

INTEGRATED DEVELOPMENT PLAN (IDP)

2019/2020

20 MAY 2019

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ACRONYMS AND ABBREVIATIONS

AOC	-	Aircraft Operating Company
BEE	-	Black Economic Empowerment
B-BBEE	-	Broad-Based Black Economic Empowerment
CBD	-	Central Business District
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DFP	-	Development Framework Plan
DLTG	-	Department of Local Government and Traditional Affairs
DM	-	District Municipality
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
ED	-	Executive Director
EIA	-	Environmental Impact Assessment
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HCT	-	HIV/AIDS counselling and Testing
IDP	-	Integrated Development Plan
ISRD	-	Integrated Sustainable Rural Development Programme
ISRDS	-	Integrated Sustainable Rural Development Strategy
KM	-	KwaDukuza Municipality
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LM	-	Local Municipality

LRAD	-	Land Redistribution for Agriculture Development
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MPS	-	Multi-Purpose Service Centre
MTC	-	Medium-Term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
PIMS	-	Planning, Implementation and Management System
PMS	-	Performance Management System
PTO	-	Permission to Occupy
PDA	-	Planning and Development Act 06 of 2008
PMTC	-	Prevention from Mother to Child
RDP	-	Reconstruction and Development Programme
RIDS	-	Regional Industrial Development Strategy
RRTF	-	Rural Road Transport Forum
RSC	-	Regional Service Centre
SADC	-	South Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counselling
WSDP	-	Water services Development Plan

Foreword by the Deputy Mayor of KwaDukuza Municipality

The KwaDukuza Municipal Council is left with two (2) years of in its tenure. In December 2016, Council adopted *Lekgotla Resolutions*, which made clear priorities for this term that comes to an end in 2021.

As part of the 2019/2020 Integrated Development Plan Process, the Council led by the former Mayor, Dr. Ricardo Mthembu, reflected on its progress in implementing its aforementioned *Lekgotla Resolutions*. The following progress has been made:

1. Council finalized its organizational restructuring process which emanated in the new business units being established, which are Community Services and Youth Development.

2. Council was able to unlock a number of investment projects in the various economic nodes such as the KwaDukuza Mall, KwaDukuza Private Hospital, Ballito Junction Regional Mall, Insa Pot Manufacturing Plant, Sasko Bakery, Avon Peaking Power Plant, Salt Rock Mall, Wedge Shopping Café, Ballito Hills, Zimbali Lakes as well as Reddam House.

3. Council continued to put youth on the centre of its development agenda.

4. During the 2018/2019, Council received a number of accolades, which included being rated third in the country and first in the province in terms of financial sustainability on the Municipal Financial Sustainability Index done by Ratings Africa,

5. We were also recognized international and nationally as a front-runner on issues of Climate Change.

6. Council also implemented projects which promoted, fostered social cohesion and heritage preservation by naming amongst others Council's newly renovated Ballito Civic Building to Nokukhanya Luthuli House in September 2018 and lately renaming Stanger Hospital to General Gizenga Mpanza Hospital in April 2019



Cllr Govindammal " Dolly" Govender

The Council received the following key developments as part of this process:

1. All public meetings highlighted an active citizenry, which continues to embrace the spirit and intent of the Freedom Charter that people shall govern. Indeed, the council and administration were subjected to critical and robust oversight by various constituencies.

2. The communities and organised community structures welcomed the fair, reasonable and low increment on proposed tariffs of chargers. The community also pointed out that the municipality's proposed electrical increment is below NERSA guidelines and it is Council's commitment to ensure that electrical tariffs will remain reasonable.

3. The leadership of Council also appreciated constructive contributions from various community members, leaders and organised business. Amongst some of such key inputs:

    a. KwaDukuza Municipality shall accelerate the turnaround strategy in fixing and repairing streetlights in all wards. The community appreciates the introduction of a bigger programme to introduce energy efficiency streetlights in line with Council agenda on climate change and green economy.

    b. Communities welcomed the recently launched KwaDukuza Pothole Patching Programme and it needs to be complemented by the road rehabilitation programme.

    c. The communities further appreciated that the budget in the next financial year will be going towards the maintenance of council infrastructure which includes streetlights, roads and storm water.

    d. It was further noted that there is a still huge backlog of houses within the municipality and it is expected that the municipality will continue to lobby for additional funding for already approved housing projects.

    e. That the municipality shall use the Community Works Programme to enhance cleaning and greening of townships. It is further expected that the municipality will implement the programmes like the Good Green Programme.

    f. That Council in partnership with community and SAPS shall declare drug abuse as a number one enemy and a strong community based crime fighting strategy shall be developed and implemented.

    g. It was further noted that the issue of unemployment amongst youth remains high. As part of various initiatives the business community, the unemployed and emerging entrepreneurs appreciated various proposed nodal and industrial support programme proposed as part of

the 2019/2020 budget. This includes stabilising the business environment through investment in the tourism infrastructure (Museum and Beaches), facilitation of urban renewal of these towns i.e. KwaDukuza, Shakaskraal and Umhlali.

h. It was further noted that the business process reforms implemented by Town Planning and Building Control sections, is beginning to show positive results and is contributing to a positive business climate. This will continue to position KwaDukuza as an investment destination of choice.

i. Communities also appreciated the building and extension of schools within their areas; building of the new clinic in Groutville and also the implementation of proposed Home Affairs office in KwaDukuza.

4. Council welcomed other proposals made by members of public which some of them will be implemented during the MTREF period. Amongst the key proposals that will be taken forward by council to both national and provincial government include the following:

   a. Establishment of the new police station for the area or adding more resources to the existing police stations in uMhlali and KwaDukuza.

   b. Fast-tracking of building new public schools to accommodate growing communities in the areas of Shakashead, Etete, Ballito, Salt Rock, and Madundube.

   c. Renovation and improving facilities in all public health facilities/clinics in particular Ballito and KwaDukuza facilities.

   d. Improving coordination between KwaDukuza, SANRAL and DOT, in the improvement of road networks within our area including unblocking the unfinished projects.

I want to take this opportunity to wish well the Dr. Mthembu who has since been deployed by the ANC to lead in the provincial legislature of KwaZulu-Natal. His stewardship over the years was nothing but exceptional. I also wish to dedicate this IDP to the late IDP Director Ms. Phahlakazi Lungisa who also served this Council with diligence until such time she was laid to rest.

……

Deputy Mayor of KwaDukuza Municipality,

Cllr. Govindammal "Dolly" Govender

Political Governance

KwaDukuza Municipality has 29 wards and 57 Councillors, who were directly elected to serve the Council. Membership of the Council is made up of the following:

Figure 1: Political Governance

Political Party	No. of Councillors
African National Congress (ANC)	36
Inkatha Freedom Party (IFP)	4
Democratic Alliance (DA)	11
Economic Freedom Fighter (EFF)	2
Independent Party (ID)	2
AL-JAMA-AH	1
AIC	1
Total	**57**

The Council meets on a monthly basis while the EXCO meets twice a month. Members of the public and media are also encouraged to attend some Council meetings. **The KwaDukuza Municipality Councillors** are presented below:



DEPUTY MAYOR
Cllr D. Govender



THE SPEAKER
Cllr P. Zulu



CHIEF WHIP: WARD 1
Cllr: D.W.Ndimande



WARD 2
Cllr. C.M. Ntleko Ndimande



WARD 3
Cllr. G. J. van Whye



WARD 4
Cllr. M. Ndlela



WARD 5
Cllr. J. L. T. Sibiya



WARD 6
Cllr. T. Colley



WARD 7
Cllr. B. Dindi



WARD 8
Cllr. M. Ngidi



WARD 9
Cllr. P. I. Dube



WARD 10
Cllr. T. T. Dube



WARD 11
:Cllr. I. T. Nxumalo



WARD 12
Cllr. N. H. Mbatha



WARD 13
Cllr. R. Singh



WARD 14
Cllr. W. S. Ntuli



WARD 15
Cllr. P. Mabaso



WARD 16
Cllr. J. Vallan



WARD 17
Cllr. M. S. Singh



WARD 18
Cllr. L. Yingwana



WARD 19
Cllr Dolly Govender



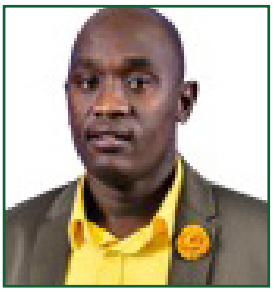
WARD 20
Cllr. N. P. Dube



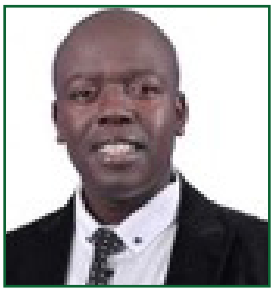
WARD 21
Cllr. T. Dutoit



WARD 22
Cllr. M. W. Hubner



WARD 23
Cllr. J. S. Phahla



WARD 24
Cllr. V. V. Shezi



WARD 25
Cllr. S. M. R. Mfeka



WARD 26
Cllr. T. S. Ngidi



WARD 27
Cllr. M. Madlala



WARD 28
Cllr. V. Govender



WARD 29
Cllr. S. L. Cele

Administrative Governance

The Municipal Manager heads the administrative structure of KwaDukuza Municipality and is assisted by 9 (nine) Heads of Departments who are known as Executive Directors. Each department is further divided into a particular number of business units headed by Directors and are tabulated as follows:

Figure 2: Departments within the Municipality

Business Unit	Departments Incorporated
Finance Business Unit:	Incorporates budget and compliance, asset management, expenditure, payroll, supply chain management, income/ revenue sections.
Corporate Services Business Unit	Incorporates human resources, information technology, skills development, administration and property management, labour relations, records management, council support and auxiliary services.
Electrical Engineering Services	Incorporates electrical engineering, electrical planning, customer centre and fleet management services.
Civil Engineering and Human Settlements Business Unit	Incorporates civil engineering, road and stormwater management, building maintenance, project management unit, infrastructure planning, and Human Settlements
Economic Development and Planning Business Unit	Incorporates Local Economic Development, tourism, Development Planning, building control, Development Control, Forward Planning, Geographic Information System (GIS) Heritage, Outdoor Advertising, environmental management and climate change (sustainability).
Community Safety Business Unit	Incorporates community safety, traffic, crime prevention, motor licensing, fire and emergency services, operations control emergency, motor testing, public transport facilities management, and disaster management.
Chief Operations Office-Corporate Governance Business Unit	incorporates IDP/ Public Participation, Performance Management System (PMS), Internal Audit, Legal Services, Risk Management, Corporate Communications, Intergovernmental Relations, Special Programmes (vulnerable groups support), Special projects (strategic

Business Unit	Departments Incorporated
	economic & infrastructure projects), and Operation Sukuma Sakhe.
Community Services and Public Amenities Business Unit	Incorporates parks and gardens, community halls, parks and gardens, cemeteries & crematorium, beach cleaning/cleansing, street sweeping, refuse removal, sports and recreation.
Youth Development Business Unit	incorporates youth development, youth advisory centre, and sports development

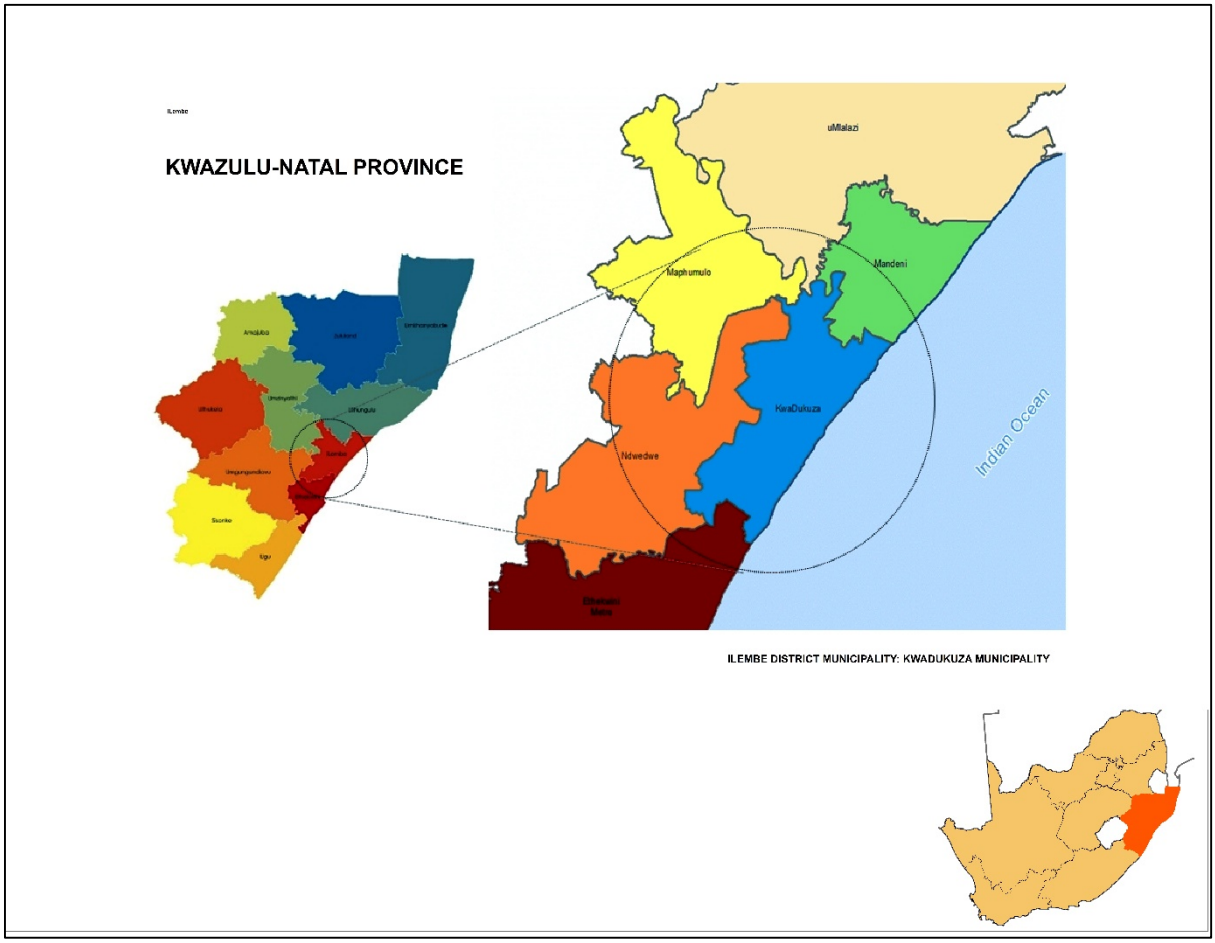
CHAPTER

1

1. Who We Are

KwaDukuza Municipality is one of the most exciting municipalities and is a category B municipality. It is one of the municipalities that fall under the iLembe District in the KwaZulu-Natal Province. Covering an area of approximately 633km^{2,} the Municipality stretches from the Zinkwazi River in the north to the Tongati River in the south. KwaDukuza (previously known as Stanger) is the district node and dominant commercial centre in the iLembe District.

Figure 3: Locality Map



The KwaDukuza Municipality occupies a coastal and inland stretch of approximately 50km in length and 14km in width, with a variety of clustered and ad hoc settlements and small towns. The municipality is linked with a well-developed network of roads and rail infrastructure. The key feature of KwaDukuza is the N2 Development Corridor.

Highly immersed in rich history and heritage, KwaDukuza Municipality is the proud resting place of inkosi uShaka, who is recognised as one of the world's greatest strategists and nation builders of all time. It is an historical fact that iNkosi uShaka ruled the mighty Zulu nation in his latter days while based at KwaDukuza. Among the greats that KwaDukuza Municipality proudly associated with historically is iNkosi Albert Luthuli, who happened to have been born and bred at the Groutville Mission, KwaDukuza. The existence of this great leader, teacher and visionary, provided KwaDukuza with the opportunity to produce the first Nobel Peace Prize Laureate on the African Continent when he himself the recipient of the prize in 1960.

A strong fusion of African, Eastern and European cultural influences characterise KwaDukuza Municipality. The late 19th to the early 20th centuries saw and welcomed the arrival of families of Indian origin at KwaDukuza who had come to work in the sugar cane plantations. History records that the first Europeans who subsequently founded sugar cane farming at KwaDukuza started arriving in 1824 with the Zulu nation already there. These historical events inevitably contributed into the laying of the foundations for the colourful social embroidery that has come to be part of KwaDukuza today.[1]

KwaDukuza boasts a 50km stretch of coastline along the Indian Ocean. The Municipality has two primary economic hubs namely the town of KwaDukuza and Ballito, the latter being a suburb situated slightly to the south of KwaDukuza. The defined borders of KwaDukuza Municipality extend from the Tugela River in the north to the eThekwini Metropolitan Municipality and the Tongati River in the south. The Municipality is bordered by the Indian Ocean in the east and extends to the Maphumulo and Ndwedwe Local Municipalities in the west.

1.1. Long Term Vision

Vision

The vision of the KwaDukuza Municipality is to, by 2030, be a vibrant city competing in the global village economically, socially, politically and in a sustainable manner.

Mission

To achieve this vision, the KwaDukuza Municipality will:

- Drive local economic development;
- Deliver a high standard of essential services;
- Encourage public participation; and
- Overcome debt and achieve cost recovery on services provided.

[1] http://www.sahistory.org.za/topic/indian-south-africans-1940-1949

Core Values of KwaDukuza

Essentially the operations of KwaDukuza Municipality are informed by the *Bathos-Pele* Principles which act as guidelines in respect of relations and interaction between the Municipality and its customers, the community of KwaDukuza Municipality and other stakeholders. Accordingly, the core values upon which the Municipality operates are as follows:

Figure 4: Core Values of KwaDukuza

▪ Ethical behavior	▪ Flexibility and cooperatives
▪ Respect	▪ Compliance with all set regulations
▪ Honesty & Integrity	▪ Loyalty
▪ Accountability to each other and the public	▪ Unity
▪ Team work	▪ Efficiency
▪ Initiative and Innovation	▪ Professionalism
▪ Fiscal Responsibility	▪ Cost Effectiveness
▪ Excellent Customer Service	▪ Discipline
▪ Hard work and Timelines	▪ Diligence
▪ Care & protection of resources	▪ Openness and Transparency
	▪ Non-discriminatory

Spatial Location within the Province of KwaZulu-Natal

As it turned out, KwaDukuza Municipality finds itself located between two port cities viz, Durban and Richards Bay. This is a very fortunate scenario which has ensured that the Municipality is strategically geographically located to exploit the targeted spill over from initiatives planned for eThekwini namely the Due Trade Port, tourism initiatives premised on Durban's Blue Flag status beaches, *inter alia*, as well as the provincial economic growth initiatives. Beyond the areas of urban development the bulk of KwaDukuza Municipality, particularly the relatively flat coastal strip, forms a commercial farming hub and is mainly used for agricultural activities such as sugar cane farming.

The urbanized areas comprise KwaDukuza (Stanger town), Shakaskraal, Blythedale and Ballito, with high levels of infrastructural development, service development, and social facilities that support the local population. The concentration of industrial development is to be found in the KwaDukuza node including the Gledhow and Darnall Sugar Milling operations.

1.2 Demographic Profile

The population of KwaDukuza Municipality has grown by 37.8 % since 2011 from 231 187 to 276 719 in 2016 (Statistics South Africa Census 2016). Furthermore, it has been speculated that during peak seasons KwaDukuza's population reaches +/- 320 000 people owing to the presence of tourists in the area. KwaDukuza Municipality is one of the four KwaZulu-Natal Municipalities which has shown significant growth in the population between 2011 and 2016, see graph below.

Figure 5: Population Information

	2011	**2016**
Population	231 187	276 719
Age Structure		
Population **under 15**	29%	27.7%
Population **15 to 64**	66.7%	67.4%

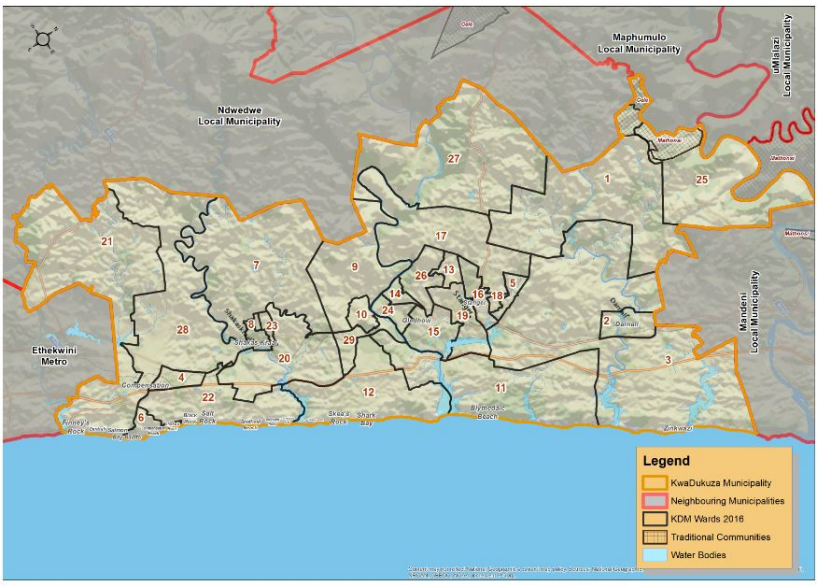
https://municipalities.co.za/demographic/1070/kwadukuza-local-municipality

As reflected in the graphical representation below, two thirds of the population of KwaDukuza indicates that as at 2016 the population under 15 years of age was 27.7%, population between 15 and 64 years of age stood at 67.4% while the population over 65 years of age at 4.9% are of working age (15 – 64). The official unemployment rate stood at 25% which translates into 75% of those in employment. Paradoxically, the youth unemployment rate stood at 30.8%.

1.2.1 Number of Wards and Traditional Authority Areas Depicted on the Map

The map below illustrates the number of wards and traditional authority areas within KwaDukuza Municipality.

Figure 6: Wards and Traditional Authority Areas



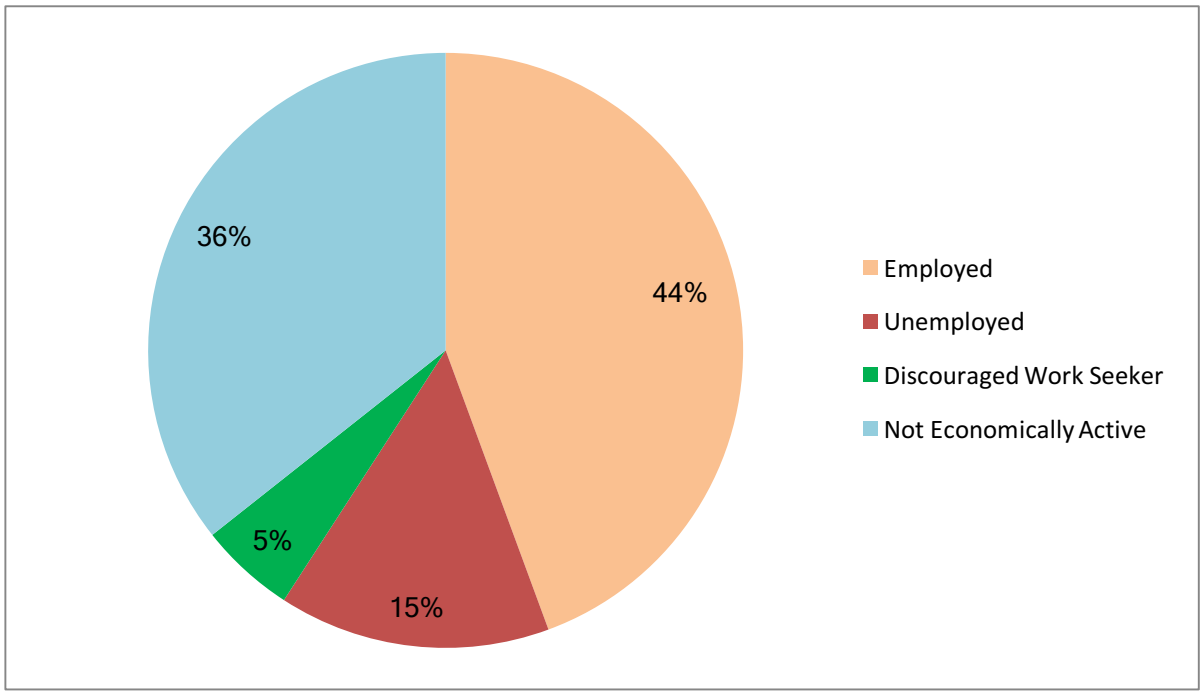
Economic Profile

The main contributors to the KwaDukuza Municipality's local economy are agriculture, majority sugarcane farming and processing; light industry, including engineering, and manufacturing of paper and packaging; and tourism. The region boasts a number of seaside resorts and popular coastal towns for holiday making and recreation, including Ballito. The economy of KwaDukuza Municipality is dominated by primary and secondary sectors with a smaller portion from the tertiary sector, meaning the economy has a good balance of sectors.

According to the KZN Provincial Growth and Development Plan, the agricultural sector contributes 8% towards employment in the iLembe District Municipality. While this is a relatively low contribution to employment in the District, the agricultural industry is growing and increasing employment within the agricultural sector has been set as a primary economic goal for the province.

While the unemployment rate in the Municipality is high (46%), KwaDukuza Municipality is experiencing a high rate of population increases and several new housing, health care and commercial complexes are being developed in the area, which will provide work opportunities. A key area of focus is education in the population, with only 1.5% of the Municipality population having a higher education than secondary school, and only 14% having completed secondary school. Also of concern is the income levels of the majority of the households in KwaDukuza Municipality, with 81.4% of households surviving on less than R6,300 per month (Statistics South Africa, 2011).

Figure 7: Employment Statistics for KwaDukuza Municipality



StatsSA 2011

Figure 8: Demographic Information

	2011	2016
Population	231 187	276 719
Population under 15	29.0%	27.7%
Population 15 to 64	66.7%	67.4%
Population over 65	4.3%	4.9%
Per 100 (15-64)	50.0	48.4
Males per 100 females	97.5	97.5
Per annum	n/a	4.09%
Unemployment rate (official)	25.0%	n/a
Youth unemployment rate (official) 15-34	30.8%	n/a
No schooling	9.8%	6.8%
Matric	28.4%	36.4%
Higher education	8.6%	8.5%
Households	70 284	91 284
Average household size	3.2	3.0
Female headed households	36.7%	39.1%
Formal dwellings	80.9%	82.1%
Housing owned	41.5%	62.9%
Flush toilet connected to sewerage	33.7%	30.4%
Weekly refuse removal	60.7%	55.6%
Piped water inside dwelling	33.6%	28.5%
Electricity for lighting	90.2%	94.6%

https://municipalities.co.za/demographic/1070/kwadukuza-local-municipality

According to StatsSA, the information furnished in the above table, the KwaDukuza information depicts that the overall population grew from 231 187 in 2011 to 276 719 in 2016. This growth can be attributed to numerous factors including the influx of people coming to seek work in the area. This growth in population is also reflected in the growth in the number of households.

The population for people under 15 years of age shows a reduction from 29% in 2011 down to 27.7% in 2016. Yet during the same period the population of the ages of 15 to 64 years showed slight growth from 66.7% to 67.4%. The 0,7% increase in the productive (15-64 year olds) could also bear testament that the increase in the number of population could be as a result of job seekers following the employment opportunities available in KDM. Similarly there was significant growth for the population comprised by people over 65 years of age which grew from 4.3% in 2011 to 4.9% by 2016. Meanwhile the population per 100 of those in the ages of between 15 to 64 plummeted from 50% to 48.4 during the period in question.

Males per 100 females show a dramatic dominance and unchanged figure of 97.5% for the period in question. Growth per annum statistics for 2011 were not forthcoming whereas by 2016 the figure stands at 4.09%.

The official unemployed rate stood at 25% in 2011 whilst no data was available for 2016. Similarity the youth unemployed rate officially stood at 30.8% in 2011 with no data available for 2016.

The data as regards schooling indicates that the figure for those without any schooling stood at 9.8% in 2011 and significantly reduced to 6.8% by 2016. Those with matric were at 28.4% in 2011 whilst this figure has risen to a dramatic 36.4% by 2016. The figure those with higher education unfortunately dropped slightly from 8.6% in 2011 to 8.5% in 2016. It is encouraging that education levels have improved in that percentages of those with no schooling have decreased by 3% and matriculates have increased by 8%, which increases the number pool of trainable productive members of society

With regard to household data, there were 70 284 households in 2011 which figure increased to 91 284 by 2016. It is submitted that in 2011 the average figure per household was 3.2 with this figure reducing to 3.0 by 2016. The figure of 36.7% was for female headed households in 2011 which increased to 39.1% by 2016.

Formal dwellings were at 80.9% in 2011 and rose slightly to 82.1% by 2016. Owned housing figures stood at 41.5% in 2011 and have increased impressively to 62.9% by 2016.

The figure for flush toilets that were connected to sewerage stood at 33.7% in 2011, but by 2016 it had reduced to 30.4%. Weekly refuse removal figures were 60.7% in 2011 and decreased to 55.6% by 2016. Figures for pipes water inside dwellings stood at 33.6% in 2011 and show a decrease to 28.5% by 2016. Electricity for lighting figures were at 90.2% in 2011 and had increased to 94.6% by 2016.

1.3 How Was KwaDukuza Municipality IDP (2019/2020) Developed?

Section 28 of the Municipal Systems Act No 32 of 2000 states that the municipality must adopt a process plan that will guide the review of the IDP. Therefore, KwaDukuza Municipality developed 2019/2020 IDP, PMS and Budget Process Plan which was approved by the Council in August 2018.

In terms of the Section 21(b) of the Municipal Financial Management Act No 56 of 2003, the Mayor of a municipality must, at least 10 months before the start of the budget year, table in the Municipal Council a time schedule outlining key deadlines.

The kwaDukuza Municipality's IDP, PMS and Budget Process Plan for 2019/2020 financial year was therefore advertised in order to allow interested parties to make representations. All representations were submitted on 29 August 2018 to the IDP Office in KwaDukuza Municipality by hand and/or email.

The defined and adopted process plan for the KwaDukuza Municipality is as detailed in the table below.

Figure 9: Activities for IDP, PMS and Budget Process Plan as well as Public Participation Meetings 2019/2020

SCHEDULED DATES	IDP	PMS	BUDGET
JULY 2018	▪ Lodge advert to register on IDP Forum Database ▪ Adopt the Draft IDP Process Plan at the end of July 2018 ▪ 30th July 2018 IDP Project Steering Meeting (Extended MANCO) ▪ Ensuring alignment of the Section 57 Managers individual Scorecards with the IDP strategies ▪ Input into targets and dead-lines on the SDBIP	▪ Signing of new performance contracts for Section 56/57 Managers and submission to EXCO (Section 69 of the MFMA and Section 56/57 of the MSA). ▪ Prepare Departmental Business Plans SDBIP (Component 3) for the next financial year. ▪ Previous year S56/57 Managers' Performance Assessments	▪ IDP and Finance to discuss the 2019/20 Budget planning issues ▪ Prepare budget process plan and timetable for the 2019/2020

SCHEDULED DATES	IDP	PMS	BUDGET
		▪ Adoption of 2018/ 2019 SDBIP	
AUGUST 2018	▪ On the 8th August 2018 Draft IDP Process Plan to be Advertised ▪ On the 30 August 2018 adoption of Final Process Plan ▪ Circulate adopted process plan to Sector Departments ▪ Receive MEC comments on previous year's IDP COGTA submission ▪ IDP Representative Forum on the 21 August 2018 ▪ 13th -17thAugust 2018 come up with dates for Mayoral Izimbizo (Public Participation)	▪ Quarterly Project Implementation Report ▪ Quarterly Audit Committee meeting ▪ Performance evaluation panel ▪ Draft Annual Report 2017/18	▪ Compile the 2019/2020 Multi-year Budget ▪ Complete Budget Evaluation ▪ Submit checklist to National Treasury ▪ Obtain Council's approval for 2019/2020 Multi-year budget process and timetable. ▪ Review external mechanisms affecting the medium term budget forecasts ▪ Assess Council's 2017/2018 Financial Statements and current year's revised results and capacity, to determine the impact on future strategies and budgets ▪ Assess the funding policies including the tariff structures.
SEPTEMBER 2018	▪ Mayoral Izimbizo to commence ▪ Formalise Council's Vision, Mission, Objectives and Strategies		▪ Address various budget assumptions, internal budget processes, policies etc. ▪ IDP and Senior Management review the

SCHEDULED DATES	IDP	PMS	BUDGET
	▪ Consultation with units (dates to be confirmed) ▪ Consultation with and alignment with Sector Departments ▪ Cross border alignment meetings ▪ Create template in relation to the scorecard (***Situational Analysis***) ▪ Feedback to Steering Committee regarding MEC's assessment ▪ Review and updating of Departmental Sector Plans ▪ Ward Councillors and Ward committees to submit community needs for budget consideration ▪ Report on progress as per SDBIP ▪ Revise prioritization in terms of performance		prioritization to compile the capital budget ▪ Public information meetings (divided) into the established clusters, reviewing and strategizing the current IDP ▪ Strategic Budget Meeting with Senior Managers/Managers ▪ Budget information meeting regarding operational support and capacity building ▪ Budget information session
OCTOBER 2018	▪ Integration of information from adopted Sector Plans into the IDP Review ▪ Review mission, vision and objectives ▪ Cross border municipal alignment		▪ Ensure draft budget processes are informed by the IDP ▪ National regulators and external mechanism entities to give notification of their pricing strategies for the next 3-5 years

SCHEDULED DATES	IDP	PMS	BUDGET
	▪ Formulate Strategies ▪ Feedback from Senior Managers on Priorities - Projects – as well as Budget inclusions ▪ Regional alignment (District Municipality)		▪ National government to provide Council with their Medium Term Expenditure Framework Plans ▪ Obtain confirmation of financial allocations to municipalities from National and Provincial Governments in terms of the Draft Division of Revenue Bill
			▪ Budget information meeting regarding operational support and capacity building ▪ Submission of the Draft Capital projects for 2019/2020 Multi-year budget and revised prioritization model according to Council's strategic objectives, as set out in the draft IDP ▪ Budget information session
NOVEMBER 2018	▪ Consultation and alignment with Sector Departments/Service Providers and local municipalities ▪ 05 November 2018 - Workshop for councillors on Vision, Strategies etc.	▪ Quarterly Project Implementation Report (for first quarter) ▪ Quarterly Audit Committee meeting (for the first quarter)	▪ Submission of the Draft Operating estimates for the 2019/2020 Multi-year budget, analysed according to activities aligned to Council's strategic objectives, as set out in the draft IDP

SCHEDULED DATES	IDP	PMS	BUDGET
	▪ 13 November 2018- IDP Representative Forum - Draft Strategies ▪ 19 November 2018 - IDP Steering Committee - Reviewing of strategies ▪ November 2018 - Sector Alignment Workshop – COGTA ▪ Finalise Roadshows report		▪ Discussions with Senior Mangers/Managers on the draft Capital projects for the 2019/2020 Multi-year budget ▪ Budget information session
DECEMBER 2018	▪ Collect and Finalise Sector Plans/SDP/MTAS ▪ Review KPI's and targets ▪ IDP Best Practise Conference with COGTA ▪ Projects/Send template for 25 January 2019 ▪ ILembe District Municipality Planner's Forum – last Thursday of December 2018 ▪ Review of Strategies ▪ Alignment of Capital estimates to the IDP	▪ Compile annual report (MFMA Sect 121)	▪ Perform a mid-year financial review on the current year's (2018/19) budget and revised estimates to submit an Adjustment budget to council if considered necessary. ▪ Review tariffs and charges and evaluate options ▪ Further consultation, if needed with an internal budget committee represented by various departments ▪ Discussions with Senior Managers/Managers on the Draft Operating estimates for the 2019/2020 Multi-year budget

SCHEDULED DATES	IDP	PMS	BUDGET
			▪ Alignment of the Draft Capital estimates to the IDP ▪ Budget information session
JANUARY 2019	▪ Steering Committee on the 28th January 2019 ▪ Send reminders 14-18 January 2019 requesting projects (with proposed budgets) ▪ IDP Review integration phase	▪ Mayor tables annual report MFM Sect 127 (2) ▪ Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 12a) ▪ Sect 56/57 Managers' quarterly assessments (for second quarter) ▪ Approve Annual Report 2017/2018	▪ Submit the mid-year budget and performance assessment report to Council. Submit to National Treasury and Provincial Treasury both printed and electronic form the mid-year budget and performance assessment (Section 35)
FEBRUARY 2019	▪ Consolidation of information and finalization of MEC Assessment issues ▪ Meeting with COGTA IDP submission and assessment ▪ Draft IDP & Budget – Prioritization and Budget Allocation ▪ Strategic Session 20, 21, 22 February 2018	▪ Quarterly Project Implementation Report (for second quarter implementation) ▪ Quarterly performance audit committee meeting ▪ Submit annual report to AG, Provincial & DTLGA (MFMA Sect 127)	▪ Adjustment budget to be considered if necessary ▪ Make public the adjustment budget and supporting documentation within 10 working days after being approved by Council (Section 126) ▪ Submit to National Treasury and Provincial Treasury in both printed and electronic form, the adjusted budget, supporting documentation

SCHEDULED DATES	IDP	PMS	BUDGET
	▪ Conclusion of Sector Plans initiated and integration into the IDP Review report ▪ Finalise outstanding MEC assessment issues		and the adjusted service delivery and budget implementation plan (SDBIP) within 10 working days after the Mayor has tabled the adjustment budget in Council (Section 24) ▪ Table 2018/19 Multi-year budget together with the IDP for consideration for Finance Portfolio ▪ Submit 2019/2020 draft Service Delivery and Budget Implementation Plans to Finance Portfolio Committee for consideration. ▪ Review of the Mid-year visit Report by National Treasury and implementation of any recommendations
MARCH 2019	▪ IDP Representative Forum 16 March 2017 ▪ 27-31 March 2019 Adoption of Draft IDP ▪ Council workshop of final draft IDP & Budget – Prioritization & Budget allocation ▪ Advertise Draft Budget and IDP for public comments	▪ Council to consider and adopt an oversight report [Due by 31 March 2019 MFMA Sec 129 (1)] ▪ Set performance objectives for revenue for each budget vote (MFMA Sect 17)	▪ Submit 2019/2020 Multi-year budget and IDP submitted to Executive Committee and Council for approval ▪ Submit 2019/2020 Service Delivery and Budget Implementation Plans submitted to Executive Committee and Council for approval

SCHEDULED DATES	IDP	PMS	BUDGET
		▪ Annual Customer Satisfaction survey (to be considered to annual report) MSA Sect 40	▪ Submit 2019/2020 Multi-year budget, IDP and Service Delivery and Budget implementation plan in both printed and electronic format forwarded to National and Provincial Governments, including National Treasury within 10 working days after being approved by Council ▪ Make public the tabled budget and supporting documentation within 10 working days after being approved by Council ▪ Discussion of the tabled budget together with the proposed public participation process with the Amakhosi ▪ Ward committee meeting highlighting involvement of members in the Budget Public Participation process ▪ Undertake a 4 week community consultation process of the budget
APRIL 2019	▪ Notice to public on draft IDP (21 days) ▪ Incorporate comments – adjust the IDP & Budget where necessary	▪ Strategies, objectives, KPA's, KPI's and targets and inclusion into IDP Review Report.	▪ Undertake a 4 week community consultation process of the budget ▪ Revision of the budget and IDP from inputs received

SCHEDULED DATES	IDP	PMS	BUDGET
	▪ IDP Budget Roadshows (use same approach during analysis phase) ▪ Report back on the results of Assessment Feedback	▪ S56/57 Managers' Quarterly Performance Assessments ▪ Publicise Annual Report [Due by 7 April MFMA Sec 129 (3)] ▪ Submit Annual Report to Provincial Legislature/MEC Local Government (Due by 7 April MFMA Sec 132 (2)	from the community, Government departments and National Treasury, if required
MAY 2019	▪ Adjustment of Draft IDP 1st – 10th May 2019 ▪ 31 May 2019 Final IDP/Budget/PMS Adoption ▪ Submit to MEC and of June 2019	▪ Implementation Report (for third quarter) ▪ Quarterly Audit Committee meeting ▪ Annual review of organizational KPIs ▪ Review annual organizational performance targets (MPPR Reg)	▪ Publish tariffs and budget for the 2019/1920 financial year ▪ Assessment of the progress of the 2019/2020 budget by national Treasury
JUNE 2019	▪ Prepare IDP Process Plan for the 19/20 Financial Year		▪ Submission of draft SDBIP to the mayor within 14 days of approval of the budget ▪ Approved 2019/2020 Multi-year budget, IDP in both printed and electronic format forwarded to

SCHEDULED DATES	IDP	PMS	BUDGET
			National Treasury within 10 working days after being approved by council ▪ Make public the approved budget and supporting documentation
			within 10 working days after being approved by Council ▪ Publish Council's budget and IDP on its website ▪ Establish and complete performance evaluations for functional outcomes based on operational plans and the IDP ▪ Approval of the SDBIP within 28 days after approval of the budget and completion of the annual performance contracts in accordance with S56/57 of MSA ▪ Make public the SDBIP within 10 working days after being approved by Council ▪ The Service Delivery and budget implementation plan in both printed and electronic format to be forwarded to national Treasury within 10 working days after being approved by Council

1.3.1 IDP Public Participation Process

(a) Public Participation Context

In terms of the provisions of Chapter 4 of the Municipal Systems Act (Act 32 of 2000) a municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its Integrated Development Plan. Accordingly, KwaDukuza Municipality has maintained its commitment to a participatory process of IDP review whereby the community would play a meaningful role.

There are four major functions that can be aligned with the public participation process vis-à-vis:

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

(b) Mechanisms for Participation

The following mechanisms for participation were utilised:

1.3.1.1 IDP Steering Committee

The Steering Committee is a technical working team consisting of Departmental Heads within the Municipality. This committee is chaired by the Municipal Manager and the IDP Unit is responsible for co-ordinating meetings. The invitation to attend the working sessions is usually extended to middle managers. These are all the representatives who are involved in the preparation of technical reports and information, formulation of recommendations as well as to prepare any other pertinent documents during the compilation of the IDP processes. IDP Steering Committee meets every Monday in the form of Manco and Extended Manco where all issues related to the IDP are attended to.

1.3.1.2 IDP Representative Forum (IDPRF)

The IDP Representative Forum is representative of all stakeholders and endeavors to be as inclusive as it possibly could. Concerted efforts were made to bring additional organizations onboard the IDPRF with a view to ensuring their continued participation throughout the process. The IDP Representative Forum meeting was held on Wednesday, 25 July 2018 at KwaDukuza Town Hall from 09h00 to 13h00. The purpose of the meeting was to present the Draft IDP, PMS and Budget Process Plan for 2019/2020. The sector government departments presented on their planned programmes, projects and budgets for 2019/2020.

1.3.1.3 Ward Committees and Community Development Workers

Ward Committees and Ward Councillors are formal structures established as per the provisions of the Municipal Structures Act. Accordingly, these structures are utilized as a link between the Municipality and Communities, for the purposes of obtaining information in pertaining to the IDP implementation.

1.3.1.4 The Print Media (Newspapers)

Local newspapers (i.e. North Coast Courier, Stanger Weekly, Express Times, Dolphin Coast Mail) were used interchangeably to publish and/or inform the local community of the progress on the IDP, PMS and Budget Processes. The table below represents the print media/newspapers, activities and dates published:

Figure 10: Newspapers Used in Publishing IDP/PMS/Budget Activities

Print Media/Newspaper	Activity	Date Published
The Bugle	Invitation to the IDP Representative Forum Meeting	20 July 2018
The North Coast Courier	Invitation to Register as a Stakeholder and/or Interested Party in the IDP Review and Budget Process 2019/2020	20 July 2018
The North Coast Courier	IDP/PMS/Budget 2019/2020 Process Plan and Calendar	03 August 2018
Ilanga Newspaper	Draft IDP/PMS/Budget 2019/2020	08-10 April 2019

1.3.1.5 Municipal Website

The KwaDukuza Municipality Website was utilized for uploading public information regarding the IDP and general municipal information which ordinarily entails the IDP and budget adverts. The following documents were uploaded on the municipal website:

Figure 11: Documents Uploaded on Municipal Website

Documents Uploaded
Draft Annual Report 2017/2018
Annual Performance Report 2017/2018
IDP/PMS/Budget Process Plan 2019/2020
Draft IDP/PMS/Budget 2019/2020
Advertisement of IDP/PMS/Budget Process Plan 2019/2020

1.3.1.6 Municipal Notice Boards

The Municipal Notice Boards are placed at various municipal buildings. The Municipal Notice Boards were used to inform the stakeholders about critical IDP meetings to be attended as well as important notices.

1.3.1.7 Community Roadshows and Izimbizo

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, KwaDukuza Municipality in collaboration with iLembe District Municipality conducted the IDP, PMS and Budget Roadshows which were scheduled as follows:

Figure 12: Community Roadshows and Izimbizo Held

Cluster/Stakeholder	Date	Venue	Time
Mayoral Izimbizo			
Cluster A: Wards 14, 15, 24 and 26	18 October 2018	Chris Hani Community Hall	13h00
Cluster B: Wards 9, 10, 11, 12 and 29	18 October 2018	Thembeni Grounds	09h00
Cluster C: Wards 4	16 October 2018	Shakashead Community Hall	09h00
Cluster D: Wards 7, 8, 20, 23 and 28	17 October 2018	Nkobongo Community Hall	09h00
Cluster E: Wards 6 and 22	31 October 2018	The meeting was postponed	N/A
Cluster F: Wards 1, 2, 3 and 25	30 October 2018	Nyathikazi Community Hall	09h00

Cluster G: Wards 5, 13, 16, 17, 18 and 19	23 October 2018	KwaDukuza Town Hall	18h00
Ratepayers Association from North of KwaDukuza	09 October 2018	The meeting was postponed	N/A
Amakhosi Asendlunkulu and Izinduna	11 October 2018	Human Resources Boardroom	09h00
Ratepayers Association from South of KwaDukuza	09 October 2018	The meeting was postponed	N/A
Ward 21	24 October 2018	The meeting was postponed	N/A
Ward 27	30 October 2018	The meeting was cancelled	N/A
Draft IDP, PMS and Budget Roadshows			
Cluster A: Wards 7,8,20,23 & 28	16 April 2019	Nkobongo Community Hall	09h00
Cluster B: Wards 14,15,24 & 16	16 April 2019	The roadshow was postponed	N/A
Cluster C: Wards 4 & 21	17 April 2019	Shakashead Community Hall	09h00
Amakhosi Asendlunkulu	17 April 2019	HR Boardroom (OK Mall)	13h00
Cluster D: Wards 5, 13, 16, 17, 18 & 19	17 April 2019	KwaDukuza Town Hall	18h00
Cluster E: Wards 9, 10, 11, 12, & 29	18 April 2019	Charlottedale Ground	09h00
Ward Committee Members	23 April 2019	KwaDukuza Town Hall	09h00
iLembe Chamber of Commerce	23 April 2019	iLembe Chamber Boardroom	18h00
Cluster G: Ward 1, 2, 3, 25 & 27	24 April 2019	The roadshow was postponed	N/A
Ratepayers Association from North of KwaDukuza	24 April 2019	The roadshow was postponed	N/A
Cluster F: Ward 6, 22 and Ratepayers Association from South of KwaDukuza	24 April 2019	Salt Rock Library	18h00

1.3.1.8 Sectoral Stakeholders' Consultation

During the 2019/2020 IDP review process, the Municipality consulted with various sectoral interest groups in formulating its IDP. The following stakeholders were consulted:

- Ratepayers Association;
- Amakhosi;
- Youth Forums;
- iLembe Chamber of Business; and
- Government Departments: The iLembe IDP Sector Alignment Session was held on 29th February 2019 in the iLembe Disaster Management Section with various government Departments with an intention of aligning the departmental projects and budgets. While KZN-Cogta held the iLembe Draft IDP Feedback Session on 3rd May 2019.

(c) Customer Satisfaction Survey

KwaDukuza Municipality developed a customer satisfaction survey questionnaire to facilitate a survey in all 29 wards by assessing the municipality's performance in relation to the services that it delivers to its communities. Likewise enhance the relationship between the municipality and external customers. This is also a way to get to know the needs of the communities and external stakeholders better. A consolidated report would be presented at different portfolio committees and Council for approval, copies will be advertised on local newspapers and uploaded on the municipality's website.

(d) Information Sheet/ Brochures/ Pamphlets

Once the Sector Plans, as well as the IDP Review are completed the municipality shall prepare an information sheet, printed into at least two dominant languages, namely isiZulu and English. The members of the Representative Forum, Officials and Councillors will then be handed copies of the said information sheets (whereas they themselves shall also assist in the distribution of same). The Ward Committees would also be used to explain and to distribute information that must be known by the public.

1.4.1 MEC Comments for 2018/2019 IDP and KDM Action Plan 2019/2020

KwaDukuza Municipality hereby acknowledges the comments that the MEC for KZN Cogta made pertaining to the 2018/2019 IDP Review Assessments. The comments play a pivotal role in enriching the process towards the compilation and content of this IDP. The KDM IDP Action Plan 2019/2020 is annexed hereto for ease of reference as Annexure 1.

The Municipality's Back to Basics plan is critical in responding to those issues that were inadequately addressed which impact adversely on service delivery as envisaged within the local government sphere. In line with the the MEC's comments in this regard, KwaDukuza Municipality shall endeavour to incorporate all service delivery indicators within the Departmental SDBIPs. The Back to Basics Plan is annexed hereto for ease of reference Annexure 2.

It is pleasing to observe that the MEC for KZN Cogta actually commended the KwaDukuza Municipality for having aligned its SDBIP with the development strategies chapter of the IDP as this creates an essential synergy with the predetermined objectives. The Municipality warmly welcomes the MEC's encouragement towards the development of the Technical Indicator Descriptions as per the Template developed and provided by the Department.

Against the above background, it follows that the IDP is not intended to duplicate the general information that is contained in the previous revised document. On the contrary, however, the IDP focuses on the relevance of already identified key strategic development priorities that require attention within the municipality. The IDP has been drafted along the seven KZN Provincial Growth and Development Strategy (PGDS) goals, in line with Vision 2035 KwaZulu-Natal. It is therefore incumbent upon KwaDukuza Municipality that it aligns its vision with the KZN PGDS Objectives which Vision 2035. Finally, the IDP will also link the goals listed below with the Key Performance Areas.

The seven PGDS goals are:

- Inclusive Economic Growth;
- Human Resource Development;
- Human and Community Development;
- Strategic Infrastructure;
- Environmental Sustainability;
- Governance and Policy; and
- Spatial Equity.

1.4.2 2017/18 Auditor General's Findings and KDM Action Plan

KwaDukuza Municipality further acknowledges the findings and recommendations of the Auditor General's that were made in respect of the 2017/2018 Financial Year. The comments were indeed pivotal and served to enrich the process towards the compilation and content of this IDP. An AG Action Plan has thus been developed with a view to address all the issues that were raised in the Audit Outcomes Report. The KDM Auditor-General's 2017/2018 ActionPlan is annexed hereto for ease of reference as Annexure 3.

1.4.3 Progress Report KwaDukuza Municipality Dermacation

The KwaDukuza Municipality has recently completed a process for technical boundary alignments, which deals with properties which straddle between municipal boundaries. A number of such properties have been identified in the KwaDukuza Municipality, Mandeni Municipality, Ndwedwe Municipality and eThekwini Metro. One of the main aspects that requires municipalities to attend to, and rectify technical boundary alignments, is as a result of citizens requiring effective administration. In the main, the matters that were to be covered are the following:

- **Split communities:** These cases have occurred either as a result of the previous municipal boundary redeterminations, conducted without the availability of adequate data to identify the extent of these communities or as a result of the growth of these communities beyond their original boundaries. This category of boundary misalignment cases affect service delivery as these communities are caught between municipalities. In most cases the affected communities are not aware of boundary anomalies.

- **Cadastre misalignments**: This category is mainly caused by the inaccuracy of spatial data used, thus causing minor shifts between the municipal boundaries and cadastral boundaries.

- **Split Farms:** This is similar to cadastre misalignment as it affects the cadastral boundaries of farms. This category affects portions of one farm split between two or more municipalities. This affects the property valuations of municipalities and eventually the rates on these properties

- **Split Traditional Communities:** This category is a result of municipal boundaries splitting traditional council areas. This is mainly due to the lack of validated datasets of traditional councils and at times due to the size of traditional authorities.

1.5 Municipal Challenges and Proposed Interventions (1.5 & 1.6)

1.6 Challenges and Proposed Interventions

Figure 13: Muncipal Challenges and Proposed Interventions

No.	CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA -1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
1.1	Lack of skills required by the municipality and local economy.	• Expedite efficient operational and relevant courses as offered by Chief Albert Luthuli Skills Centre and uMfolozi FET college; • Emphasis on scarce skills development utilising both KDM's External and Internal Bursaries programmes;

		• Co-ordinate and facilitate the placements of learners who are partaking in learnerships with various host employers; • Implement KDM's Internship programme by ensuring that each business unit essentially hosts a minimum of five (5) graduates per annum; • Facilitate and co-manage various government skills development initiatives such as tourism safety monitor etc.; and • See to the implementation of Council retention programme.
1.2	Low figures of women appointed into managerial positions and non-compliance with equity targets.	• Adhere to the implementation of gazetted Employment Equity Plan; • Embark on target recruitment so as to accomplish equity targets for less represented groups within Council including those from the coloured and white communities; • Provide a dedicated programme to develop and benefit women talent.
1.3	An abundance of overtime worked, unproductivity and unsupervised municipal staff.	• Introduce and implement shift systems with a view to curb overtime and enhance productivity; • Fast-track the filing of vacant, new and/or attrition posts. • Ensure compliance with the overtime management plan per BU as well as adherence to the Basic Conditions of Employment Act (BCEA); and • Cascade performance management to lower positions of Council.
1.4	Poor ICT network, support and continuous use of manual systems to process certain applications by BU.	• Invest in the ICT network and off-site disaster recovery facility; • Strengthen the capacity of the ICT Unit by ensuring that critical posts are filled as well as improve general governance issues; • Ensure full implementation of EDP EDRMS and Planning Tracking System; • Support the introduction of electricity application system and SCADA System,

		• Establish panels to ensure that ICT equipment's and software are provided.
KPA-2: FINANCIAL VIABILITY AND MANAGEMENT		
2.1 2.2	Limited revenue sources and poor collection of debts, which in turn leads to budgetary constraints that adversely impact the financing of various interventions.	• Fast-track and ensure tight implementation of Council credit policy; • Concentrate on revenue enhancement projects led by various BU; • Curb Electrical/Energy Loss through implementing disconnections and continuous meter audits; • Embark on accounts data cleansing project; • Implement approved KwaDukuza Reserve Policy, • Ensure that the Debt and Revenue Enhancement Committee functions to its maximum; and • Implement Debt Incentive Scheme.
2.3	Failure to deal with irregular expenditure and abuse of section 36 of the MFMA.	• Fast-track the completion of award of section 78 (PPP) project for waste-collection; • Implement and enforce compliance with applicable legislation to avert irregular expenditure; • Reduce section 36 appointments through the establishment of a panel of service providers to attend to emergencies; and • Ensure that there is implementation of consequential management for non-compliance with Council policies and legislation.
KPA-3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
3.1	Poor public street lighting.	• Roll-out maintenance of streetlights using the panel of service providers and internal staff; • Roll-out retrofitting of existing street lights with energy efficiency streetlights; • Installation of new energy efficiency streetlights within the boundaries of the municipality; and;

		• Implement ongoing Installation of high mast lights (Apollo lights).
3.2	Poorly maintained roads.	• Hasten the implementation of pothole patching and road rehabilitation programme through panel of contractors servicing all clusters; • Engage in and expedite the rehabilitation of roads by both ILembe DM and Fibre optic contractors, through signed MOA and wayleave applications; • Upgrade roads from gravel to black-top; and • Utilisation of internal capacity to re-gravel the gravel roads.
3.3	Shortage of low-cost and affordable housing.	• Bring to completion all houses that are under construction and continue to mobilise the increment of Housing Development Grant; • Unclog the blocked projects for implementation i.e. rocky park, Driefontein; • Fast-track the appointment of Social Housing companies to unlock social housing projects within the municipality; and • Expedite the closure of old projects and issue of title deeds.
3.4	Poor waste collection services in the semi-urban areas and northern area of KwaDukuza.	• Finalise and implement the recommendations of section 78 study (PPP); • Provide additional skips; • Promote community waste management initiatives using utilising programmes i.e. CWP and Good Green Deeds; • Ensure public education on waste management and impact of illegal dumping; and • Extend the roll-out of recycling bins in the municipal's area of jurisdiction.
3.5	Poor capital expenditure and negative impact on communities.	• Establish and use a panel of contractors to implement capital expenditure; and • Increase capacity to monitor performance of contractors. • Curb red tape and delays on SCM processes through forward planning,

KPA-4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
4.1	Dysfunctional Ward Committees and lack of public meetings.	• Provide on-going support to Ward Committees to improve their performance through training and ward committee meetings, • Ensure that all Ward Councillors conduct their quarterly meetings with the members of the public; • Ensure that stakeholder forums i.e. (IDP Rep Forum, LED Forum, OSS/ War Rooms, Youth Forums, Gender and Disability, HIV-Aids Local Council etc.) are functioning properly and report to Council on quarterly basis; and • Strengthen the use of communication platforms (e.g. websites, social media and municipal publications) to communicate and receiving of feedback from the community.
4.2	Deal with the perception of corruption and stagnant audit outcomes.	• Build capacity of Internal Audit to provide on-going assurance services to Council; • Ensure that Anti-fraud hotline is working and known by the public; • Conduct ongoing staff and community awareness on fraud and corruption policies of Council; • Implement consequential management against those who breach Council policies and laws of the Republic of South Africa; and • Encourage the public to attend Council meetings and participate in Annual Oversight report processes.
KPA-5: LOCAL ECONOMIC DEVELOPMENT		
5.1	High unemployment rates amongst youth and women in KwaDukuza. Propensity of Local businesses to employ people from outside KwaDukuza.	• Expedite the establishment of NYDA District Office; • Expedite the establishment of YES Office within KwaDukuza; • Expedite and enter into social compact agreements with Investors/Developers to prioritise appointment of KwaDukuza residents when there are job opportunities; and • Ensure that all projects adhere to EPWP principles and the implementation thereof.

5.2	Untransformed economy and few business opportunities made available to local emerging businesses. This challenge has led to the formation of business forums which violently demand work opportunities.	• Focus on the promotion of direct investment through minimising development approval red-tape and provision of incentive (rates rebate); • Provide start-up support to SMMES/Cooperatives involved in the manufacturing sector; • Implement Nokukhanya Luthuli tourism prencipt business plan; • Implement emerging contractor's development programme; • Promote and support SMMEs that are involved in the innovation and technology business; • Promote green economy; • Implement Target Procurement and enforce meaningful sub-contracting in all municipal contracts exceeding R4 million in value; and • Review and adopt KwaDukuza LED Plan.
5.3	Increased crime which threatens community safety and investment to the area.	• Partner with private sector and community based organisations for the installation of vehicle identification cameras; • Partner with private security companies and SAPS to fight crime by undertaking joint enforcement blitz and sharing crime intelligence; • Develop and adopt KwaDukuza Crime Strategy; • Strengthen the functioning of Community Policing Forums; • Focus targeting school crime awareness programmes; • Ensure the implementation of Council by-laws; and • Improvement on the functioning of Council CCTV camera's project.
KPA-6: CROSS CUTTING INTERVENTIONS		
6.1	Delay in approving building plans and town planning applications.	• Finalise the implementation of Development and Building Plans application reforms with assistance of World Bank/Vuthela LED Programme;

		• Enter into SLA with all BUs ED who have a responsibility to comment on applications; • Ensure proper functioning of the Development Assessment Committee; • Attend to all public complaints regarding delays within 7 days of receiving such complaints. • Hasten the implementation of all EDRMS Modules and the introduction of Plan Tracking System; and • Continue to have sessions with professionals /agents on a quarterly basis to deal with issues of common interest.
6.2	Poor enforcement of environmental laws and inadequate knowledge on climate change effects to our communities.	• Increase staff members who are trained and designated as Environmental Management Inspectors by the MEC; • Provide on-going community awareness programmes on climate change and environmental management; • Implement approved KwaDukuza Green buildings guidelines and KwaDukuza Low Carbon Emission Strategy; and • Identify and implement community resilience projects; • Partner with Green Scorpions/ Department of Minerals Resources to enforce against illegal sand miners along Umvoti River; • Encourage mainstreaming of green/climate proof projects by all municipal business units; and • Provide support and guidance to internal departments to comply with applicable legislation when implementing their projects.

1.7 What to expect from KwaDukuza Municipality in the Next 5 Years

Figure 14: Implementation of KwaDukuza Municipality Goals

KEY PERFORMANCE AREAS	KWADUKUZA MUNICIPALITY GOALS
Municipal Transformation & Institutional Development	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
Basic Service Delivery and Infrastructure Development	▪ Expand and maintain the provision of quality basic services and the integrated human settlements
Good Governance & Public Participation	▪ Improve good governance, audit outcomes and consequence management, ▪ Strengthen public participation, complaints management system and accountability ▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships.
Financial Viability and Management	▪ Enhance municipal financial sustainability,
Local Economic Development	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
Cross-Cutting Interventions	▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability,

1.8 How Will Progress in KwaDukuza Municipality be Measured?

The KwaDukuza Municipality developed a 5-Year Strategy encompassing the municipal goals, objectives, programmes, projects and indicators that are geared towards the delivery of basic services to the community, economic infrastructure development, the reduction of unemployment rate and poverty levels with a view to empowering communities to be able to self-sustain. Working hand-in-hand with its stakeholders, the Municipality shall increase its efforts to deliver on the aforesaid outcomes. Thus, the community should reasonably envisage outcomes and deliverables that emanate from the implementation of this Integrated Development Plan.

The Municipality adopted a performance management system which essentially represents the implementation of the IDP. An organisational scorecard, departmental service delivery budget and implementation plan (SDBIP) are developed on an annual basis in terms of applicable legislative requirements. The aforesaid are the operational plans for the municipality, clearly outlining the key performance indicators (KPIs), objectives, timeframes, outputs, outcomes and strategies for all municipal programmes and projects. Accordingly, the SDBIP is informed by the IDP and the budget.

The KwaDukuza Municipality utilises the SDBIP as a benchmark to achieve the respective departmental objectives based on the departments' core functions and further as a monitoring and evaluation tool. The Municipality holds four (4) performance evaluation sessions to evaluate performance of the previous quarter and plans for the quarter ahead.

The SDBIP reports are tabled to the Executive Committee (EXCO) members as the oversight committee in order to check service delivery progress undertaken by various departments within the municipality. The Municipal Manager and all Heads of Departments attend the evaluation sessions. Each Head of Department presents his/her achievements for a particular quarter and also tables a plan for the next quarter. In case of any variances, the respective departments then provide necessary explanations to the satisfaction of the EXCO members and recommends corrective measures.

CHAPTER

2

2. PLANNING AND DEVELOPMENT PRINCIPLES

This section identifies the relationship between the KwaDukuza Integrated Development Plan and the other key planning and policy instruments from the international, national, provincial as well as the district government levels. The instruments aligned to the IDP are those perceived to be crucial, they also have a cross cutting effect at the other levels of government.

The planning and policy instruments occupy the centre stage at their respective spheres of government and they impact overarchingly thereto. One of the key objectives of IDPs is to ensure alignment between national and provincial priorities, policies and strategies (as listed herein-below):

- Sustainable Development Goals;
- National Development Plan (Vision 2030);
- National Spatial Development Perspective;
- National Key Performance Areas;
- National Outcomes;
- Provincial Growth and Development Strategy; and
- District Growth and Development Plan.

The Integrated development plan serves as the core instrument within the new system of developmental local government in South Africa and invariably represents the driving force for rendering municipalities to be more strategic, inclusive, responsive and performance driven in its nature.

The IDP is therefore the principal strategic planning instrument which guides and informs all planning in respect of budgeting, decision-making, management processes and all other development within the municipal area. Once adopted, the IDP becomes the single plan than surpasses all others within a particular municipality as it is a direct reflection of a municipality.

The purpose of the IDP is to integrate and balance the economic, ecological and social pillars of sustainability within the KwaDukuza municipal area without compromising the institutional capacity that is necessary for the implementation and co-ordination of efforts needed across sectors and relevant spheres of government.

To this end, the IDP is also the strategic planning apparatus of the municipality which must be prepared within the first year subsequent to the newly elected Council taking office. The IDP is then reviewed on an annual basis for the entire Council's 5-Year term of office. The priorities and actions in the IDP are pivotal as they serve to give direction for the benefit of the municipality, structure, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

In a nutshell, municipalities operate within the realm of a broad legislative and policy framework that afford the necessary prescripts and guidelines for municipal objectives, strategies and programs to be implemented and aligned with municipal functions.

2.1 Legislative Framework Towards Achieving IDP Objectives

Against the above background, it follows therefore, that KwaDukuza Municipality takes into cognisance that for growth and development to be achieved then the budget, programmes and projects must be aligned with development and institutional policy directives.

The Constitution of the Republic of South Africa (Act 108 of 1996) provides the basic outline of the type of local government the country must have. Section 152 and 153 thereof stipulate respectively what the objects of local government are as well as the developmental duties of municipalities:

Section 152

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner,
- To promote social and economic development;
- To promote a safe and a healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

Section 153 – A Municipality must:

Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; and to promote the social and economic development of the community and participate in national and provincial development programmes.

The Municipal Systems Act (MSA) Act 32 0f 2000 requires municipalities to develop Integrated Development Plans which should be single yet inclusive and strategic in nature. Once adopted, the municipality's IDP will guide development within the Council's area of jurisdiction and it must be reviewed on an annual basis. The Act also stipulates further the precise IDP process as well as the components to be included.

Whereas the Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

Regulation 2 (1) states that the municipality's IDP must at least identify:

- The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- Any investment initiatives in the municipality;

- Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- All known projects, plans and programmes to be implemented within the municipality by any organ of the state; and
- The key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- Have attached to it maps, statistics and other appropriate documents;
- Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan, which must form part of the integrated development plan.

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:

- Take into account the Municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- Consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- The relevant provincial treasury, and when requested, the National Treasury; and
- Any national or provincial organs of state, as may be prescribed; and
- Provide, on request, any information relating to the budget to the National Treasury; and
- Subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- Any other national and provincial organ of states, as may be prescribed; and
- Another municipality affected by the budget.

International Policy Directives:

2.2.1 Sustainable Development Goals

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an interconnected world.

The Sustainable Development Goals (SDG) initiative is aimed at attaining the following goals. Each goal has specific target/s:

Figure 15: Sustainable Development Goals



2.2.2 Paris Agreement

The Paris Agreement was adopted on 12 December 2015 when 196 Parties to the UN Framework Convention on Climate Change (UNFCCC). The Paris Agreement served as a new legally-binding framework for an internationally coordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations that took under the auspices of the UNFCCC and was reached under extreme international pressure to avert a repeat failure attributable to the Copenhagen Conference that was held in 2009. The Paris Agreement contains:

- An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming to 1.5 degrees;
- An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century;
- A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs);
- A process that demands a revision of NDCs at least every 5years representing progression beyond the last NDCs;
- A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments;
- A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions;
- A framework for enhanced transparency and an expert review of NDCs;
- A Global Stock-take from 2023 and every 5 years thereafter to review progress;
- Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments;
- A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation;
- A decision to adopt the Warsaw International Mechanism for Loss and Damage, noting that the agreement does not involve or provide a basis for any liability or compensation;
- A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a 'significant role' in finance, and developed countries must report twice a year on levels of support provided;
- An enhanced transparency framework for action and support with built-in flexibility which takes into account Parties' different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements; and
- A non-punitive compliance mechanism that is expert based and facilitative in nature.

Agenda 2063 (African Aspirations for 2063)

Africans of diverse social formations including those in the Diaspora affirmed the AU Vision of "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena" as the overarching guide for the future of the African continent. They further reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration.

The converging voices of Africans of different backgrounds, including those in the Diaspora, have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations has emerged:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- An Africa of good governance, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa; and
- An Africa with a strong cultural identity, common heritage, values and ethics;
- An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and
- An Africa as a strong, united, resilient and influential global player and partner.

2.3 National Development Planning and Policy Directives

2.3.1 National Outcome Delivery Agreements

The South African government has agreed on 14 outcomes as a key focus of work from 2014 to 2019. Each outcome has a limited number of measurable outputs with clearly defined targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome.

Each of the 14 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

Figure 16: National Outcomes

National Outcomes		
	Detail	**Municipal Intervention**
1.	Improved quality of education	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
2.	A longer and healthy life for all South Africans.	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
3.	All people in South Africa are and feel safe.	▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships.
4.	Decent employment through inclusive economic growth.	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
5.	A skilled and capable workforce to support an inclusive growth path.	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
6.	An efficient, competitive and responsive economic infrastructure network.	▪ Expand and maintain the provision of quality basic services and the integrated human settlements ▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
7.	Vibrant, equitable and sustainable rural communities with food security for all.	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty.

8.	Sustainable human settlements and improved quality of household life.	▪ Expand and maintain the provision of quality basic services and the integrated human settlements.
9.	A responsive, accountable, effective and efficient local government system.	▪ Improve good governance, audit outcomes and consequence management, ▪ Strengthen public participation, complaints management system and accountability.
10.	Environmental assets and natural resources, those are well protected and continually enhanced.	▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
11.	Create a better South Africa and contribute to a better and safer Africa and World.	▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships,
12.	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	▪ Improve good governance, audit outcomes and consequence management, ▪ Strengthen public participation, complaints management system and accountability ▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships.
13.	Inclusive and responsive social system	▪ Improve good governance, audit outcomes and consequence management, ▪ Strengthen public participation, complaints management system and accountability

		▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships.
14	Nation building and social cohesion	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty. ▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability. ▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships.

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery;
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation;
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance;
- Through the service delivery agreement; COGTA and municipalities commit to the following:
    a) The extension of basic services which include water, sanitation, electricity and waste;
    b) Systems for improved service Management;
    c) Creation of job opportunities through the Community Works Programme;
    d) Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;

e) The filling of critical positions;

f) That all municipalities in the province will achieve clean audits by 2014;

g) Building municipal capacity to enable municipalities to collect 90% of their revenues;

h) Strengthening the organizational performance management delivery and accountability to the communities;

i) Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the five (5) National Key performance Areas (KPAs) and should consequently form the basis for all municipality's strategic objectives.Through the service delivery agreement; the Mayors of all municipalities commit themselves to the following:

- That they will play their respective roles as outlined in the Municipal Finance Management Act (MFMA) by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate for, and actively work towards, corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is prevented;
- That, working with traditional leaders amongst their respective municipalities, they will work tirelessly in restoring the confidence of the people in the system of local government.

2.3.2 The National Development Plan

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. As a long-term strategic plan, it serves four broad objectives:

- Providing overarching goals for what we want to achieve by 2030.
- Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation;
- Safe and reliable public transport;
- Quality education and skills development;
- Safety and security;
- Quality health care;
- Social protection;
- Employment;
- Recreation and leisure;
- Clean environment; and
- Adequate nutrition.

Figure 17: National Plan Priorities

NO.	National Plan Priorities	Alignment Thereof
1	Create jobs	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
2	Expand infrastructure	▪ Expand and maintain the provision of quality basic services and the integrated human settlements
3	Use resources properly	▪ Improve good governance, audit outcomes and consequence management, ▪ Strengthen public participation, complaints management system and accountability.
4	Inclusive Planning	▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
5	Quality Education	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.

NO.	National Plan Priorities	Alignment Thereof
6	Quality Healthcare	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
7	Build a capable State	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government; ▪ Improve good governance, audit outcomes and consequence management; ▪ Strengthen public participation, complaints management system and accountability; ▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes;
8	Fight corruption	▪ Create a safer and crime free municipal area through community-public-private partnerships. ▪ Improve good governance, audit outcomes and consequence management; ▪ Strengthen public participation, complaints management system and accountability; ▪ Enhance municipal financial sustainability
9	Unite the nation	▪ Promote radical socio-economic transformation to address inequality, unemployment and poverty. ▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked *inter alia* with the formulation of a long-term strategic plan for the South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programmes and guide spatial transformation.

In the meantime, the national government has adopted various sector-based policy frameworks. The majority of these have serious implications for strategic planning at a local level. In view of the mixed rural-urban nature of KwaDukuza Municipality, the following are considered:

- The New Growth Path;
- The 2004 Comprehensive Plan for the Development of Sustainable Human Settlements;
- Breaking New Grounds; and
- Comprehensive Rural Development Strategy (CRDP) and the associated programme.

2.3.3 The New Growth Path

There is growing consensus that creating decent work, reducing inequality and defeating poverty is not a pipedream. However, this can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by:

- Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
- Developing a policy package to facilitate employment creation in these areas, above all through:
- A comprehensive drive to enhance both social equity and competitiveness;
- Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
- Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The jobs drivers identified are:

- Substantial public investment in infrastructure both to create employment directly, in construction, operations and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- Taking advantage of new opportunities in the knowledge and green economies.
- Leveraging social capital in the social economy and the public services; and
- Fostering rural development and regional integration.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:

- Active industrial policy;
- Rural development policy;
- Competition policy;
- Stepping up education and skills development;
- Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape;
- Broad-based Black Economic Empowerment (BBBEE);
- Labour policies;
- Technology policy;
- Developmental trade policies; and
- Policies for African development.

2.3.4 KwaZulu-Natal DHS-Master Spatial Plan for Human Settlements

The Master Spatial Plan confirms and indicates the following:

- Principles of spatial targeting;
- Criteria for investment;
- Identification and mapping of broad investment areas as per the criteria;
- Identification of land available in most suitable locations, both public and private;
- A list of projects which will form part of catalytic projects. – Mining towns can form part of the catalytic projects which are defined as projects which generate further investment and sustainability of the areas in which they are situated.

Alignment between BNG, NDP and the MSP

- The development of sustainable human settlements must be undertaken within a broader spatial restructuring framework, incorporating the principles of the National Spatial Development Plan, and the National Urban Strategy.
- Breaking New Ground asks for greater coordination and alignment of various planning instruments and economic policies.
    - This requires more than co-ordination between departments but instead suggests the need to develop a single overarching planning capability.
- Aligned with the National Development Plan bringing a focus through the Strategic Integrated Projects (SIP's), creating collaborative investment.

