk Management Framework	2011
eThekwini Municipality Internal Energy Management Policy	2012
Asset Management Policy Guidelines	2011
Borrowing Framework Policy and Guidelines	2014
Budget Policy	2014
Investment Framework Policy and Guidelines	2014
Targeted Procurement Policy	2014
Supply Chain Management Policy	2013
Energy Strategy	2008
eThekwini Municipality Internal Energy Management Policy	2011

# ANNEXURE 13: COMMUNITY NEEDS MATRIX

ZONE	PRIORITY	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category
	1		2		3		4	
1	Hospital	Access to Health service (hospital)	Fast track Housing delivery	Housing	Local Town Centre-banks	Access to banks in town centre	Skills development	Skills Development
2	Hospital	Access to Health service (hospital)	Roads	Roads	Sports & Recreation	Access to Sport & Recreation	Skills development	Skills Development
3	Housing since it was regarded as a package in terms of infrastructure	Housing (& associated infrastructure)	Labour based infrastructure maintenance / skills.	Labour based infrastructure maintenance / skills.	Swimming Pool	Access to Sport & Recreation (swimming pool)	HIV/AIDS / Health.	HIV & AIDS
4	Skills Development	Skills Development	sustainable income	Economic Development/Job creation	Access to Health	Access to Health	Sports and recreation	Access to Sport & Recreation
5	Local Economic Development to link with Skills Development	Skills Development	Health	Access to Health	Housing	Housing	Safety and Security	Safety & Security
6	Skills development - suggested that it remains a priority	Skills Development	Sustainable income – Suggested that it be retained as a priority because the zone had a lot of unemployed people.	Economic Development/Job creation	Access to Health	Access to Health	–	–
7	Skills Development	Skills Development	Income Generation	Economic Development/Job creation	Clean Environment	Clean Environment	Sustainable Income	Economic Development/Job creation
8	Housing	Housing	Skills development	Skills Development	Employment & Sustainable Income	Economic Development/Job creation	Income generation	Economic Development/Job creation
9	Housing	Housing	Health	Access to Health	Safety and Security	Safety & Security	Skills Development and Sustainable income	Skills Development
10	Housing	Housing	Sustainable income and job creation	Economic Development/Job creation	Police station and law enforcement	Safety & Security (police station & law enforcement)	Health- access to clinic and extension of hours	Access to Health

ZONE	PRIORITY							
	Ward Committee	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category
	5		6		7		8	
1	Fire station	Access to Fire service	Library	Access to Library service	-	-	-	-
2	Electrical Backlog & Power supply	Access to Electricity	-	-	-	-	-	-
3	Agriculture and Broilers	Economic Development/Job creation/skills (Agriculture and Broilers)	-	Access to Health service	-	-	-	-
4	Safety and Security	Safety & Security						
5	Sports and recreation	Access to Sport & Recreation	-	-	-	-	-	-
6	-	-	-	-	-	-	-	-
7	Education	Access to Schools	-	Skills Development	-	-	-	-
8	Social facilities	Access to social facilities	Crime prevention - Police station to be upgraded.	Safety & Security (upgrade police station)	-	-	-	-
9	-	-	-	-	-	-	-	-
10	Sport and recreation	Access to Sport & Recreation	Maintenance of roads and transport	Infrastructure maintenance (roads and transport)	-	-	-	-



ZONE	PRIORITY							
	Ward Committee	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category
	1		2		3		4	
11	Housing provision	Housing	Crime prevention	Safety and Security	Skills development and employment	Skills Development	Access to quality health	Access to Health service
12	Skills Development	Skills Development	Health	Access to Health	Safety and Security	Safety & Security	Housing	Housing
13	skills development	Skills Development	sustainable income	Economic Development/Job creation	crime prevention	Safety & Security	clean environment and income generation	Economic Development/Job creation
14	sustainable income	Economic Development/Job creation	Crime prevention	Safety and Security	Skills Development	Skills Development	HIV & AIDS	HIV & AIDS
15	Community Tourism	Economic Development/Job creation (Community Tourism)	Housing Project	Housing	Skills Development	Skills Development	Sport and Recreation	Access to Sport & Recreation
16	Skills Development	Skills Development	sustainable income/ job creation	Economic Development/Job creation	Education	Education	No priorities given	
17	Maintenance and upgrading of roads	Infrastructure maintenance and upgrading (roads)	Housing- Drainage system for low cost housing	Housing (low income housing requires storm water system)	Skills development	Skills Development	Sustainable income and job creation	Economic Development/Job creation/skills

ZONE	PRIORITY							
	Ward Committee	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category	Ward Committee	Intervention Category
	5		6		7		8	
11	Sports and recreation	Access to Sport & Recreation	Maintenance of infrastructure	Infrastructure maintenance	Local area development		Shelter for the homeless/orphanage	
12	-	-	-	-	-	-	-	-
13	Clean environment	Clean environment	-	-	-	-	-	-
14	Access to Health	Access to Health						
15	Crime Prevention	Safety & Security	-	-	-	-	-	-
16	No priorities given		No priorities given		No priorities given		No priorities given	
17	Access to health- Need to upgrade clinic and extension to 24 hour service	Access to Health (upgrade clinic and extend to 24 hrs)	Safety and security- Police station to be upgraded.	Safety & Security (upgrade police station)	-	-	-	-

# ANNEXURE 14: SECTOR DEPARTMENT PROJECTS

## Umgeni Water

Project Name	Location	Budget	Implementation Timeframe
Maphephethwa WTP Upgrade	Ward 2 of eThekwini Municipality.	Total Project Cost: R11,563,000 (subject to review).  Project completed.	2009 - 2016
The uMkhomazi Water Supply Project	Ingwe, Richmond, Mkhambathini and Impendle Municipalities. The beneficiary is eThekwini Municipality.	Total Project Cost for Infrastructure Component: R4,728,196,000 (subject to review).  Budget (subject to review): 2016/2017 - 2017/2018 - R25,000,000 2018/2019 - R25,000,000 2019/2020 - R45,000,000 2020/2021 - R45,000,000  Cashflows Beyond 5 Years 2021/2022 - 2031/2032 - R4,565,552,000	2012 - 2032

<b>Project Name</b>	<b>Location</b>	<b>Budget</b>	<b>Implementation Timeframe</b>
'251 Raw Water Pipeline: Midmar Dam to Midmar WTP	Ward 12, uMngeni Local Municipality but regional WTP therefore entire PMB-Durban region benefits.	Total Project Cost: R116,026,000 (subject to review).  Budget (subject to review): 2016/2017 – R35,694,000 2017/2018 - R12,375,000	2012 - 2017
Midmar Water Treatment Plant Upgrade	Ward 12, uMngeni Local Municipality but regional WTP therefore entire PMB-Durban region benefits.	Total Project Cost: R223,795,000 (subject to review).  Budget (subject to review): 2016/2017 – R94,368,000 2017/2018 – R19,610,000 2018/2019 - R27,632,000	2012 - 2017
Nungwane Raw Water Aqueduct	Wards 67, 96 and 98 in eThekwini Municipality. Ward 1 of Vulamehlo Municipality."	Total Project Cost: R100,258,000 (subject to review)  Budget (subject to review): 2016/2017 - R50,569,000 2017/2018 - R22,377,000	2012 - 2017

Project Name	Location	Budget	Implementation Timeframe
Lower Mkomazi Bulk Water Supply Scheme	Wards 4 and 6 in Vulamehlo Municipality. Ward 99 in eThekwini Municipality.	Total Project Cost: R2,481,333,000 (subject to review).  Budget (subject to review): 2016/2017 - R15,000,000 2017/2018 - R50,000,000 2021/2022 - R125,000,000 2022/2023 - R315,000,000 2023/2024 - R305,000,000 2024/2025 - R405,000,000 2025/2026 - R461,310,000 2026/2027 - R250,000,000 2027/2028 - R150,000,000 2028/2029 - R250,000,000 2029/2030 - R150,000,000	2014 - 2030
East Coast Desalination Plants	The pilot plant is near the Lovu River, in eThekwini Municipality.	Total Project Cost: R16,642,000 (feasibility study, subject to review).  Budget (subject to review): 2016/2017 - R4,740,000	2013 - 2016

Project Name	Location	Budget	Implementation Timeframe
Umbumbulu Pump Station	Ward 4 in Mkhambathini Municipality. Beneficiaries are Ward 100 in eThekwini Municipality and Wards 4, 5, and 6 in Mkhambathini Municipality.	Total Project Cost: R125,000,000 (subject to review).  Budget (subject to review): 2016/2017 - R200,000 2021/2022 - R7,500,000 2022/2023 - R2,500,000 2023/2024 - R40,000,000 2024/2025 - R54,800,000 2025/2026 - R20,000,000	2015 - 2026
Upgrade of Hazelmere Reservoir No. 2	Ward 61 in eThekwini Municipality.	Total Project Cost: R28,222,000 (subject to review).  Budget (subject to review):  2016/2017 - R1,500,000 2021/2022 - R26,222,000	2015 - 2024

**SANRAL**

Project	HIGH LEVEL SCOPE	CURRENT PHASE	Budget				
			2016/17	2017/18	2018/19	2019/20	2019/20
DICIC: Isipingo Interchange	Interchange capacity improvement	Design	R 0	R 0	R 0	R 0	R 0
DICIC: Adams Road Interchange	Interchange capacity improvement	Design	R 0	R 0	R 0	R 0	R 0
DICAL: Lovu and Umlaas Canal	Addition of additional lanes	Design	R 0	R 0	R 0	R 0	R 0
MPRAC: EB Cloete 17.2) to Mt Edgecombe (30.7)	Resurfacing of road with asphalt overlay	Design	R 114 000 000	R 20 000 000	R 0	R 0	R 0
DICAL: Edwin Swales IC (km 12.3) to south of EB Cloete IC (km 16.0)	Addition of additional lanes	Design	R 0	R 0	R 0	R 0	R 0
DICAL: Isipingo to Edwin Swales	Addition of additional lanes	Design	R 0	R 0	R 0	R 0	R 0
DICAL: Mgeni Interchange and Kwa Mashu Interchange	Addition of additional lanes	Design	R 0	R 0	R 0	R 0	R 0
DICIC: Mt Edgecombe Interchange	Interchange capacity improvement	Construction	R 357 803 996	R 29 600 000	R 0	R 0	R 0
DICAL: KwaMashu I/C (km -2.0) to Umdloti I/C (km 11.6)	Addition of additional lanes	Design	R 0	R 0	R 0	R 0	R 0
DICIC: EB Cloete interchange	Interchange capacity	Design	R 0	R 0	R 0	R 0	R 0