Purpose of the Master Spatial Plan for Human Settlements

- Create a spatial framework to guide investment by all state departments and state- owned companies and specifically the Human Settlements Sector;
- Provide a framework for investment by various private sector actors in the human settlements environment;
- Achieve a creative balance between spatial equity, economic competitiveness and environmental sustainability so as to overcome the legacy of apartheid spatial planning;
- Support the process and guide spatial planning for local and provincial authorities;
- Provide guidance to the implementation of all MTSF targets in alignment with a spatial plan and approval of projects ;and
- Provide guidance to the Implementation of strategically chosen catalytic interventions to achieve spatial transformation

Principles for Spatial Development

A review of the legislative framework, in particular the NDP-2030 and Spatial Planning and Land Use Management Act, has resulted in a number of common spatial principles, against which all spatial development should conform:

- Spatial Justice – e.g. integration • Spatial Sustainability – e.g. location, access to employment opportunities, relationship to environment • Spatial Resilience – e.g. mixed use, incremental development • Spatial Quality - e.g. diversity and choice • Spatial Efficiency – e.g. optimal use of limited resources • Good administration (SPLUMA) – e.g. institutional arrangements

Criteria for Prioritisation of Human Settlements

In order to prioritise the following aspects are taken into consideration and balanced according to the strategic objective:

- Type of contribution of the settlement to SA economy;
- Government plans and objectives to be met (NDP);
- Growth (increasing or declining) – economic and population (respond to urbanisation, curtail decline);
- Demographic profile and quantity;
- Extent of the difference between supply and demand for adequate housing (housing need);
- Settlement type (municipal category);
- Housing challenge to be addressed as per local area;
- Locality (related to mobility networks at various scales);
- Existing capacity (infrastructural and social amenities other);
- Level of deprivation; and
- Critical mass for impact

Figure 18: Principles and Criteria for Prioritization of Human Settlements

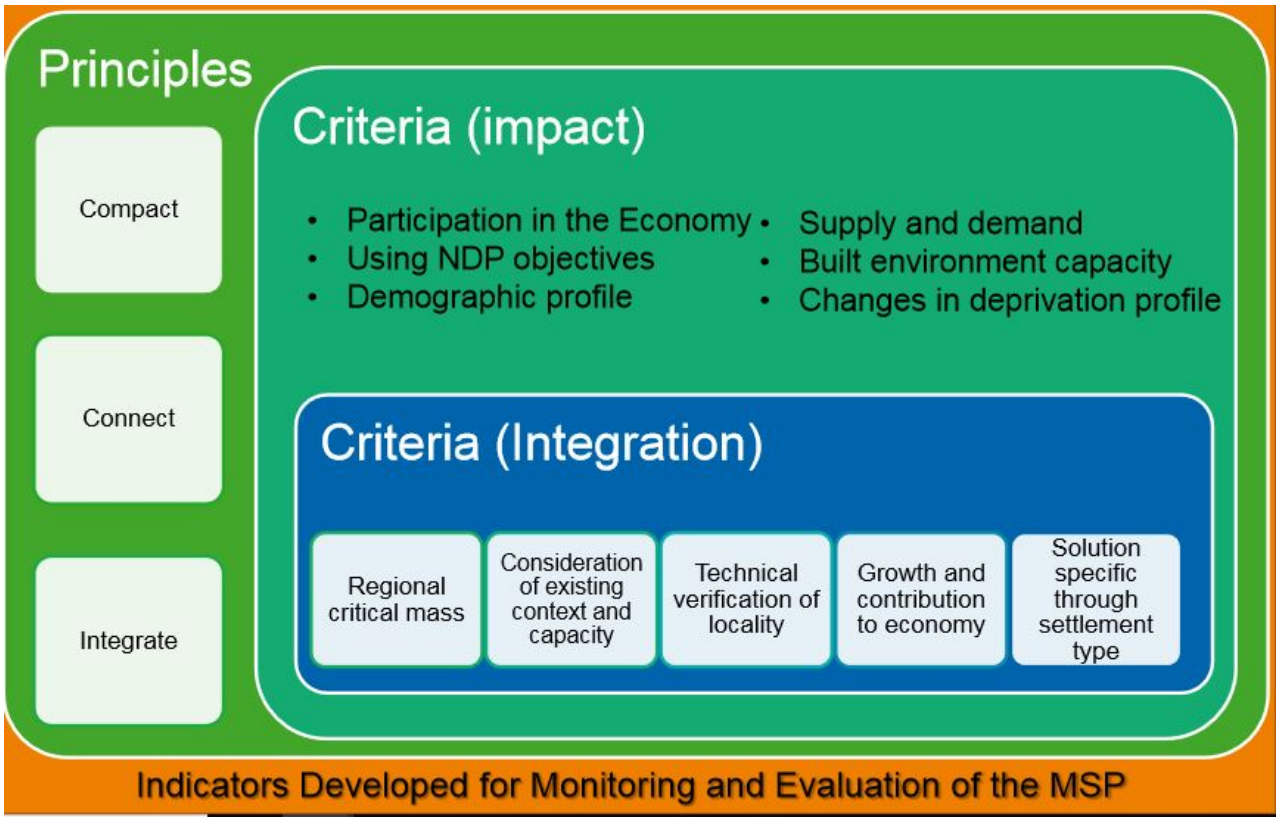


Figure 19: Creating Collaborative Investment

Instruments	Grants
Infratructure Grants	ICDG-Integrated City Development Grant
	USDG-Urban Settlements Development Grant
	HSDG-Human Settlements Development Grant
	PTISG-Public Transport Infrastructure Grant
	NDPG-Neighbourhood Development Partnership Grant
	INEP-Integrated National Electrification Grant
Spatial Targeting Instruments	Phda-Provincial Housing Development Area
	SHRZ-Social Housing Restructuring Zone

	UDZ-Urban Development Zone
	SEZ-Special Economic Zone
	IDZ-Industrial Development Zone
Plans	BEPP-Built Environment Performance Plan
	MSDF-Metropolitan Spatial Development Framework
	IDP-Integrated Development Plan
	UNI-Urban Network Identification

2.3.5 Comprehensive Rural Development Plan (CRDP)

The National Department of Rural Development and Land Reform (DRDLR) have received the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country.

To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a coordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that “sustainable and vibrant rural communities” are succeeding throughout South Africa.

Below are strategies geared to ensure that the Department achieves its objective (Agrarian Transformation, Rural Development and Land Reform):

- The Agrarian transformation Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc;
- Livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes;
- Cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes;
- The establishment and strengthening of rural livelihoods for vibrant local economic development;
- The use of appropriate technology, modern approaches and indigenous knowledge systems; and Food security, dignity and an improved quality of life for each rural household.

Rural development

- Improved economic infrastructure;
- Improved social infrastructure;
- Land reform;
- Increasing the pace of land redistribution;
- Increasing the pace of land tenure reform;
- Speeding up the settlement of outstanding land restitution claims; and
- Effective support to all land reform programmes through land planning and information.

2.3.6 Medium-Term Strategic Framework (MTSF)

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments have to develop their five-year strategic plans and budget requirements taking into cognisance the medium term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. It is imperative to take into account the strategic focus of the framework in its entirety.

This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.

2.3.7 National Spatial Development Perspective (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet. Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance.

On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all.

The NSDP puts forward a set of five normative principles:

Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key;

Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside;

Principle 3: Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities;

Principle 4: Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing Labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate if they choose localities that are more likely to provide sustainable employment and economic opportunities;

Principle 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.). From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

2.3.8 The State of the Nation Address 2019

The State of the Nation Address 2019 (SoNA 2019) was delivered by the head of state of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on 07 February 2019. The 2019 SONA was delivered against the backdrop of "strong inroads over the past year to improve our prospects as a nation." within the context of the current strides made by the government to respond to the various challenges that our country is facing encompassing what the government intends doing for the advancement of the nation, going forward. The focus areas under guidance from the National Development Plan are as follows:

- Stimulate Manufacturing **–** forge ahead with the localization programme through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement;
- Special Economic Zones – will be used to attract strategic foreign and domestic direct investment and build targeted industrial capabilities and establish new industrial hubs;
- Industrialization must be underpinned by transformation;
- Youth unemployment – draw young people into productive economic activity; e.g. - Next month Launch of Youth Employment Service Initiative;
- Infrastructure investment;
- Job creation;
- Empowerment of Small businesses;
- Provision of services to people;
- Mining – has massive unrealized potential for growth and job creation;
- Set aside 30% of public procurement to SMMEs, Cooperatives, township and rural enterprises;
- Tourism – enhance support for destination marketing in key tourism markets;
- Rapid technological change – develop capabilities in the areas of science, technology and innovation;
- Digital industrial revolution – telecommunications industry;
- Introduction of the first national minimum wage;
- Free higher education and training – to be available for the first-year students from households with a gross combined income up to R350 000-00;
- Invest in expanding access to quality basic education and improving the outcomes of our public schools;
- Elimination of HIV – scaling up of the testing, treating campaign;
- Intensify efforts to tackle crime and build safer communities – e.g. Implementation of Community Policing Strategy, Introduction of Youth Crime Prevention Strategy;
- Stabilize and Revitalize state owned enterprises.

2.4 Provincial Development Planning and Policy Directives

2.4.1 Provincial Growth and Development Strategy (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has the purpose for the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS**:**

- Strengthening governance and service delivery;
- Integrating investments in community infrastructure;
- Sustainable economic development and job creation; developing human capability;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society

The Provincial Administration of KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is *"By 2035, the Province of KwaZulu-Natal should have maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment"*. The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

Figure 20: The KZN 7 Strategic Goals

NO.	PGDS Strategies Goal	Alignment thereof
1	Inclusive economic growth	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
2	Human Resources Development	
3	Human and Community Development	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.
4	Strategic Infrastructure	▪ Expand and maintain the provision of quality basic services and the integrated human settlements.
5	Responses to Climate Change	▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.

NO.	PGDS Strategies Goal	Alignment thereof
6	Governance and policy	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government; ▪ Improve good governance, audit outcomes and consequence management; ▪ Strengthen public participation, complaints management system and accountability; ▪ Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes;
7	Spatial Equity	▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability. ▪ Expand and maintain the provision of quality basic services and the integrated human settlements.

2.4.2 Spatial Development Frameworks (Provincial and Municipal)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government is optimistic that it shall strike a sound balance between progressive community growth and the environmental preservation of the communities. The KwaDukuza Spatial Development Framework (SDF) which is an overarching document in the municipal IDP must be a mirrored expression of the development intentions of the municipality as expressed in the IDP. The SDF must be aligned with the PSEDS.

The Provincial Spatial & Economic Development Strategy aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities; and
- Influence investment decisions of the private sector;

The principles of development and growth underpinning the PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens which Basic services include health, education, housing and transport;
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth.

The Provincial Spatial Economic Development Strategy (PSEDS) recognizes that social and economic development do not ever enjoy even distribution and that spatial disparities shall always exist owing to the spatial distribution of natural resources, historical imperatives and cultural factors. It is common cause that these spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture in respect of where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population should be addressed for the purposes of poverty and inequality reduction as well as ensuring shared growth. The following are seen as the provincial economic sectors identified as the drivers of growth to address unemployment and poverty namely:

The Agricultural sector (including agri-processing and land reform);

- The Industrial sector (Including Manufacturing);
- The Tourism sector;
- The Service sector (including government services);
- The logistics and transport sector (including rail) underpin growth in all four sectors and.
- Sustainable and affordable water and energy provision is crucial to Economic Growth; and Development.

The PSEDS intends to base on the concept of developing a comprehensive network of centres throughout the province which would support the delivery of services. In identifying the hierarchy of places existing service centres are strengthened and new or emerging service centres are developed. The PSEDS bases itself on the concept of developing a comprehensive network of centres throughout the province which would support the delivery of services. For this purpose existing service centres shall be strengthened and new and/or emerging ones developed.

2.4.3 The Cabinet Lekgotla

The last Lekgotla for the KwaZulu-Natal Executive Council was held in February 2019. It is worthy to note that present at the Lekgotla were, *inter alia*, MECs; District Mayors, Heads of Departments, Senior Government Officials and Heads of State Entities.

The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve by the end of the term. The key thrust of the Lekgotla focused on:

- ensuring that government remains accountable to the service delivery needs of the country's citizens;
- Receive progress report on the key infrastructure projects; and
- Cabinet also received the strategic implementation plan from the National Planning Commission and the report from the Presidential Review Committee on State Entities.

The Lekgotla adopted a set of resolutions for further implementation between then and the next Lekgotla scheduled for February 2019 (which shall be last for the current administration).

2.4.4 The State of the Province Address 2019

On 28th February 2019, the Premier of KwaZulu-Natal, Mr T.W. Mchunu delivered the State of the Province Address (SOPA). The focus areas that are also concerns are already attended to in the revised and adopted KZN-Provincial Growth and Development Strategy (November 2016) and in the agreed Programme of Action of the KZN-Province. The focus areas are as follows:

- Growing a more inclusive economy;
- Human Resource Development;
- Human and Community Development;
- Development of Strategic Infrastructure;
- Ensuring Environmental Sustainability;
- Providing Good Governance with clear and relevant policies
- Striving for Spatial Equity

2.5 District Development Planning and Policy Directives

2.5.1 Ilembe District Growth and Development Plan and Integrated Development Plan

Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close co-operation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its Integrated Development Plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

Horizontal alignment is pursued through inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region.

The DGDP translates the Provincial Growth and Development Strategy and a detailed implementation plan at a district level, inclusive of a detailed activity-level framework with targets and responsibilities assigned to each of the appropriate local municipality and government departments.

The plan will enable KwaDukuza Municipality to measure its progress against the set objectives and targets as agreed upon by all participants in the DGDP consultation sessions. In aligning with the District focus areas on the interventions identified in the document should propose specific timeframes that will have to be achieved in priority sectors within the municipal area.

ILembe 2018 District Summit Resolutions: The 2018 iLembe District Growth and Development Summit was held in June 2018. The principal objective of the summit was to take stock of progress in implementing the 2014 summit resolutions as well as the 2015 iLembe DGDP. It is thereafter envisaged that this will inform the revision of the DGDP through the Vuthela iLembe LED programme.

2.5.2 The District Lekgotla

The last District Lekgotla convened in 2016. Attached as Annexure 4 is the list of the resolutions taken at the Lekgotla.

2.5.3 Inter-Governmental Relations

KwaDukuza Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guides public, private and donor investment in the district.

The Municipality is part of the District Manager's Forum, a key forum for strategic alignment, co-ordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts. The relationship between the municipality and sector departments is improving. There are also inter-municipal structures (i.e. District Planning Forum; Municipal Managers' Forum) that discuss and resolve on issues cutting across all municipalities.

There are, however, grey areas on how the hierarchical inter-municipal and inter-governmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, the municipality cannot hold any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document.

2.6 KwaDukuza Municipality Development Planning and Policy Directives

2.6.1 Integrated Development Planning in KwaDukuza Municipality

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, KwaDukuza Municipality initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five year strategic plan to guide service delivery and investment (both private and public sector) within the area.

KwaDukuza Municipality IDP serves as a strategic guide during the term of office of the current councilors. It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To co-ordinate the activities of various service delivery agencies within KwaDukuza Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

2.6.2 Integrated Alignment with Government Priorities

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

Figure 21: Intersphere Alignment of Goals

KDM GOALS	DGDS-GOALS	PGDS- GOALS	NDP - GOALS	SDG - GOALS
***Goal 1**: Improve good governance, audit outcomes and consequence management.*	6	6	3, 8	16
***Goal 2:** Strengthen public participation, complaint management system and accountability.*		3	4	16
***Goal 3:** Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty.*	1, 3, 5,	1, 7	1, 2,3, 4	1, 2, 5, 6, 7, 8, 9, 10,11
***Goal 4**: Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.*		2, 3, 4	3, 4, 7	4, 5, 6, 9
***Goal 5**: Enhance municipal financial sustainability.*			3, 8	
***Goal 6**: Develop comprehensive response to rapid urbanization, low carbon development and environment sustainability.*	4	5	2	13, 14, 15

KDM GOALS	DGDS-GOALS	PGDS- GOALS	NDP - GOALS	SDG - GOALS
***Goal 7**: Expand and maintain the provision of quality basic services and the integrated human settlements.*	5		2, 3, 4, 7	6, 7, 11
***Goal 8**: Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. youth, women, and disabled people) in all development programmes.*		3	4, 5	4, 5, 8, 10, 16
***Goal 9**: Create a safer and crime free municipal area through community-public private partnerships.*	5		7	11, 16
***Goal 10**: Build the capacity and systems for the 4th Industrial Revolution and the integrated* *E-government services.*		2, 3, 4	5, 7	4

2.6.3 City Development Strategy (CDS) and Integrated Urban Development Framework (IUDF)

The Integrated Urban Development Framework (IUDF) is a policy initiative of the South African government, coordinated by the Department of Cooperative Governance and Traditional Affairs. The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanization and achieve the goals of:

- Infrastructure Development;
- Economic Development;
- Job Creation; and
- Improved Living Conditions In South African Cities.

The KwaDukuza Municipality being a secondary city seeks to improve its spatial footprint taking cognizance of the importance of infrastructure in achieving sustainable development. The municipality is attractive to development but there are a number of aspects that would need to be taken into account mainly the aspect of balancing the required engineering services infrastructure, efficient land use planning, the ratio of a growing population to human resources available to the local authority in order to effectively encourage and continue with the development experience.

In order to implement and realize the vision of the municipality, the IUDF policy is integral in achieving this goal. Compared to Category A municipalities, it is difficult for secondary cities largely being Category B municipalities to leverage grant funding in order to respond to the demands of urbanization. It is for this reason that the KwaDukuza Municipality will be working towards soliciting the necessary support from COGTA in order to implement the IUDF policy.

As part of responding to this policy, the KwaDukuza Municipality intends to take advantage of this policy and to improve in responding to the rapid urbanization that it is experiencing. The municipality being a secondary city is likely to experience further urbanization and therefore the need to respond to planning from all aspects related to infrastructure requirements, land use planning, and the relevant administrative skills in order to be able to respond effectively to its continued growth.

The municipality is currently in the process of seeking technical support provided through the policy in order to better position itself in the implementation of the policy. It must be noted that the municipality had in 2017 adopted its City Development Strategy in order to realize its development vision of 2030. Coupled with this, in the same year the municipality undertook a Spatial Development Framework gap analysis in order to respond effectively to the implementation of the IUDF, SPLUMA, infrastructure development and most importantly to transform the spatial footprint of the municipality.

At present, the municipality is seeking to implement an evidence based Spatial Development Framework in order to implement the various recommendations as identified in its SDF gap analysis. The crux of the implementation of efficient spatial form is the availability and provision of the relevant engineering services infrastructure; this is why the municipality will be seeking the necessary support via the IUDF policy framework.

2.6.4 Low Emission Development Strategic Framework and Action Plan

In a response to climate change, KwaDukuza Municipality adopted its Low Carbon Emission Development Strategy in 2016 and this strategy aligns with National Development Plan which advocates that by 2030, our economy should have transited to low carbon by 30 percent.

Attached as Annexure 6 is the Low Emission Development Strategic Framework and Action Plan.

2.6.5 Spatial Planning and Land Use Management Act No.16 of 2013 (SPLUMA)

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

2.6.6 KwaDukuza Municipality ’s Role in the Cabinet Lekgotla

The last KDM Lekgotla convened during 2016. Attached as Annexure 5 is the list of resolutions taken at the DKM Lekgotla. In reviewing its IDP, the KwaDukuza Municipality has taken issues raised at the Cabinet Lekgotla into account. The Municipality will ensure that government priorities including health, fighting crime and corruption, job creation, rural development, local government and basic services as well as education and skills development are achieved within municipal boundaries through its IDP. In this regard, the municipality in most cases will play a facilitation role and, in other instances, implement programmes that are congruent with in keeping with the allocated powers and functions.

2.6.7 Alignment with Back to Basics Programme

In line with the renewed mandate of the Presidential Priority, the back to basics programme is to be focused and driven towards giving differentiated support to municipalities. The back to basics programme was launched with the theme of serving communities better in the next five years. The plan of action is to ensure a focused and strengthened local government by getting the basics right and together with other spheres of government, providing basic services efficiently and effectively and in a caring manner.

The back to basics transformational agenda recognizes that there are widely divergent levels of performance between different categories of municipalities in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centers of good governance. There is also a need to set the proper standards for municipal performance. KwaDukuza Municipality committed itself to implementing the Back to Basics Programme, as means to revitalize basic service delivery. The programme has five pillars, namely:

(a) Provision of basic services

(b) Good Governance

(c) Public Participation

(d) Financial Management

(e) Institutional Capacity

With regards to its implementation within the municipality, departments report on progress made on the set indicators and programmes that are implemented. Both on a monthly and quarterly basis KDM consolidates reports which are in return sent to iLembe District Municipality, Provincial and National Cogta Departments.

The reports indicate performance of the municipality in different aspects of the key performance areas (providing services to its communities, whether these are carried out on time and on a regular basis. An indication from quarterly assessments by Cogta shows that KDM's performance varies between 60% and 80%. KwaDukuza Municipality however, continues to provide services while at the same time ensures good governance and consultation with its communities.

2.6.8 Implementation of the *Bathos Pele* Policy

The municipality established a Service Delivery Committee which identifies and address issues on customer relations and service delivery. The committee is made up of representatives from each department within the municipality. The implementation of the Batho Pele Policy and its principles are monitored under this auspice. A launch to the entire municipality was undertaken in the previous term of Council. Each business directorate has a *Batho Pele* Champion that serves in the committee particularly for ensuring that information is shared at the *Batho Pele Forum* and across with other employees. However the programme still has to be further cascaded down to broader levels of the organisation in order to comprehensively make impact to the communities the municipality serves.

CHAPTER

3

KWADUKUZA
MUNICIPALITY

3. Situational Analysis

3.1 Demographic Characteristics

The population of KwaDukuza Municipality grew by 37.8 %, that is, 167 805 in 2001 to 231 187 in 2011 (Census 2011). Furthermore, it has been speculated that during peak season KwaDukuza population reaches +/- 320 000 people due to the constant presence of holiday makers. KwaDukuza Municipality is one of the four KwaZulu Natal Municipalities which has shown significance growth in population between 2008- 2011. Below is updated statistical information on KwaDukuza's demographic status quo collected from a Community Survey conducted by Statistics South Africa in 2016.

3.1.1 Population Information

Figure 22: Population Information

Indicator	Sub-indicator	Population
Population	Population	276 719

Source : Stats SA Community Survey, 2016

Figure 20 above indicates the official general population figure of KwaDukuza Municipality as standing at 276 719 following the 2016 Community Survey conducted by Stats SA. This growth can be attributed to numerous factors including the influx of people coming to seek work in the area and is also reflected in the growth in the number of households.

Figure 23: Population Composition

Indicator	Sub-indicator	Population	Population%
Population Composition	Young (0-14)	76 572	28.0%
	Youth (15-34)	117 543	42.0%
	Adults (35-64)	68 927	23.0%
	Elderly (65+)	13 677	7.0%

Source : Stats SA Community Survey, 2016

Figure 21 above indicated the population composition for KwaDukuza Municipality which accounts for 28. % for people of ages from 0-14 years at 76 572. The youth, between the ages of 15-34 account for 42.0% of the population at a figure of 117 543. Meanwhile 23.0% thereof at a figure 68 927 represents adults between the ages of 35 and 64 years. The remainder being 7.0% thereof are the elderly who are 65+ years of age at a figure of 13 677.

Figure 24: Population Pyramid

Indicator	Sub-indicator	Male	Female
Population Pyramid	0-4	14409	13822
	5-9	13048	12735
	10-14	11101	11457
	15-19	14971	14589
	20-24	15818	14432
	25-29	15776	15405
	30-34	13515	13036
	35-39	8907	9229
	40-44	7741	8057
	45-49	5967	6166
	50-54	4561	5157
	55-59	2886	4038
	60-64	2486	3731
	65-69	2584	3171
	70-74	1432	2385
	75-79	775	1522
	80-84	441	681
	85+	206	479

Source : Stats SA Community Survey, 2016

The population pyramid of KwaDukuza Municipality figures indicates figures based on fragmented gaps of four (4) years in between the ages counted from 0 to 85+. Each 4-year fragment is then sub-fragmented between males and females showing respective figures amongst the various age groups and taking into cognisance the respective age group's gender.

Accordingly, from the ages 0-4 the figures are 14 409 and 13 822 for males and females respectively. For ages 5-9 the males are at 13 048 with the females lower at 12 735. From 10-14 years of age there are fewer males at 11 101 with their female counterparts higher at 11 457. The ages from 15-19 account for more males at 14 971 and 14 589 females. The trend of more males at 15 818 versus 14 432 females continues unabated at ages 20-24. At ages 25-29 again there are more males at 15 776 versus 15 405 females. At ages 30-34 the trend of male dominance persists at 13 515 as opposed to females at 13 036. However, the trend of male dominance suddenly alters dramatically for ages 35-39 with 8 907 males and 9 229 females.

It appears that based on the figures from 40 to 85+ the females have consistently broken the male dominance trend completely. At ages 40-44 males are at 7 741 with the females at 8 057. There are 5 967 males and 6 166 females for ages 45-49. The figure stands at 4 561 males and 5 157 females for ages 50-54. For ages 55-59 males are at 2 886 and 4 038 females. For ages 60-64 there are 2 486 males and 3 731 females. Figure 2 584 males versus 3 171 females account for ages 65-69. For ages 70-74 there are 1 432 males and 2 385 females. The figures for ages 75-79 stand at 775 and 1 522 for males and females respectively. At ages 80-84 there are yet fewer males being 441 with the females at 681. Finally, at age 85+ males stand at 206 while the females are at 479.

Figure 25: Population Groups

Indicator	Sub-indicator	Population	Population%
Population Group	African/Black	211 078	76.3%
	Coloured	2 557	0.9%
	Indian/Asian	41 759	15.1%
	White	21 325	7.7%

Source : Stats SA Community Survey, 2016

The basic summary of the numbers for population groups at KwaDukuza Municipality is that African/Black are the majority at 76.3% of the population with 211 078 people. Coloured are at 0.9% with 2 557 people. Indian/Asian account for 15.1% of the population with 41 759 individuals and the white people account for 7.7% of the population in KwaDukuza Municipality with 21 325 members.

3.1.2 Gender

Figure 26: Gender

Indicator	Sub-indicator	Population	Population%
Gender	Male	136 626	49.0%
	Female	140 093	51.0%

Source : Stats SA Community Survey, 2016

According to the figures depicted in the above table, KwaDukuza Municipality's male population accounts for 49.0% with 136 626 individuals and 51.0% females with 140 093 individuals.

3.1.3 Sex Ratio Male/ 100 Females

Figure 27: Sex Ratio Male/ 100 Female

Indicator	Sub-indicator	Population	Population%
Sex ratio male/100 females	Sex ratio male/100 females	97.5	

Source : Stats SA Community Survey, 2016

The figure above indicates the general make up of KwaDukuza Municipality's male per 100 female ratio which stands at 97.5.

3.1.4. Dependency Ratio

Figure 28: Dependency Ratio

Indicator	Sub-indicator	Population	Population%
Dependency ratio		48	

Source : Stats SA Community Survey, 2016

The above table communicates a figure that stands at 48 of the population of KwaDukuza Municipality in terms of dependency.

3.1.5 School Attendance

Figure 29: Current School Attendance

Indicator	Sub-indicator	Population	Population%
Current School Attendance	Yes	84 929	31%
	No	191 617	69%
	Don't know	172	0%
	Total	276 718	100%

Source : Stats SA Community Survey, 2016

The figure above endeavours to communicate the current school attendance scenario at KwaDukuza Municipality. It shows that 31%, that is 84 829 of the population do attend school. On the other hand, 69% that is, 191 617 do not attend school currently. The status of 0% or 172 people with regard to their school attendance or lack thereof is unknown. The total overall figure is 276 718 which accounts for 100% of the population.

Figure 30: Current School Attendance by Ratio

Indicator	Sub-indicator	Population	Population%
Current School Attendance by gender	Yes (Male)	42 615	31.2%
	No (Male)	93 928	68.7%
	Do not know (Male)	83	0.1%
	Yes (Female)	42 314	30.2%
	No (Female)	97 690	69.7%
	Do not know (Female)	89	0.1%

Source : Stats SA Community Survey, 2016

According to the table above 42 615 or 31.2% males attend school. 93 928 or 68.7% males do not attend school. On one hand 83 or 0.1% of the population school attendance status is unknown. On the other hand, however, there are 42 314 or 30.2% of the population who are females and do not attend school. A very high figure of 69.7% or 97 690 of females do not attend school. Finally, 0.1% accounts for 89 females whose current school attendance status is unknown.

Figure 31: Current School Attendance by Race

Indicator	Sub-indicator	Population	Population%
Current School Attendance by race	Yes (Black African)	68 054	32.2%
	No (Black African)	142 859	67.7%
	Do not know (Black African)	165	0.1%
	Yes (Coloured)	891	34.8%
	No (Coloured)	1 666	65.2%
	Do not know (Coloured)	0	0.0%
	Yes (Indian/Asian)	10 573	25.3%
	No (Indian/Asian)	31 186	74.7%

	Do not know (Indian/Asian)	0	0.0%
	Yes (White)	5 411	25.4%
	No (White)	15 907	74.6%
	Do not know (White)	7	0.0%

Source : Stats SA Community Survey, 2016

Starting with the Black African race group the above table depicts the figure of 68 054 of the population which accounts for 32.2% thereof who attend school. In the same token 142 859 or 67.7% of the population are Black African who do not currently attend school. 165 or 0.1% of this race group fall into the sub-category of those whose school attendance is unknown.

With regard to the current school attendance status for the Coloured race group, it is presented that 891 or 34.8% thereof attend school while 1 666 or 65.2% thereof do not attend school. Finally, not a single person (i.e. 0.0% or 0 persons) amongst this section of the population has his or her current school attendance unknown.

There are 10 373 or 25.3% Indian/Asian members of the population who do attend school currently. 31 186 or 74.7% of this race group do not attend school while the status in this regard is unknown for a zero figure thereof of the population.

White people has 5 411 or 25.4 of its own race group who attend school currently. 74.6% or 15 907 thereof do not attend school. Finally, 0.0% or 7 of white people of the population are unknown as to what their current school attendance is.

3.1.6 Education

Figure 32: Highest Level of Education

Indicator	Sub-indicator	2011	2016
Highest Level of Education	No schooling	9.8%	6.8%
	Matric	28.4%	36.4%
	Higher Education	8.6%	8.5%

Source : Stats SA Community Survey, 2016

The data as regards schooling indicates that the figure for those without any schooling stood at 9.8% in 2011 and significantly reduced to 6.8% by 2016. Those with matric were at 28.4% in 2011 whilst this figure has risen to a dramatic 36.4% by 2016. The figure those with higher education unfortunately dropped slightly from 8.6% in 2011 to 8.5% in 2016. It is encouraging that education levels have improved in that percentages of those with no schooling have decreased by 3% and matriculants have increased by 8%, which increases the number pool of trainable productive members of society.

Figure 33: Highest Level of Education by Gender

Indicator	Sub-indicator	Population	Population%
Highest Level of Education by gender	No schooling (Males)	18 840	13.9%
	No schooling (Females)	20 211	14.5%
	Primary Schooling (Males)	36 710	27.1%
	Primary Schooling (Females)	36 068	25.9%
	Some Secondary (Males)	40 866	30.2%
	Some Secondary (Females)	40 807	29.3%
	Matric (Males)	32 349	23.9%
	Matric (Females)	34 412	24.7%
	Tertiary (Males)	6 596	4.9%
	Tertiary (Females)	7 846	5.6%

Source : Stats SA Community Survey, 2016

According to the above table there are 18 840 or 13.9% males of the population who have had no schooling, while the females in the same scenario stand at 20 211 or 14.5% in their group. With regard to those with primary schooling 36 710 or 27.1% are male while 36 068 or 25.9% are female. Meanwhile, of those with some secondary education it is presented that there are 40 866 or 30.2% male and 40 807 or 29.3% females. There are 32 349 or 23.9% males and 34 412 or 4.9% female with matric. Lastly, but not least, 6 596 or 4.9% male and 7 846 or 5.6% female have had a tertiary education.

Figure 34: Highest Education by Race

Indicator	Sub-indicator	Population	Population%
Highest Level of Education by race	No schooling (Black African)	33 341	15.9%
	No schooling (Coloured)	344	13.6%
	No schooling (Indian/Asian)	3 720	8.9%
	No schooling (White)	1 645	7.8%
	Primary Schooling (Black African)	61 706	29.5%
	Primary Schooling (Coloured)	629	24.9%
	Primary Schooling (Indian/Asian)	7 686	18.5%
	Primary Schooling (White)	2 757	13.0%

	Some Secondary (Black African)	65 931	31.5%
	Some Secondary (Coloured)	718	28.5%
	Some Secondary (Indian/Asian)	11 454	27.5%
	Some Secondary (White)	3 570	16.8%
	Matric (Black African)	43 854	20.9%
	Matric (Coloured)	690	27.3%
	Matric (Indian/Asian)	15 352	36.9%
	Matric (White)	6 866	32.4%
	Tertiary (Black African)	4 523	2.2%
	Tertiary (Coloured)	142	5.6%
	Tertiary (Indian/Asian)	3 427	8.2%
	Tertiary (White)	6 350	30.0%

Source : Stats SA Community Survey, 2016

To start with, 33 341 or 15.9% within the Black African race group have had no schooling. The Indian/Asian have 3 720 or 8.9% within their race group who have had no schooling. Within the Coloured race group 13.6% or 344 thereof have had no schooling at KwaDukuza Municipality.

In the category of those in the population who have had primary schooling the worst figures within their respective race group go to the Black African at 61 706 or 29.5%. The second worst figures in this regard to the Coloured race group at 28.5% or 718 who have had primary education. In the third place is the Indian/Asian race group with 7 686 or 18.5% followed by the white race group at 13.0% or 2 757 thereof.

Moving to the category of those who have had some secondary education it is presented that the Indian/Asian race group surprisingly occupies the highest spot at 36.9% or 15 352. The Black African race group's figure stands at 31.5% or 65 931. The Coloured race group has 690 or 27.3% in their own population group who have had some secondary education.

In the category of those with matric 20.9% or 43 854 of the Black African race group have matric. The Coloured race group has 27.3% or 690 of its population with matric, the Indian/Asian race group has 36.9% or 15 352 of its population. Lastly, the white race group has 32.4% or 6 866 of its respective population with matric.

The last category depicted in the above is in respect of tertiary education whereby the Black/African race group has 2.2% of its respective race group at 4 523 with such education. The Coloured race group has 142 members which account for 5.6% thereof. Thirdly, the Indian/Asian race group has 8.2% at 3 427. Lastly, the white race group scores the highest figures of 30% or 6 350 of its own population that have or reached a tertiary education level.

3.1.7 Matric

Figure 35: Matric

Indicator	Sub-indicator	Population	Population%
Matric	Total	61 884	36.4%

Source : Stats SA Community Survey, 2016

The figure above depicts the figures of a portion of the KwaDukuza Municipality's general population who have matric. The figures stand at 36.3% and/or 61 884.

Figure 36: Matric by Gender

Indicator	Sub-indicator	Population	Population%
Matric (20 + age group) by gender	Females	31 702	36.2%
	Males	30 182	36.3%

Source : Stats SA Community Survey, 2016

It is worth noting that the data depicted in terms of the above table takes into cognisance the fact that focus is on the 20+ age group of the population at KwaDukuza Municipality in this regard. Thus, there are 31 702 females with matric which accounts for 36.2% with their counterparts slightly higher at 36.3% or 30 182 members of their respective gender group.

Figure 37: Matric by Race

Indicator	Sub-indicator	Population	Population%
Matric (20 + age group) by population group	Black African	40 863	32.8%
	Coloured	611	43.2%
	Indian/Asian	13 885	47.1%
	White	6 524	43.5%

Source : Stats SA Community Survey, 2016

According to the table above, amongst the Black African race group 40 863 or 32.8% thereof have matric. 6 111 which accounts for 43.2% of the Coloured have matric amongst their race group. The Indian/Asian race group boasts 47.1% of its respective population with matric. Finally, 43.5% or 6 524 of the white race group have matric.

3.1.8 Household Information

Figure 38: Number of Households

Indicator	Households in 2011	Households in 2016
Number of households	70 284	91284

Source : Stats SA Community Survey, 2016

The table above indicates the number of households at KwaDukuza Municipality which stands at 91 284.

Figure 29: Average Household Size

Indicator	Average Household 2011	Average Household 2016
Average Household Size	3.2	3.0

Figure 40: Head of Household

Indicator	Sub-indicator	2011	2016
Head of Household (gender)	Male	63.3%	60.9%
	Female	36.7%	39.1%

Source : Stats SA Community Survey, 2016

According to the data contained in the above table the male-headed households account for 60.9% or 55 592 of all households at KwaDukuza Municipality. The remainder of 39.1% or 35 692 households are headed by females.

Figure 41: Household Percentage Share by Population

Indicator	Sub-indicator	Population	Population%
Household percentage share by population group	Black/African	73 007	80.0%
	Coloured	746	0.8%
	Indian/Asian	10 208	11.2%
	White	7 324	8.0%

Source : Stats SA Community Survey, 2016

The highest figures belong to the Black African at 73 007 or 80.0% of all households at KwaDukuza Municipality. On the second spot is the Indian/Asian group at 11.2% or 10 208 households. On the third spot is the white race group with 8.0% or 7 324 of all households. Lastly, the Coloured households are 0.8% or 746 of all households.

Figure 42: Main Dwelling

Indicator	Sub-Indicator	Population	Population%
Main Dwelling	Formal	74 936	82.1%
	Informal	11 674	12.8%
	Traditional	3 858	4.2%
	Other	817	0.9%

Source : Stats SA Community Survey, 2016

In this case it is worth noting that 82.1% or 74 936 of the KwaDukuza Municipality's households have formal dwelling. 12.8%% or 11 674 thereof live in informal dwelling. 42% or 3 858 of households live in traditional dwelling. Lastly, there are those who dwell in other dwelling who account for 0.9% or 81.7 of households.

3.1.9 Access To Basic Services

Figure 43: Main Source of Drinking Water

Indicator	Sub-Indicator	Population	Population%
Main Source Of Drinking Water	Piped (Tap) Water Inside Dwelling	26 012	28.5%
	Piped (Tap) Water Inside Yard	18 196	19.9%
	Piped Water On Communal Stand	37 676	41.3%
	Borehole In Yard	437	0.5%
	Rain-Water Tank In Yard	180	0.2%
	Neighbours Tap	737	0.8%
	Public/Communal Tap	3 443	3.8%
	Water-Carrier/Tanker	2 595	2.8%
	Borehole Outside Yard	278	0.3%
	Flowing Water/Stream/River	904	1.0%
	Well	39	0.0%
	Spring	31	0.0%
	Other	755	0.8%

Source : Stats SA Community Survey, 2016

According to data contained in the above table clearly a number of main sources of drinking water for the KwaDukuza Municipality's population exist. Accordingly, 26 012 or 28.5% of the population rely on piped (tap) water inside their dwelling. 19.9% or 18 196 benefit from piped (tap) water inside yard. There is a section of those who rely on piped water on communal stand at 41.3% or 37 676 of the population. 0.5% or 437 of the population rely on borehole in yard for their drinking water. 0.2% or 180 thereof rely on rain-water tank in yard. 0.8% or 737 rely on a neighbour's tap. 3.8% or 3 443 thereof rely on public/communal tap as their main source of drinking water. 2.8% or 2 595 rely on a water carrier/tanker while 0.3% or 278 of the population rely on borehole outside yard. 1.0% or 904 rely on flowing water/stream/river for their main source of drinking water. Worth to note is the fact that 0.0% or 39 of the population rely on a well for their main source of drinking water. 0.0% again or 31 rely on spring for the said purpose. Finally, 0.8% or 755 of the population rely on other sub-indicators for their main source of drinking water.

Figure 44: Main Type of Toilet Facility Used

Indicator	Sub-indicator	Population	Population%
Main Type toilet facility used	Flush toilet (Sewage system/sceptic tank	33 843	39.2%
	Chemical toilet	14 843	17.2%
	Pit latrine (with/without) ventilation	37 351	43.2%
	Ecological toilet (e.g. urine diversion, enviroloo)	260	0.3%
	Bucket toilet (collected by municipality/Emptied by household	88	0.1%

Source : Stats SA Community Survey, 2016

According to figure 40 above, 39.2% or 33 843 of the population at KwaDukuza Municipality use a sewage system/sceptic tank. 17.2% or 14 843 thereof use a chemical toilet. The highest figures being 43.2% or 37 351 of the population use pit latrine/with/without ventilation. An ecological toilet (e.g. urine diversion, enviroloo) is used by 260 or 0.3% of the population. Lastly, 88 or 0.1% of the population use the bucket toilet system (that is collected by municipality or emptied by household.

Figure 45: Household Access to Electricity

Indicator	Sub-indicator	Population	Population%
Household Access to electricity	In-house conventional meter	15 793	17.3%
	In-house prepaid meter	65 850	72.1%
	Connected to other source which household pays for	4 160	4.6%

	Connected to other source which household is not paying for	1 382	1.5%
	Solar home system	36	0.0%
	Other	396	0.4%
	No electricity	3 666	4.0%

Source : Stats SA Community Survey, 2016

In terms of data depicted in the above table, 17%.3% or 15 793 of the KwaDukuza Municipality's households have access to electricity through an in-house conventional meter. The highest figures at 72.1% or 65 850 of the households have an in-house prepaid meter. 4.6% or 4 160 are connected to other source which household pay for. 1.5% or 1 382 of the households are connected to other source which household is not paying for. 0.0% or 36 have a solar home system. 0.4% of 396 of the households' access to electricity is sub-indicated as other and finally, 4.0% or 3 666 of households do not have access to electricity at all.

Figure 46: Refuse Removal

Indicator	Sub-indicator	Population	Population%
Refuse Removal	Local authority/Private/community members at least once a week	50 728	55.6%
	Local authority/Private/community members less often than once a week	3 552	3.9%
	Communal refuse dump	12 148	13.3%
	Own refuse dump	20 325	22.3%
	Dump or leave rubbish anywhere (no rubbish disposal)	2 682	2.9%
	Other	1 850	2.0%

Source : Stats SA Community Survey, 2016

The above figure contains data that pertains to the refuse removal aspect at KwaDukuza Municipality. To start with, 55.6% or 50 728 of households benefit from refuse removal provided by the local authority/private/community at least once a week. 3.9% or 3 552 of the households benefit from refuse removal by the local authority/private/community less often than once a week. There is also communal refuse dump that is relied upon by 13.3% or 12 148 of the households. Those with own refuse dump account for 22.3% or 20 325 households. There is also a section of the population at KwaDukuza Municipality that unfortunately does not benefit from any refuse disposal at all. This section accounts for 2.9% or 2 682 of the population. Lastly, 2.0% or 1 850 thereof account for other sub-indicator with regard to refuse removal at KwaDukuza Municipality.

3.2 Key Findings and Trends

- The population of KwaDukuza Municipality has grown by 37.8 % since 2001 from 167 805 to 231 187 in 2011 (Census 2011) and further increased to 276 719 (community survey 2016).

- The population of KwaDukuza is mainly dominated by Black Africans, followed by Indians or Asians. Whites and Coloureds follow respectively; with people classified as other they constitute the minimum percentage of KwaDukuza Municipality.

- The most spoken language within KwaDukuza Municipality is IsiZulu with 67.50 % of the population who speak this language fluently.

- KwaDukuza' s population has a large youth segment, the total number of people under the age of 14 years account for 29.00% of the total population, the percentage of the population that is at age between 15-34 years consist of 40.53% of the total population.

3.3 Cross Cutting Interventions Analysis

3.3.1 Spatial Analysis

The KwaDukuza Municipality incorporates an area of approximately 633km^2 between the Tongati and Tugela Rivers in Northern KwaZulu Natal. The boundary of KwaDukuza extends from the vicinity of the Tugela River and the Endondakusuka/ Mandeni Municipality in the north, through to the eThekwini Metropolitan Municipality and the Tongati River in the south, and from the Maphumulo and Ndwedwe Local Municipality boundaries in the west to the coastline in the east.

The KwaDukuza study area includes a 50km stretch of coastline incorporating a range of sensitive coastal environments, a great number of unique river mouths and lagoons, and significant urban developments in the southern sections. North-south movement and accessibility is provided by the N2 and the R102 respectively, and the main east-west linkages include the R74 to Kranskop and the R614 to Wartburg. The major urban areas consist of KwaDukuza Town and surrounding areas, a number of smaller coastal settlements, and growing urban development around the Ballito area abutting onto eThekwini. Beyond the areas of urban development, the bulk of the KwaDukuza study area, particularly the relatively flat coastal strip, is used for agricultural activities.

From a regional structural and economic development perspective the N2 corridor signifies a linear pattern of growth with KwaDukuza Municipality located on the north-south corridor system roughly midway between the eThekwini growth area and the growing Richards Bay area. The location of KwaDukuza between the ports of Durban and Richards Bay is significant in terms of longer-term growth trends within the region. The regional significance of KwaDukuza relative to the economic importance of these two harbours emphasizes the role of the north south corridor that forms the key development axis around which development within the study area has grown over time. It is this axis, and the related elements that make up this corridor (The road & rail links) that currently exists, that is likely to form the basis for structuring future growth and development, and providing the vital opportunities for a growing, and rapidly urbanizing population.

The SDF provides an overview of the Status Quo/ Situational Analysis, detailing a range of issues pertaining to the current and likely future development context of the geographic nature of KwaDukuza Municipality. The following is offered:

(a) Context

At a regional level, the need to find a balance between economic growth and development in well located coastal and corridor catchments, and concentrations of poverty and need, remains a key challenge, and one that is closely tied to the spatial future of KwaDukuza.

Establishing greater north south and east west access across the region will be central to unlocking much of the future development potential of the region. This lattice needs to be supported by an efficient public transport system as an essential ingredient towards improved urban performance. A substantial opportunity for public transport exists in the primary corridors, where the existing rail system closely parallels the main higher order road systems, especially in the KwaDukuza area.

(b) Natural Resource Base

There are numerous high value environmental resources within the study area that must be protected as the area grows and develops over time. These include the rivers and appropriate buffer areas, the related estuaries and wetland systems, as well as endangered forests and other areas with high biodiversity value.

Whilst the KwaDukuza area has a range of valuable resources, these resources tend to be spatially fragmented, limiting their potential role in the broader environment, and also making them more difficult to manage.

This fragmentation also leads to some of the smaller resources becoming more susceptible to urban development, or to the influence of urban development, such as impacts on watercourses, invasion of alien vegetation, etc.

Addressing fragmentation is a structural problem, requiring a structural response. Environmental systems must thus be seen as a structuring prerogative in any spatial future for KwaDukuza.

(c) Settlement Structure

KwaDukuza Town is the dominant urban node not only in the KwaDukuza Municipality, but also in the broader sub-region, and is likely to remain as such given the proposed development projects around this focus area. Social and community infrastructure is generally lacking in most areas, and the level of access to these facilities tends to decrease towards the west of the study area. The central portions, around KwaDukuza Town/ Groutville/ Shakaskraal tend to be better service, and more accessible.

Proposed development rights suggest some scope for consolidation of existing settlement areas. Existing retail/commercial/office development rights account for some 1 737 515 m2, and there is currently approximately 2 606 272 m^2 of land that is zoned for industrial and logistics purposes.

Based on the dwelling count undertaken for the current exercise, it is apparent that there exists a significant amount of potential capacity for intensification in most residential zonings. The areas zoned for low density residential reflect a gross density of 8.66 dph, medium density of 10.92 dph, and high density 19.07 dph.

(d) Movement & Connectivity

The north-south road elements, specifically the N2 and R102, define and facilitate a broader development corridor that runs as an axis through the centre of KwaDukuza. The accessibility and connectivity that these elements provide, together with the rail-based public transport system, suggests that the fundamentals of a powerful regional development corridor are already in place.

The rail network provides a critically important, albeit vastly underutilized, resource in KwaDukuza. The network provides local, regional, national, and even international connectivity to the study area, and the location of the system in conjunction with the N2 and R102 systems has an extremely high strategic value.

Local levels of accessibility tend to favor those areas where the different corridor elements interact spatially, such as the areas around Ballito/ Compensation. Due to the nature of the topography in the western parts of the study area, and the limited infrastructure that exists, accessibility levels tend to be significantly lower.

(e) Demographic Characteristics

The dwelling count undertaken identified a total of 47 524 dwellings throughout the KwaDukuza area, suggesting a current total population in KwaDukuza of 228 115 people.

It is not entirely clear at this stage what the relationship is between natural population growth (and migratory trends) and the additional population that would be housed through public housing projects. The anticipated population that could be supported by the current housing program (of 17 000 units) is in the region of 81 000, a figure that is almost double the natural population growth anticipated by the year 2035.

The future growth of the KwaDukuza Population cannot be seen in isolation to that of the surrounding district – not all areas share the same levels of in or out migration, and KwaDukuza specifically is subject to higher levels of growth through migration than areas such as Ndwedwe and Maphumulo.

(f) The Spatial Economy

The agricultural sector remains the dominant contributor to the local economy, although at the same time it is coming under increasing pressure from urban development. The fundamentals driving this sector, however, remain strong in the KwaDukuza area, and represent a significant resource for the broader region.

Whilst the manufacturing sector plays a secondary role to agriculture in terms of economic contribution, it is likely to become a key area of growth in the area in the future, a trend that is already evident in terms of development proposals emerging in the southern portions of KwaDukuza. Locational characteristics and site conditions suggest significant opportunities for growth along parts of the north-south corridor. The Tourism sector is a significant and growing sector in the local economy. Central to the longer term growth of this sector will be the need to ensure the protection of the resource base driving this sector, specifically the coastline, estuary areas, forested areas, and heritage assets.

The N2 corridor area represents a key structural element in the broader economy, and the location of KwaDukuza on this axis, between two major economic focus areas (Durban and Richards Bay), provides a powerful structural foundation for economic development in KwaDukuza.

(g) Approach to Interventions

The approach adopted to address these challenges is based on four fundamental precepts:

- Securing the Natural Resource Base;
- Developing a Spatial Lattice, predicated on Public Transport, for guiding growth and development;
- Structuring capital investment through a defined structure of investment nodes; and
- Managing Growth and Development on a sustained basis.

3.3.2 Spatial Concept on Land Use

The spatial concept of the SDF offers guidelines and recommendations with regards to the following:

- Residential development;
- Tourism development; and
- Industrial development

(a) Elaborating the Concept

Two concepts are proposed being the Coastal Cluster Concept which assumes an area bounded by an Urban Growth Boundary between the Freeway and the sea, and the river systems; and that it comprises a series of neighborhoods.

A second concept has been developed for the inland Corridor along the R102. The Nodal Corridor concept is a “classic” Nodal Corridor. The concept exhibits how the communities (Groups of neighborhoods) are located along and on either side of the High Friction road.

(b) Implementation Framework

The SDF is part of the KwaDukuza IDP, and its implementation is crucial to the development of the municipal area and its communities. Through the IDP, the SDF will influence budgeting and resource allocation and specific interventions will be measured through the performance management system. Practical implementations of the SDF will be achieved through further detailed planning of special development areas.

The KwaDukuza Spatial Development Framework contributes in a meaningful manner towards the spatial restructuring and development within the municipality, and it is therefore vital to address key implementation aspects related to the SDF and spatial planning in general. It is envisaged that the implementation of an SDF will have to address at least the following three aspects:

(c) Alignment of Efforts

The alignment of spatial intentions and strategies with surrounding municipalities, especially those that comprise the iLembe District, to ensure regional combined effort and co-operation as well as internal alignment of the intentions of the SDF within all the internal departments within the municipality.

3.3.3 Administrative Entities

- KwaDukuza is one of four Local Municipalities that constitute the iLembe District Municipality, with the other three being Ndwedwe, Mandeni and Maphumulo.

- Whilst not the largest of the Local Municipalities, it is the most significant from an economic and development perspective, due largely to the connectivity and regional opportunity around the N2 corridor, and the importance of the coastline, and the historic development patterns that have given form to this natural resource over time.

- Subsequent to the initial demarcation of the District and Local Councils in 2001, the original extent of KwaDukuza has recently been extended into the Ndwedwe area, assimilating and additional 1379 dwellings, or approximately 6 619 residents, and the delineation of Ward Boundaries amended.

- Traditional Authority land makes up a small portion located along, a short strip of, and the north western municipal boundary bordering the Maphumulo Local Municipality. Land in these areas is governed by tradition and tenure which is administered by Traditional leaders and is characterized by a strong subsistence base.

- Based on statistics prepared in 2008, the local economy of KwaDukuza reflected a stronger reliance on the agricultural sector (54.5%). The second largest contributor being the manufacturing sector contributed just less than 17% and with the tourism sector forming part of the remaining percentage

3.3.4 Existing Nodes and Corridors

- **Darnall Node:** includes areas of Zinkwazi, Darnall, Nyathikazi, Sakhamkhanya, Doringkop, San Sauci, Nonoti Mouth, Princess Grant, New Guilderland, etc. The above areas include planed human settlement projects which are earmarked for the areas of Nyathikazi, Nonoti Mouth and San Sauci.

- **KwaDukuza Node:** includes areas of Blythedale Beach, Shakaville, Lindelani, Stanger Manor, Stanger Heights, Doctorskop, Glenhills, Shayamoya, Rocky Park, KwaDukuza Central, Madundube, etc.

- **Groutville Node:** includes areas of Ntshawini, Groutville, eTete, Thembeni, Addington Farm, etc. This node is identified as a primarily retail orientated node at the intersection of the R102.

- **Southern, Driefontein, Ballito Node:** includes areas of Driefontein, Shakaskraal, Salt Rock, Tinley manor, Woodmead, Shayamoya, etc.

- **Regional Mobility Corridor:** The N2 freeway provides the highest level of regional (and national) connectivity to the Municipality, and the interchange points along this route provide numerous opportunities.

- **Regional Accessibility Corridor:** The R102 provides a high degree of regional connectivity by virtue of its historic role as the main north-south link. In addition to this role the R102 provides higher level accessibility to main development areas and structures intensive growth responses within the Municipality.

- **Urban Arterial:** The R614 and R74 are described as higher order distributor routes that link together different elements within the corridor, most notably the regional Mobility and Regional Accessibility routes. These

routes provide higher level accessibility to main development areas, are characterized by higher intensity development and consist of concentrations of activity at interchanges.

- **Rural Arterial:** The R74 and R614 are also identified as key movement routes that link the future growth and development opportunities of the corridor structure to the traditional rural settlements.

- **Local Collector:** The P103 and other P routes provide access to more localized settlements, tying them into the broader urban system. Lower intensity non-residential developments are presented with access along these routes and higher density residential clusters at key points.

Figure 47: KDM Road Network



For the structuring of capital investment, the KwaDukuza SDF identifies that the distribution of services within KwaDukuza must be oriented towards meeting a range of related performance dimensions where these include nodes, corridors, and urban arterial, rural arterial and local collectors.

These include the following:

- Increasing densities and promoting compactness in order to improve thresholds of support, and subsequently the range and overlap of facilities and opportunities;

- The spatial distribution of services should target the highest levels of equity, and ease of access, across a range of scales;

- The provision of services should seek to bring together different elements of capital investment in a mutually supportive structure to stimulate a greater response over time;
- Investment should allow for the integration of services to encourage multiple and shared use of facilities to maximise the use of limited resources;
- The clustering of facilities and services should be promoted as a means of fostering choice and identity within identified urban nodal points;
- In areas of higher densities, such as in established urban areas, the twinning of similarly scaled facilities across sectors
- In areas of lower settlement density, the distribution of investment across a number of accessible points, as a means of promoting broader opportunity, should be explored. (Balance between accessibility and viability)
- Notwithstanding areas of service specialisation, space standards that guide the delivery of services should seek to accommodate higher levels of integration and overlap, where the principle of mixed use should drive space utilisation and layout;
- Facilities and services should respond to public transportation elements and related installations, rather than being imbedded in local areas.

3.3.5 Broad Land Uses

The broad land use pattern that characterizes KwaDukuza is dominated by agricultural activity, in this case sugar cane cultivation, which comprises over 84% of the total land area. Urban related development within KwaDukuza, both formal and informal, constitutes less than 5% of the total land area. The remaining land portions, after urban and agricultural activities have been taken into account, comprise a range of underdeveloped patterns, with recognized ecological or environmental resources.

The Spatial Development Framework found the following:

- New Urban Centres, comprising relatively recent higher intensity developments, predominantly retail centres, in growing settlements;
- Suburban settlement, mainly within established urban centres such as KwaDukuza Town;
- Old “Township”, low to medium density, lower income residential areas, generally dislocated from main urban opportunity;
- New “Township”, recently developed low to medium density, lower income residential areas, often as deposit to existing settlements, and often with the same degree of dislocation from urban opportunities;
- Urban Core, representing the business and mixed use fabric of larger towns and settlements within KwaDukuza, such as KwaDukuza Town;

- Agricultural Settlement, generally around main roads and service centres serving extensive agricultural areas, characterized by very low residential densities;
- Higher density suburbia, comprising mainly cluster or townhouse types of development, in growing areas;
- Informal settlement, generally close to existing employment and/or activity centres;
- Lifestyle residential developments, such as those in and around Zimbali, characterized by low density, high cost development, often associated with environmental or recreation resources;
- Traditional rural, a less formal pattern of settlement generally some distance from the main urban settlement areas, governed by tribal tradition and tenure, with a strong subsistence base (Livestock and crops); and
- Traditional peripheral, a less formal pattern of settlement closer to urban settlements, characterized by higher densities, and higher growth patterns, but still governed by tribal tradition and tenure.

3.3.6 SPLUMA Implementation

The KwaDukuza Municipality has implemented its administrative systems related to the implementation of SPLUMA. At present the KwaDukuza Municipality has gazetted its SPLUMA bylaws and is already accepting applications via the SPLUMA. In relation to the operations aspects related to the implementation of SPLUMA.

3.3.7 Land Ownership

- Much of the land in KwaDukuza is privately owned land.
- There are very few properties that are under public ownership.
- A large amount of land is used for agriculture of which the dominant agricultural use is the cultivation of sugar cane though it is disappearing as there are a lot new developments coming up in these areas.

Figure 48: KDM Land Reform Map

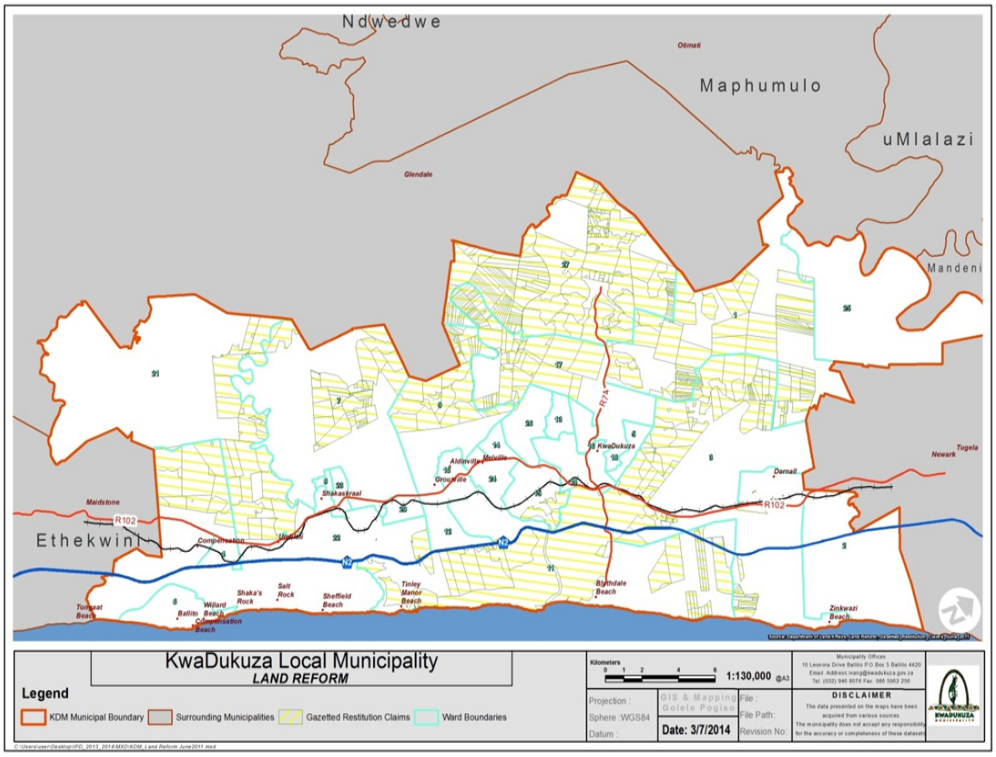
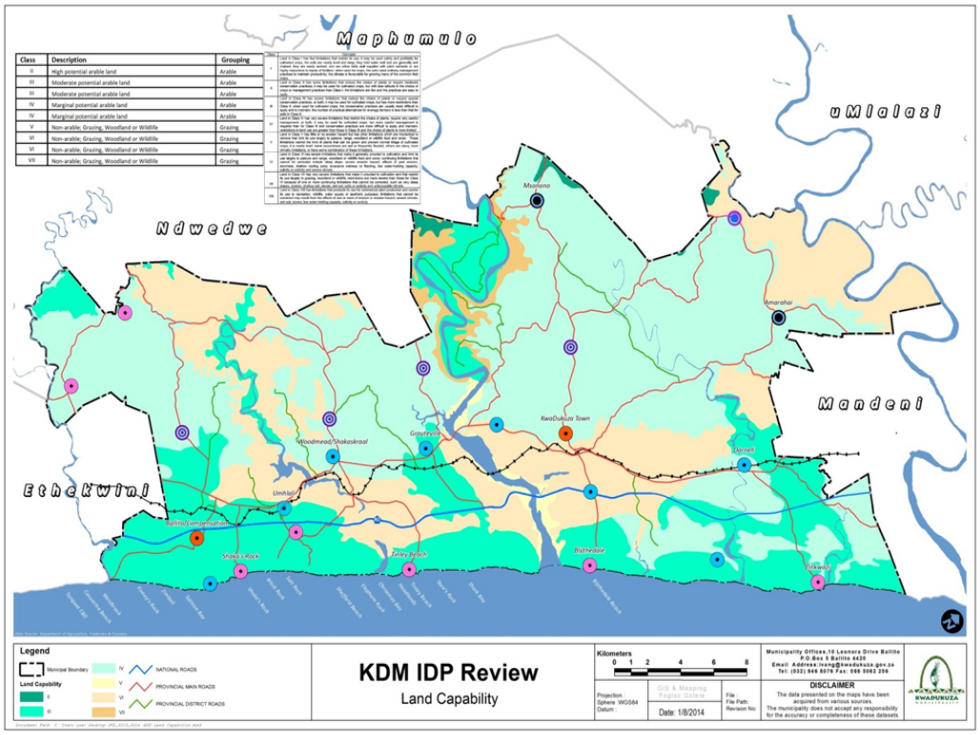


Figure 49: KDM Land Capability Map



3.3.8 Spatial Management SWOT Analysis

Figure 50: Spatial Management SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Each cluster of areas is linked via transport networks to form a coastal town (Ballito)and an inland town(KwaDukuza); ▪ Linear development links the towns to each other so that all residents are within walking distance of a major road and public transportation; ▪ The major linear system is along the R102 that connects the various nuclei to each other, i.e. the commercial nodes and the employment (industrial) nodes; ▪ There is an implicit Urban Growth Boundary (UGB) that will manage and constrain development to support the underlying concept ▪ Strong global, national and regional connectivity via roads, rail and strong links to ports (King Shaka International Airport/Dube Trade port, Richards Bay port and Durban Harbour) ▪ Certain sectors of the economy place the municipality at a competitive advantage when compared to municipalities nationally. The leading sectors in the municipal area being: Wholesale and retail, Manufacturing, Agricultural/ forestry/fisheries, Construction and Quarrying (in descending order). ▪ There are established nodes of mixed economic activities, land uses and zoning, meaning that the economy is diversified, resilient and able to provide all orders of goods and services to people within the municipal area and beyond. ▪ Services are located in close proximity to most residents and are accessible. ▪ Natural beauty, scenic routes and beautiful sea views.	▪ The major nodes of Ballito and KwaDukuza Town, as well as uMhlali, are not clearly defined as nodes; ▪ The remaining nodes are demarcated, although the form/ size / role that they take is not clear; ▪ The area west of Compensation is located some distance away from the transport corridor, limited accessibility; ▪ The areas identified for potential densification include areas of existing residential development and industrial development; areas on both sides of the railway line; and implies significant redevelopment, which may not be appropriate in some areas, feasibility will need to be proven per identified area considering dynamics of particular localities. ▪ Some existing social/ administrative facilities (police stations, health facilities, administrative facilities, education, etc.); are not located at the best locations to be easily accessible to relevant communities ; and ▪ In some cases, areas identified for industrial development have been identified across existing residential development. ▪ No organised public transport network or intermodal transport facilities. ▪ The rail system is underutilised. ▪ Lack of employment opportunities in close proximity to local communities.

▪ Excellent warm climate throughout the year and warm seas. ▪ Two growing town centres (KwaDukuza and Ballito) supported by surrounding lower order nodes.	▪ Settlement sprawl further away from transportation corridors and main economic centres. ▪ Gated estates are a growing development trend in the area, with some of the negative features being limitation of access to public spaces such as the coast and polarisation of an already unequal South African society in terms of class and race. ▪ Inadequate housing and basic service provision for the poor. ▪ Limited tertiary institutions in the area. ▪ No proclaimed protected environmentally sensitive areas. ▪ The N2 and the R102, whilst being the main connecting roads within the District and beyond, are also physical barriers separating the population of KwaDukuza according to class and income.
OPPORTUNITIES	**THREATS**
▪ Supporting high value manufacturing, value added logistics and export perishables production with ICT support and coordinated government services in one place; ▪ Attracting a wide range of investors, operators, users and tenants, with world class facilities; ▪ Socio-economic benefits for KwaDukuza could include growing employment, increasing empowerment, alleviating poverty and providing broad access to infrastructure. ▪ Ballito and environs, is likely to gain added development impetus as an established high income residential area with high end services, industrial areas, etc. ▪ Road networks present an opportunity for the municipality to create inclusive and integrated communities through an efficient, safe and reliable public transport system.	▪ Inadequate and aging infrastructure. ▪ Doing business in iLembe is not necessarily costly but is lengthy compared to other emerging economies. ▪ Spatial integration of racial and income groups is still considered low 20 years after democracy. ▪ Few development opportunities are granted to areas in the hinterland. ▪ On the Western boundary of the municipality are informal settlements that are spreading sporadically.

▪ Increased trade, knowledge and skills transfer through good physical and broadband connectivity to global, national and regional areas of opportunity. ▪ Next generation industrial sector growth through upcoming catalytic projects. ▪ High demand for development and rental options. ▪ Massive tourism possibilities and possibility for the development of a north coast equivalent of the midlands meander ▪ The commercial centres of its KwaDukuza and Ballito, are largely walkable in terms of distance between facilities. This could be capitalised on through town enhancement, densification and urban design, as well as improved infrastructure such as walkways and cycle paths. ▪ Economic growth is currently just below 2% and set to grow to between 3-5% leading up to 2050 ▪ Pockets of High Potential agricultural land remain available. ▪ The consolidated KwaDukuza Land Use Scheme caters for future residential, therefore allowing the municipality the opportunity to promote densification and compaction and reserving land the intended purpose. ▪ The majority of the land within the municipality is flat allowing for further development opportunities (e.g. housing) ▪ The population of KwaDukuza is expected to almost double in number by 2030 therefore there will be higher demand for services and new developments (commercial and residential). ▪ New revenue stream possibilities for municipality (through sale of advertising space, increased citizenry & associated rates base) and GDP growth possibilities. ▪ Proposed local open space network for KwaDukuza residents in the form of the BosMap, which could be turned into vibrant public open spaces by the municipality.	▪ Ballito is developing at a fast rate however the concept of densification and compactness is not as prevalent as it should be. Not viewing density (and therefore efficiency) as a first option/priority for development means there is a risk of unnecessary sprawl, wasted land & resources. ▪ Approximately 60 216 (43%) more houses will be required by 2030 – acknowledging that individual household sizes are decreasing. ▪ Besides Ballito, many town centres are considered untidy and appear neglected (particularly Stanger which has low vibrancy and is in major need of renewal). ▪ Investors are put off by uncertainties with bulk service capacities and provision by the municipality. ▪ The municipality owns only 2.3% of the total land area within its boundaries. This is a major constraint as it can hamper municipal-led development initiatives. ▪ Climate change related threats to agricultural production (changing rainfall patterns), tourism (heat & discomfort) and infrastructure (storms, floods) and coastal properties (storms, tides & sea level rise combined). ▪ Encroachment of development upon critical biodiversity areas, and areas of ecosystem service provision importance. ▪ Vast developments proposed on high potential agricultural land.

▪ The municipality, in partnership with the Worldbank, through the Vuthela iLembe programme have re-engineered development application processes to be more efficient. Opportunity to further improve processes and attract more investors to the area because of the ease of doing business.	

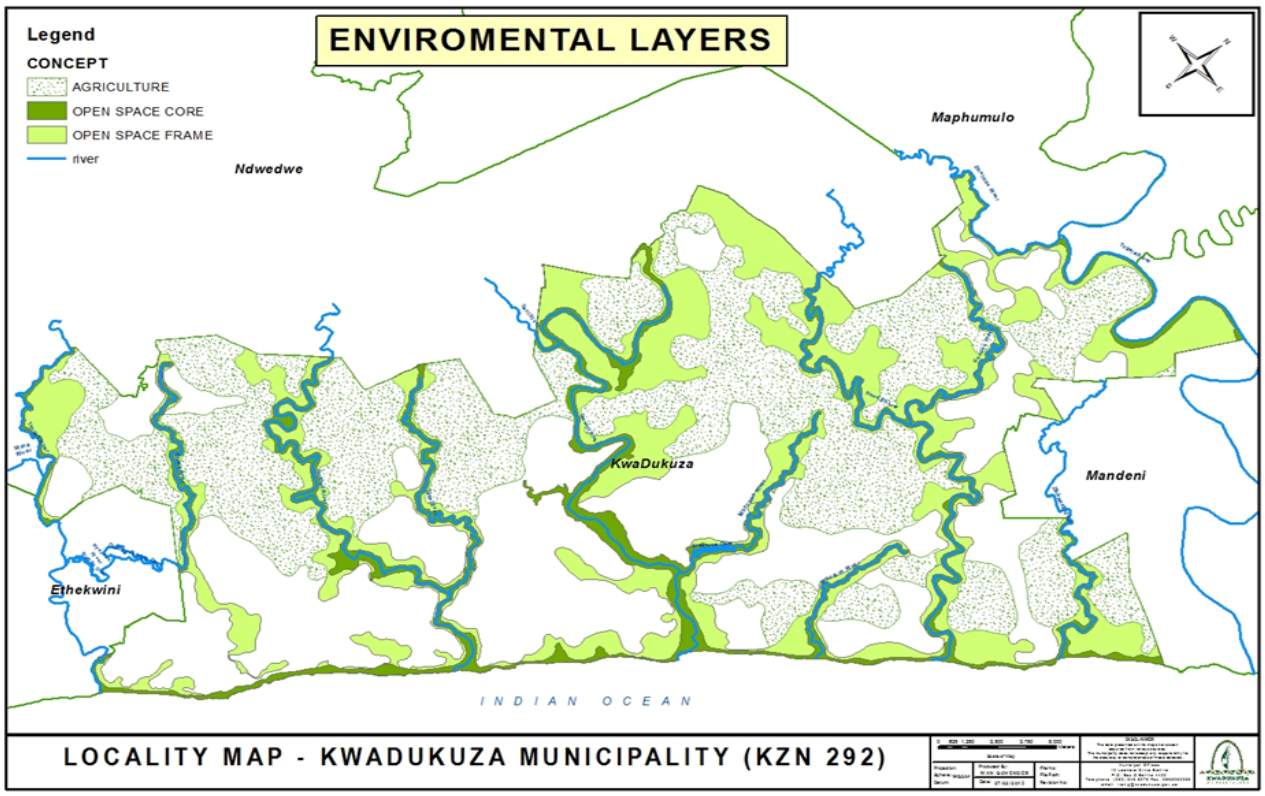
3.3.9 Environmental Analysis

KwaDukuza Municipality ensures alignment to the Specific Environmental Management Acts and other related legislation which drive sound environmental management and protection of natural ecosystems. The municipality aligns itself with the 14 Delivery Agreements. As a key intervention the Municipality strives to sustainably use its environmental assets whilst also maintaining on-going functioning ecosystem services. The municipality responds to the Outcome 10 of the Delivery Agreements relating to the environmental management which states that, 'South Africa's environmental assets and natural resources are valued, protected and continually enhanced' by ensuring a reduction in greenhouse gas emissions, the implementation of strategies to cope with projected climate change impacts ensure proper and better management of our environment; and the protection of our biodiversity.

KwaDukuza Municipality has experienced changes in its natural environment over the year; this is due to economic development that led to the change in land cover from coastal dune grassland and lowland forest to being largely dominated by sugar cane cultivation. Habitat destruction, degradation, illegal activities and pollution has negatively impacted on the natural environment, untransformed land is identified as, 'These patches represent either suitable available habitat of an important species, a threatened vegetation type in itself or an area offering important ecosystem services' (2013).The KwaDukuza Municipality Biodiversity Open Space Management Plan seeks to identify, map and classify untransformed land in the municipality on a fine scale.

The region is characterized by a range of topographic and water based systems. The major river systems have defined a series for the region as a whole, and have played a key role in influencing patterns of settlement and development, primarily through their influence on movement infrastructure. These systems, and the related topographic features have contributed to the configuration of growth and development within the region, and have influenced the emergence of the pattern of settlement, in the form of spaced concentrations of activity clusters along the coastal edge, drawing on the scenic and environmental value, as well as along the inland axis, where the movement infrastructure has influenced the location and intensity of activity nodes.

Figure 51: Environmental Layers



(a) Habitats

KwaDukuza Municipality has a total of 73 497.2 Ha, of which only 17 949.6 is untransformed (24.4%). The level of transformation by cultivation has left great concern on the municipality to conserve what remnant habitats that may remain the municipal area (BosMap 2013). In its pre- development/ transformation stages KwaDukuza typical land covers and features would have included a mosaic of large areas of coastal belt grassland, interrupted by forest patches (particularly on the south facing slopes), wetlands and riverine vegetation. Larger, more contiguous forest patches would have occurred towards the coast, with a large dune and coastal lowland forest belt running along the immediate coastline, interrupted by grasslands and estuaries and their associated wetland vegetation.

Transformation in the municipal area has resulted in major habitat loss and in order to attempt to conserve the remaining habitats and improve biodiversity in the region, known habitats in the region were identified and special features of similar character were used to define habitats in KwaDukuza with importance in terms of biodiversity and high conservation value. With natural vegetation being converted to other land uses at a high rate, the protection and efficient use of habitats is vital to avoid further irreversible degradation to the municipality's biodiversity. The BOSMAP identifies priority areas, it is crucial to use maps of biodiversity priority areas to guide decisions about planned developments.

Figure 52: Patch Priority Map

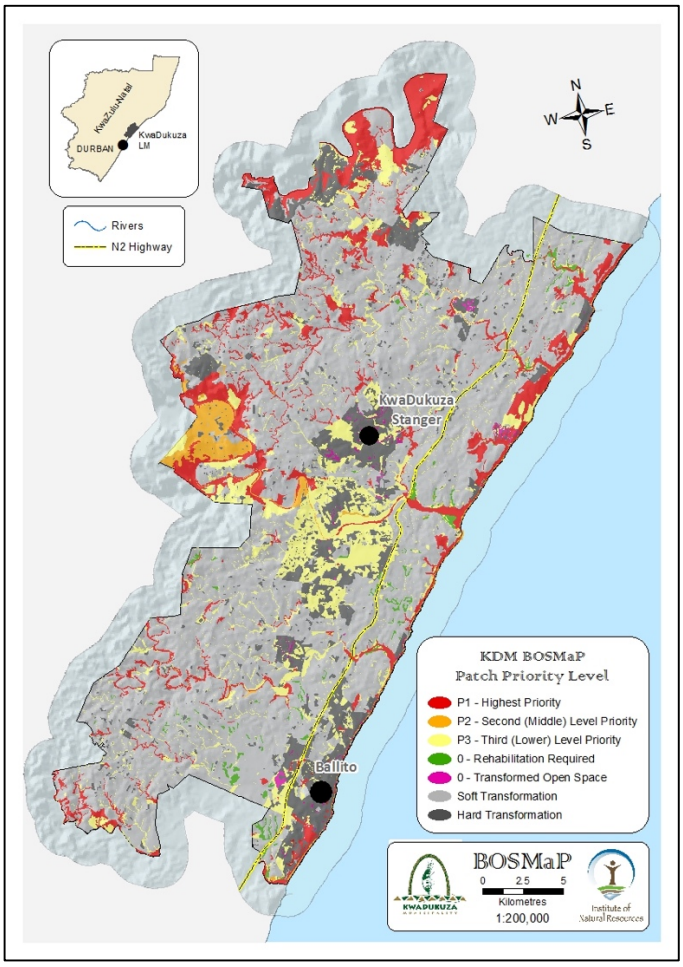
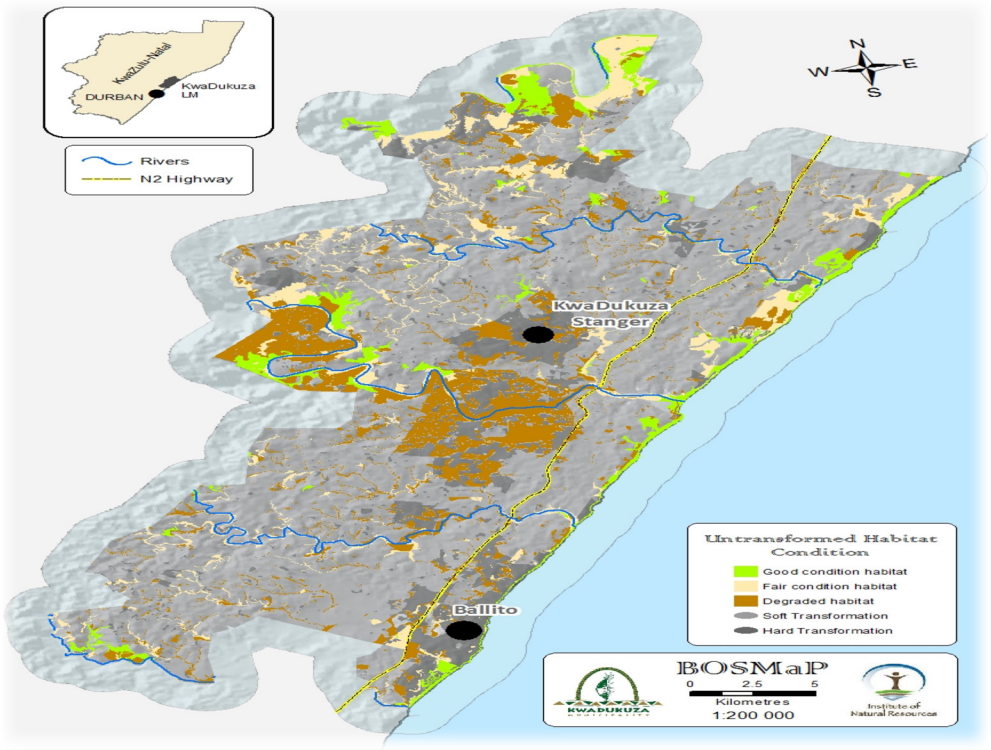


Figure 53: Hydrological Features



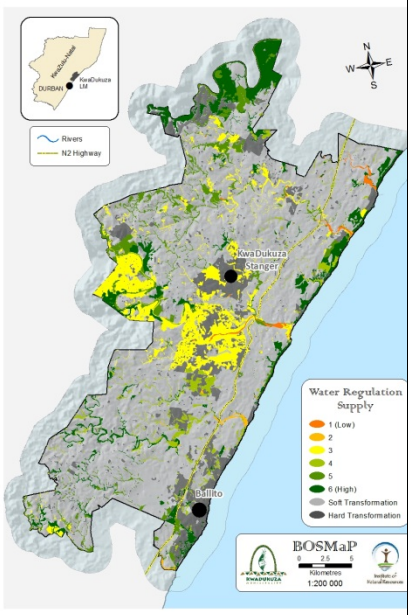
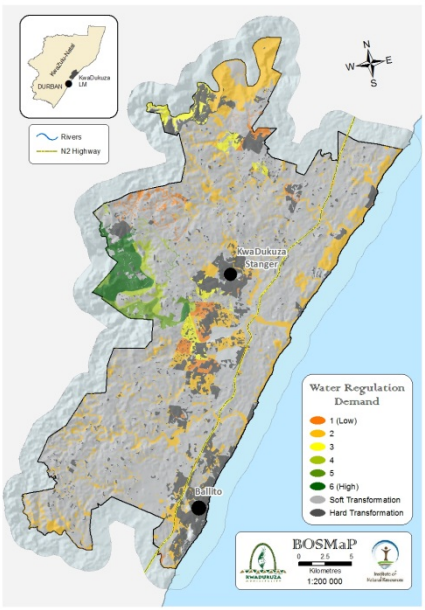
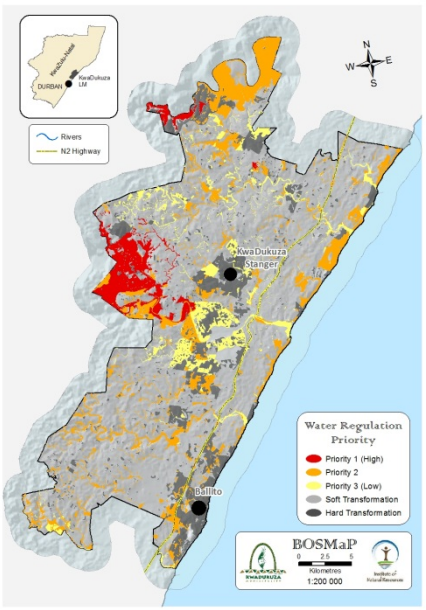
(b) Rivers

Several rivers flow through the area in a west-east direction into the Indian Ocean, these include, from the south to the north, the Tongati, the Mhlali, the Mvoti, the Nonoti, Zinkwazi which are quaternary catchments and on the northern boundary the Tugela (uThukela) which is the largest river in KwaZulu Natal. The rivers form part of the Mvoti to Umzimkulu water management area which lies along the eastern coast of South Africa. It is situated in a humid part of the country with mean annual precipitation of 800 mm to 1500 mm. Major rivers and inter catchment linkages are highlighted showing connectivity in the KwaDukuza Biodiversity and Open Space Management Plan (BosMap), thus improving biodiversity planning in the area (view map above).

Major rivers in KwaDukuza are moderately modified by high impact activities occurring along them and within them and as a result have been assigned the status of 'vulnerable' in terms of the National Spatial Biodiversity Assessment. Other challenges within KwaDukuza Rivers include, pollution, modification of watercourses by development, especially urban development, reduction in stream flow and invasion of riparian areas by invasive alien vegetation.

The BosMap also provided the municipality with a water services assessment in terms of water supply (the actual features which supply water – rivers etc) and water regulation (the regulation of supply by the storage of water by features in the catchment – the sponge effect). By assessing both supplies over demand, KwaDukuza is able to focus on certain areas within the municipal area which must be prioritized for their ability to supply water in the area.

Figure 54: Supply, Demand and Priority Areas

Supply	Demand	Priority Areas
		

(c) Wetlands

Wetlands are a vital component of the water resources system of the catchments which occur in KwaDukuza and fulfill a vital role in the correct hydrological functioning of the drainage systems within by retaining water and contributing to perennial flows, controlling erosion, removing silt load and other potential pollutants from the hydrological system.

The biggest threat to wetlands in KwaDukuza is sugar cane cultivation as this affects wetland hydrology and functioning followed by fragmentation/ transformation due to developments and alien vegetation. As a mitigation factor the BosMap provided a strategic layer showing all major wetlands, their classification, connectivity, functional level and ecosystem service provided. The BosMap is a living document to be updated regularly as new detailed data becomes available e.g. new wetlands identified through of Environmental Impact Assessments.

(d) Coastal Areas

The coastal area of KwaDukuza contributes an enormous amount of tangible and intangible benefits to residents and visitors. These benefits cannot be measured in purely economic terms, and the protection, conservation and continued ecological function of the KwaDukuza coastal environment is an asset to the municipality and the country beyond measure. It is thus critically important that the natural functioning of the KwaDukuza coastal system is allowed to continue with minimum anthropogenic interference and that its coastal environmental assets are preserved and protected at all costs. The coastline of KwaDukuza comprise of sandy beaches, dune forests and rocky headlands. The demand for sandy beaches and the pressure to provide space, adjacent to bathing beaches and other amenities, both for recreational activities and parking is growing. Degradation of the coastline has negative connotations to the tourism industry, which is considered crucial for economic development in KwaDukuza.

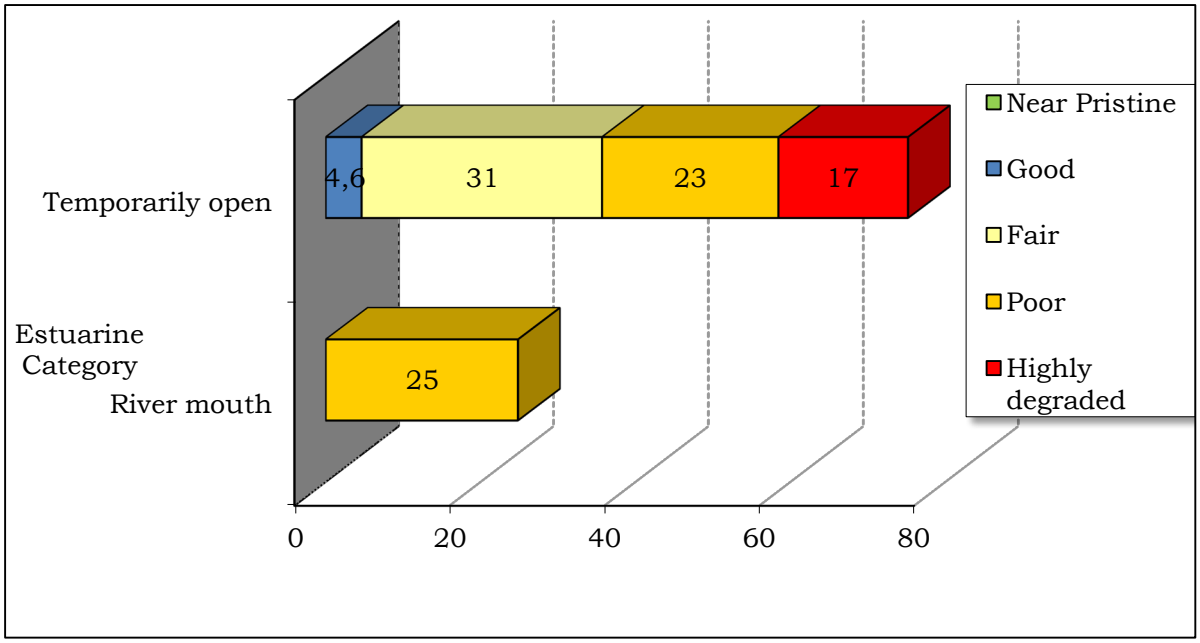
Figure 55: Estuarine Category, DWA Reserve Determination Status Present Ecological of Estuaries within KwaDukuza

Estuary	Category	Size	Estuary Area (ha)	% area	Catchment Area (ha)	DWA Reserve Determination level and date	Estuarine Management Plan	PES
uThongathi	Temporarily open estuary	M	155	17.5	40 864	Intermediate level RDM conducted 2007	N	E
uMhlali	Temporarily open estuary	L	134	15.1	24 939	-	N	C
Bob's Stream	Temporarily open estuary	S	3	0.3	309	-	N	C

Seteni	Temporarily open estuary	S	5	0.6	787	-	N	C
uMvoti	River mouth	L	230	26.0	273 887	-	N	D
uMdlotane	Temporarily open estuary	S	3	0.4	3 368	-	N	B
Nonoti	Temporarily open estuary	M	145	16.4	17 531	-	N	C
Zinkwazi	Temporarily open estuary	L	211	23.8	7 790	-	N	C/D

This is in evidence with only one relatively small Mdlotane estuary (3 ha) being considered to currently exist in a B category (largely natural with few modifications) or Good condition. This only comprises 0.4% of the estuarine habitat within the municipal area. No estuaries could be rated in an A category or Excellent condition and no estuaries have any formal protection. Four of the systems Umhlali, Bob's stream, Seteni and Nonoti are currently sitting in a category C or Fair condition which contributes 31% of the total estuarine and a total area of 288ha. The remaining three are considered to be in poor to highly degraded condition i.e. Umvoti, uThongathi and Zinkwazi.

Figure 56: Estuarine Category, DWA Reserve



The percentage of estuarine area by estuarine category and health status within the KwaDukuza Municipality

(e) Conservancy Areas

- A number of conservancy areas exist within the KwaDukuza Local Municipality, namely the Addington Conservancy.
- Natural areas occurring between Rodger Stewart and Prince's Grant Golf Estate.
- Mbozambo wetland (created by Sappi)

Potential Areas of Conservation

- Other areas showing the greatest potential for conservation are positioned to the north of Tinley Manor.
- The rocky cliff habitat common to the areas between Thompson's bay and Salt Rock.

(f) Biodiversity

The natural biodiversity of KwaDukuza Municipality is strongly linked to two main vegetation biomes, namely the Forest Biome and the Indian Ocean Coastal Belt Biome. A range of alien species make up another component of the biodiversity of this area. These biomes are comprised of different vegetation types, differentiated by their typical botanical characteristics and structure. Within the matrix of vegetation types, a wide variety of species are encountered from plants through insects to birds and mammals. Each of these species forms an integral component of the biodiversity of the area. The biodiversity priority areas for the municipality were assessed by determining habitat patch irreplaceability ('importance') and the summed irreplaceability ('priority areas') of all patches through the use of C-Plan conservation planning software.

Figure 57: Terrestrial Biodiversity

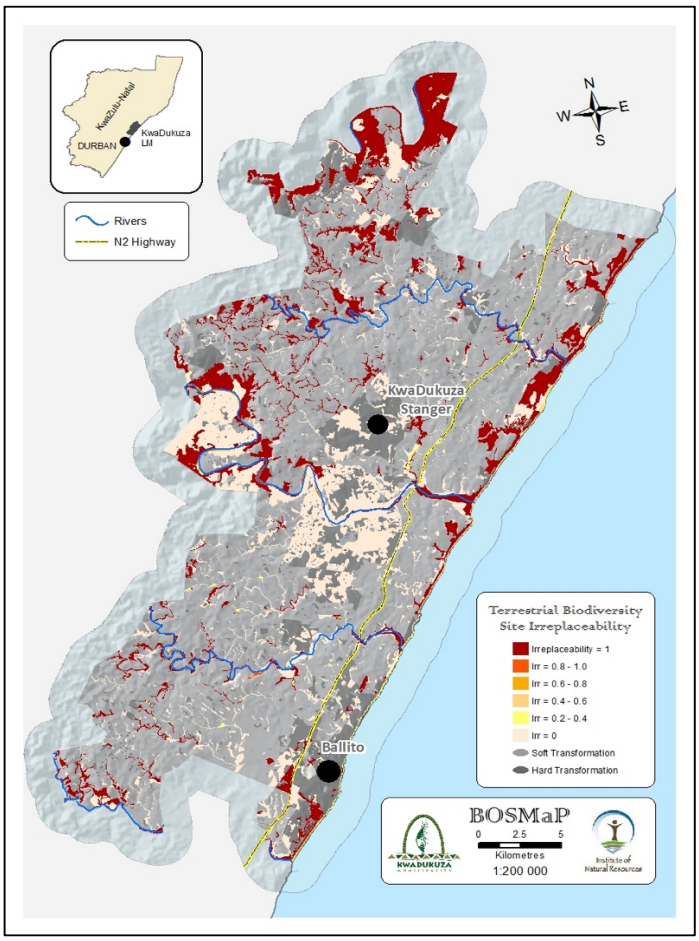
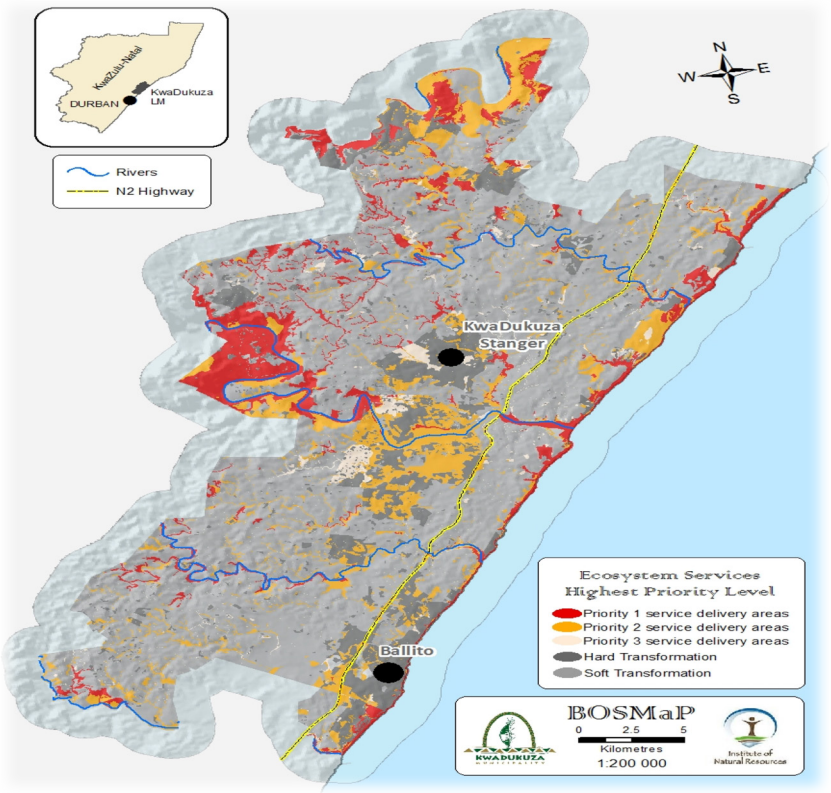


Figure 58: Ecosystem Services



(g) Climate Change

Climate change continues to cause a number of challenges for KwaDukuza Municipality, linked to impacts such as increased temperatures, extreme weather conditions (flooding and drought), sea level rise and climate inconsistency.

Following from the 21st session of the UNFCCC Conference of Parties (COP21) outcome: Paris Agreement and the Compact of Mayors, local governments are recognized as essential actors in fast tracking transformative action in the urban world, hence KwaDukuza Municipality is one of the first local municipality in South African who have declared their intent to comply to the Compact of Mayors which serves as a re-affirmation of our commitment in the fight against climate change. Moreover, to respond to climate challenges, KwaDukuza Municipality developed and adopted a Climate Change Response Strategy in July 2013. The strategy incorporates Climate Change Adaptation and Mitigation responses around four themes: Natural system; Built system; Socio-Economic system; and Governance. Climate Change Adaptation could be defined as making sure that existing development, activities and services are able to cope with the environment that will result as the climate changes. Climate Change Mitigation refers to two specific aspects (decreasing usage & reducing intensity) that when embraced together can lead to growth while reducing emissions.

Within iLembe District, KwaDukuza Municipality is one of two coastal local municipalities and coastal vulnerability index findings indicated that KwaDukuza Municipality has many high risk areas (43%) such as KwaDukuza' s coastline. This strategy continues to highlight climatic changes expected within KwaDukuza region through using the climate change scenario modelling assessment that considered impacts associated with five key climate variables (precipitation; potential evaporation; hydrological systems; agricultural systems; and human settlements) which are expected to change over time as a result of climate change. From present into the next 40 years or so, the projected increases in rainfall for the KwaDukuza area bode well from a water resources availability perspective and from that of potentially increased crop yields, especially in drier years and in the drier months. On the negative side are possible increases in flooding and sediment yield as well as inundation of agricultural lands adjacent to rivers. The monthly potential evaporation is predicted to increase by 8 to 12 % over the next 40 years and this increased evaporation is likely to impact water bodies which already see relatively high evaporative losses, sugarcane irrigators as they will have to purchase more water for their crops, and dry land (rain fed) farmers.

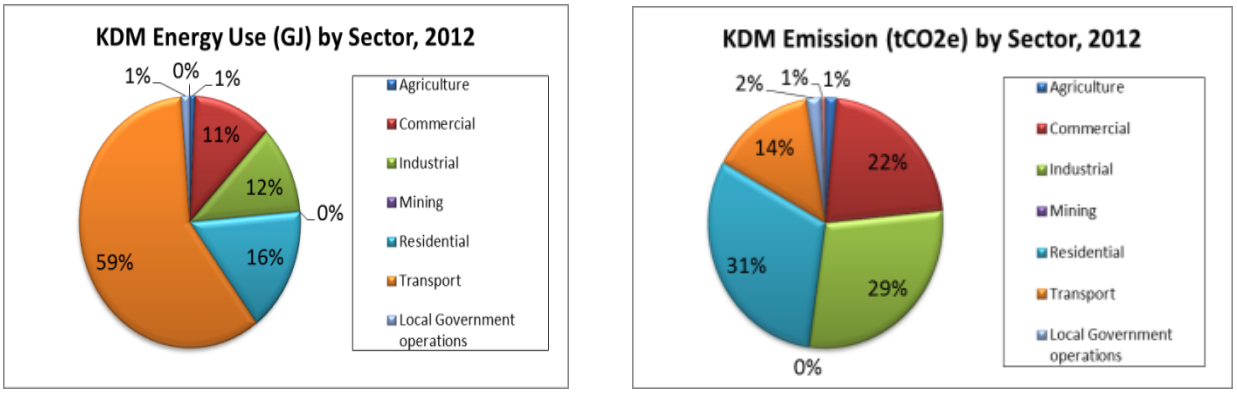
Projected general increases in hydrological responses maybe viewed as both positive and negative with projected increases in base flows being positive in dry years when water is most needed, but with also an increased risk of flooding being negative. Moreover, projected increases in sediments yields having multiple negative effects ranging from increased water purification costs to sediment polluted beaches keeping holiday makers away. A projected 50% increase in sugarcane yields as a result of the combination of projected increases in both temperature and rainfall, but an increase in temperature also coincides with an increase in reproduction of sugarcane pests which means that yields can potentially be threatened and therefore investment into alternative pest control would have to be considered. In KwaDukuza area the comfort of tourists especially during holiday seasons and the comfort of manual labourers in sugarcane industry during harvest season. Future projections indicate that there will be decreases in partially comfortable days in January (summer vacation), April (Easter vacation), and little change in comfortable/ uncomfortable into the future for July (winter vacation) and September (Michaelmas break).

Hence, KwaDukuza Municipality is building upon the CCRS for Mitigation Strategies and in the previous term it partnered with ICLEI Africa (2012 – 2015) as part of the global initiative of Promoting Urban Low Emissions Development Strategies (Urban LEDS) in emerging economy countries and integrates this into municipal planning and delivery. Urban LEDS defines a pathway to transition a community to a low-emission, green and inclusive urban economy, through its integration into city development plans and processes.

(h) Greenhouse Gas Inventory

The GHG inventory is compliant with the international accounting protocols, techniques and methodologies for Local Government Greenhouse Gas, i.e. Emissions Analysis Protocol (IEAP) and the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC). The result of the GHG showed that demand-side energy consumption by sector, transport is by far the biggest energy user, but in terms of emissions residential (has the highest emissions), commercial and industrial all have a relevant role to play as depicted in the pie chart below.

Figure 59: KwaDukuza Municipality Energy Use and Emissions



(i) Energy Consumption

The results from the Greenhouse Gas Inventory show that everyone in KwaDukuza Municipality makes a contribution and everyone has a responsibility to reduce their emissions. The carbon and energy intensity in KwaDukuza is similar to that of like-sized municipalities, with similar economic activities, and demographics. More detailed statistics on the energy use and carbon emissions can be found in the detailed Greenhouse Gas Inventory Report, with high-level summary statistics in the info graphic.

(j) Education Awareness

KwaDukuza Municipality commemorates all the South African Environmental Calendar Day to promote environmental awareness and education, the municipality has prioritises a school based environmental education programme by supporting the eco-schools and Schools Environmental Education Programme (SEEP) in partnership with the Department of Economic Development, Tourism and Environmental Affairs. In addition, community based environmental awareness programmes will be conducted through the municipality's environmental management forum members from the 29 wards within the municipality. As part of the education and awareness programmes, educational tours, educational talks, competitions and excursions with schools and the community are conducted.

(k) Spatial and Environmental Trends and Analysis

- After the completion of the SEA in 2008 there has been further development of policies such as the draft Coastal Management Plan (2011) and the BosMap (2013).
- Through the proactive nature and current climate change pressure the municipality developed a Climate Change Response Strategy in which currently the Municipality in partnership with ICLEI has identified their sources of GHG in the economy.
- The development of the Estuary Management Plan for the Nonoti and the Zinkwazi River of which the final product will be the policy of the municipality which expands the municipality's natural corridors and protection zones.

(l) Status of Sector Plans for Environmental Management

Figure 60: Sector Plans Status

Sector Plan	Completed (Y/N)	Adopted (Y/N)	Status Quo
KwaDukuza Municipality Strategic Environmental Assessment (SEA)	Yes	Yes 2008	KwaDukuza Municipality identified the need for a SEA in order to assess the environmental implications of the KwaDukuza IDP, to determine the ability of the environment to sustain the development currently taking place in the Municipality and to identify the environmental opportunities and constraints within the Municipality.
Coastal Management Plan (CMP)	Yes	Yes 2011	As prescribed in the Integrated Coastal Management Act, No 24 of 2008 (ICM Act) KwaDukuza Municipality became the first municipality in the country to comply with the requirements which were; the development and adoption of a Coastal Management Programme (CMP). The second phase of the CPM was the development of the Coastal Development Management Tool. This tool will act as a guide for the Municipality and for stakeholders to determine and implement certain coastal planning with specific zoning, associated land use, setback lines and development controls, the inclusion of the Development Management Tool has acknowledge the change in the NEMA Environmental Impact Assessment 2014 regulations but has also allowed leverage for future amendments. This is awaiting adoption by KwaDukuza and the final leg of public/stakeholder engagements to have the document finally complete

Sector Plan	Completed (Y/N)	Adopted (Y/N)	Status Quo
KwaDukuza Climate Change Response Change (CCRS)	Yes	Yes 2013	In line with Climate Change COP17 conference held in Durban in 2011, KwaDukuza Municipality undertook to make its commitment in fighting the impacts of climate change bearing in mind that as a growing municipality under immense development pressure; KwaDukuza must aim at creating a climate-resilient and low-carbon economy and society by building resilience to the effects of climate change through the reduction of greenhouse gases.
The Urban Low Emissions Development Strategic Framework and Action Plan(Urban LEDS)	Yes	Yes 2015	The Urban Low Emissions Development Strategy (Urban LEDS) builds from the CCRS strengthening it with strategic vision statement linked with the IDP. The main objective of the Urban LEDS is to enhance the transition to low-emission urban development in municipalities in emerging economy countries. Progress thus far: KwaDukuza Low Emissions Development Strategic Framework and Action Plan has been completed and was adopted in 2015. The action Plan will feed into the municipal IDP, SDBIP, and Departmental performance management system. The Urban LEDS was fully funded by European Union through ICLEI Africa.
KwaDukuza Biodiversity and Open Space Management Plan (Osman)	Yes	Yes 2013	The plan is done by identifying, mapping and classifying untransformed land in the municipality at a fine scale. This plan is an element of the Municipality's IDP and located at a level between the SDF and LUMS. The plan assists the municipality in classifying and managing areas important for biodiversity conservation and provision of ecosystem services. This plan is a decision making tool that informs the decisions regarding development and conservation in KwaDukuza Municipality.
KwaDukuza Greenhouse Gas Inventory	Yes	Yes	Greenhouse Gas (GHG) Inventory 2012 which is an accounting of greenhouse gases emitted to and removed from the atmosphere. The KwaDukuza GHG Inventory is complaint with the international accounting protocols, techniques and methodologies of both International Local Government Greenhouse Gas Emissions Analysis

Sector Plan	Completed (Y/N)	Adopted (Y/N)	Status Quo
			Protocol (IEAP) version 1.0 and the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC). KwaDukuza Municipality is in the process of reviewing their GHG Inventory using the base year 2014 data.
Green building Guidelines for KwaDukuza	Yes	Yes 2015	The aim of this document is to provide an easy to use reference document for the municipality and building professional and users. It is not intended to be exhaustive, but rather address the key issues generating the most widespread benefits in terms of operating costs, user amenity and the environment. Ultimately, this set of Green Building Guidelines is one of the tools needed and available to achieve better buildings and better spaces for people to live, work and play- to restore and enhance our environment, our people and our economy.
KwaDukuza Municipality Draft Environmental Policy	Yes	No	The Environmental Policy, is a statement of intent towards KwaDukuza Municipality 's objectives regarding its environment, it form the basis for sectorial policies, strategies and programmes to ensure that the principles of sustainability are adhered to and a community-ecosystems-based-adaption (CEBA) approach be followed under which humans and nature can co-exist for the benefit of present and future generations.
Estuary Management Plans (EMP)	No	No	

3.3.10 Environmental Management Swot Analysis

Figure 61: Environnemental Management SWOT Analysis

STRENGTHS	WEAKNESSES
"Green" wedges separate the towns and maintain environmental integrity, BosMap, CCRS, EMF, draft CMP and GHG Inventory for the management of environmental assets,	The schematic edges of potential future development do not appear to be well aligned with existing development areas or with river/ flood line/ service catchment demarcations, Inadequate financial resources to speedily implement recommendations of environmental sector plans,

Cooperative governance between spheres of government, Environmental plans/programmes are mainstreamed into the spatial planning tools such as the SDF.	Few remaining natural areas, Non-management of sensitive natural assets.
OPPORTUNITIES	**THREATS**
Urban Low Emission Development Strategy. Preserve sense of place, Stable Climate, Unexploited heritage market, Increase the number of protected areas, Green Building Guidelines Policy.	Climate change. Biodiversity loss and in invasive Alien species, Loss of natural assets such as coastal dunes, natural grassland and sugar cane, to development. Habitat and vegetation destruction, Development and pressures may promote environmental degradation if not properly facilitated, Wetlands Degradation, Illegal sand mining activities and environmental non-compliances.

3.4 Disaster Management Analysis

3.4.1 Introduction

The KwaDukuza Local Municipality is primarily responsible for the implementation of the Disaster Management Act, 2002 (Act 57 of 2002) within its area of jurisdiction, with a specific focus on ensuring effective and focused disaster risk reduction planning. The outcomes of a comprehensive disaster risk assessment can ensure that all developmental initiatives as well as contingency planning and practice of the municipality are informed by accurate knowledge of disaster risk, enabling various stakeholders to contribute to the reduction of disaster risk within the KwaDukuza Local Municipality.

The purpose of the Disaster Management Plan is to enhance the capacity of the municipality to prevent and to deal with disasters and to avoid developments which are subject to the exposure of high risk of disasters. As per Section 53 of the Disaster Management Act a Municipality must "*prepare a disaster management plan for its area according to the circumstances prevailing in the area*." Through the development of the Disaster Management Plan, the KwaDukuza Municipality highlights its current position and preparedness in response to emergencies.

3.4.2 Outline of the KDM-Disaster Management Plan

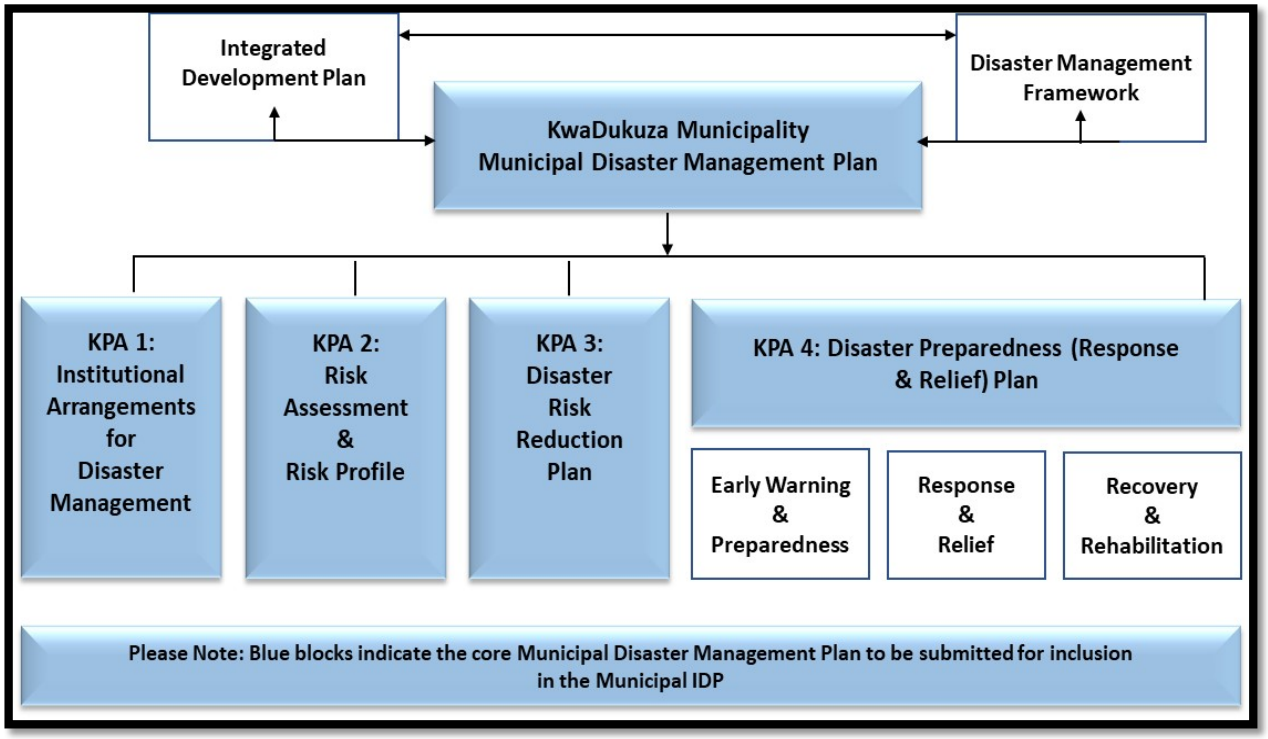
The National disaster management framework categorises disaster management into two different aspects i.e. Key Performance Area (KPA) or an Enabler, described below:

- KPA 1 - Integrated institutional capacity
- KPA 2 - Risk assessment
- KPA 3 - Disaster risk reduction
- KPA 4 - Disaster preparedness
- Enabler 1 - Information and communication management
- Enabler 2 - Education, training, public awareness and research
- Enabler 3 - Funding arrangements

The above-mentioned components form the basis of municipal disaster management strategy. For ease of understanding the document has been structured accordingly. The main document provides a brief overview of each of the components while the detail is included as Annexure 7. Disaster management is multi-sectoral and multidisciplinary, which requires the involvement of multi- agencies.

The disaster management provides the details of what should be done while the disaster management framework provides the guidance and legislative framework to who should be executing the plan. The disaster management plan is included in the IDP as a sector plan to ensure that the disaster management strategies form part of the municipal strategy and that funding can be made available to effectively implement the disaster management plan. The following diagram provides a summary of the outline and relations of the various sections.

Figure 63: Outline of the Disaster Management Plan



Source: KDM-Disaster Management Plan

3.4.3 Background

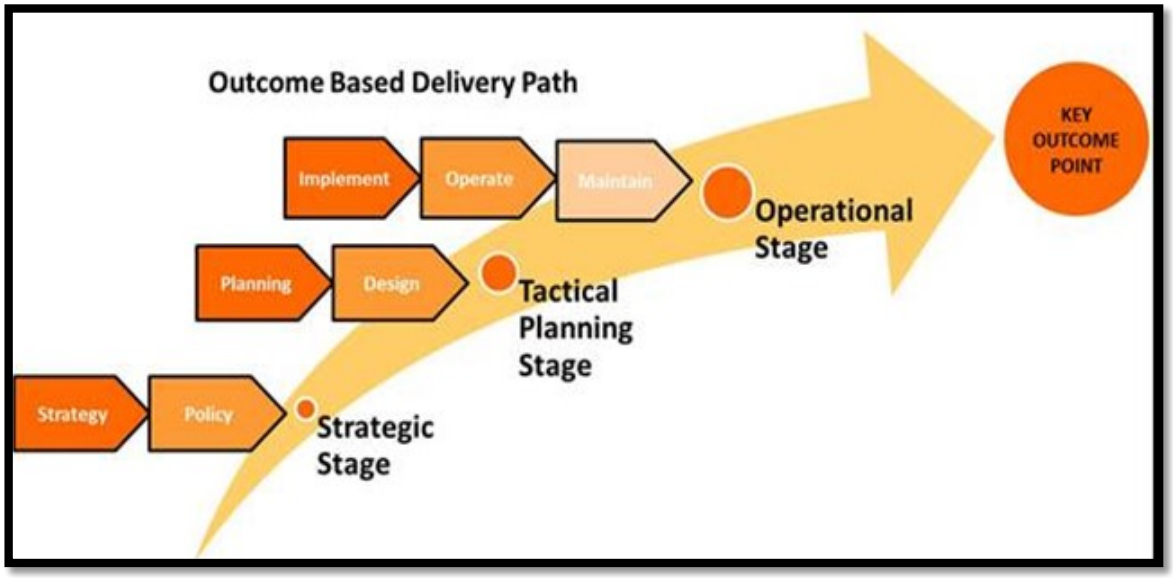
A typical institutional framework comprises of the follow elements:

(a) **Key Outcome Points**: The "reason for being" of any institution or organisation is the services and the products that are being supplied to their constituencies or customers. These products and services are the key outcome points that the institution or organisation should be achieving.

(b) **Outcome Based Delivery Processes**: For each of the key outcome points, delivery processes), or business processes, will have to be developed that define the functions that contribute to its delivery at each of three levels, namely:

- **Strategic Stage**: Here the overall objectives and parameters are defined**;**
- **Tactical Planning Stage**: The budget is assigned and the project or programme is decided upon - the how to go about it; and
- **Operational Stage**: Where it is done and maintained.

Figure 64: Definition of Outcomes Based Delivery Process



(c) **Organisational Structure**: The organisational structure should be designed to support the outcome-based delivery processes. Staff should be placed in the organisation and trained to perform their functions so that the delivery processes keep delivering the desired outcomes.

(d) **Office Accommodation**: The staff in the organisation should have properly equipped office accommodation, which must facilitate the day-to-day operational activities that staff performs.

(e) **Performance Management**: To ensure that the desired outcomes are achieved, it is necessary to develop, deploy and maintain information systems that will adequately monitor the performance of the delivery processes and the ***impact*** being achieved.

3.4.4 Key Outcome Points of the Act

The National Government has promulgated the Disaster Management Act, Act 57 of 2002, to provide an integrated and coordinated disaster management regulatory framework in which various role players can work towards a common purpose. This common purpose (Figure 3) can best be described as, among others:

Key Outcome Point 1 - Risk Reduction: The first ***key outcome point*** of the Act is that Municipalities and Provinces should seek to mitigate or reduce the risk of disasters occurring in vulnerable communities as a first prize. To achieve this ***outcome***, Municipalities and Provinces will be expected to propose, implement and monitor cost-effective and innovative projects and programmes that will mitigate or reduce the risk of disasters occurring in vulnerable communities.

Key Outcome Point 2 - Disaster Preparedness: Another ***key outcome point*** of the Act is that Municipalities and Provinces should be prepared for disasters that could occur. To achieve this ***outcome***, Municipalities and Provinces will be expected to plan, practice and improve their preparedness, response and relief activities for disasters that could occur.

Key Outcome Point 3 - Disaster Recovery: The third ***key outcome point*** of the Act is that Municipalities and Provinces should be able to address the consequences of a disaster. To achieve this ***outcome***, Municipalities and Provinces will be expected to propose, implement and monitor cost- effective and innovative disaster recovery measures, which will also reduce the risk of the same disaster impacting on the same community again.

Figure 65: Key Outcome Points of Disaster Management Act



3.4.5 Performance Management

Typical performance management issues that must be addressed are, to name a few:

Define Impacts to be Measured: To ensure that the Key Outcome Points are being achieved, it will be necessary to define what impacts must be measured in each of the Key Outcome Points. This will, in turn, inform the requirements for information systems relating to the disaster management plans.

Identify Key Performance Indicators along Outcome Based Delivery Process to be Measured: It is also necessary to identify what KPI's must be measured in each task of the outcome-based delivery processes. The objective of these performance measurements is to ensure that the delivery processes are functioning optimally and not to monitor individual performance. These KPI's will inform the information systems requirements.

Implement Information Systems: With inputs from the performance management side mentioned above, it will be required that appropriate information system be developed, implemented and maintained. The objectives of these information systems are two-fold, namely:

Operational Assistance: The primary focus of these information systems will be to ensure that staff is supplied with appropriate tools that will assist them in their day-to-day activities.

Performance Management: A secondary focus is to measure the performance of the impacts being achieved and the performance of the overall delivery process. This information can be fed to the strategic, planning and operational levels to ensure that staff is informed of their progress

3.5 Legal Requirements Applicable to KwaDukuza Municipality

South Africa is prone to a variety of natural and human-induced hazards, which occasionally lead to loss of property and lives. In the past decade, these hazard occurrences have become more frequent and severe. The Constitution of the Republic of South Africa (Act 108 of 1996) gives everyone the right to a safe environment. Section 24 states that everyone has the right to an environment that is not harmful to their health or well-being.

The National Government recognised a need to establish an institutional framework that allows for risk prevention and rapid action during an occurrence and has taken certain steps towards this end, such as:

3.5.1 **White Paper on Disaster Management**: The White Paper introduced a new paradigm in the management of disasters, by placing an emphasis on risk reduction and preparedness.

3.5.2 **Disaster Management Act**: The White Paper led to the promulgation of the Disaster Management Act, Act 57 of 2002, which is the regulatory framework for disaster management in South Africa. The Department of Provincial and Local Government (DPLG), through the National Disaster Management Centre (NDMC), administers the Act.

3.5.3 **Disaster Management Amendment Bill:** The Amendment Bill was approved by the NCOP on 3 November 2015 and will now be promulgated. The purpose of the Bill it to amend the Disaster Management Act, 2002. The bill's amendments include the following:

(a) Clarification of policy focus on rehabilitation and functioning of disaster management centres;

(b) Alignment of the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction; and.

(c) Providing for the South African National Defence Force (SANDF) and South African Police Service (SAPS) to assist disaster management structures.

(d) Providing for an extended reporting system by organs of state on information regarding: events leading to declarations of disasters; expenditure on response and recovery; actions pertaining to risk reduction and particular problems experienced in dealing with disasters.

(e) Strengthening of reporting on implementation of policy and legislation relating to disaster risk reduction and management of allocated funding to municipal and provincial intergovernmental forums established in terms of the Intergovernmental Relations Act of 2005.

(f) Expanding the contents of disaster management plans to include conducting disaster risk assessments for functional areas, mapping of risk, areas and communities vulnerable to disasters; to provide measures to reduce the risk of disaster through adaptation to climate change and developing of early warning mechanisms.

(g) Providing for regulations on disaster management, education and training matters.

(h) Substitution and insertion of certain definitions.

3.5.4 **National Disaster Management Framework**: The NDMC is currently in the process of preparing a National Disaster Management Framework, which will aim to guide the development and implementation of disaster management in the country.

3.5.5 **Policy Framework for Disaster Management in the KwaZulu-Natal Province**: The Policy Framework aims to guide the development and implementation of disaster management in the Free State.

3.5.6 **Policy Framework for Disaster Management in the iLembe District Municipality**: The policy framework aims to guide the development and implementation of disaster management in the iLembe District Municipality.

3.5.7 **National Disaster Management Centre Guidelines**: The NDMC has developed guidelines for the establishment of disaster management centers (DMC's).

3.5.8 **National Disaster Management Planning Guidelines**: The NDMC has requested proposals to prepare "Guidelines for Preparing Disaster Management Plans" that will assist Municipalities in the drafting of their disaster management plans.

3.5.9 **Yokohama Strategy for a Safer World**: The Strategy provides guidelines for natural disaster prevention, preparedness and mitigation and its plan of action. It focuses on disaster reduction, centered on the objective of saving human lives and protecting property. The Strategy calls for an accelerated implementation of a Plan of Action to be developed and provides recommendations for the action to be taken at all levels.

3.5.10 **Hyogo Framework of Action**: The expected outcome of this Framework can be summarised as "The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries". The framework includes strategic goals and priorities for action from 2005-2015. In order to achieve these goals and act upon the priorities identified in the Framework, a range of tasks have been identified to ensure implementation and follow-up by regional and international organizations in collaboration with civil society and other stakeholders.

3.5.11 **Sendai Framework for Risk Reduction 2015-2030**: The Sendai Framework is the successor instrument to the Hyogo Framework for Action (HFA) 2005-2015: Building the Resilience of Nations and Communities to Disasters. Building on the Hyogo Framework for Action, the Sendai Framework aims to achieve the following outcome over the next 15 years: 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. To attain the expected outcome, the following goal must be pursued: Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience. The framework reiterated the commitment to address disaster risk reduction and the building of resilience to disasters with a renewed sense of urgency within the context of sustainable development and poverty eradication, and to integrate, as appropriate, both disaster risk reduction and the building of resilience into policies, plans, programmes and budgets at all levels and to consider both within relevant frameworks.

3.5.12 The Disaster Management Act (the Act)

The Disaster Management Act, Act No. 57 of 2002 (the Act), requires that, inter alia, the three spheres of government prepare Disaster Management Plans (Sections 39 and 53 of the Act).

Section 39 of the Disaster Management Act addresses the disaster management planning requirements for Provinces, namely:

1. Each province must-
    (a) Prepare a disaster management plan for the province as a whole:
    (b) Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
    (c) Regularly review and update its plan.

2. A disaster management plan for a province must-
    (a) Form an integral part of development planning in the province;
    (b) Anticipate the types of disaster that are likely to occur in the province and their possible effects;
    (c) Guide the development of measures that reduce the vulnerability of disaster-prone areas, communities and households;
    (d) Seek to develop a system of incentives that will promote disaster management in the province;
    (e) Identify the areas or communities at risk;
    (f) Take into account indigenous knowledge relating to disaster management:
    (g) Promote disaster management research;
    (h) Identify and address weaknesses in capacity to deal with possible disasters:
    (i) Provide for appropriate prevention and mitigation strategies;
    (j) Facilitate maximum emergency preparedness; and
    (k) Contain contingency plans and emergency procedures in the event of a disaster, providing for-
        (I) The allocation of responsibilities to the various role-players and
        (II) Prompt disaster response and relief;
        (III) The procurement of essential goods and services:
        (IV) The establishment of strategic communication links;
        (V) The dissemination of information; and
        (VI) Other matters that may be prescribed.

3. Municipal organs of state in the province, to the extent required by the province, may be requested to co-operate with the province in preparing a disaster management plan for the province.

4. A province must submit a copy of its disaster management plan and of any amendment to the plan to the National Centre and each municipal disaster management centre in the province."

Section 53 of the Disaster Management Act address the disaster management planning requirements for Municipal Entities, namely:

1. Each municipality must, within the applicable municipal disaster management framework-
    a. Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
    b. Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;
    c. Regularly review and update its plan; and
    d. Through appropriate mechanisms, processes and procedures established in terms of chapter 4 of the local government: municipal systems act, 2000 (act no. 32 of 2000), consult the local community on the preparation or amendment of its plan.

2. A disaster management plan for a municipal area must-
    a. Form an integral part of the municipality's integrated development plan;
    b. Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;
    c. Place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;
    d. Seek to develop a system of incentives that will promote disaster management in the municipality;
    e. Identify the areas, communities or households at risk;
    f. Take into account indigenous knowledge relating to disaster management;
    g. Promote disaster management research;
    h. Identify and address weaknesses in capacity to deal with possible disasters;
    i. Provide for appropriate prevention and mitigation strategies:
    j. Facilitate maximum emergency preparedness; and
    k. Contain contingency plans and emergency procedures in the event of a disaster, providing for-
        i. The allocation of responsibilities to the various role-players and co-ordination in the carrying out of those responsibilities;
        ii. Prompt disaster response and relief;
        iii. The procurement of essential goods and services;
        iv. The establishment of strategic communication links;
        v. The dissemination of information; and
        vi. Other matters that may be prescribed.

3. A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.

4. A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to *every municipal disaster management centre within the area of the district municipality concerned."*

3.6 A Brief Description of Each KPA and Enabler

In this section a short description of each of the KPAs and Enablers of the Policy Framework for Disaster Management in South Africa is provided to enable the reader to contextualize the use of the KPA's and Enablers within the Municipal Disaster Management Plan of the KwaDukuza Local Municipality. Each of these KPA's and Enablers are further elaborated upon in the Disaster Management Frameworks of the KwaZulu-Natal Province and iLembe District.

KPA 1: Integrated Institutional Capacity for Disaster Management

Key Performance Area 1 of the Policy Framework for Disaster Management in South Africa (NDMF) establishes the requirements for effective institutional arrangements in the national sphere to ensure the integrated and coordinated implementation of Disaster Management policy and legislation and the application of the principle of co-operative governance. Key Performance Area 1 also places appropriate emphasis on arrangements that will ensure the involvement of all stakeholders in Disaster Management in order to strengthen the capabilities of national, provincial and municipal organs of state. Arrangements that will facilitate co-operation with countries in the region and the international community for the purpose of Disaster Management are also discussed.

KPA 2: Disaster Risk Assessment

Disaster risk specifically refers to the likelihood of harm or loss due to the action of hazards or other external threats on vulnerable structures, services, areas, communities and households within an area. Key Performance Area 2 addresses the need for conducting ongoing disaster risk assessments and monitoring to inform Disaster Management planning and priority setting, guide disaster risk reduction efforts and monitor the effectiveness of such efforts. It also outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within all spheres of government.

KPA 3: Disaster Risk Reduction

The successful implementation of the Act critically depends on the preparation and alignment of Disaster Management frameworks and plans for all spheres of government. The legal requirements for the preparation of Disaster Management frameworks and plans by national, provincial and municipal organs of state are specified in sections 25, 38 and 52 of the Act. This Key Performance Area addresses the requirements for Disaster Management planning within all spheres of government. It gives particular attention to the planning for and integration of the core risk reduction principles of prevention and mitigation into ongoing programmes and initiatives.

KPA 4: Response and Recovery

The Act requires an integrated and coordinated policy that focuses on preparedness for disasters, rapid and effective response to disasters and post-disaster recovery and rehabilitation. When a significant event or disaster occurs or is threatening to occur, it is imperative that there should be no confusion as to roles, responsibilities, funding arrangements and the procedures to be followed. This section addresses key requirements that will ensure that planning for disaster response and recovery as well as rehabilitation and reconstruction achieves these objectives.

Enabler 1: Information Management and Communication

Disaster Management is a collaborative process that involves all spheres of government, non- governmental organisation, the private sector, a wide range of capacity-building partners and communities. Integrated Disaster Management depends on access to reliable hazard and disaster risk information as well as effective communication systems to enable the receipt, dissemination and exchange of information. It therefore requires capabilities to manage risks on an ongoing basis, and to effectively anticipate, prepare for, respond to and monitor a range of natural and other hazards. It further requires systems and processes that will enable all role players to make timely and appropriate decisions during emergencies. These systems and processes must also inform Disaster Management and development planning processes by all stakeholders.

Enabler 2: Education, Training, Public Awareness and Research

Sections 15 and 20(2) of the Disaster Management Act specify the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of Disaster Management. This Key Performance Area addresses the development of education and training for Disaster Management and associated professions as well as the inclusion of Disaster Management and risk-avoidance programmes in school curricula. It also outlines mechanisms for awareness creation and the development of a national disaster risk research agenda.

Enabler 3: Funding Arrangements for Disaster Management

The provision of funding for Disaster Management is likely to constitute the single most important factor contributing to the successful implementation of the Act by national, provincial and municipal spheres of government. The Act, with the exception of Chapter 6 on funding of post-disaster recovery and rehabilitation, does not provide clear guidelines for the provision of funding for Disaster Management. In order to give effect to the requirements of the Act, four Key Performance Areas and three Enablers have been identified in the NDMF to guide the implementation of the Act. Accordingly, funding from a range of sources for the different aspects of Disaster Management outlined in the Key Performance Areas and Enablers will be required. Enabler 3 builds on the recommendations made by the Financial and Fiscal Commission on funding arrangements in its Submission on the Division of Revenue 2003/04, and describes the Disaster Management funding arrangements for organs of state in the national, provincial and local spheres of government.

In this plan, the Key Performance Areas are reflected in specific dedicated chapters, while the Enablers are interwoven into all chapters of the plan.

3.7 Project Methodology

This section of the document describes the approach that is proposed by the Project Team to assist the KwaDukuza Municipality to comply with the Disaster Management Act. This will include a hazard, risk and vulnerability assessment, preparation of disaster risk and disaster preparedness plans for the KwaDukuza Municipality. The Project Team has deliberately taken a step back, to holistically look at all of the issues that relates to ultimately preparing disaster management plans.

3.7.1 Disaster Management Planning

Towards Disaster Management Plans in the KwaDukuza Municipality: The analysis phase includes a hazard identification analysis, a risk profiling assessment and a risk prioritization for the KwaDukuza Municipality, involving the following action steps:

- **Step 1 - Information collection:** Information regarding hazards must be collected. Seasonal climate forecasts from the South African Weather Services (SAWS) web site[2] and the Global Forecasting Centre for Southern Africa (GFCSA) web site[3] are, amongst others invaluable tools for disaster risk planning.

- **Step 2 – Hazard Assessment:** Once the basic data for an area, such as the forecast, has been collected, the **potential hazards** for the area must be assessed. The various hazards are generally grouped into a range of categories, called a **Hazard Classification**.

- **Step 3 – Risk Profiling Assessment:** The **Risk Profiling Assessment** will take this a step further, to identify which communities or societies are vulnerable to what hazards (or risks). The **Risk Profiling Assessment** will normally address the following aspects:

    - Primary Impact Mapping: The focus of the first step in the **Risk Profiling Assessment** is to map the primary impact areas for each of the potential hazards identified in the **Hazard Assessment**.

    - Societal Vulnerability Analysis: The focus of this step is to identify those neighborhoods where individual resources are minimal. The limited availability of resources in a community suggests that the community might be vulnerable, or susceptible, to the hazard event.

    - Environmental Vulnerability Analysis: The purpose of this analysis is to identify locations where there is potential for secondary environmental impacts from natural hazards and to target vulnerable locations for risk reduction activities.

    - Economic Vulnerability Analysis: The purpose of this analysis is to identify the economic vulnerabilities to hazard impacts.

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[2] *http://www.weathersa.co.za/*

[3] *http://www.gfcsa.net*

- Critical Facilities Vulnerability Analysis: This analysis focuses on determining the vulnerability of key individual facilities or resources within your area.

- **Step 4 – Risk Prioritization:** The Risk Profiling Assessment normally produces so many risks that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, it is recommended that you **priorities the risks** to be addressed.

- **Step 5 – Addressing the priority risks:**

  - Risk Reduction Plans (Preventative Measures): The focus of their Risk Reduction Plans will be to reduce the risks of vulnerable communities to acceptable levels. In preparing their Risk Reduction Plans, Municipalities will have to apply their minds and come up with cost-effective and innovative risk reduction solutions. It is foreseen that the majority of the Risk Reduction Plans will be linked to the Integrated Development Plan (IDP) as projects and programmes.

  - Disaster Preparedness Plans (Preparedness, Response & Relief): The focus of the Disaster Preparedness Plans would be to plan preparedness, response and relief activities, should a disaster hit a community that is not particularly vulnerable to risks and/or find it acceptable to live with such risks.

  - Disaster Recovery Measures (Rehabilitation & Reconstruction): Should a disaster hit a community, the impact of the disaster should be assessed; appropriate reconstruction and rehabilitation measures should be identified and performed; and the effectiveness of the reconstruction and rehabilitation measures should be monitored. An important consideration during this phase would be to ensure that the risk of the same disaster impacting on the same community again is reduced.

- **Step 6 – Upload to Spatial Development Framework:** Once the mapping of the risk profiles for communities in the Province have been completed, it is necessary to upload the risk profiles to the Spatial Development Framework (SDF) for the Province.

3.7.2 Community Involvement

Members of the local community have the right to participate in the decision-making processes of the municipality. They have the right to use and enjoy public facilities, and the right to access to municipal services. They also have the right to submit recommendations, complaints or representations to the municipality, and to expect prompt responses from the municipality.

Members of the local community have the right to be informed of decisions of the municipal council, and to expect the council to disclose information about its business and finances. They have the right to attend meetings of the municipal council and its committees, and to demand that the council acts in a transparent and impartial way.

Members of local communities also have duties. In some instances, their rights are directly linked to their duties. For example, members of the local community have a duty to pay service fees, rates and taxes. Their right to access municipal services is linked to their duty to pay for those services. Similarly, members of the local community

have a right to participate in municipal decision-making, linked to a duty to utilize the procedures and mechanisms established to enable participation.

Members of the local community have a duty to allow municipal officials reasonable access to their property for the performance of municipal functions, to comply with municipal by-laws, and to respect the municipal rights of other members of the local community (Municipal Systems Act, Act No. 32 of 2000).

The community of KwaDukuza was involved through workshops that were held at different areas of the local municipality. The community was educated on disaster management and they responded by identifying hazards and risks affecting their area. This helps with identifying risks involved and the plans to help reduce the risks. This also makes the local municipality aware of the risks they face and help them prepare in advance for any possible incidents or disasters.

3.7.3 Process Followed

The Systems Act defines the Integrated Development Plan to be the single, inclusive and strategic plan *'for the development of the municipality…'* The Disaster Management Plan has become one of the criteria for determining a credible IDP document. Thus, Disaster Management is being elevated from the periphery of planning into the core of determining the allocation of resources.

To ensure success the Disaster Management planning process involves:

- In the first phase of the Disaster Management planning process, as in the IDP process, communities and stakeholders are given the chance to indicate/highlight the problems they experience and to determine their priorities (community based risk assessment), with inputs from Disaster Management. The outputs of this phase are a list of the intolerably high risks, the high risks and the tolerable risks for each of the wards / clusters in the municipality.

- The intolerably high risks and the high risks are addressed in Phase 2 of the process. In this phase, the Advisory Forum, in conjunction with the technical task teams, will have to make recommendations on the most appropriate way(s) to address the intolerably high risks and the high risks, as well as, to ensure that project proposals are designed, which can be implemented.

- The tolerable risks are then addressed. The Advisory Forum, in conjunction with the technical task teams, must identify and recommend the minimum preparedness and contingency planning requirements to be in a position to address the tolerable risks.

(a) Workshops

In order for the Disaster Management Plan to be complete it needs input from the community on the challenges they and projects that they require within their area. The aim of the workshops held was to engage with community with hazards and risks they face in their area in order to prepare a proper plan for when an incident occurs. Different types of hazards were identified here and the impacts they have on the community. After educating the community on disaster management the communities were split into their respective wards further discuss the hazards in their areas. There were also group presentations to educate more on the risk and hazards and also how prevent or

mitigate those hazards. These workshops were a success because hazards were identified which were new to the municipality, so it helped the municipality to be aware of possible dangers that might occur from these hazards. These workshops also helped with empowering people with knowledge on disaster management and also ways to reduce or prevent incidents from happening. After these workshops site visits were held to identify the vulnerable areas of KwaDukuza.

(b) Site Visits

Site visitation teams usually have municipal members, one of whom may be (and in some cases, must be) a disaster management official. Site Visits are an on-site objective observers and gather of the "facts" that are reported back to the municipality as a part of the ongoing process of the hazard identification process.

During one or two days at the wards, site visits interact with all of the communities of interest, Councilors and wards community members to ensure that the hazards identified are indeed true and affect the communities.

Through this process, the municipality ensures that for each hazard identified the documentation supports the analysis and action plans related to its outcome. Further, the visit offers an opportunity to take pictures of the areas that are vulnerable to the hazards. During these visits in KwaDukuza municipality pictures were taken as proof of hazards identified.

(c) Scientific/Spatial Analysis

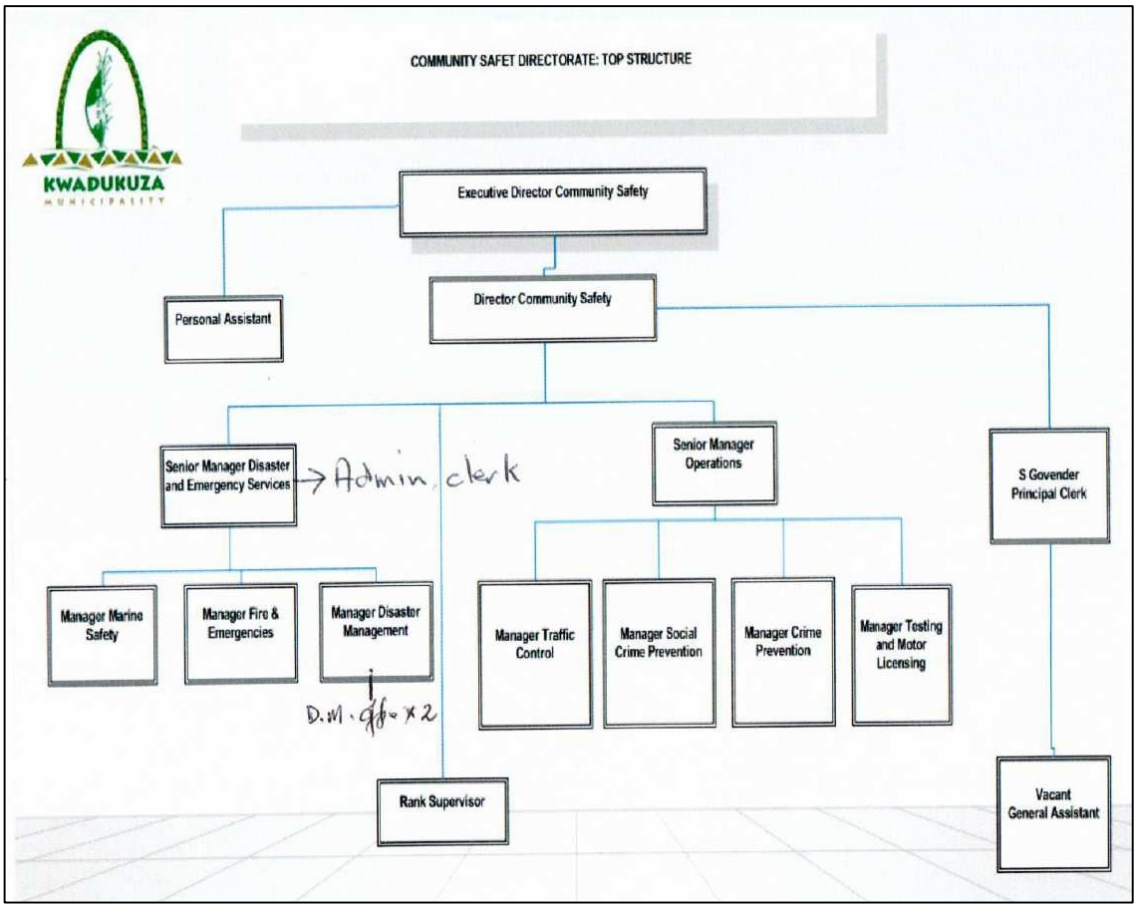
Geographic Information System (GIS) is a computer based application of technology involving spatial and attributes information to act as a decision support tool. It keeps information in different layers and generates various combinations pertaining to the requirement of the decision making. GIS could be utilized by different line departments in the municipality and stakeholders in the disaster management process. This system helps KwaDukuza municipality to know the exact areas affected by different hazards identified by the community. The GIS helps with maps and co- ordinates of areas around KwaDukuza, it makes it easier for officials or stakeholders involved to direct them to the exact areas affected. GIS is an important tool in disaster management to help reduce risks and disasters, also it can help map the areas that are most vulnerable in the Municipality.

(d) Complete View of Risks

With all the above information provided it has helped the municipality to identify hazards and risks. Also this means that hazards can be grouped accordingly to identify which ones are priorities to the municipality. This will help with risk reduction plans and risk preparedness of the municipality. The pictures above help show that visits were done to hazardous areas and how much attention it needs. This shows that most communities are vulnerable to the risk and that if action is not taken then people may lose their lives. Pictures also show that if other places are flooded during heavy rains, this means people are stuck on the other side resulting in them not being able to get home, roads are closed which may mean people cannot get to work which will affect the economy negatively.

3.8 KPA 1 – Integrated Institutional Capacity

Figure 66 : Disaster Management Institutional Arrangement



3.8.1 Shared Responsibility for Disaster Management

The responsibility for reducing disaster risk, preparing for disasters, and responding to disasters is shared among all departments and employees of KwaDukuza local municipality within the iLembe District Municipality, all departments and employees of the iLembe District Municipality, all provincial and national organs of state operating within the municipality, all sectors of society within the Municipality and, perhaps most importantly, all the residents of the Municipality.

3.8.2 Nodal Points for Disaster Management

Although the municipal department within KwaDukuza Municipality assigned with the Disaster Management function should direct and facilitate the disaster risk management process, it cannot perform the whole spectrum of disaster risk management activities on its own. Disaster risk management is everybody's business. It is, therefore, required that each municipal department and each local municipality within the District assign a person or section within the department/ local municipality to be the nodal point for disaster management activities in that department / local municipality. The same applies to national and provincial departments operating within the municipality. The disaster management activities to be performed within departments and local municipalities include participation in disaster risk reduction as well as preparedness and response.

3.8.3 Departments with Primary Responsibility for Specific Hazards and Disaster Risks

Where a department has primary responsibility for a specific hazard, the department's role in disaster risk management for that specific hazard will be more than mere participation: it will have to lead risk reduction as well as preparedness activities due to its expertise in the field. KwaDukuza Disaster Management can support such a department with advice, information, facilitation and coordination.

3.8.4 Assignment of responsibility to deal with specific disaster risks

Departments that are responsible for specific services in normal conditions will remain responsible for such services during disasters. The declaration of a state of disaster and the tighter coordination instituted during disasters does not absolve any agency of its assigned responsibilities. In order to reduce the size of this document a specific and detailed listing of all the disaster management responsibilities of each municipal head of department and those of other role players will not be supplied in the body of this document. Legislation assigns responsibility for most disaster risks to specific departments or functions. There are grey areas related to some disaster risks. In order to ensure clear roles and responsibilities and enhance integrated disaster risk management efforts, such grey areas must be addressed and clearly assigned responsibilities must be confirmed. The risk profile of the KwaDukuza Local Municipality will be considered and primary and supporting role players will be identified for each risk. Such allocation of primary and supporting roles will be done in consultation with all relevant role players, will be informed by existing legal frameworks, and assignment will be done on a consensus basis. The above assignment of responsibilities will be revisited and confirmed on an annual basis, and will be recorded and distributed in the format indicated in table below.

Figure 67: Assignment of Primary and Supporting Role Players for Disaster Risks

	Primary role player in risk reduction	Supporting role-players
	Primary role player in preparedness	Supporting role-players
	Primary role player in response and	Supporting role-players
Description of disaster risks	Primary role player in recovery &	Supporting role-players

3.8.5 Corporate Disaster Risk Management Structure for the KwaDukuza Local Municipality

The Corporate Disaster Management structure for the Municipality must deal with both pro-active and reactive disaster management issues and encompasses more than the department which is responsible for the function.

3.8.6 Municipal Disaster Management Advisory Forum

Local municipalities may establish municipal disaster management advisory forums as described in Section 51 of the Disaster Management Act. It is advantageous for a municipality to establish such a forum to coordinate strategic issues related to disaster management such as risk assessments and to approve and/or review the disaster management plan for the municipality before it is submitted to Council. Frequency of meetings: 2-4 times per year or as required. Leadership from local municipalities within the district should form part of the Forum. The KwaDukuza Local Municipality have an existing newly established disaster management advisory forum that meets on a monthly basis.

3.8.7 Disaster Management Executive Committee

The Executive Committee should provide the overall direction and monitoring of disaster management in the KwaDukuza Local Municipality. The Executive Committee should consist of only the disaster management role players in the municipality where the representatives or on a decision making and authority level. The frequency of meetings will depend on the circumstances but is suggested to meet at least every 4 to 8 weeks. This team will be smaller than the advisory forum and will be streamlined for more effective execution of activities. They will also be responsible for the management and monitoring of the disaster management initiatives.

3.8.8 Interdepartmental Disaster Management Committee

This is an internal coordination forum at manager level where instructions from the Advisory Forum can be implemented and tracked, and serves as a coordination forum for disaster management issues within the municipality. This role can be performed by the top management team of the municipality, thus reducing the complexity of the disaster management structure. Top management from the municipality should form part of the Committee.

3.8.9 Departmental and Local Municipality Planning Groups

This element relates to planning groups that can be established within departments or local municipalities to deal with internal disaster management issues such as the compilation of departmental or local municipal disaster management plans and contingency plans for facilities and services of the department or local municipality. The disaster management nodal points of such departments or local municipalities will be involved in these planning groups.

KwaDukuza Municipality works in close collaboration with Civil Engineering Unit by identifying areas flooded during heavy rains due to a lack of surface drainage systems. Civil Engineering Unit responds by constructing V-drains to control and manage the surface storm water flow. The Unit is also informed about blockages of rivers or steams that are due to illegal dumping of rubble.

3.8.10 Risk Reduction Project Teams

A multi-disciplinary project team convened to address and reduce a specific disaster risk. Convened by the primary role-player for the risk and supported by Disaster Management.

3.8.11 Preparedness Planning Groups

A multi-disciplinary planning group convened to ensure a high level of preparedness for a specific disaster risk. Convened by the primary role-player for the risk and supported by Disaster Management.

3.8.12 Joint Response & Relief Management Teams

Mostly flowing from a preparedness planning group, a team that is mobilised to deal with the immediate response & relief required during or immediately after major incidents and disasters. These ream swill normally convene in the Joint Operations Centre (see description below).

3.8.13 Recovery & Rehabilitation Project Teams

Project teams managing recovery and rehabilitation after disasters. Departments who are responsible for the maintenance of specific infrastructure are also responsible for the repair or replacement of such infrastructure after disasters. Disaster recovery and rehabilitation must focus on risk elimination or mitigation.

3.8.14 KwaDukuza Joint Operations Centre (JOC)

A facility equipped to serve as command and coordination centre during disasters, where the joint response & relief management team will convene. Alternative facilities should be identified as back-up to the primary JOC.

3.9 KPA 2 – Risk Assessment

The following disaster risks were identified during a risk assessment process conducted throughout the KwaDukuza Local Municipality during 2015:

3.9.1 Risks requiring risk reduction and preparedness plans

- Strong Wind
- Drought
- Lightning
- Structural Fires
- Floods/ Heavy Rain

3.9.2 Risks requiring preparedness plans

- Road Accidents
- Severe Storms: Hail/Snow Cyclones / Tidal Waves Human Diseases
- Veld Fire
- Water Pollution (Surface and/or Ground)
- Overgrazing
- HAZMAT Road
- Landslide, Rockfall, Mudflow
- Animal Diseases
- Service Delivery Failure/Disruption

The above list exhibit the types of disasters that might occur within the area of the KwaDukuza Local Municipality and their possible effects. The communities at risk can be derived from the risk lists, and are also shown in the risk assessment that was conducted for the area.

3.10 KPA 3 – Risk Reduction Planning

Risk reduction plans providing for prevention and mitigation strategies have been compiled through a participative process and have not been vetted or submitted to feasibility studies. The risk reduction plans outlined in this document and its annexures which are implementable must be considered for inclusion within the IDP projects of the municipality and if included must be budgeted for in terms of the operating and capital budgets of the municipality. Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project. The Disaster Management department of the KwaDukuza Local Municipality must assist in this regard. Where the proposed project falls outside the mandate of the municipality, the municipality should establish a lobbying and monitoring mechanism to motivate the need for the project in the correct governmental or societal sector and to track progress on the project. It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the municipality responsible for service delivery partnerships should take the lead with support from the Disaster Management.

3.10.1 Risk Reduction Plans for the KwaDukuza Local Municipality

The project that was developed is categorised according to hazards and strategies and is provided in the risk reduction plan attached as Annexure 8.

Some projects and strategies that have already been completed include (but is not limited to) the following:

- Strategic Environmental Assessment Draft Coastal Management Plan BosMap
- Climate Change Response Strategy

- The first Greenhouse Gas Inventory for KwaDukuza
- In terms of sustainable waste management the KwaDukuza Municipality is currently developing a greening policy which is in draft stage.

Some other projects and strategies identified by the municipality have been listed below:

- The development of the Estuary Management Plan for the Nonoti and the Zinkwazi River of which the final product will be the policy of the municipality which expands the municipality's natural corridors and protection zones.

- The Lower Thukela Regional Bulk Water Scheme is intended to serve the area of KwaDukuza with portable water supply. The project is implemented jointly by iLembe District Municipality and Umgeni Water.

- In terms of housing KwaDukuza Municipality has a number of projects that has been identified as projects which need to be assessed and considered under rectification programme. These houses were built prior to 2003 and were poorly build. The National Housing Building Regulatory Council (NHBRC) has been appointed by Department of Human Settlements to make assessment of individual houses within identified projects and make recommendations about its quality or workmanship. The NHBRC has completed Mbozamo Housing Project and they recommendations to demolish the first 255 houses have been made. Funding has been approved for this project and the project manager appointed. The project will be implemented over the period of two years.

- The municipality as part of its responsibility is implementing some projects to address the Gap Housing Project in our area and also private sector has been engaged to work on the same challenge. Rocky Park Project is one project that is currently under construction that has approximately 255 units. Gaza Strip project is currently selling its units off plan targeting the same market segment. The municipality will be appointing Implementing agents to implement other two projects in the Council owned land in Shakaville and Vlakspruit. Standard Bank as part of our Neighbourhood Development Grant project known as Woodmead Node, are currently constructing civil works for the 800 affordable units and also building show houses.

- In terms of fire services, building a Fire & Emergency Services Head-quarters, located along the R102 and Commissioning satellite stations, aimed at servicing areas beyond 20-30 minutes response time range has been identified.

3.10.2 Risk reduction capacity for the KwaDukuza Local Municipality

The organisational structure for risk reduction within the municipality includes KwaDukuza Disaster Management, the Disaster Management Advisory Forum, the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, risk reduction project teams and preparedness planning groups. The total structure of the municipality, with every member of personnel and every resource should also be committed to disaster risk reduction. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for risk reduction.

3.11 KPA 4 – Response and Recovery

Preparedness plans have been compiled through a participative process and have not been vetted in terms of practical execution.

3.11.1 Preparedness Plans of the KwaDukuza Local Municipality

The preparedness plans are provided in Annexure 9.

3.11.2 Preparedness Capacity for the KwaDukuza Local Municipality

The organisational structure for preparedness within the municipality includes KwaDukuza Local Disaster Management, the Disaster Management Advisory Forum, the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams.

The total structure of the municipality, with every member of personnel and every resource can potentially form part of preparedness capacity. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness. The KwaDukuza is responsible for the operational procedures associated with day-to-day operational response to emergencies by municipal departments. KwaDukuza Local Municipality is jointly responsible for the emergency management policy framework and an organisation that will be utilized to mitigate any significant emergency or disaster affecting the Municipality.

3.11.3 Response and recovery

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.

- Declaration of a state of disaster and disaster classification
- When a disastrous event occurs or is threatening in the area of the municipality, the DMC/ Section will determine whether the event is a disaster in terms of the Act, and, if so, the Head of the Centre will immediately;
    - initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;
    - alert Disaster Management role players in the municipal area that may be of assistance in the circumstances;

- initiate the implementation of the disaster response plan or any contingency plans and emergency procedures that may be applicable in the circumstances; and
- inform the National Disaster Management Centre, the KZN Provincial Disaster Management Centre and the iLembe District Disaster Management Section of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.

When informing the National Centre, the KZN Provincial Disaster Management Centre and the iLembe District Disaster Management Section, the KwaDukuza Local Municipality may make recommendations regarding the classification of the disaster as may be appropriate. Irrespective of whether a local state of disaster has been declared or not, the municipality is primarily responsible for the co-ordination and management of local disasters that occur in its area. Whether or not an emergency situation is determined to exist, municipal and other agencies may take such actions under this plan as may be necessary to protect the lives and property of the inhabitants of the municipality.

Declaration of a local state of disaster: In the event of a local disaster the municipal council may by notice in the provincial gazette declare a local state of disaster if existing legislation and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster; or other special circumstances warrant the declaration of a local state of disaster. If a local state of disaster has been declared, the Council may make by-laws or issue directions, or authorise the issue of directions to:

- Assist and protect the public;
- Provide relief to the public;
- Prevent or combat disruption; or
- Deal with the destructive and other effects of the disaster.

3.12 ENABLER 1 – Information and Communication Management

3.12.1 Objective

The first enabler which is required to ensure that disaster risk management can be implemented effectively is the development of a comprehensive information management and communication system and the establishment of integrated communication links with all disaster risk management role players.

3.12.2 Introduction

Disaster risk management is a collaborative process that involves a wide spectrum, cross functional and diverse group off role players from all spheres of government, NGOs, the private sector, a wide range of capacity-building partners and communities. Disaster management depends on accurate decision making which can only be possible if current and reliable hazard and disaster risk information is available. This also requires effective information management and communication systems to enable the receipt, dissemination and exchange of information.

3.12.3 Key performance indicators

- A disaster risk management information and communication system for district and local government has been established and implemented.
- The disaster risk management information and communication system supports the KPAs and enablers at district and local government.
- District and local information management and communication systems are fully compatible with the provincial and national system.

3.12.4 The phased approach to Information Management and Communication System

It is expected that iLembe District Municipality are working towards the establishment of a shared service centre as required by the Dis aster Management Act for all district municipalities. Discussions between the Local municipality and the District should be structured around resourcing and operations of the centre. This solution will provide for long term optimal planning with a substantial cost saving to both the District and the Local municipality.