**eThekwini Municipality:  
Draft 2017/2018 IDP**

Project	HIGH LEVEL SCOPE	CURRENT PHASE	Budget					
			2016/17	2017/18	2018/19	2019/20	2019/20	
	improvement							
DICAL: Westville viad. - Paradise Valley	Addition of additional lanes	Design	R 0	R 0	R 0	R 0	R 0	R 0
DICAL: Paradise Valley - Marianhill Plaz	Addition of additional lanes	Design	R 5 000 000	R 10 000 000	R 461 607 965	R 554 052 321	R 432 721 054	
DICAL: Marianhill Plaza - Key Ridge	Addition of additional lanes	Design	R 17 785 800	R 536 872 788	R 630 476 758	R 515 190 957	R 0	
DICIC: Hammersdale I/C upgrade	Interchange capacity improvement	Design	R 45 563 536	R 82 616 253	R 77 528 800	R 103 685 347	R 0	
DICAL: Hammersdale - Cato Ridge	Addition of additional lanes	Design	R 24 363 322	R 7 144 125	R 0	R 0	R 0	
DIAHV: Key Ridge - Hammersdale	Horizontal and vertical alignment improvements	Design	R 14 136 314	R 5 570 078	R 0	R 0	R 0	
DICAL: Cato Ridge - Dardanelles	Addition of additional lanes	Design	R 17 000 000	R 13 038 815	R 0	R 0	R 0	

**Department of Human Settlements (Planning)**

Project Name	Project Type	Total Units	TOTAL BUDGET PER PROJECT



**eThekwini Municipality:  
Draft 2017/2018 IDP**

Redcliffe	ISU	720	R1,145
Kennedy Road	ISU	666	R1,215
Mpumalanga Unit G	ISU	149	R377
Fredville Phase 2	ISU	1066	R2,000
Namibia Stop 8	ISU	1200	R3,400
Umlazi P&V	ISU	152	R385
Marrianridge	IRDP	500	R2,163
Burlington Extension	ISU	301	R1,687
Umbhayi	ISU	871	R675
Zamani 1B	ISU	615	R296
Zamani 2B	ISU	586	R260
Oakford Priory	ISU	693	R732
Ntuzuma G-Infill	ISU	851	R432
Sunhills	ISU	786	R887
Klaarwater Station	ISU	825	R500

<b>Project Name</b>	<b>Project Type</b>	<b>Total Units</b>	<b>TOTAL BUDGET PER PROJECT</b>
Tshelimnyama Phase 4	ISU	346	R307
Emapheleni	ISU	978	R93
Umlazi Infill Part 3 Phase 1	ISU	2350	R2,900
Umlazi S 123	ISU	2222	R5,800
Embo Phase 2	Rural	1686	R4,779

Nsimbini	Rural	3000	R8,500
Dodoza	Rural	1000	R2,535
<b>TOTAL</b>			<b>R41 068</b>

**Department of Education**

<b>Project Name</b>	<b>Location</b>	<b>Budget</b>	<b>Implementation Timeframe</b>
New Ulovu Secondary Area	Ulovu Area	R33 million	End of 2017
New Maritime Studies School	Glenwood	R33 million	End of 2017
New Mt Moriah Area Primary	Mt Moriah Area	R28 million	End of 2018

**Department of Economic Development**

<b>Project Name</b>	<b>Location</b>	<b>Budget</b>	<b>Implementation Timeframe</b>
Toyota Boshoku quantum localisation project	Durban South	R5,000,000.00	July 2016 – June 2019
UKZN GSB Postgraduate programme in LED	Westville	R6,300,000.00 (Total contribution R18,965,000.00 over three years)	2016 - 2019
RLED summit	Province wide	R6,000,000.00	2017
Durban Business Fair	Ethekwini	R500,000.00	2017
DBN Fashion Fair	Ethekwini	R500,000.00	2017
Woz'e Durban	Ethekwini	R1,500,000.00	2017
Vodacom Durban July	Ethekwini	R5,000,000.00	2017
Royalty Soapie Awards	Ethekwini	R5,000,000.00	2017

**Some initiatives are province wide – e.g**

- RLED Summit – R6,000,000.00

**SMME Development Business Unit R22,539 for Area 1 (includes eThekwini) and 2**

• SMME Capacity building and incubation	R2,940, 000.00
• Traders Associations	R520,000.00
• Access to markets	R590,000.00
• SMME Database	R1,140,000.00
• SMME Masterplan	R5,610, 000.00
• SMME Workshops	R150,000.00

**BBBEE Operations**

• Incubation & Mentorshp	R2,200,000.00
• Women Cap Bldg & Trng	R2,000,000.00
• Women Enterprise Dev	R2,000,000.00
• Women Advisory Council	R380,000.00
• Black Indust Prog	R12,000,000.00
• Digital TV	R12,000,000.00
• Research deals	R2,000,000.00
• Revitalization Township	R5,000,000.00
• B-BBEE Impl Review	R5,000,000.00
• B-BBEE Open Day	R4,560,000.00
• Specific Intervention	
• ESD Expo	R500,000.00
• Suppl Dev Initiative	R1,500,000.00
• B-BBEE Website (Maint)	R480,000.00
• B-BBEE Verification	R1,000,000.00
• B-BBEE Advisory Council	R2,000,000.00
• B-BBEE Publication	R500,000.00

**BBBEE Youth**

Youth Tech Skill	R35,000,000.00
Youth in Film	R5,000,000.00
Youth Maritime	R2,500,000.00

Youth in Agri	R2,000,000.00
Youth in Crea Ind	R2,000,000.00
Unempl Grad	R1,500,000.00
Careers Expo	R2,000,000.00

**Trade and Sector Development Programme:**

Trade and Investment promotion:

Maritime Education and Informtion Bridge	R2,000,000.00
Catfish Enterprise Development	R5,000,000.00
Aquaculture in inland waterways	R1,000,000.00
Training of artisans, professionals	R500,000.00
KIMS/Phakisa Implementation	R14,000,000.00

Sector Development:

KZN Fashion Council	R4,000,000.00
AFX	R5,000,000.00
KZN CTC	R1,000,000.00
Durban Fashion Hub	R2,000,000.00
Forestry Database	R250,000.00
ICT Innovation mLab	R2,000,000.00
IT Park	R3,000,000.00
TIKZN	R1,500,000.00
Automotive Strategy	R700,000.00
Automotive_database	R900,000.00
DURAMP	R1,500,000.00
Speed Train	R10,000.00
PMU	R2,608,000.00
Aerotropolis institute	R3,364,000.00

DURAMP Inter Invest Conference	R1,500,000.00
Mkhuze Airport	R5,000,000.00
DURA Learnerships	R1,000,000.00
DURA Marketing and Branding	R1,000,000.00
Umzamo wethu coop	R5,000,000.00
IEH (province-wide)	R26,000,000.00
KZN Music Cluster	R3,000,000.00
Tele-Dilogues Mindset	R800,000.00
KZN ICH	R5,000,000.00
LBM Music Academy	R20,000,000.00
OVOP Craft Enterprise	R1,500,000.00
Market Access	R1,000,000.00
Film/Tele Spport Prog	R3,000,000.00
Mbumbulu ingoma	R1,700,000.00

Regulation Services:

Chamber meetings  
 Business Licensing PMU  
 IE Electronic Database  
 IE Electronic Database

**Consumer Protection**

Case Management System	R600,000.00
Research on Consumer activities	R1,000,000.00
MIOSA	R600,000.00
Major Workshops	R240,000.00
Outreach workshops	R4,400,000.00
Liquour research	R600,000.00

Programme 5:  
 Monitoring and Evaluation

Impact Assessments	R1,500,000.00
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**Research and Development**

Industrial Symbiosis	R1,000,000.00
Technology Transfer fund	R2,200,000.00
Solar PV Rooftop Pilot	R2,250,000.00
Provincial Innovation Forums	R1,100,000.00
Bio-Energy Action Research and Biogas	R2,500,000.00
Green Economy Journal	R830,000.00
R&D Policy Tech Assist	R900,000.00

**Policy and Planning**

KZN MZ Brder Dev Plan	R1,250,000.00
KZN Les Reg Inter Str	R1,300,000.00

**Knowledge management**

Statistical database	R4,000,000.00
FogWater Harvesting pilot	R200,000.00

**Tourism Programme**

Tourism Sector Strategies	R1,020,000.00
Route Strategy	R1,020,000.00
Marine Strategy	R1,020,000.00
Signage Audit	R1,020,000.00
KZN is Summer	R2,000,000.00
Tourism Conference	R1,200,000.00
Women in Tourism	R1,320,000.00

**Tourism Sector Transformation**

Tour Sec Trans study	R1,000,000.00
TECE	R2,000,000.00
Tour Mentorship	R1,000,000.00
Tour Awareness Campaign	R500,000.00
Tourism SCORE	R500,000.00
Rural&Township Initiav	R200,000.00

**Tourism Growth and Development**

Tourism Signage	R300,000.00
Tourism Homestays	R200,000.00
Professionalization of tourist Guide Programme	R980,000.00

**Biodiversity and Protected Area Plan Management**

KwaSwayimane Project	R400,000.00
Camperdown Project	R400,000.00
Estuary Mngt Plans	R800,000.00
KZN GHGE inventory	R2,000,000.00
KZN Climate Change Action Plan	R500,000.00
KZN State of land degradation	R500,000.00
Environment outlook report	R700,000.00
Environmental management frameworks	R1,000,000.00
Purchase of new air quality instruments	R1,050,000.00
Dust and Passive Sampling Campaign	R500,000.00

Provincial Departments of Environment and Treasury and the Department of Water and Sanitation indicated that they have no projects planned in the municipal area for the 2017/18 financial year.

# ANNEXURE 15: SERVICE DELIVERY ACHIEVEMENTS

## Electricity

The municipality is committed to providing basic services to the community, from the financial year 2010/2011 to 2014/15 the municipality has delivered on its mandate to provide electricity to the residents. The table below indicates the service delivery levels for electricity in the municipality.

Electricity Service Delivery Levels - Households					
Description	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
Total number of households that have electricity	630021	627900	653340	671123	685250

**Table 31: Electricity Service delivery Levels**  
Source: Annual Reports 2011/12-2014/15

From 2011/2012 to 2014/15 the proportion of households that do not have electricity has reduced from 33.6% to 27.5%. The number of households connected to the electricity grid has grown steadily over the past 5 years and the municipality has been able to support this growth through its capital and operation budget programs. The municipality currently maintains 152 major sub stations and this would be further expanded in the future to cater for additional electricity demands. The Rural and Informal Settlement Electrification Program will continue with new prepaid customer connections. In 2015/16 approximately 30 000 households would be connected to the grid.

## Water

Urban growth and sustainability depends more on water than arguably any other resource or basic service. The city's has a proud record in delivery of sustainable water service to the residents even during trying periods such as the current drought conditions that exist throughout the municipality and the province of KZN. The municipality has facilitated and delivered access to water as indicated in the tables below.