3.12.5 Progress on the implementation of an Information management and Communication system

As part of the Review and Update of the District Disaster Management Plan and Framework project for the iLembe District Municipality, an updated DMIS solution was implemented to maintain and provide support for the disaster management information and communication system currently used by the iLembe District Municipality. The system was implemented in November 2011. The current system is installed at the new District Disaster Management offices in KwaDukuza and is mainly used for capturing as well as monitoring of incidents and damage assessments. Various methods are currently used to store and communicate the information accordingly e.g. computers, local newspapers, emails, cell phones and reports.

Since the implementation of the system in 2011, the system has further developed to a full solution that is aligned with national requirements. The system contains a number of tools that will aid in incident management, reporting, planning and collaboration between stakeholders. All tools are accessible via a web portal – The Intelligent Incident Management Portal (IIMP) – that is not tied to particular computers but can be accessed from anywhere. The iLembe District Municipality is progressing very well and is busy with a proactive approach to include additional functionality and expand to the LMs.

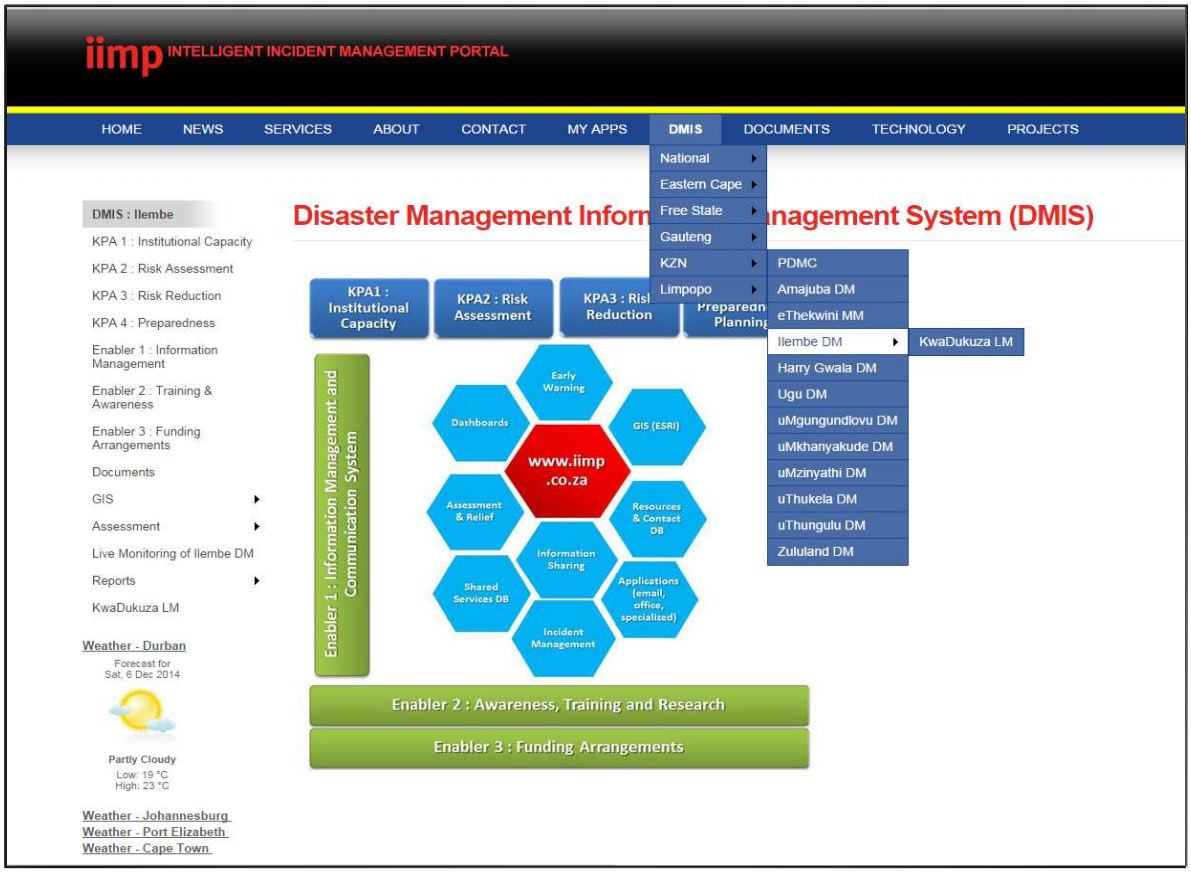
3.12.6 The Intelligent Incident Management Portal (IIMP)

The Intelligent Incident Management Portal (IIMP) is a tool that empowers the integration of the incident lifecycle through all various stakeholders involved in resolving the incident as well as various spheres of Government. Within the IIMP, we are also able to view KPAs/Enablers as well as all uploaded documents. Additionally, Live Monitoring functionality is available within the IIMP.

Below is a list of the various components of the IIMP:

- Incident Management;
- Task Management;
- Planning;
- Online GIS;
- Mobile Assessments;
- Reporting; and
- KPA/Enablers.

Figure 68: Intelligent Incident Management Portal



http://www.iimp.co.za/DMIS/KZN/ilem3.4.14be/Pages/default.aspx

3.13ENABLER 2 – Education, Training, Awareness and Research

Objective

The objective of the second enabler is to promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programmes informed by scientific research.

3.13.1 Introduction

The Disaster Management Act states that the following concepts should form the basis of disaster management awareness and training:

- A culture of risk avoidance.
- Promotion of education and training.
- Promotion of research into all aspects of disaster risk management.

This enabler is aimed at achieving the following requirements:

- Addresses the requirements for the implementation of education, training and research needs;
- The development of an integrated public awareness strategy;
- Effective use of the media;
- The development of education and training for disaster risk management and associated professions; and
- The inclusion of disaster risk management in school curricula.

3.13.2 Outline of this Component

All the sections prior to this highlight the various aspects of this enabler and the requirements by the act. It is important to ensure that some a strategy is in place to implement awareness, training, education and research in line with the guidelines provided in this document. The National Disaster Management Centre (NDMC) has many ongoing disaster risk management initiatives amongst which is to provide assistance to municipalities. The NDMC is an important source of information and should be utilised optimally. They have conducted many research initiatives and are the custodians of many other disaster risk management literature. With regards to the KwaDukuza Municipality, Risk Reduction awareness campaigns are conducted in schools and communities in partnership with the iLembe District Disaster Management Centre and KwaDukuza Fire and Rescue Services. Pamphlets and other information leaflets are handed out in community gatherings.

3.14 ENABLER 3 – Funding Arrangements

Annexure 10 of the Disaster Management Plan contains Enabler 3 provides a general overview of the recommendations on funding arrangements for disaster risk management to cover the costs associated with the following activities (National Disaster Management Framework):

- Start-up activities,
- Disaster risk management
- Disaster risk reduction,
- Response, recovery and rehabilitation activities, and
- Training and capacity-building programmes.

KwaDukuza Municipality's Disaster Management Unit makes use of the internal operating and capital budget to fund its operations.

The table below provides an overview of the recommended funding mechanisms for each of the five disaster management activities mentioned above.

Figure 69: Funding Arrangements for Disaster Risk Management

Activity	Funding source
Start-up activities	
Disaster risk management ongoing operations (KPAs 2 and 3)	National and provincial government
	New assignment to local government
Disaster risk reduction (KPAs 2 and 3)	National departments
	Provincial departments
	District municipalities
	NDMC - In the case of low-capacity, resource-poor municipalities
Response, recovery and rehabilitation and reconstruction efforts (KPA 4)	National government
	Provincial government
	Local government

Education, training and capacity- building programmes (Enabler 2)	All spheres of government

It also establishes the principles and the administrative procedures to guide the development of financial arrangements for disaster management. It outlines current financial mechanisms, highlights key problems with the current situation, and proposes a set of future funding arrangements for disasters in the Municipality.

3.14.1 Testing and Review of the Plan

The Municipality will regularly review and update its plan, as required by Section 48 of the Disaster Management Act. The Disaster Risk Management Advisory Forum shall be responsible for the review and update of the corporate plan on an annual basis.

3.14.2 Way Forward

This document ensures that the KwaDukuza Local Municipality complies with the Disaster Management Act, Act 57 of 2002. Through the hazard identification process hazards and vulnerable communities have been identified. The risk prioritisation is based on the combination of hazards with the vulnerable communities and their ability and capacity to cope with the exposure to these hazards. With assigning a value to the above parameters, the resultant effect is the overall risk prioritisation rating for each of the local municipalities and the KwaDukuza Local Municipality. The most critical hazards are addressed by the development of disaster risk reduction plans and disaster preparedness plans.

The way forward is to make sure that these plans and strategies which have been identified during this process are approved and integrated into the IDP. This will secure funding for the implementation of the identified projects. For the municipality to ensure continuous improvement of service delivery, these plans have to be incorporated into their strategic planning and sectoral plans. It is crucial that the municipality identify a person responsible for the ongoing improvement of disaster management capabilities within the Municipality.

The following are key issues to be considered for the **immediate action** by the KwaDukuza Municipality:

- approval and adoption of the disaster management plan,
- appointment of appropriate resources to assist the disaster manager with the implementation of the disaster management plan,
- allocate resources or appoint service providers to assist with the preparation of business plans for projects as identified in the disaster management plan,
- allocate resources or appoint service providers to assist with the project implementation of the risk reduction projects and disaster management enabling projects as detailed in the project summary, regular review of the disaster management plan.

3.14.3 Disaster Management Plan Implementation

The measure of success for the implementation of the plan will be dependent on satisfying the indicators as described and unpacked in the table below. The implementation should also be programmed to identify which of these indicators will be satisfied within the next 3 year time frame. It must also be highlighted that some of these KPA's have been satisfied through the Disaster Management Planning process. The Municipal evaluation tool is used to measure the key deliverables achieved during the implementation phase and to monitor the extent to which these indicators have been met. Although these indicators determine the extent to which the plan is currently being implemented, it should not be seen as a "once off" exercise but should be updated and reviewed annually to ensure that the information and current scenario is always taken into account. It is also necessary to ensure that although a certain level of compliance may have been achieved for these indicators, it is very necessary to ensure that this is improved upon and reviewed each year to ultimately achieve full compliance on each indicator. There will be a natural progression towards this as the knowledge, information and awareness about the topic of Disaster Management becomes more widely spread and better understood at the "Grass Roots" level. Disaster management is about planning ahead and being prepared.

Figure 70: Checklist for the Implementation of the Disaster Management Plan

KPAs	OBJECTIVES	KEY INDICATORS
KPA 1 ***(Integrated Institutional Capacity for Disaster Risk Management)***	Establish integrated institutional capacity within the municipal sphere to enable the effective implementation of disaster risk management policy and legislation.	Establish mechanisms for DRM policy Put in place arrangements for integrated direction & execution of DRM Policy Put in place mechanisms for stakeholder participation & technical advice Establish & ensure effective operation of the Disaster Management. Ensure the operational capacity of the Disaster Management Section is in place

KPAs	OBJECTIVES	KEY INDICATORS
KPA 2 **(Disaster *Risk Assessment and Monitoring*)**	Generate an indicative Municipal Disaster Risk Profile by establishing and maintaining a uniform methodology to continuously assess and monitor risk.	Conduct Disaster risk assessments to inform risk management Generate municipal disaster risk profile Monitor, update & disseminate risk information to entities and communities Conduct quality control (*meaning have evidence of capacity building, consultation & verification of actual situations with communities & appropriate government stakeholders, validate assessments before publication & dissemination, ensure* *implementation of risk reduction initiatives based on assessments etc.*
KPA 3 **(*Disaster Risk Reduction*)**	Integrated Disaster Management Plans and risk reduction programmes by all disaster management stakeholders developed in accordance with approved frameworks.	Ensure DRM plans are in place Prioritise disaster risks, declared areas, communities & households Scoping & development of DR reduction plans, projects & programmes must be in place Include in strategic structures risk reduction efforts Implement & monitor DR reduction programmes and initiatives

KPAs	OBJECTIVES	KEY INDICATORS
KPA 4 ***(Preparedness, Response and Recovery)***	▪ To ensure effective and appropriate preparedness, response, recovery and rehabilitation through: ▪ Implementing a uniform approach to the establishment of effective early warning strategies, ▪ Avert or reduce the potential impact in respect of health impacts, personal injury, loss of life, property, infrastructure, environments and government services, ▪ Immediate integrated and appropriate response and relief actions when significant events or disasters occur or are threatening to occur. ▪ Conduct all rehabilitation and	▪ Identify mechanisms for dissemination of early warnings ▪ Put in place mechanisms and guidelines for assessment, classification etc. ▪ Ensure response & recovery efforts are integrated ▪ Standardise and regulate relief measures ▪ Conduct integrated rehabilitation & ▪ reconstruction activities ▪ Ensure all departments have a disaster Management plan including finance

Figure 71: Enablers, Objectives and Key Indicators

ENABLERS	OBJECTIVE	KEY INDICATORS
Enabler 1 ***(Information and Communication)***	▪ To develop a comprehensive Disaster risk Management information system and establish integrated communication links with all disaster risk management role players in provincial and municipal spheres of government.	▪ Identify data needs & sources ▪ Ensure info management & communication system supports KPAs & enablers of NDMF ▪ (also PDMF and DDMF when developed) ▪ Promote culture of avoidance, create awareness and ensure
Enabler 2 ***(Education,Training, Public Awareness and Research)***	▪ To promote a culture of Risk avoidance among stakeholders by capacitating all role-players through integrated education, training and public awareness supported by scientific research.	▪ Conduct education, training & research needs & also resource analysis ▪ Put in place DRM education framework & programmes ▪ Ensure alignment of such programmes with provincial and municipal programmes
Enabler 3 ***(Funding)***	▪ Establish mechanisms for the funding of disaster risk management in the municipality.	▪ Establish funding arrangements for: ▪ Assessments ▪ Risk reduction ▪ Response & recovery ▪ Education & training

Figure 72: Engagement of Disaster Management with IDP Structures

IDP STRUCTURE	FUNCTION	ENGAGEMENT WITH DISASTER MANAGEMENT STRUCTURE
IDP MULTI- SECTORAL FORUM	Assesses the reviewed IDP and makes recommendation to the MEC responsible for Local Government. It is also a forum for the Sector	Provincial and District Disaster Management Section must be represented at this level
IDP REPRESENTATIVE FORUM	Community Forum where the community could provide input into the IDP	Municipal Disaster Management could use this forum to engage with the community on the DMP.
IDP STEERING COMMITTEE	Technical committee where line function departments engage and integrate their projects which would then be presented to the community. It is also the forum that steers the IDP	Municipal Disaster Management must and align with the technical aspect of the IDP and influence the prioritisation or allocation of projects/issues, etc.

3.15 Challenges and Proposed Interventions: Cross Cutting and Interventions

Figure 73: Description of Challenges and Interventions

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA: CROSS CUTTING INTERVENTIONS	
Delay in approving building plans and town planning applications.	• Finalise the implementation of Development and Building Plans application reforms with assistance of World Bank/Vuthela LED Programme; • Enter into SLA with all BUs ED who have a responsibility to comment on applications; • Ensure proper functioning of the Development Assessment Committee; • Attend to all public complaints regarding delays within 7 days of receiving such complaints. • Hasten the implementation of all EDRMS Modules and the introduction of Plan Tracking System; and

	• Continue to have sessions with professionals /agents on a quarterly basis to deal with issues of common interest.
Poor enforcement of environmental laws and inadequate knowledge on climate change effects to our communities.	• Increase staff members who are trained and designated as Environmental Management Inspectors by the MEC; • Provide on-going community awareness programmes on climate change and environmental management; • Implement approved KwaDukuza Green buildings guidelines and KwaDukuza Low Carbon Emission Strategy; and • Identify and implement community resilience projects; • Partner with Green Scorpions/ Department of Minerals Resources to enforce against illegal sand miners along Umvoti River; • Encourage mainstreaming of green/climate proof projects by all municipal business units; and • Provide support and guidance to internal departments to comply with applicable legislation when implementing their projects.

3.16 SWOT Analysis

To start the process of updating the KwaDukuza Municipality Disaster Management Plan, and comply with the Disaster Management Act, thorough research has to be done to identify and gather possible documentation, policies, plans and other information which could contain some information that can assist with the Disaster Management planning. The next step is to do a thorough analysis of the availability and completeness of the data and reports. This will ensure that an accurate status quo of the municipality regarding Disaster Management and their compliance level becomes apparent; as well as identify some of the current and potential gaps. From this analysis the way forward is determined to achieve full compliance with the Act.

The following Strengths, Weaknesses, Opportunities and Threats have been identified for the KwaDukuza Local Municipality in terms of Disaster Management[4].

[4] 2015-2016 Disaster Management Plan

Figure 74: Disaster Management SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Approved Disaster Management Plan, ▪ Established organistional structure of Disaster Management, ▪ Approved KwaDukuza Climate Change Response Strategies, ▪ Active participation on the provincial and district Disaster management forums, ▪ Budget for social relief,	▪ Lack of understanding of disaster management as a function by key stakeholders, ▪ Unreliable emergency call centre, ▪ Limited budget to respond on disaster, ▪ Weak community participation on disaster issues, ▪ Failure to control illegal developments and housing along river streams and flood plains, ▪ Poor collaboration with social relief civil bodies i.e.
OPPORTUNITIES	**THREATS**
▪ Urban Local Emission Development Strategy (URBAN LEDS) Phase 2, ▪ Collaboration with civil society and other relief bodies, ▪ Enforce flood plain boundaries, ▪ Establishment of disaster volunteer corps, ▪ Strengthen partnerships with sector departments i.e. Human settlements, COGTA and Social Development,	▪ High sea rise/tidal wave, ▪ Illegal sand mining along Umvoti river and its impact on soil erosion/communities, ▪ Uncontrolled informal development along flood plains, ▪ Lack of mainstreaming Disaster management in all business units,

4. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Introduction

Corporate Services is a Business Unit which champions the municipal transformation and institutional development through structured initiatives and avenues that are facilitated for the respective internal user business units as well as community stakeholders. Corporate Services is made up of three departments vi-a-vis: ICT, HR and Administration/Council/Property Management. Each department is headed by a Director with an exception of ICT which is headed by a Senior Manager. Corporate Services Business Unit has for every five years been reviewing its long-term strategic programme of action seeking to realize the strategic mandate and priorities of Council.

The aim of KwaDukuza Municipality's Institutional Development Transformation Programme is to change the institutional arrangements, processes, managerial practices, corporate culture and developing a renewed cadre of local government. The ultimate aim of all of this is the enhancement of organizational performance and service delivery.

4.1 Human Resource Strategy

KwaDukuza Municipality has a Council approved Human Resources Management and Development Strategy and its Implementation Plan. The plan was last reviewed and adopted by Council in June 2016 (a copy of the plan is attached as an Annexure 4 hereto for ease of reference). The Human Resource Strategy is aligned to the long-term plans of the Municipality which are further listed hereunder. The planned goal and objective of the strategy is to build and strengthen the administrative and institutional capability of the Municipality by implementing the goals listed herein-below:

Goal One: Promote and enhance our competitive total rewards package to recruit and retain top talent.

- Create a total rewards message to educate Human Resources officials, managers, and employees on the total value of the KwaDukuza Municipality employment package;
- Work closely with management to reinforce the need for competitive compensation for employees through implementation of staff retention strategies and scarce skills policies in order to attract and retain staff;
- Focus on retirement planning and support for current and retired employees;
- Focus on exit management results to support and inform capacity planning; and
- Define a minimum level of employee educational benefit across all employees' areas including introduction of available schemes and learner ships.

Goal Two: Support the talent development of our employees through professional development, career development, and improved performance management:

- Invest in professional development programs to improve leadership capabilities, job skills, and employee productivity;
- Develop comprehensive career management tools, job enrichment strategies, and mentoring programs to help employees prepare for new opportunities; and
- Provide organizational consulting services to all management areas to spur improved organizational and individual performance

Goal Three: Promote the achievement of work-life balance and wellness in our employees:

- Expand the use of flexible work arrangements through greater supervisory and employee awareness about the potential benefits to employees and departments;
- Inform employees about the importance of education, awareness, self-care, and behavioral change in improving wellness and productivity through implementation of the KwaDukuza EAP plan; and
- Collaborate with individuals and departments, to deliver a broader range of wellness programs and services for improved physical and mental health.

Goal Four: Deliver services, programs, and communications which are highly valued by our prospective employees, current employees, and retirees.

- Target employee communications more effectively to meet employee information needs;
- Leverage technology to streamline Human Resources service processes and improve access to employee information;
- Define Human Resources customer service promise and assess and improve customer satisfaction to a common standard through regular surveys;
- Develop HR scorecard for HR section and management areas as an overall assessment and improvement tool; and
- Plan new office location so that it provides a productive work environment for improved service and program delivery.

Goal Five: Foster a diverse and inclusive municipality with a positive work environment.

- Develop a "Building a Better Work Environment" for supervisors;
- Conduct regular organizational climate assessments and collaborate with managers to improve the municipal work climate;
- Partner with the Special programs manager, managers, and employees to promote and uphold principles of equality;
- Educate the municipal employees on the prevention of harassment and discrimination and productive ways to resolve conflict;
- Insure we promote our commitment to diversity and non-discrimination through our actions and in our outreach and employee recruitment efforts; and
- Assess and address reasons why talented people leave the municipality

Goal Six: Compete for top talent with effective recruitment strategies and efficient recruitment processes.

- Identify more proactive recruiting solutions for staff and administrative and professional faculty positions;
- Build relationships with management areas by assigning them staffing specialists and developing recruitment strategies focused on their recruitment priorities; and
- Improve employee on-boarding experience through three month check-up

In summing up, the diverse facets or aspects of the Human Resources Strategy find expression in the daily operations of the HR Department which ultimately get accounted for at the local public administration portfolio committee on a monthly basis.

4.2 Organizational Structure

A 5-Year organogram as required by the 2014 Regulations on the Employment of Conditions of Service of Senior Managers (Chapter 3), provides that the Municipal Council must adopt a 5-Year Organogram aligned to the IDP. The 5-Year Organogram is annually reviewed based on the affordability of Council. The KDM Organogram, which was adopted on the 10th August 2017, is herewith attached as annexure 5.

4.3 Filling of Critical Posts

The Municipality is pleased that it managed to ensure that all critical posts are duly filled in line with the organogram. The Municipal Manager's position is filled and there are nine Section 56 posts that were filled described as follows:

- Chief Financial Officer;
- Chief Operations Officer;
- Executive Director: Corporate Services;
- Executive Director: Electrical Engineering Services;
- Executive Director: Community Safety;
- Executive Director: Community Services & Public Amenities;
- Executive Director: Youth Development;
- Executive Director: Civil Engineering & Human Settlements; and
- Executive Director: Economic Development & Planning.

4.3.1 Municipal Personnel Workforce

Employee Totals/Staffing Information: The municipality seems to have a high number of vacancies, it should be noted that most of the vacant positions are occupied by staff members employed on a temporary basis. All Senior Management Level (Section 56 Managers) positions are filled. Budget has been made available in the new year (2019/2020) to fill in the vacant positions in terms of the Council approved organogram and budget. The KwaDukuza Municipal Council reviewed its staff organogram on 10th August 2017 in line with COGTA Regulations, 2014.

Measures to improve and lower vacancy rate have been employed by prioritising the Recruitment and Selection Section/Unit by appointing an additional Personnel Officer to make two, as well as streamlining and selection panels. The KwaDukuza Recruitment and Selection Policy encourages internal staff mobility, meaning that whenever the vacancies are filled, the internal staff are encouraged to apply and get appointed when deemed appropriate.

Figure 75: Staff Complement

STAFF COMPLEMENT	ACTUAL	VACANCIES	TEMPORARY STAFF
No.of Employees	1 157	69	343
Section 54 & 56 Managers	10	0	0
Departments/Business Units	**Number of Staff**		**Number of Vacancies**
Municipal Manager's Office	2		0
Chief Operations Office	43		2
Corporate services	62		7
Finance	82		7
EDP	111		8
Community Services	242		10
Community Safety	237		7
Civil Engineering	116		14
Electrical Engineering	112		10
Youth Development	6		4
Total	**113**		**69**

4.3.2 Municipal Powers and Functions

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, contains provides that the objects of local government vests the powers and functions in a local municipality. Municipal transformation and institutional development relate to essential and important change pertaining to the way that municipalities perform their functions, allocation of resources and institutional strategies whose implementation is geared to ensure best results with regard to service delivery to the communities. It is common cause that transformation and institutional development shall are seen to take place at the point when the following is addressed as part of the Municipality's strategic planning and direction.

The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

In line with the above described functions and powers in a local community, the following are the powers and functions assigned to KwaDukuza Municipality:

Figure 76: Municipal Powers and Functions

ILEMBE DISTRICT MUNICIPALITY AND LOCAL MUNICIPALITIES		
DISTRICT MUNICIPAL FUNCTIONS	**SHARED FUNCTIONS DISTRICT AND LOCAL**	**LOCAL MUNICIPAL FUNCTIONS**
Potable Water Supply Sanitation Services Municipal Health Services Regional Airport Environmental Health Services	Fire Fighting services Local Tourism Municipal Airports Municipal Planning Municipal Public Transport Funeral Parlours Municipal Abattoirs	Air Pollution Building regulations (National Building Regulations) Child Care Facilities Pontoons, Ferries, Jetties, Piers and Harbours Storm Water Management System In Built up areas Trading regulations and Liquor Beaches and Amusement Facilities Billboards and the Display of advertisement in Public places Cleaning Control of Public Nuisances Facilities for the Accommodation, Care and Burial of Animals

		Fencing and Fences Licensing of Dogs Local amenities Local Sport Facilities Municipal Parks and Recreation Noise Pollution Pounds Municipal Roads Public Places Street Trading Street Lighting Electricity distribution /reticulation, Municipal Planning Local Tourism Traffic and Parking Refuse Removal, Refuse Disposal and Solid Waste Cemeteries and Crematoria. Fire Fighting Services

4.4 Employment Equity Plan

KwaDukuza Municipality currently has a Council approved Employment Equity Plan. The Municipality commenced with the preparations for the approval of the new 5 years' Employment Equity Plan (EEP) by end of September 2016. A copy of the plan is attached as an Annexure 6 herewith for ease of reference. In order to achieve equity within the context of KwaDukuza Municipality, affirmative action shall be defined as implementing immediate positive remedial actions, programmes and procedures to address both historical and existing inequalities and imbalances in the work place within the present staff profile.

The objectives of Employment Equity Act as stated in section 2 of the Act are to achieve equity in the workplace by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination;

- Implementing affirmative action measures to redress the disadvantaged in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce;

- To have an equitable representation of the designated groups in terms of their Economically Active Population (EAP) in the workforce. The EAP from 15 to 64 years of age who are either employed or unemployed and seeking employment.

(a) Identified Barriers and Previous Resolved Barriers to Employment Equity Implementation

The implementation of the plan has moved swiftly, however, there are still some challenges referred to as "Identified Barriers and Previous Resolved to Employment Equity Implementation"

(b) Legislative Compliance

This has been an area of concern in the past but, KwaDukuza Municipality has developed an Employment Equity Plan for the period of 5 years. The plan is being implemented and monitored by the Implementation of a Compliance Checklist and the establishment of Recruitment and Selection Committees to address vacancies. The Employment Equity status has been reported to the political structures of the Municipality on a quarterly basis and progress reports are submitted to the Department of Labour on an annual basis in January of each year.

(c) Management Engagement

In line with the Employment Equity Act, the Municipality appointed a Senior Manager: Human Resources, to lead the EEP for the entire organisation.

Previously it was reported that there appears to be a lack of management responsibility towards Employment Equity within the Municipality. A Municipal Manager has been appointed in terms of a Council Resolution Recruitment and Selection Committees to address the filling of vacancies and it is evident that there is a buy-in and accountability mechanism in respect of all senior managers to ensure implementation of EEP within their respective departments.

There is a lack of management responsible to Employment Equity within directorates to accommodate persons with disabilities.

(d) Stakeholder Engagement

There is improvement with regard to the Human Resources Development Committee that deals with *inter alia* (Employment Equity) in terms of functionality.

The Local Labour Forum (LLF) is functional and meetings are coordinated on a regular basis with outstanding matters addressed by the LLF Stakeholders.

(e) Good Political Oversight

There is regular reporting to the Municipal Council regarding the progress with the implementation of Employment Equity Plan by the Municipality.

Councillors in line with Standing Orders would deal with matters on the agenda, and officials submit the Employment Equity Plan Progress Reports for Councillors to be able to exercise oversight on Employment Equity Plan implementation.

(f) Less Fragmentation of Policies

The Municipality developed and approved a comprehensive Human Resource Development Strategy which assists the entity ensuring maximum human resources maturity levels, staff retention and succession planning.

KwaDukuza Municipality's Recruitment and Selection process is used to attract applicants for jobs to determine their suitability, including short listing, scoring, interviews, assessment and Recruitment and Selection Policy.

The Municipality has other important policies that contribute to the enhancement of employment equity such as the induction policy, acting in senior positions, remuneration policy and rapid advancement policy.

(g) Work Environment and Facilities

In most cases, access into buildings does not accommodate persons with disabilities.

Most ablution facilities are not user-friendly for persons with disabilities.

Most municipal buildings provide ample parking space. However, few parking bays are marked and designated for exclusive use by persons with disabilities.

Occupational health and safety is a serious matter and the municipality has engaged a service provider to assist with a workplace safety analysis which report is now executed by department. Health and Safety Committee meeting are held and safety reports and accident reports are discussed at the meetings.

4.1 Workplace Skills Plan (WSP)

The Municipality has a Workplace Skills Plan in place which is subject to review on an annual basis and submitted to the Local Government Sector Education and Training (LGSETA) for thorough evaluation process. Human Resource Development report on training and Skills Development Plan for 2018/2019 and 2019/2020 is submitted as an annexure 7. The plans are being implemented with the following learning programmes.

Figure 77: Prioritised Training Programme for 2018/19 and 2019/2020

Name of the Learning programme	Beneficiaries
Skills programmes	Managers and all other KwaDukuza Municipality officials
Learnerships	KwaDukuza Municipality staff at lower levels and external youth from the local community
Bursaries	KwaDukuza Municipality employees and youth from local communities
Internships	Unemployed youth from local communities
In-service training	Local youth attending tertiary institutions
Short courses	KwaDukuza Municipality internal Staff and Councillors

A detailed training plan with 2018/2019 and 2019/2020 beneficiaries is attached as annexure 7. Apart from the aforesaid formal human resource development initiatives internal workshops are being conducted by KwaDukuza Municipality expert officials who specialise in various fields. These are done to ensure that information is infused to all sections within the Municipality with a view to empower all KwaDukuza Municipality officials. Coaching and mentorship programmes are undertaken, yet it should be mentioned that these still need to be formalised and refined, owing to funding constraints (LGSETA for Learnerships).

(a) Recruitment and Selection Policy

KwaDukuza Municipality has a Council approved Recruitment and Selection Policy (a copy of which is attached as an annexure 8 for ease of reference). This policy is being implemented and reviewed annually. It is the objective of the policy that the Municipality recognises that its employment policies, practices and procedures must comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the Municipality, its political structures and political office bearers as well as its employees, to comply at all times and without exception with the relevant legal provisions governing the situation concerned. The policy applies to all permanent and contract employees, interns, learners and temporary employees who are appointed to complete a specific task “specialised” contract workers as determined by the Municipal Manager and seasonal employees.

(b) Scarce and Critical Skills Retention Policy

KwaDukuza Municipality has a Council approved Scarce and Critical Skills Retention Policy in place (a copy of which is attached for ease of reference as annexure 9). The policy applies to all employees within the Municipality with the exception of the Section 54 and Section 56 employees in terms of the Municipal Systems Act of 2000 as amended.

- The objective of the policy is to identify those categories of posts where the Municipality has a high turnover of staff.
- To attract and retain competent staff.
- To retain scarce and critical within the Municipality.
- To identify strategy to ensure the retainment and recruitment of staff by innovative means within the confines of the collective bargaining process.

4.5 Progress on Implementation of Workplace Skills Plan, EEP, Recruitment & Selection, Scarce and Critical Skills Retention Policy

Job Descriptions are currently under review and will subsequently assist in the identification of the required competencies. The process will be accompanied by cascading Performance Management System from the senior management level to middle management, other levels of management and until Task Grade 12. Measures to improve and lower vacancy rate have been employed by prioritising the recruitment and selection section.

Reporting on the plans and policies is inherent in the implementation processes. Progress on implementation is reported to all relevant forums and portfolio committees within the Municipality.

4.6 ICT Policy Framework

KwaDukuza Municipality has policies that recognise the importance of information communications technologies, fully integrated into a digital nervous system, providing it with the knowledge necessary to act and deliver efficient and cost-effective services as described in the IDP. The Municipality has a Council approved ICT Security Policy which is under implementation. The policy outlines the direction, scope and approach to secure management of Information Assets and Information System within the Municipality. It seeks to protect the information assets, and any ICT assets which create, process, store and view or transmit information against unauthorised use or accidental modification, loss or release.

The municipality has the following Information Communication Technology Security Policies:

- ICT Risk Management Policy;
- Access Control Policy;
- Intrusion, Detection and Reporting Policy;
- Operating Systems Security Controls;
- Systems Acquisitions and Development Policy;
- Operations Procedures;
- Server Room Controls Policy;
- Privacy and Data Protection Policy
- Firewall Policy;

- E-Mail/Internet Policy; and
- Back-Up and Recovery Policy.

An IT Steering Committee was appointed to addresses IT governance issues in terms of King 1V and Corbit. KwaDukuza Municipality is currently developing the organisational readiness to usher in the fourth industrial revolution agenda. A copy of the ICT Policy is attached as annexure 10.

4.7 Challenges and Proposed Interventions: Municipal Transformation and Institutional Development

Figure 78: Description of Challenges and Interventions for Municipal Transformation and Institutional Development

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA -1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
Lack of skills required by the municipality and local economy.	• Expedite efficient operational and relevant courses as offered by Chief Albert Luthuli Skills Centre and uMfolozi FET college; • Emphasis on scarce skills development utilising both KDM's External and Internal Bursaries programmes; • Co-ordinate and facilitate the placements of learners who are partaking in learnerships with various host employers; • Implement KDM's Internship programme by ensuring that each business unit essentially hosts a minimum of five (5) graduates per annum; • Facilitate and co-manage various government skills development initiatives such as tourism safety monitor etc.; and • See to the implementation of Council retention programme.
Low figures of women appointed into managerial positions and non-compliance with equity targets.	• Adhere to the implementation of gazetted Employment Equity Plan; • Embark on target recruitment so as to accomplish equity targets for less represented groups within Council including those from the coloured and white communities;

	• Provide a dedicated programme to develop and benefit women talent.
An abundance of overtime worked, unproductivity and unsupervised municipal staff.	• Introduce and implement shift systems with a view to curb overtime and enhance productivity; • Fast-track the filing of vacant, new and/or attrition posts. • Ensure compliance with the overtime management plan per BU as well as adherence to the Basic Conditions of Employment Act (BCEA); and • Cascade performance management to lower positions of Council.
Poor ICT network, support and continuous use of manual systems to process certain applications by BU.	• Invest in the ICT network and off-site disaster recovery facility; • Strengthen the capacity of the ICT Unit by ensuring that critical posts are filled as well as improve general governance issues; • Ensure full implementation of EDP EDRMS and Planning Tracking System; • Support the introduction of electricity application system and SCADA System, • Establish panels to ensure that ICT equipment's and software are provided.

4.8 Municipal Transformation and Institutional Development SWOT Analysis

Figure 79: Municipal Transportation and Institutional Development SWOT Analysis

STRENGTHS	WEAKNESSES
▪ High rate of MFMP compliant amongst senior managers and Finance staff, ▪ Sound labour relations – functional Local Labour Forum, ▪ Integrated workers empowerment forums, ▪ Employment Equity Plan – lodged and gazetted by Department of Labour, ▪ Internship and learnships programme implementation, ▪ Skills development support – bursaries for external and internal, ▪ Strong collaboration with private sector on local employment and skills development, ▪ Chief Albert Luthuli Skills Centre , ▪ Job preparedness programmes,	▪ Shortage of critical skills required by employers within the district including government, ▪ Inadequate budget for employment, ▪ Weak employee assistance programmes, ▪ Slow filling of positions by council, ▪ Poor representation of women in senior managerial, ▪ Poor ICT infrastructure within the municipality, ▪ No external ICT Disaster Recovery Plan, ▪ Poor functioning customer call centre, ▪ Lack of adequate skilled personnel within the ICT sub-unit, ▪ Poor representation of people living with disabilities,
OPPORTUNITIES	**THREATS**
• Radical implementation of the approved retention and scarce skills policy, ▪ Focus women management development programmes, ▪ Prioritisation of local skilled personnel when there are opportunities, ▪ Implementation of employment equity plan,	▪ Poorly managed EPWP and short term contracts which put the municipality at risk, ▪ Community impatience in relation to job opportunities offered by both public and private sector, ▪ High rate of people immigrating to KwaDukuza for job opportunities which threatens social stability,

▪ Prioritising the retention of interns when there are opportunities within the municipality, ▪ iLembe Broadband Project, ▪ Youth Employment Services pilot project, ▪ Chief Albert Luthuli Skills Centre, ▪ Host employer's partnership with private sector through iLembe Chamber of business, ▪ Establishment of ICT Hub, ▪ Public Wi-Fi,	▪ Weak management of ICT infrastructure and its security, ▪ Use of vigilante groups/ business forums to recruit for private sector development.

5. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Introduction

This KPA comprised of Civil Engineering Services and Human Settlements Business Unit, Electrical Services Directorate, and Community Services and Public Amenities Business Unit. These business units play a pivotal role in fulfilling the objectives of Local Government as envisaged in Chapter 7, Section 152 and 153 of the Constitution of South Africa Act No. 108 of 1996. The Council has entrusted these business units with the authority, roles, responsibilities and key performance areas in order to carry out the aforesaid constitutional mandate and a five year strategic agenda for the Council.

Civil Engineering Services and Human Settlements Business Unit is responsible for ensuring basic service delivery as well as the provision of quality houses in the following areas:

- Civil Engineering Services (roads and storm water, sidewalks, commuter shelters, traffic calming, etc)
- Municipal Building Maintenance Services
- Infrastructure Planning, Construction and Routine Maintenance
- Project Management Unit (MIG, EPWP, etc)
- Human Settlements (housing infrastructure and slums clearance).

Electrical Services Directorate is responsible for electrical planning, customer services centre and fleet management services. Community Services and Public Amenities Business Unit is responsible for parks and gardens, community halls, cemeteries and crematoria, beach cleaning/cleansing, street sweeping, refuse removal as well as sports and recreation. Whereas iLembe District Municipality is responsible for water and sanitation.

5.1 Water and Sanitation

5.1.1 Water Service Authority

KwaDukuza Municipality is one of the local municipalities under the iLembe District Municipality and therefore, not a Water Services Authority. Rather, the iLembe District Municipality is the entity that holds the mandate in terms of Water Services Act to be the Water Services Authority in respect of all area under jurisdiction.

5.1.2 Last Review of iLembe District Municipality Water Services Development Plan

The iLembe District Municipality Water Services Development Plan was adopted by Council in 2016/2017 financial year.

5.1.3 ILembe Water Services Development Plan Link

The iLembe Water and Sanitation Master Plan link is not available.

5.1.4 ILembe Water Services Development Plan

The District has been experiencing rapid growth over the past 15 years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial greenfield developments have necessitated a structured infrastructure response, especially for water and sanitation. The WSDP is primarily informed by the iLembe District Municipality Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20 year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The tables below indicate the project demands for water and sanitation.

Figure 80: Water Demand Projections

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

Figure 81: Sanitation Demand Projections

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

5.1.5 iLembe District Municipality as a Water Services Authority

It should be noted that KwaDukuza Municipality is not a Water Services Authority for its area of jurisdiction because it happens to fall under the iLembe District Municipality which is the entity duly mandated to be the Water Services Authority in terms of the Water Services Act.

5.1.6 Date of Last Review of Water Services Master Plan Last

The iLembe District Municipality Water Services Master Plan is in place and was last reviewed in 2016.

5.1.7 Operations and Maintenance Plan for Water & Sanitation

The iLembe District Municipality's Operations and Maintenance Plan for Water and Sanitation which is utilised in fulfilment of the Municipality's core functions is in place. The plan entails, amongst others, but not limited to, the following:

- Its development was agreed upon by all stakeholders to the facilities being completed so that those municipalities that are affected are conscious of maintenance implications and the various options such as the availability and affordability. Accordingly, the affected municipalities are placed in a good position to make informed decisions in this regard.
- The responsibilities and monitoring thereof are clearly defined.
- The plan allows for easy diagnosis and reporting of challenges and/or problems so as to ensure that those problems that have to do with Operations and Maintenance might be discovered timeously so as to avert a negative impact.

The **Operations and Maintenance Plan for Water & Sanitation** shall be implemented during the 2019/2020 financial year.

5.1.8 Status of the WSA Operations and Maintenance Plan for Water and Sanitation

KwaDukuza experiences water disruptions on a regular basis. There is a huge disparity in provision of services. There is also a major service backlog and a lack of maintenance of existing infrastructure. A considerable number of people amongst the population does not have access running water. Reliance on ground water can lead to health impacts amongst the most vulnerable sections of the population, where ground water has become polluted through poor land use and/or burials near water courses. There is severe water shortage in the area which is exacerbated by new development applications. Umgeni Water, KwaDukuza and iLembe cannot meet the current water requirements of existing users. The water shortage needs to be addressed at a strategic level and various bulk water options are being considered including desalination treatment plants, ways of reducing inefficiencies, waste and water loss need to be explored.

There is a lack of maintenance of existing infrastructure. Infrastructure is often poorly sited and has the potential to impact on the environment when it is not operating properly. There is one major sewer treatment works at KwaDukuza that pumps sewerage from other smaller sewer pumps across the Municipality. There is no bulk Municipal waterborne sewerage reticulation system available in areas including Blythdale and surrounds. Septic tank systems are used in many areas for disposal of liquid waste. Due to extensive housing developments, especially along the coast, treatment works requires upgrading, however the iLembe District Municipality had indicated that it is not currently in a position to provide a bulk service supply to upcoming developments.

5.1.9 The Status, Backlogs, Needs and Priorities for Water and Sanitation

Figure 82: Status on Main Source of Drinking Water

Indicator	Sub-indicator	Population	Population%
Main Source of drinking water	Piped (tap) water inside dwelling	26 012	28.5%
	Piped (tap) water inside yard	18 196	19.9%
	Piped water on communal stand	37 676	41.3%
	Borehole in yard	437	0.5%
	Rain-water tank in yard	180	0.2%
	Neighbours tap	737	0.8%
	Public/communal tap	3 443	3.8%
	Water-carrier/tanker	2 595	2.8%
	Borehole outside yard	278	0.3%
	Flowing water/stream/river	904	1.0%
	Well	39	0.0%
	Spring	31	0.0%
	Other	755	0.8%

Source: Stats SA Community Survey, 2016

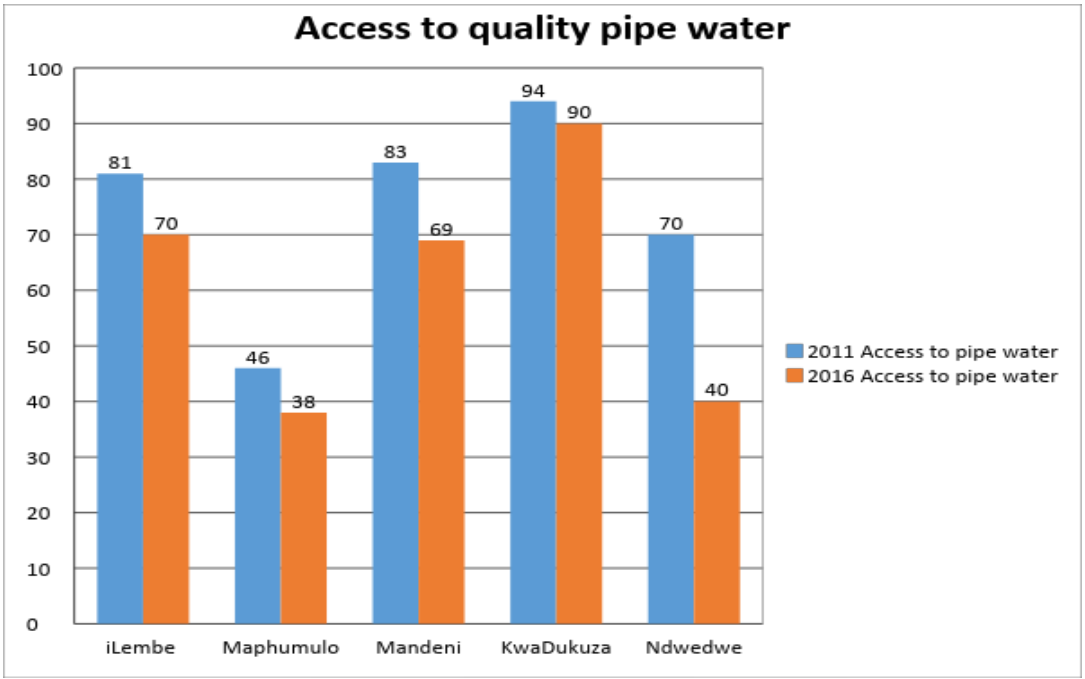
Figure 83: Status on Main Type of Toilet Used

Indicator	Sub-indicator	Population	Population%
Main Type toilet facility used	Flush toilet (Sewage system/sceptic tank	33 843	39.2%
	Chemical toilet	14 843	17.2%
	Pit latrine (with/without) ventilation	37 351	43.2%
	Ecological toilet (e.g. urine diversion, enviroloo)	260	0.3%
	Bucket toilet (collected by municipality/Emptied by household	88	0.1%

Source : Stats SA Community Survey, 2016

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

Figure 84: Percentage of People with Quality Piped Water



Stats SA Census 2011 and Community Survey 2016

The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that was prevailing at the time.

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

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas need upgrading and maintenance, however through grant funding from the Department of Water and Sanitation, particularly MWIG, the municipality is addressing this challenge.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that affects the entire District and in urgent need of attention.
- 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- 19% of the population still do not have access to basic sanitation.
- The urban areas have proper waterborne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- ILembe has been severely hampered by drought which has diminished the Municipality's ability to provide water to all inhabitants.

Water Quality Management

ILembe District Municipality (IDM) monitors the water quality it supplies to consumers and residents as well as monitoring the waste water effluent it discharges into the environment. This monitoring occurs on a daily, weekly, monthly and annually on a variety of parameters as per the Blue drop (water) and Green drop (waste water) as required by the Department of Water and Sanitation (DWS).

Unfortunately, independent audits by DWS in terms of Blue Drop and Green Drop have not been carried out by DWS in recent years so no results have been published. However, IDM captures quality results onto the Blue and Green drop systems as developed by DWS. IDM utilizes the services of an independent, accredited laboratory to sample the various

Green Drop

The green drop system has been designed by DWS to specifically to monitor the performance of waste water treatment works. Currently IDM has 12 facilities that it monitors including two (2) that are operated by Siza Water (Frasers and Shakaskraal). The waste water works have been under-performing in recent years due to a variety of factors including but not limited to:

- Ageing infrastructure
- Lack of process knowledge by process controllers
- Lack of laboratory equipment on sites

The above challenges can be addressed through proper training of staff and investment in the treatment works to repair, replace and /or refurbish malfunctioning process units. Plans are afoot currently to construct a regional waste water scheme (in planning phase) in KwaDukuza to address the limitations of the current infrastructure limitations of the area as well as to upgrade the Sundumbili waste water works in the foreseeable future.

Blue Drop

The blue drop system regulates the management of water quality at both treatment works and reticulation sites including reservoirs and other critical sampling points that may affect water quality.

IDM has 38 water supply systems (ranging from boreholes to fully functional water treatment works) as per blue drop system supplying most of the residents and consumers within the district. In addition to such supplies residents are also supplied via water tankers with water sourced from IDM or Umgeni Water treated water. This is due to lack of suitable raw water sources close to where the communities reside.

During the 2017 /2018/2019 period , 2 major water projects , Lower Tugela water Project and the Mvotshane water Project (managed by Umgeni Water) have come more fully into operation and thus has provided relief to consumers obtaining water from these sources. The water quality is of a high standard and complies with SANS 241:2015 water quality standards.

The challenges faced with regard to water quality include:

- Low chlorine dosages affecting the microbiological quality of water
- Incorrect dosing that affects the turbidity of final water
- Inability of some treatment plants to adequately remove iron and manganese
- Limited process knowledge of the process controllers
- Malfunctioning process units that inhibit correct water quality standards

These challenges can be overcome by investing in upgrading some treatment works to deal with the water quality standards as well as training process controllers to better manage the water quality at these facilities.

Summary of Backlogs and Achievements

The tables presented below outline the Backlogs for water and sanitation recorded per financial year and the achievement per local municipality. This assessment relates to a period from 2011/2012 to 2017/2018 for water & sanitation service delivery. The current backlogs in terms of water is 18.66% and sanitation is 19%.

Figure 85 : ILembe Water Backlogs

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	% of hh served to date
Mandeni	138 078	38 235	23 031	20 930	20 793	20 741	20 665	19 747	19 613	19 613	
KwaDukuza	231 187	70 284	9 725	7 056	6 859	6 613	6 253	6 253	6 253	6 253	
Ndwedwe	140 820	29 200	6 255	5 346	4 419	4 419	4 419	4 419	4 419	4 419	
Maphumulo	96 724	19 973	11 116	10 369	8 884	8 079	7 160	5 614	1 664	(863)	
	606 809	157 692									
HH without access to Water		31,79%	50 127	43 701	40 955	39 852	38 497	36 033	31 949	29 422	18,66%
Achievements per year			2 350	6 426	2 746	1 103	1 355	2 464	4 084	2 527	
HH served			107 565	113 991	116 737	117 840	119 195	121 659	125 743	128 270	81,34%

Calculation for water backlog:		
Backlog for 2015/2016	22,53%	
Backlog for 2016/2017	18,66%	(31 949/157 692)
% decrease in backlog as at end of June 2017	**3,87%**	(4 084/157 692)

FIGURE 83 : ILEMBE SANITATION BACKLOGS

Figure 86 : ILembe Sanitation Backlogs

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	% of hh served to date
Mandeni	138 078	38 235	8 167	6 767	5 256	3 786	2 919	1 892	1 571	1 171	
KwaDukuza	231 187	70 284	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	140 820	29 200	12 660	11 116	9 395	7 995	6 805	5 053	4 741	4 361	
Maphumulo	96 724	19 973	19 440	18 040	17 169	15 769	14 579	13 182	13 093	12 713	
	606 809	157 692									
HH without access to sanitation		33,34%	52 578	48 234	44 131	39 861	36 614	32 438	31 716	30 556	19,38%
Achievements per year			6 219	4 344	4 103	4 270	3 247	4 176	722	1 160	
HH served			105 114	109 458	113 561	117 831	121 078	125 254	125 976	127 136	80,62%

Calculation for sanitation backlog:

Backlog for 2015/2016	20,28%	
Backlog for 2016/2017	19,38%	(31 705/157 692)
% decrease in backlog as at end of June 2017	**0,90%**	(722/157 692)

SOURCE: CENSUS 2011

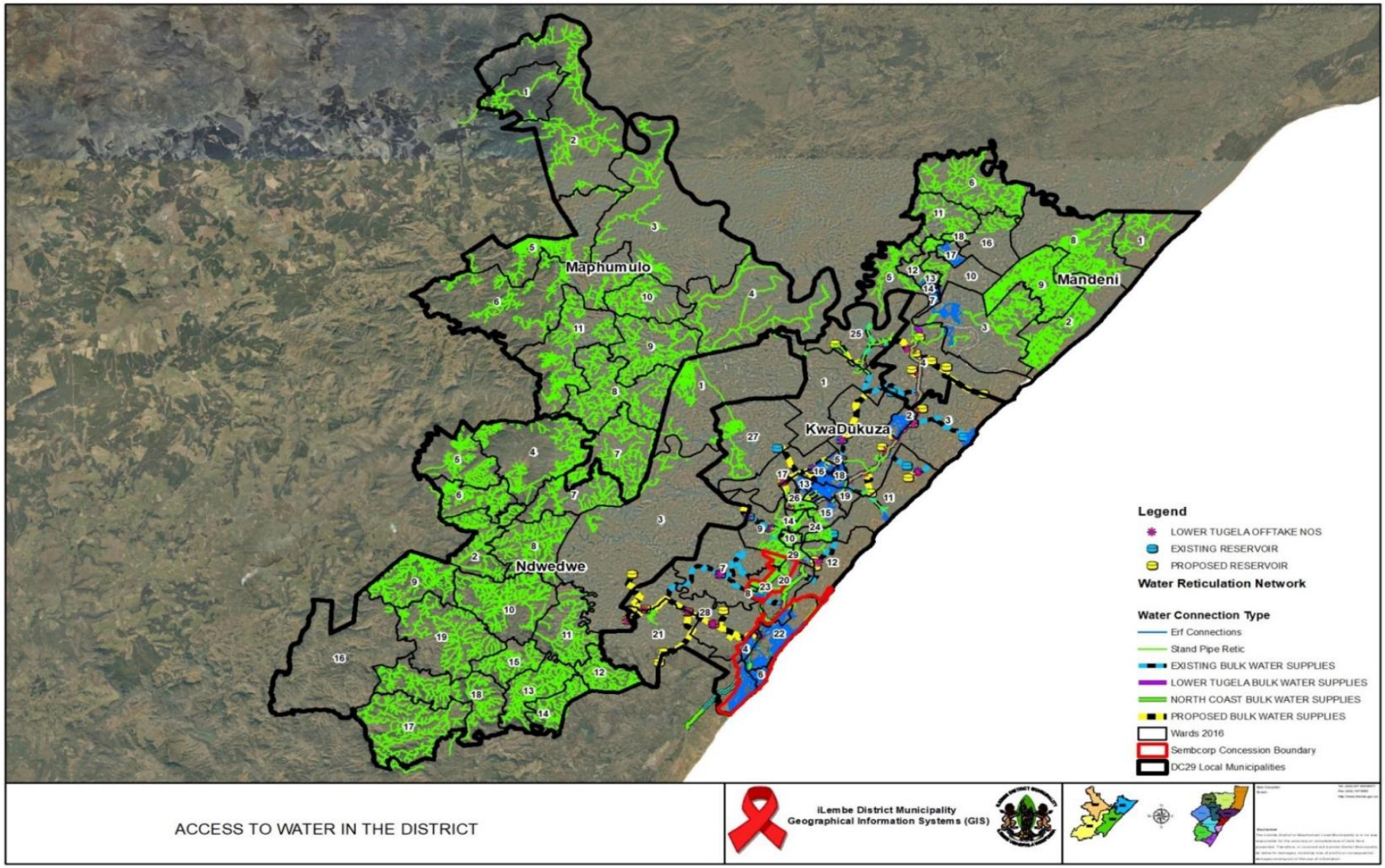
The water and sanitation backlog was planned to be updated during the 2018/19 financial year, however, this was not possible due to financial constraints. The District will continue to source funding for this exercise, including a possible partnership with Statistics South Africa.

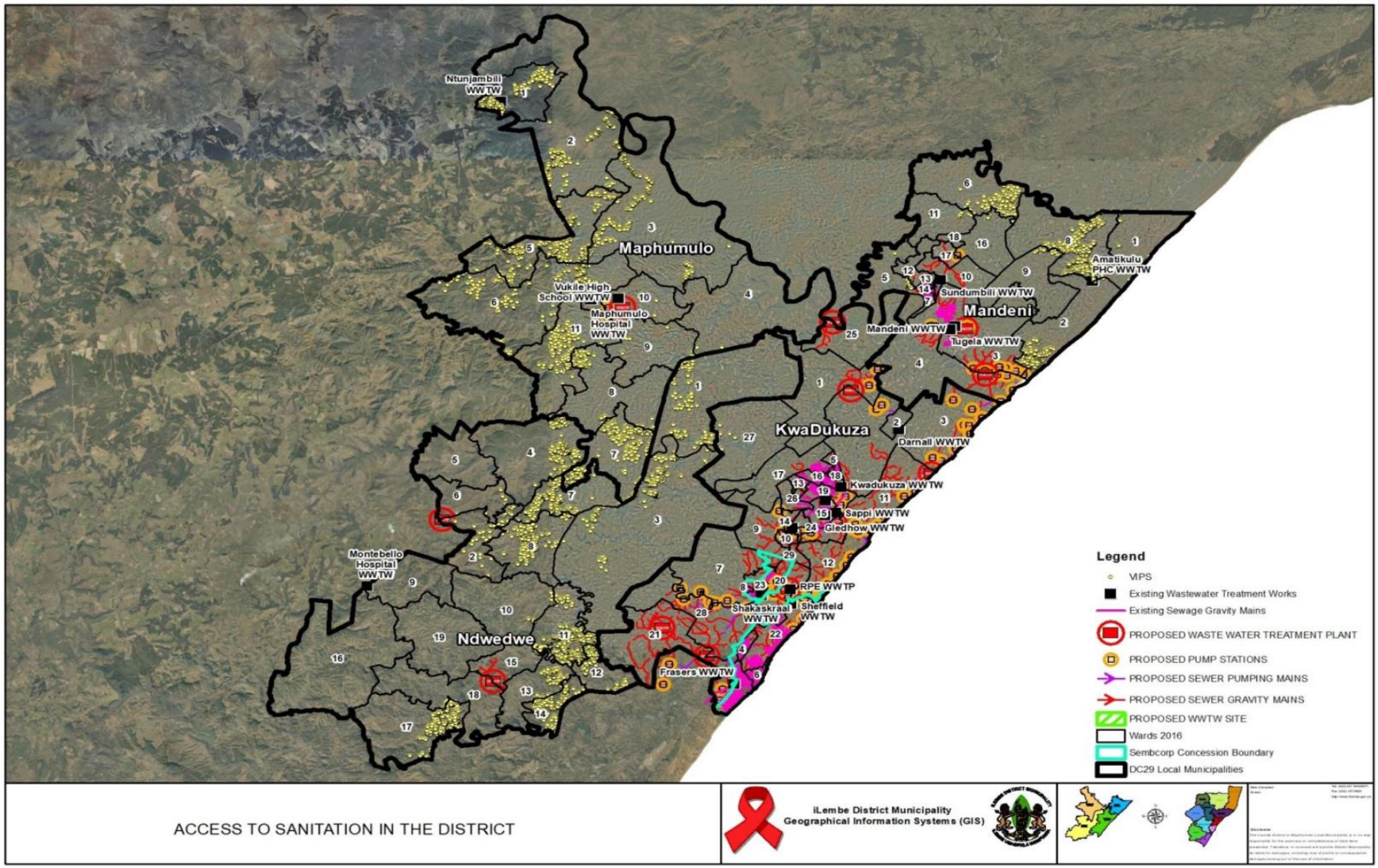
The Maps below depict the status of water and sanitation provision within the District. The map depicting “Access to Water” is portraying standpipe/community tap reticulation in the predominantly rural parts of iLembe, the western and northern portion; and areas with erf reticulation within the KwaDukuza CBD, Ballito, Mandeni CBD, suburbs or Mandeni and KwaDukuza are portrayed in blue. It further depicts the location of existing bulk infrastructure and future planned infrastructure to deliver water to areas with rudimentary stand pipe reticulation.

The “Access to Sanitation Map” depicts the Ventilated Improved Pit (VIP) Latrines that are provided by the District to areas where no bulk sewer infrastructure has been laid, this is depicted in the western and northern rural areas of the District; the map further depicts the existing sewer bulk infrastructure and the proposed Wastewater Treatment Plants in Ndwedwe, Mandeni, Maphumulo and various parts of KwaDukuza.

These maps portray the state of the District in terms of water and sanitation infrastructure, they also depict some of the future plans of the District to ultimately provide all citizens of iLembe with access to quality water and sanitation services.

Figure 87 : Access to Water in the District




Ntunjambili WWTW
Maphumulo
Vukile High School WWTW
Maphumulo Hospital WWTW
Amatikulu PHC WWTW
Sundumbili WWTW
Mandeni
Mandeni WWTW
Tugela WWTW
KwaDukuza
Darnall WWTW
Kwadukuza WWTW
Sappi WWTW
Gledhow WWTW
RPE WWTP
Shakaskraal WWTW
Sheffield WWTW
Frasers WWTW
Montebello Hospital WWTW
Ndwedwe
Legend
VIPS
Existing Wastewater Treatment Works
Existing Sewage Gravity Mains
PROPOSED WASTE WATER TREATMENT PLANT
PROPOSED PUMP STATIONS
PROPOSED SEWER PUMPING MAINS
PROPOSED SEWER GRAVITY MAINS
PROPOSED WWTW SITE
Wards 2016
Sembcorp Concession Boundary
DC29 Local Municipalities
ACCESS TO SANITATION IN THE DISTRICT
iLembe District Municipality
Geographical Information Systems (GIS)

5.1.10 Map Showing Access to Water within the Municipality

Map showing access to water within the municipality is provided in figure 84 above.

5.1.11 Map Showing Access to Sanitation within the Municipality

Map showing access to sanitation within the municipality is provided in figure 85 above.

5.1.12 Map Showing the Proposed Water Projects

Map showing the proposed water projects within the municipality is not available, however, the proposed projects for Bulk Water Scheme for KwaDukuza Municipality are listed below:

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

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

(a) current demand,

(b) future private developments of commercial, industrial and residential nature,

(c) low income housing developments,

(d) rural areas currently served as stand-alone schemes, and

(e) Rural areas that are currently un-served.

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

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

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

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

The planning for the provision of waterborne sanitation to the Greater Groutville area is at inception stage. The purpose of this study is to check the feasibility of servicing the entire Groutville with waterborne sewer and to connect all the settlements in Groutville into the system. Should this plan be feasible and affordable, it will also unlock bulk sewer connections for all the housing projects that are being planned for implementation in Groutville.

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

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

The total estimated cost of the project is R 563,134,000.00 and Phase 1 of the project is aimed for completion in 2020, and remainder will be subject to the availability of grant funding.

5.1.13 Map Showing Sanitation Projects

Map showing the proposed sanitation projects within the municipality is not available, however, a list of proposed sanitation projects planned for 2019/2020 financial year is provided in 5.1.12 above.

5.1.14 Co-ordination of Development Activities for Water & Sanitation

The iLembe District Municipality has endeavoured to co-ordinate its developmental activities with its local municipalities, relevant stakeholders and service providers. Whereas the primary role of the KwaDukuza Municipality is to facilitate the delivery of services to its communities. It is therefore important for the municipality to understand the extent to which households have access to various services in its area of jurisdiction.

5.2 Solid Waste Management

5.2.1 Responsibility for Waste Collection

KwaDukuza Municipality is responsible for the provision of a number of waste management services to the communities within its area of jurisdiction. These services include the collection and safe disposal of domestic and commercial waste. KwaDukuza Municipality is required to develop an integrated waste management plan (IWMP) as per the requirements of the National Environmental Management Waste Act (59 of 2008) as amended (hereafter referred to as the Waste Act) to sustain and improve waste management in the municipal area. The Integrated Waste

Management Planning forms a crucial part of the framework for local government and it must be undertaken in accordance with the roles and responsibilities as per the provisions of the Constitution of the Republic of South Africa in respect of local government. The National Environmental Management: Waste Act 2008 (as amended by Act 26 of 2014) further prescribes the legal requirements for local government authorities to put in place Integrated Waste Management Plans so as to inform planning and budgeting in relation to waste management within a particular mmunicipality, in this case, KwaDukuza Municipality .

The over-arching purpose hereof is to ensure that planning within the local municipalities is aligned with National Policy and Standards. Furtheremore, it must be sustainable, practically implementable and acceptable to all key role players and/or parties expected to implement the plan and that appropriate management frameworks and capacity are in place for the local municipality when dispensing its responsibilities for the delivery of waste management services. KwaDukuza Municipality is, therefore, responsible for solid waste management.

5.2.2 The Status, Backlogs, Needs and Priorities for Solid Waste Collection, Removal and Disposal

According to Section 11 of the National Environmental Management Act (NEMA) institutions responsible for waste management are compelled to develop a tool to manage their waste, which is known as the Integrated Waste Management Plan (IWMP). Whereas Section 10 (3) thereof stipulates that for the National Department, Provinces and Municipalities to designate waste management officers (WMOs), such should be done in writing, it must be ensured that there is constant communication amongst all three spheres of government with regards the implementation of the Waste Act. All local municipalities have designated WMOs. Subsequently the designations must then be formally communicated to the MEC or Minister, as per the Act.

The Status of KwaDukuza Municipality Solid Waste Collection, Removal and Disposal

- KwaDukuza Municipality is in the process of finalizing its Integrated Waste Management Plan (IWMP), the process having commenced in earnest during 2018/2019 financial year. A draft report on the Integrated Waste Management Plan: Situational Analysis, Gaps and and Needs Analysis (dated 03 May 2019) is in place and the report is attached as an annexure. It is envisaged that the final IWMP will be approved and recommended for final approval by the MEC responsible for environment before the end of December 2019.

- KwaDukuza Municipality currently has 29 wards and it is divided into two areas, the North (Stanger CBD and the surrounding areas) on one hand and the South (Ballito and surrounding areas) on the other.

- The Southern Area is currently being serviced by a private company vis-à-vis Dolphin Coast Waste Management and this service is only for the formal/developed areas.

- As part of the contractual obligations, the service provider has a dump site which is also used by KwaDukuza Municipality for its disposal at a fee. The above notwithstanding, there is one small town namely Shakaskraal which also receives the service from a private company.

- In all the semi-formal developments as well as low-cost developments the Municipality introduced skips as the means of providing a minimum service to the community.

- The Municipality has over 100 skips in various wards that need to be serviced on a daily basis. This is due to the fact that there is a demand for the service and funding within the current budget is available, thereby giving the Municipality a short term solution to the challenge.

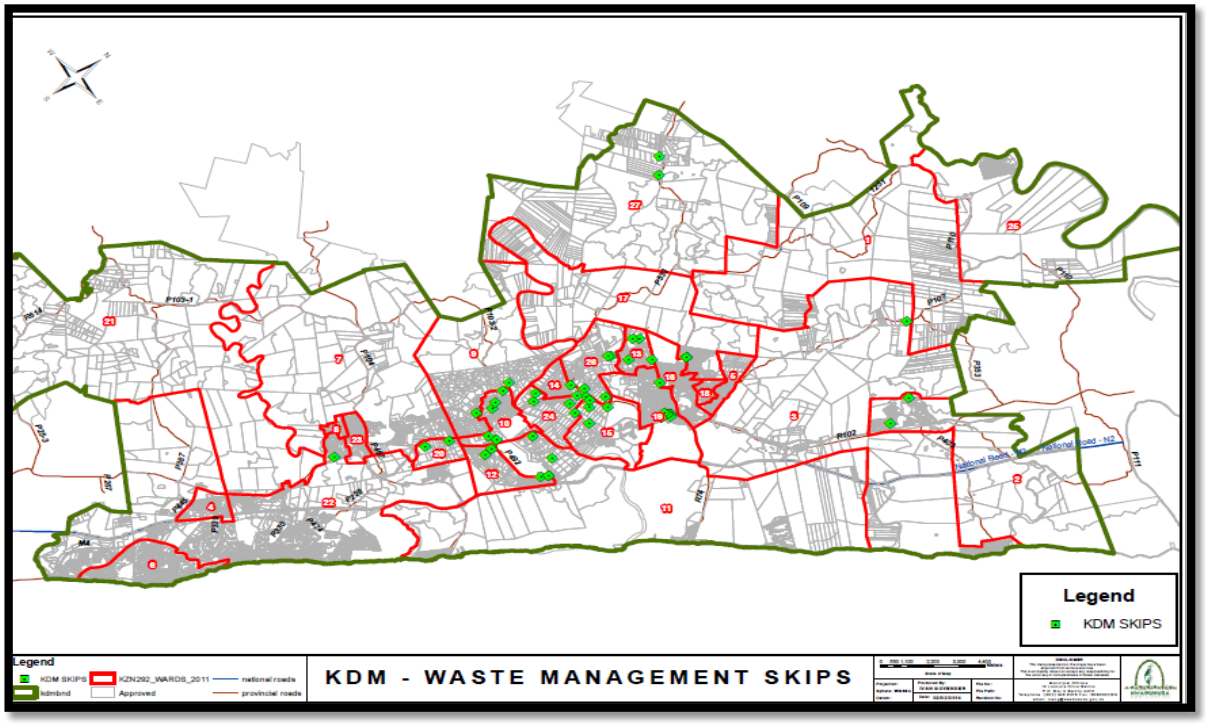
- The KwaDukuza Municipality Waste Management section employs some 83 waste management employees which are servicing the northern area. It needs to be borne in mind that the population is growing at an alarming rate and the current staff compliment cannot cope with the demand. Out of the 83 employees there is only one person who is in the middle management and who is, therefore, in a position to take responsibility for the entire operational duties. It needs to be taken into cognizance that the service is out-sourced in the southern area. The Municipality had 26 one person contracts (OPC) which are servicing the various wards and 11 of them are being supervised externally by one of the contracted individuals and the rest are supervised internally. The personnel has since been absorbed into permanent status.

KwaDukuza Municipality runs the waste management unit with a fleet that is a combination of an aging vehicles as well as new additions.

The Status of Landfill and Equipment

- KwaDukuza Municipality decommissioned Shakaville Disposal Site;
- Waste is disposed at two sites that are privately owned;
- KwaDukuza Municipality is responsible for waste management in the Municipality.
- In some areas the retrieval rate of the bags is around 40%.
- Taking into account that waste collection that is currently done twice a week, the actual loss may be bigger as this example is based on a single collection area once a week.
- The Municipality renders skip waste services to some of the communities that are not accessible by the waste collection truck in a 2.2m³ and 6m³ containers serviced once a week.

Figure 89: Map Indicating the Location of Waste Management Skips



Status on Refuse Removal within KwaDukuza

Figure 90: Status of Refuse Removal within KwaDukuza Municipality

Indicator	Sub-indicator	Population	Population%
Refuse Removal	Local authority/Private/community members at least once a week	50 728	55.6%
	Local authority/Private/community members less often than once a week	3 552	3.9%
	Communal refuse dump	12 148	13.3%
	Own refuse dump	20 325	22.3%
	Dump or leave rubbish anywhere (no rubbish disposal)	2 682	2.9%
	Other	1 850	2.0%

Table: Stats SA Community Survey, 2016

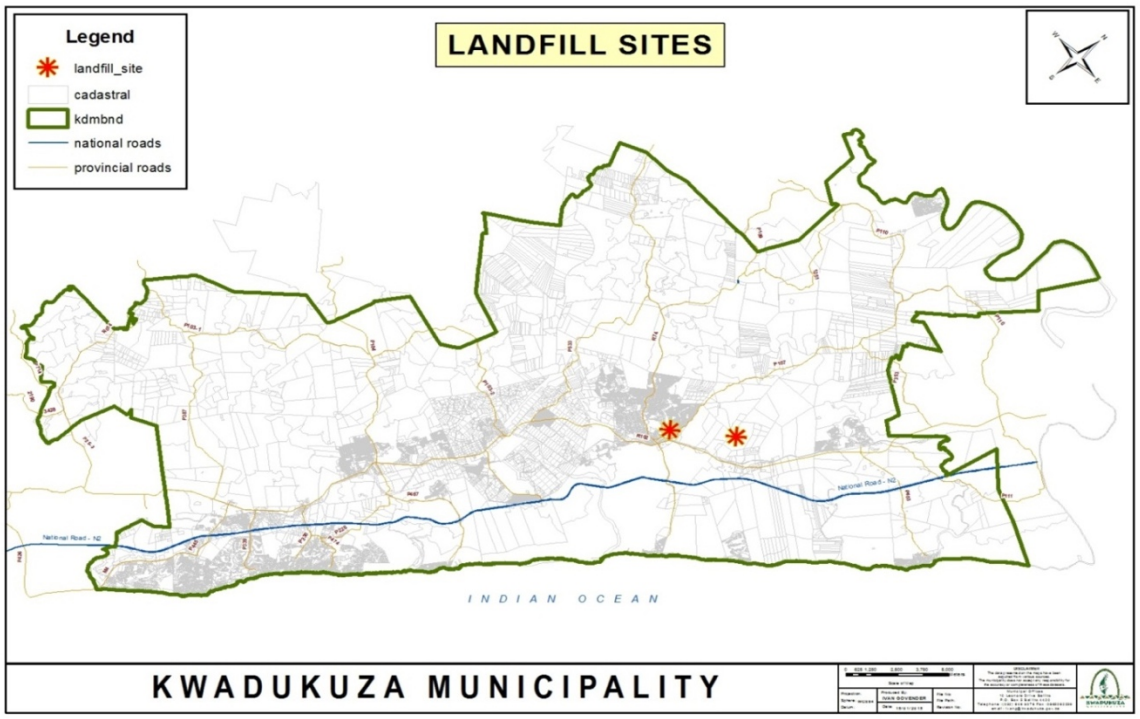
5.2.3 Ownership of Waste Disposal Site

In as far as the KwaDukuza Municipality waste management is concerned, the Municipality has a Parks and Gardens Department which renders service to the community. In the north the garden waste is disposed at the landfill site which is owned and operated by the private sector. In the South, however, approximately 2000m³ of garden waste is handled a month by a privately-owned transfer station, processed and sent to a composting facility in a mulch form. The Municipality's Waste Management currently has the responsibility for clearing illegal dumping in the north while the private sector is responsible for the south side. There is virtual evidence of illegal dumping in both private and public land around the municipal area especially in the north.

5.2.4 State of Waste Disposal Site

KwaDukuza Municipality does not provide any transfer of waste in its area of jurisdiction, yet it is responsible for collection and transport of waste to the landfill. Nonetheless, within the area of jurisdiction there is one transfer station in the south, handling approximately 6 400 tons of mixed waste per month, 2000m³ per month of garden waste as well as 450 ton per month of recyclables. The facility is owned and operated by Dolphin Coast Waste Management. Currently KwaDukuza Municipality is in a process of rehabilitating the transfer station with a view to ensuring that its operation shall begin in earnest and without delay.

Figure 91: Landfill Sites



Waste Management Challenges for the Municipality

From the analysis of the challenges identified in the Waste Status Quo Report in KwaDukuza Municipality the following needs were noted: waste avoidance, minimization, diversion, extending access to residential waste collection services, resource recovery infrastructure, waste drop-off facilities, human and other resources, waste education, awareness and waste information management systems.

The key factors, which are set to influence future waste management in KwaDukuza Municipality, include the following, *inter alia*:

- Strategic waste management planning for a 5 year planning horizon;
- Implementation of integrated waste management principles promoting avoidance, prevention; minimization, re-use, recycling and safe waste disposal;
- Extension of basic waste management services to all residents of KwaDukuza Municipality;
- Public awareness raising regarding environmental and waste management issues;
- Implementation of a waste information system;
- Institutional strengthening and capacity building;
- Prevention of health risks and environmental pollution from waste management activities and facilities;
- Review of the Refuse Removal By-laws; and
- Rehabilitation of Shakaville Disposal Site.

5.2.5 Updated Council Approved KwaDukuza Municipality IWMP

In 2018/2019 financial year KwaDukuza Municipality started a new process pertaining to the IWMP together with the Swiss Government, sector departments and other stakeholders to be known as the Vuthela Programme. A draft report on the Integrated Waste Management Plan: Situational Analysis, Gaps and and Needs Analysis (dated 03 May 2019) is in place and the report is attached as an annexure 11. It is envisaged that the final IWMP will be approved and recommended for final approval by the MEC responsible for environment before the end of December 2019.

5.2.6 Progress Regarding the Implementation of the IWMP

Notwithstanding the fact that the IWMP is still at its development stage, some of the projects that are related thereto are being implemented by the Municipality without necessarily waiting for the approval of the IWMP. Kindly refer to the Scorecard for ease of reference.

5.2.7 A System to Divert Waste from Landfill Site for Recycling

5.2.7.1 Municipal Recycling Initiatives

The Municipality has made effort to support some local recycling businesses. Currently the Municipality is investigating the option of establishing a Material Recovery Facility (MRF) at the Yellowwood Drive Transfer Station in Stanger. The current plan is to involve a private contractor to collect waste from residential and business areas and to use municipal employees to sort waste at the MRF. The sorted recyclable waste would be sold to larger recycling factories and the non-recyclable waste disposed to landfill. A private contractor may also be used to handle the re-sale of recyclables from the MRF. This initiative is in line with several of the targets listed under the KZN's seven strategic goals (job creation, waste recycling, and minimizing waste to landfill). One of the targets which are addressed is listed as "The implementation of waste management services such as waste to energy and recycling projects that should be done in a way as to encourage the creation of sustainable jobs, local economic development and empowerment of local entrepreneurs particularly those that have been historically disadvantaged." (KwaDukuza IDP, 2012).

The municipal waste manager also indicated that the municipality is planning to implement a two-bag system for recycling domestic waste at source. A different coloured waste bag would be provided to the household that would be collected on a specific day for separation at the MRF and subsequent recycling.

There are a number of private recyclers operating in the KwaDukuza Municipality. Most informal pickers reclaim recyclable waste from business waste and the Central Business District (CBD) street bins in order to sell the recyclables to small recycling businesses operating in the KwaDukuza Municipality. The profiles of some of the main recycling companies operating in KwaDukuza Municipality is provided below and this information below was given during interviews with the facility managers.

Figure 92: Profiles of Local Recycling Businesses

Company Name	Years in business	Location of facility	Types of waste accepted	Waste handling activities	Catchment and distribution	Challenges
Dermatrans	5 years	Ballito	Domestic waste	Waste sorting, storage and bailing	Collecting domestic waste from the Southern region of KwaDukuza. Supplying to a larger recycling company in Durban.	Lack of supporting municipal programmes or infrastructure such as a 3-bag system and Drop-off centres for separation at source.
Sebenza Sonke	2 years	Stanger	Paper, cardboard, glass,	Waste sorting,	Collecting from Stanger CBD and municipal offices.	Lack of waste feedstock

			metal, plastic.	storage and bailing	Supplying a larger recycling company in Mandeni.	
Dash Car Wash and Recycling	4 years	Stanger	Paper, cardboard, glass, metal, plastic.	Waste sorting, storage and bailing	Collecting from KLM. Supplying a larger recycling company in Mandeni.	Low prices for waste and theft
Environmental Waste Recyclers	17 years	Industrial area, Stanger	Paper, cardboard, glass, metal, plastic.	Waste sorting, storage and transport. Wanting to start plastic processing.	Collecting from Stanger and surrounds. Supplying recycling companies in Mandeni and Durban.	Lack of waste feedstock and financing for equipment and facilities.
HK Scrap Metals	3 years	Stanger	All types of ferrous and non-ferrous scrap metal.	Collection, sorting and storage of scrap metal.	Collecting from Stanger and surrounds. Distribution was not disclosed.	Limited communication and support from the waste department.

Figure 93 : Implementation Status of the 2013-2014 KwaDukuza Municipality Integrated Waste Management Plan

Goals	Targets	Status	Comment
Priority Area 1: Waste Minimisation and Recycling			
To implement sustainable recycling in KDM giving due consideration to social, environmental and economic factors.	A target of 30% reduction of the domestic and commercial waste streams disposed to landfill within the short term (2010 - 2012).	**Incomplete**	• The vast majority of waste is still disposed of at landfill or illegally dumped. • Recycling is ongoing in the KLM, but it cannot be verified if this represents 30% of waste diversion to landfill • Large quantities of metal is said to be recycled according to SAWIS, but no data for general waste recycling is available.
Priority Area 2: Waste Collection Services			
To provide an appropriate, affordable and sustainable waste collection service to all people in the Municipality and ensure that they live in a healthy and clean environment free of illegal dumping.	99% of all households receive a regular waste collection services and illegal dumping is phased out by year 2015.	**Incomplete**	• Waste removal is only regular in urban areas and in rural areas skips are placed far apart. • According to StatsSA (2016), 56% of all households receive a weekly refuse removal and 7.9% have access to a communal waste collection point (skip bin).
Priority Area 3: Waste Disposal			
Ensure sufficient long-term waste disposal capacity that is environmentally and publicly acceptable, and also to ensure that the landfills are progressively rehabilitated in such a manner so as to minimize the impact on the environment.	Develop and commission waste drop off facilities in strategic areas within the municipal area by 2012.	**In progress**	• The Shakaville Landfill Site has been capped and rehabilitated • Currently there are only two transfer stations, but two more are planned, along with a MRF at the Yellowood transfer station...
Priority Area 4: Assessment of All Potential Waste and Historical Sites			

To ensure assessment of all historical waste sites.	To comply with the legislative requirements for waste disposal by landfilling.	**Incomplete**	• Illegal dump sites have been mapped, but are still numerous within the municipality and no complete waste management by-laws are in place to address this issue • Many illegal dumping sites are cleaned by KLM and the waste disposed of at landfill
Priority Area 5: Garden Waste and Composting			
To divert green and garden waste from the general waste stream to composting facilities.	To divert 25% green and garden waste per annum currently being landfilled to existing or new garden waste composting sites by 2018.	**Incomplete**	• There are currently no municipal drop-off facilities or composting facilities for garden refuse • Garden refuse is often stored on private owned land and composting is done at some nurseries • KLM plans to develop a composting site at the Yellowswood transfer station.
Priority Area 6: Waste Information System			
To develop an accurate and empirical waste information management system for research and planning purposes.	To develop a fully operational WIS by 2018.	**Incomplete**	• No WIS is in place in KLM.
Priority Area 7: Waste Management Education, Capacity Building and Awareness			
To create an enabling environment for capacity building, environmental education and awareness for the population of KwaDukuza Municipality.	That 20% of the population of KwaDukuza Municipality will have been exposed to information and been made aware of waste management and waste management planning issues by the end of 2018.	**In Progress**	• The 20% target is in progress (partially reached) as waste awareness campaigns are conducted in the KLM. • Internal meetings are conducted within the KLM amongst municipal staff and awareness campaigns are conducted at the ward meetings of the KLM. • Strategic waste awareness programmes and community meetings have been ongoing • The EDTEA visits schools with KLM to educate students • Anti-dumping car stickers and posters have been made available to the public.
Priority Area 8: Organizational, Institutional and Regulatory			
Successful implementation and review of the IWMP from an organizational and institutional perspective with all targets set up by the IWMP being realized.	To establish effective implementation, monitoring and enforcement waste by-laws by 2018.	**In Progress**	• By-laws have been drafted and are in the process of being reviewed by COGTA. Thereafter the by-laws should be approved.

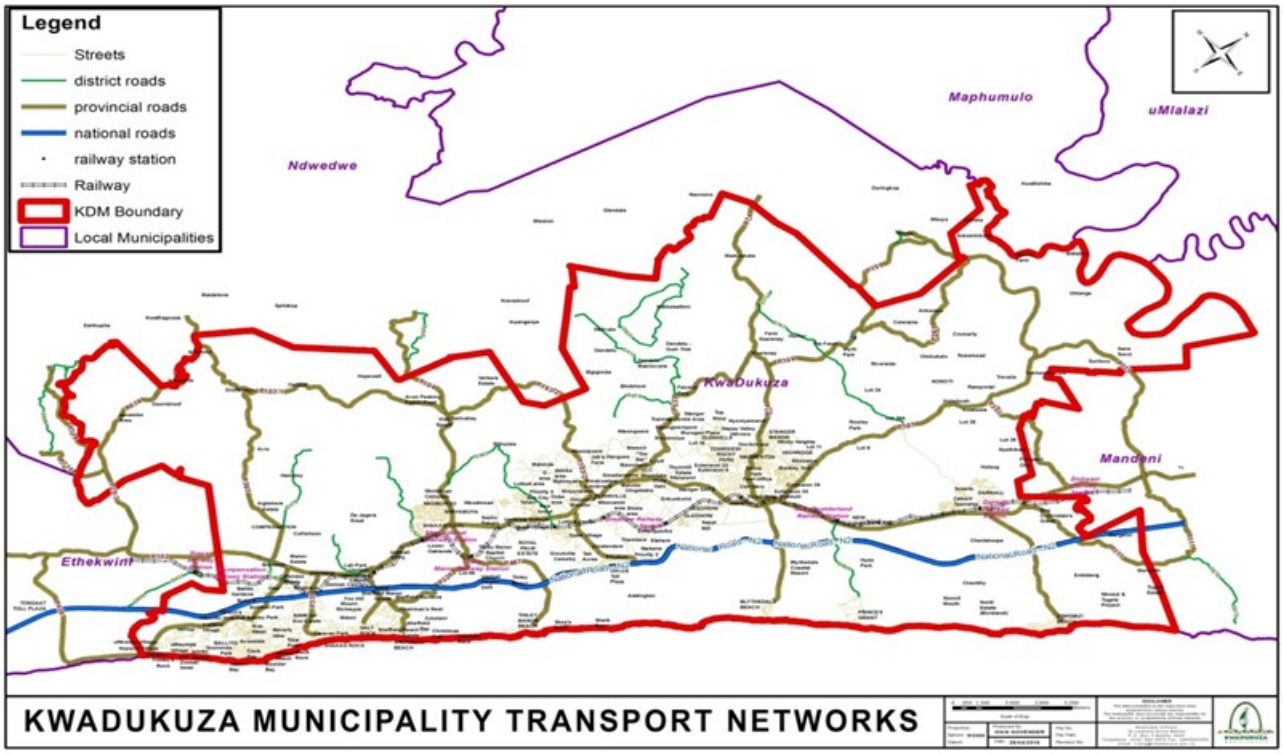
5.3 Transportation Infrastructure

5.3.1 Existing and Future Transport Infrastructure

Transportation Infrastructure

This section deals with whether or not there are existing and future transport infrastructure, including status of repairs, such as roads, railways, airfields/airports indicated on legible maps (including municipal, provincial and national road maps).

Figure 94: KwaDukuza Municipality Transport Networks



King Shaka International Airport: Aptly named after the great legendary King Shaka Zulu, *King Shaka International Airport* is situated approximately 35km from the City of Durban. It is situated very close to the coastal town of La Mercy, Ballito and KwaDukuza. The facility serves as the primary airport catering for Durban and surroundings. The aerotropolis being the geographical location of the airport is designated as prime land in line with the Dube Aerotropolis Development Framework, 2011. The main roads used to access the airport include the N2, M4, R102, R74 and R614.

It is common cause that tourism has been impacted positively by the aerotropolis and geographically three areas stand out as having the highest concentration of tourist attraction points being Stanger/KwaDukuza, Ballito and Zinkwazi. These three areas have been awarded a buffer of 200m as an indication of being ideal and strategic land for the purposes of future expansion. Inevitably, during the expansion phase the consequence thereof shall be the densification while simultaneously accommodating likely growth of the three hot spot areas. Ballito and Stanger/KwaDukuza have been given the same rating, a development which augurs very well for the KwaDukuza Municipality with respect to the attainment of unprecedented growth especially in tourism, a sector which happens to be the number one job-creation industry in South Africa currently.

Port Movement: KwaDukuza Municipality is strategically located between two important ports namely Richards Bay and Durban wherein the alone serves in excess of 60% of import goods that arrive from overseas in the South Africa (New Trends in the KwaZulu-Natal economy / Global Africa Network). Together with the port of Durban, the port of Richards Bay also plays a pivotal role in the development of the economy of KwaZulu-Natal and South Africa at large. The beauty of it all is that KwaDukuza finds itself at the centre of both ports which augurs very well for the Municipality to benefit immensely from the spin-offs.

Railroad Infrastructure: KwaDukuza Municipality does boast a fair railroad infrastructure operated by PRASA. The trains offer commuters who travel between Stanger and Durban (in the main) a much cheaper mode of transport in comparison to buses and taxis. Furthermore, the goods trains also utilize the same infrastructure. The main challenge that the railroad has to endure at the moment is vandalism and other forms of crime where train drivers are attacked by criminals and infrastructure destroyed willy-nilly. The Municipality realizes that it must take advantage of the railroad infrastructure by exploring ways in which it can utilize the same quite extensively in an endeavor to boost economic growth.

Road Infrastructure: The Department of transport embarked on a maintenance programme to maintain the major corridor roads towards KwaDukuza and through KwaDukuza Municipal area. Roads affected and now currently in the process of rehabilitation are the R 74 and R102 which are the main carriers within the jurisdiction of KwaDukuza. Funds were set aside to deal with the roads and contracts have been awarded to contractors to rehabilitate the roads.

KwaDukuza Municipality has strong North-South linkages via the N2 and Provincial road R102. These roads provide a basis for linking the main coastal nodes and the main Provincial Economic hubs (eThekwini and uMhlathuze). There are also distinct East-West linkages via the R74 and R614, these serve as a basis for connection of inland and coastal nodes, as well as other municipalities within the iLembe District. Metrorail is the backbone of public transport in KwaDukuza with approximately half (49%) of the population (mainly inland) not having access to any other formal mode of transportation.

An integrated transportation plan has been developed by the iLembe District Municipality. Poor condition of roads due to poor standard of storm–water management and lack of maintenance are some of the Municipality's concerns. An important component of the structuring of future development of the area focuses on locating activities in areas of accessibility, within the various corridors, where higher accessibility exists.

5.3.2 Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure is categorised as national, provincial and local on the maps. The iLembe District Municipality has the responsibility to provide planning of public transport infrastructure. The responsibility between Local and District Municipalities as well as the provincial Department of Transport (DoT) for road provision and maintenance still needs to be finalised and has been flagged as a key development issue.

5.3.3 Municipal Responsibility for the Provision of New Roads and Related Facilities

KwaDukuza does have a plan in place that will see through the provision of new roads and related facilities. The Municipality also has an Operational and Maintenance Plan for both existing, new roads and public transport facilities which include taxi ranks, bus stops and storm water management. The IDP indicates that there is a plan in place for the provision of new roads and facilities as well as an Operational and Maintenance Plan for existing and new roads and public transport facilities. (The Operational and Maintenance Plan is herewith attached for ease of reference)

5.3.4 Operations and Maintenance Plan for Existing and New Roads, and Public Transport Facilities

The IDP does indicate that there is a plan in place for the provision of new roads and facilities. The Operations and Maintenance Plan is under development; however, the Municipality is currently using a Roads Master Plan.

5.3.5 Responsibility of the Integrated Transport Plan

KwaDukuza Municipality is responsible for the Integrated Transport Plan (ITP) for its communities, albeit the non-existence of the Plan yet. The aforesaid notwithstanding, the plan will be developed during 2019/2020 financial year and relevant stakeholders will be consulted as a funding source/s will be sought for the implementation of public transport facilities.

5.3.6 ITP Last Review

As alluded to in 5.3.5 above, KwaDukuza Municipality does not yet have an Integrated Transport Plan (ITP) in place. Accordingly, there is no review that can possibly be effected.

5.3.7 ITP Link

In line with the above, the IDP is not in a position to provide a link to the Integrated Transport Plan.

5.3.8 Situational Analysis Reflecting Maps

Currently, a Situational Analysis Reflecting Maps at KwaDukuza Municipality is not available.

5.4 Energy

Introduction to Energy in KwaDukuza Municipality

The Municipality has been working with ICLEI – Local Governments for sustainability in order to jointly come up with progressive strategies that would improve energy efficiency, promote the roll-out of renewable energy, and reduce climate change-inducing carbon emissions. The earlier phase of the project provided a baseline assessment so that progress towards a more sustainable development path could be tracked, through setting achievable targets, and measuring progress over time. The main focus of this baseline assessment completed in 2014, was a Greenhouse Gas Inventory for the 2012 calendar year. This inventory highlights the energy utilization and associated carbon emissions for the area.

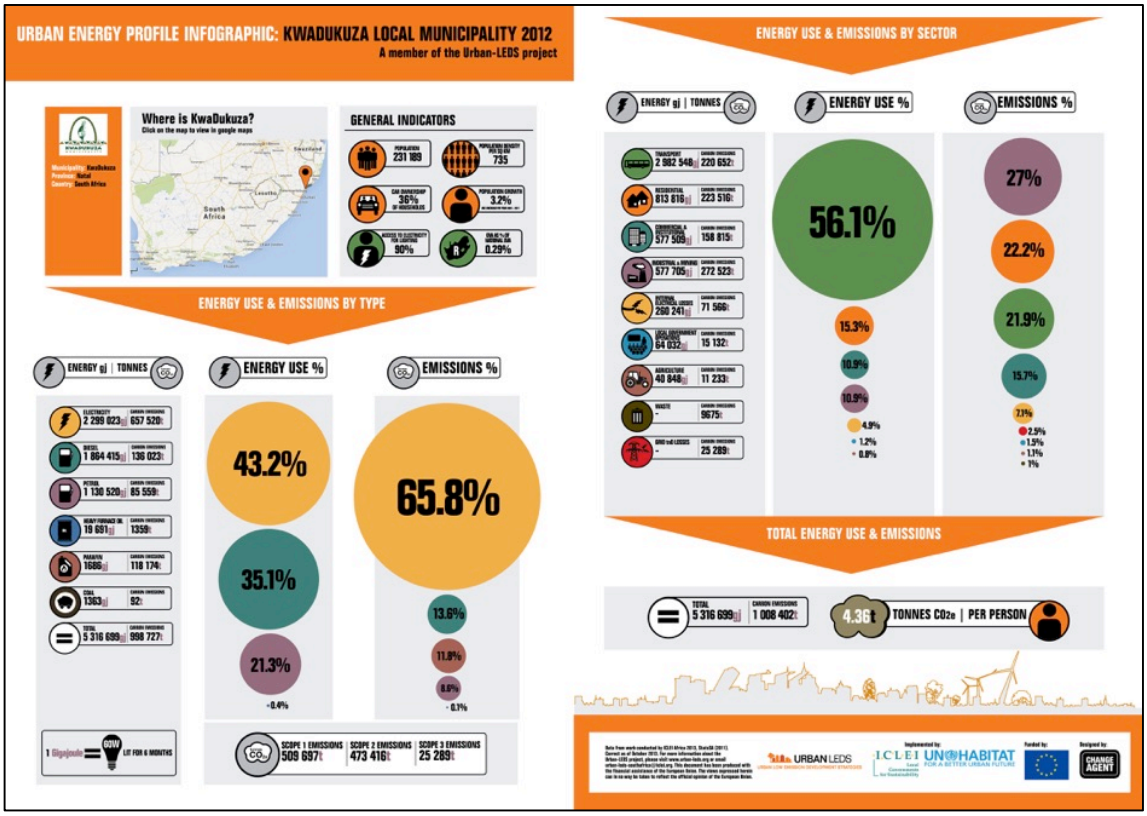
Results of the first Greenhouse Gas Inventory for KwaDukuza

This section provides a high level summary of the energy usage and associated greenhouse gas emissions for KwaDukuza Municipality. In view of these results, recommendations can be made to simultaneously address energy security and poverty, while increasing energy efficiency and reduce the energy requirements and resultant greenhouse gas emissions intensity in the area.

Electricity is the dominant energy type used in KwaDukuza (43% of total 5.3 million GJ of energy consumption), a pattern that is consistent with other municipalities in South Africa. Petrol (35%) and diesel (21%) are respectively the second and third most dominant fuel types used in KwaDukuza. Nationally, electricity is mostly generated from fossil fuels, which means that the emissions produced as a result of electricity consumption in the KwaDukuza area is 65%. The sectors consuming the greater proportion of energy in the area are transportation (56%), residential (15%), industrial (11%), and commercial (11%). Combined, these sectors are also responsible for 87% of the total 1.008 million tonnes of carbon dioxide equivalent (tCO_2e) emissions accounted for in the year 2012. 91.2% was emitted by the community and 8.8% emitted directly by the local authority (with the inclusion of electrical losses). The first pair of pie charts below shows the percentage of energy use (left hand graph) and associated emissions for each of the main fuel types used in KwaDukuza.

The carbon and energy intensity in KwaDukuza is similar to that of like-sized municipalities, with similar economic activities and demographics. Energy consumption is 23 gigajoules (GJ) per person per annum. The per capita emissions amount to 4.36 tCO_2e per person per annum. Every million Rand of Gross Value Added in the local economy requires 685.8 GJ of energy to produce and therefore emits 130.1 tCO_2e. More detailed statistics on the energy use and carbon emissions can be found in the detailed Greenhouse Gas Inventory Report, with high-level summary statistics in the info graphic below.

Figure 95: Infographic Showing KwaDukuza Municipality's Urban Energy and Emissions Profile



Key Implications of the Greenhouse Gas Inventory

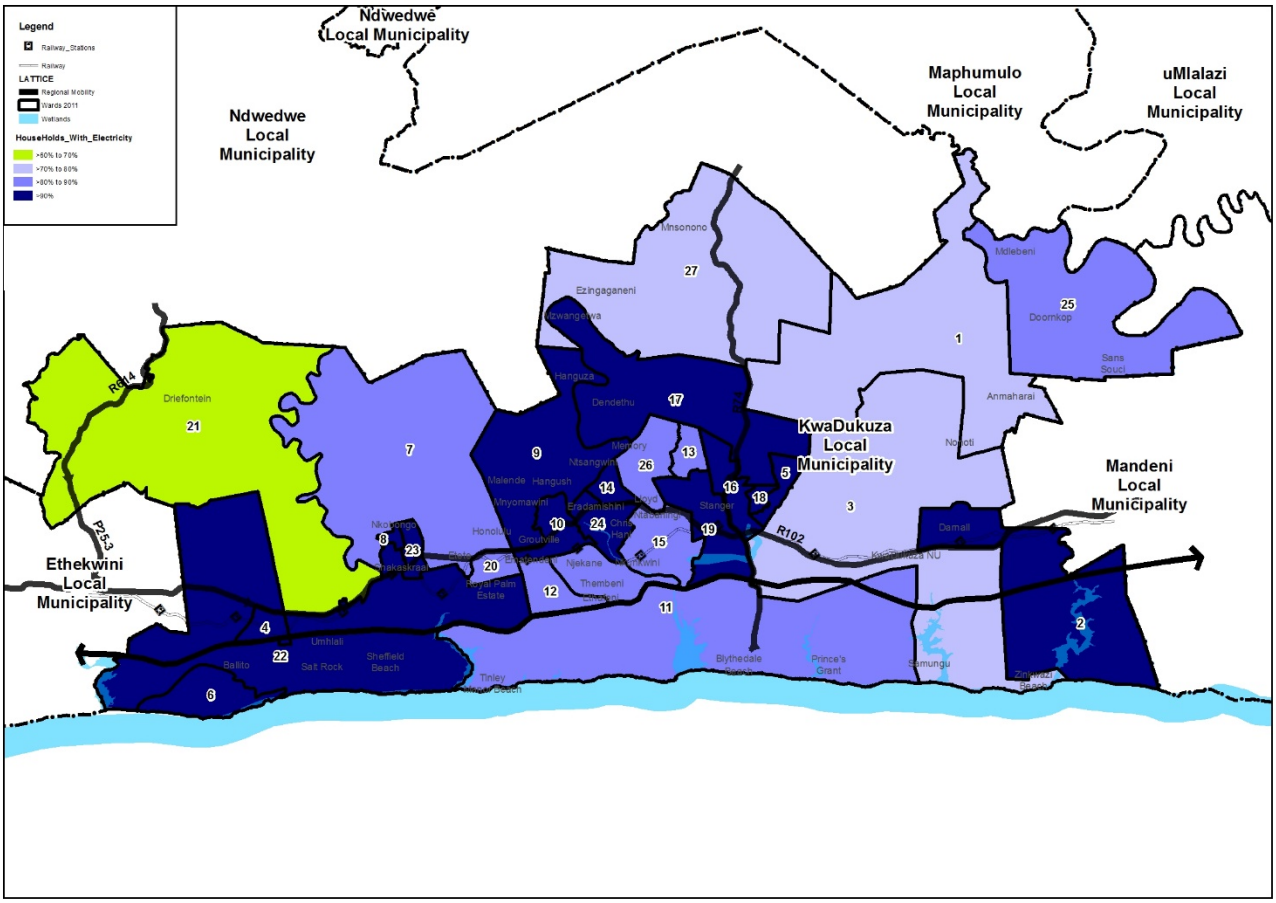
Setting ambitious but achievable targets to reduce greenhouse gas emissions can achieve multiple co-benefits at the level of the community and for KwaDukuza Municipality. Examples include: improved energy security, reduced energy consumption, a greener and more inclusive economy at community level. Reduced operational costs for the Municipality through improved energy efficiency, reduced internal losses, and increased reliability of municipal infrastructure, as well as increased access to international carbon finance.

KwaDukuza Municipality is committed to working together with communities and business to contribute towards a low carbon future. A series of actions to reduce emissions are included in a brand new low emission development strategic framework and action plan that was recently adopted, the actions and recommendations of which will be integrated into this and subsequent IDP's.

5.4.1 Energy/ Electricity Provider

The KwaDukuza Municipality has two licensed electricity distributors, namely Eskom and KwaDukuza. KwaDukuza Municipality is a licensed electricity provider. Whereas ESKOM supplies electricity directly to the following Wards: 1, 2, 3, 21, 25 and 27 the rest of the Wards are supplied by the Municipality. Nonetheless, all street lighting in all Wards, save for Ezinkwazi, is provided electricity by the Municipality. However, in some rural areas electricity is still supplied by ESKOM.

Figure 96: Households with Electricity



5.4.2 Adoption and Implementation of Electricity Plan

The Energy Master Plan was adopted by Council in 2016 and it remains under implementation. A copy of the Energy Master Plan is attached as annexure 12. The plan has been reviewed in order to produce a new 10 year plan aligned to the updated spatial development framework for the municipal supply area. It also provides a medium term plan to develop the electrical infrastructure that will be required to support the envisaged demand growth. The plan identifies areas where new infrastructures should be located and what components, either existing or new, will be required. The aims of the Electricity Master Plan are as follows:

- To ensure the best possible technical solution;
- To provide input to the bulk energy supplier on future bulk energy needs;
- To avoid unnecessary refurbishment costs on equipment which could be made redundant in the future; and
- To avoid constriction of economic growth in the region due to infrastructure constraints.

5.4.3 Operations and Maintenance Plan for Electricity/ Energy

The Municipality has an Operations and Maintenance Plan for electricity/energy in place and was tabled to Council in March 2019 for adoption and subsequent implementation.

5.4.4 Plan for Schedule 5B Projects

Once funding is secured from INEP, KwaDukuza Municipality shall appoint service providers for implementation purposes. A Memorandum of Understanding (MoU) has been signed between ESKOM and the Municipality.

5.4.5 The Status, Backlogs, Needs and Priorities for Electricity / Energy Services

In an endeavour to rise to these challenges, KwaDukuza Municipality has embarked on a programme to upgrade its networks in order to stabilize and improve the quality and firmness of supply. The upgrades which have thus far been undertaken are in line with the findings of the Energy Master Plan Network Study conducted by the NET GROUP. Responding to the infrastructure challenges identified in the Master Plan, the Municipality has already accomplished the following upgrades:

- For the Southern network KwaDukuza Municipality has upgraded the Shakaskraal/Hilltop/Business Park 33 kV Overhead line and associated network equipment from 19MVA capacity to 30MVA capacity. This will enable the Ballito and surrounding areas load to be transferred over to the Shakaskraal substation via the Hilltop/ Imbonini/ Shaka' s Rock supply circuit, when overload conditions prevail due to cable theft and/or storm damage occurring causing a loss of supply from the Driefontein feeder or Collisheen feeders each respectively.

- KwaDukuza Municipality has secured a firm 30 MVA capacity (Premium Supply) from ESKOM via the ESKOM Driefontein substation. The Dual 33kV supply circuits from the Driefontein intake substation have been constructed and are connected to existing interconnected 33kV Networks which has reduced overload situations considerably. These circuits have also made it possible to relieve load on the Shakaskraal Intake substation, thus availing capacity for load growth in the North East and West sectors of the Southern networks.

It is the intention of the Municipality to transmit supply from Driefontein Sub-Station into Council's supply area to connect into the proposed NEW 33/11 kV substation which is to be constructed adjacent to the proposed new ESKOM 132/33 kV DUKUZA substation to be established in the vicinity of Compensation Traction Station.

The availability of this firm 30 MVA will provide sufficient bulk supply capacity leading to the medium term to provide for the degree of firmness of supply required as well as enable a host of alternative network switching configurations to satisfy contingency options under fault and load transfer conditions.

The planning and design for the Municipality Dukuza Substation (33/11kV) is at an advanced stage, although delays in acquiring land rights for the substation servitude have had an adverse effect on progress. These issues are to be resolved shortly.

Electricity Backlogs

Challenges have been experienced in respect to overload situations at Shaka's Rock Substation due to the rampant load growth in the Shaka's Rock/Sheffield Beach areas of Supply. This has been overcome by the decision taken by the Municipality to establish the New Sheffield 33/11 kV substation which is central to the emerging growth node. This new substation is at a stage of completion, however the full benefit will only be realized upon the 33kV Linking cables having been installed between Shakaskraal Major Intake substation and the new Sheffield substation.

A Budget provision has been made for this project and will carry forward into the 14/15 financial year. Upon commissioning of Sheffield substation it shall be possible to transfer at least 5mva of existing load from Shaka's Rock substation over to the new Sheffield substation which will also reinstate the firm 10 MVA capability at Shaka' s Rock substation during peak seasons and also release load off the Shakaskraal, Hilltop, and Imbonini 33 kV distribution network.

To fully utilize the available capacity and relieve load from Shaka' s Rock substation as well as reinforce supply to the far end of Sheffield Beach, a suitably rated dedicated 11 kV feeder cable to connect between Sheffield Substation and Village Switch room has been installed.

Electricity Needs and Priorities

The benefit to be derived from interconnecting the two firm 10 MVA substations (Shaka's Rock and Sheffield) will be the capability of transferring network load between major substations under emergency conditions, thus allowing for a greater security of supply.

KwaDukuza Municipality has also resolved to establish the new ESKOM/KwaDukuza Municipality intake substation to be known as Dukuza 132/33 kV Substation within the next three years to cater for the future load growth. The high level estimated cost provided by ESKOM for this substation is in excess of R100 million. The assessment of the infrastructure established that the age and condition of the majority of DC-Battery Charges and Batteries installed at major substations and switch rooms posed a great risk to the correct functioning of equipment protective devices. The DC-supply is used to energize the protection relays and control the tripping/closing coils on all the 33 and 11 kV breakers. Phase one of the programme to renew all such aged equipment has been completed and Phase two is beyond tender stage ready for installation. This project may carry forward to the new financial year.

5.4.6 Co-ordination of Development Activities

Prior to the finalization of a Service Level Agreement between the Municipality and a Developer's Engineers the designs and specifications are reviewed by the Municipality. The Municipality approves the Developers' Engineering Report in accordance with SPLUMA.

5.5 Access to Community Facilities

5.5.1 Cemeteries and Crematoria

The Cemeteries and Crematoria section has the obligation to provide burial space to the community of KwaDukuza and ensure dignified burials as well as the provision of burial services to the destitute community of KwaDukuza including cremation services. The services provided are as follows:

- Provision of burial space in a form of cemeteries;
- Provision of Crematoria; and
- Provision of indigent burial services where assistance is given to the destitute families to bury their loved ones in a dignified manner.

Figure 97: Challenges and Interventions for Cemeteries and Crematoria

Cemeteries and Crematoria	
Challenges	**Interventions**
▪ Shortage of burial space especially in the Northern section, even though land has been acquired. The establishment process is proving quite lengthy.	▪ The burial space has been identified in the Northern section, including in the Groutville area, and a desktop study was undertaken on the two properties. The Municipality is in a process of engaging with the property owners in terms of signing the MoU to allow the Municipality to undertake feasibility studies in order to confirm the suitability of the land for the intended purpose prior to the commencement of the acquisition process.
▪ There is a need for a Manager or Superintendent in this section to manage the operations, currently there is only a Supervisor who reports directly to the Deputy Director.	▪ The Manager and Superintendent posts are already in the approved organogram of the Municipality, however, owing to financial constraints the Municipality has resolved to appoint the Superintendent in the interim and subsequently fill the Manager's post within the following financial year.

Figure 98: List of Cemeteries and Crematoria

Site	Status	Comments
KwaDukuza cemetery in Cato Str	Full	No burials are taking place except for reburials
Shakaville cemetery in Yellowwood Drive	Full	No burials are taking place except for reburials
Erf 301 cemetery	Full	No burials are taking place except for reburials
Groutville cemetery	Full	No burials are taking place except for reburials
Nkobongo cemetery	Full	No burials are taking place except for reburials
Shakaskraal cemetery	Full	No burials are taking place except for reburials
Umhlali cemetery	Full	No burials are taking place except for reburials
Darnal cemetery	Full	No burials are taking place except for reburials
Vlakspruit cemetery (South)	Operational	Still open for burials (New)
1 x KwaDukuza Crematorium	Operational	Operational

5.5.2 Status, Backlogs Needs and Priorities for Community Facilities

Library Services

The Municipal area has six operating libraries which are KwaDukuza, Stanger Manor, Ballito, Shakaskraal, Umhlali and Darnall. The facilities currently accommodate pre-school up to tertiary students (pensioners and community). The libraries currently provide the following programmes: -

- Internet cafes;
- basic computer classes;
- activities room;
- computer for blind people (Mini Library for the Blind);
- Reading Activity;
- Career Guidance; and
- Toy Project, gaming and eBooks.

The KwaDukuza libraries also undertake Outreach Awareness Programmes to all schools and the community Library promotion campaigns to improve education, undertake Library Week, Literacy Week, World Play day, World Book Day and undertake storytelling to young kids as well as a attend Interest Group Forums. There is currently a need for the provision of library branches at disadvantaged areas with high population and education centres such as Groutville area, Nkobongo Area and Doringkop Area.

Community Halls

A list of community halls that belong to the KwaDukuza Municipality is furnished immediately herein below:

Figure 99: List of Community Halls Owned by KwaDukuza Municipality

No	Name of Hall	Location	Ward
1	KwaDukuza Town Hall	KwaDukuza	19
2	Supper Room Hall	KwaDukuza	19
3	R.A. Moodley Hall	KwaDukuza	19
4	Sokesimbone Hall	Sokesimbone	01
5	Zamani Hall	Zamani	02
6	Nonoti Old Library Hall	Darnall	02
7	Nyathikazi Hall	Nyathikazi	03
8	Nonoti Mouth Hall	Nonoti Mouth	03
9	Shakashead Hall	Shakashead	04
10	Lindelani A Section Hall	Lindelani A Section	05
11	Lindelani E Section Hall	Lindelani E Section	05
12	Velani Hall	Velani Township	07
13	Nkobongo Hall	Nkobongo	08
14	Malende Hall	Malende	09
15	Hangu's	Hangus	09
16	Mgigimbe Hall	Mgigimbe	09
17	Groutville	Groutville	10
18	Thandanani	Thembeni	11

No	Name of Hall	Location	Ward
19	Thembeni	Thembeni	12
20	Glenhills MPCC	Glenhills	13
21	Shayamoya Hall	Glenhills	13
22	Lloyd Hall	Lloyd	14
23	Chris Hani Hall	Chris Hani	15
24	Mdoniville Hall	Mdoniville	16
25	Stanger Manor Hall	Stanger Manor	17
26	Shakaville Hall	Shakaville	18
27	Mbozamo Hall	Shakaville	18
28	Etete Snyman Hall	Etete	20
29	Driefontein Hall	Driefontein	21
30	Diefontein Old Hall	Driefontein	21
31	Shayamoya Hall	Shayamoya	23
32	Vulinqondo Hall	Doringkop	25
33	Ohlange Hall	Doringkop	25
34	Ntshawini Nevas Hall	Ntshawini	26
35	Madundube Hall	Madundube	27

Purpose of Community Halls: Community Halls can be described as buildings that provide physical resources that are used for community development and community services activities, including:

- Meeting and function rooms for community activities;
- Specialist activity and performance spaces for particular groups of people; and
- Support facilities such as kitchen, toilet, and furniture.

The Status of Community Halls: The Community Services and Amenities Business Unit has created a database of all facilities, their current status and the estimate cost to remedy those identified structural damages concerning community halls. The Unit has since begun the process of maintenance of some halls depending on the availability of funds.

The Business Unit had to consider the fact that facilities are currently prone to vandalism and theft. If the Municipality repairs a facility there is a propensity to vandalise same within twenty-four hours. The continuous vandalism removes the feasibility of repairing the facilities owing to lack of security, which is impacted by budgetary constraints within the unit. Nonetheless, the communities play a greater role in taking the ownership of the facilities and ensuring that undesirable elements are deterred. Furthermore, if members of the community are aware of an issue at the facility they speedily bring it to the department's attention so that it may be addressed.

Parks and Gardens, Soccer Fields and Combo Courts

Figure 100: Parks and Gardens, Soccer Fields and Combo Courts

Parks and Gardens	Wards
Soccer Fields with Combo Courts	
Stanger Manor ground & a combo court & ablution facility	17
Sakhuxolo ground & a combo court & ablution facility	25
Chief Luthuli sportsfield & ablution facility	11
Stanger high School	19
Combo Courts	
Melville	24
Shakaville courts	18
Chris Hani	15
Njakane	15
Madendube	27
Darnal	2

Etete	7
Soccer Fields	
Shekumbula ground & ablution facility	25
Darnall sportsfield & and ablution facility	2
Soccer ground (lot 530) - Darnall & ablution facility	2
Soweto ground – Zamani	2
Driefontein ground & an ablution facility	21
Shakashead ground & ablution facility	4
Melville soccer ground	24
Nkobongo ground & an ablution facility	8
Etete ground velani & ablution facility	7
Snyman ground – Etete	20
Groutville market ground & a combo court	10
Ediphini ground (Malende)	9
Glenhills ground & ablution facility	13
Rockypark ground & ablution facility	19

Soccer Fields	
Mashaba ground - llody & ablution facility	26
Gledhow cricket ground & ablution facility	15
Gledhow soccer ground	15
Gledhow hostel ground	15
Shakaville soccer field & ablution facility	18
Madundube ground & ablution facility	27
Shayamoya ground	23
Neva's ground ablution facility	26
Lindelani soccer field & ablution facility	5

Parks and Gardens

The mandate of this section is to clean and green the KwaDukuza Municipality. This involves the maintenance of municipal verges, parks, open spaces, gardens, public ablutions, sports facilities and other recreational areas. Maintenance of these areas takes the form of:

- Grass cutting;
- Tree felling/pruning;
- Landscaping and beautification including maintenance;
- Parks development and maintenance;
- Recreational facilities maintenance and upkeep;
- Litter picking and emptying of municipal refuse bins;
- Herbicide/pesticide control;
- Alien vegetation control; and
- Garden refuse removal.

The section also formulated a comprehensive repairs and maintenance plan. The process entailed the physical verification of all the sports and recreation facilities; and recorded the status thereof. Subsequent to the physical verification the required intervention was determined together with the associated costs.

Figure 101: Challenges and Interventions for Parks and Gardens

Challenges and Interventions for Parks and Gardens	
Challenges	**Intervention**
▪ Continuous vandalism and theft on the facilities. Consequently, it is not always feasible to continuously be repairing the facilities due to there being no form of security, which again is due to the budgetary constraints within the Municipality.	▪ The Municipality has since urged the communities to play a greater role in taking ownership of the facilities and reporting any issues/problems that arise at these facilities; this is to ensure undesirables are deterred. ▪ The business unit has also come up with an inspection form which is signed by the Ward Councilor or his/her representative and the official after the inspection is conducted on the facilities in the ward.

Beach Amenities

The function of this section is to ensure that the coast of KwaDukuza and the nearby recreational facilities including the ablution facilities are clean in order to ensure that they are in an acceptable standards always. The section covers the following beaches:

- Tinley Manor;
- Salt Rock;
- Thompsons Bay;
- Willards beach;
- Clark bay;
- Blythedale beach;
- Zinkwazi beach;
- Shakas Rock; and
- Salmon bay.

Figure 102: Challenges and Interventions for Beaches

Challenges and Interventions for Beach Amenities	
Challenges	**Intervention**
▪ Turnaround time on repairs and maintenance of the facilities along the cost. Concern is with the SCM processes which are to be followed before a service provider is appointed to do the repairs.	▪ The Municipality has advertised a tender for database/panel of service providers who can be used or called out to do the repairs and maintenance on the beach facilities as-and-when required. The service providers will be used on a rotational basis.
▪ Lack of supervision especially in the Northern section with the vacant post of Manager and Amenities Supervisor.	▪ The Manager and Amenities Supervisor posts are already in the approved organogram of the Municipality. However, due to financial constraints the Municipality shall appoint an Amenities Supervisor in the interim and subsequently fill the Manager's post subject to the availability of funds. The recruitment process of appointing the Supervisor Amenities is pending, the process has since begun in earnest.

5.5.3 Co-ordination of Development Activities

KwaDukuza Municipality co-ordinates its development activities with the relevant sector departments and service providers.

5.6 Human Settlements

5.6.1 The Municipality as a Housing Developer

KwaDukuza Municipality is classified as a Housing Developer.

5.6.2 Housing Sector Plan

KwaDukuza Municipality's Housing Sector Plan which was adopted by Council in July of 2018. The plan is attached as annexure 13.

5.6.3 Housing Spatial Plan Aligned with KZN Human Settlements

Indeed the KwaDukuza Housing Sector Plan is aligned to the KZN Human Settlements Spatial Master Plan which takes into account the KZN Human Settlements Spatial Master Plan. Led by the KZN Department of Human Settlements, the Spatial Master Plan involves sector officials and practitioners who ensure coherence and an all-inclusive MSP approach, particularly tailored for the province of KwaZulu-Natal. The plan is proving to be the underpinning design for all human settlements endeavours in the region. The MSP has identified key focus areas for prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

5.6.4 Housing Chapter Highlighting Housing Needs, Existing and Planned Projects

The guidelines that recommend the IDP processes and activites that are part of the analysis thereof are provided by the Housing Chapter and include the following:

- An analysis of service gaps and resource potentials;
- A participatory-based community and stakeholder level analysis;
- Cross-sectoral municipality-level analysis in respect of (a) economic, (b) environmental, (c) institutional, (d) spatial and (e) socio-economic matters;
- The prioritisation of issues; and
- In-depth analysis of issues.

It is through the process alluded above that issues that impact on development at KwaDukuza Municipality can be identified and explored. It is prudent to accept that the IDP has incorporated the Housing Chapter as recommended and envisaged by Part 3 of the Housing Code.

5.6.5 The Existing and Planned Projects

The iLembe District is fortunate to have KwaDukuza Municipality as part of its local municipalities because it is the economic hub of the district. For this reason, most people from other parts of the iLembe District find it more advantageous to come and settle in KwaDukuza in pursuit of both housing and job opportunities. The current low income housing backlog in KwaDukuza is still high, but the Municipality is in the process of finalizing the delivery of the already constructed houses to the respective beneficiaries. The natural growth in the area is in the region of 4%, and together with relatively small average household sizes, it leads to a situation where demands for new housing units are ever increasing. If housing delivery continues at its current pace, then the backlog is set to remain over a period of 10 to 15 years, and increase dramatically if delivery is not significantly increased. The KwaDukuza Housing Demand Database suggests that the total housing backlog in KwaDukuza currently sits at 68000.

Figure 99: Existing and Planned Human Settlement Projects

HUMAN SETTLEMENTS								
Project ID	**Project Name**	**Ward**	**Estimated Cost – 3 Yrs**	**Budget 2017/18 Status**	**Proposed Budget 2018/19 Status**	**Indicative Budget 2019/20 Status**	**Indicative Budget 2020/21 Status**	**Funding Source**
HS/001	Aldinville	10	R10 540 000	R7 640 000	R2 900 000	R0	R0	KZN DOH Grant Funding
HS/002	Charlotdale	10/11	R 6 103 264.4	R3 365 000	R1 000 000	R 1 738 264.40	R4 200 000	KZN DOH Grant Funding
HS/003	Chris Hani	15	R54 234 532	R4 999 999.50	R6 474 800	R 18 292 934.00	R 24 466 799	KZN DOH Grant Funding
HS/004	Chief Albert Luthuli	9/11/12/14 &26	R7 722 000	R0	R0	R7 722 000	R0	KZN DOH Grant Funding
HS/005	Driefontein Phase 1	21	R 730 735	R0	R 732 735	R 6 474 800	R8 600 000	KZN DOH Grant Funding
HS/006	Greater Driefontein Phase 2	21	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/007	Dube Village	10/12	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/008	Dube Village Extension Lot 173	10/12	R	R0	R0	R0	R1 600 000	KZN DOH Grant Funding

HS/009	Ethafeni	12	R3 159 025	R0	R3 159 025	R0	R0	KZN DOH Grant Funding

HUMAN SETTLEMENTS								
Project ID	**Project Name**	**Ward**	**Estimated Cost – 3 Yrs**	**Budget 2017/18 Status**	**Proposed Budget 2018/19 Status**	**Indicative Budget 2019/20 Status**	**Indicative Budget 2020/21 Status**	**Funding Source**
HS/010	Etsheni/Njekane P2	11	R7 389 462	R500 000	R0	R0	R0	KZN DOH Grant Funding
HS/011	Etete Phase 4	7/20	R10 274 506	R24 000 000	R 30 890 190	R18 362 501	R29 471 815	KZN DOH Grant Funding
HS/012	Gaza Strip	5	R14 752 560	R0	R0	R14 752 560	R0	KZN DOH Grant Funding
HS/013	Gledhow Compound	15	R1 663 000	R0	R0	R0	R1 663 000	KZN DOH Grant Funding
HS/014	Hangoes	9	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/015	Hyde Park Country Estate	11	R8 198 500	R0	R0	R3 600 000	R4 598 500	KZN DOH Grant Funding
HS/016	KwaTwele	3	R0	R0	R0	R1 663 000.00	R1 663 000.	KZN DOH Grant Funding
HS/017	Lindelani 303 Sites	5	R0	R0	R0	R0	R0	KZN DOH Grant Funding

HS/018	Lindelani 272 Sites	5	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/019	Extension 36	5	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/020	Extention 46	5	R0	R0	R0	R0	R0	KZN DOH Grant Funding

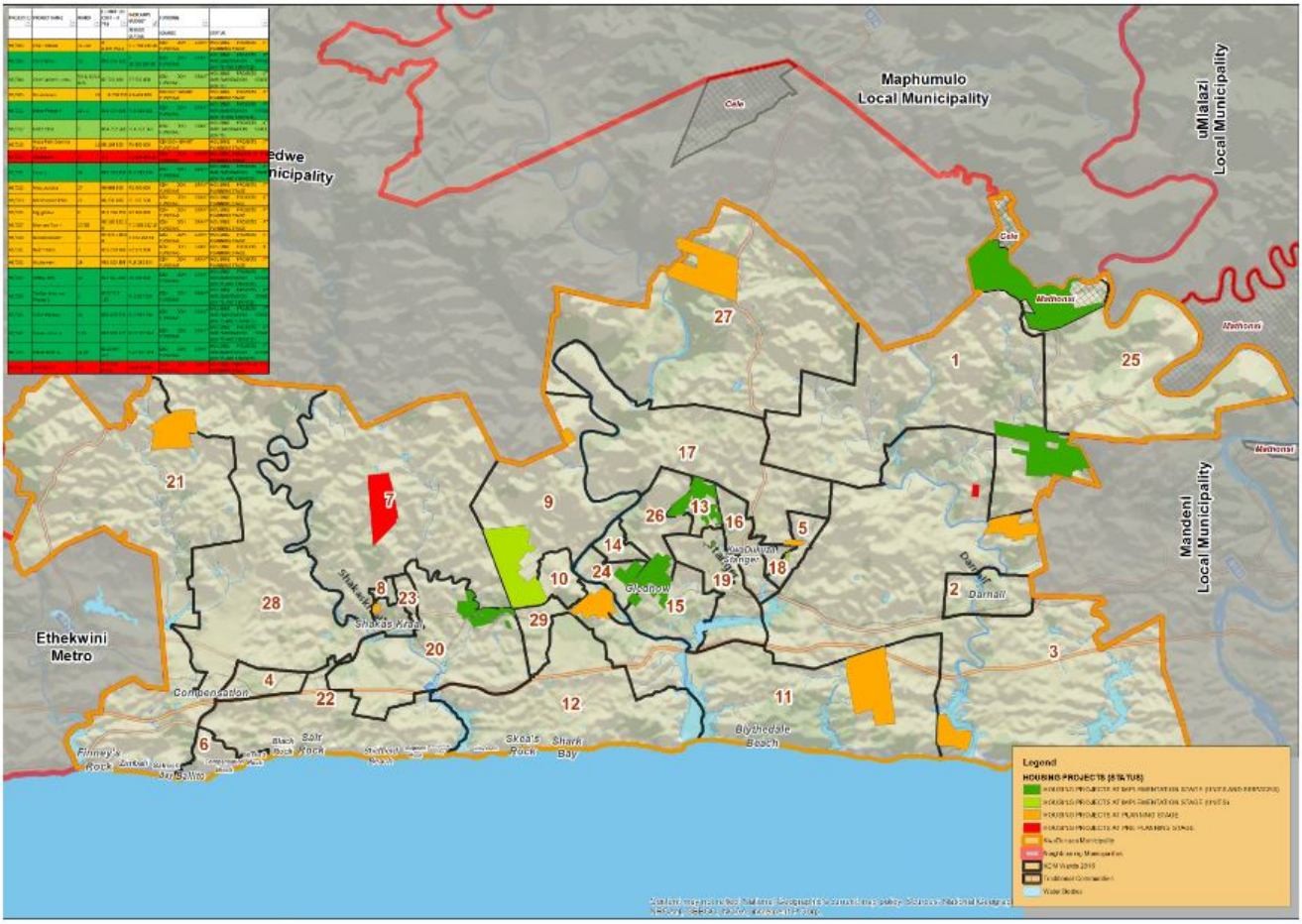
HUMAN SETTLEMENTS								
Project Id	**Project Name**	**Ward**	**Estimated Cost – 3 Yrs**	**Budget 2017/18 Status**	**Proposed Budget 2018/19 Status**	**Indicative Budget 2019/20 Status**	**Indicative Budget 2020/21 Status**	**Funding Source**
HS/021	Lloyds	14	R82 323 858	R4 999 999	R34 564 126	R18 292 934	R24 587 872	KZN DOH Grant Funding
HS/022	Madundube	27	R6 998 500	R 0	R0	R2 400 000	R4 598 500	KZN DOH Grant Funding
HS/023	Mellowood Park	22	R6 236 000	R0	R0	R1 637 500	R4 598 500	KZN DOH Grant Funding
HS/024	Mbozamo	18	R1580 000	R 1 580 000	R0	R0	R0	KZN DOH Grant Funding
HS/025	Mgigimbe	9	R12 726 750	R1 664 000	R1 965 000	R2 200 000	R6 897 750	KZN DOH Grant Funding
HS/026	Mnyundwini P5	9	R 1 490 000	R500 000	R 549 000	R0	R0	KZN DOH Grant Funding
HS/027	Monkey Town	17/18	R6 186 822.19	R0	R0	R 1588 322.19	R4 589 500	KZN DOH Grant Funding
HS/028	Nkobongo P1	8	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/029	Nkobongo P2	8/22	R0	R0	R0	R0	R0	KZN DOH Grant Funding

HS/030	Nonoti Mouth	3	R4 970 756.58	R0	R0	R 372 256.58	R4 598 500	KZN DOH Grant Funding
HS/031	Nyathikazi	3	R10 279 900	R0	R0	R2 279 900	R8 000 000	KZN DOH Grant Funding
HS/032	Ntshaweni	26	R82 323 858	R4 999 999	R34 564 126	R18 292 934	R24 466 799	KZN DOH Grant Funding
HS/033	Ohlange San Souci	25	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/034	Rocky Park	19	R27 821 000	R16 901 000	R0	R5 400 000	R5 500 000	KZN DOH Grant Funding
HS/035	Sakhamkhanya Phase 1	1	R107 712 115	R36 708 000	R 26 993 820	R18 827 934	R25 182 361	KZN DOH Grant Funding

HUMAN SETTLEMENTS								
Project ID	**Project Name**	**Ward**	**Estimated Cost – 3 Yrs**	**Budget 2017/18 Status**	**Proposed Budget 2018/19 Status**	**Indicative Budget 2019/20 Status**	**Indicative Budget 2020/21 Status**	**Funding Source**
HS/036	Senzangakhona	18	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/037	Shakashead Phase 1	4	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/038	Shakashead Phase 2	4	R800 000	R0	R800 000	R0	R0	KZN DOH Grant Funding
HS/039	Shakaville Ext	18	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/040	Shayamoya	23	R516 000	R0	R516 000.00	R0	R0	KZN DOH Grant Funding
HS/041	Sihle Pakhati	24	R50 459 732	R4 999 999	R1 000 000	R19 992 934	R24 466 799	KZN DOH Grant Funding
HS/042	Sokesimbone	1,25	R83 668 117	R18 540 000	R15 033 200	R 25 507 045	R24 587 872	KZN DOH Grant Funding
HS/043	Steve Biko P1	13,26	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/044	Steve Biko P2	13,26	R119 854 407	R 28 349 000	R34 875 287	R27 357 546	R29 272 574	KZN DOH Grant Funding

HS/045	Umvoti Toll	12	R0	R0	R0	R0	R0	KZN DOH Grant Funding
HS/046	Vlakspruit	23	R13 760 00.00	R0	R0	R688 000.00	R688 000.00	KZN DOH Grant Funding
HS/047	Blythdale h	3	R2 000 000	R0	R0	R0	R2 000 000	KZN DOH Grant Funding
HS/048	Rocky Ridge	23	R2 000 000	R0	R0	R0	R 2000 000	KZN DOH Grant Funding
HS/049	Sheffield	22	R2 000 000	R0	R0	R0	R2000 000	KZN DOH Grant Funding
HS/050	Renovations to Compounds		R4 000 000	R2 000 000	R2000 000	R0	R0	KDM Capital Budget

Figure 104: Map KDM Human Settlements Projects



Challenges in Housing Provision:

- The scarcity of land for human settlement development'
- In cases where land is available, the land owners request for extremely high compensation (prices),
- In most instances, people live in difficult conditions. This then necessitates KwaDukuza Municipality to be proactive in providing decent living conditions for people e.g. Shakaspring,
- Unavailability of funds for land acquisition,
- Unavailability of Council owned land for human settlement in Ballito make it impossible for Council to ensure integration of communities,
- Insufficient budget provided by the National and Provincial Human Settlements department (Housing Development Grant),
- Land invasion of land earmarked for human settlements development,
- Lack of bulk infrastructure funding for water, sanitation and electricity,
- Slow pace in eradicating informal settlements due to budget constraints,
- Incomplete Chief Albert Luthuli Informal Land Tenure Upgrade programme,
- Slow turnaround time in issuing of title deeds for beneficiaries of human settlements projects,

Financial Projections: For implementation of the current projects listed in the Human Settlement Programme, the Municipality needs to acquire land for R59 million over the next 5 financial years; prepare for the linkage of bulk and internal reticulation services to the value of over R2.5 billion rand. This equates to approximately R69 000 per low income housing unit at current prices.

Level 2 Accreditation: KwaDukuza Municipality is one of the seven (7) municipalities in KwaZulu Natal that has been given a Human Settlements Accreditation status. The level of accreditation for KwaDukuza Municipality is Level 2. The accreditation status is whereby the National and Provincial Department delegates some of the human settlements development planning, approval and implementation to local municipality after the municipality has been independently assessed by the accreditation panel. KwaDukuza Municipality entered into Accreditation Implementation Protocol on the 7th of March 2013. This delegation was for the period of three years and it is performance based. The Municipality has been delegated these functions by the National and Provincial Department of Human Settlements:

- A subsidy budget planning and allocation, and priority programme management and administration, including:
- A housing subsidy budgetary planning functions across national housing programmes and projects;
- Subsidy allocations; and
- Project identification, which will be delegated to the Municipality once direct access to the Housing Subsidy System is secured.

The Programme management and administration is the function of KwaDukuza Municipality and the municipality is responsible for the following:

- Programme and project evaluation and approval;
- Contract administration;
- Subsidy registration
- Programme management including cash flow projection and management; and
- Technical quality assurance functions.

KwaDukuza Municipality receives grant funding from the Department of Human Settlements to build its own capacity to deliver on the new delegations. The process of filling the vacancies with highly qualified personnel is on-going.

Blocked Housing Projects: KwaDukuza Municipality has a number of projects that are blocked because of various reasons. The Municipality has been working with the Department of Human Settlements to unblock some of the projects and there is significant progress in this regard. Amongst the projects that fall under this category are Senzangakhona, Chief Albert Luthuli and Ethafeni.

With regards to co-ordination with the service provider, the Municipality co-ordinates the development of new houses with the services providers that have been appointed and recommended through the Provincial and KwaDukuza Municipality's SCM processes.

Vuthela Property Registration Pilot Programme: KwaDukuza Municipality is participating in the pilot project undertaken by World Bank's International Finance Co-operation, which this project is known as a property registration programme. This programme is coordinated by the *Vuthela* iLembe LED Programme Co-ordination Unit. The property registration project is aimed at providing support to community members who are involved in both informal and formal property market. The informal property is the market where land or houses are sold without registering that change of ownership in the deeds offices. It comprises of people who visit to SAPS Police Station and depose to affidavits that confirm the sale and/or the bank deposits which are used as the proof of such property transactions. The intervention on this market will involve setting up a simple and cheaper process of legalizing the transaction and the subsequent issuing of deeds. The formal market intervention will focus mostly on the low-cost housing, whereby the beneficiaries do not have title deeds. This programme will also complement the existing Department of Human Settlements' Title Deeds Programme. The programme has been adopted by both National and Provincial Departments of Human Settlements. A formal Memorandum of Understanding (MoU) amongst the Department of Human Settlements, Mandeni Municipality, KwaDukuza Municipality and IFC for the implementation of this programme. 5000 beneficiaries are targeted by the pilot project.

Affordable Housing: As part of its responsibility for human settlements, the Municipality is implementing some projects to address the Gap Housing Project in its area of jurisdiction. The private sector has also been engaged in work on the same challenge. Rocky Park Project is one project that is currently under construction that has approximately 255 units. The Gaza Strip project is currently selling its units off-plan, targeting the same market segment. The Municipality will be appointing Implementing Agents to implement other two projects in the Municipal owned land in Shakaville and Vlakspruit. Whereas Standard Bank, as part of the Municipality's Neighborhood Development Grant project known as Woodmead Node, is currently constructing civil works for the 800 affordable units and also building show houses. This project will be implemented over a period of two years depending on the demand of houses.

Figure 105: Restructuring Zones

RESTRUCTURING ZONE	AREAS
ZONE 1	KwaDukuza CBD, Rocky Park, Stanger Heights, Doctorskop, Blythedale Beach, and Hyde Park
ZONE 2	Shakaskraal, UMhlali, Salt Rock, Ballito, Compensation and Greater Driefontein

5.6.6 Human Settlements SWOT Analysis

Figure 106: Human Settlements SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Level 2 Accreditation by Human Settlements, ▪ Excellent record on housing delivery and winner of Govan Mbeki Awards, ▪ Approved Human Settlements Plan aligned to SDF, ▪ Fully fledge Human Settlements Unit, ▪ Adequate land for human settlements, ▪ Number of Approved Projects ready for implementation, ▪ Approved Restructuring Zone,	▪ Lack of bulk infrastructure funding for water and sanitation, ▪ Inadequate human settlements budget, ▪ Slow progress on planning of some human settlements projects, ▪ Inconsistency performance by Human Settlements service providers, ▪ Impatient community and beneficiaries, ▪ Illegal occupation and building on land earmarked for human settlements, ▪ Incomplete projects because of various reasons, ▪ Slow pace in issuing of title deeds, ▪ Lack of serviced sites, ▪ Lack of well-located land for affordable and low cost housing (Ballito, Salt Rock etc.) to redress Apartheid spatial planning, ▪ Poorly managed housing lists, ▪ Poor rent collection from hostels and CRUs, ▪ Slow close out of projects by IAs,
OPPORTUNITIES	**THREATS**
▪ Social housings within the restructuring zones, ▪ Public- Private Partnerships development, ▪ Affordable housing markets within approved private sector residential development, ▪ Implementation of Integrated Urban Development Framework programme,	▪ Invasion of land earmarked for human settlements, ▪ Non-funding of bulk infrastructure (water and sanitation), ▪ Expiring of record of decisions (EIA and SPLUMA) due to lack of funding of human settlements projects,

▪ Disposal of service sites to first time house owners, ▪ Upgrading of land tenure status, ▪ Issuing of title deeds, ▪ Upgrading of council owned flats, hostel and compounds,	▪ Reduced budget for human settlements, ▪ Lack of credible housing backlogs statistics, ▪ Lack of correct market analysis for Affordable/Gap housing,

5.6.7 Mechanism and Institutional Capacity for Co-ordination, Monitoring and Implementation of Housing Projects

KwaDukuza Municipality co-ordinates its human settlements activities with service providers and relevant authorities. The IDP/Housing Sector Plan has a mechanism and institutional capacity for co-ordination, monitoring and implementation of the Housing Projects with the service providers and relevant authorities.

5.6.8 Committed Funding for Projects

The Municipality has already committed funding for the implementation of the housing projects.

5.7 Telecommunications

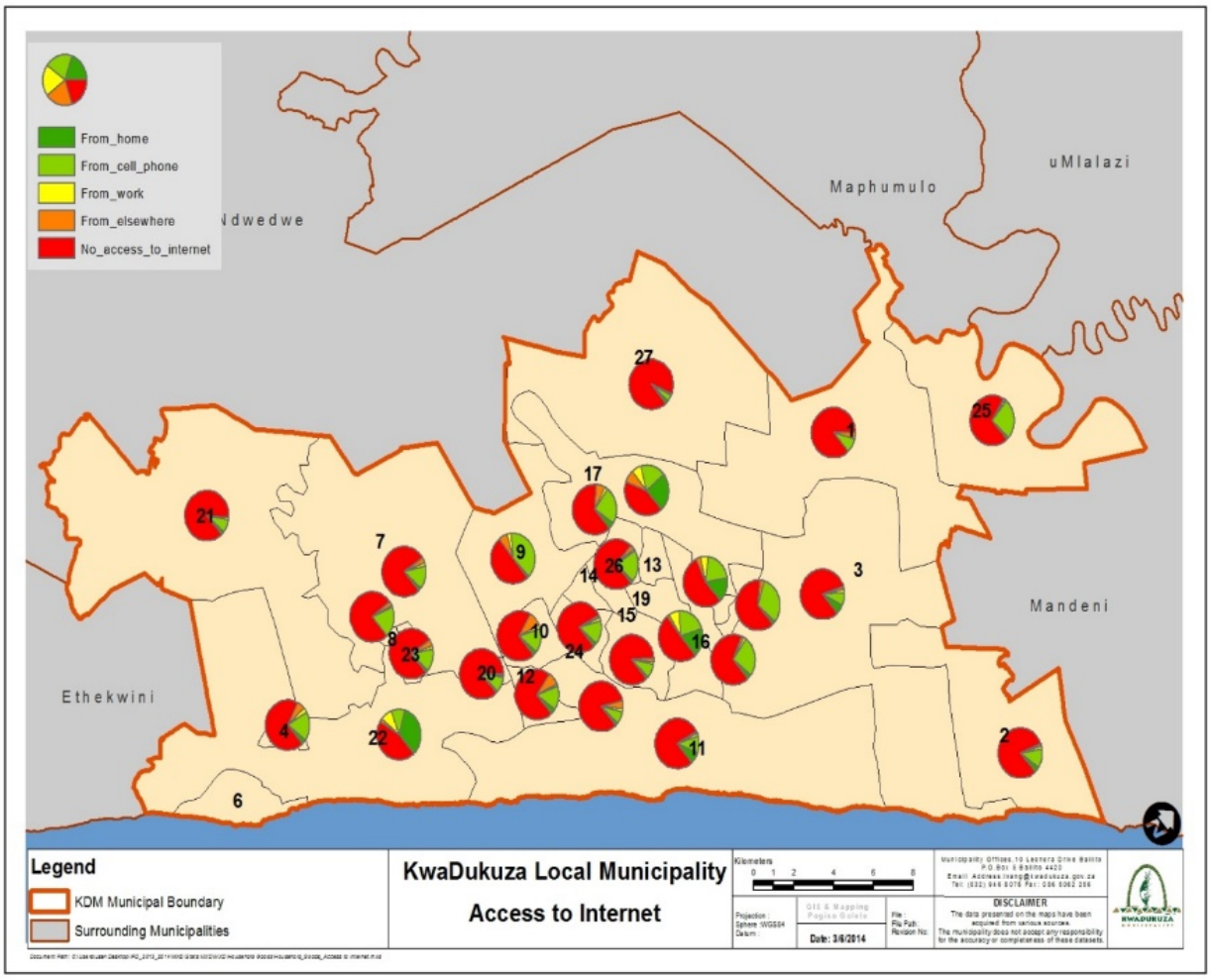
The term "digital divide" refers to the gap between individuals, households, businesses and geographic areas at different socio-economic levels with regard to both their opportunities to access information and communication technologies (ICTs) and to their use of the internet for a wide variety of activities (OECD 2011).

KwaDukuza Municipality ranks 10th out of 51 municipalities in KZN in terms of broadband coverage. While this appears to be good, there is still a need for improved digital connectivity. Bridging the digital divide will ensure that the citizens of KwaDukuza have access to ICT and in turn to the globe. Interventions for bridging the digital divide are:

- Ensure that public spaces and facilities have free Wi-Fi; and
- Introduce fibre optic connectivity with KwaDukuza as well as increase broadband speed.

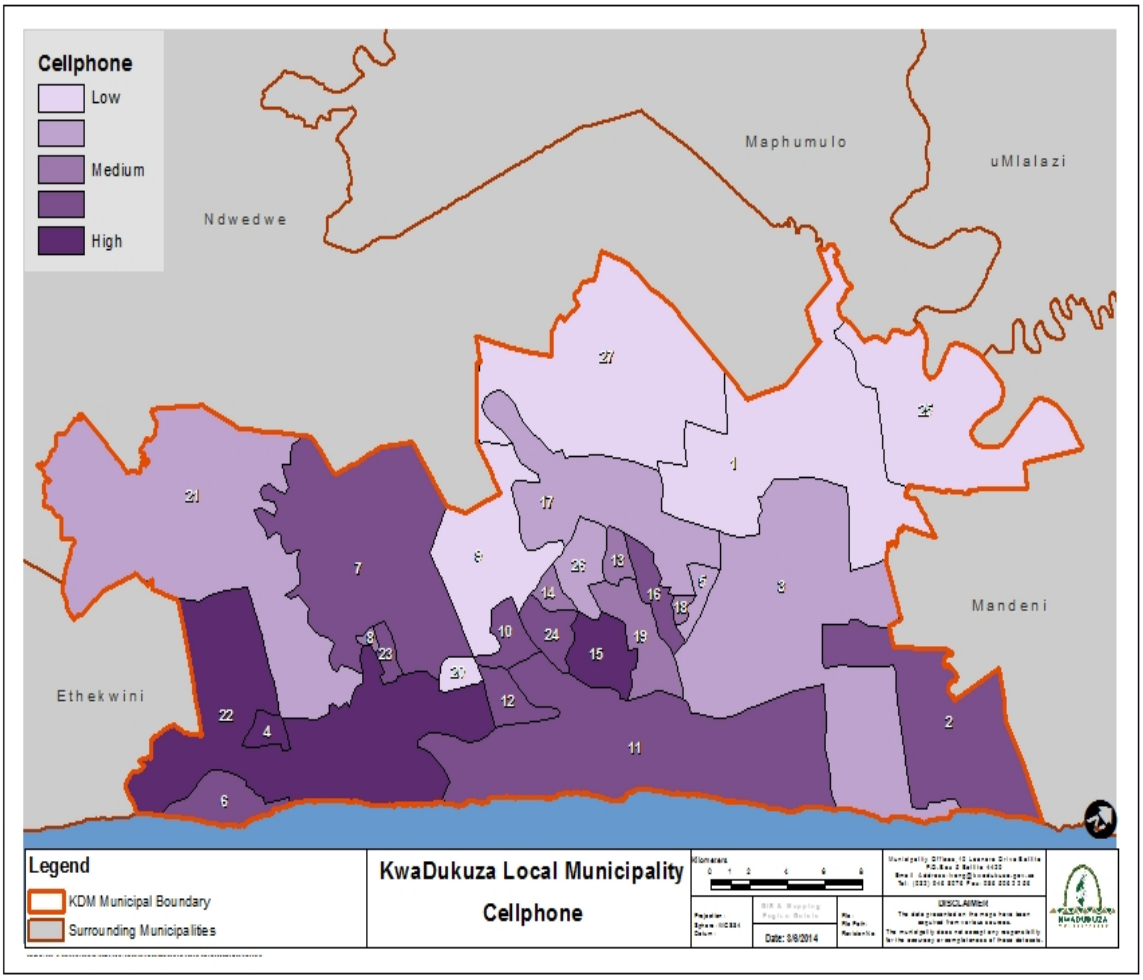
5.7.1 Access to Internet

Figure 107: Map Showing Access to Internet



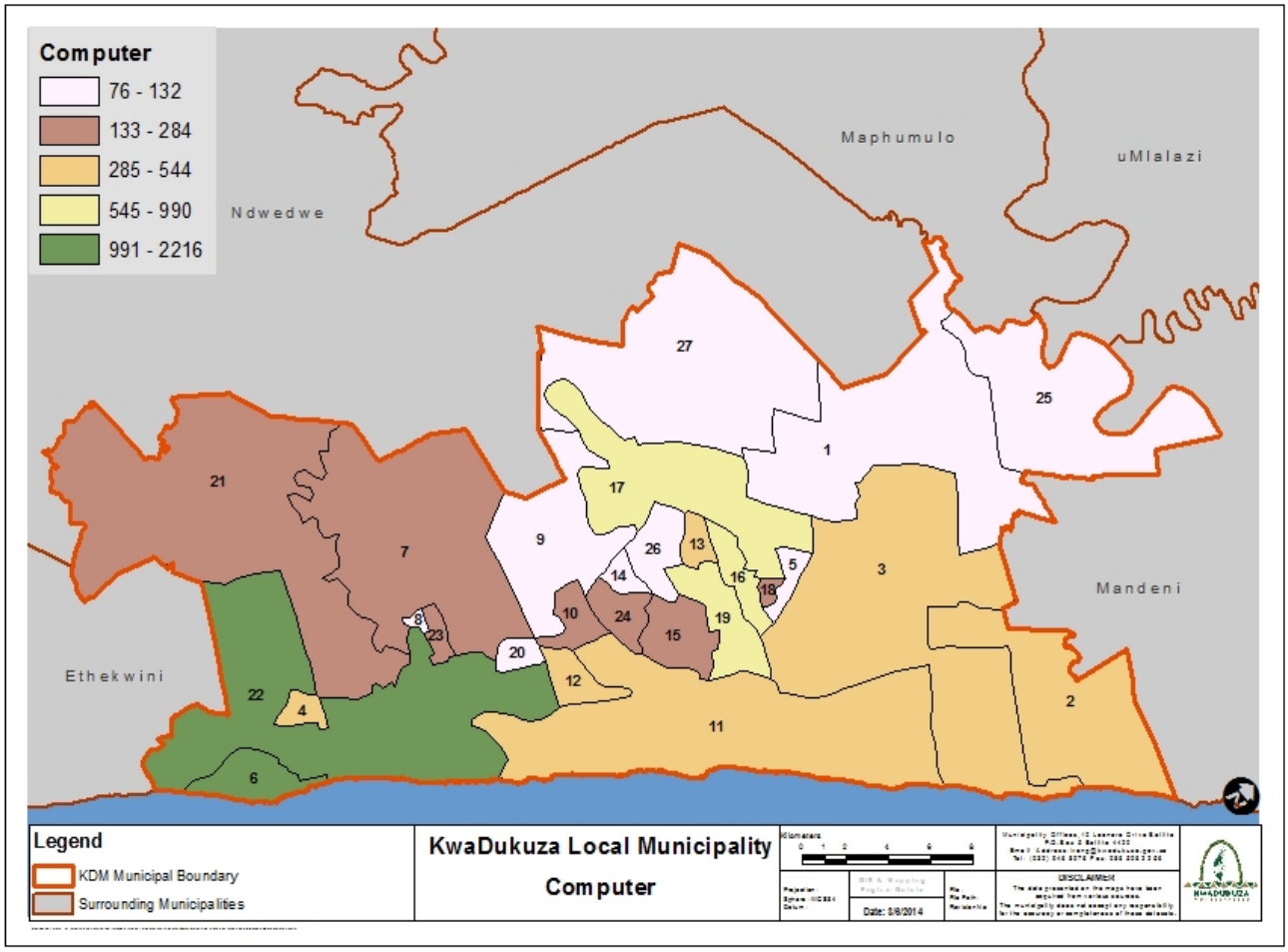
5.7.2 Access to Cellphone

Figure 104: Map Showing Access to Cellphone



5.7.3 Access to Computers

Figure 109: Access to Computers



5.8 Provision for Infrastructure Projects Relating to National and Local Government Elections

The Municipality has signed leases with the IEC for the utilisation of municipal halls during elections. The lease agreements also cover electricity usage. Where there are temporary voting stations we shall provide access to these structures. In total, there are eighty-six (86) voting stations within KwaDukuza Municipality, two (2) of which are temporary. There are regular progress meetings between the Municipality and the IEC.

5.9 Municipal Challenges and Proposed Interventions: Basic Service Delivery and Infrastructure Development

Figure 110: Challenges and Proposed Interventions for Basic Service Delivery and Infrastructure Development

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
Poor public street lighting.	• Roll-out maintenance of streetlights using the panel of service providers and internal staff; • Roll-out retrofitting of existing street lights with energy efficiency streetlights; • Installation of new energy efficiency streetlights within the boundaries of the municipality; and; • Implement ongoing Installation of high mast lights (Apollo lights).
Poorly maintained roads.	• Hasten the implementation of pothole patching and road rehabilitation programme through panel of contractors servicing all clusters; • Engage in and expedite the rehabilitation of roads by both ILembe DM and Fibre optic contractors, through signed MOA and wayleave applications; • Upgrade roads from gravel to black-top; and • Utilisation of internal capacity to re-gravel the gravel roads.
Shortage of low-cost and affordable housing.	• Bring to completion all houses that are under construction and continue to mobilise the increment of Housing Development Grant; • Unclog the blocked projects for implementation i.e. rocky park, Driefontein; • Fast-track the appointment of Social Housing companies to unlock social housing projects within the municipality; and • Expedite the closure of old projects and issue of title deeds.