Water Service Delivery Levels	Households	Households	Households	Households	Households
Description	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
<u>Water: (above min level)</u>					



Piped water inside dwelling (std water connection)	596511	613548	613548	613548	613548
Piped water inside yard (but not in dwelling)	43881	45520	45909	47473	48902
Using public tap (within 200m from dwelling)	211999	213382	214957	215932	270671
Other water supply (within 200m)					
Minimum Service Level and Above sub-total	852391	872450	874414	876953	933121
Minimum Service Level and Above Percentage	93.4%	92.23%	94.45%	92.71%	98.65%

**Table 32: Water Service Delivery Levels**  
Source: Annual Reports 2011/12-2014/15

In the past four years the municipality has been able to expand its water services network to reach approximately 98.65% of the citizens with a basic level of service or one that is above the basic level of service. The 98.65% coverage is also indicative of an expansion of water services from 852,391 households in 2010/2011 to 933,121 households in 2014/2015.

The table below also indicates how the municipality has performed in addressing the backlogs relating to water service delivery.

Water Services Policy Objectives						
Objectives	Outline Service Targets	2010/11	2011/12	2012/13	2013/14	2014/15
Indicators		Actual	Actual	Actual	Actual	Actual
Service Objectives (2009/2010) Actual now records delivery, which for the first time is based on the revised count of consumer units (totaling 912,458 CUs) as conducted on the 2007 photography and now to be adopted by all service units as the total eThekwini Customer Base						
Backlog	The backlog of the number of consumer units provided with access to a free basic level of potable water either by means of an individual Household yard supply (ground tank or metered flow limiter connected to a yard tap) or, for informal settlements,	60067	73460	71496	68957	32803

	by a standpipe within 200m)					
Delivery of free basic water	The number of consumer units provided with access to free basic level of potable water either by means of an individual Household yard supply (ground tank or metered flow limiter connected to a yard tap) or, for informal settlements, by a standpipe within 200m)	255880	347033	348997	351536	387690
Free services	The total number of consumer units with a metered full or semi-pressure water supply receiving free potable water (i.e. consumer units using 9 kL or less of potable water per month)	110665	146549	168277	168277	168277

**Table 33 : Water Services Policy Objectives**  
Source: Annual Reports 2011/12-2014/15

From the year 2010/11 to 2014/15 the municipality through its capital program has managed to reduce its backlog from 60 067 consumer units to 32 803 respectively, which represents a 54% reduction in water backlogs. The municipality recognizes the importance of water as a key component in delivering a quality of life to its citizens and would continue to assist the indigent to access this vital service through its free basic service program. The municipality currently maintains and manages 327 water storage facilities and effective and efficient water services are delivered through the extensive network of pipes from the 98 Pump stations and 5 purifications works.

### Sanitation

To ensure that the municipality provides a healthy living environment, provision of sanitation services is key to deliverable. The municipality ensures that there is dignity for all through the provision of sanitation services that support good hygiene. Through the vast network of sewers, 31 waste water treatment plants and 300 pump stations the municipality has been able to reduce its sanitation backlog from 209 847 consumer units in 2010/11 to 159 228 in 2014/15 which equates to a 24% reduction over the 5 year period.

Waste Water (Sanitation) Service Policy Objectives						
Objectives	Outline Service Targets	2010/11	2011/12	2012/13	2013/14	2014/15
Indicators		Actual	Actual	Actual	Actual	Actual
Service Objectives (2009/2010) Actual now records delivery which for the first time is based on the revised count of						

consumer units (totaling 912,458 CUs) as conducted on the 2007 photography and now to be adopted by all service units as the total eThekwini Customer Base						
Delivery of free basic water	The number of consumer units provided with access to free basic level of sanitation either by means of a UD toilet, an existing VIP or, for informal settlements, by a toilet/ablution block within 200m.	166982	162167	170476	171453	229496
Backlog	The backlog of the number of consumer units provided with access to a FREE basic level of sanitation either by means of a UD toilet, an existing VIP or, for informal settlements, by a toilet/ablution block within 200m.	209847	226557	218248	182271	159228
Free services	The total number of consumer units with access to a municipal sewage disposal system receiving free sanitation (that is, consumer units with a metered, full or semi-pressure water supply using 9 kL or less of potable water per month	Volume based sewage disposal charges introduced from 1 July 2010	Volume based sewage disposal charges introduced from 1 July 2010	149776	149776	149776

**Table 34: Waste Water Services Policy objectives**  
Source: Annual Reports 2011/12-2014/15

The water and sanitation unit continually strives to introduce new and innovative methods to delivery services to the citizens, initiatives' such as the urine diversion toilets, reuse of grey water for agriculture, dedicated customer service agents, electronic work flow programs and high specialized call centers assist in delivering a high level of service to our citizens.

### **Roads**

The municipality is committed to providing ease of access to all citizens within the municipality. In a quest to create caring and livable city, the municipality has embarked on an extensive integrated public transport network (IRTPN) that would assist in connecting the spatially connecting parts of the city. The city also maintains approximately 8000 km of surfaced roads, sidewalks, storm water drains, pedestrian and canals. The Municipal gravel to surface program has yielded significant results of the past 5 years.

	Total gravel roads (km)	Gravel roads upgraded to surfaced(km)	Gravel roads graded/maintained (km)
2010/2012	1352	7.5	1345
2011/2012	1345	12.3	1333
2012/2013	1333	7.1	1325
2013/2014	1325	11.6	1314
2014/2015	1314	20.25	1294

**Table 35: Gravel to surface upgrade**  
**Source: Annual Reports 2011/12-2014/15**

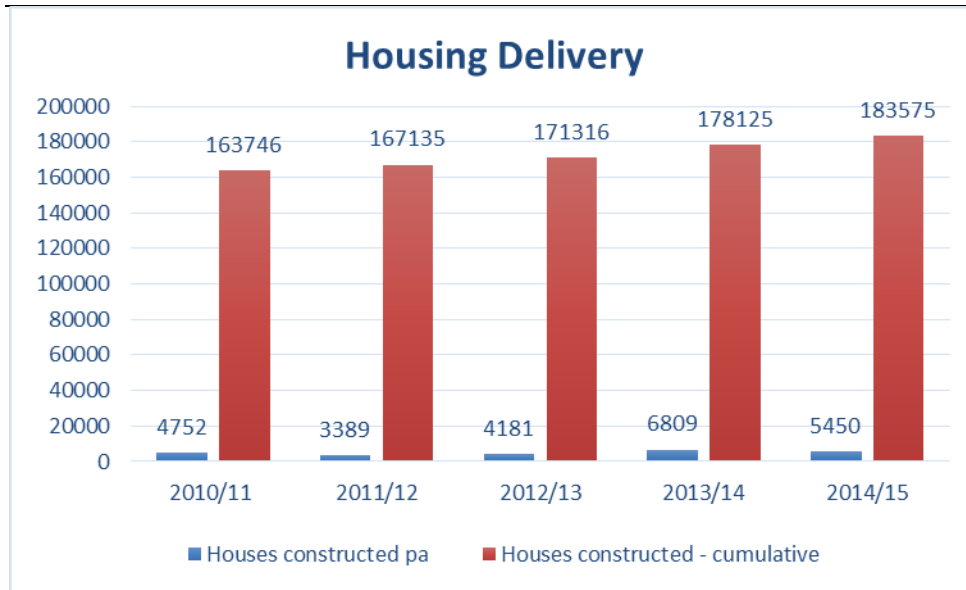
The R20 billion IRTPN is set to change the life's and spatial structure of the city through the development of nine transport corridors within the municipal area.

### **Solid Waste**

Ethekwini Municipality cares for the wellbeing of the citizens and the protection of the environment for the future generations. To ensure that the communities thrive and the physical environment is, sustainable, conducive to growth, development and progress, solid waste provision is a key area of intervention for the municipality. The municipality's solid waste program covers the entire municipality and all 945 910 households (inclusive of informal settlements) have their solid waste removed at least once a week. Through this program approximately 963 tons of refuse is removed annually and managed by the solid waste unit who maintain and operate 23 Solid Waste centers, 6 transfer stations, 3 active landfill sites, 23 recycling plants, 3 landfill to gas projects and 2 lechate plants.

### **Housing**

The Ethekwini municipality participates and actively facilitates the provision of housing within the municipality. The municipality has a proud record in delivering housing opportunities to the citizens even though this is a provincial and national mandate. The municipality has won many national awards for its innovative housing delivery program which has yielded more than 183 000 units from 1994. The municipality provides these housing opportunities by constructing fully subsidized new houses, manages the sale of rental and pre 1994 housing stock, upgrades and refurbishment of housing units owned by the State by converting them to Community Residential Units.



**Figure 57: Housing delivery**  
Source: Annual Reports 2010/112-2014/15

Whilst the municipality has a proud record in delivering housing opportunity much is still to be done to address the current backlogs. Housing still remains a priority for the municipality, the Cornubia housing project launched in 2014 will yield a further 28 000 units. An innovative interim servicing program for informal settlements is currently being rolled out in the municipality to address the basic needs of residents in informal settlements.

### Community and Emergency Statistics

Citizens within Ethekewini Municipality have access to an extensive range of community and emergency services. These services include recreational, security, emergency, skills development and health facilities which assist in promoting social cohesion within the municipality. Listed below are some statistics for the 2014/15 financial year relating to facilities managed by the municipality's Parks, Leisure and Cemeteries unit.

COMMUNITY & EMERGENCY STATISTICS 2014/2015	
PARKS LEISURE & CEMETERIES	
FACILITIES	
NUMBER OF SWIMMING POOLS	52
NUMBER OF SOCCER FIELDS	336
NUMBER OF CRICKET WICKETS	66
NUMBER OF BEACHES	40
NUMBER OF HOCKEY FIELDS	5
NUMBER OF RUGBY FIELDS	9
NUMBER OF BOWLING GREENS	5
NUMBER OF NETBALL COURTS	53
NUMBER OF VOLLEY BALL COURTS/COMBI-COURTS	75

COMMUNITY & EMERGENCY STATISTIC'S 2014/2015	
NUMBER OF STADIA	6
NUMBER OF COMMUNITY HALLS	163
NUMBER OF GOLF COURSES	2
NUMBER OF CEMETERIES	57
NUMBER OF CREMETORIA	2
NUMBER OF DEVELOPED HORTICULTURAL PARKS	141
AREA OF DEVELOPED HORTICULATURAL PARKS(ha)	5968.8
NUMBER OF VERGE AREAS CUT	6 452 790 sq. metres
NUMBER OF NURSERIES (ha)	9
NUMBER OF DEVELOPED PLAYGROUND SITES	618
NUMBER OF RESCUES – BEACHES	636
NUMBERS OF BATHERS	1 865 605
NUMBER OF BATHERS ON THE BEACH	3 235 998
NUMBER OF DROWNING	3
NUMBER OF BURIALS (excluding paupers)	3494
NUMBER OF PAUPER BURIALS	464
NUMBER OF CREMATIONS	1750
NUMBER OF PUBLIC CONVENIENCES	52
NUMBER OF NATURAL RESOURCE AREAS MAINTAINED	75
NUMBER OF AGRICULTURAL HUBS	7
NUMBER OF LIBRARIES	92
NUMBER OF LIBRARY MEMBERS	334 457
NUMBER OF BOOK ISSUES	3 722 855
NUMBER OF MUSEUMS	11
NUMBER OF MUSEUM VISITORS- DURBAN ART GALLERY	4990
NUMBER OF MUSEUM VISITORS- NATURAL SCIENCE MUSEUM	133 174
NUMBER OF MUSEUM VISITORS- LOCAL HISTORY MUSEUM	109 565

**Table 36: Community and Emergency Services Statistics**  
Source: Annual Report 2014/15

The spread of HIV AIDS is also of concern to the municipality and in partnership with provincial health department, in 2014/15, 437 763 people were tested for HIV of which 57 356 tested positive. This figure has remained in the same range for the past two year. In 2014/14, 33 720 people were initiated on ARV treatment, the figure for 2014/15 is yet to be released.