Poor waste collection services in the semi-urban areas and northern area of KwaDukuza.	• Finalise and implement the recommendations of section 78 study (PPP); • Provide additional skips; • Promote community waste management initiatives using utilising programmes i.e. CWP and Good Green Deeds; • Ensure public education on waste management and impact of illegal dumping; and • Extend the roll-out of recycling bins in the municipal's area of jurisdiction.
Poor capital expenditure and negative impact on communities.	• Establish and use a panel of contractors to implement capital expenditure; and • Increase capacity to monitor performance of contractors. • Curb red tape and delays on SCM processes through forward planning,

5.10 Basic Service Delivery and Infrastructure Development SWOT Analysis

Figure 111: Basic Services Delivery and Infrastructure Development SWOT Analysis

STRENGTHS	WEAKNESSES
• Improved expenditure on Municipal Infrastructure Grant, • Existing and functional Project Management Unit, • Financial position of KwaDukuza Municipality is sound thus ensuring access to loan funding. • Master plans developed (Energy Master plan) & (Roads Master Plan - PH1), in process of being developed (Roads Master plan phase two), • Private sector willing to pay developers contribution, • Policies and Procedures developed and implemented.	• Inadequate bulk infrastructure funding for electricity, water and sanitation, • No electricity bulk infrastructure grant, • Poor turnaround on approval of access to Eskom infrastructure in order to service wards supplied by Eskom, • No capital infrastructure investment plan, • Constraints in the timeous execution of the Supply Chain Management procedure. • Poor expenditure on some infrastructure grants,

• Emerging Contractors Development Programme, • Strong private public partnership i.e. Ballito Urban Improvement Precinct and Waste Removal Services,	• Lack of effective infrastructure planning, • No comprehensive organizational infrastructure maintenance plan, • Lack of efficient and functional control centre for electrical services, • Lack of capacity to assess technical tenders/quotes at the SCM Unit • Backlog on infrastructure maintenance. • Lack of integrated planning with SANRAL and, DOT, • Unserviced and unmaintained provincial roads, • Poor public transport system, • Lack of information about broadband infrastructure and tele density of the area
OPPORTUNITIES	**THREATS**
• Introduction of shift system for electrical business unit, • Participation in the Integrated Urban Development Grant, • 30% subcontracting to local businesses, • Developers Contribution Policy Implementation, • Green infrastructure funding, • Small Embedded Energy Generation, • Critical infrastructure Grant, • Intermediary Cities Support Programme, • Popular geographic area and environment for development. • Magnitude and nature of current developments. (Airport, residential, commercial and industrial) –	▪ Disruption of construction sites by members of business forums, ▪ Declining internal reserves to fund capital infrastructure, ▪ Reputational risk caused by recalling of grants by National Treasury, ▪ Vandalism of infrastructure, ▪ Illegal connections to electrical infrastructure, ▪ Inability to provide infrastructure to planned high impact economic and residential development, ▪ Poor workmanship and material used, ▪ Failure of developers to comply with Conditions of establishment related to infrastructure provision,

increased customers – Electricity and Rates incomes • Vuthela LED Programme – Infrastructure projects, • Implementation of scarce skills and retention policy,	▪ Disruption of service delivery due to illegal work stoppages and meetings during working hours. ▪ No succession plan or career path advancement policies in place

6 Local Economic Development (LED)

6.1 Introduction to LED

Local Economic Development is the constitutional mandate which local government has a responsibility to promote, develop and grow local economy for the benefit of its residents. LED is therefore, a funded mandate of local government. The LED function is also regarded as the shared responsibility amongst the different spheres of government. The roles of other department are defined by the Constitution and also by various pieces of legislation that enable the national departments and provinces to carry out their constitutional competences in various economic sectors that are found within KwaDukuza area of jurisdiction. KwaDukuza Municipality understands and appreciates its role in local economic development as follows:

(a) Facilitator – facilitates economic development and inclusive growth through various policies;

(b) Stimulator – uses its incentive policy and through policies to stimulate economic activities;

(c) Regulator – promulgates laws, bylaws and take decisions which support economic development;

(d) Partner – partner with community, public and private sector on various economic development projects;

(e) Investor – the municipality will invest on public goods that support economic development; and

(f) Promoter /Marketer– the municipality will promote or market the area as an investors' and tourists' destination of choice.

At KwaDukuza Municipality the aforesaid roles are led by the Economic Development and Planning Business Unit supported by other business units within the Municipality. The roles mentioned above also further guide the LED practitioners on their daily activities when they provide business counselling to aspirant and established entrepreneurs.

LED is defined as an on-going process by which stakeholders and institutions from all spheres of society, and private sector as well as the civil society, work jointly to create a UNIQUE advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms (Trah *et al,* 2007)

"Good practice indicates that local economic development should always be guided by a strategy. Ideally, an LED strategy will form a component of a broader strategic development plan that includes social and environmental components. The LED strategy provides a focus on strengthening the local economy and building local capacity. The timeframe for an LED is typically three to eight years and includes annual implementation plans". (www.undp.org).

6.2 Capacity of LED

KwaDukuza Municipality has a fully-fledged Local Economic Development Unit (LED). The LED Unit is responsible for the following functions:

- Local Economic Development,
- Investment Promotion,
- Tourism Promotion and Development,
- Heritage Development and Management,
- Museum Management.
- Informal Economy Management,
- Business licensing,

The LED Unit is part of the Economic Development and Planning Business Unit. There are no capacity constraints as the unit is fully fledged with skilled and qualified staff. Refer to the LED Structure below, figure 108.

6.2.1 LED Unit Structure

The LED Unit is comprised of the following positions, which are all filled:

Figure 112: LED Unit Structure

Position	Area of focus	Position
Manager: LED & Tourism	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to LED, Tourism, Heritage and Museum.	Filled
LED Officer: Agriculture	The incumbent is focusing on coordinating and facilitating agricultural development and support to emerging farmers.	Filled
LED Officer: General	The LED officer is responsible for SMME Development, Manufacturing Sector Support and general LED projects.	Filled
Enterprise Development Officer	Responsible for the management of the informal economy and informal trade within our jurisdiction.	Filled
Museum Curator	Management of KwaDukuza Museum.	Filled
Business Licensing Officer	Responsible for business licensing function in terms of Business Act.	Temporary appointment (acting capacity) pending the job evaluation of the position.
General Workers	Responsible for general cleaning work of both Museum and LED Centre.	Filled

6.2.2 Functional Institutional Arrangements

The LED Unit works with various stakeholders to deliver on its mandate. Some of the key structural support for the LED work in KwaDukuza Municipality are the following district-based agencies.

Vuthela iLembe LED Programme – Programme PCU: The Vuthela iLembe LED programme has a fully-fledge Programme Coordinating (PCU) Unit staffed with experienced and technical specialists on various fields. The PCU has a five-year contract which started on the 1st of July 2017. This capacity is available to facilitate integrated local economic development in our area of jurisdiction.

Enterprise iLembe: Enterprise iLembe is the economic development agency owned by iLembe District Municipality. Enterprise iLembe has a mandate to promote the district as both the investors and tourist's destination. It also works with local municipalities in implementing of various other LED programmes. This is the additional capacity available in the district to implement LED and develop tourism.

6.3 LED Strategy Developed and Adopted

KwaDukuza Municipality has an existing LED Strategy that was developed in 2012. The new strategy is currently under review with the intention to ensure that it takes into account the changing economic landscape of the municipality, influenced by external factors such as the fourth industrial revolution, possibility of extending the IDZ status to KwaDukuza and the property development new players in the area. The reviewed strategy will further take into account the economic renewal programme implemented by President Ramaphosa in particular the resolutions of Presidential Investment Summit and Presidential Job Summit. The revised LED strategy will be underpinned by the approved KwaDukuza City Development Strategy and Low Carbon Emission Development Strategy. This will ensure that KwaDukuza Municipality continues to position itself as the destination of the 'new economy' and transit the existing industries to low carbon path.

KwaDukuza Municipality advocates that the final LED Plan shall be pragmatic, disruptive and adaptive to the current economic policy changes. It must focus on ensuring that it addresses the plight of the unemployed youth and unlock opportunities for the new players. It is expected that the reviewed strategy will be adopted by Council during 2019/2020 financial year.

6.4 Selection of LED Programme Beneficiaries and SMME/Cooperatives Database Management

6.4.1 Identification of beneficiaries for LED Projects

The municipality has developed a process and practice procedure for identifying project beneficiaries for the projects that are implemented by Council or by private sector. The key principle of identifying beneficiaries includes the following;

- Demographics and income status of the beneficiaries,
- Willingness to contribute with 'sweat "equity,
- Age – Youth is being prioritized,
- Women and disabled people,
- Years of business or cooperative operation,
- Level of participation and ownership by cooperatives members,
- Sector they operate from,
- Ward clusters,
- Bona-fide residents of KwaDukuza

6.4.2 Database for all active/registered SMMEs and Co-operatives:

In line with national government's endeavor of prioritising the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD), KwaDukuza Municipality has resolved to encourage all active/registered SMMEs and Co-operatives within its locality to register into the municipal database which is updated regularly. The Municipality has a database for all active/registered SMMEs and Co-operatives. In order to stay abreast with new developments in this regard, the database is subject to regular updates so as to capture newly-registered SMMEs and co-operatives. The database serves as an operational working tool for the LED unit.

6.5 Stakeholder Engagement and Participation

KwaDukuza Municipality has a strong propensity in relation to stakeholder participation. The following are the stakeholders that have been identified and engaged for the purposes of KwaDukuza Municipality LED Strategy, programmes and projects. The LED stakeholders list includes:

iLembe Chamber of Business, Tourism and Industry;

- KwaDukuza Informal Traders Chamber;
- Emerging Contractors;
- Trade and Investment KwaZulu Natal;
- World Bank;
- Vuthela iLembe LED – Programme Co-ordinating Unit (PCU),
- Amakhosi;
- Major property developers e.g. Hullets Development;
- Luthuli Museum;
- Umfolozi FET College;
- Sugar Mills;
- Farmers;
- Tourism Industry players;
- KwaDukuza SMME Forum;
- Dube Trade Port;
- Ilembe District Municipality;
- Enterprise iLembe; and
- Government Departments.

Over and above the aforesaid, the Municipality has established forums and/or coordinating forums to ensure effective stakeholder participation, including:

- KwaDukuza Local Economic Development (LED) Forum - Approved by Council during the second quarter of 2018/2019, the Forum's participatory work has commenced in earnest.
- KwaDukuza Municipality Special Project Task Team – It is a task team made of Heads of Departments (HoDs), who interact with investors/developers of high impact projects within the jurisdiction of KwaDukuza, and
- KwaDukuza Informal Business Chamber.

For all intents and purposes, it is expected that the Municipality shall undertake consultation with relevant stakeholders both internally and externally. A record of such engagements shall form part of the Stakeholder's Engagement Report which shall accompany the final document for approval.

The LED Unit shall present all the LED Strategy review phases to the LED structures, MANCO and Municipal Council. This will ensure that there is a buy-in- and support of the LED Strategy. A stand-alone stakeholder records report shall be presented as part of the close out report of the project.

In an endeavour to address the MEC's comments for the 2018/2019 IDP the LED Strategy has taken into cognisance the following:

- Evidence of engagement with critical stakeholders;
- The goals, objectives, strategies and projects of the led strategy that must respond to the issues identified in the analysis; and
- Projects, programmes and initiatives that seek to transform local tourism, targeting emerging farmers and informal economy.

6.6 Policy / Regulatory Environment

KwaDukuza Municipality has an Informal Economy Policy which regulates the informal trading activities. It has been noted that informal trading activities augur well for KwaDukuza Municipality as they contribute towards positive development for the micro business sector through the creation of jobs and has the potential to excel in this regard.

KwaDukuza Municipality has Council approved investment policies which have since begun being implemented. The policies contribute immensely in positioning KwaDukuza Municipality as an investor and tourist destination of choice. Amongst the critical policies adopted are the following:

- **Investor Incentive for Commercial and Industrial Development** Policy- in the form of a Five (5) Year Rates rebates and this is regulated through the approved Rates Policy.
- **Developer's Contribution Policy** – this policy focuses on ensuring that there is adequate economic infrastructure which supports the Municipality's economy. The Municipality forms partnerships with investors

to ensure that there is adequate infrastructure so that both the municipality and investors contribute towards bulk infrastructure.

- **Emerging Contractors Development Approach** – the Municipality has adopted a policy that promotes the incubation of emerging contractors for the period of three (3) years. This programme has four (4) pillars (i) capacity building of SMMES through skills development, (ii) promotes maintenance of regulatory compliance by contractors (iii) access to project finance and (iv) access to markets both public and private.

- **Special Rating Area Policy –** The Municipality also has adopted the special rating area policy in line with section 22 of Municipal Rates Policy. This policy is utilized as an instrument to implement Business Retention and Expansion Approach.

- **Informal Traders Policy –** according to this policy the Municipality can appropriately attend to the management, development and support of informal traders within its area of jurisdiction to assist them with their infrastructural and regulatory needs.

- **EPWP 3 Policy –** according to the EPWP3 policy the Municipality is provided with the criteria to distinguish what work shall qualify to fall under the EPWP in respect the non-state sector EPWP. The policy also guides the Municipality to determine remuneration issues in this regard, taking into cognizance the expectation that workers must receive equitable remuneration for their labour.

- **Database for all active/registered SMMEs and Co-operatives:** In line with the national government endeavor of prioritising the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD). KwaDukuza Municipality has resolved to ensure that encourage all active/registered SMMEs and Co-operatives within its locality to register into the municipal database which is updated regularly. The Municipality has a database for all active/registered SMMEs and Co-operatives. In order to stay abreast with new developments in this regard, the database is subject to regular update so as capture newly-registered SMMEs and Co-operatives. The database serves as an operational working tool for the LED unit.

6.7 LED KPA's Response to the NDP, PGDP & DGDP

6.7.1 The Alignment of KwaDukuza Municipality's Economic Development with National and Provincial Policies

The hierarchy of plans is illustrated in the graphic immediately below showing alignment of KwaDukuza Plans to the National and Provincial Plans:

Figure 113: Graphic Representatin of the Hierarchy of Plans

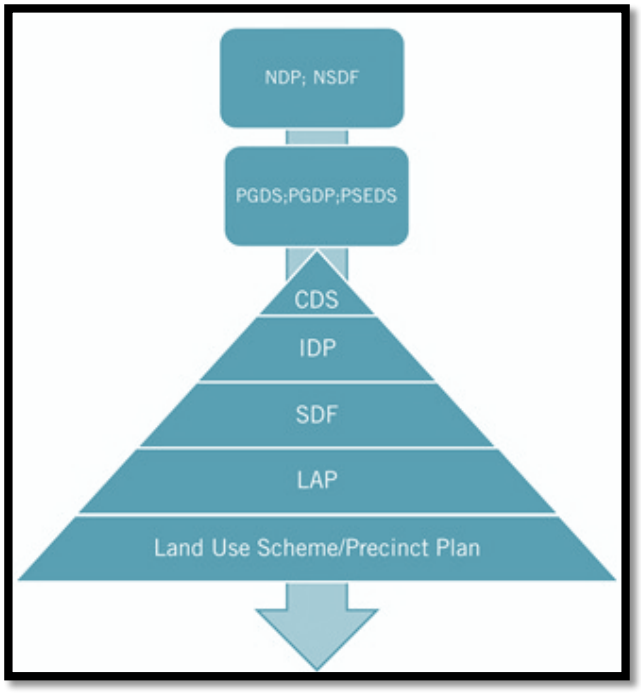


Figure 114: Relevance of National/Provincial Policies and Plans with KwaDukuza Municipality Policies and Plans

National/Provincial Policy	Relevance To KwaDukuza Municipality
South African Constitution, section 152 outlines one of the objects of local government as – To promote social and economic development.	KwaDukuza municipality is legally compelled to promote social and economic development in its area of jurisdiction.
National Development Plan – promotes vision 2030 which the key outcomes of creating decent jobs, promote inclusive growth, reduction of inequality and eradicating poverty. The NDP further identified areas of focus in achieving this vision, which includes reduction cost of living for the people, provision of economic infrastructure, strengthen the state capacity to deliver and ensuring that our economy transit to low carbon by 30%.	KwaDukuza Municipality has embarked on a programme of promoting inclusive growth and job creation through various partnerships with private sector. KwaDukuza has identified strategic infrastructure that supports local growth point i.e. three substations on key nodes with Dukuza Station as the one of the project that is being implemented. KDM continues to use its Green Building Guidelines and Low Carbon Emission Development Strategy in promoting and transiting to green economy by businesses.
Industrial Policy Action Plan (IPAP II) – sets out a detail key actions and timeframes for the implementation of industrial policy. Twelve (12) key economic priority sector has been identified and prioritised for support by	KwaDukuza continues to support the development and growth of key economic sectors as identified through IPAP. It does have key players in those sectors. Amongst key sector that are supported:

National/Provincial Policy	Relevance To KwaDukuza Municipality
government to grow the economy. These sectors including the following; (i) Tourism (ii) Agro-processing (iii) business processing outsourcing (iv) advanced manufacturing (v) Green and Energy saving sector (vi) Metal fabrication (vii) minerals downstream beneficiation (viii) automobiles (ix) forestry (x) pulp, paper and forestry, furniture, (xi) Creative Industry, Film making and (xii) Biofuels.	• Tourism – KDM continues to support the development and transformation of the industry, i.e. IFA Hotels investment and Nokukhanya Luthuli Tourism Prencipt. • Automobile – Hesto Harness is the major player and supply of car components in South Africa. KDM continue to provide support to this manufacturer. It is currently negotiating an industrial land disposal. • Pulp, paper, and furniture – KDM is the home of SAPPI Paper. It continues to provide support. The municipality has a clear programme to support emerging furniture manufacturers. • Green and energy saving – KDM is part of the renewable energy hub. • Agro-processing – KwaDukuza have a number of agro-processing key players which include two sugar mills (Darnall and Ushukela) and Pioneer Foods , The above highlights indicate that there is alignment between the key sector that are being promoted by all spheres of government.
KZN Provincial Growth and Development Strategy – PGDS has seven goals that are relevant to socio-economic transformation agenda. The PGS calls for inclusive growth, human development and skills development as part of the levers of vision 2035.	KwaDukuza Municipality has been responsive to GDS by ensuring that there are programmes that promote inclusive growth, which include SMME and cooperative development. The municipality has also focused on Skills Development initiatives in particular targeting skills required by the economy. KwaDukuza continues to lead in the low carbon economy with support of ICLEI. Strategic economic infrastructure is being prioritised to ensure economic development.

The LED Implementation Plan shall take into account the following plans: KwaDukuza CBD Regeneration plan, Ballito-Compensation, Woodmead Nodal Development Plan, KDM Spatial Development Plan and the Low Carbon Development Strategy (Local Action Plan – Economic Transition).

6.7.2 The Economic Drivers in KwaDukuza Municipality

The economic drivers in KwaDukuza Municipality are clearly indicated with their current performances showing that manufacturing, tourism and farming are the highest performing drivers. The PGDS provides the Province of KwaZulu-Natal with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, the restoration of natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

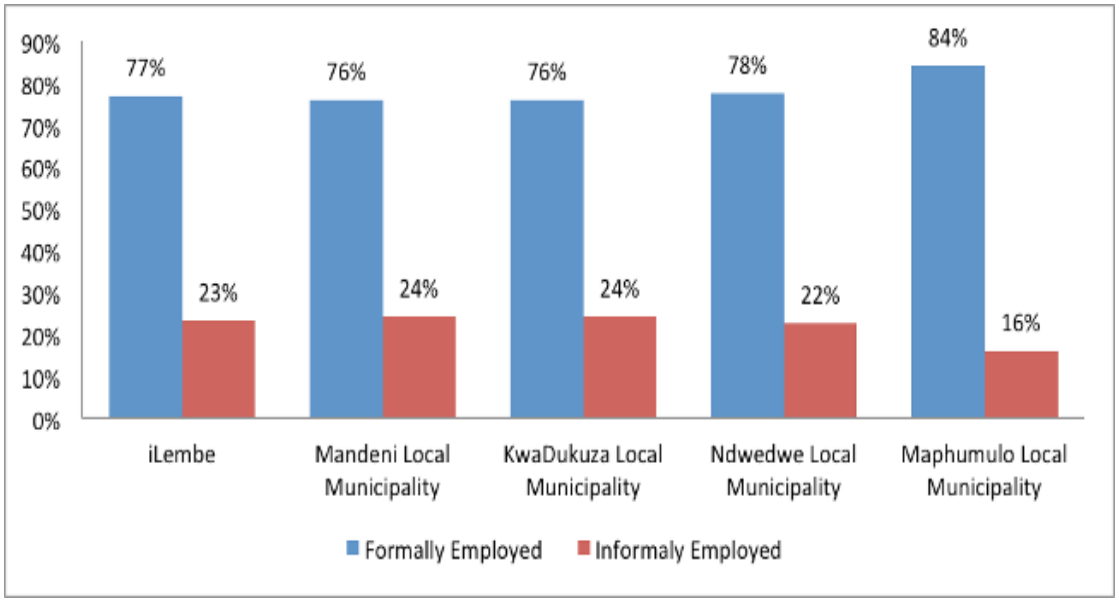
Main Economic Contributors

The following section presents the economic analysis which includes economic drivers in the Municipality reflecting its current performances to the local economic growth and development.

Small Medium and Micro Enterprises (SMME'S)

The iLembe District's SMMEs status below displays the distribution of formal and informally employed persons in each of the local municipalities. In iLembe about 23% of the working age population are informally employed, while approximately 77% are formally employed, with KwaDukuza Municipality being one of the local municipalities with the highest figure in the informal employment category which sits at 24%.

Figure 115: Regional Database



Source: Quantec Regional Dataset, 2012

Main Economic Sectors

(a) Agriculture

Sugarcane remains one of the key sectors of economy in KwaDukuza Municipality. The sector has been declining over the last few years due to various reasons including the change of land use from agriculture to property development, never fully recovered from 2016/2017 droughts, international competition and other factors. The sugar industry, in partnership with the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), is currently implementing a programme focusing on the rehabilitation of sugar cane fields owned by the historically disadvantaged farmers. This programme is known as Operation *Vuselela*. KwaDukuza Black sugarcane farmers have been instrumental in changing the sugar industry governance and support in the country through the establishment of the South African Farmers Development Association (SAFDA). This industry transformation breakthrough will act as a springboard towards the revival of sugar cane in particular, and agriculture in general, through the development programme implemented by SAFDA in partnership with various government entities.

KwaDukuza Municipality has been involved in the Agri hubs programme that was led by the Department of Rural Development and Land Affairs. KwaDukuza Municipality was earmarked to host the Agri-hub facility for the District farmers. Unfortunately, during 2018/2019 financial year the programmes were put on hold by the lead Department. The above notwithstanding, KwaDukuza Municipality does have its own programme that focuses on supporting small-scale farmers i.e. community garden support programmes and hydroponics. KwaDukuza Municipality provides initiatives to support small holder producers pertaining to community based gardens with implements and related agricultural needs. The Municipality holds Annual Handover Ceremony of the Business Start-Up equipment and agriculture input to selected co-operatives from various wards. This programme form part of KwaDukuza SMMEs and Co-operatives Development Strategy underpinned by the principles of Radical Economic Transformation.

The LED Start-Up funding assists the targeted SMMEs/Co-operatives with capital funds which the majority of the emerging SMMEs and Co-operatives are struggling to obtain funds from commercial and development financial institutions. On the 3rd May 2019, the Municipality had a handover ceremony for the approved proposals by the Municipality.

Figure 116: Council Approved Proposals

Sector	Need
Agriculture	Inputs, production and fencing material
Manufacturing	Manufacturing equipment
Services Industry	Inputs supporting the business sector

The iLembe District, through its economic development agency (Enterprise iLembe), initiated a programme to ensure access to public sector market by emerging farmers. This was piloted through the national school nutrition programme (NSP), whereby emerging farmers became suppliers to companies and co-operatives that are contracted by the Department of Education to supply to the school nutrition programme. The success of this programme has led to the Provincial government adopting the very programme as a provincial wide radical economic programme (this led to the birth of Radical Agrarian Socio-Economic Transformation – RASET). In the circumstances, there are now a number of local farmers and suppliers that are participating in this programme.

(b) Manufacturing

KwaDukuza is ideally situated along the Richards Bay corridor to benefit from manufacturing. The compensation/ Ballito area north of the new King Shaka International Airport has been identified as likely economic opportunity zone, for light industry due to its proximity to the Dube Trade Port and Durban. KwaDukuza town surrounds have been identified as a site for medium sized industry and Council owns few undeveloped sites. As part of ensuring that the growth of the manufacturing sector, council is currently negotiating with one of the major employers in the area (HESTO Harness) to sell them the adjacent sites for building additional factory space.

The investor incentive scheme approved by Council in the form of Rates Rebates for Industrial and Commercial development has unlocked the development of Woodmead Industrial Park by Shree Properties. Shree Properties, working together with its tenant (INSA PTY LTD), has completed the factory for the multimillion rand investment. INSA Plant will be manufacturing high end market pots for both domestic and foreign markets. It shall be noted, that Black Industrialist Programme is being targeted to support potential tenants of this new industrial park under construction. The completed plant has been made possible by the finance of KwaZulu Natal Growth Fund and Industrial Development Corporation. It is expected that this factory will create approximately 650 direct jobs on its full operation. The factory is expected to be commissioned during 2019. On the same site, the developer (Shree Properties) is doing earthworks for additional factories.

KwaDukuza Municipality also has its own emerging manufacturing support programme which was started in 2017/2018. Currently, it is supporting 13 cooperatives who are involved in furniture manufacturing, textile and concrete works. These cooperatives have been supported with both capacity building programmes and start-up support. The Municipality continues to work with other government support institutions such as SEDA, the Innovation Hub, SABS and EDTEA to support the manufacturing sector.

(c) Tourism

Tourism remains one of the mainstay sectors in KwaDukuza. As part of the North Coast destination, the Municipality continues to attract a lot of domestic tourists who visits the area. The popular areas include Luthuli Museum, Zimbali Prencipt, Ballito, Flag Animal Farm, King Shaka Grave, and many other attractions. The coastline, rich heritage and culture are the reason behind the increase in the number of tourists visiting the area. KwaDukuza Tourism has been doing brand transformation from Dolphin Coast to KwaDukuza. KwaDukuza is known for its tagline ‘Heartbeat of the North Coast’.

KwaDukuza Tourism Destination Marketing and E-marketing: KwaDukuza Municipality has a functional tourism office within Sangweni Tourism Centre. The tourism office focuses on tourism marketing, business referrals and bookings and handling of complaints. The tourism officers participate in various tourism destination shows around the country in partnership with Enterprise iLembe and Tourism KwaZulu Natal. Amongst the shows that KwaDukuza Tourism attends include Tourism Indaba, World Travel Market – Africa and main other key shows.

KwaDukuza tourism recognizes the importance of electronic marketing. The Municipality has developed and maintains a tourism website www.tourismkwadukuza.co.za. During the 2018/2019 financial year, the tourism office started a process of getting on the social media space with Hashtag: Discover KwaDukuza. The Municipality will be investing a lot of resources on e-marketing to ensure that it captures a bigger market and audience.

The Municipality continues to develop other marketing collateral for the various destinations within the municipal area. It continues to produce the 50 page KwaDukuza Tourism Brochure. The Municipality is also planning to place adverts on in-flight and tourism magazines as part of its destination marketing.

KwaDukuza Tourism Development Approach: KwaDukuza Municipality has identified a huge need to transform tourism product offerings and experience. A number of projects have been identified by the Municipality and also by the private sector. The Municipality has developed and adopted the KwaDukuza Beach Nodes Development Plan, which guides municipal investment on revamping of public infrastructure in all our beaches. There are a number of tourism opportunities identified for tourism development with the intention of remaining competitive such:
Redevelopment of KwaDukuza Museum and integration of King Shaka Memorial Interpretative Centre,

- Expansion of Chief Albert Luthuli Museum project to include various significant sites link to the late stalwart,
- Conceptualization and integrating property owners along Mama Nokukhanya Luthuli Streets with Chief Albert Luthuli Museum,
- Development of new modern Beach at Nonoti Area,
- Tourism and Hospitality Industry Skills Development Plan,

During 2018/2019 financial year, KwaDukuza Municipality commissioned the undertaking of a feasibility study of Nokukhanya Luthuli Tourism Prencipt. The study has indicated that the project is feasible. A business plan is being developed for use by both the Municipality and property owners to develop this tourism prencipt.

There has been a huge announcement of a big commercially driven tourism project in KwaDukuza Municipality by credible investors which are the Kuwait owned IFA Hotels Group and also Hullet Developments. IFA Hotels group was granted approval by Municipal Planning Tribunal of the Zimbali Lakes Development. This is the multi-billion-rand development which consists of the Golf Course, Beach Club, Hotel, restaurants and other residential component.

Hullets Group has announced the signing of the biggest beach resort operator (Club Med) as their partner in the development of the coastal resort within the Municipal area. The earmarked area is Tinley Manor. These two developments are considers as game changers for our area.

KwaDukuza Events Tourism Approach: KwaDukuza Municipality focuses on the events tourism niche market as the one of the key drivers of its tourism sector. The Municipality has supported and hosted various tourism events in its area. The mega sport tourism event, Pro Ballito is hosted for the period of 7 days but over the years has grown to 10 days event. The Pro Ballito is the only QS10000 (professional surfing event) which takes place in the continent and is part of eight events of this level in the world. The event attracts more than 100 000 people over ten days and its live streaming reaches more than 3 million in the world. The return on investment in this event by KwaDukuza Municipality is very high in the long run.

The KwaDukuza area, in particular Fairmont Hotel and Ebandla Hotel, is associated with business tourism. These two facilities host a number of business and government conferences and this benefits the area. The Fairmont Hotel has become associated with government international conferences. During 2018/2019, it hosted the BRICS Summit of Labour Minister and also SADC Minister of Labour. KwaDukuza-based wedding venues are popular with people of South Africa. The area is becoming a destination of choice for weddings.

The Municipality has continued to leverage on the events hosted by Chief Albert Luthuli ICC due to its close proximity to King Shaka Airport and also Chief Albert ICC. The accommodation industry has benefited a lot from these events. The Municipality also continues to support private sector driven events that have a potential to increase the number of tourists visiting and staying within the Municipal area of jurisdiction.

(d) Retail and ICT

The retail sector is one of the major contributors in the economy of KwaDukuza including job creation. The strategic allocation of the Municipality and its proximity to Durban provides major opportunities as the retail hub. KwaDukuza CBD plays a pivotal role as government services center and retail hub for the hinterland areas hence there has been a concerted effort to improve and increase retail offerings. KwaDukuza Municipality has become a big attractor of the retail sector from household goods to luxury goods. KwaDukuza Municipality has seen the growth of the retail sector through the opening of four newly built shopping complexes which are: KwaDukuza Mall, New Salt Rock Mall, Zimbali Wedge and Salt Rock Mall. The repositioned Ballito Lifestyle Centre new offerings also opened its doors for trade in 2018. These new facilities offer approximately 42000 square metres of retail space. Approximately 1000 permanent jobs have been created. The main benefit of these retail shops is improved freedom of choice through offerings by these malls.

There is an effort to manage the impacts of these developments on spaza shops. Most owners of tuck-shops are out of business owing to various reasons. One of the critical retail issues that requires concerted efforts to manage is the business tension between local tuck-shop owners and foreign/international business owners. The Municipality has strengthened the implementation of the Business Act through its business licensing function. The MEC for Economic Development, Tourism and Environmental Affairs has designated KwaDukuza Municipality as a Business Licensing Authority. This became effective from the 12th of July 2018. The Municipality is finalizing its Business Licensing Policy which will be effective from the 1st of July 2019. There is on-going enforcement of the Business Act in particular with regards to all businesses that trade on foodstuff and related items as per schedule 2 of the Business Act.

The fourth industrial revolution requires a strong presence of the ICT infrastructure, skills, research and development. In order for it to be part of the 4th Industrial revolution, KwaDukuza Municipality requires to work with both the public and private sectors to promote investment in ICT and related skills. There are a number of strategic infrastructure

projects that present opportunities for KwaDukuza to grow its economy and make it ICT enabled. The SEACOM submarine telecoms cable systems connecting South Africa to the rest of Africa has two landing points in Mtunzini close to iLembe. The technology gives KwaDukuza access to high speed internet and makes distribution viable. The cabling allows Ballito and the North Coast to become an information technology hub. The Municipality, having positioned itself as the destination for innovators as part of the fourth industrial revolution, is looking for private sector partners to roll-out public Wi-Fi and further through its Telecommunication Mast Policy pushed installation of this infrastructure in the peri-urban and rural areas. The connectivity shall thus expand to benefit even the rural entrepreneurs.

Flagship LED Programme: *Vuthela* iLembe Led Programme: The iLembe District Municipality, including KwaDukuza and Mandeni Local Municipalities, were selected by the Swiss Government- **State Secretariat for Economic Affairs (SECO**) to participate in this initiative that adopts a programmatic approach towards infrastructure and Local Economic Development. The programme has been named *Vuthela iLembe LED Programme. Vuthela* is a Zulu word that means to 'ignite'. Vuthela LED Programme therefore responds to the urgent need to address unemployment, poverty and inequality in the iLembe District, by accelerating inclusive local economic development and growth in alignment with the National Development Plan 2030, the PGDS and District Growth and Development Strategy.

The programme is split into five inter-related components, which are:

1) **Public Finance Management Component:** which aims to strengthen the financial management of the three municipalities through better capacity to plan, finance and manage infrastructure investments and the provision of public services resulting in the positive contribution to the business climate.

2) **Municipal Infrastructure Component**: which aims to reduce infrastructure constraints through capacity building measures to plan for infrastructure investments and through specific infrastructure investments.

3) **Private Sector Development Component**: which aims to address obstacles to doing business in KwaDukuza by addressing weak district/local and public/sector co-ordination for local economic development; strengthening local capacity to support entrepreneurial, business and technical skills development.

4) **Building Inclusive Growth Component**: which aims to support SMME development and inclusive job creation through interventions focused on the Green Economy and other identified growth sectors in the local economy; and

5) **Partnership and Co-ordination Component**: which aims to develop the multi-sectoral stakeholder partnerships required for LED district wide co-operation and implementation.

The indicative programme cost is 17.3 million Swiss Francs (approx. R250m). The Swiss Government has currently approved a budget of 8.4 Swiss Francs (approx. R121m).

The programme is being managed by the KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA), as resolved by the Executive Committees of the participating municipalities. EDTEA is responsible for the procurement of the Programme Co-ordinating Unit that will deal with the day-to-day management of the programme as well as procurement of various services that may be required.

The *Vuthela* LED Programme Co-ordinating Unit (PCU) has been established and became functional as at 1st of July 2017. The programme was officially launched by the Ambassador of Switzerland and MEC for Economic Development, Tourism and Environmental Affairs (EDTEA) and was aptly named *Vuthela LED Programme*. The programme is being implemented with the participation of all municipalities.

During the inception phase the Programme implementation focused on a number of projects covering all components of this programme as outlined above. There has been some progress and the Municipality's participation in this programme has been good. There is general sentiment of acceptance and ownership of the programme by all key officials deployed in various components of the programme.

The programme started on the 1st of July 2017. The programme has been on its inception phase of 17 months (1 July 2017 to 31 December 2018). This phase focused mostly on programme implementation. The trigger for going to full-implementation of the programme is both internal programme performance review and external audit. The programme performance review has been completed and is subject to consideration by the Project Steering Committee. The Auditor General is also performing its own auditing process. The PCU is currently operating on the contract extension pending the consideration of the reports by PSC.

(e) Catalytic/High Socio-Economic Impact Projects

KwaDukuza Municipality defines the catalytic projects as those project that are being implemented by both public and private sector which have a high socio-economic impact to the community of KwaDukuza. The catalytic projects comprise both hard and soft infrastructure projects.

Institutional Arrangements to Facilitate Catalytic Projects: The Municipality, as part of its efforts to facilitates the projects, has established strategic structures which are mandated to fast-track these projects and also to ensure the reduction of red-tape for these investment projects.

KwaDukuza Municipality Strategic Project Task Team: The Task Team has been established through a Council resolution under the chairpersonship of the Chief Operations Officer and deputized by the Executive Director: Economic Development and Planning. All Heads of Department are part of this committee supported by Chief Town Planner, Director: Special Projects and Director: Development Planning. This task team's main tasks are to oversee and monitor the implementation of strategic /catalytic projects driven by Council through various business units. The task team further affords the private sector driven projects identified by Council to be shared with executive management of Council in order to ensure that they provide support when information, comments and supports are required during the lifespan of the projects. This approach has fast-tracked and provided solutions to a number of issues quickly through intervention by the committee.

KwaDukuza Development Assessment Committee: KwaDukuza Municipality has further established KwaDukuza Development Assessment Committee as a committee meant to support the private sector projects that have been declared by the Municipality as the high impact projects. The Development Assessment Committee is co-chaired by the Senior Manager: Building Control and Senior Manager: Development Control. The members of this committee are all representatives of Internal Business Units and external stakeholders i.e. iLembe District Municipality and Size Water. The members have authority to comment on building plans and development approvals. The committee acts as the one stop shop for consideration of building plans, occupation certificates and site development plans for bigger development. All departments provide comments during this meeting and later formally put them on record for inclusion in the final letter of approval / deferment or disapproval.

Council Supported Catalytic Projects: The criterion used to determine the project that is deemed catalytic in KwaDukuza Municipal Area is as follows:

- Existing development rights;
- There is already SPLUMA pre-submission with KwaDukuza Municipality;
- It is within the key economic sectors identified by the Municipality nodal plans and also IPAP 2/KZN PGDS;
- Promotes low carbon economy;
- Potential to creates quality jobs for both skilled and unskilled labour; and
- Have existing budget from government/funder (if it is government led).
- Embraces economic transformation principles through inclusion of local based Black Owned businesses during its development and operation,

Figure 117: Depicting Catalytic Projects

Project Name	Brief Description	Proposed Amount
Woodmead Industrial Park	The Woodmead Industrial Park forms part of the Neighborhood Development Grant Projects that the Municipality has implemented with a Standard Bank-owned entity called Sorter (Pty) Ltd. Standard Bank in 2016 decided to sell all its industrial sites portfolio to Shree Properties (Pty) Ltd. Shree Properties has just completed its first factory for their tenants known as INSA (Pty) Ltd. The factory is expected to be operational during the second quarter of 2019. INSA (Pty) Ltd aims to employ close to 600 people if it is run on full capacity. The total investment on this plant is R500 million. The factory is funded by both KZN Growth Fund and IDC. Shree Properties (Pty) Ltd is currently working in developing additional factories and warehouses in the same site. KwaDukuza Municipality has provided rates rebates to the developers and electrical rebates to INSA (Pty) Ltd as incentive to invest in this site.	R800 million infrastructure investment (excluding tenants' investment).
Re-building of KwaDukuza Museum and Linking it with King Shaka Grave/ Interpretative Sector	The re-building of the new KwaDukuza Museum remains one of the catalytic projects of the Municipality which form part of the four anchor projects of KwaDukuza CBD Regeneration. The project is aimed at developing a new Museum that will preserve the rich history of KwaDukuza including King Shaka, the sugar industry, and people of KwaDukuza in general. The project is further aimed at connecting or linking the Museum with King Shaka Grave and this will create a strong tourism product within the CBD. The feasibility and planning of this project was done with the assistance of KZN Department of Arts and Culture.	R20 million

Project Name	Brief Description	Proposed Amount
KwaDukuza Intermodal Facility	KwaDukuza Municipality with the Department of Transport and organized taxi industry will be developing an intermodal facility which will link all public transport facilities within KwaDukuza CBD. This facility will also create retail space for local businesses and franchisees. This is one of the anchor projects identified as part of KwaDukuza CBD Regeneration.	R240 million
KwaDukuza Private Hospital and supporting facilities.	KwaDukuza Private Hospital opened in 2018 and is functional. This hospital has created value for the community as it has provided an alternative facility, as the areas second private hospital. The Municipality is currently considering further council owned adjacent land acquisition applications from the private sector to develop for medical supporting facilities i.e. Doctors consulting rooms, and laboratories. This is one of the anchor projects identified as part of KwaDukuza CBD Regeneration. If all these applications are approved and development is done, this will create a new Health anchored prencipt in KwaDukuza.	R300 million
Swiss Secretariat for Economic Co-operation (SECO) LED Programme for iLembe	KwaDukuza Municipality is one of the three municipalities that have partnership with SECO to develop an LED programme, which affects other Local Government KPAs other than LED. The programme also focuses on both Public Finance and Infrastructure Development. The other LED focus area is around private sector development and building inclusive growth. The programme implementation is under way since 1 July 2017 and is funded by Switzerland Government with approximately R100 million. This is a five (5) year programme which ends in 2022.	R100 million
Dukuza Station	KwaDukuza Municipality is planning to build a R150 million new 100MVA electrical sub-station to unlock the Compensation/Ballito Node. As part of this project the Municipality has acquired land from a private owner and is in the process of securing a loan for this facility. Private developers are expected to contribute through the developer's contribution. The development of Dukuza station will further unlock growth and development by ensuring that there is some spare capacity to have additional development taking place in our area.	R200 million
Zimbali Lakes	Zimbali Lakes is a R3bilion rand investment by Kuwait owned IFA Hotels and Resorts in our area. The projects town planning scheme amended was approved in 2018. The project was	R3 billion

Project Name	Brief Description	Proposed Amount
	officially launched at the end of October 2018. The projects consist of developing a hotel, beach club, restaurants, retirement village and other type of residential units. The main contractor of this project has been appointed and the construction will be starting around May 2019. This is also a 15 year development project which its impact will be huge for both the municipality and the residents itself.	
Ballito Hills	Ballito Hills is the mix-development investment project owned by the JSE Listed property development company called Balwin Properties. This is the estimated R2,5 billion investments. The first phase started in March 2018 and it consists of a private school and 80 residential units. The private school was delivered on time and the school started to operate in January 2019. The school is called Redham House. The residential units will be implemented over the period of 10 years by Balwin. The developer is working with the municipality/councilors from the Southern Areas in ensuring that unemployed people and contractors are given opportunities to be involved in this project.	R2,5 billion

6.8 Spatial Referencing of Interventions and Programmes/Projects

Currently most of the interventions and programmes/projects have been spatially referenced. Only the new ones remain in the process. The Municipality is in the process of undertaking a detailed project of ensuring that GIS is being used as a project management, asset management and monitoring tool by Council. There is a multi-year project called KwaDukuza GIS Integration Study and Implementation that is being undertaken.

6.9 Red Tape Reduction

Red tape has become a 'buzz' word within the local economic development fraternity in South Africa. Red tape pertains to the inefficiencies and unnecessary administrative bureaucracy which impedes the development and growth of Small and Medium Enterprises.

6.9.1 Doing Business in iLembe Project and Remedial Actions

In 2015 through its partnership with the Swiss Government (SECO), KwaDukuza Municipality produced the first report known as *Ease of Doing business in iLembe*. The study was undertaken in both Mandeni and KwaDukuza Municipal areas. The *Doing Business Study* comprises internationally acclaimed benchmarking studies amongst cities in South Africa and also against countries. This process is clearly a good tool to measure the red tape which entrepreneurs in a particular country have to go through when trying to open and operate businesses. The *Doing Business Study* measures the areas of regulation that are important throughout the lifecycle of small and medium sized enterprises. This tool, coupled with its implementation, emanate from the World Bank, which has a patent over it.

The *doing business* exercise undertaken at iLembe District focused on five indicators, which are as follows:

- Starting a business;
- Dealing with construction permits (building plans);
- Electrical installations;
- Registering a property; and
- Enforcing contracts.

The Doing Business study was one of its kind to be done in a municipality that is neither a metro nor aspirant metro in South Africa. The 2015 report was published with other reports and KwaDukuza Municipality was able to benchmark themselves against the eight metros of South Africa. The KwaDukuza Municipality concentrated in addressing two areas of the reports as it has a direct control over it, which areas deal with obtaining construction permits and electrical installations

6.9.2 Dealing with Construction Permits (Building Plans)

The in iLembe report indicates that it takes about 16 procedures and 104 days for a building plan to be approved. That this was less than the country's average although the Municipality's view was that this could be reduced further. KwaDukuza Municipality, in its endeavor to reduce the procedures and time of approving the building plans, implements the following:

(i) Council has delegated the building plans approval to administration. Prior to this decision being taken, the administration would recommend to the Economic Development and Planning Portfolio Committee to consider the building plans for approval, which in turn would be recommended to the Executive Committee for approval. This process alone could take between 45 and 60 days.

(ii) Council further appointed a Building Control Officer to ensure that it complies with the National Building Act and its regulations.

(iii) The above actions were taken and became effective on the 1st of July 2016.

(iv) The Municipality is also working on implementing the Planning Tracking System and moving towards the electronic management of the building plans process. This is being piloted in the 2018/2019 financial year.

(v) The Municipality have further reviewed the process and is in the process of combining some of the processes in order to reduce the procedures that need to be followed. This includes allowing the application for the approval of the Site Development Plan to run-concurrently with the pre-submission of the building plans.

(vi) The Municipality has further established a Development Assessment Committee (DAC), whose mandate is to consider building plans that are more than 500 square meters or projects that have a high economic impact within the Municipal area of jurisdiction for example shopping centers, private schools/hospitals, hotels, warehouses and big residential developments. The DAC works as a one-stop shop whereby all officials from various business units/departments meet and discuss building plans and make comments that inform either approval or disapproval or deferment of building plans. This structure became effective on the 1st of July 2018.

There are already positive turnaround times with regard to the building plans approval and there are also ongoing business improvement processes that are being implemented by the Municipality working with private sector.

6.9.3 Application for Electrical Installations

KwaDukuza Municipality is the electricity distribution licensee for the ninety-five (95%) of the area under its municipal boundaries. Most businesses cannot operate without the proper supply of adequate capacity of the electricity. The *Doing Business* in iLembe report indicates that in KwaDukuza it takes eight (8) procedures, 124 days and costs 1259.2% of income per capita. The reports clearly confirm the shortcoming of the Municipality in terms of manual administration of the applications to be supplied with electricity.

As part of responding to the aforesaid and in support of the World Bank, the Municipality has proposed an electronic system to handle the applications. In terms of this process it is estimated that the Municipal procedures of for fully responding to applications for electrical installations shall be reduced to five which shall also entail a drastic reduction in the days of the KwaDukuza Municipality's people have to wait to be supplied with electricity.

6.9.4 Supply Chain Management Reforms

Through its Supply Management Policy and practice KwaDukuza Municipality, has over the years tried to deals with issues that are barriers of entry by local entrepreneurs/enterprises in the public sector market.

As part of ensuring that emerging business people and SMMEs that have a turnover of less than R2 million benefit on its spending, the Municipality has introduced the following measures:

(i) Differentiates and introduces the amount to be paid for the bid documents and this was done to deal with the flat rate that was used previously for all contracts, which was R550 per tender document irrespective of the value of the contract or type of contract;

(ii) Waives the requirement of bidders for contracts less than R4,5 million to have performance guarantees; and

(iii) Waive the requirement of bidders for contracts less than R4,5million to provide an original bank rating letter.

The Municipality has further identified services and products for which only bona-fide based businesses can bid amongst one another in line with the Targeted Procurement approach. The Municipality has been responsive to small business concerns in terms of eliminating barriers of entry for its procurement.

Business Licensing Implementation on the Areas that Fell Outside the Town Planning Schemes

As part of its restructuring, KwaDukuza Municipality has revived the business licensing function under the Local Economic Development. This function was all along done by the Corporate Services Business Unit and on 1 July 2017 it became part of the Local Economic Development function. On its implementation of this function since 2017, it became clear that business people who already run businesses but are based on the areas which fell outside the town planning scheme would their applications declined. The applications from areas outside the town planning scheme were declined on the following grounds:

(i) Not having correct land use rights/zoning;

(ii) No building plan approval; and

(iii) No occupation certificate.

Due to their location and history the entrepreneurs were not obliged to have approvals for either structures or land-use. KwaDukuza Municipality adopted a wall-to-wall land-use management scheme on the 31st of March 2016. Therefore, these areas that were outside the town planning scheme were then subjected to the town planning scheme. As part of ensuring redress the Municipality further adopted LUMS Transitional Measures Policy, which exempted all structures that were build prior March 2016, to comply with town planning and National Building Regulations. This process has been further interpreted and customised for the building license processes for the entrepreneurs from these areas. The customised policy and application forms for the entrepreneurs from rural areas and those who were outside town planning scheme is being implemented since 1 July 2018. This has contributed in the improved approval rate of business licenses from these areas and also to the compliance of businesses that trade with foodstuff and liquor in these areas.

6.10 Programme Targeting Informal Economy and Poverty Reduction

As part of its contribution to eradicating poverty and unemployment, KwaDukuza Municipality recognizes the importance of the informal sector and the expanded public works programme as drivers.

6.10.1 Informal Economy Sector Interventions

KwaDukuza Municipality has a vibrant informal economy sector which involves people who are trading on streets, public spaces, beaches, business hives and from their homes. This sector is regulated through Council approved Informal Trading Bylaws, Tuck-shop and Tavern Policy, and Business Licensing Policy emanating from Business Act of 1991. KwaDukuza has approximately 500 licensed informal traders in its database. KwaDukuza Municipality works closely with organized informal traders through the KwaDukuza Informal Traders Chamber, which meets with the municipality once a quarter to deal with issues affecting the sector.

6.10.2 Projects Undertaken and Planned For This Sector

- Building and replacing informal trading infrastructure – in the last 3 years, Council has invested approximately R1, 5 million in the provision and replacement of informal traders' facilities. This intervention will continue during the 2019/2020 financial year.

- Digitalization of informal traders' permits - during 2018/2019, the municipality has invested in the electronic system to produce secured trading permits. This project is under implementation and will continue in the outer years.

- Renovation of council markets/business hive – during 2018/2019 the municipality implemented the project of renovating Shakashead Business Hive and Groutville Market. There is a need for further investment in this facilities including Madundube Markets along R74 Provincial Road.

- Policy review – KwaDukuza council is currently reviewing the Informal Trading Bylaw and its policy. It is expected that the reviewed Bylaw will be gazetted during 2019/2020.

6.11 Community Works Programme

The Community Work Programme (CWP) is a South African government programme that provides an employment safety net. It supplements livelihood strategies by providing a basic level of income security through work. This programme is one of the national flagship poverty eradication programmes. KwaDukuza Municipality was approved for the participation in 2015, which was the last year.

The programme focuses on beneficiaries doing community work for eight (8) days a month. The community works might involve cleaning of public facilities (e.g. schools/clinics), verges, drainage systems and any other item that might be identified in that particular ward. This programme does not replace the work of full-time employed people within government spheres.

6.11.1 CWP Beneficiaries

Only 22 wards were part of the programme. Post 2016 Local government, new wards were created and were added in this programme. Twenty-four (24) wards, out of twenty-nine (29) wards are currently benefiting from this programme in KwaDukuza.

Figure 118: CWP Beneficiary Wards and Number of Participants

WARD NUMBER	PARTICIPANTS APPROVED
01	25
02	25
03	25
04	25
05	25
07	25
08	25
09	25
10	25
11	25
12	25
13	25
14	25
15	25
18	25
20	25
21	25
23	25
24	25

WARD NUMBER	PARTICIPANTS APPROVED
25	25
26	25
27	25
28	25
29	25

This programme further employ twenty-five (supervisors) and sixteen (16) storekeepers. Therefore, this programme has 641 participants. The municipality has submitted a proposal for additional 25 beneficiaries per ward. This will double the number of people being assisted to move out of poverty.

6.11.2 CWP Implementation

In 2018, National Department of Cooperative Governance extended this programme for next MTEF period, from 1st of April 2018 until 30 March 2021. Insika Foundation NPC is the implementing agent of this programme appointed by National Department of Cooperative Governance. There are responsible for managing the programme and also ensuring that the beneficiaries are developed through skills to start new income generation projects for themselves as part of the exit strategy.

6.12 Expanded Public Works Programme

KwaDukuza Municipality as part of government implements the Expanded Public Works Programme (EPWP) within their areas of constitutional competence. This implementation is informed by the EPWP Guidelines and also KwaDukuza Council approved EPWP Policy. The EPWP Policy sets clear criteria of choosing beneficiaries and how the programme should be run in it's of jurisdiction. The EPWP Coordination is within the Project Management Unit under the Civil Engineering and Human Settlements Business Unit. The unit is mainly responsible for the registering EPWP projects, reporting on the expenditure of EPWP incentive grant and general performance of the EPWP within the municipality. KwaDukuza Municipality has failed to implement EPWP in other sectors i.e. environment.

Below are the areas of focus whereby the EPWP recruiters work:

- Clearing and removal of illegal dumping;
- Plot clearance;
- Maintenance of selected community facilities;
- Cleaning and removal of the dirt in the water streams;
- Clearing dirt of community pathways, pavements and causeway;
- Removing alien vegetables;

- Planting of Trees;
- Identifying and reporting all water leaks and illegal electricity connections to the relevant authorities;
- Gravel road edges maintenance; and
- Coastline clearance.
- Cleaning of Estuaries;
- Building of wooden bridges and causeways;
- Food for Waste;
- Working for Coast;
- Working for Water;
- Home-based care and ECD teachers' development; and
- It shall be noted, that there is a working for coast project, implemented by the National Department of Environment Affairs which we do not have control on its implementation as the local municipalities.

Currently, the municipality based on the incentive grants received can only create approximately 300 jobs. The municipality has failed to register a number of their programmes as EPWP thereafter reporting of these with the intention to increase the incentive grant allocated to the municipality.

KwaDukuza Municipality is a beneficiary of other spheres of government EPWP Programmes. In the 2019/2020 the municipality will benefit with the following programmes:

- Tourism Safety Monitors/Volunteers – this programme targets thirty-seven (37) EPWP recruited unemployed youth interested in tourism who will work as volunteers. This programme is being implemented in partnership with the National Department of Tourism.

- KZN COGTA Beadwork EPWP Programme - this programme has been implemented during 2018/2019 with 30 beneficiaries selected from women cooperatives involved in the beadwork. This programme is expected to be implemented on the outer years.

- KZN Working for Coast – KwaDukuza Municipality R10 million application for working for coast focusing on developing coastal infrastructure. The municipality working closely with the implementing agent appointed by the National Department of Environment Affairs will further increase the beneficiaries of the EPWP. This project is earmarked to be implemented during 2019/2020.

6.13 Green Economy Initiatives

KwaDukuza Municipality adopted its Low Carbon Emission Development Strategy in 2016 and this strategy aligns with National Development Plan which advocates that by 2030, our economy should have transited to low carbon by 30 percent.

KwaDukuza LEDS summarises the low carbon emission development strategy as follows:

"An Urban Low Emission Development Strategy defines a pathway to transition a city to a low-emission, green and inclusive urban economy, through its integration into city development plans and processes.

Low emission, or low carbon development, is about meeting the development needs of the municipality while minimising its contribution to climate change, and helping it prepare for its impacts. It is about exploiting opportunities for green and clean economic growth, and creating strong local communities and businesses that can be resilient to resource and climate shocks. "

The approach for KwaDukuza Municipality is premise on the international acceptable approaches on ensuring sustainable, green and inclusive growth.

The adopted KwaDukuza LEDS identified six transitions measures that need to be taken for the area to achieved a low carbon economy/green economy. One of the transitional measures focuses on the economy, it identified three economic sectors which this could be achieved which is tourism, agriculture (sugarcane) and manufacturing. The strategic goal for this transition is as follows;
"To position KwaDukuza as a green economic and tourism hub; underpinned by local skills and indigenous knowledge"

The LEDS identified the following interventions that will add value in Green Economy:

- Implement the Green Building Guidelines – KwaDukuza Municipality adopted its Green Building Policy in 2016 and is being implemented. The municipality has identified a booming property development industry as the major contributor on its efforts to make KwaDukuza Municipality as a green economy investor destination. It also uses the property development for both climate change adaptation and mitigation approaches. The municipality also aimed to attract new players in the construction sector who are will manufacture and supply the property developers with new technology and products built within our area.

- Tourism sector – has also being identified as the key sector to promote green economy through various initiatives of protecting the existing environment and ecosystem to energy and water saving facilities.

- Urban Agriculture – KwaDukuza Municipality in responding to the rapid urbanisation is promoting urban agriculture as one of the LED programmes. This include promoting organic food supply.

- Sugarcane – KwaDukuza Municipality supports the on-going research and proposal form UShukela Mill to establish a co-generation facility and also generating of the renewable energy for the industry.

- The municipality continues to promote its industrialisation policy by advocating for investment in the renewable sector as the District was designated by the Province as Renewable Hub.

- The Beach Nodes Development Plan – advocates the development of the green jobs through tourism. The municipality working with iLembe Chamber of Businesses is involved in developing a Sea Rising Protection Plan to counteract any vulnerability that emanates from the projected sea rising due to climate change.

- *Vuthela* iLembe LED Programme – Resource Efficiency and Energy Efficiency studies are being conducted to identify opportunities for existing business to improve their efficiencies while creating business opportunities and jobs for local people.

The municipality is currently also working on developing Green Procurement Policy which is aimed at ensuring that its infrastructure is climate proof. This and many other initiatives will contribute in creating jobs in the green sector.

6.14 Alignment of Different Economic Fora

KwaDukuza Municipality participates in various fora while its own fora are aligned with other external fora:

- KwaDukuza Municipality participates in the District LED Forum and Provincial LED Forum by invitation;
- KwaDukuza Municipality supports and participates in the KwaDukuza Informal Traders Chamber's quarterly engagement;
- The Municipality participates in the iLembe Chamber of Business, Industry and Tourism Investment Committee upon invitation;
- The Municipality has recently approved the formation of KwaDukuza Municipality LED Forum; and
- KwaDukuza Municipality is an active member and participant on the DAPPOTT, which is a structure driving the

6.15 Plan to Mobilize Private Sector Resources

The Municipality's approach to economic development has always centred on the understanding that it has a responsibility to create an enabling environment for the private sector to thrive. The private sector in KwaDukuza Municipality plays a critical role in supporting economic development through enterprise development programmes. The property developers in particular have committed and continue to work with the Municipality in supporting its LED initiatives and developing local businesses. Amongst the programmes that are in place and partnership with the private sector are the following:

- Partnership with ABSA and Nedbank – this partnership focuses on financial support towards the SMME Development programme, support of the Annual Business Week and also provides access to finance to qualifying businesses;

- Partnership with Hullets Development - the partnership with Hullets Development which emanates from Property B-BBEE Transformation Charter.

- Mining companies which are required to develop Social Labour Plans informed by the municipal IDP as per the provisions of the Minerals and Petroleum Resources Development Act. There are few companies within KwaDukuza Municipality that have engaged the Municipality and are supporting co-operatives and community development projects in various wards.

6.16 Municipal Challenges and Proposed Interventions: Local Economic Development

Figure 115: Description of Challenges and Interventions

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA: LOCAL ECONOMIC DEVELOPMENT	
High unemployment rates amongst youth and women in KwaDukuza. Propensity of Local businesses to employ people from outside KwaDukuza.	• Expedite the establishment of NYDA District Office; • Expedite the establishment of YES Office within KwaDukuza; • Expedite and enter into social compact agreements with Investors/Developers to prioritise appointment of KwaDukuza residents when there are job opportunities; and • Ensure that all projects adhere to EPWP principles and the implementation thereof.
Untransformed economy and few business opportunities made available to local emerging businesses. This challenge has led to the formation of business forums which violently demand work opportunities.	• Focus on the promotion of direct investment through minimising development approval red-tape and provision of incentive (rates rebate); • Provide start-up support to SMMES/Cooperatives involved in the manufacturing sector; • Implement Nokukhanya Luthuli tourism prencipt business plan; • Implement emerging contractor's development programme; • Promote and support SMMEs that are involved in the innovation and technology business; • Promote green economy; • Implement Target Procurement and enforce meaningful sub-contracting in all municipal contracts exceeding R4 million in value; and • Review and adopt KwaDukuza LED Plan.
Increased crime which threatens community safety and investment to the area.	• Partner with private sector and community based organisations for the installation of vehicle identification cameras;

	• Partner with private security companies and SAPS to fight crime by undertaking joint enforcement blitz and sharing crime intelligence; • Develop and adopt KwaDukuza Crime Strategy; • Strengthen the functioning of Community Policing Forums; • Focus targeting school crime awareness programmes; • Ensure the implementation of Council by-laws; and • Improvement on the functioning of Council CCTV camera's project.

6.17 Local Economic Development SWOT Analysis

Figure 120: LED SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Enabling policies and plans for nodal developments, ▪ Close Proximity to two harbours and Dube Trade Port, ▪ Close proximity to Dube Trade Port IDZ, ▪ Strong organized business, ▪ Ballito Urban Improvement Prencipt ▪ Investor Incentives Scheme, i.e. rates rebates, ▪ Existing public-private partnerships, ▪ Stable municipal governance and financial viable, ▪ Clear town planning and building control regime,	▪ High unemployment rate amongst the youth, ▪ Lack of capacity to support all economic sectors by LED Unit, ▪ Lack of entrepreneurship development organizations (e.g. SEDA). ▪ Lack of skilled required by our local economy, ▪ Poor access to business premises, ▪ Uneven economic development between Southern and Northern areas of KDM, ▪ Poor supports and alignment of government SMME & Cooperatives interventions, ▪ Lack of approved LED Strategy, ▪ Culture of entitlement by entrepreneurs of government opportunities,

▪ Well marketed property opportunities, ▪ Heritage assets (Iconic leaders), ▪ Beaches, ▪ Abundantly labour, ▪ International partnerships i.e. SECO LED programme, ▪ Approved Urban Low Carbon Emission Development strategy, ▪ Fully fledge LED Unit and supporting institutions	▪ Poor business strategies to counteract foreign nationals business, ▪ Lack of agriculture land preservation policy for agriculture, ▪ Lack of business-to-business linkages programme ▪ No functional LED Forum,

OPPORTUNITIES	**THREATS**
▪ Radical Economic Transformation policies, ▪ Implementation of Swiss Secretariat for Economic Corporation (SECO), -Vuthela LED programme, ▪ Green Economy, ▪ Fourth Industrial Revolution ▪ Expanding of Dube Trade Zone IDZ to KwaDukuza LM, ▪ Industrial/Manufacturing development, ▪ Enforcement of laws against employment of illegal immigrants, ▪ Business –business linkages, ▪ Green economy opportunities, ▪ Creative industries, ▪ Urban Agriculture, ▪ Property development and management,	▪ High level employment and demand for local employment, ▪ Investor scarring tactics due to modus-operandi of business forums,

▪ Strategic allocation of municipal owned land to advance transformation, ▪ Agri-processing, ▪ Township/Inland Tourism, ▪ Cultural and Heritage Tourism, ▪ Cargo and Warehousing opportunities, ▪ Infrastructure development, ▪ Logistics and transport sector, ▪ Health tourism, ▪ Business /SMME Incubation, ▪ Supplier development programmes by private sector, ▪ Operation Phakisa, ▪ Skills development/graduate programmes, ▪ Expanded Public Works Programmes, ▪ Regional economy linkages, ▪ Partnership with Amakhosi and Ingonyama Trust for rural economic development	▪ Uncontrolled change of agriculture land used, ▪ No proper plan or strategy to manage Rapid Urbanization, ▪ Lack of reskilling programme for unemployable youth and graduates, ▪ No additional funding of bulk infrastructure (Electricity and Water), ▪ Perceived high costs of development contribution costs, ▪ Lack of mainstreaming of indigenous people and general HDI in the local economy, ▪ Lack of local economy diversification, ▪ Culture of entitlement to government markets by local entrepreneurs, ▪ Red tape related to development approvals and access to electricity, ▪ Increased employment of illegal immigrants, ▪ Crime and safety,

6.18 Social Development

6.18.1 Situational Analysis : Three Priorities Per Ward

The section on Social Development covers the three targeted priorities per ward vis-à-vis

(i) Jobs/employment and business opportunities,

(ii) Access to low cost, affordable and rental housing stock, and

(iii) Access to water and sanitation

The three priorities form the most important needs of the communities at any given point in time. The priorities are alluded to in the executive summary of the IDP as broad-based community needs. The Municipality's IDP scrutinizes the Health and Education sectors, Safety and Security, Nation Building and Social Cohesion, Vulnerable Groups, Food Production Initiatives and National School Nutrition Programme.

6.18.2 Health and Education Sectors

The *iLembe Quality of Life Survey* presented an opportunity to conduct an initial assessment of services that are provided in iLembe, in accordance with recommended guidelines, in this case the "Guidelines for Planning of Facilities in KwaZulu-Natal" prepared by the Provincial Planning and Development Commission in October 2007. The results of the survey reflect the basic disparities that exist in the study area.

The population figures that have been relied upon for this exercise were calculated on the basis of actual dwelling structures/erven determined from aerial photography and cadastral information.

The *iLembe Quality of Life Survey* has found that many residents in iLembe do not have adequate access to facilities, particularly facilities such as housing support services, libraries, parks and sports facilities in particular are not well provisioned.

Health facilities are particularly under-provisioned in Mandeni compared to the other local municipalities and this clearly requires urgent intervention. Although some facilities do enjoy good levels of access to communities, most people indicated high levels of dissatisfaction with the state of facilities in general.

Figure 121: Social Infrastructure Assessment

FACILITY	THRESHOLD CONSIDERATIONS	EXISTING PROVISION	IDEAL SERVICE LEVEL	
			CURRENT	**FUTURE**
Primary School	Estimated Population is 3 to 4000 people,	45	57 – 76	68 - 91
Secondary School	Estimated Population is 6 to 10 000 people, 6000 for lower income communities, 49m2 per classroom.	16	23 – 38	27 - 46
Clinics	Dispersed- 5000 : Mobile Point Clustered- 5000 : Health Station 5000- 10000: Small Clinic 10000- 20000; Medium Clinic 30000- 50000: Large Clinic 60000-70000: Extra Large Clinic 70000- 100000: Community Health Centre	Small Clinic – 9 Mobile Point – 9	38 – 45	27 - 55
Hospitals	450 000	1	1	1
Community Halls	30 000	20	8	9
Library	40 000	6	6	7

Figure 122: Overall Access to Social Facilities in KwaDukuza Municipality within the iLembe District Municipality

COMMUNITY FACILITIES	MUNICIPALITY				
	Mandeni	KwaDukuza	Ndwedwe	Maphumulo	iLembe
Community Halls	45.10	42.14	58.25	49.70	48.79
Creches	39.27	52.70	46.90	41.88	45.18
Education facilities	69.30	77.90	81.39	77.93	76.63
Health Services	34.92	80.00	68.41	67.57	62.73
Housing Support Services	2.77	37.93	14.14	7.52	15.59
Libraries	2.27	19.47	29.91	15.57	16.80
Parks/recreational open space	12.55	19.84	16.94	16.17	16.37
Pension pay out point	50.27	76.41	77.85	57.76	65.57
Police services	46.52	56.29	77.38	47.26	56.86
Postal services	28.16	56.87	54.20	39.80	44.76
Public telephones	24.93	40.75	45.46	40.68	37.96
Sports facilities	23.86	37.69	45.15	45.83	38.13
Public transport	69.93	82.84	83.20	93.43	82.35

KwaDukuza Municipality SDF 2015/2016

(a) Health Analysis

The health situation of the study area has been found to be dire, with a propensity to increase the mortality rate over time. The ten (10) major causes of death have reached epidemic levels. Tuberculosis features prominently in the top three major causes of death for the District and the 4 sub-districts. This is reflected in iLembe's TB Health Outcomes with the TB cure rate decreasing from 76% to 67% with the TB interruption rate increasing from 7% to 9%. Inevitably complications related to TB are resulting in deaths in facilities. Patients who die from HIV/AIDS related conditions have also been found to be co-infected with other conditions with a high correlation to TB.

Conditions of lifestyle for example diabetes and cardiac conditions are controllable conditions as long as medical attention is sought early and/or preventative programmes are implemented. Community Health Worker Programme must be strengthened to address gaps. Some TB patients seek medical attention rather too late while others have a combination of conditions which impact adversely on clinical outcomes. TB is a social problem linked to poverty, overcrowding and poor social conditions as well as environmental factors to its increased burden. TB is weakening all the progress made in the fight against AIDS. TB is not only the number one cause of AIDS-related deaths in Africa but also the number one cause of all deaths in South Africa. Most deaths are related to HIV /AIDS complications which require intervention from preventative and primitive health programmes e.g. CCMT, HCT, and PMTCT.

Figure 123: Major Death Source Respectively in iLembe and KwaDukuza

iLembe District	KwaDukuza
Tuberculosis	Pulmonary Tuberculosis
Retroviral Disease	Cerebral Vascular Accident
Cerebral Vascular Accident	Retroviral Disease
Meningitis	Gastro enteritis
Gastro enteritis	Meningitis
Pneumonia	Lower respiratory Infections
Congestive cardiac failure	Tuberculosis
Lower respiratory Infections	Congestive cardiac failure
Renal failure	Pneumonia
Diabetes	Anaemia

(Source: Stats SA, 2011)

Figure 124: Mortality Rate, Infant, Child and Maternal Death Since 2009

	Years	iLembe District	KwaDukuza
Infant mortality per 1 000 population	2009	114	178
Proportion of inpatient deaths under 1 that died during their stay in the facility	2010	124	199
Child mortality per 1 000 population	2009	109	172
Proportion of inpatient deaths under 5 that died during their stay in the facility	2010	85	130
Maternal Mortality per 100 000 live births	2009	346	433
Maternal deaths occurring within 42days of delivery or TOP per 100 000 live births	2010	131	166

Source: Stats SA, 2011

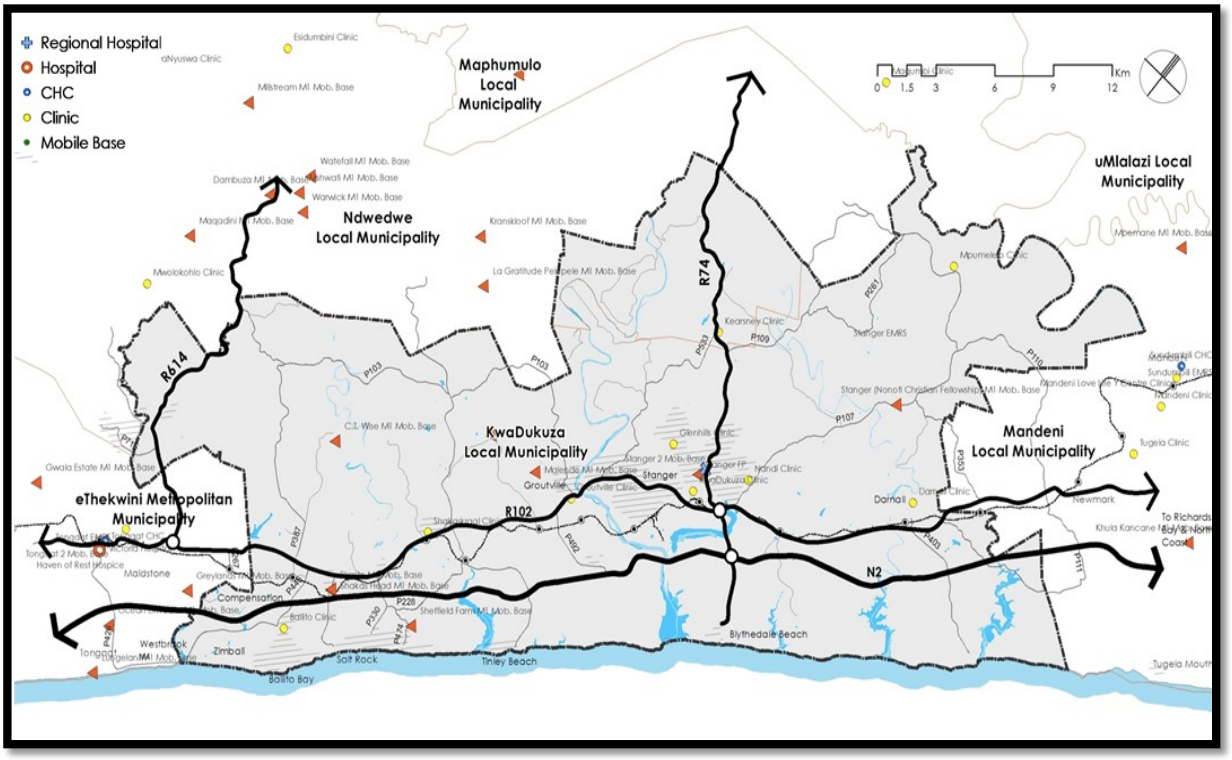
(b) Infant Mortality

The district has appeared to be constant with a slight increase in 2010. There were 145 infant deaths/ 1267 separations and 206 infant deaths /1612 separations, which is a 29% increase. In fact, infant deaths in both district hospitals refer to Stanger. The District is planning to track numbers linked to the sub-districts that appear in Stanger Hospital. Immunisation coverage and measles coverage for under 1 year have both increased significantly. Immunisation coverage was 87.0% and it decreased to 86% and measles coverage decreased from 89% to 81%, which is an 8% decrease.

(c) Child Mortality

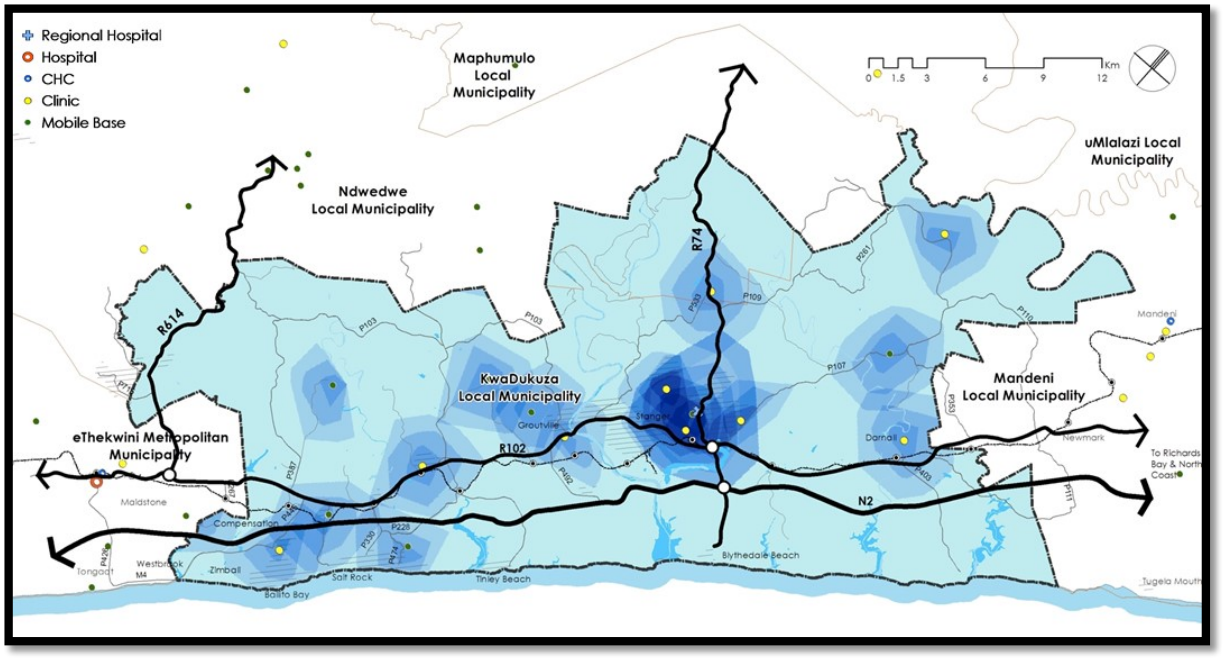
Although KwaDukuza appears to have improved outputs, when tracking raw data, a 29% increase in child deaths was recorded (i.e. 106 child deaths/616 separations and 157 child deaths/1204 separations}. Maternal Mortality in KwaDukuza was 166/100 000 live births and 433/100 000. Actual figures revealed that there were 11 maternal deaths /6632 live births and 26 maternal deaths / 5991 live births which is a 56% decrease in actual number of maternal death. Avoidable deaths linked to clinical care could be addressed through the improvement of clinical skills through workshops training and teachable moments.