The Metropolitan Fire Service who have 20 fire stations strategically positioned in the municipality, responded to 12 051 fire incidents in 2014/15 and assisted in a further 4 358 non fire incidents. The city also has 350 CCTV cameras to assist in fighting against crime.

Metropolitan Fire Service Data					
Details	2010/11	2011/12	2012/13	2013/14	2014/2015
Total fires attended in the year	9670	8840	9091	10 483	12051
Total of other incidents attended in the year	5099	4917	5328	4 498	4358
Fire fighters in post at year end	558	563	530	524	479
Total fire appliances at year end	78	77	78	81	79
Average number of appliances off the road during the year	280	192	104	90	23.5

**Table 37: Metropolitan Fire Service Data**  
Source: Annual Reports 2011/12-2014/15

The Municipality is also blessed with natural open space areas. Many of the public spaces fall within the Metropolitan Public Open Space System which links approximately 2 100 hectares of natural open space within the municipality. The municipality also maintains an extensive network of public space which includes Botanical Gardens, Stadia, Formalized Parks and Gardens, Nature reserves, 700 000 street trees and maintain approximately 4 million square meters of verges in the municipality.

### **Free Basic Services**

The vulnerable members of the community will always remain a priority for the municipality, through the provision of basic services the municipality sets out to enrich the lives of those most in need so that they could live with dignity. The municipality provides a range of free basic services to assist our most vulnerable citizens, these services are:

- 50 kilowatt hours of electricity free to residents using less than 150kWh per month in Eskom reticulated areas
- First 65kWh is free to residents using less than 150kWh per month in Ethekeweni reticulated areas
- Exemption of the first 9 kiloliters of effluent disposal for all properties valued under R250 000
- First 9 Kiloliters of water is free to households with property values under R250 000
- Residential properties valued under R250 000 are exempt from the domestic refuse removal tariff.
- Free basic refuse removal service is available to indigent consumers, living in rural areas, informal settlements and non kerb side residents

Residential properties valued up to R185 000 are exempt from paying rates. Pensioners, disability grantees, medically boarded and child headed households are exempt from paying rates on the first R460 000 of their property value. Community ablution blocks are also provided in informal settlements which serve to further restore the dignity of the vulnerable.

### **Skills Development and Empowerment**

Skills development is a key to transforming the lives of the residents of the municipality. To date the municipality has reported the highest number of work opportunities at 134 883 which is higher than any other city in South Africa. The Zibambele Poverty Alleviation programme has created approximately 6000 jobs. To build further on the skills development mandate the municipality has set aside R65 Million for your development initiatives with 2365 learners which would benefit in the year 2015/16. The municipal flagship projects are expected to create 680 000 permanent jobs in the long term and approximately R9 Billion in potential revenue for the city.

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Service delivery remains at the very heart of what the municipality does. To this end the municipality remains steadfast in its efforts to achieve the 2030 vision of being Africa's most caring and livable city.

## **RECOGNITION OF DURBAN AS A TOURISM DESTINATION**

- 2014 - New York Magazine tips Durban as SA's secret jewel and praises our "spectacular beaches", uShaka Marine World, and the I Heart Market, which is held in the world-class Moses Mabhida stadium, mentioning the restaurants and hotels in the North of Durban.
- 2014 - Durban was recognised not only as South Africa's friendliest city, but having four of its hotels ranked among the top 10 favourite hotels in the country by the globally influential Roper City Brand Index who ranked Durban ahead of Joburg and Cape Town as the friendliest metropolis.
- 2014- (ICCA's) latest ranking of business tourism destinations worldwide, released Durban and Cape Town being rated Africa's top two cities for meetings and events. Durban jumped a massive 60 places to rank 97th in the world.
- 2014 - The News Guardian Travelogue journalist from Nigeria, in his recent visit to South Africa to cover Indaba tourism trade show recounts positively his experience of the city popularly known as the warmest place to be in the Rainbow Nation.
- 2014 - CNN voted Durban as one of the world's top 10 most underrated cities. Durban was praised as livable, a wealth of creative hubs, championed by locals and worth more than a quick stop before you head elsewhere.
- 2014 - In July, Durban's Umhlanga Pier was named the most beautiful pier in the world by CNN!
- 2014 - In September 2014, Durban was rated the most coolest city in South Africa that the world has never seen
- 2014 - Durban Was Named The New 7 Wonder Cities Of The World (2014)
- 2014 - Durban was named as one of the TOP TEN "must visit city" for 2015 by New York Times
- 2015 - A proud moment for the City as Durban Tourism takes the KZN Business Award in the Tourism Category

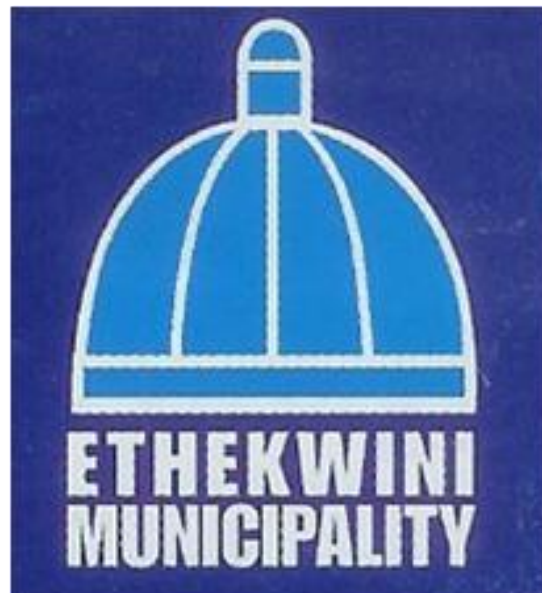
2015 - Another accolade released on the 5 June 2015 ranks Durban 47th out of 55 Countries around the globe as 2015 Youthful City of the Year. The two Cities selected in South Africa, Johannesburg at number 1 and Durban has been ranked number three in the African Continent.



**ANNEXURE 16: DISASTER  
MANAGEMENT –  
SUPPLEMENTARY INFORMATION**

**DISASTER MANAGEMENT SECTOR PLAN**

**ETHEKWINI METROPOLITAN COUNCIL**



**Date: 01/09/2016**

**This document serves to comply with the directives of the**

**KZN Provincial Disaster Management Centre**

# **MUNICIPAL DISASTER MANAGEMENT SECTOR PLAN**

## **STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY**

### **1.1 Municipal Disaster Management Centre**

The Disaster Management and Emergency Control Unit was established as a new unit in January 2011 and provides, across the entire municipal area on a 24/7 basis, emergency services in terms of call taking and dispatching for all emergency situations for Fire, Metro Police, etc., CCTV crime surveillance and traffic monitoring as well as disaster management operations and programs and risk assessment and reduction programs.

The Unit also provides support for the business plans of various municipal departments by providing strategic guidance, planning, executing and carrying responsibility for quality management pertaining to projects in terms of project outputs, scope, time, quality and cost with reference to implementing technologies to move the municipality to a stable and improved networking, electronic and communications infrastructure catering for the upliftment of the citizens.

The Unit consists of:

1. Disaster Management;
2. Emergency Mobilising and Communication Centre (EMACC)
3. CCTV Control Room;
4. Technical and Specialised Services;
5. Administration

#### **Emergency Mobilising and Communication Centre (EMACC)**

This Branch falls within the Disaster Management and Emergency Control Unit. The branch is situated within the Municipal Disaster Management Centre and is the emergency call centre for the City of Durban. The centre services the city by receiving

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telephone calls from citizens that experience potential life and property threatening emergencies. The calls for assistance are acted upon by the alerting and dispatching of municipal ground forces i.e. Metro Police, Fire Department and Disaster Management, who respond and deal with property and life threatening emergencies.

The strategy of the branch is to ensure that all citizens within the city are able to reach emergency services timeously when the need arises as every second during a life and property threatening emergency is vital.

### CCTV Control Room

Closed circuit television is a mechanism used to monitor through cameras positioned at various areas within eThekwini where there are high crime incidents and urban improvement precinct traffic congestions and to ensure that CCTV coverage is used to assist in policing crime. The system is designed to offer reassurance to the public and create a sense of security and awareness. CCTV is aimed to deter crime and anti-social behavior within the City CCTV provides evidence supporting police and other statutory authorities in prosecution of criminal activities. We monitor traffic for the purpose of advising and informing response agencies responsible for traffic management and enforcement. It is used widely to monitor all major events in the City and provide a live feed to Disaster Operations Centre to display on the video wall. This has proven to be a critical support function to the multi-agency joint operations command teams that have operated at Disaster Operations Centre during such major operations.

The CCTV department was established by the EThekwini Municipality to help in dealing with the following issues:

- To help reduce the fear of crime
- To help prevent and detect crime and provide evidential material for court proceedings
- To assist in the overall management of the Municipality
- To help deter and detect acts of anti-social behaviour including alcohol and drug related elements

- To enhance community safety; assist in developing the economic wellbeing of the Municipality area and encourage greater use of the City Centres.
- To assist the Metropolitan Police/SAPS in their enforcement and regulatory functions within the Municipality area
- To assist in Traffic Management
- To monitor all modes of travel to enable improvement and better management of the public highway
- Assisting with the maintenance of public order
- Preventing persons from committing crimes and to enhance the opportunities for detecting those who do
- Improving the safety and security of residents, visitors and the business community
- Preventing vehicle crime in public spaces and car parks
- Identifying and preventing hate related incidents and crimes, violent and acquisitive crimes
- To provide CCTV support for pre-planned events and operations. This has proven to be a critical support function to the multi-agency joint operations command teams that have operated at Disaster Operations Centre during such major operations.

The strategy recognizes the fact that CCTV is not the “silver bullet” to tackling all problems but is one of the tools available to be used in addressing community safety issues.

Decentralization has been realized in the past year with control rooms being opened and operational at the Beach Front and Pinetown respectively. The Beach Front Control Room is situated at the Boscombe Terrace and the Pinetown Control Room is situated at the Pinetown Fire Station. This has allowed CCTV monitoring to be done closer to the areas and address problems related to a particular area better. CCTV control room in Verulam is being built and construction is underway.