Figure 125: Distribution of Health Facilities in KwaDukuza Municipality



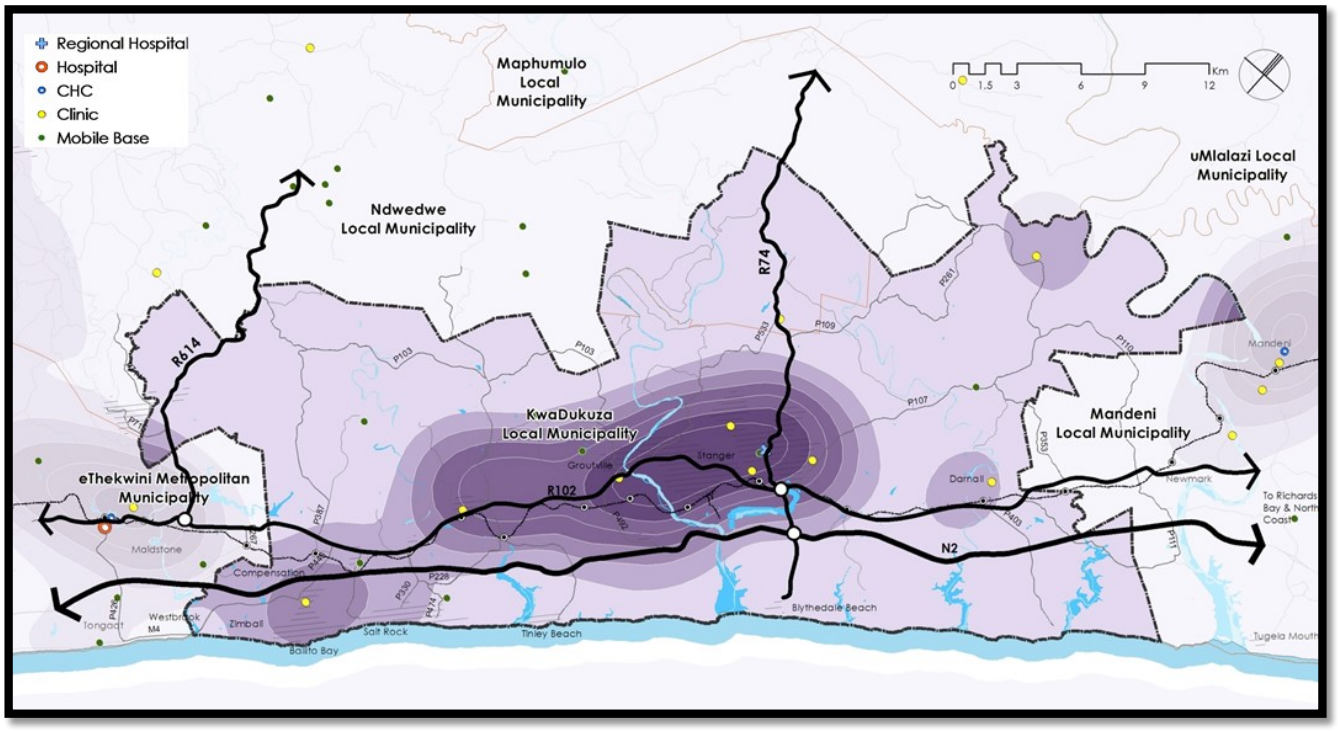
KwaDukuza Municipality SDF 2015/2016

Figure 126: Network Based Service Areas of Existing Health Facilities in KwaDukuza



KwaDukuza Municipality SDF 2015/2016

Figure 127: Spatial Distribution of Health Facilities in the Context of Broad Settlement Densities

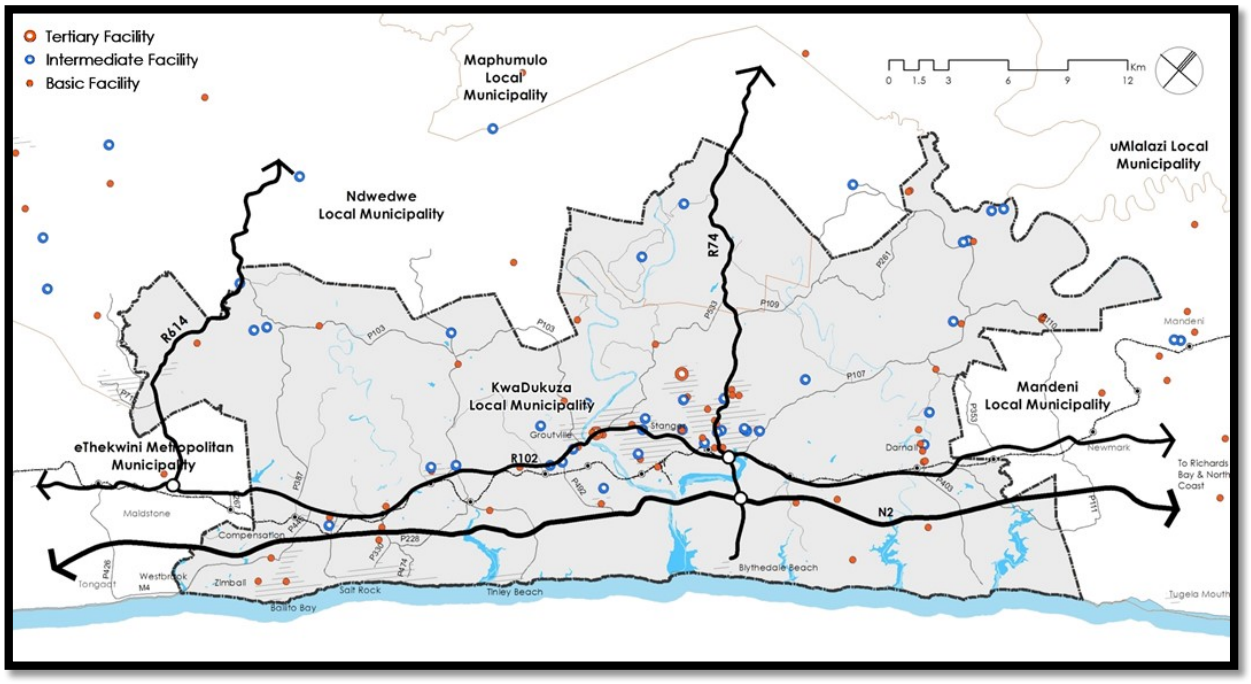


KwaDukuza Municipality SDF 2015/2016

Education Analysis

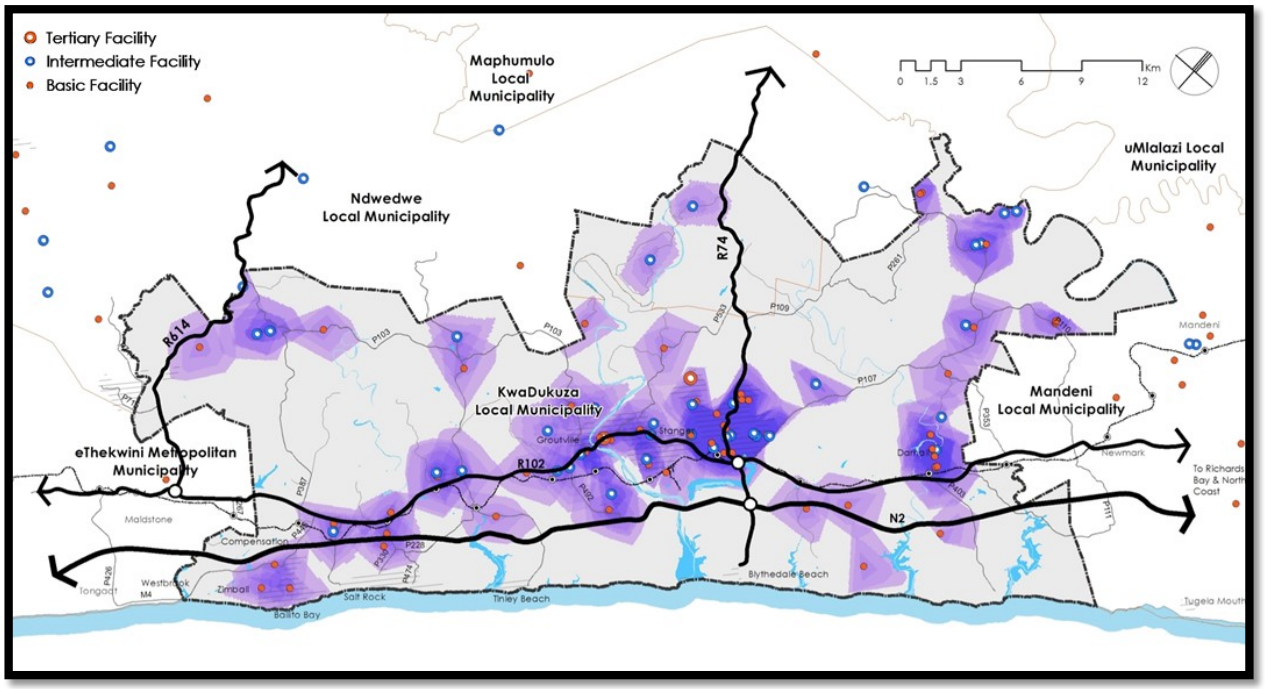
There are 28.2 % people above the age of 20 years in KwaDukuza Municipality who are in possession of Standard 10/Grade 12 and 5.7 % who are in possession of Higher Education qualification. Census 2011 revealed that 9.7% of the population in KwaDukuza Municipality never attended school. This shows a 10.9% improvement in the education level since 2001 where there were 20.6 % of the KwaDukuza Municipality's population that had no form of schooling. This is positive for the Municipality as it provides a skills-base for the area that requires minimum training. The major challenge faced by KwaDukuza Municipality in this regard is that there are very limited institutions for higher learning in the area. The nearest institutions are further south in eThekwini or further north at Mandeni.

Figure 128: Spatial Distribution of Education Facilities in the Context of Broad Settlement Densities



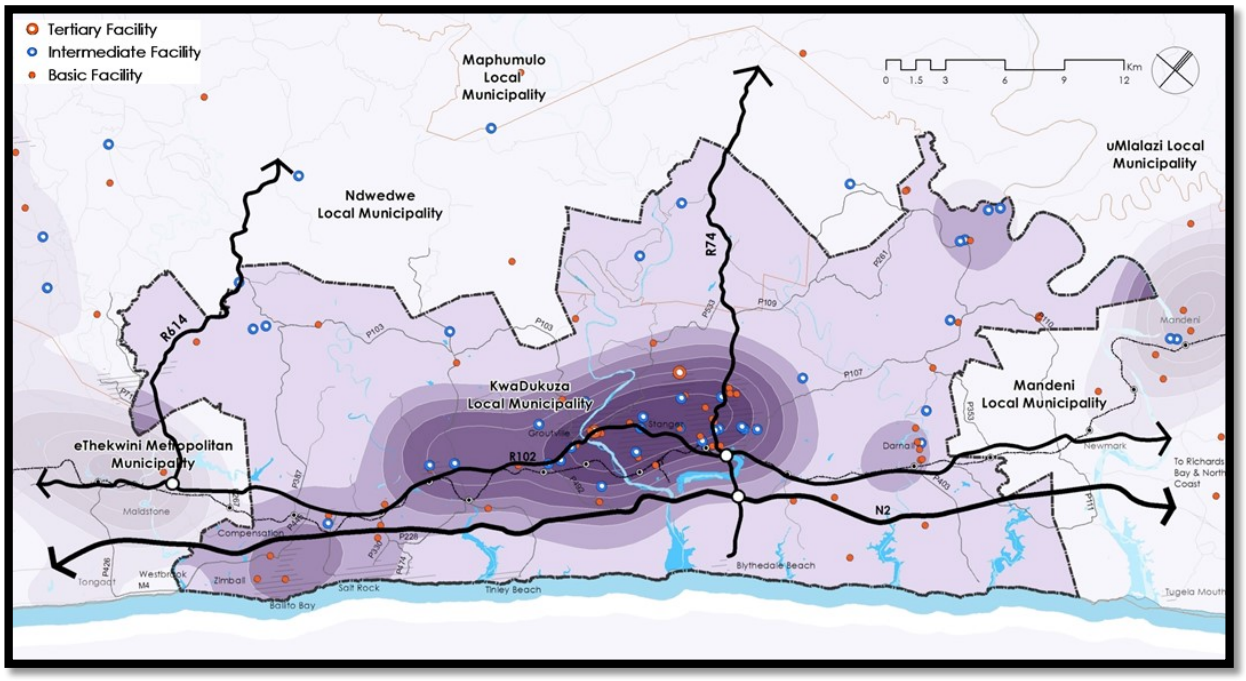
KwaDukuza Municipality SDF 2015/2016

Figure 129: Network Based Services Area of Education Facilities



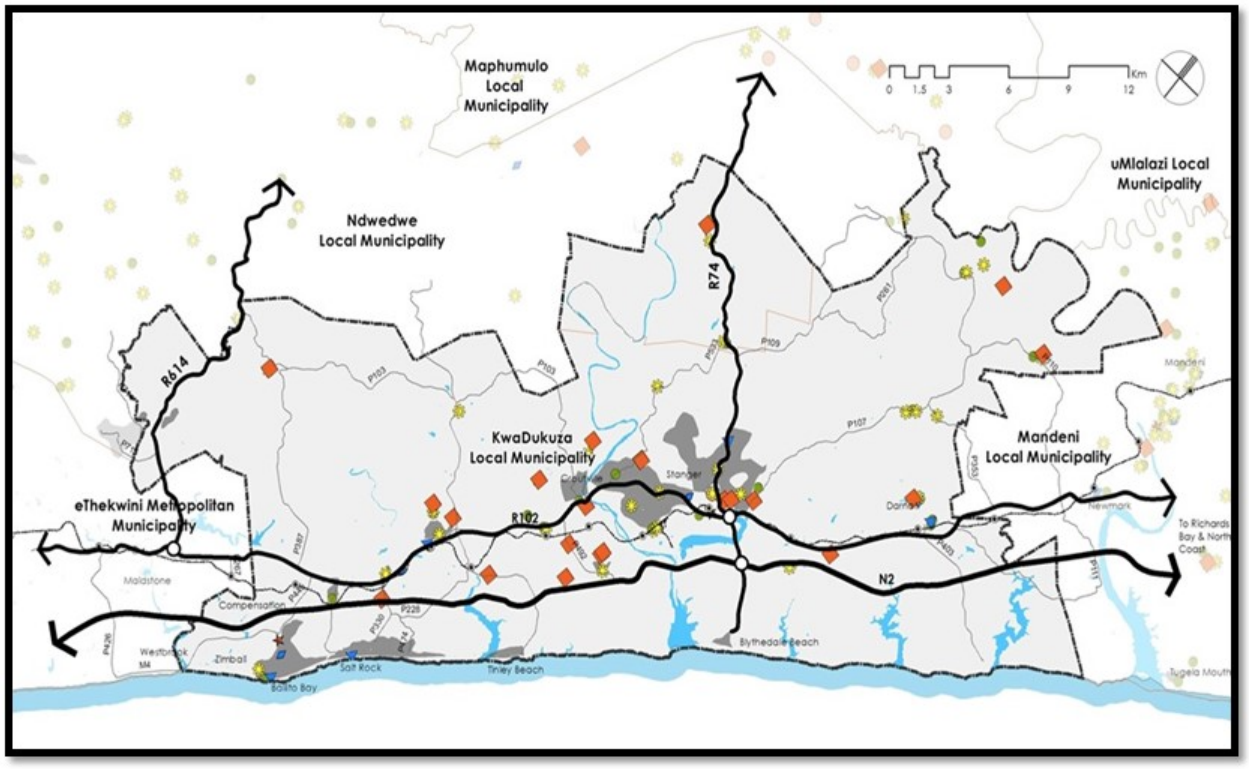
KwaDukuza Municipality SDF 2015/2016

Figure 130: Spatial Distribution of Education Facilities in the Context of Broad Settlement Densities



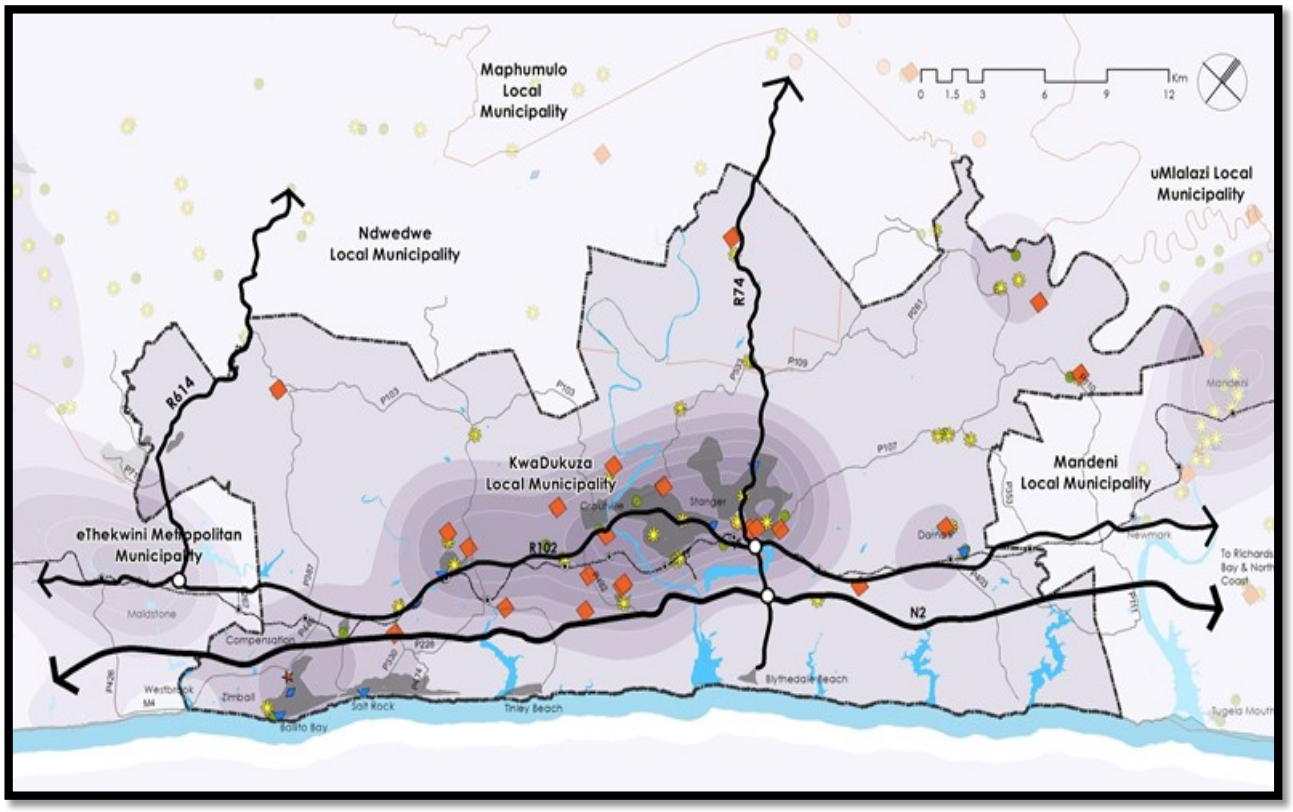
KwaDukuza Municipality SDF 2015/2016

Figure 131: Community and Social Facilities within KwaDukuza Municipality



KwaDukuza Municipality SDF 2015/2016

Figure 132: Other Community and Social Facilities in the Context of Road Population Densities



KwaDukuza Municipality SDF 2015/2016

6.18.3 Safety and Security

KwaDukuza Municipality currently does not have a safety and security plan. The Municipality considers the issue of safety and security of its inhabitants as paramount. It is for this reason that, working in conjunction with the Department of Community Safety and Liaison, the Municipality has launched Ward Safety Committees of 10 volunteers per voting station which are led by the mayor to monitor and report crime within the wards. A Community Safety Forum has been established by the Municipality and it is operational. The Forum comprises all municipal councilors, sector departments (including SAPS), crime prevention structures, etc. Meanwhile, the aspects of nation building and social cohesion are provided for in the good governance and public participation situational analysis section herein.

(a) Operational Staffing

The Fire & Emergency Services has seen strategic improvements to staffing levels with the staffing compliment having been reached? With the current scale of operations, the Municipality's staffing compliment remains adequate. Additional staffing requirements form part a set of long-term objectives, including - though not limited to:

- Building a Fire & Emergency Services Head-quarters, located along the R102; and
- Commissioning satellite stations, aimed at servicing areas beyond 20-30 minutes response time range.

(b) Training and Development

Cadet Fire-fighters have received basic training, orientation course. After 2-years of service, these corps of Cadets are expected to go through training to capacitate them with Fire-Fighter 1; Hazmat Awareness; Code C Driver's license and undergo departmental assessment.

The Municipality's training program is part of the employers' over-all capacity development program lead by the Human Resources Department.

(c) Equipment and Vehicles

The Business Unit is currently equipped with four (4) fire Engines at 2 stations, Ballito and KwaDukuza.

To augment the above, the Municipality has general utility vehicles which from part of the Fire & Emergency Services' fleet muscle.

(d) Emergency Service Communications Support

The current Emergency Call-Centre facility is housed at the Ballito Fire Station. Strategically, this remains a challenge for structural reasons. The ideal is to have this facility housed at a stand-alone facility preferably in KwaDukuza.

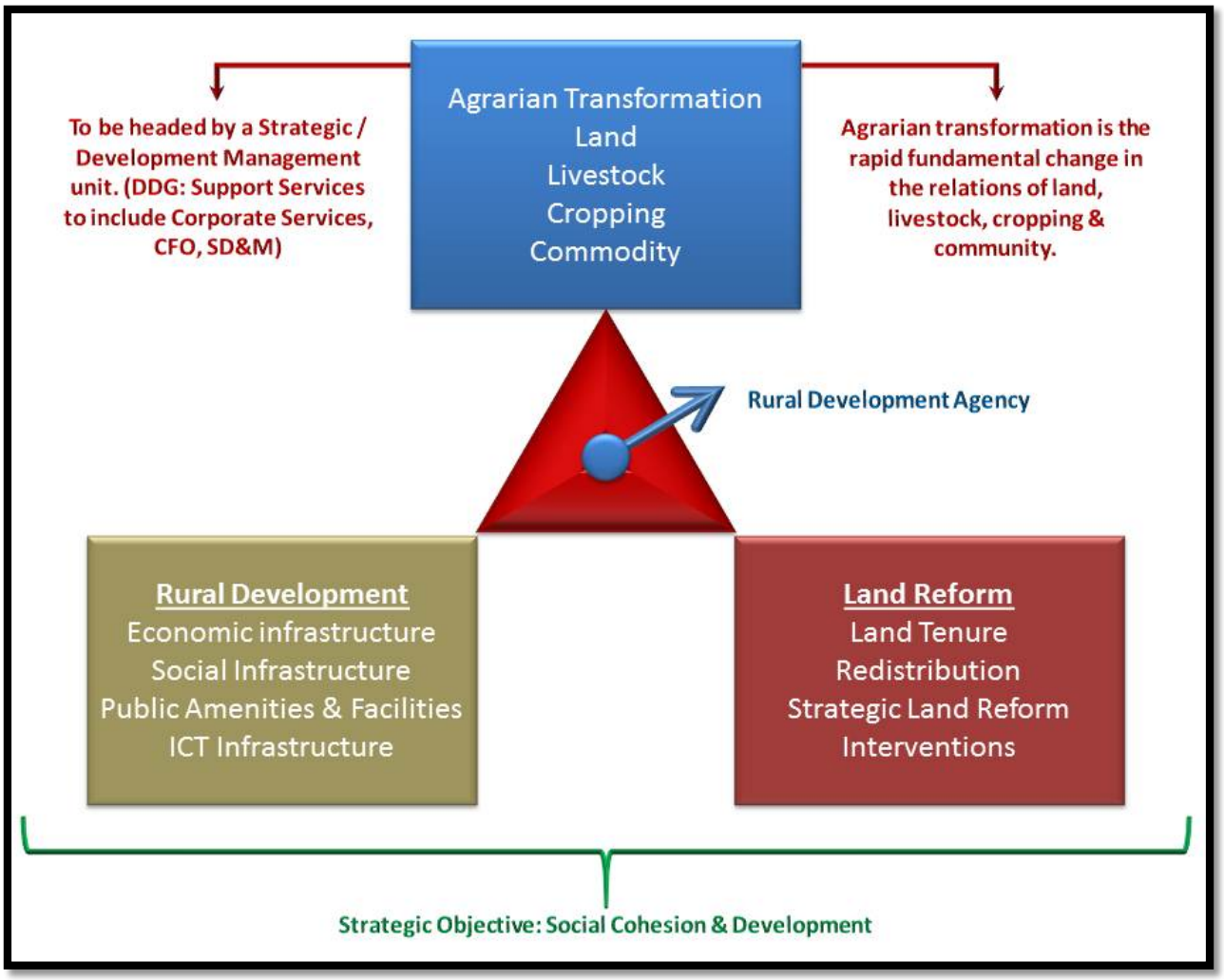
The current call-centre solution has become obsolete. The administrative capacity remains manual with ***Occurrence Books*** used as primary means of record keeping. Staffing for this facility remains inadequate for an ideal shift system of 4 x days on and 4 x rest days.

(e) Nation Building and Social Cohesion Situational Analysis

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is "Social Cohesion and Development". Accordingly, KwaDukuza Municipality has thus committed itself to play its own role to work in line with the aforesaid.

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programme, what aspects need to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion in the Rural Areas. KwaDukuza Municipality intends to effect the implementation thereof as per the following graphic

Figure 133: Strategic Objectives - Social Cohesion and Development



The table below indicates a list of projects implemented by the KwaDukuza Municipality as part of its nation building and social cohesion programmes.

Figure 134: KwaDukuza Municipality's Nation Building and Social Cohesion Projects

PARKS AND GARDENS		
Programme	**Activity**	**Areas where work is underway or completed**
Alien Plants Eradication Programme	Clearing of alien invasive plants	Pigeon wood swamp forest, water berry swamp forest, Gledhow south village, Blythdale, Zinkwazi
Resurfacing of netball/ tennis court	The tennis court was resurfaced	Stanger Heights(ward 16)

Refurbishment of a tennis court	Shakaville Tennis Court refurbished	Shakaville (ward 28)
Sports field upgrade	Upgrading of sports field	Lindelani (ward 5)
CRECHES / CHILD CARE FACILITIES		
Construction of three crèches	Crèches underway	Wards 14, 18, and 23
BEACH AMENITIES		
Upgrade of lifeguard towers and ablution facilities	Upgrade in various areas has been completed.	Zinkwazi beach completed, Tinley Manor completed, Salt Rock is still underway.

Figure: Parks & Gardens programmes

6.18.4 Municipal Safety Plan

The Community Safety Business Unit is charged with the responsibility of ensuring that the Municipality provides for a safety environment to live, work and play. This Business Unit is at the forefront of delivering sustainable services in an integrated approach. The Community Safety Business Unit comprises the following Departments, Traffic and Technical Services, Crime Prevention, Social Crime Prevention, Motor Licensing and Testing Centre, Fire and Emergency, Marine Safety, Disaster Management and Law Enforcement Administration. The above notwithstanding, the Municipality does not have a Municipal Safety Plan in place currently.

As part of improving safety and security in respect of its citizens, in partnership with iLembe Chamber of Business, KwaDukuza Municipality has established the Ballito Urban Improving Precinct (UIP) with the main focus being security enhancement. The Ballito UIP provides twenty-four hour precinct security. To this end, number plate identification cameras have been installed at the entrance/exit of Ballito CBD. A similar intervention has been undertaken in partnership with the Salt Rock Neighbourhood Watch, through the installation of number plate identification cameras at the entrance/exit of Salt Rock and Sheffield.

- There are ongoing joint operations between KwaDukuza Municipality, SAPS and various private security companies in KwaDukuza CBD focussing on crime busting, drugs eradication and enforcement of municipal by-laws.

- The Municipality has a joint partnership with IPSS Rescue Services focussing on sea rescue and emergency services during holidays. The Municipality, in partnership with the Department of Tourism, shall implement the Tourism Volunteer Safety Monitors which shall comprise a team of 37 members who shall be deployed at various tourism attractions along the coast.

KwaDukuza Municipality, in partnership with eThekwini Municipality Safer City Programme, shall undertake the development of KwaDukuza Municipality Crime and Safety Strategy.

Highlights:

- No. of Notices issued for traffic violation: 31 180
- Income received through traffic offences – R1,664,940.00
- No. of outreach programmes:-
    - 19 Schools visited for Road Safety Awareness Campaigns
    - 15 Schools visited for Fire Safety Campaigns
- 16 Wards visited for Social Crime Prevention programmes

Crime Prevention

Figure 135: Statistics on Arrests

Arrest Details	2016/2017	2017/2018
Murder	1	1
Attempted Murder	1	0
Theft of Motor Vehicles	0	2
Recovery of Motor Vehicles	7	0
Drunken Driving	146	29
Possession of Dagga	21	3
Section 36 – Property Suspected to be Stolen	1	0
Rape	1	0
Possession of Dangerous Weapons	0	1
Reckless & Negligent Driving	2	1
Dealing in Fake DVDs	4	2
Housebreaking	1	0
Possession of Stolen Property	0	0

Theft	0	4
Execute warrant of arrest	10	4
Possession of dependent producing drugs (Whoonga)	5	1
Displaying false license discs on motor vehicle	3	0
Dealing in Drugs: Rock, Cocaine, Mandrax tablets	3	0
Illegal Trading	0	0
Dog Complaints	39	0
TOTAL	**245**	**48**

Recoveries Statistics

Figure 136: Statistics on Recoveries

Recoveries Details	2015/2016	2017/2018
Stolen Motor Vehicles	9	4
Firearms	1	1
Magazine (Firearm)	1	0
Dagga	266kg	562kg
Cellular Phones	0	13
Recovery of Beer (Quarts)	0	0
Recovery of Cigarettes (Packets)	0	0
Recovery (Rock Cocaine, Mandrax, Heroin, etc.)	200 kg	0
Whoonga straws	116	106
Shoes & Clothing	0	0
150DVD/CD pirates	673	143
Cash	R230	R5000

Bank card		1
Fire arm ammunition		4
Okapi knife		1
Tablet / dependent producing drugs		10

Highlights

The Drivers Licensing Testing Centre (DLTC) has since been upgraded from Grade D to Grade C. The Municipality's Vehicle Testing Station (VTS) is an A Grade testing facility in that all equipment has been calibrated and essential certificates obtained. Staff has been seconded to the Testing Station from the CCTV section to assist with Finger Printing and Eye Testing. Staff from CCTV has also been sent to be trained as Examiners of Driver's License Grade F, finger printing and eye tests. One of the Unit's permanent staff is also attending an Examiner of Vehicles Course, Grade A, after obtaining the relevant driver's license. What is more, all computer screens have been replaced with the new version from the company that maintains the computerised learner license systems.

Challenges

KwaDukuza Municipality has only three LSU (Finger Print and Eye Testing machines) to cover the Municipality's entire area and surrounding areas. The average waiting time is 3 hours if all 3 units are working with the full complement of staff available at work. This has been raised with the Department of Transport and indications are that the machines shall be removed and the previously used machines re-instated.

Highlights:

- No. of Fire Safety Programmes:- **15**
- Fire Safety Awareness Talks (school visits and special programmes)
- Distribution of pamphlets, fridge magnets, key holders, disc holders (Emergency contact numbers)
- Posters on Paraffin Safety and;
- Train caught on fire due to overheating of HTB motors and was extinguished by the KwaDukuza Fire and Emergency Services using DCP Fire extinguishers.
- No casualties were registered.

Challenges:

- The physical resources that are available are inadequate and there is also a lack of specialised emergency vehicles to respond to the rural areas, thus resulting in specialized fire fighters having to respond to small incidents at locations with uneven terrain. This consequently causes a lot of vehicle break-downs and increased downtime as they are not designed to responding on dirt roads and or uneven terrain.

- Inadequate Rescue fleet, tools and manpower to deal with incidents related to high risk occupancies.

- Lack of specialised rescue tools and appliances for conducting rescues on high-rise or multi-storey buildings.

- Inadequate Operational and Capital Budget to provide optimal service both in the Northern and Southern regions as required by the National Standards and Codes of Good Practice (i.e. SANS 10 90, Community Protection against Fire).

- Lack of implementation of provision of additional Fire Station and physical resources to ensure the extension of services in line with Risks associated with the geographical location of different occupancies and the location of Fire Stations with a view to ensuring efficient and effective service delivery and improved response times.

- Water reticulation system with signs of degradation and lack of service by owners and or occupiers including inadequate water supplies, pressure and flow.

- Due to a lack of fire inspections to enforce protection measures and a total lack of law enforcement measures, this creates risk to people, property and the environment.

- Lack of pro-active measures to ensure prevention of incidents from happening and enforcement and execution of other statutory obligations prescribed by various statutes due to a limited budget.

- Inadequate staff to conduct enforcement and preventative measures and a lack of establishment of Fire Prevention Unit to execute the said function.

- KwaDukuza Fire and Emergency Services Department is expected to service other Local Municipalities such as Maphumulo and Ndwedwe with the limited resources that it has as they do not have fire and emergency services, thus are in breach of the Constitutional obligation.

- Lack of turn-around time for damaged fleet, challenges with sole providers and lot of outsourcing including lack of internal training, eventually leads to prolonged vehicle downtime which then compromises service delivery.

- High overtime worked due to vacant posts being filled on overtime basis, enforcement at events to ensure compliance with certain prescripts of the law, execution of critical Fire prevention functions which are mandatory in terms of the law, thus depleting overtime budget within the second quarter of the financial year.

- Inadequate human and physical resources to perform mandatory tasks and compliance functions governing the running of Emergency Services some of which include the South African National Standard (i.e. SANS 10 090 - Protection of Community against Fire).

- Medical assessments to be conducted annually and as-and-when required depending on the nature of incidents attended and exposure risk for emergency workers and possible law suit in terms of matters relating to Health and Safety.

- Challenges with IT infrastructure and telephone lines which are on the network system in that when the power goes off and or when there are electrical faults the Emergency control telephone lines shut down thus compromising service delivery due as a result of emergency lines which are not functioning.

- Lack of IT system for use by Emergency Call Centre to ensure effective call logging and capturing of information including messages relayed by first responders and other operational functions such as completion of Fire incident report generating accounts and other functions related thereto.

- The Emergency Control Centre does not have dedicated emergency and administration lines for Emergency Control staff to prioritize emergency calls coming through.

- Limited budget to fully capacitate staff and risk of sending untrained staff to high rise building fires and other complex incidents.

6.18.5 Implementation of Municipal Health Services

The implementation of municipal health services is a function that is currently the preserve of the iLembe District Municipality under which KwaDukuza Municipality falls. The District has a by-law in place to care for health services for all local municipalities under the District that addresses municipal health services issues.

6.18.6 Analysis of Community Development: Vulnerable Groups

(a) Youth Development

As a developmental local government, one of KwaDukuza Municipality's responsibilities is to play its part in addressing historical imbalances through developing a co-ordinated and integrated response to challenges facing young people within KwaDukuza. The Municipality has made significant achievements in developing its institutional capacity to make positive change in the lives of young people. Some of the targeted interventions include the formulation of youth programmes which are budgeted for each financial year.

(b) Development Interventions for the People with Disabilities

The gender desk office is a fairly new office within the Municipality and does not have a dedicated budget and integrated Municipality's Programme of Action for the development of disabled people. A forum has been formed especially for the People with disabilities. The Forum assists with interacting with the sector and the development of streamlined programmes for the sector. A database of People with disabilities has since been compiled through cooperation and support of the Forum. The gender desk office has strengthened gender ward-based committees and capacitated them adequately in order for them to be able to engage with such groups. One critical challenge encountered in this regard is the fact that the Municipality's offices are not easily accessible for People with disabilities.

(c) Development Interventions for the Elderly

Senior citizens are some of the neglected sectors in terms of targeted programmes in all spheres of governance other than old age grants. A programme targeting senior citizens has recently been introduced at Provincial and District levels. The Municipality has dedicated a limited budget to host a formal event in celebration of senior citizens. The event is intended to celebrate the lives of senior citizens and affirm their continued value in society. Furthermore, the Municipality has launched senior citizens' forums in some of the wards. The Municipality interacts with these structures as part of its Public Participation Programme.

(d) People Affected by HIV/AIDS, Substance Abuse etc.

The District AIDS Council (DAC) is the co-ordination structure that addresses HIV/AIDS related matters at district level. The DAC supports the Local AIDS Council (LAC) of KwaDukuza Municipality in ensuring that Ward AIDS Committees (WACs) are active in all 29 Wards. The HIV/AIDS Councils report quarterly to the Province about progress on HIV/AIDS prevalence in the District. The District Plan of the District AIDS Council has been developed to tackle poverty, HIV/AIDS, STI, TB and social ills in the District. A structure known as People Living with HIV Forum (PLWHA) has been launched in the Municipality with the District structure subsequently ensuring that PLWHA participates fully on HIV/AIDS Programs.

Number of infections and AIDS related deaths in KwaDukuza Municipality

Figure 137: Number of Infections and AIDS Related Deaths

Identified Issues	Statistics in KwaDukuza Municipality
HIV/AIDS	
Population	172 915
HIV Positive	26 890
Aids Deaths	2 027

ILembe Intelligence and Economic Indicator Report Q1 2013

6.18.7 Plan for Vulnerable Groups

KwaDukuza Municipality developed a plan to respond to the needs of designated groups and is provided in Chapter-4: Development Strategies.

6.18.8 Food Production Initiatives

The Local Economic Development Section: Agriculture-Initiatives to promote small holder producers has addressed food production initiatives. Refer to Figure 112.

6.18.9 National School Nutrition Programme

KwaDukuza Municipality is part of a District-wide programme supported by the Department of Education. The iLembe District, through its economic development agency (Enterprise iLembe), initiated successful access to public sector market by emerging farmers. This was piloted through the national school nutrition programme (NSP), whereby emerging farmers became suppliers to companies and co-operatives that are contracted by the Department of Education to provide school nutrition programme. The success of this programme has led to the Provincial government adopting the very programme as a provincial wide radical economic programme (this led to the birth of Radical Agrarian Socio-Economic Transformation – RASET). In the circumstances, there are a number of local farmers and suppliers that are participating in this programme.

6.18.10 The Status of KwaDukuza Municipality Pound Facilities

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, provides that the objectives of local government vests the powers and functions in a local municipality.

The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

In line with the above described functions and powers in a local community, KwaDukuza Municipality is responsible for the provision of pound facilities and management within its jurisdiction area.

6.18.11 The Status of Early Childhood Development Centres (ECD's) in KwaDukuza

The following legislative framework regulate and gives guidance on the establishment of Early Childhood Development Centres in South Africa:

- The Constitution of the Republic of South Africa, 1996 ;
- White Paper 1 on Education and Training (1995) and Interim Policy for Early Childhood Development (1996); and
- White Paper No.5 of 2001: Education White Paper 5 on Early Childhood Development

In order to give effect to the above legislation framework, the KwaZulu-Natal Department of Social Development has Early Childhood Development and Partial Care Sub-Programmes. The objective of this sub-programmes are to provide comprehensive early childhood development development services which entails the following:

- Provincial Strategy and profile for ECD and partial care;
- Provision of services ECD and partial care;
- Norms and Standards compliance;
- Registration of ECD and partial care programmes and services;
- Assignment of functions to municipalities;
- Funding of ECD sites

The Department of Social Development has a list of funded and unfunded early childhood development centres.

The powers and functions of a municipality are assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as indicated above in 6.18.10. KwaDukuza Municipality provides support to community needs on the provision of childcare facilities/creches and the table below has projects to be implemented in 2019/2020 to 2021/2022 financial years.

Figure 138: Construction Projects Early Childhood Development Centres

Project Name	Ward	Budget	Year
Construction of a Creche Land Identification Process	28	R300 000	2018/2019
Lindelani Creche	5	R 2 700 000	2019/2020
Khalafukwe Creche	20	R1 360 894	2019/2020
San Succi	25	R2 700 000	2019/2020
Construction of a Creche	16	R2 500 000	2020/2021
Creches (Cluster)	28	R2 023 975	2019/200
Creches (Cluster)	28	R2 500 000	2020/2021
Creches (Cluster)	28	R2 500 000	2021/2022

6.18.12 Social Development SWOT Analysis

Figure 139: Social Development SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Dedicated office and Manager in place ▪ Municipality is recognized as a central point for support. ▪ Budget for Gender, Elderly People with Disabilities and children available are limited. ▪ Established local forums for special projects.	▪ Lack of funding for special programmes and projects. ▪ Effective co-ordination & quality management on key programs not effective.
OPPORTUNITIES	**THREATS**
Economic opportunities for disabled people.	▪ High TB infection. ▪ Long queues in pay points. ▪ Suitable housing for Elderly and Disabilities. ▪ Low number of disabled employed. ▪ Increasing a number of raped elderly & children. ▪ Shortage of elderly centres/lunch club ▪ Increasing number of Child headed family. ▪ Unfunded centres for elderly & children. ▪ High HIV infection. ▪ Limited participation in development.

7 Financial Viability and Management

7.1 Three Year Synopsis on Capital Funding and Expenditure

The 2019/2020 IDP contains a three-year synopsis on capital funding and expenditure covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds. Capital budget performances for the previous financial years (2015/2016, 2016/2017 and 2017/2018) are tabled herein-below respectively:

Figure 140: Grants Performance for the Financial Year 2015/2016

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS				
Municipal Infrastructure Grant	4 027 780	56 984 000	61 011 780	0
Integrated National Electrification Programme	0	18 000 000	18 000 000	0
Neighborhood Development Partnership	0	7 000 000	7 000 000	0
Beach Rehabilitation		1 000 000	163 680.00	836 320
OPERATING GRANTS				
Equitable Share	0	105 352 000	105 352 000	0
Financial Management Grant	0	1 700 000	1 700 000	0
Expanded Public Works Programme	0	1 418 000	1 418 000	0
Provincialization of Libraries	0	2 894 000	2 894 000	0
Library Community Services	101 782	510 000	270 139	341 643
Sport facilities	182 596	0	0	182 596
Municipal Systems Improvement Grant	0	930 000	930 000	0
Museum Grant/Subsidy	378 973	166 000	358 946	186 023
Municipal Assistance Programme	822 903	0	538 501	284 401
iLembe: Shared Services	333 856	0	333 856	0

Entembeni/Charlotdale Precent	117 614	0	0	117 614
Corridor Development	3 626 351	0	0	3 626 351
Housing Accreditation Funding	15 922 691	4 305 560	2 258 052	17 970 199
Small Town Rehabiltation	3 000 000	0	3 000 000	0
TOTAL	**28 514 547**	**200 259 560**	**208 855 307**	**19 918 799**

NOTES:

All grants were fully utilized with the exception of Library Community Services Grant, which funds are for the payment of salaries of Cyber Cadets at the various libraries. The funds were committed and rolled over.

Figure 141: Grants Performance for Financial Year 2016/2017

SOURCE OF FUNDING	ROLL-OVER	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS				
Municipal Infrastructure Grant	0	61 330 000	61 330 000	0
Beach Rehabilitation	836 320	0	644 871	191 449
Integrated National Electrification Programme	0	10 000 000	1 908 642	8 091 358
Mass Electrification Programme				
OPERATING GRANTS				
Equitable Share	0	116 642 000	116 642 000	0
Financial Management Grant	0	1 725 000	1 725 000	0
Expanded Public Works Programme	0	1 288 152	1 288 152	0
Provincialization of Libraries	0	2 929 000	2 929 000	0
Library Community Services	341 643	537 000	367 283	511 359

Municipal System Improvement Grant	0	0	0	0
Sport facilities	182 596	0	0	182 596
Municipal Assistance Programme	284 401	0	0	284 401
Neighbourhood Development Partnership		15 690 000.	15 690 000	0
Entembeni/Charlotdale Precent	117 614	0	117 614	0
Housing Accreditation Funding	17 970 199	3 987 160	4 713 017	17 244 342
TOTAL	**19 918 799**	**214 303 312.**	**207 716 605**	**26 505 506**

NOTES:

All grants were fully spent with the exception of INEP grant which is utilized for various electrification projects. A rollover application was considered by National Treasury hence the funds were successfully rolled over to the 2017/18 financial year.

Figure 142: Grants Performance for the Financial Year 2017/2018

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS				
Municipal Infrastructure Grant	0	62 562 000	62 562 000	0
Integrated National Electrification Programme	8 091 358	10 000 000	2 166 852	15 924 506
Beach Rehabilitation	191 449	0	191 449	0
OPERATING GRANTS				

Equitable Share	0	131 541 000	131 541 000	0
Financial Management Grant	0	1 800 000	1 800 000	0
Expanded Public Works Programme	0	1 565 000	1 565 000	0
Provincialization of Libraries	0	3 045 000	3 045 000	0
Library Community Services	511 359	564 000	583 843	4915 516
Sport facilities Grant	128 596	0	88 055	94 541
Museum Grant/Subsidy	0	183 000	183 000	0
Municipal Assistance Programme (MAP)	284 402	0	0	284 402
Housing Accreditation Funding	17 244 342	4 058 040	3 555 242	17 747 140
TOTAL	**26 505 507**	**215 318 040**	**207 281 442**	**34 542 105**

NOTES:

The INEP grant was not spent – the rollover application was unsuccessful and the funds were returned to the National Revenue Fund.

Capital Projects Indicated in Order of Prioritization and Project Duration

Projects identified as either “New “or “Ongoing”

The Municipality’s capital projects are indicated in order of prioritization and duration of each project. Projects are indicated as either new or ongoing. The Capital Budget is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

Figure 143 : Three Year Capital Infrastructure Programme 2016/2017-2018/2019

Capital Expenditure Allocations	Ward	Budget Year 2018/19	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status of Project
		R	R	R	R		
FINANCE AND ADMINISTRATION							
New Office Building	Whole	15 000 000,00				LOAN	ONGOING
NV Civic Building Laviopierre Building Ext 160NEW	Whole	3 615 077,00				INTERNAL	COMPLETE
Renovations to Finance Building	Whole		4 000 000,00			INTERNAL	ONGOING
COMMUNITY & SOCIAL SERVICES							
Cemetery Vlakspruit Cemetery 056440050	Ward 7	3 250 000,00	8 247 700,00			MIG	ONGOING
Cremator Filteration System	Ward 19		7 000 000,00			INTERNAL	ONGOING
Cemetery Land Acquisition	All Wards		5 000 000,00			INTERNAL	ONGOING
NV Cemetery Fencing of old KDM Cemetery 056new	Ward 19		3 000 000,00	3 000 000,00	3 000 000,00	INTERNAL	ONGOING
Crematorium Development 056440053	All Wards		1 200 000,00	1 500 000,00	1 500 000,00	INTERNAL	ONGOING
Creches (Cluster)	All Wards		2 023 965,00	5 000 000,00	2 500 000,00	INTERNAL	ONGOING
SPORTS & RECREATION							
Upgrade to Theunissen Road Park Phase 1 075452107	Ward 19	5 000 000,00	5 061 305,00			URBAN RENEWAL GRANT	ONGOING
Upgrade Beach Ablution Zinkwazi	Ward 2		1 450 000,00			INTERNAL	ONGOING

Capital Expenditure Allocations	Ward	Budget Year 2018/19	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status of Project
NV Upgrade to Beach Facilities 075422743	All Wards		2 600 000,00	2 500 000,00	2 500 000,00	PUBLIC CONTRIBUTION	ONGOING
NV Upgrade to Tidal pool and Septic Tank at Tinley Manor Beach	Ward 12		3 020 206,00			PUBLIC CONTRIBUTION	ONGOING
Ward 13 Ablution Facility for Combo Court	Ward 13		1 000 000,00			INTERNAL	ONGOING
Refurbishment of Shakashead Sportfield	Ward 28		1 000 000,00			INTERNAL	ONGOING
Nkobongo Sportfield Rehabilitation	Ward 8		2 500 000,00			INTERNAL	ONGOING
Construction of Combo Court	All Wards		1 800 000,00	1 800 000,00	1 800 000,00	INTERNAL	ONGOING
Construction of Chief Albert Luthuli Sports Complex	Ward 20	1 000 000,00	1 000 000,00	8 000 000,00		INTERNAL	ONGOING
ROAD TRANSPORT							
NV Roads Storm Ballito Taxi Rank W6 170461895	Ward 6	3 500 000,00				INTERNAL	ONGOING
NV Vehicle Testing Motor Licence TC 046428141	Ward 16	4 800 000,00	4 000 000,00	3 000 000,00	-	INTERNAL	ONGOING
NV Roads Stormwater Groutville Community Hall 170461937	Ward 29	4 200 000,00				INTERNAL	ONGOING
Maphithiza Road Upgrade	Ward 24	6 388 019,00				MIG	ONGOING
Khalafukwe internal roads MIG	Ward 20	3 000 000,00				MIG	ONGOING
Groutville Internal Roads MIG	Ward 29	5 530 562,00				MIG	COMPLETE
NV Roads Stormwater Hlalanathi Roads Upgrade 170	Ward 24	3 179 179,00				INTERNAL	ONGOING
NV Gizenga Street 170New.	Ward 9	3 631 756,00				MIG	ONGOING
Roads Stormwater Etete Internal Roads 170461919	Ward 7	3 910 514,00				MIG	ONGOING
NV Roads Stormwater Rehab of Roads 170461529	All Wards	8 825 141,00				INTERNAL	ONGOING

Capital Expenditure Allocations	Ward	Budget Year 2018/19	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status of Project
NV Roads Stormwater Manor Drive Grey R Imp 170	Ward 17	3 000 000,00				INTERNAL	ONGOING
Groutville Surface Roads & Stormwater MIG	Ward 29	6 143 009,00				MIG	ONGOING
Ward 2 Internal roads	Ward 2	3 000 000,00				MIG	ONGOING
Retaining of Wall, Road Access & Stormwater	All Wards		3 000 000,00	5 000 000,00		INTERNAL	ONGOING
Gledhow Community Halls	Ward 15			5 000 000,00		MIG	ONGOING
Nsikeni Community Hall	Ward 27		500 000,00	4 000 000,00		MIG	ONGOING
Charlottedale Community Hall	Ward 29		500 000,00	4 000 00,00		MIG	ONGOING
NV Roads Stormwater Commuter Shelters 170452118	Ward 6		4 500 000,00			INTERNAL	ONGOING
Mgigimbe Bus Route					10 500 000,00	MIG	ONGOING
Sukra Street Extension					3 500 000,00	MIG	ONGOING
Soweto Bridge					4 500 000,00	MIG	ONGOING
Folishin Road Upgrade					3 700 000,00	MIG	ONGOING
Thola Road /Sandanezwe Road to Mthembu					8 500 000,00	MIG	ONGOING
Ballito Taxi Rank	Ward 6			3 500 000,00	18 000 000,00	MIG / INTERNAL	ONGOING
Ballito Business Park Road Upgrade	Ward 6		4 871 080,00	4 667 762,00		PUBLIC CONTRIBUTION	ONGOING
Upgrading of Roads and Stormwater in Dube Village	Ward 29		5 000 000,00	5 000 000,00		INTERNAL	ONGOING
Waterworks Road Upgrade to Blacktop	Ward 14		8 500 000,00	4 000 000,00		INTERNAL	ONGOING
Construction of Nyoniyamanzi Access Road	Ward 16		3 500 000,00	5 500 000,00		INTERNAL	ONGOING
R 102- Townview link road	Ward 13		3 000 000,00	4 000 000,00		MIG	ONGOING
Intersection at Lloyd	Ward 14			4 500 000,00		MIG	ONGOING

Capital Expenditure Allocations	Ward	Budget Year 2018/19	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status of Project
Melville Hall	Ward 14		4 500 000,00			MIG	ONGOING
Ward 4 Internal Roads MIG	Ward 4		5 000 000,00			MIG	ONGOING
Groutville Surface Roads & Stormwater MIG	Ward 29			5 000 000,00	5 000 000,00	MIG	ONGOING
P553 link to ward 13	Ward 13			4 500 000,00	5 000 000,00	MIG	ONGOING
Khalafukwe internal roads MIG	Ward 20		-		6 000 000,00	MIG / INTERNAL	ONGOING
Mdlebeni Access Roads & Stormwater	Ward 25		5 000 000,00	7 000 000,00		MIG / INTERNAL	ONGOING
Bauhunia Road Rehab.	Ward 19		4 000 000,00	3 000 000,00		MIG / INTERNAL	ONGOING
Upgrade of Daffodil Street	Ward 17		3 000 000,00	3 000 000,00		MIG / INTERNAL	ONGOING
Upgrade of Goodwill Rise	Ward 17		5 000 000,00	5 000 000,00		MIG / INTERNAL	ONGOING
Upgrade of Solly Street	Ward 17		5 000 000,00	5 000 000,00		MIG / INTERNAL	ONGOING
Upgrade of Valley Road	Ward 17		5 000 000,00	5 000 000,00		MIG / INTERNAL	ONGOING
ENERGY SERVICES							
Electricity Admin KwaDukuza Infills 201718 400	All Wards	5 420 000,00				INEP/DME	ONGOING
Electricity Admin Housing Elect Project	All Wards	9 500 000,00	16 000 000,00	16 368 000,00	19 000 000,00	INEP/DME	ONGOING
Electricity Admin W13212527 400423933	All Wards	4 802 089,00				INTERNAL	ONGOING
KwaDukuza Infills 2017/18	All Wards	13 525 823,00				INTERNAL	ONGOING
Electricity Admin New Dukuza 80MVA Bulk 400452153	All Wards		60 000 000,00	40 000 000,00	50 000 000,00	LOAN	ONGOING
KwaDukuza Mall Bulk Supplies- LPD/DTI funding	Ward 19		10 000 000,00	12 000 000,00		PRIVATE DEV/GRANT	ONGOING
Gizenga Substation 440423981	Ward 19		40 000 000,00			INTERNAL	ONGOING

Capital Expenditure Allocations	Ward	Budget Year 2018/19	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status of Project
WASTE MANAGEMENT							
Waste Transfer Station 225428152	Ward 3	3 000 000,00	5 000 000,00			INTERNAL	ONGOING
OTHER CAPITAL PROJECTS	All Wards	113 023 710,00	123 191 836,00	80 376 733,00	24 180 374,00	INTERNAL/GRANT/PUBLIC CONT.	ONGOING
TOTAL		**236 244 879,00**	**377 966 092,00**	**260 212 495,00**	**169 180 374,00**		

Investment Register

KwaDukuza Municipality has an investment register that provides details of all investments made by the various financial institutions. In other words, the Register outlines. There is an investment register which gives an outline of the funding source linked to the investment register. The register also provides the projects that are capable of being executed. The Investment Register is updated on a monthly basis. The sources of funding of the various capital projects are adequately covered in the capital budget of the Municipality. A copy of Investment Register is attached as annexure 14.

7.2 Social and Economic Redress via Indigent Management

KwaDukuza Municipality's indigent policy has been drafted in accordance with the national guidelines and benchmarked to other municipalities. The policy is reviewed annually and approved by Council. A copy a KwaDukuza Municipality Indigent Policy is attached as annexure 15.

The social packages are detailed in terms of the adopted indigent policy. The register is renewed through the equitable share funding and other alternate sources. This is usually projected in terms of indigent and affordability to service the indigent communities in a three year forecast. The programme is aligned to priorities of NDP i.e. those of addressing social and employment issues within KwaDukuza as well as the municipality's long term goals of eradicating poverty in the communities. The number of registered indigents on the indigent register is 11905 and a schedule of indigent register is attached as annexure 16.

7.3 Revenue Raising Strategies

KwaDukuza Municipality has established a cross-cutting committee comprises of all Head of Departments focusing on revenue and debt management. The committee is known as Revenue and Debt Steering Committee, which monthly to drive the implementation of various revenue enhancement projects. The RDSC monitors the implementation of the projects.

The following revenue enhancement projects has been identified and are implemented by various business units.

Accordingly the strategies applied are discussed immediately herein-below as follows:

7.3.1 Monthly Electricity - Credit meters

Meter reading route lists are generated from the financial system immediately after the levy run (between the 7th and 10th of each month) these route lists are distributed to all meter readers to obtain and record readings over a fixed meter reading period. Estimated readings are recorded when meters are not read due to absenteeism or bad weather or any other reason. Readings recorded by meter readers are uploaded onto the financial system. Once all readings are uploaded on the financial system a deviation report is produced and analyzed by the billing controllers, who would request meter readers to investigate huge variances (high or low), where after corrections where applicable are effected. A final meter reading report is then downloaded and checked and signed off by the controllers prior to the levy run. Meter movement documents are sent to Finance from the Electrical Department and the controllers make adjustments as documented.

7.3.2 Electricity - Prepaid meters

Customers are registered onto the prepaid system by providing meter movement documents to the prepaid clerk. The prepaid meter number is captured on the financial system on the owner account and a register of prepaid registrations is maintained.

7.3.3 Refuse Removal Charges

Refuse removal charges are raised on receipt of meter movements, building completions, electricity connection completions and the MPRA S78 adjustments. The refuse removal service is done in-house in the North of the Municipality and outsourced in the southern area. Bi-annual statistics are obtained by the service provider in respect of commercial properties to ensure correct tariff application and units collected.

7.3.4 Property Rates

The consolidated valuation roll from the municipal valuer is received on a quarterly basis and reconciled with the valuation roll generated from the financial system. Rates accounts are updated/adjusted by way of deeds returns and S78 reports.

7.3.5 Indigent Debtors

Indigent debtors registered on the Municipality's indigent data base (the register) are entitled to benefits as approved by Council. Separate tariffs are allocated to reflect the indigent benefit. Quarterly reconciliations are done to the indigent register by referring to the prepaid system, billing reports and Eskom reports.

7.3.6 Verification of Approved Tariffs

Tariffs are set and approved by Council as a part of the budget approval process. Tariffs are updated on the financial system at the beginning of the financial year, checked and signed off by respective manager and director

7.4 Revenue Protection (Debt Management)

The current collection rate from the following 3 main revenue streams is very high.

Figure 144: Collection Rate

Collection Rate	
Electricity	93.75
Refuse	93.61
Rates	86.81
Overall Collection Rate	90.77

The outstanding debt older than 120 days as at 31 January 2019 is R140,268,445.32, however some of these debtors have participated in the debtors incentive scheme and they have conducted the AOD in order to liquidate their capital debt in installments, so they would qualify for their outstanding interest and administration charges to be written off. As per the Council approval the DIS would cease on the 26th June 2019 and debtors who have not yet participated in the DIS are continually encouraged to participate so that their debt would be reduced and also to strengthen the culture of payment. Copies of debtors age analysis are attached attached as annexure 16 and 17.

A copy of Credit Control & Debt Collection Policy is attached as annexure 18. In terms of clause 38.1.9 of the Council approved Credit Control & Debt Collection Policy, the Municipality is duly authorized to approve the write-off of irrecoverable debts. The reasons why certain debts are proposed to be written off are as follows:

- Evaluating the cost of handing over against the outstanding amount, if the legal cost will outweigh the outstanding debt, then the Municipality will incur a fruitless expenditure. (e.g. debts that are R500.00 or less);
- Inadequate information to prove in a court of Law that the debtor is deemed liable for the outstanding debt;
- Handed over debtors that are deemed irrecoverable;
- Write-off interest and penalties accrued on indigent debtors in order to assist them to settle the capital debt and to conclude the Acknowledgement of Debt as per the Municipal Policy.
- Credit Control holds for debt collection meetings per quarter, and these meetings are mainly aimed to:
    - Discuss the top 100 debtors, in order to implement immediate action to recover the debts;
    - To analyze the debtors balance and implement the debt collection action, through disconnecting of electricity, blocking of prepaid electricity meter and handing over to the Attorneys;
    - To discuss outstanding debt per debtor category and ensure that debt recovery is implemented;
    - To discuss accounts that are queried and ensure that the queries are resolved timeously; and
    - To discuss the revenue enhancement strategy with a view to encourage arrear debtors to settle the outstanding debt i.e. during the past financial year Council approved the Debtors Incentive Scheme that assisted debtors to settle the capital debt and wrote off the outstanding interest and penalties. Therefore, that revenue enhancement initiative was successful as Council was able to recover the outstanding debt without involving the panel of Attorneys, through handing over debtors.

7.5 Financial Management

7.5.1 Supply Chain Management

KwaDukuza Municipality has a Supply Chain Management (SCM) Unit in place the objective of which is to address the demands, acquisitions, logistics, performance risks, and disposals to ensure that the SCM Policy together with the applicable legislations are fully complied with. A copy of the SCM Policy is attached as annexure 19. The 2019/2020 Procurement Plan is adopted with the 2019/2020 Budget. The Procurement Plan is aligned with the approved budget as well as the Score Card and the Departmental Service Delivery Plans (SDBIPs) to ensure that projects are executed in accordance with the expectations created. One must note that the Procurement Plan is also factored into the Score Card. To this end, an annual schedule for the bid committee meetings is in place.

The SCM Unit is fully functional and the bid committees meet as per the schedules of meetings as follows:

- On Mondays immediately after MANCO the Tender Adjudication Committee (TAC) sits procurement plan;
- On Tuesdays the Technical and Non-Technical Tender Evaluation Committee; and
- Thursdays Technical and Non-Technical Tender Specification Committees.

The main challenge in the SCM is a shortage of staff which leads to delays in processes and hampers segregation of duties. The corrective measure shall be effected through the recruitment of staff to ensure full functionality of the unit and stands to be addressed during the 2018/2019 financial year.

In dealing with the assessment of whether or not the primary objectives of service delivery are met the Supply Chain Management ensures a cohesive approach. Management includes statements on the functionality of Bid Committees.

Figure 145: Bid Committee Members

BID SPECIFICATION COMMITTEE (TECHNICAL)	MEMBERS
F. Mhlongo	Chairperson
N. Singh	Member
N. Nxumalo	Member
P. Mkhwanazi	Member
D. Mhaule(Alternate Chairperson)	Member

BID SPECIFICATION COMMITTEE (NON TECHNICAL)	MEMBERS
N.C. Dlamini	Chairperson
R.D. Singh (Alternate Chairperson)	Member
S. Zungu	Member
W. Mhlongo	Member
M. Naidoo	Member
S. Kuber	Member

BID EVALUATION COMMITTEE (TECHNICAL)	MEMBERS
S. Khanyile	Chairperson
M. Ntata (Alternate Chairperson)	Member
T. Dube	Member
P. Govender	Member
L. Moothusamy	Member
A. Nunkumar	Member

BID EVALUATION COMMITTEE (NON TECHNICAL)	MEMBERS
F. Naidoo	Chairperson
B. Pereira (Alternate Chairperson)	Member
M. Ngcamu	Member
M. Ngubane	Member
N. Ngwane	Member

C. Sreramulu	Member

BID ADJUDICATION COMMITTEE	MEMBERS
S. Rajcoomar	Chairperson
S. Hlongwane (Alternate Chairperson)	Members
S. Khubeka	Member
M. Sithole	Member
S. Jali	Member
L. Shonaphi	Member
D. Pillay	Only attends in the event that the CFO is unavailable in terms of SCM Regulations 29(2)(a)

TENDER APPEALS COMMITTEE	MEMBERS
Nompumelelo Gumbi	Chairperson
C.V. Viraamutho	Member
Sifiso Zulu (Alternate Chairperson)	Member

KwaDukuza Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avoid the potential of any fraudulent activities from occurring.

The Municipality will ensure that business will not be conducted with entities owned by individuals that are employed by the state, because doing the contrary is tantamount to contravening the provisions of the Municipal Financial Management Act. Furthermore, it is incumbent upon all staff members who work outside of the Finance Department to be constantly educated on the policy and procedures of the Municipal Financial Management Act and Supply Chain Management Policy to stay abreast with new changes and developments in this regard.

7.5.2 Assets and Infrastructure

- The various master plans are maintained and updated by the respective business units.
- Operational and maintenance plans are developed to attempt preventative repairs and maintenance, based on the implementation of the master plans alluded to above.
- Unfortunately owing to the backlog of repairs and maintenance, it is cumbersome to adequately undertake preventative repairs and maintenance. Hence corrective maintenance is therefore undertaken.
- Each department has its own operations and maintenance plan.
- Feasibility: the asset renewal plan is reflective of the needs on the ground, however, funding is a challenge.

Operations and Maintenance Plan for Water & Sanitation

The iLembe District Municipality's Operations and Maintenance Plan for Water and Sanitation which is utilised in fulfilment of the Municipality's core functions is in place. The plan entails, amongst others, but not limited to, the following:

- Its development was agreed upon by all stakeholders to the facilities being completed so that those municipalities that are affected are conscious of maintenance implications and the various options such as the availability and affordability. Accordingly, the affected municipalities are placed in a good position to make informed decisions in this regard.
- The responsibilities and monitoring thereof are clearly defined.
- The plan allows for easy diagnosis and reporting of challenges and/or problems so as to ensure that those problems that have to do with Operations and Maintenance might be discovered timeously so as to avert a negative impact.

The Operations and Maintenance Plan for Water & Sanitation shall be implemented during the 2019/2020 financial year.

Operations and Maintenance Plan for Existing and New Roads, and Public Transport Facilities

The IDP does indicate that there is a plan in place for the provision of new roads and facilities. The Operations and Maintenance Plan is under development, however, the Municipality is currently using a Roads Master Plan.

Operations and Maintenance Plan for Electricity/ Energy

The Municipality has Operations and Maintenance Plan for electricity/energy in place. The plan was adopted by Council in 2019 for subsequent implementation.

7.5.3 Repairs and Maintenance

Repairs and maintenance has been budgeted for against the total of non-current assets. Plans are in place to address the challenges. Calculations are available. The plan accommodates a realistic budget towards repairs and maintenance.

7.5.4 Financial Viability/Sustainability

A two-year (historical) indication of key financial ratios (cost/current/acid/going concern and sustainability – reasons, including measures to improve) is attached as Annexure 24 for ease of reference.

Figure 146: Financial Performance Indicators

FINANCIAL PERFOMANCE INDICATORS	AUDITED AFS 2016/2017	AUDITED AFS 2017/2018
Cost Coverage	3 Months	4 Months
Current Ratio (Current Assets / Current Liabilities	1.92	2.29
Capital Expenditure to Total Expenditure	18%	10%
Debt to Revenue	19%	17%
Collection Rate	95%	97%
Remuneration (Employee Related Cost and Councilors to Total Expenditure)	25%	27%
Electricity Distribution Losses	17%	16%

7.6 Loan/ Borrowings

Loans/ Borrowings and grant dependency

On loans: The Municipality has a Loan Register of up **R230 257 587.54 as at 30 June 2018** with a capability to repay the loans/borrowings. This is illustrated by the debt to revenue ratio which currently stands at17%.

Figure 147: KwaDukuza Municipality's External Loans Register

	Interest Rate	Redeemable	Balance as at 01.07.2017	Capital Redemption	Interest	Balance as at 30.06.2018
DBSA R43M Loan	10.60%	31/03/2026	18 747 407.51	2 083 045.28	1 892 970.80	16 664 362.23
Loan DBSA R28.9M (Electo)	9.73%	30/09/2030	139 970 453.33	4 196 275.33	13 482 428.63	135 774 178.44
DBSA: R5.888 Loan	9.73%	31/12/2032	80 224 141.36	2 405 097.49	7 727 461.37	77 819 043.87
			238 942 002.64	**8 684 418**	**23 102 861**	**230 257 584.54**
			238 942 002.64	**8 684 418**	**23 102 861**	**230 257 584.54**
June 2018						**230 257 584.54**

- The above mentioned loans have been specifically undertaken for the purposes of accelerating both civil and electrical infrastructure.
- The Municipality is in a position to meet all its repayment obligations as and when they fall due.
- The table below provides the Grant Register as at 2018 – 2019 financial year.

7.7 Auditor-Generals' Opinion

The Auditor General's opinion in respect of KwaDukuza Municipality during the last financial year (2017/2018) is unqualified. KwaDukuza Municipality has an Auditor General Action Plan in place to address the AG's findings for 2017/2018 and progress thereof is monitored on a monthly basis. The Audit Improvement Plan is monitored by the Audit Committee a copy of which is provided as annexure 3 hereto for ease of reference.

7.8 Challenges and Proposed Interventions: Municipal Financial Viability and Management

Figure 148 : Description of Challenges and Interventions

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
Municipal Financial Viability and Management	
Limited revenue sources and poor collection of debts, which in turn leads to budgetary constraints that adversely impact the financing of various interventions.	• Fast-track and ensure tight implementation of Council credit policy; • Concentrate on revenue enhancement projects led by various BU; • Curb Electrical/Energy Loss through implementing disconnections and continuous meter audits; • Embark on accounts data cleansing project; • Implement approved KwaDukuza Reserve Policy, • Ensure that the Debt and Revenue Enhancement Committee functions to its maximum; and • Implement Debt Incentive Scheme.
Failure to deal with irregular expenditure and abuse of section 36 of the MFMA.	• Fast-track the completion of award of section 78 (PPP) project for waste-collection; • Implement and enforce compliance with applicable legislation to avert irregular expenditure; • Reduce section 36 appointments through the establishment of a panel of service providers to attend to emergencies; and • Ensure that there is implementation of consequential management for non-compliance with Council policies and legislation.

7.9 Financial Viability and Management SWOT Analysis

Figure 149: Financial Viability and Management SWOT Analysis

STRENGTHS	WEAKNESSES
▪ GRAP Compliant Budget. ▪ GRAP Compliant AFS. ▪ Developers contribution towards infrastructure development, ▪ Established and functional Revenue and Debt Steering Committee ▪ Highly skilled finance officials in certain critical functional areas. ▪ Good progress on MSCOA implementation, ▪ Finance Department is not reliant on consultants. ▪ A high revenue collection rate. ▪ Significant amount of institutional knowledge amongst key staff members , ▪ Long term financial plan,	▪ Declining revenue due to economic situation, ▪ Incorrect or under billing of waste services. ▪ Loss of revenue due to electricity theft, ▪ Slow turnaround on SCM processes, ▪ Non-compliance with legislation which leads to irregular expenditure, ▪ Limited infrastructure grant funding, ▪ Limited access to electricity paypoints in the underdeveloped areas, ▪ Slow filling of vacancies, ▪ Lack of clear retention and succession plan for certain staff within Expenditure Unit (Salaries and Expenditure). ▪ Limited budget employment/staff vacancies,
OPPORTUNITIES	**THREATS**
▪ Funding of catalytic bulk infrastructure, ▪ Integrated Urban Development Grant, ▪ Public Private partnerships, ▪ Developers contribution policy, ▪ Data cleansing and billing of under billed properties, ▪ *Vu héla* Ilembe LED – Public Finance Management support, ▪ In-sourcing of debt collection,	▪ Boycott of payments by ratepayers/consumers, ▪ Fraudulent indigent beneficiaries, ▪ Failure to maintain key electricity infrastructure as per the norms set out by NERSA, ▪ Non-compliance with cost containment measures, ▪ Collapse of IT infrastructure and breach of security,

▪ Waste Removal Weighbridge implementation, ▪ Diverse revenue sources for the municipality, ▪ Adhere to cost containment policy, ▪ Electricity Income. ▪ Income generated from traffic fines. ▪ Ability to revise systems and processes to meet the needs of a growing organisation.	▪ Failure to undertake revenue/accounts data cleansing for the entire organisation, ▪ Inability to collects debts from some customers, ▪ Collusion between clients and debt collectors, ▪ The potential significant financial non-compliance owing to the non-filling of posts and weak organisational control environment. ▪ Failure to implement consequential management in relation to financial mismanagement and noncompliance,

8. Good Governance and Public Participation

Good Governance in general is widely recognized as providing the framework and tools required in ensuring that organizations are progressive and can operate in an effective and accountable manner. From a local government perspective, the Good Governance framework reinforces the statutory authority and responsibility of a corporate body and assists the elected representatives and management in the delivery of quality and sustainable services.

It ought to always be borne in mind that one of the critical components in the formulation of a credible IDP is the level of participation by all three spheres of government. This is imperative as it ensures co-operative governance which is proving to the core in our democratic society. It is imperative to acknowledge that the communities that are served by the public sector, view government as a single uniform structure. There is little regard for jurisdiction and the autonomous nature of these spheres. For this reason the establishment of effective inter-governmental relations plays a pivotal role in servicing the public. In fact, good governance is easily the most critical component of achieving the desired efficient and effective service delivery. To this end, KwaDukuza Municipality has, over the years, advocated for greater synergy between all spheres of government providing services within its municipal area. The Municipality has held successful engagements with provincial departments in an endeavor to align municipal and provincial strategies in a manner that is responsive to the needs of the community.

8.1 Batho Pele Policy and Procedure Manual

The White Paper on the Transformation of Public Service Delivery (1997) sets out eleven *Batho Pele* (people first) principles, whose objectives include to transform public service delivery. This document, referred to as the *Batho Pele* (people first) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements. The *Batho Pele* principles remain central to this document, promoting service excellence in the public sector and more specifically in local government.

- **Batho Pele Policy and Procedure Manual of KwaDukuza Municipality**
    - It was adopted by Council, rolled out to positively impact on service delivery for the communities of KwaDukuza.
    - It is aimed at introducing an approach to service delivery, which puts people at the centre of planning when delivering services.
    - It also meant to improve the image of the municipality (how the ratepayers, customers view the service rendered by the municipality.

The *Batho Pele* Principles are:

1. **Consultation**: All the KDM service delivery role-players shall be consulted through:
    - Mayoral Working Groups
    - Customer Satisfaction Survey
    - Izimbizo/Public Meetings Programme
    - Workshops and Summits
    - Stakeholders Forums
    - Media (Print and Electronic)
2. **Service Standards**: The customers shall be informed of the level and quality of any municipal service enquired in writing, telephone, emails, in person or groups. The KDM Batho Pele Champions Committee shall monthly sit to identify service gaps for improvement purposes.
3. **Access**: All the customers/ citizens shall have equal access to service to which they are entitled and shall be done through
    - Appointing customer oriented staff at the reception points
    - Main municipal buildings entrances with customer oriented security personnel
    - Placing the offices directory at the entrance of each municipal building
    - Numbering of all offices within a municipal building
    - Displaying the services rendered and their tariffs/costs at the entrance of each municipal building
    - Displaying the municipal business hours, physical address and the telephone numbers at the entrance of each municipal building
    - Training staff in call Centre son customer-orientation
    - Use of decentralized municipal offices with frontline staff trained on customer service
    - Use of the Thusong Centre
    - Use of Municipal Website
    - The use of municipal publications and brochures

4. **Courtesy**: The customers/residents shall be treated with respect and consideration through the following:

    - Regular training of frontline staff on customer service
    - Always giving the customers the smile and right attitude
    - Always greeting the customers and saying thank you
    - Use of acceptable language

5. **Information**: The customers/residents shall be given correct, accurate and credible information about the services or enquiries through the following:

    - Using the KDM's call centers and reception points
    - Using media and websites
    - Using municipal publication and media reports
    - Izimbizo/public meeting programme
    - Roadshows
    - Door to door
    - Municipal services points during events
    - Using stakeholders forums

6. **Openness and transparency**: The KDM shall in conducting its municipal business ever be open and welcome customers inputs through:

    - Taking council meetings to the people
    - Holding regular meetings, workshops, summits, stakeholder forums and Mayoral Groups
    - Issuing municipal statements
    - Awareness programmes
    - Issuing municipal quarterly, mid -term and annual performance reports
    - Using the websites
    - Displaying EXCO, Portfolio Chairs', MM's and ED's photos at all KDM's reception points,

7. **Redress**: KDM shall always offer an apology to a customer/ resident for a service or standard not delivered and met respectively. Besides an apology, a full explanation and appropriate remedy shall also be affected through:

    - Using the call centers
    - Using Managers' offices
    - Introducing and launching customer complaints, integrated management charter and system
    - Working with the independent bodies/ entities
    - Reinforcing disciplinary processes against the alleged/ implicated staff

8. **Value for money**: KDM shall provide services in an economical, effective and efficient manner through:

    - Optimally adhering to approved SDBIPs
    - Reinforce internal and expenditure controls
    - Optimally adhering to bid procedures
    - Identifying and addressing promptly the unnecessary cost driving factors, e.g. Overtime, telephone, technical/ non-technical losses, lack of recording of staff attendance system
    - Providing quarterly reports on financial spending

9. **Encouraging Innovation and Rewarding Excellence:** KDM shall ensure that a positive environment is created for the workforce to perform optimally through:

    - Launching and rolling out the KDM workforce programme
    - Launching and hosting the KDM workforce/staff awards
    - Cascading PMS to other levels of the municipality
    - Forging partnerships with other municipalities/ institutions in sharing the best practice

10. **Leadership and Strategic Direction:** Council and administration of KDM shall provide strategic leadership, direction and operations to customers/ residents through:

    - Promoting and internalizing staff code of ethics
    - Holding quarterly staff induction
    - Holding annual session on the internalization of *Batho Pele* programme

11. **Service Delivery Impact:** KDM shall account at given intervals on the progress and impact of *Batho Pele* initiatives through:

    - Compiling and presenting the *Batho Pele* report on quarterly basis by *Batho Pele* Champions Committee

8.1.1 KwaDukuza Municipality's Service Standards and Charter

KwaDukuza Municipality's Service Standards and Charter are in place. Thereafter residents, ratepayers and the public shall be placed at the centre of receiving the required services as per the acceptable standards. This Charter sets out procedures to be followed by members of the public in registering or reporting their complaints for services not received as per agreed standards of the Municipality.