## The Disaster Operations Centre [DOC]

The Disaster Operations Centre [DOC] is a fully functional command, control and co-ordination centre that enables multi agency participation in managing a major event / incident or a disaster. The DOC has a network infrastructure which facilitates linkage and integration of CCTV, communications, incident log, and other systems display onto a video wall. This includes access to over 300 CCTV cameras, and 52 radio channels and on demand aggregation of several emergency services radio channels interoperable with and programmed into the CISCO telephones. Additional systems include a NICE IP voice logger which records all voice communication, including radio communication. The wireless local area network allows for any IP enabled device to be used in the centre.

The DOC is the repository for Emergency Plans, both in hard copy and where available in electronic format.

### **1.2 Municipal Disaster Management Policy Framework**

In compliance with the Act, the eThekwini Municipality has compiled a Disaster Management Framework, as set out below which is consistent with that of National Government.

The Framework is based on the nationally accepted four key performance areas (KPA) each of which is underpinned by three “enablers” that facilitate a consistent approach to the function.

#### **KPAs**

- Integrated institutional capacity for disaster risk management.
- Disaster risk assessment.
- Disaster risk reduction.
- Response and recovery.

## ***Enablers***

- Information management and communication.
- Education, training, public awareness and research.
- Funding arrangements for Disaster Risk Management.

### **1.3 Municipal Disaster Management Plan**

Section 26[g] of the Municipal Systems Act 32 of 2000 and sections 52 and 53 of the Disaster Management Act 57 Of 2002 compels municipal government to develop a disaster management plan.

The Disaster Management Act requires the municipality to take the following actions:

- Prepare a disaster management plan for the area within its boundary taking into account the existing circumstances;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- Regularly review and update its plan. (Section 48 of the Disaster Management Act)

The eThekwini Metropolitan Council Disaster Management Plan has been prepared by the Disaster Management Centre in terms of the Disaster Management Act, 57 of 2002. The Plan was approved by Council in August 2013, and is subjected to annual review.

The primary focus of the eThekwini Municipal Disaster Management Plan is to confirm the organizational and institutional arrangements to effectively prevent disasters from occurring and to lessen [mitigate] the impact of those hazards that cannot be avoided. It establishes the operational procedures for risk reduction planning as well as emergency procedures to be implemented in the event of a disaster occurring or threatening to occur. The plan is an internal municipal document and essentially serves as the coordination and cooperation mechanism between all the relevant Departments, Units and Clusters of Council.

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The purpose of the plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of disaster management. The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or re-active elements of the plan will be implemented whenever a major incident or disaster occurs or is threatening to occur.

The key focus areas of the Plan are as follows:

- Anticipate the likely types of disaster that might occur in the City's area and their possible effects
- Identify the communities at risk e.g. informal settlements
- Provide for appropriate prevention risk reduction and mitigation strategies
- Identify and address weaknesses in capacity to deal with possible disasters
- Facilitate maximum emergency preparedness
- Contain contingency plans and emergency procedures in the event of a disaster, providing for
  - The allocation of responsibilities to the various role players and coordination in the carrying out of those responsibilities;
  - Prompt disaster response and relief;
  - Disaster recovery and rehabilitation focused on risk elimination or mitigation;
  - The procurement of essential goods and services;
  - The establishment of strategic communication links;
  - The dissemination of information.

Each individual Unit, of the City, is responsible for submitting its Departmental Disaster Management Sector Plan to the Disaster Management Centre. All Departmental Sector Plans should primarily be directed at hazard prevention or risk reduction, but disaster response and rehabilitation aspects must be included and regularly exercised to ensure that Department's readiness for any catastrophic event in the City. The Sector Plans serve as addendums to the primary Corporate Level 2 Plan.

#### **1.4 Municipal Disaster Management Inter-Departmental Committee**

A Municipal Disaster Management Inter-Departmental Committee has not been established, because we use the Strategic Coordinating Committee [SCC] to deal with corporate disaster management issues. The SCC consists of the City Manager, Cluster Deputy City Managers and Heads of Departments who have been co-opted for specific issues. The SCC cuts across all Clusters, Units and Departments and serves as a suitable vehicle for disaster management inter-departmental coordination.

#### **1.5 Municipal Disaster Management Advisory Forum**

The establishment of a Disaster Management Advisory Forum for eThekwini is one of the essential action steps in establishing the foundational institutional arrangements, as required by: Key Performance Area 1 of the National and Local Disaster Management Frameworks.

An Advisory Forum has been established under the chairmanship of the City Manager. It consists of all the Deputy City Managers, several Unit Heads and Senior Managers and/or other staff selected for their technical and/or specialist skills and knowledge.

The primary purpose of the Disaster Management Advisory Forum is to provide a mechanism for relevant internal, external and technical specialist role players to consult one another and advise with regard to disaster management issues.

The Forum meets on a quarterly basis, as per the Strategic Management Group meeting schedule.

The Forum will aid the City to identify priorities and give input on risk reduction initiatives. The information generated will affect all Council Clusters and will address developmental initiatives, risk reduction strategies. The Forum with two Technical Task Teams which are as follows:

##### **MUNICIPAL ADAPTATION PLANNING TECHNICAL TASK TEAM**

Under the leadership of the Environmental Protection and Climate Change Department (EPCPD), significant progress has been made towards determining how climate change projections would affect communities and individuals within the eThekwini Municipality.



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It is clear from this work that the impact of existing climate variability and likely future climatic changes will be cross-sectoral and necessitate adaption planning by the majority of municipal departments.

Because of the strong alignment and synergies between climate change adaption and disaster risk reduction agendas [for both rapid and slow onset disasters] it was concluded that the coordination of these efforts by EPCPD and the Disaster Management Unit, would best reside within the ambit of the Advisory Forum.

#### SOUTH DURBAN BASIN (SDB) “OFF-SITE” PLAN TECHNICAL TASK TEAM

The South Durban Basin contains bulk chemical facilities, pipelines, oil refineries and a high volume of road / rail transportation of hazardous freight. Several major hazard industries [MHI] are located in the basin, and some of these industrial complexes are registered as National Key Points. The industries and surrounding residential communities exist in close proximity to each other, and an emergency incident occurring inside a premises, could have consequences which may spread off-site. The industries each have an ‘On-Site Emergency Plan’ which includes internal response capability and the roles and responsibilities of municipal and other government and private agencies. If an event takes place on the premises of an Industrial complex, and the effects are felt outside the premises, the situation thus generated is termed an ‘off-site emergency’. The off site plan is regarded as an extension of the on-site plan and both of these plans require input and actions from a network of agencies.

It is common knowledge that the SDB features several Major Hazard Installations (MHIs). Should a major emergency develop within the precincts of one of these MHI’s and the effects thereof impact on surrounding communities, it is imperative that appropriate plans are in place to initiate and manage an off-site response to ensure that suitable public protective actions are implemented and to restore normality as swiftly as possible.

## **DISASTER RISK ASSESSMENT**

### **1.6 List of Priority Risks (Hazards)**

A disaster risk assessment is a process to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of vulnerability that could pose a potential threat or cause harm to people, property, livelihoods and the environment on which they depend.

The risk assessment is based on the technical features of hazards such as their location, intensity, frequency, probability and an analysis of the physical, social, economic and environmental dimensions of vulnerability and the coping capabilities pertinent to the risk scenarios.

Where the risk of disaster exists, those risks must be thoroughly assessed so that contingency plans can be developed to address the findings of the assessment. The assessed disaster-risk and vulnerabilities that a particular hazard poses will determine the priorities for Disaster Risk Management programmes and projects. The amount of possible benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities.

### **1.7 Hazard Maps**

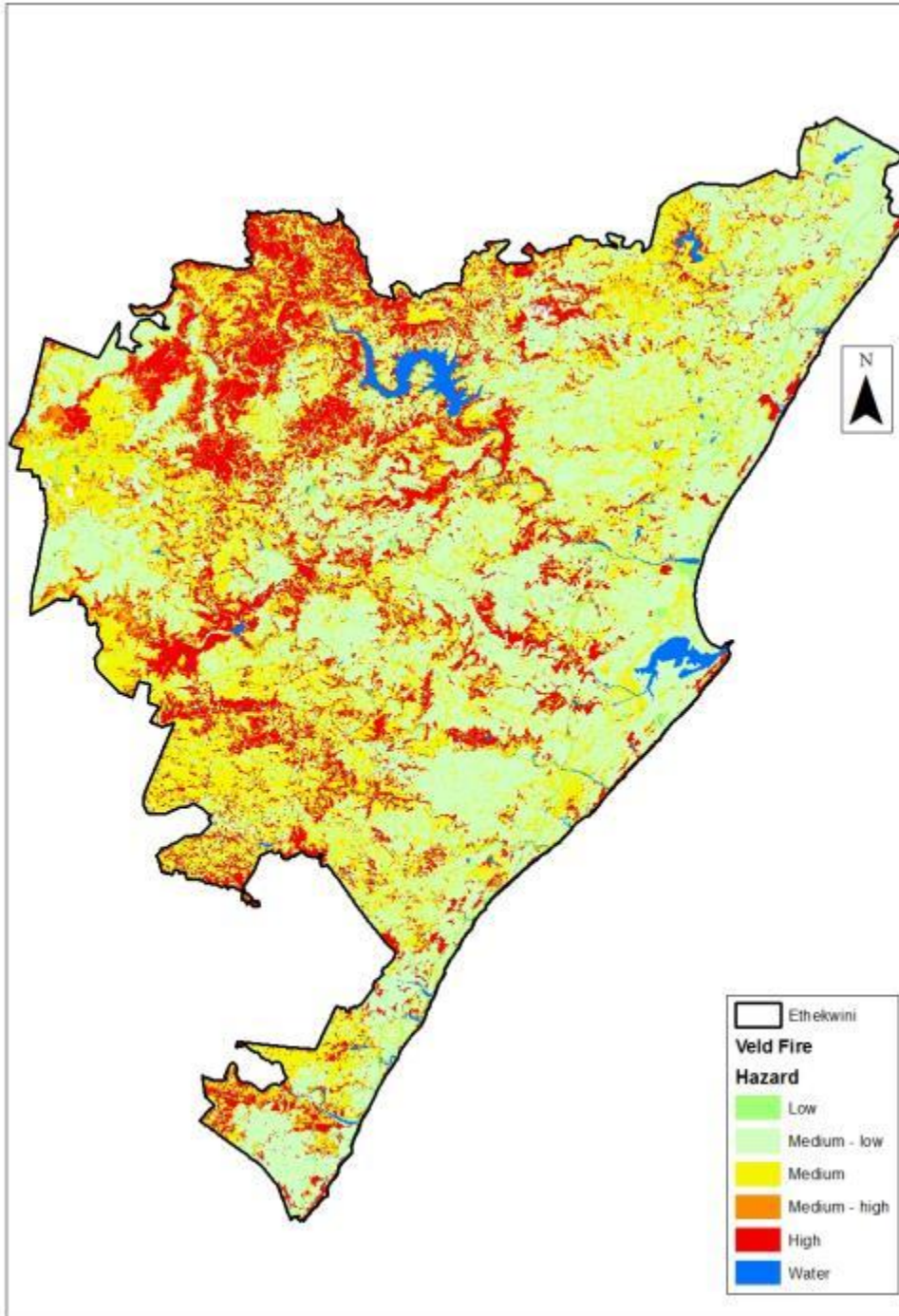
The entire disaster risk assessment is based on, and requires specific data and information. This data and information includes both spatial and non-spatial data as well as electronic and hard copy data. Examples of typical spatial and non-spatial data are shown below:

#### **Typical Spatial and Non-Spatial Data used in Disaster Risk Assessments**

Types of Data	Spatial Data	Non-Spatial Data
<b>Description of Data</b>	Spatial data relates to data that can be represented spatially. This includes GIS Data as well as maps and drawings.	Non-Spatial data relates to data which is not represented spatially. This includes reports and statistics in tabular format.
<b>Typical examples of data to be used in Disaster Risk Assessments</b>	<ul style="list-style-type: none"> <li>• <b>Infrastructure:</b> Roads, Rail, Water and Sewerage lines, Water and Sewerage Treatment works, Reservoirs, Power lines and Power sub stations, Gas or Petrol Pipelines, Airports, etc.;</li> <li>• <b>Land use and Land cover data:</b> Classification of the environment based on its use or physical characteristics.</li> <li>• <b>Government Buildings and Critical Facilities:</b> Key Ministerial and Government Buildings, Government Offices, Police Stations, Fire Stations, Hospitals, Clinics, Schools, Location of all Government or Council properties, Government warehouses and storage areas.</li> <li>• <b>Other Buildings and Land-use data:</b> Stadiums, Sport fields, Waste and Landfill Sites,</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Integrated Development Plans and Spatial Development Frameworks;</b></li> <li>• Census Statistics;</li> <li>• <b>General statistics,</b> including Health, Crime, Rainfall, Floods, Fire, etc.;</li> <li>• <b>Information on disaster management capacity;</b> and</li> <li>• <b>Specific reports,</b> including reports of floods, drought, geological problems, accidents, illegal immigrants and refugees, major hazardous</li> </ul>

	<p>Surveyed Land-parcels with land-use labels, etc.</p> <ul style="list-style-type: none"> <li>• <b>Administrative boundaries:</b> Boundaries for the District, Municipalities and Wards</li> <li>• <b>Cadastral data:</b> Erven, Farms, Servitudes</li> <li>• <b>Topographic data:</b> Rivers, Streams, Contours, Dolomite and Undermined areas, flood lines, etc.</li> <li>• <b>Remote Sensing data:</b> Aerial Photography or Satellite Images.</li> <li>• <b>Statistical data:</b> Demography, socio economical and health related.</li> </ul>	<p>installations and health.</p>
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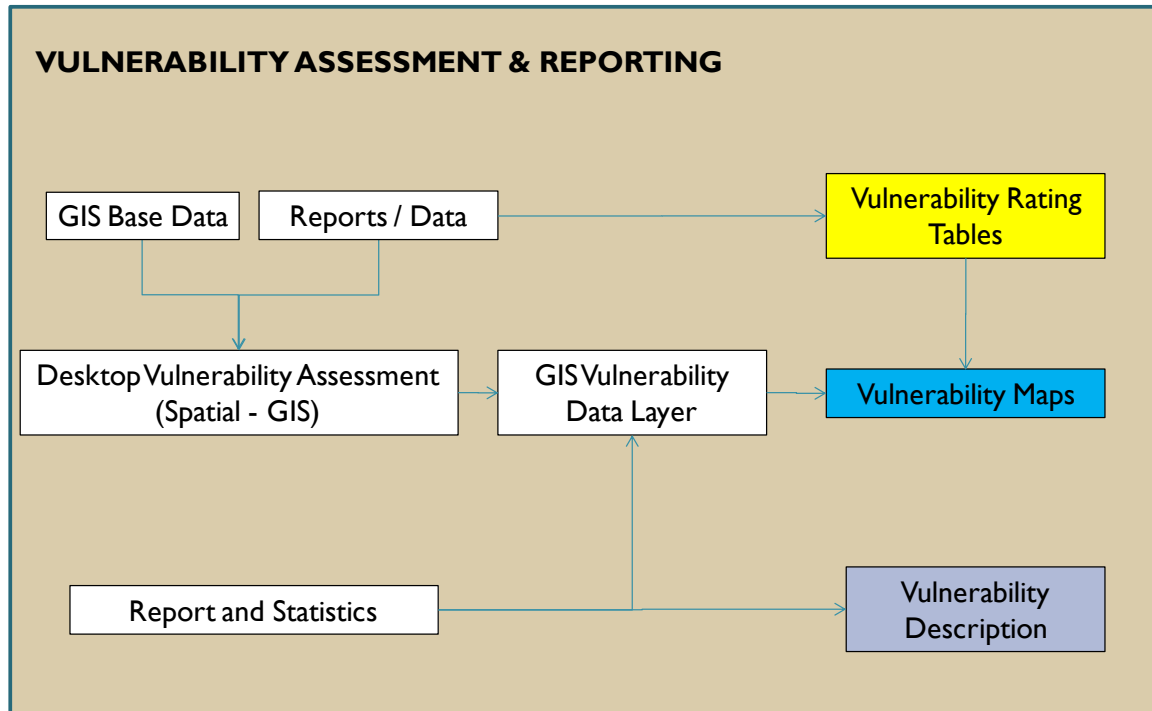
The types of hazard maps produced are as follows:



## 1.8 Vulnerability Maps

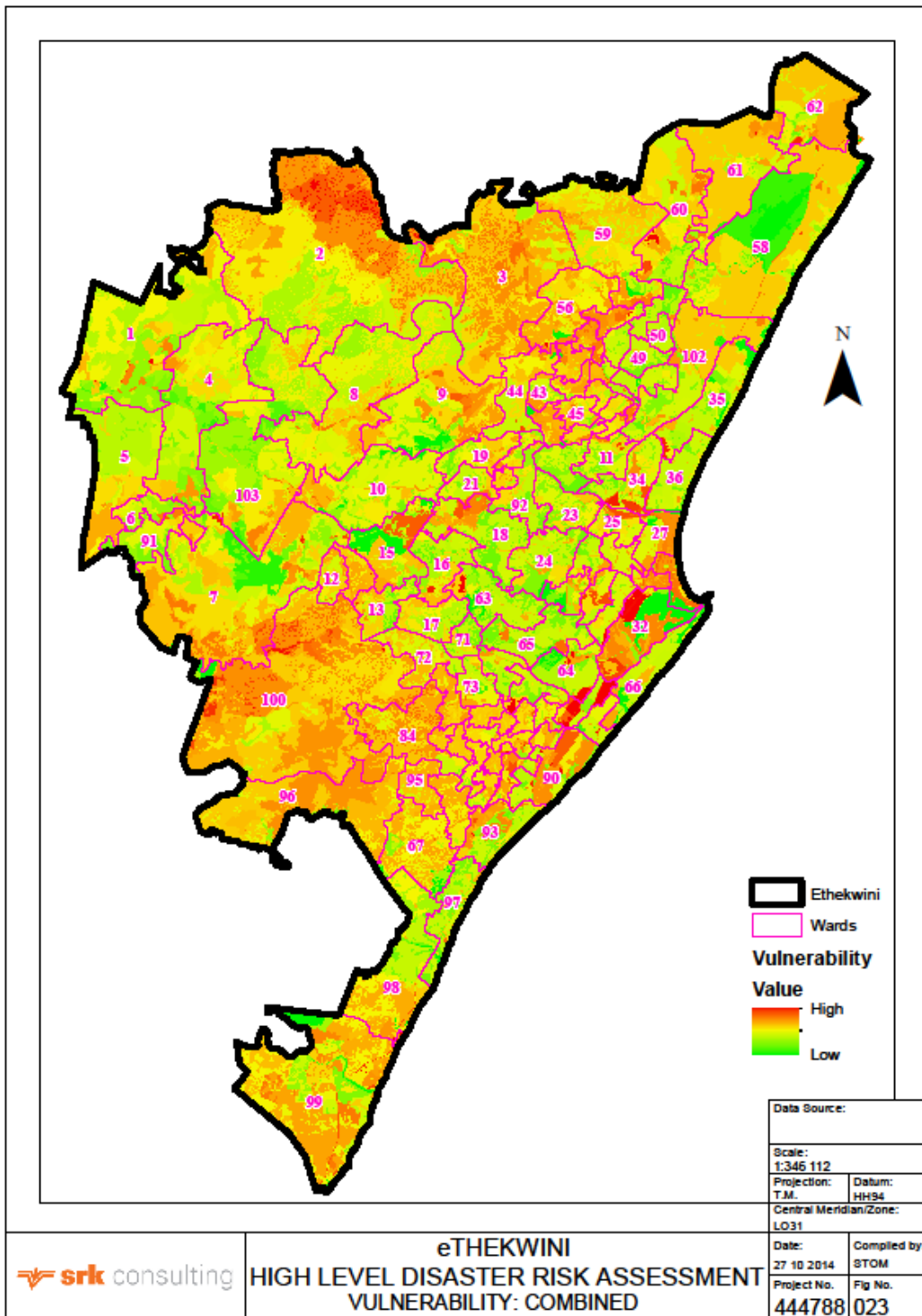
Vulnerability can be described as the degree to which an individual, a household, a community, an area or a development may be adversely affected by the impact of a hazard. Conditions of vulnerability and susceptibility to the impact of hazards are determined by physical, social, economic and environmental factors or processes.

Vulnerability is dynamic, not static, as the vulnerability of communities change due to improvements or degradation of social, environmental and economic conditions, as well as interventions specifically aimed at reducing vulnerability.



The Vulnerability modelling for the municipality was conducted based on relative vulnerability levels associated with social, structural, economic and environmental vulnerability levels in the eThekwini Metro.

The different types of vulnerability were then combined using the spatial analyses tool in ArcGIS to produce a combined or total vulnerability map. The results from the resilience mapping indicate that areas of high vulnerability can be found throughout the municipality. Rural and informal areas as well as the major commercial and industrial areas seem to have the highest combined vulnerability ratings.



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## **1.9 Capacity Maps**

The resilience characteristics relate to the capacity within the eThekwini Metro area to counter the effects of hazards and vulnerabilities. Resilience levels consist of Manageability and Capacity values, and are defined as follows:

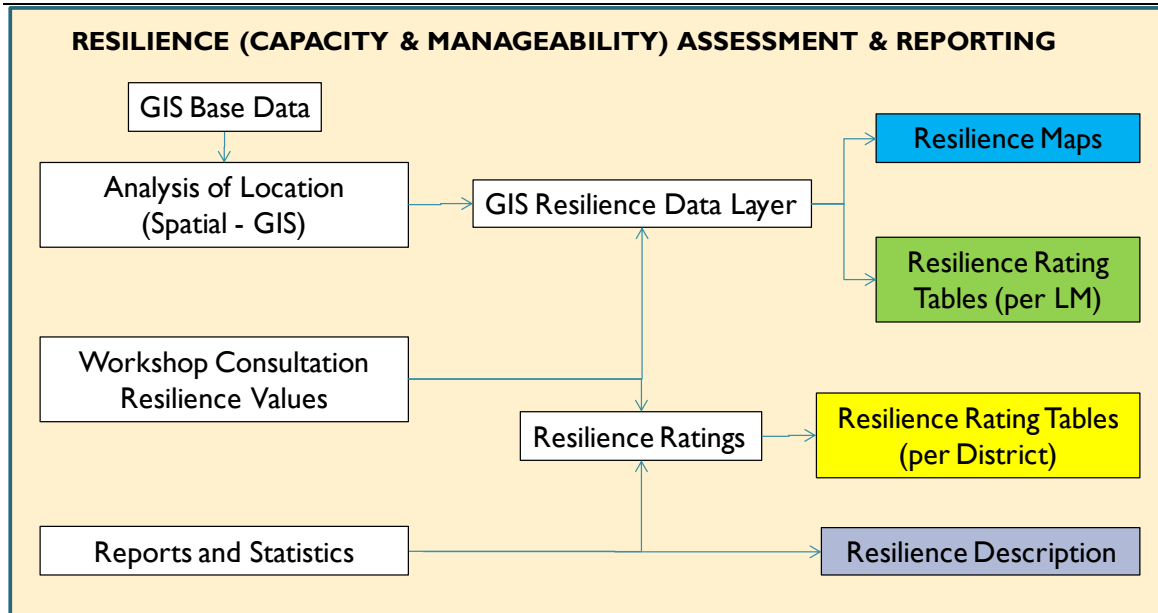
Manageability –defined as the combination of all the strengths and resources available within the departments and line-functions that can be used to reduce the level of risk or the effects of a disaster. This includes the level of staff or human resources, available expertise, suitable experience, available vehicles, equipment, funding or budget allocations, facilities and risk reduction and response plans.

Capacity – defined as the combination of all the strengths and resources available within the community or society that can be used to reduce the level of risk or the effects of a disaster. Capacity was rated by making use of the same classification as Manageability.

Resilience – The Resilience value defines the total ‘resilience’ level in a specific area or community based on the Capacity levels of the community, as well as the Manageability levels of the department and line-functions to deal with disaster risk or the effects of disasters. The Resilience value is calculated by combining the Manageability and Capacity values.

An overview of the process followed to compile the resilience profile and Resilience Map is as follows:





### 1.10 Disaster Risk Rating Maps (Disaster Risk Evaluation Maps)

No	Risk	
		Combined
1	Civil Unrest - Crime	1.87
2	Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)	1.80
3	Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)	1.80
4	Disease / Health - Disease: Human	1.67
5	Fire Hazards - Formal & Informal Settlements / Urban Area	1.67
6	Infrastructure Failure / Service Delivery Failure - Electrical	1.66
7	Hazardous Material - Fire/Explosion (Storage & Transportation)	1.63
8	Oceanographic - Storm Surge	1.61
9	Hazardous Material - Spill/Release (Storage & Transportation)	1.59
10	Infrastructure Failure / Service Delivery Failure - Water	1.56
11	Infrastructure Failure / Service Delivery Failure - Sanitation	1.54
12	Oceanographic - Sea Level Rise (Climate Change)	1.53
13	Pollution - Water Pollution (Fresh and Sea)	1.52
14	Environmental Degradation - Loss of Biodiversity	1.52
15	Transport Hazards - Road Transportation	1.52
16	Pollution - Land Pollution	1.46
17	Pollution - Air Pollution	1.45
18	Hydro-meteorological Hazards - Extreme Temperatures	1.44

19	Civil Unrest - Demonstrations / Riots	1.42
20	Civil Unrest - Armed Conflict (Civil/Political War)	1.37
21	Environmental Degradation - Deforestation	1.36
22	Infestations - Plant Infestations (Intruder Plants)	1.35
23	Transport Hazards - Air Transportation	1.27
24	Infestations - Insect Infestation	1.26
25	Environmental Degradation - Land Degradation	1.25
26	Transport Hazards - Rail Transportation	1.19
27	Transport Hazards - Water Transportation (Inc. Marine Accident)	1.19
28	Civil Unrest - Refugees / Displaced People	1.18
29	Geological Hazards - Landslides/Mud flows	1.15
30	Structural Failure - Dam failure	1.15
31	Infrastructure Failure / Service Delivery Failure - Information Technology	1.09
32	Environmental Degradation - Erosion	1.08
33	Infestations - Animal Infestation / Over Population	1.07
34	Major Event Hazards - Political	1.04
35	Oceanographic - Tsunami	0.88
36	Civil Unrest - Xenophobic Violence	0.87
37	Disease / Health - Disease: Animal	0.87
38	Structural Failure - Building Failure	0.82
39	Civil Unrest - Terrorism	0.81
40	Infrastructure Failure / Service Delivery Failure - Transport	0.77
41	Geological Hazards - Earthquake	0.59
42	Hydro-meteorological - Drought	0.58
43	Fire Hazards - Veld/Forest Fires	0.56
44	Hydro-meteorological Hazards - Desertification	0.55
45	Major Event Hazards - Cultural / Religious	0.55
46	Other - Space Objects	0.54
47	Structural Failure - Bridge Failure	0.44
48	Geological Hazards - Subsidence	0.40
49	Disease / Health - Disease: Plants	0.39
50	Major Event Hazards - Sport	0.35
51	Major Event Hazards - Recreational / Commercial	0.34
52	Geological Hazards - Rock-fall	0.32
53	Infrastructure Failure / Service Delivery Failure - Gas	0.03
54	Infestations - Algal Bloom (Red Tide)	0.02

## DISASTER RISK REDUCTION

### 1.11 Disaster Management Programmes/Projects by Municipality

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Rain gauge monitoring	Operating	Provide real time data available to public via internet through council website	
Weather stations	Operating	eThekwini Municipal Area	
Flood monitoring	Operating	One river gauge on Umgeni River	
Early warning systems	Operating	Investigating using rain gauges and radar in catchment areas	
Flood canalisation	Capital	Umgeni canalisation under Connaught bridge widening the river on Northern bank	
Sea water rise monitoring		Tide gauge providing data for analysis on tidal changes	
Buffelsdraai Landfill Community Reforestation Project	Operating (R13,163,689 to date)	Indigenous forest restoration for the improvement of ecosystem services like flood attenuation and water supply in response to slow onset disasters	Ongoing since 2008
Paradise Valley Reforestation Project (as part of the Durban CEBA Programme)	Operating (R 3.3 m to date)	Indigenous habitat restoration with alien plant species removal for the improvement of ecosystem services	Ongoing since 2011
Durban Metropolitan Open Space System (DMOSS)	Capital (R 2 m per annum)	Open space planning and implementation to ensure that D'MOSS provides protection from climate change impacts through the provision of ecosystem services	Ongoing
Working for Ecosystems	Operating (R 11.2 m to date)	Protection of ecosystems, and the climate change buffering ecosystems services that they provide, from alien invasive plant species	ongoing
Working on Fire	Operating ( R 5 m to date)	Protection of ecosystems, particularly fire-dependent grasslands, for the preservation of ecosystem services like flood attenuation	ongoing
Community Adaptation Plans	Operating (R 2.5 m)	A social vulnerability and adaptation planning study aimed at understanding how climate change impacts upon vulnerable communities	Completed 2011
Luganda School Water Harvesting and Management Project	Operating (R 350,000)	A storm water runoff management, capture and micro-agriculture project to minimise storm erosion damage from run-off	Completed 2011
Municipal Adaptation Plans Cost-Benefit Analysis	Operating (R 1.4 m)	A novel research project to prioritise municipal adaptation options to ensure most effective climate change adaptation options are implemented	Completed 2012
Integrated Assessment Tool for Climate Change	Operating (R 4.2 m)	A computer-based tool to facilitate the spatial display and interrogation of climate impacts across a range of municipal sectors	Completed 2011
Green Roof Pilot Project	R 1.6 m	A pilot project to investigate the effectiveness of green roofs in reducing run-off from roofs (to minimise flooding impacts) and the urban heat island effect	Ongoing since 2008 The active project and research component of this meeting

			ended in 2014. It's now in a maintenance phase.
Palmiet Rehabilitation Project	R0	An innovative multi-governance project addressing climate change adaptation through a catchment-based management approach.	Ongoing since 2013
uMngeni Ecological Infrastructure Partnership	R0	A broad-based partnership based on implementing ecological infrastructure approaches to improve water quality and quantity.	Ongoing since 2012
Central KZN Climate Change Compact	Operating R 10,000 annually	As part of implementing the Durban Adaptation Charter, the Compact is a partnership of municipalities to address climate change action.	Ongoing since 2014

### 1.12 Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGET AREAS	DATE
Expansion CCTV network and licence plate recognition	R 7.3mil	Identified crime hotspots and crime feeder routes	2016/ 2017 financial year
Relief Operations	R 3.3mil	Vulnerable Communities	
Public Awareness	R 100 000	Vulnerable Communities	
Completion of Risk Assessment Study and Contingency Plans for five prioritised Risks	R 1.5mil	City Wide	

## DISASTER RESPONSE AND RECOVERY

### 1.13 Municipal Capacity in terms of Response and Recovery

The city has a well-equipped response and recovery capacity. The municipal structures consist of Cluster Deputy City Managers who report to the City Manager. Heads of Units report to a specific Cluster Deputy Municipal Manager. Departments report to Heads of

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Units. Past response indicates that the municipality is ready and able to deal with incidents of a major emergency or disaster scale. Co-ordination of response is conducted via the Disaster Operations Centre, supported by the Units Emergency call Centre and CCTV Operations Room. Other internal and external departments are activated where their participation is required. Standby rosters ensure continuity of service and representation when the Disaster Operations Centre is activated. On receipt of notification that an incident has occurred in a given area, the primary line function departments will respond to deal with the immediate emergency. That agency will assess the severity/magnitude of the incident and will determine what other services and resources are necessary to restore normality. It will appraise the Communications Centre of the situation that will activate those organisations whose services are considered necessary at the site

Post-disaster recovery and rehabilitation operations, which may include reconstruction or redevelopment efforts, will normally take on the nature of special programmes and projects.

The Disaster Management Centre will assist with the identification of needs and will facilitate recovery and rehabilitation operations. The function or department with the most direct involvement in the operation will take responsibility for project management and delivery. Project Teams convened for these purposes must report to the Disaster Management Advisory Forum.

In this regard the causal factors of disasters must be addressed and disaster prevention through risk elimination should be pursued in the rehabilitation, reconstruction or redevelopment efforts in order to avoid a repetition of the disaster.

#### **1.14 List of relevant stakeholders in Response and Recovery**

The ethos is that disaster risk management is everyone's business. The following internal and external departments, units and agencies are the primary participants for joint management of a major incident or disaster.

##### **INTERNAL**

- CCTV

- EMACC
- Security Management
- Safer Cities
- Communications and Public Relations
- Disaster Management
- Electricity Services
- Engineering Services
- Treasury
- Development Planning Environmental Management Unit
- Fire and Emergency Services
- Health Unit
- Housing
- Information Technology and Communications -GIPO
- Metropolitan Police
- Solid Waste and Cleansing
- Waste Water
- Water Department
- Parks Recreation and Culture
- City Fleet
- ETA
- Community Participation

### **EXTERNAL**

- Departments of Social Welfare, Agriculture and Education
- Emergency Medical Rescue Services
- Provincial/Regional Health Department
- Religious and Welfare Organizations
- Department of Transport and Road Traffic Inspectorate
- South African Police Services
- South African Weather Services
- Technical Specialists
- Academia

Each of the departments involved have specific response and/or recovery roles and

functions, which includes the following generic requirements.

The Departmental Heads: must ensure that Disaster Risk Management Plans are compiled and maintained within their respective departments, with specific reference to the following:

- Compilation of pro-active departmental disaster risk management programmes to support disaster risk reduction
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations
- Submit departmental disaster management plans to the Head of Disaster Management and ensure regular review of such plans
- Provide a representative at the Disaster Operations Centre if this has been activated

## **INFORMATION MANAGEMENT AND COMMUNICATION**

### **1.15 Information Management and Communication System**

Part of the city-wide risk assessment scope of works is the development and implementation of a new communications system for the MDMC. The Management information system has been deployed and currently in its operational phase. The application is called E-SPONDER. E-SPONDER is a single agency multi user system and is used to manage all aspects of a major incident and has the ability to work across multi agencies simultaneously. The software provides for unified command to improve interagency coordination and response. The E-SPONDER platform is a suite of real-time data-centric technologies and applications, which will provide actionable information and communication support to first responders that act during abnormal events (crises) occurring in critical infrastructures. This information will enable improved control and management, resulting in real time synchronization between forces on the ground (police, rescue, fire-fighters) and out-of-theatre command and control centers i.e. mobile incident command vehicles. The approach guiding E-SPONDER is based on the fusion of variable forms of field-derived data within a central system which will then

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provide information analysis and decision support applications at the eThekwini Disaster Operations Centre in order to provide in situ support to first responders that operate in Critical Infrastructures.

### **1.16 Early Warning Strategy**

Early weather warnings are supplied by the South African Weather Service and these are further disseminated to relevant role-players and decision makers by the Emergency Mobilising and Communications Centre.

The Emergency Mobilising and Communications Centre have installed a Bulk SMS notification system, to keep principal emergency services staff informed of incidents of significance.

A major future project to be addressed will be a scientific study leading to the installation of platform sirens complete with public address systems, to provide early warning and instructions on public protective strategy, for the communities of the South Durban Basin and other vulnerable communities.

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

### **1.17 Capacity Building Programmes**

Three hundred disaster management volunteers have undergone a medical assessment through the Occupational Health Department. First-aid training is provided to the volunteers and a group of sixty volunteers have undergone fire safety training.

Final year nursing students from the Durban University of Technology undergo disaster management training, which is done at the Municipal Disaster Management Centre. Staff from the disaster management department regularly attend community forum meetings and provide public protective strategies training.

### **1.18 Public Awareness Campaigns**

The Disaster Risk Management Centre will continue to increase the number of public awareness and preparedness sessions it conducts with at-risk communities in informal



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settlements. These sessions aim to raise awareness regarding the hazards of fires and floods, and safety.

The Masakhane program involves inter departmental participation in ward community outreaches in order to raise awareness of service delivery, and address concerns on issues relative to safety, risk reduction and enhancement of cooperative governance.

### **1.19 Research**

The Environmental Planning and Climate Protection Department contracted a service provider to undertake a cost benefit analysis study of Municipal Adaptation Plans [MAP], to support the priority ranking of adaptation options. This was to calculate a benefit cost ratio for each MAP, based on the relative merit of expenditure, where benefit is based on improvement to peoples wellbeing, and therefore more relevant to a developing-country context.

The EPCPD are also monitoring the benefits of their Green Roof in terms of rainfall run off attenuation, the reduction in heat build-up, the performance of the indigenous plants used in terms of their growth and maintenance costs and their ability to provide a refuge for inner-city biodiversity. This is likely to be a long-term project and it has catalysed a number of other green roofs in Durban.

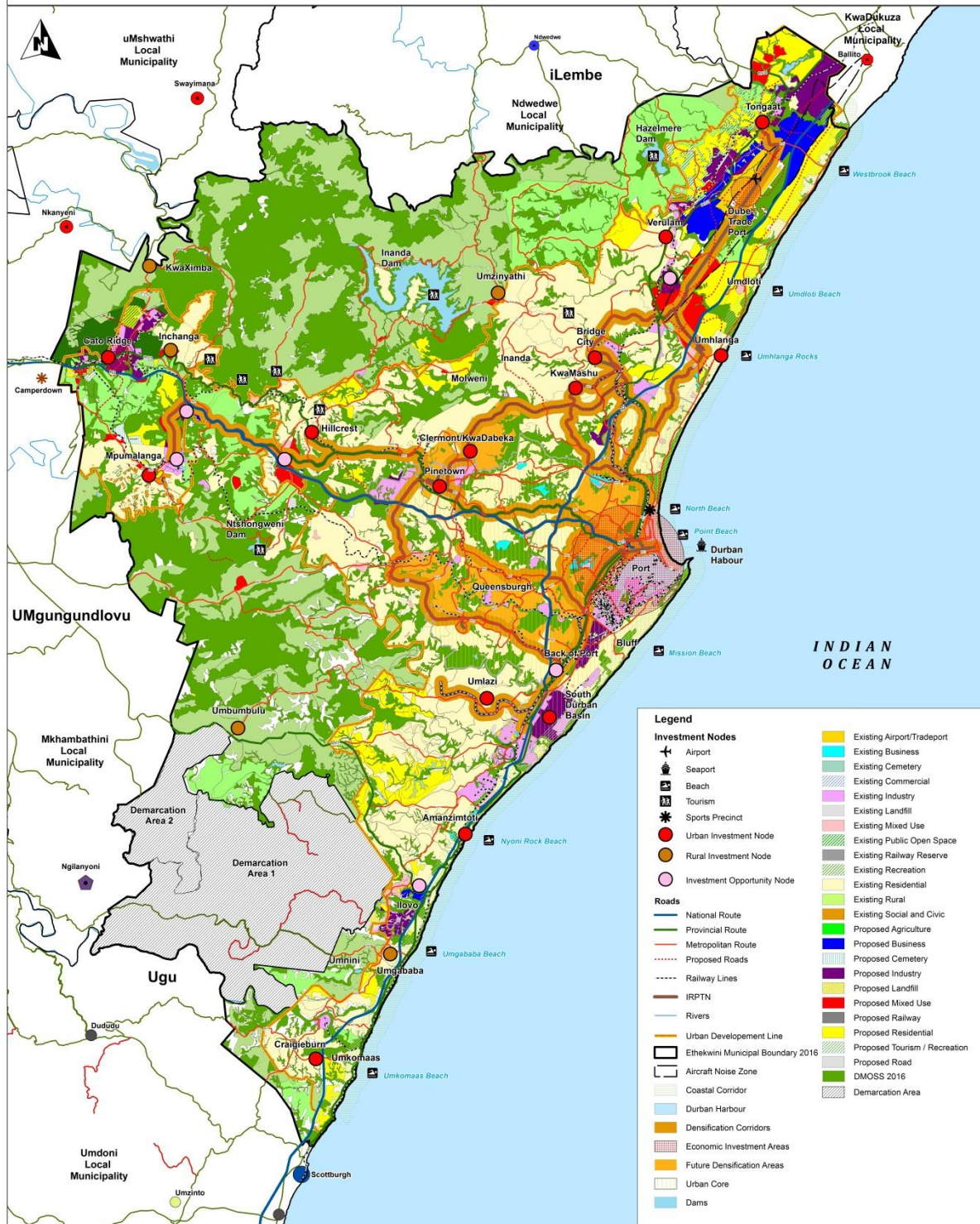
During 2011, eThekwini Municipality signed a memorandum of agreement with the University of KwaZulu-Natal to instigate a climate change focussed research programme which focussed on the management of critically endangered ecosystems, like sandstone sourveld grasslands, within the municipality. These grasslands perform extremely important ecosystem services, like flood attenuation and grazing, and their successful management will be an important component in climate change adaptation.

## **FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT**

### **1.20 Funding Mobilization Strategy**

Each Unit or Department is responsible for its own disaster recovery fund. Where damage costs are beyond the capacity of the individual Units to absorb these from their operating budgets, reports are presented to the EXCO for funding to be allocated from the city treasury or for application to be made to Provincial or National treasuries for funding allocation.

# SPATIAL DEVELOPMENT FRAMEWORK REVIEW 2017-2018



**Legend**

<b>Investment Nodes</b>	Existing Airport/Tradeport
Airport	Existing Business
Seaport	Existing Cemetery
Beach	Existing Commercial
Tourism	Existing Industry
Sports Precinct	Existing Landfill
Urban Investment Node	Existing Mixed Use
Rural Investment Node	Existing Public Open Space
Investment Opportunity Node	Existing Railway Reserve
	Existing Recreation
	Existing Residential
	Existing Rural
	Existing Social and Civic
	Proposed Agriculture
	Proposed Business
	Proposed Cemetery
	Proposed Industry
	Proposed Landfill
	Proposed Mixed Use
	Proposed Railway
	Proposed Residential
	Proposed Road / Recreation
	Proposed Road
	DMOSS 2016
	Demarcation Area
<b>Roads</b>	
National Route	
Provincial Route	
Metropolitan Route	
Proposed Roads	
Railway Lines	
IRPTN	
Rivers	
Urban Development Line	
Ethekewini Municipal Boundary 2016	
Aircraft Noise Zone	
Coastal Corridor	
Durban Harbour	
Densification Corridors	
Economic Investment Areas	
Future Densification Areas	
Urban Core	
Dams	

Prepared By:  
**STRATEGIC SPATIAL PLANNING BRANCH**  
**DEVELOPMENT PLANNING DEPARTMENT**  
#REQ/2016/0013/211/2408

**NOTE:**  
Integrated IDP L&R  
Municipal IDP L&R  
Rural IDP L&R  
Spatial IDP L&R  
DMOSS 2016

Date: May 2013  
Revised Feb 2015  
Revised Feb 2016  
Revised March 2015  
Revised March 2016  
Revised Jan 2017

Date Presented: Jan 2017  
Reference No: IDP/2017/18  
Prepared By: Planning Information Office

Scale: 1:90 000  
0 2 500 5 000 10 000 15 000  
Meters

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