KwaDukuza Municipality has a *Batho Pele* Policy and Procedure Manual. The Service Delivery Charter and Standards for KwaDukuza Municipality reads as follows:

KwaDukuza Municipality inspired by:-

(i) The long term strategic plan of a country to better the lives of the people, called Vision 2030 National Development Plan;

(ii) The creation of a developmental and capable local government which is responsive to the needs of the communities;

(iii) The long term strategic plan of the municipality called Vision 2030;

(iv) The unwavering commitment to mobilize municipal service delivery opportunity to continuously provide quality and sustainable services to all the people of KwaDukuza;

(v) A co-operative partnership with other spheres of government to accelerate the roll out of socio-economic transformation programme for the benefit of KwaDukuza community**;**

(vi) A drive to realize the outcomes of government approach especially outcome number 9 which speaks to a responsive, accountable, effective and efficient local government system**;** and

(vii) The unwavering commitment by KDM to optimally implement the customized back to basics LG programme which clearly sets out KDM performance benchmarks that will ensure that the basic KDM responsibilities are performed without fail**.**

Hereby commit to the following service standards:-

SERVICE	STANDARD
OFFICE OF THE MUNICIPAL MANAGER	
1) Communicate with public	Weekly
2) Acces to information (PAIA)	48 hours
3) Community satisfaction survey	Once in every two years
4) Mobilization of communities for meetings	48 hours
5) Mayoral Izimbizo/ Councilor's report back meetings	Quarterly
6) Regular sitting of ward committee	Monthly
7) Complaints received	Acknowledged within 48 hours
8) Proof of residence	Same time

9) Approval and advertisement of the annual performance agreements for senior managers (MM and EDs)	Within 28 days of the approval of the SDBIP (Service Delivery Budget Implementation Plan)
CORPORATE SERVICES	
1) SMS rate payers about the planned interruption of service	24 hours
2) SMS ratepayers about unplanned interruption of service	Within an hour
3) Telephones	Within 3 ringtones
4) Enquiries	Acknowledge within 48 hours
	90 days
	30 days after interviews
	Once a week
	Once week
5) Hold council meetings	At least once a quarter
6) Hold the employer and organized labour meetings	At least monthly
7) Maintenance / repairs to old age homes/ municipal buildings	Within 72 hours
FINANCE	
1) Enquries	Acknowledge within 48 hours
2) Meter reading	Once in every two months
3) Reconnection of services	Within 24 hours
4) Activation of new service	Within 24 hours
5) Rates transfers/registrations	Acknowledge within 48 hours
6) General valuation roll	Every four years
7) Supplementary valuation roll	Twice a year
8) Registrations/renew of indigents	Monthly
9) Issuing of statements of accounts	Monthly
10) payments of service providers/suppliers accounts	Weekly/Monthly

11) Submission and capturing of KDM database forms (SCM)	Acknowledge within 48 hours
12) Notification of the successful and unsuccessful bidder/s including appeals	14 days
13) Debt acknowledgement arrangements	Acknowledge the request same time
COMMUNITY SERVICES AND PUBLIC AMENITIES	
1) Removal of waste	Twice a week
2) Clean of illegal dumping	Clean within a week after reporting
3) Street cleaning	Daily
4) Removal of dead stray animals	Within 24 hours (after systemic processes are in place)
5) Traffic response time to accidents	10- 15 minutes
6) Traffic/Crime /Fire / library/ Youth outreach programmes to communities	Quarterly
7) Verge maintenance	Monthly
8) Garden refuse tree falling removal	Once a week
9) Sports field maintenance	Once a month
10) Maintenance of public halls/ ablution facilities	Daily
11) Issuing of burial permit	Same day
12) Application renewal of membership for access to libraries (KDM)	Same day
13) Access to library internet (free)	1 hour per person
14) Hall bookings	Same day
15) Collection of hall refunds	7 working days
COMMUNITY SAFETY	
1) Registration of vehicles (with all supporting documentation)	Within 30 minutes
2) Registration of vehicles (without all necessary document)	2-3 weeks

3) Handling of licenses	15 – 20 minutes per case
4) Testing of vehicles/ trucks	30 – 60 minutes per case
ECONOMIC DEVELOPMENT AND PLANNING	
1) Plans applications and approval	30 days
2) Finalization of PDA processes (rezoning, subdivisions etc)	6 – 8 months
3) Applications for outdoor advertising	Acknowledge within 24 hours
4) GIS printout maps	Same time
5) Removal of illegal buildings	Acknowledge within 48 hours
6) Facilitate the registration of informal traders	Acknowledge within 48 hours
7) Plans applications and approval	30 days
CIVIL ENGINEERING AND HUMAN SETTLEMENTS	
1) Maintenance of potholes/storm water	Monthly
2) Maintenance of reported pathless/storm water	Within a week
3) Grading of gravel roads	Quarterly
ELECTRICITY	
1) Maintenance of streetlights	Monthly
2) Attending to outages	Within 24 hours
3) Testing of a meter	Within a week
4) Reporting illegal connection	Within 24 hours
5) Scheduled maintenance	Inform public 5 days before
6) Maintenance of reported streetlights	Within a week
7) Applications and terminations of services in general	In line with NRA

The above mentioned Charter is for the KwaDukuza Municipality Council and administration and therefore commit themselves in delivering quality and sustainable services to the entire KwaDukuza Municipality community irrespective of race, colour, creed, religion and geographical area and against which the Municipality humbly request its community to hold the Municipality accountable of its governance performance.

'Through this KDM Service Standards Charter the Municipality is committed towards moving KDM community forward'.

The Departmental Service Delivery Improvement Plan (SDIBP) is in place and the SDIP Committee has been established with representative (Champions) from the respective departments. The table below indicates a list of SDIP departmental champions in KwaDukuza Municipality.

Figure 150: Service Delivery Improvement Plan's Champions

NAME AND SURNAME	DESIGNATION	DEPARTMENT OFFICE	CONTACT	EMAIL ADDRESS
Mike Pitso	Head: IGR	Corporate Governance	0784564342	MikeP@kwadukuza.gov.za
Gugu Zikhali	Manager: Admin and Property Management	Corporate Services	0824845484	guguz@kwadukuza.gov.za
William Mkhize		Corporate Services	0835629638	williamm@kwadukuza.gov.za
Zama Mthembu		EDP	0722343258	zamam@kwadukuza.gov.za
Nompumelelo Gumbi	Senior Manager :Legal Services	MM's office	0720715183	nompumelelog@kwadukuza.gov.za
Mthembu Nokuhle	Risk Management	INTERNAL AUDIT		NokuhleM@kwadukuza.gov.za
Mandla Ngcamu	Manager HR	HRM		mandlan@kwadukuza.gov.za
Lungile Macebo	Executive Secretary	Community Safety	0729585864	lungilem@kwadukuza.gov.za

Nothando Mpanza	Special Projects Children and Families	OFFICE OF THE MM	?	nothandom@kwadukuza.gov.za
Mlu Nxumalo	Community safety	Traffic officer	0786114106	mlunxumalo@gmail.com
Wiseman Cele	Youth Development	Manager: Youth&Sports Development	0766788546	wisemanc@kwadukuza.gov.za
Lindy Xhakaza		Communications		lindilex@kwadukuza.gov.za
Ntombenhle Mabaso				Ntombenhlem@kwadukuza.gov.za
Phumlile Ntuli	Parks & Garden	Community Services	0767495072	Phumlilentuli@gmail.com
Slungile Zulu	Principal clerk	Electrical services	0732293841 /0842612383	slungilez@kwadukuza.gov.za
Sicelo Mthembu	Supervisor: Cemetery	Community Services	0738201073	sicelom@kwadukuza.gov.za
Nonjabulo Dludlu	Finance officer	Civil engineering	0762414408	nonjabulod@kwadukuza.gov.za
Sethabile Nxumalo	EDP	Community Services	0768514376	sethabilen@kwadukuza.gov.za
Sithembiso Kubheka	ED	CORPORATE SERVICES		sithembisok@kwadukuza.gov.za
Siya Khanyile	ED		076 231 9221	siyabongak@kwadukuza.gov.za
Cecil Viramuthu	ED			cecilv@kwadukuza.gov.za
Muzi Sithole	ED	Civil Engineering and Human Settlements B.U	0727090316	muzis@kwadukuza.gov.za
Skhumbuzo Hlongwane	ED			skhumbuzoh@kwadukuza.gov.za

		EDP		
Shamir Rajcoomar	CFO	FINANCE		shamirr@kwadukuza.gov.za
Mandla Manzini	COO	CORPORATE GOVERNANCE		mandlam@kwadukuza.gov.za
Melan Pillay			0832353099	melanp@kwadukuza.gov.za
Preshnee Narayan				Preshneen@kwadukuza.gov.za
Qinisile Msweli	COO	Performance Monitoring and Evaluation	078 1939512	qinisilem@kwadukuza.gov.za
Nqobizwe Msweli	Community Safety	Traffic officer	0764132035	nqobizwem@kwadukuza.gov.za
Sizani Khuzwayo	Senior Clerk: Revenue	Finance	0735689233	sizanik@kwadukuza.gov.za
Nomthandazo Nene	Community Services	Admin Officer	0760810396	nomthandazon@kwadukuza.gov.za

KwaDukuza Municipality has identified the following services for improvement vis-a-vis:

The summary of community needs as identified during the inception of this term IDP which are being implemented by the municipality are as follows:

(iv) Jobs/employment and business opportunities,

(v) Access to low cost, affordable and rental housing stock,

(vi) Access to water and sanitation,

(vii) Access to electricity,

(viii) Street lighting,

8.2 Operation Sukuma Sakhe

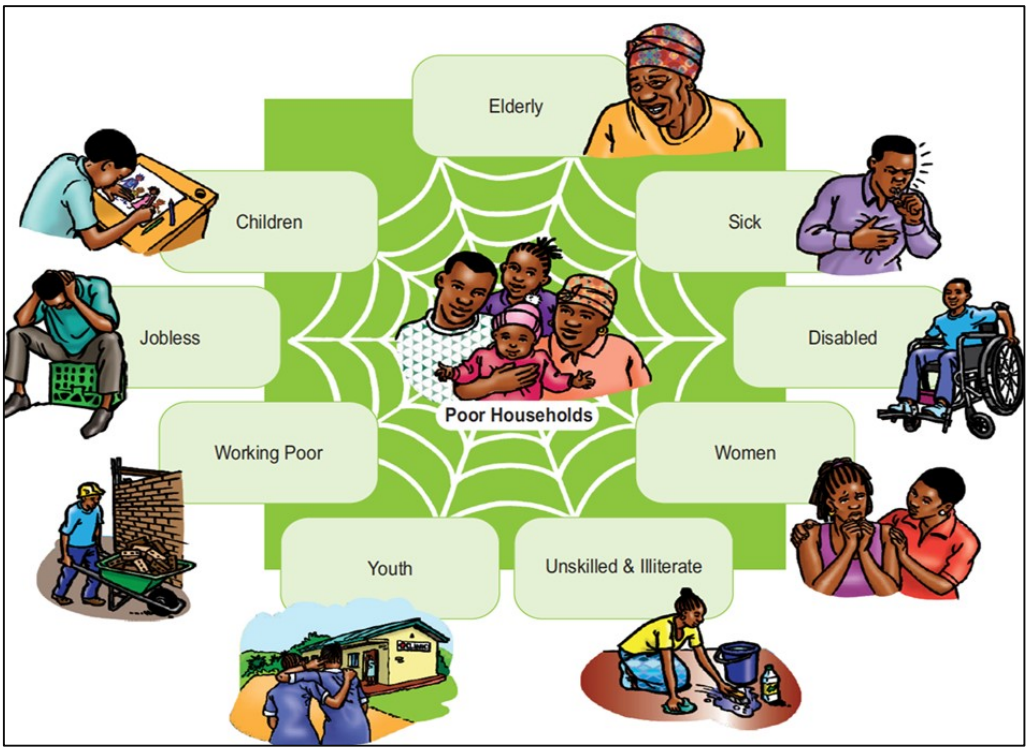
8.2.1 National and Provincial Programmes Rolled out at Municipal Level

Operation *Sukuma Sakhe* (OSS) is an integrated service delivery model headed by the KwaZulu-Natal Provincial Premier at provincial level and by the Mayors at local level. It is a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB. The OSS Programme is based on the principle that communities lead in the development of their areas, with government partnering with them. Each Government Department in the District is represented in the District Task Team of Operation *Sukuma Sakhe,* which meets every alternate Tuesdays. Other Stakeholders in the OSS programme include Non-governmental Organizations and the Business Sector.

Operation *Sukuma Sakhe* brought profound success on improving the lives of the people of KwaDukuza Municipality. With the establishment of war rooms in all 29 Wards, a number of people have been assisted to receive social grants, housing and basic services. The programme encourages public participation in the affairs of government as community members participate in war rooms where they interact with civil society and government, amongst other stakeholders.

All stakeholders work together to find solutions to the challenges identified through household profiling. This means that, at all levels of authority and community, there is an understanding of issues within a community. The Mayor, the Councillors, the local conveners and all other role-players get to work with authentic information and real-time data.

Figure 151: Beneficiaries of Operation Sukuma Sakhe

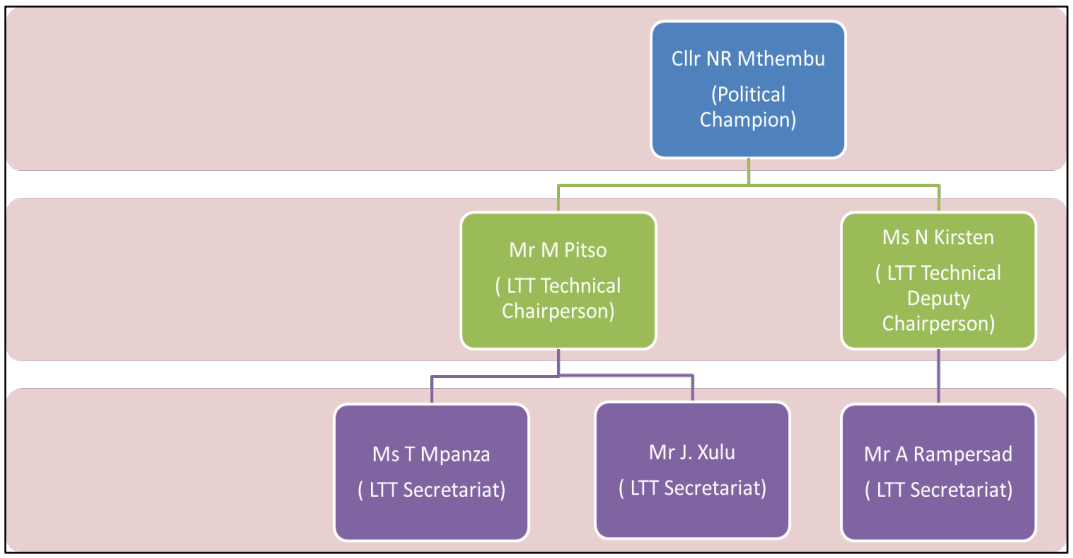


Sector Departments do realise that Operation *Sukuma Sakhe* is a massive mobilisation of all stakeholders in the war against poverty, HIV, unemployment and other social ills that take place at ward levels. The Local Task Team visits an identified war room to interrogate war room reports and monitor functionality on the last Wednesday of each month. Indeed, Operation *Sukuma Sakhe* in KwaDukuza is manifestation of the slogan "Government for the people, by the people."

8.2.2 Operation *Sukuma Sakhe* Organogram

While championed by the Mayor, OSS is driven by a full structure comprised of technical people including officials and community members. In KwaDukuza, the local structure is a shown on the organogram below.

Figure 152: Local Task Team Organogram



8.2.2 Functionality of War Rooms

Figure 153: Functionality of War Rooms

Total No. of wards	*Fully Functional*	*Functional*	*Poorly Functional*	*Not Functional*
29	11	*07*	*07*	*04*
Actual wards	*01, 03, 04, 07, 09, 10, 12, 13, 14, 25, & 29*	*05, 14, 16, 20, 18, 24, 26*	*11, 15, 17, 22, 23, 21 & 28*	*02, 06, 08, 19*

8.2.4 KDM Fieldworker Distribution

Figure 154: Fieldworker Distribution

No of HHs	*CDWs*	*CCGs*	*Social Crime Prevention Volunteers*	*Total No. of FWs*
70 284	**11**	**138**	**26**	**175**

8.3 Inter-Governmental Relations (IGR)

8.3.1 Establishment of IGR

The National Development Plan, Vision 2030, has strongly recommended an enhancement of relations between the three spheres of government. Intergovernmental Fora, therefore, have a key role to play in disseminating the resolutions and policy intent of government across the spheres. The National Intergovernmental Fora (Presidents Coordinating Council) and Ministerial Consulting Forums (MINMECS) are established to raise, and decide on matters of national interest. The Provincial Intergovernmental forum popularly known as the Premier's Coordinating Forum (PCF) is structured to discuss matters of national, provincial and local interest. They are also meant to discuss issues raised by the PCC and broader areas of policy, legislation, implementation, co-ordination and alignment, while the District Intergovernmental For a (DCF) are intended to promote and facilitate collaboration between the district municipality and its local municipalities which may include matters of effective provision of service delivery, shared services and management of powers and functions. KwaDukuza Municipality has gone a little further by appointing a person as Head IGR and IGR Officer.

8.3.2 IGR Structure

KwaDukuza Municipality actively participates in the iLembe District IGR Forums, which are politically and technically structured**.** The basic functions of the various structures are summarised below:

- *Political Structures* – discuss and monitor the fulfilment of the legislative mandates of government. KwaDukuza Municipality, as part of iLembe District family, is an active member of iLembe Mayor's and Speaker's Forums.

- *Technical Structures* – act as the data and information agencies of the national, provincial and district areas to support the co-ordination of targeted support, development efforts and resources.

- The schedule of the IGR sub-forum meetings is prepared such that all sub-forum meetings are held quarterly. The Technical Support Forum feeds into the District Inter-governmental Relations Forum. Any matter that would go to the District Inter-governmental Forum needs to first have been considered by the Technical Support Forum. If there are urgent matters in the District Inter-governmental Forum and there is no time to convene a Technical Support Forum, then Municipal Managers are invited to attend the meetings together with the relevant senior managers.

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

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

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

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

- Vacancies in senior positions. - Limited human resources which hinder commitment to attend from members.
- Diary synchronization is always a challenge.
- Non-submission of reports from a chairpersons. This is because of their busy schedules.
- Delegation of junior staff to meetings.
- Poor oversight from Municipal Managers.
- Failure to keep to the adopted annual IGR calendar due to Municipal Portfolio committees schedule changes.

(a) The Role of KwaDukuza Municipality IGR

The role of KwaDukuza Municipality's IGR is to ensure a co-ordinated and integrated approach to service delivery by actively participating in the following District/Provincial IGR activities:

- Meetings;
- Planning consultations;
- Information sharing sessions; and
- Dispute resolutions and reporting.

KwaDukuza Municipality Inter-Governmental Relations (IGR) and Protocol Unit plays an important function in the Office of the Mayor. The IGR and protocol Unit in the Office of the Mayor provides co-ordination in Co-operative Governance, Protocol and Government International engagements. Activities include the following:

- Provide strategic advice and analysis on matters of intergovernmental relations, international affairs and protocol;
- Work to enhance inter-sphere collaboration and play a key role in the advancement of KwaDukuza intergovernmental priorities;
- Support the Mayor in providing leadership within KwaDukuza municipality and enhance KwaDukuza's national and international image and profile; and
- Lead the development of KwaDukuza's overall intergovernmental strategy to support the three spheres of government, intergovernmental departments and the advancement of the intergovernmental elements of key policy initiatives.

The IGR Unit in the Office of the Mayor is a Unit and comprises of the following three, dedicated, Sub-Directorates:

(i) Co-operative Governance

- Coordinate national and Intergovernmental relations for the municipality;
- Promotion of Intergovernmental department cooperation through IGR protocols; and
- Support to the Mayor & Municipal Manager on facilitating inter-sphere & inter-sectorial inter-governmental cooperation

(ii) International Relations

- Promote and strengthen relations with international stakeholders;
- Negotiation and Facilitation of International, National and intergovernmental stakeholder MOUs; and
- Promotion of International Relations that aligns the national, provincial policy needs and priorities of KwaDukuza municipality.

(iii) Provincial Government Protocol

- Provide Provincial Protocol Support Services
- Protocol support for provincial and international engagements
- Events Management and logistical support for IGR initiatives

Core Responsibilities: • Handle matters of etiquette and protocol for the Office of the Mayor • Manage and attend events, such as ceremonies and official functions, hosted by the Mayor • Liaise with stakeholders on provincial, national and international government levels to ensure compliance with protocol standards • Advise and ensure education on matters of protocol • Conduct research on cultural norms, values and customs and ensure adherence • Perform administrative functions.

Key Performance Areas

Unit (protocol) Co-ordinate and manage all council events and related protocol services, e.g. Mayoral Receptions, significant national days, senior citizens events clinic opening etc. This excludes council and special council meetings. These events will be the responsibility of council committees.

Co-ordinate, manage and network all municipal events organized by the municipal entities such as the State of the Municipal Address, IDP Road Shows. This co-ordination role includes events organized in collaboration with National and Provincial government departments and ministries. Participate and support the rationalization and consolidation of all the city entities to ensure effective integration and effective utilization of municipal staff and resources.

Special focus will also be given to events such as the annual "Musical Festival" month. Logistics co-ordination for all events hosted in the municipality. This includes providing the city's political and administrative leadership with a weekly spreadsheet of all events in the municipality and the arrival of any dignitaries from government and abroad to the city. Provide 365 days logistics co-ordination service to all relevant stakeholders within the municipality.

The IGR Unit focuses on the following priority programme areas:

- Coordinating and managing all municipal relationships with other spheres of government.
- To ensure that there is a strong link between departments internally and the two spheres of government (National and Provincial).
- To facilitate information and knowledge sharing through inter-municipal cooperation.
- To build managerial and technical capacity (through study tours, exchange programmes, seminars and conferences).
- To develop project partnerships with other government departments for mutual benefit.
- To create employment through the public works programmes.
- To focus on supporting the successful implementation of the strategic priorities of the city by mobilizing ongoing support from other spheres of government.
- To ensure a consistently positive image of the city to all other spheres of government.
- To ensure that there is monitoring and alignment of municipal budgets and IDP implementation with provincial and national government departments.
- Coordinating and aligning all events that involve other spheres of government – e.g. national days, Imbizos', etc.
- Promoting efficient lines of communication and between the municipality and other spheres of government.
- Ensure efficient relations and sharing models of good practice with other municipalities.

(b) The iLembe District IGR Calendar

The iLembe District IGR Annual Calendar is circulated to all municipalities under the District for input within set timelines for all IGR structures and it is finalised by the 1st of July each year. Meanwhile, special meetings are scheduled as-and-when the need arises.

8.3.3 Dedicated IGR Officials in the KwaDukuza Municipality

KwaDukuza Municipality has dedicated IGR officials who are responsible for coordinating communication between KwaDukuza Municipality and other government spheres. It shall be noted that all Heads of Department attend various district technical forums i.e. Infrastructure Forum, CFOs Forum, LED Forum and Cooperative Services Directors Forum. The Municipal Manager attends the District MMs Forum.

8.3.4 Participation in Provincial Fora (MUNIMEC)

The Mayor of KwaDukuza Municipality participates in MUNIMEC. From time to time the Mayor interacts with other MECs on a bilateral basis in order to address KwaDukuza Municipality's related issues as per their mandates.

8.4 Ward Committees

8.4.1 The Status and Functionality of Ward Committees

KwaDukuza Municipality has complied with the provisions of Chapter 4 of Municipal Systems Act by establishing ward committees in all twenty-nine (29) wards. In electing the new ward committee members the applicable provisions of the Municipal Structures Act of 1998 were taken into cognisance. KwaDukuza Municipality currently has 290 Ward Committee members. The municipality conducted an induction workshop in December 2016 to improve their skills in carrying out their daily activities and continues to hold a number of workshops in order to capacitate them further.

Furthermore, the Municipality has set resources aside to assist with the operational costs of the Ward Committee to enrich public participation. The main operational costs relate to monthly stipends of the ward committee members. The IDP systems have also been put in place to efficiently and cost-effectively deal with Ward Committee issues. The Speaker's Office is responsible for conducting monthly Ward Committee meetings that provide augmented support and ensure that issues that are deliberated upon at such meetings are service delivery based and that Council addresses the issues raised at such meetings. From 2016 to date four additional workshops were conducted towards capacity building of Ward Committees.

8.4.2 Composition of Ward Committees

A ward committee consists of the Councilor representing a particular ward in the council who is also the chairperson of the committee, and not more than ten other persons. In the process of election of Ward Committee we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

8.4.3 Functions of Ward Committees

The following are the functions and powers of KwaDukuza Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act:

- To serve as an official specialized participatory structure in the municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
    - Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
    - Assist the ward Councilor in identifying challenges and needs of residents;
    - Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
    - Receive queries and complaints from residents concerning municipal service delivery, communicate same to Council and provide feedback to the community on council's response;
    - Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward;
    - To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:
        - Attending to all matters that affect and benefit the community;
        - Acting in the best interest of the community;
        - Ensure the active participation of the community in:
            - Service payment campaigns;
            - The integrated development planning process;
            - The municipality's budgetary process;
            - Decisions about the provision of municipal services;
            - Decisions about by-laws;
            - Decisions relating to implementation of Municipal Property Rates Act (MPRA); and
            - Delimitate and chair zonal meetings.

8.5 Participation of Amakhosi in Council Meetings

The table below indicates the status of participation of Amakhosi in Council meetings and/or municipal development programmes, in line with Section 81 of the Municipal Structures Act.

Figure 155: Status of Participation of Amakhosi in Council

List of Amakhosi in KwaDukuza Municipality	Nkosi D.Z. Gumede, Nkosi V.B. Mathonsi, Nkosi B.M. Cele, Nkosi A.M. Zulu, Nkosi H.K. Dube, Nkosi Magwaza and Nkosi H.K Dube.
Induction of Amakhosi	▪ Induction of Amakhosi took place on the 9th June 2015 which was facilitated by both KwaDukuza Municipality and COGTA. ▪ The focus was mainly on the functioning of Council and municipality in line with 2011 adopted KwaDukuza Municipality standing rules and orders. ▪ Introduction and Orientation of Amakhosi was also conducted.
Swearing in ceremony and orientation of Amakhosi	▪ The ceremony was done jointly with iLembe District Municipality and other local municipalities.
Allocation per Committee in the Municipality	They are allocated each committee of Council as per each committee as follows: ▪ Nkosi D.Z. Gumede-Executive Committee ▪ Nkosi V.B. Mathonsi- Infrastructure and Technical Committee ▪ Nkosi B.M.Cele- Economic Development and Planning Portfolio ▪ Nkosi A.M. Zulu- Municipal Services Portfolio ▪ Nkosi H.K. Dube- Finance Portfolio
Allowances and Tools of Trade	Each iNkosi Is given R600 per day for sitting in meetings/ workshops. No tools of trade are extended to Amakhosi due to budgetary constraints.
Participation on the Municipal engagements such as events and Public meetings to address various service delivery issues	All the 4 Amakhosi participate in terms of attending meetings and in the KwaDukuza roll out of service delivery at ward level.

Achievements	▪ Mutual respect between the municipality and Traditional Leadership Institution. ▪ Joint participation on service delivery matters. ▪ Sharing of common service delivery infrastructure.
Challenges	Non-attendance by iNkosi H.K. Dube
Proposals to ensure and enhance the participation of Amakhosi	Compile a questionnaire to be filled by Amakhosi on how best KwaDukuza Municipality can improve working relationship.
Attendance per Inkosi	Attendance per Inkosi varies according to their availability. However sine their inauguration, attendance in Council meetings could be rated at 80%

8.6 IDP Steering Committee

The Steering Committee is a technical working team consisting of Departmental Heads within the Municipality. This committee is chaired by the Municipal Manager and the IDP Unit is responsible for co-ordinating meetings. The invitation to attend the working sessions is usually extended to middle managers. These are all the representatives who are involved in the preparation of technical reports and information, formulation of recommendations as well as to prepare any other pertinent documents during the compilation of the IDP processes.

8.7 IDP Representative Forum

KwaDukuza Municipality uses its Ward Committee Monthly meetings as the IDP representative Forum. Efforts have been made to ensure that other stakeholders attend and present their programmes in this forum. The municipality during 2018/2019, invited stakeholders to be part of the IDP Forum. This was done to strengthen the existing platform where IDP related issues is discussed.

8.8 Functionality of Management Structures

Management structures such as MANCO and Extended MANCO are in place. The structures are all functional and meet on a monthly basis.

The IDP/Budget/PMS Steering Committee is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding;
- Support the IDP Manager in the management and co-ordination of the IDP;
- Discussion of input and information for the IDP review;
- Ensuring the monitoring and evaluation of the gathered information; and
- Attending to MEC's comments.

8.9 Council Adopted Communication Plan/Strategy

A communication policy and strategy was adopted during the previous administration, to cater for communication in KwaDukuza Municipality. Therefore, the Municipality is in the process of reviewing the communication policy. KwaDukuza Municipality has a fully-fledged communication unit who are responsible for the media liaison, webmaster/social media graphic designs and communication. The municipality have a clear programme of communicating with its citizen, this include the following:

- Monthly Radio Slots – the Mayor attends media interviews with commercial and community radio per month.
- The municipality has a formal social media pages, which are updated on daily business.
- The website is managed internal.

In the next financial year, the Municipality will be publishing its quarterly bulletin /newsletter to enhance its communication with the public.

8.10 Internal Audit, Audit Committee and Risk Management Committee

8.10.1 Functionality of Internal Audit Unit in KwaDukuza Municipality

The Municipality has an Internal Audit Unit which operates under the Office of the Municipal Manager. This is an independent unit as per S 165 of the MFMA. The objective of the unit is to provide assurance and consulting activities designed to add value and improve on municipal operations and internal control systems through systematic audits as per the approved Audit Plan. It helps the Municipality to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Head of the Unit administratively reports to the Municipal Manager and functionally to the Audit Committee. The unit has 2 internal auditors and a manager. The Unit also has 4 interns funded by FMG.

The scope of work of the Internal Audit Unit entails, *inter alia*, monitoring whether KwaDukuza Municipality 's risk management, control and governance processes as designed by Management are adequate and functioning in a manner to ensure:-

- Risks are appropriately identified and managed;
- Interaction with various departments within the Municipality and other stakeholders occurs regularly;
- Significant financial, managerial and operating information is accurate, reliable and timely;
- Employees' actions are in compliance with applicable policies, standards, procedures and relevant laws and regulations;
- Resources are acquired economically, used efficiently and adequately protected;
- Programmes, plans and objectives are achieved;
- Quality and continuous improvement are fostered in KwaDukuza Municipality's control processes;
- Significant legislative or regulatory issues that impact on the Municipality are identified and adequately addressed; and
- Evaluation and reporting on the Municipality's Performance Management

8.10.2 Establishment and Functionality of Performance Audit Committee/Performance Committee

The Municipality has appointed its own External Audit Committee consisting of members all of whom are appointed from outside of the political and administrative structure of the Municipality. The Chairperson and the other members of the External Audit Committee are all suitably qualified and function in accordance with the Audit Committee Charter. The Committees are combined.

Figure 156: Audit and Performance Committee Members

MEMBERS OF THE AUDIT/PERFORMANCE COMMITTEE	GENDER
Wendy Oelofse	Chairperson of the Audit Committee
Zweli Zulu	Chairperson: Performance Audit Committee
Bonga Mngoma	Member of Audit and PAC
Danie Bosch	Member : Audit Committee and PAC

The Audit Committee meets at least four times a year as per the MFMA and the Performance Audit Committee meets at least twice a year, other adhoc meetings are called from time to time to discuss specific reports and other legislated matters.

The Committee prepares two reports that are submitted to Council, which in essence outline the work carried out over the year. They also make various recommendations to Council for implementation.

8.11 Enterprise Risk Management

8.11.1 Enterprise Risk Management

KwaDukuza Municipality has a functional Enterprise Risk Management. This is in line with the MFMA requirement, wherein municipalities are to have and maintain effective, efficient and transparent systems for risk management. The focus of risk management in KwaDukuza Municipality is on identifying, assessing, managing and monitoring all known forms of risks across the Municipality.

While an operating risk cannot be fully eliminated, the Municipality endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within pre-determined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments. However, every employee is responsible for risk management. Risk Assessment workshops with management are conducted with an aim of ensuring that management understands the importance of managing risks for the benefit of the Municipality. The Municipality has put in place mechanisms to identify and assess risks and develop specific mitigating strategies, plans or actions should the need arise; and also records monitor and review risks continuously.

8.11.2 The Risk Register and Fraud Risk

There is a risk register in place which is monitored on a monthly basis, and reporting to the Risk Management Committee, Audit Committee, and Executive Committee as well or Council is done on a quarterly basis. Below are some of the risks that were identified within the organisation:

- Asset Management: Facilities Maintenance;
- Strategic Planning: Performance Management Systems;
- Electricity Infrastructure;
- Financial Management: Supply Chain Management;
- Electricity Infrastructure;
- Electricity: Provision;
- Facilities Management: Municipal Buildings;
- Municipal Services: Cemeteries Management;
- Financial Management: Assets Management; and
- Municipal Services: Fire Rescue Services.

(a) Risk Management Policy

A Risk Management Policy has been adopted by the Executive Committee. It enables management to proactively identify and respond appropriately to all significant risks that could impact on municipal objectives.

(b) Anti-Fraud and Anti-Prevention Strategy

The fraud and prevention policy is under review. It is presented at the relevant Council committees to ensure input from members before it gets adopted by Council.

8.11.3 Establishment and Functionality of Risk Management Committee /Combined Committee

The MANCO Risk Committee, in terms of its authority delegated by Council, facilitates the development of a formal Risk Management Framework and Strategy. The results of the risk assessments are used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks. The risk Committee meets once a quarter where discussion takes place on progress made in respect of the risks for a particular quarter. KwaDukuza Municipality has appointed an independent chairperson of the Risk Management Committee. The risk Management Committee is made up of MANCO members whose names are listed herein-below:

Figure 157: MANCO Risk Committee Members

Manco Risk Committee	Member
Mr S. Mashabane	Chairperson (Independent)
M. Manzini	Member
S. Kubheka	Member
S. Hlongwane	Member
S. Rajcoomar	Member
S. Khanyile	Member
S. Sithole	Member
C. Viramuthu	Member
N. Mthembu	Risk Management Support

8.12 Comprehensive List of Council Adopted Policies

Figure 158: Municipal Policies

POLICY	STATUS
CORPORATE SERVICES	
Learnerships Procedures & Guidelines Policy	The policy is in place and adopted by Council
Overtime Policy	The policy is in place and adopted by Council
Human Resource Policy	The policy is in place and adopted by Council
Risk Assessment Plan	The policy is in place and adopted by Council
Fraud and prevention policy	The policy is in place and adopted by Council
Employment Equity Plan	The policy is in place and adopted by Council
Skills Development Plan	The policy is in place and adopted by Council
Recruitment and Selection Policy &Procedure	The policy is in place and adopted by Council
Employment Equity Plan	The policy is in place and adopted by Council
Housing Allocation Policy	The policy is in place and adopted by Council
Communication Plan	The policy is in place and adopted by Council
HIV & AIDS Policy	The policy is in place and adopted by Council
Ward Committee Policy & Procedure	The policy is in place and adopted by Council
Operation and Use of Municipal Vehicles	The policy is in place and adopted by Council
FINANCE	
Rates Policy	Reviewed and adopted by Council in March 2019
Credit Control and Debt Collection Policy	Reviewed and adopted by Council in March 2019
Indigent Policy	Reviewed and adopted by Council in March 2019
Tariffs	Reviewed and adopted by Council in March 2019
Cash Management and Investment	Reviewed and adopted by Council in March 2019

POLICY	STATUS
Borrowing Policy	Reviewed and adopted by Council in March 2019
Virement Policy	Reviewed and adopted by Council in March 2019
Budget Policy	Reviewed and adopted by Council in March 2019
Funding and Reserves Policy	Reviewed and adopted by Council in March 2019
Asset Management Policy	Reviewed and adopted by Council in March 2019
Long Term Financial Planning	Reviewed and adopted by Council in March 2019
Policy on Infrastructure, Investment and Capital Projects	Reviewed and adopted by Council in March 2019
Supply Chain Management Policy	Reviewed and adopted by Council in March 2019

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the municipality. The key budget related policies are listed under Council Adopted and Promulgated Bylaws.

8.13 Council Adopted and Promulgated By-Laws

The municipality has developed and adopted a number of policies. These are reviewed on a yearly basis, before the start of the new financial year. Below is the list of polices that have been adopted by Council. **Bylaws:** The Council has developed a set of by-laws in line with the proclamation of standard by-laws by the provincial MEC for Local Government.

Figure 159: Council Approved By-Laws

BY-LAWS	STATUS
Spluma By-Laws	Adopted by Council and Gazetted
Building Regulations By-Laws	Adopted by Council and Gazetted
Waste Mangement By-Laws	To be developed in 2018/2019 F/Y

Council Adopted Strategies and Plans

Figure 160: Council Adopted Sector Plans

Sector Plan	Completed Y/N	Adopted Y/N	Date of Next Review
City Development Strategy	Yes	Yes	2019/2020
Review Spatial Development Framework	Yes	Yes	2019/2020
Disaster Management Plan (2016/17)	Yes	Yes	2019/2020
LED Strategy	Yes	Yes	2019/2020
Housing Sector Plan Review	Yes	Yes	2019/2020
Financial Plan 2018/2019	Yes	Yes	2019/2020
Roads and Storm water Master Plan	Yes	Yes	2019/2020
Storm Water Policy	Yes	Yes	2019/2020
Building Asset Maintenance Plan	Yes	Yes	2019/2020
Roads and Storm Water Maintenance Plan	Yes	Yes	2019/2020
Electricity Master Plan	Yes	Yes	2019/2020

8.14 Municipal Bid Committees

In terms of the MFMA and the SCMP the Accounting Officer must appoint members of different bid committees namely, Bid Specification, Evaluation and Adjudication. Accordingly the Municipal Manager has appointed members of the extended management committee to assist with speeding up the turnaround times of bid committee and also spread the work load amongst the managers tasked. The committees are as follows:

Figure 161: Bid Committees

BID SPECIFICATION COMMITTEE (TECHNICAL)	MEMBERS
F. Mhlongo	Chairperson
N. Singh	Member
N. Nxumalo	Member
P. Mkhwanazi	Member
D. Mhaule(Alternate Chairperson)	Member

BID SPECIFICATION COMMITTEE (NON TECHNICAL)	MEMBERS
N.C. Dlamini	Chairperson
R.D. Singh (Alternate Chairperson)	Member
S. Zungu	Member
W. Mhlongo	Member
M. Naidoo	Member
S. Kuber	Member

BID EVALUATION COMMITTEE (TECHNICAL)	MEMBERS
S. Khanyile	Chairperson
M. Ntata (Alternate Chairperson)	Member
T. Dube	Member
P. Govender	Member
L. Moothusamy	Member
D. Nunkumar	Member

BID EVALUATION COMMITTEE (NON TECHNICAL)	MEMBERS
F. Naidoo	Chairperson
E. Pereira (Alternate Chairperson)	Member
M. Ngcamu	Member
M. Ngubane	Member
N. Ngwane	Member
F. Sreramulu	Member

BID ADJUDICATION COMMITTEE	MEMBERS
S. Rajcoomar	Chairperson
S. Hlongwane (Alternate Chairperson)	Members
S. Khubeka	Member
M. Sithole	Member
S. Jali	Member
L. Shonaphi	Member
D. Pillay	Only attends in the event that the CFO is unavailable in terms of SCM Regulations 29(2)(a)

TENDER APPEALS COMMITTEE	MEMBERS
Nompumelelo Gumbi	Chairperson
C.V. Viraamutho	Member
Sifiso Zulu (Alternate Chairperson)	Member

The Bid Committee has a standing schedule of meetings and they meet according to that particular schedule.

8.15 Municipal Public Accounts Committee

To assist performing the oversight role KwaDukuza Municipality has also established the following committees:

Municipal Public Accounts Committee (MPAC)

Following the guidelines of the Department of Co-operative and Traditional Affairs the Council has established a Municipal Public Accounts Committee. The Committee consists of 5 Councilors of the municipality, who are not members of the Executive Committee. The Chairperson of the committee is appointed by the Council. The functions of the Committee include examination of the Annual Report based on the Annual Report and other service delivery related matters. It initiates any investigation in its area of competence and performs any other function assigned to it by resolution of the Council. The committee also examines:

- The financial statements of all executive organs of Council,
- Any audit reports issued by the Auditor General on the affairs of the Municipality and its Municipal Entity.
- Any other financial statements or reports to the Committee by the Council.

The MPAC reports to Council, at least on a quarterly basis, on the activities of the Committee which include a report detailing activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report**.**

Figure 162: Members of MPAC

MPAC	**Member/s**
Committee Member	Cllr O.J. Nhoca
Committee Member	Cllr N.P.Dube
Committee Member	Cllr N.Qwabe
Committee Member	Cllr S.M.R. Mfeka
Committee Member	Cllr M.C.M. Motala
Committee Member	Cllr T.P. Du Toit
Committee Member	Cllr S. Naidoo

8.16 Portfolio Committees

The portfolio committees are structured as per the national guidelines. Each Portfolio is properly constituted and meets once per month. Each business unit has a portfolio that it reports to which is chaired by a member of the Executive

Committee. Their core function is to look at specific issues that relate to each portfolio committee, research relevant issues and find all the necessary facts before these issues are discussed by Councilors that sit in each of the portfolio committees. The portfolio committees deliberate issues and then make recommendations to EXCO and the full Council, for the latter to take decisions.

Figure 163: Portfolio Committees, Members, Gender and Political Affiliation

Portfolio Committee/s	Member/s
LPA/HR Portfolio	***Cllr N.R. Khumalo: Chair***
	Cllr I.T. Nxumalo
	Cllr V. Govendor
	Cllr R. Singh
	Cllr E.M.Kalia
	Cllr A.L. Sahadew
	Cllr B.I.Dindi
Finance Portfolio	***Cllr J.A. Vallan: Chair***
	Cllr T.S.Ngidi
	Cllr I.P.Dude
	Cllr S.L.Cele
	Cllr L.A.E. Yingwana
	Cllr T.P. Du Toit
	Cllr N. Dasrath
	Cllr C.D. Mthembu
Infrastructure and Technical Portfolio	***Cllr T.V. Ntuli: Chair***

Portfolio Committee/s	Member/s
	Cllr N.J. Mpanza
	Cllr M. Ndlela
	Cllr M.S. Mhlongo
	Cllr M.Suleman
	Cllr C.N. Nhleko
	Cllr T.K. Gumede
Economic Development and Planning Portfolio	***Cllr N.R.Mthembu: Chair***
	Cllr D.W. Ndimande
	Cllr M.E. Zungu
	Cllr T.Colley
	Cllr V.V. Shezi
	Cllr T.Nkosi
	Cllr P.B. Mabaso
Municipal Services Portfolio	***Cllr D.Govender: Chair***
	Cllr H.Mbhatha
	Cllr S.W.Ntuli
	Cllr G.J. Van Whye
	Cllr T.T.Dube
	Cllr A.M.Baardman
	Cllr P.Naiddo

Portfolio Committee/s	Member/s
YSG Portfolio	***Cllr J.S. Phahla: Chair***
	Cllr M.E.Ngidi
	Cllr N.R. Shezi
	Cllr T.S.Ngidi
	Cllr G.Z. Mngomezulu
	Cllr V.Pillay
	Cllr D.H. Mthembu

8.17 Challenges and Proposed Interventions: Good Governance and Public Participation

Figure 164: Description of Challenges and Interventions

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
Dysfunctional Ward Committees and lack of public meetings.	• Provide on-going support to Ward Committees to improve their performance through training and ward committee meetings, • Ensure that all Ward Councillors conduct their quarterly meetings with the members of the public; • Ensure that stakeholder forums i.e. (IDP Rep Forum, LED Forum, OSS/ War Rooms, Youth Forums, Gender and Disability, HIV-Aids Local Council etc.) are functioning properly and report to Council on quarterly basis; and • Strengthen the use of communication platforms (e.g. websites, social media and municipal publications) to communicate and receiving of feedback from the community.
Deal with the perception of corruption and stagnant audit outcomes.	• Build capacity of Internal Audit to provide on-going assurance services to Council; • Ensure that Anti-fraud hotline is working and known by the public; • Conduct ongoing staff and community awareness on fraud and corruption policies of Council; • Implement consequential management against those who breach Council policies and laws of the Republic of South Africa; and • Encourage the public to attend Council meetings and participate in Annual Oversight report processes.

8.17 Good Governance and Public Participation SWOT ANALYSIS

Figure 165: Good Governance and Public Participation SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Effective IGR forums ▪ Regular Mayoral public meetings ▪ Communications Department ▪ Bulk SMS system as a means of communicating with stakeholders ▪ The existence of the Risk Management Committee ▪ Regular meetings of the Committee on Good Governance ▪ MPAC's existence and that it is a functional structure	▪ Poor level of Service delivery by some contractors. ▪ Service Delivery riots. ▪ Call-Centre not fully functional - calls at times go unanswered ▪ NB: the *Khuluma Maspala* has not been publishing for a long time due to a lack of budget. The tender was reversed. We still need to pursue same via the SCM.
OPPORTUNITIES	**THREATS**
▪ CDWs and Ward Committees to assist with communicating municipal information with the stakeholders. ▪ Monthly ward committee municipal meetings to dispatch service delivery information. ▪ Municipality's newspaper (Khuluma Maspala for communicating municipality's news to the communities. ▪ NB: the Khuluma Maspala has not been publishing for a long time due to a lack of budget.	▪ Deviations being a norm for Corp Government-vetting, change of scope etc. ▪ Poor planning & nonexistence of SALGA games business plan. ▪ Lack of understanding of the SCM policy and processes. ▪ Lack cooperative approach to Public participation.

8.18 Ward Based Plans

During the 2013/2014 financial year, a community based planning pilot programme was completed in KwaDukuza Municipality. The programme was piloted in some of the wards namely, wards 1, 3, 8,9,13,21,25,27. The Municipality was then advised by Cogta (IDP and Public Participation Units) that a copy of one ward based plan is to be attached to the draft IDP of 2017-2022 which is to be submitted to Cogta. A workshop was then held to further explain the CBP concept to previous Council and for them to deliberate on the way forward. Although the initiative was welcomed by the previous KwaDukuza Municipal Council, the following factors hindered progress:

- Timeframes to adhere to in terms of initiating the programme in the last term;
- Financial resources that are needed to cover all 27 wards then and with two additional ones this term;
- The suggested approach of planning in a municipality which would mean that the municipality would have to consider budgeting for strategic planning (IDP) as well as for attending to operational issues (CBP); and
- Availability of dedicated human capacity to implement and monitor the CBP programme in the Municipality.

In ensuring that the communities were engaged and participated in the process of identifying needs to be included in the finalisation of ward-based plans of all 29 wards and be considered in the IDP process, consultative meetings were conducted in wards during Mayoral Izimbizo and in some wards, ward councillors co-ordinated meetings in the new term of Council.

The identified needs and other issues of concern were then separated into three different categories namely, capital needs, operational needs and issues requiring repairs and maintenance. This was done in order to be able to plan accordingly for the term of Council. In some instances ward councillors co-ordinated their own meetings. This was to fast track prioritisation processes by the IDP steering committee. In as much as it is important that a reasonable quality document should be produced so that the plan contributes effectively to the IDP, it has to be acknowledged that it is work in progress and it be noted that:

- Out of 29 wards, two wards still have not developed their ward based plans; and
- The needs outlined in the ward based plans are aligned to the IDP social needs therefore were considered during project prioritisation and budgeting component of the IDP.

8.19 Land Use Management

KwaDukuza Municipality has established a stand-alone Municipal Planning Tribunal (MPT) which was gazetted on the 25th September 2015. The term of office for the MPT was further extended for an additional two years making the total term of office a period of 5 years as prescribed by the Spatial Planning and Land Use Management Act (No. 16 of 2013). The MPT has been functional since October 2015 with MPT meetings scheduled for the last Thursday of every month. The MPT further meet outside of the normal schedule depending on the influx of applications. The Municipality has fully complied with Regulation 14 as follows:

- The Municipality has an adopted SPLUMA By-law (By-law No. 2002) which outlines the application types, processes to be followed, public consultation as well as site inspections.
- The application forms made available to applicants provides details with regards to the place of submission.
- The Council adopted Tariff of Charges provides for the development charges that apply to each application type.

The Municipality has appointed three Authorised Officers as per Council Resolution C1057. The appointments are based on positions as follows:

- Director: Development Planning (Senior Municipal Planning Officer);
- Senior Manager: Development Control; and
- Chief Planner.

The Municipality currently has two Appeal Authorities in place one being the Executive Council of the Municipality and the second composed of only external members.

Figure 166: Land Use Management Challenges and Interventions

Challenges	Interventions
• Availability of MPT members in order to have the correct composition to adequate assess an application. (i.e. Traffic Engineers and Land Surveyors);	• The MPT may appointment the services of a Technical Advisor as well as request the review of studies by the competent officials. This may delay the process however it assists in ensuring that the decisions made by the MPT are well informed.
• Delivery of MPT agendas;	• The Department (Development Planning) has had assistance from Administrative Interns who assist with the delivery of agendas.
• The costs for the operation of the MPT have proven to be high.	• The MPT sittings and sites inspections are held on the same day to reduce the costs of compensating MPT members. The Municipality has also acquired printers and copiers for the printing of MPT agendas which was a high cost when outsourced.

8.20 2017/18 Annual Performance Report

KwaDukuza Municipality has reviewed its IDP for 2019/2020 and considered the previous financial year's performance information (2017/2018). The IDP has provided Annual Performance Report- 2017/2018: Chapter 3 of the Annual Report contains a service delivery performance report indicating targets achieved, targets not met and measures to improve performance. A copy of the Annual Report indicating service delivery performance as well as the corrective measures to address target that were not met.

The Organisational Scorecard approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures included within the Organisational Scorecard. This incorporates 19 priority measures selected from the IDP. These were agreed by Council Resolution C 755. The targets were reviewed and updated at Council meeting in line with Section 72 of MFMA regulating adjustment budget and performance assessment of a municipality within the first 6 months of the financial year vide resolution C 327. The criteria used reflect factors such as previous performance levels, comparative performance and budget implications.

The traffic light system used to report performance is as follows:

» **Blue –** Performance targets exceeded

» **Green –** Performance meets the target

» **Red –** Performance target not met

In relation to the 2017/2018 financial year end performance results, the final position indicated: - 25% of measures have exceeded the year-end target; 34% of measures met the year-end target and 41% of measures decreased performance compared to 2016/2017 financial year. Summary performance results for all priority measures included in the municipal scorecard are as follows:

Traffic Light Status	2015/2016 Performance	2016/2017 Performance	2017/2018 Performance
Blue – Exceeded target	24%	31%	25%
Green – Met target	43%	35%	34%
Red – Missed Target	33%	31%	41%

CHAPTER

4

9. Municipal Vision, Goals and Objectives

9.1 Municipal Vision, Mission and Core Values

KwaDukuza Municipality conducted a strategic planning session at the beginning of the current term of local government in 2016. The purpose of the session was to set out its long-term vision for achieving growth and development as would be set out in the IDP. The long-term vision was informed by a SWOT Analysis and the key municipal challenges and was very descriptive. Accordingly, the session effected the following:

- Review the Vision, Mission and Core Values;
- Review Challenges and Interventions;
- Review/Conduct SWOT Analysis;
- Review strategic goals, issues, development priorities, strategic objectives for each priority area (KPA);
- Review the municipal priorities;
- Review Policies and Organogram;
- Take a strategic decision on organisational turn around and focus; and
- Develop Organisational Scorecard and Departmental Operational Plans.

Please see Situational Analysis contained in Chapter 3 for ease of reference.

In light of the aforesaid, the session was expected to give birth to the newly transformed leadership and management that would instill a new organisational culture.

Vision

The vision of the KwaDukuza Municipality is to, by 2030, be a vibrant city competing in the global village economically, socially, politically and in a sustainable manner.

Mission

To achieve this vision, the KwaDukuza Municipality will:

- Drive local economic development;
- Deliver a high standard of essential services;
- Encourage public participation; and
- Overcome debt and achieve cost recovery on services provided.

Core Values of KwaDukuza

Essentially the operations of KwaDukuza Municipality are informed by the *Batho-Pele* Principles which act as guidelines in respect of relations and interaction between the Municipality and its customers, the community of KwaDukuza Municipality and other stakeholders. Accordingly, the core values upon which the Municipality operates are as follows:

Figure 167: Core Values of KwaDukuza Municipality

▪ Ethical behavior	▪ Flexibility and cooperatives
▪ Respect	▪ Compliance with all set regulations
▪ Honesty & Integrity	▪ Loyalty
▪ Accountability to each other and the public	▪ Unity
▪ Team work	▪ Efficiency
▪ Initiative and Innovation	▪ Professionalism
▪ Fiscal Responsibility	▪ Cost Effectiveness
▪ Excellent Customer Service	▪ Discipline
▪ Hard work and Timelines	▪ Diligence
▪ Care & protection of resources	▪ Openness and Transparency
	▪ Non-discriminatory

9.2 KwaDukuza Municipality Goals and Objectives

The Municipality has Goals, Objectives and Strategies set out in the IDP that are aligned with the KPAs. The table below indicates the alignment of KDM goals, objectives and strategies with the relevant policy frameworks.

Figure 168 : Objective, Strategies and Key Performance Indicators 2019-2020

NATIONAL KEY PERFORMANCE AREAS	KZN-PGDS	OUTCOME 9	B2B	STRATEGIC OBJECTIVES	IDP/ORG.SCORECARD & OPMS REF.NO	KEY PERFORMANCE INDICATORS
Municipal Transformation and Institutional Development	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To build capable and transformed institutional capacity	**OPMS:01**	**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 (NKPI)** Highest Three levels :- 1) Top Management MM, ED, and Directors (Task Grade 19 -26) 2) Senior Management (Task Grade 16 - 18) 3) Professionals (Task Grade 14 -15)
Municipal Transformation and Instutional Development	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To build capable and transformed institutional capacity	**OPMS:02**	**Execution of Council Human Resource Development Plan in terms of:** (i) Workplace Skills Development Plan (ii) Employment Equity
Municipal Transformation and Instutional Development	Governance and Policy	Human Resources Development	Skilled and capable workforce to support an inclusive growth path	To invest in skills development	**OPMS:03**	**The percentage of a municipality's budget actually spent on implementing its workplace skills plan (WSP) ;(NKPI)**

Municipal Transformation and Instutional Development	Governance and Policy	Human Resources Development	Skilled and capable workforce to support an inclusive growth path	To build capable and transformed institutional capacity	**OPMS:04**	Percentage resolution of IT issues raised by the AG Audit contained in the AG action Plan
Municipal Transformation and Instutional Development	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To enhance organisational performance	**OPMS:05**	Percentage completion of PMS activities as reflected in the OPMS Framework in compliance with Performance Management Regulations by 30 June 2020
Municipal Transformation and Instutional Development	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To enhance organisational performance	**OPMS:06**	Percentage achievement of organisational targets in the organisational scorecard
Municipal Financial Viability and Management	Human and Community Development	An inclusive and responsive social protection system	PUTTING PEOPLE FIRST	To contribute to a safe and secure environment	**OPMS:07**	Number of Traffic fines issued for traffic offences
Municipal Financial Viability and Management	Human and Community Development	An inclusive and responsive social protection system	PUTTING PEOPLE FIRST	To contribute to a safe and secure environment	**OPMS:07a**	Rand value revenue collected from outstanding fines and other traffic offences
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure municipal budget complies with MFMA and Treasury regulations	**OPMS:08**	Submission of 2019/2020 credible, accurate and transparent budget to Council in line with MFMA, 56 of 2003

Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To improve expenditure on Municipal Infrastructure Grant (MIG) allocation	**OPMS:09**	% expenditure on implementation of MIG infrastructure projects within budget
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To improve expenditure on Capital Budget	**OPMS:10**	**The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (NKPI)**
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes	**OPMS:11**	Number of statutory reports on effective expenditure management in terms of MFMA and Council SCM Policy
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes	**OPMS:11a**	Number of Budget implementation reports submitted to Council on budget spent.

Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure that the revenue of the municipality is collected and accounted for.	**OPMS: 12**	% reduction of irregular expenditure when compared to the 2017/2018 financial year.
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes	**OPMS: 13**	% reduction of outstanding debtors
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure proper Asset Management in line with prevailing accounting standards	**OPMS: 14**	i) Review and approval of Assets Policy ii)% of assets verified and reported to Council
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To improve expenditure on Capital Budget	**OPMS: 15**	Improved average turn around of tender procurement processes in accordance with the procurement plan
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure that at least of 45% of procurement is awarded to designated sectors i.e. Youth, Women and disabled.	**OPMS: 16**	Number of reports on the % of procurement awarded to designated sectors i.e. Youth, Women and disabled.

Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure financial viability of the municipality	**OPMS:17**	**Financial Management and viability expressed in the ff ratios: (NKPI)** Ratio of Current Assets: Current Liabilities
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure financial viability of the municipality	**OPMS:17a**	Ratio of Outstanding service debtors to annual revenue actually received for services (i.e. electricity and refuse)
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure financial viability of the municipality	**OPMS:17b**	Debt coverage ratio. Total operating revenue received - operating grants/ debt service payments
Municipal Financial Viability and Management	Governance and Policy	Responsive, accountable, effective and efficient developmental local government system	SOUND FINANCIAL MANAGEMENT	To ensure financial viability of the municipality	**OPMS:17c**	Ratio : Total operating revenue divided by debt service payments (i.e. interest plus redemption).
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To involve local communities in matters of local government	**OPMS:18**	Council approved 2019/2020 Customer Satisfaction Survey Report

Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Ensuring access to adequate Human Settlements and quality basic services	DELIVERING BASIC SERVICES	To facilitate provision of formal housing through construction of high quality houses.	**OPMS:19**	Number of new houses constructed
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Ensuring access to adequate Human Settlements and quality basic services	DELIVERING BASIC SERVICES	To ensure fair, transparent and compliant housing beneficiary management system.	**OPMS:20**	Number of houses handed over to beneficiaries
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Ensuring access to adequate Human Settlements and quality basic services	DELIVERING BASIC SERVICES	To restore human dignity through asset ownership	**OPMS:21**	Number of Enhanced Extended Discount Benefit Scheme (EEDBS) units transferred as per the business plan with Dept of Human Settlements (DOHS)
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all citizens have an electricity service connection	**OPMS:22**	**The number of households with access to basic level of electricity (NKPI)**
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all citizens have an electricity service connection	**OPMS:23**	**The percentage of households earning less than R3 500 per month with access to basic level of electricity (NKPI)**
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that energy losses are reduced within legislated guidelines	**OPMS:24**	% of Energy kilowatts loss reduced to 12% by target date.
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all citizens have an electricity service connection	**OPMS:25**	Percentage expenditure on the execution of capital budget for LT MAINS infrastructure projects in the North and South

Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all citizens have an electricity service connection	**OPMS:25a**	Percentage expenditure on the execution of capital budget for MV Networks infrastructure projects upgraded in the North & South
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all citizens have an electricity service connection	**OPMS:25b**	Percentage expenditure on the execution of capital budget related to the upgrade of the substation yard
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all citizens have an electricity service connection	**OPMS:26**	Percentage of general street lighting faults restored within 72hours (excluding faulty cables and stolen equipment)
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all citizens have an electricity service connection	**OPMS:27**	% expenditure on capital budget for the installation of new street lights in 7 Clusters
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To maintain and upgrade existing municipal infrastructure	**OPMS:28**	kilometres of existing unpaved roads regravelled
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To maintain and upgrade existing municipal infrastructure	**OPMS:29**	Kilometres of black top roads rehabilitated
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To maintain and upgrade existing municipal infrastructure	**OPMS:29a**	Number of roll over black top roads rehabilitated
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To maintain and upgrade existing municipal infrastructure	**OPMS:29b**	Number of roads rehabilitated

Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To maintain and upgrade existing municipal infrastructure	**OPMS:30**	Number of storm water infrastructure projects rehabilitated
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all households have access to roads	**OPMS:31**	Kilometres of access roads upgraded to blacktop
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that all households have access to roads	**OPMS:31a**	Number of ***ROLL OVER*** access roads upgraded to blacktop
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure safety to road users	**OPMS:31b**	Number of speed humps completed in all 29 wards (2 in each ward)
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure safety to road users	**OPMS:31c**	Kilometres of sidewalks constructed in Wards 19, 4, and 24
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure safety to road users	**OPMS:31d**	Number of wooden bridges completed
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure safety to road users	**OPMS:31e**	***(ROLL OVER)*** Construction of Nyathikazi bridge by target date
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure safety to road users	**OPMS:31f**	***(ROLL OVER)*** Construction of Chris Hani sportsfield by target date

Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:32**	Number of community halls completed
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:32a**	**(Roll Over)** Number of community halls completed
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:32b**	Number of commuter shelters completed
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:32c**	**(ROLL OVER)** Number of commuter shelters completed
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:33**	Construction of creches completed by target date
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:33a**	**(ROLL OVER)** Construction of creches completed by target date
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:34**	Number of recreational facilities upgraded
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To provide access to basic municipal services to all citizens	**OPMS:35**	**The percentage of households earning less than R3 500 per month with access to basic level of free solid waste removal (NKPI)**
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To provide access to basic solid waste services to all citizens	**OPMS:36**	**The percentage of households with access to basic level of solid waste removal (NKPI)**

Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to licenced burial facilities	**OPMS:37**	Percentage delivery of effective cemetery services to the communities (Vlakspruit Cemetery)
Basic Service Delivery and Infrastructure Development	INFRASTRUCTURE DEVELOPMENT	Improved Access to Basic Services	DELIVERING BASIC SERVICES	To ensure that the community has access to functional public amenities	**OPMS:38**	Development of the Waste management transfer station by target date
Cross Cutting Interventions	Human and Community Development	An inclusive and responsive social protection system	PUTTING PEOPLE FIRST	To contribute to a safe and secure environment	**OPMS:39**	***Total number of licences issued:*** *i)Learners Driver's License issued ii)Temporary Driving Licenses Issued iii) Duplicate Learners Licence Issued iv) PrDP issued v) Vehicle licenses renewed vi) Drivers Licences renewed vii) Applicants tested for driving*
Cross Cutting Interventions	Environmental Sustainability	An inclusive and responsive social protection system	PUTTING PEOPLE FIRST	To prevent and reduce the impact of disasters within KDM jurisdiction	**OPMS:40**	Number of disaster incident reports logged in the occurrence book
Cross Cutting Interventions	Environmental Sustainability	An inclusive and responsive social protection system	PUTTING PEOPLE FIRST	To prevent and reduce the impact of disasters within KDM jurisdiction	**OPMS:41**	Number of inspections conducted in areas identified as high risk occupancies and sensitive land use

Cross Cutting Interventions	Environmental Sustainability	An inclusive and responsive social protection system	PUTTING PEOPLE FIRST	To prevent and reduce the impact of disasters within KDM jurisdiction	**OPMS:42**	***Total number of campaigns conducted on fire safety, social crime and safety campaigns:*** i) Fire safety campaigns ii) Social Crime Prevention programme iii) School road and water safety campaigns
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:43**	Percentage of SPLUMA applications (Rezoning/subdivision/Scheme Amendments) processed within stipulated time
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:43a**	Percentage of SPLUMA Record of Decision issued within 21 days after decision has been taken
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:43b**	Percentage of consent applications (i.e. relaxations) processed within 60 days from closing date of advert or date of submission
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:44**	Percentage of building plans less than 500m2 processed within 30 days
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:44a**	Percentage of building plans more than 500m2 processed within 60 days

Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:44b**	Percentage reduction of referral rate to improve business processes related to building plan assessment
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:44c**	Percentage of Site Development Plan (SDP) Applications processed within 90 days from date of submission
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:45**	Number of stakeholder engagement on development application processes
Cross Cutting Interventions	Spatial Equity	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:46**	Number of progress reports submitted by Service Provider to measure project implementation
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:47**	Functionality of Electronic Document and Records Management System (EDRMS) through scanning of applications by target date
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:48**	Number of development planning bylaws blitz (joint planned enforcement operations) conducted
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:49**	Number of gated estates visited to undertake enforcement operations
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:50**	Number of policies/ bylaws reviewed and adopted by Council

Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:51**	Number of Environmental Awareness Programmes conducted
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Sustainable human settlements and improved quality of household life	PUTTING PEOPLE FIRST	Developing and sustaining the spatial, natural and built environment	**OPMS:51a**	Number of environmental compliance inspections organised with sector departments
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Protect and enhance our environmental assets and natural resources.	PUTTING PEOPLE FIRST	Promote and support Low Carbon Development Path	**OPMS:52**	Percentage of climate change mitigation/ adaptation projects implemented
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Protect and enhance our environmental assets and natural resources.	PUTTING PEOPLE FIRST	Promote and support Low Carbon Development Path	**OPMS:52a**	Number of progress report submitted to Climate Change Registry (ICLEI-Reporting Platform)
Cross Cutting Interventions	ENVIRONMENTAL SUSTAINABILITY	Protect and enhance our environmental assets and natural resources.	PUTTING PEOPLE FIRST	Promote and support Low Carbon Development Path	**OPMS:52b**	Number of climate change project funding proposal submitted to funders by 30 June 2019
Cross Cutting Interventions	Human and Community Development	An efficient, effective and development oriented public service	PUTTING PEOPLE FIRST	To promote economic growth by creating an enabling environment for SMME development	**OPMS:53**	Number of entrepreneurs participating in the programme
Cross Cutting Interventions	Human and Community Development	An efficient, effective and development oriented public service	PUTTING PEOPLE FIRST	To provide educational guidance to local citizens	**OPMS:54**	Number of career guidance programmes facilitated for the youth.

Cross Cutting Interventions	Human and Community Development	An efficient, effective and development oriented public service	PUTTING PEOPLE FIRST	To provide educational guidance to local citizens	**OPMS:55**	Number of programmes conducted for unemployed youth graduates
Cross Cutting Interventions	Human and Community Development	An efficient, effective and development oriented public service	PUTTING PEOPLE FIRST	To provide educational guidance to local citizens	**OPMS:56**	Number of job preparedness programmes facilitated
Cross Cutting Interventions	Human and Community Development	An efficient, effective and development oriented public service	PUTTING PEOPLE FIRST	To involve local communities in matters of local government	**OPMS:57**	Number of functional stakeholders forum meetings held
Local Economic Development	Inclusive Economic Growth	Creation of a conducive and enabling environment for economic growth and development	DELIVERING BASIC SERVICES	To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed	**OPMS:58**	**The number of jobs created through municipality's local economic development initiatives. (NKPI)**
Local Economic Development	Inclusive Economic Growth	Creation of a conducive and enabling environment for economic growth and development	DELIVERING BASIC SERVICES	To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed	**OPMS:59**	**The number of jobs created through municipality's capital projects. (NKPI)**
Local Economic Development	Inclusive Economic Growth	Creation of a conducive and enabling environment for economic growth and development	DELIVERING BASIC SERVICES	To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed	**OPMS:60**	Number of job opportunities created through implementation of Expanded Public Works Programme (EPWP)

Local Economic Development	Inclusive Economic Growth	Creation of a conducive and enabling environment for economic growth and development	DELIVERING BASIC SERVICES	To develop a prosperous, inclusive, transformative and diverse local economy	**OPMS:61**	Number of cooperatives supported
Local Economic Development	Inclusive Economic Growth	Creation of a conducive and enabling environment for economic growth and development	DELIVERING BASIC SERVICES	To develop a prosperous, inclusive, transformative and diverse local economy	**OPMS:62**	Number of Emerging Furniture Manufacturers Cooperatives Supported
Local Economic Development	Inclusive Economic Growth	Creation of a conducive and enabling environment for economic growth and development	DELIVERING BASIC SERVICES	To develop a prosperous, inclusive, transformative and diverse local economy	**OPMS:63**	Date approval of 5 year Local economic development plan
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government	**OPMS:64**	Approval and adoption of the 2019-2020 IDP in line with S129 MFMA & Chapters 5&6 MSA by Council by target date
Good Governance and Public Participation	Governance and Policy	Deepen democracy through a refine ward committee model	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To involve local communities in matters of local government	**OPMS:65**	Number of reports on functionality of ward committees received, consolidated and submitted to Council.
Good Governance and Public Participation	Governance and Policy	Deepen democracy through a refine ward committee model	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To involve local communities in matters of local government	**OPMS:66**	Number of Community engagement meetings held

Good Governance and Public Participation	Governance and Policy	Deepen democracy through a refine ward committee model	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To involve local communities in matters of local government	**OPMS:67**	Approval and adoption of community based plans in line with MSA Sec 16(1) and 29 (b)
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To ensure effective and efficient integrated legal and advisory Legal Services for Council	**OPMS:68**	Number of days taken to sign all contracts issued.
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To ensure effective and efficient integrated legal and advisory Legal Services for Council	**OPMS:68a**	Number of contract management reports submitted to Council
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To ensure effective and efficient integrated legal and advisory Legal Services for Council	**OPMS:69**	Number of days for vetting and approving of SPLUMA legal documents
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To provide effective and efficient Internal Audit services for Council	**OPMS:70**	Approval of the 2019-2020 Risk based Internal Audit Plan by Audit Committee and Council by target date
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To ensure compliance with the laws and regulations	**OPMS:71**	Percentage of AG findings resolved in the AG action plan
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To enhance organisational performance	**OPMS:72**	Number of progress reports to Council on implementation of Lekgotla Resolutions

Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To identify, assess and manage key risks of which organisation is exposed to	**OPMS:73**	Approval and adoption of the Risk Register by Council
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To perform follow-ups on implementation of action plans	**OPMS:74**	Number of Top 20 risks mitigated from the risk register
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To address oversight requirements of risk management and institution's performance with regards to risk management	**OPMS:75**	Number of emerging risks identified and mitigated
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government	**OPMS:76**	Number of Operation Sukuma Sakhe war-room intervention reports consolidated and submitted to Council (OSS)
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To ensure co-ordinated effort for the implementation of positive impact towards behaviour change.	**OPMS:77**	Number of HIV/AIDS program reports consolidated and submitted to Council
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To streamline empowerment and development of vulnerable groups	**OPMS:78**	Number of programmes identified and implemented for vulnerable groups

Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	PUTTING PEOPLE FIRST	To involve local communities in matters of local government	**OPMS:79**	Approval and roll-out of Batho Pele programme
Good Governance and Public Participation	Governance and Policy	An efficient, effective and development oriented public service	PUTTING PEOPLE FIRST	To involve local communities in matters of local government	**OPMS:80**	Number of communication and marketing activities implemented

9.3 Defining a Goal, Objective and Strategies

For all intents and purposes, the Municipality had to endeavour to clearly articulate the distinctions between Goals, Objectives and Strategies as follows:

- **GOAL:** A goal can be defined as an observable and measurable end result or outcome which one may set to achieve in terms of a fixed time-frame. In the context of an IDP Strategic Planning for a Municipality goals should refer to specific targets which serve as major steps to achieve the vision of a Municipality, in other words the desired destination where the Municipality needs to be. In achieving a goal/s it is imperative that one must take the necessary *objective* step and apply a particular *strategy*.

- **OBJECTIVE:** An objective plays the role of being the defined step that one must take in order to achieve not the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that it is intended to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to get to the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very different.

- **STRATEGY**: Can be defined as a clever way or powerful tactic that one must apply in endeavor to achieve the set goal. In this instance, the strategy fundamentally plays the role of being the reason why the Municipality has to do what it has to do in order to achieve the set goals.

9.4 Goals and Objectives Addressing the Key Challenges

KwaDukuza Municipality's goals and objectives address the Key Challenges. The goals and objectives of the IDP do address the Key Challenges as outlined in Chapter One of this document. Whereas the revised KZN PGDS envision that by 2035 the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world.

9.5 Alignment of KDM Goals and Objectives with KZN PGDS

Indeed, KwaDukuza Municipality has its goals and objectives aligned to the KZN PGDS.

9.6 KDM Goals and Objectives Aligned to 6 KZN KPAs

The goals and objectives of KwaDukuza Municipality are unpacked as per the 6 KZN KPAs as follows:

Figure 169: Alignment of KDM Goals to KZN-KPAs

KEY PERFORMANCE AREAS	KWADUKUZA MUNICIPALITY GOALS
Municipal Transformation & Institutional Development	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
Basic Service Delivery and Infrastructure Development	▪ Expand and maintain the provision of quality basic services and the integrated human settlements
Good Governance & Public Participation	▪ Improve good governance, audit outcomes and consequence management, ▪ Strengthen public participation, complaints management system and accountability ▪ Ensure mainstreaming and meaningful participation of vulnerable groups (ie. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships,
Financial Viability and Management	▪ Enhance municipal financial sustainability,
Local Economic Development	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
Cross-Cutting Interventions	▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability,

CHAPTER

5

10. Strategic Mapping

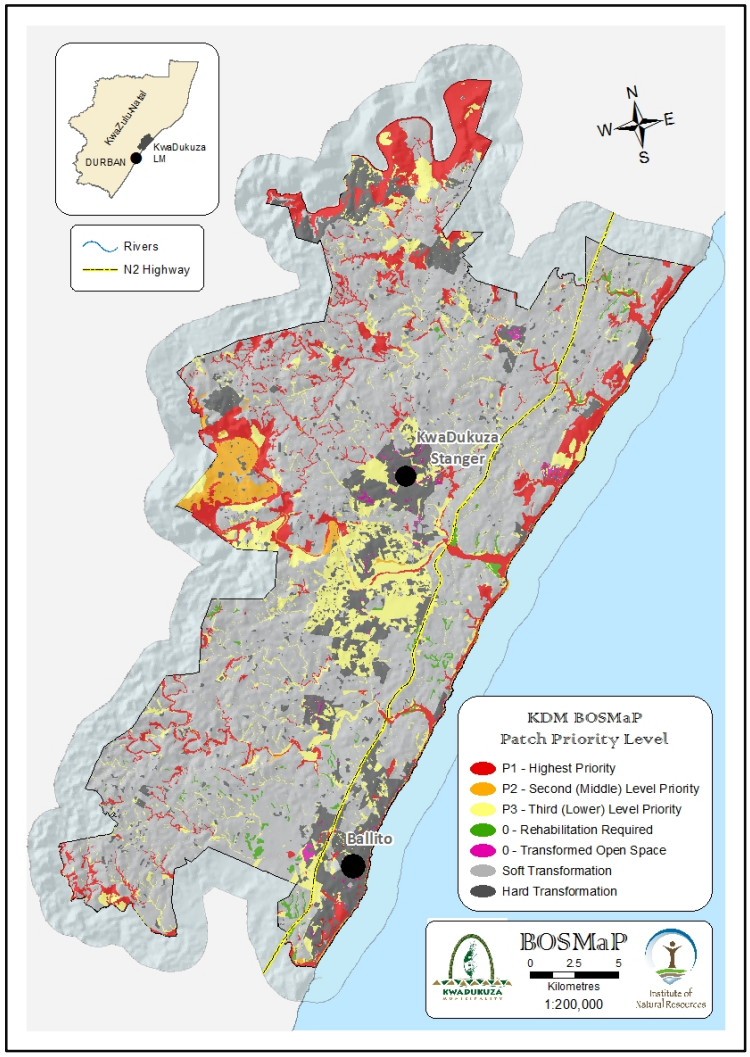
The KwaDukuza's strategic mapping is a planning process which is derived within a broader package of spatial development framework plans. It is influenced by and takes direction from an Integrated Development Plan. It in turn provides direction to the formulation of local area plans and possible precinct plans. The role of the Spatial Development Framework and the related Land Use Management Framework is to:

- To provide strategic guidance for the future, physical/spatial development of KwaDukuza Municipal area.
- To ensure that the envisaged physical/spatial development reflects the social, economic, environmental development issues identified in the IDP, i.e. while the SDF and LUMS provides primarily guidance for the existing and future physical/ spatial development of the municipality, such development can only be considered appropriate if it adequately addresses the social, economic, environmental, institutional issues identified in the IDP.
- To identify access routes as investment lines, i.e. utilizing levels of accessibility as guidance for the location of development components.
- To recognize natural resources as primary assets, i.e. positively integrating natural elements in the creation of a human and sustainable development.

10.1 Map Reflecting Environmental Sensitive Areas, Agricultural Potential Areas and Disaster Risk

10.1.1 Map Reflecting Environmentally Sensitive Areas

Figure 170: Map Showing Environmentally Sensitive Areas



Bosmap Attribute Table Field Descriptions

Figure 171: Bosmap Attribute Table Field Descriptions

Attribute Field	Field Description	Example
Level_1	Level 1 landcover categorization – functional zones	Terrestrial vegetation
Level_2	Level 2 land cover categorization – structural classification	Forest
Level_3	Vegetation type classifications based on KZN Wildlife vegetation types.	KwaZulu-Natal Coastal Forests : Southern Moist Coastal Lowlands Forest

Attribute Field	Field Description	Example
Condition	Condition class of untransformed land cover /vegetation – Good, Fair, Degraded or Transformed (transformed is only applied to wetlands and estuarine functional zones)	Good
Area_Ha	Polygon area in Ha	13.66357776800
Features	Specific things of interest about the area – effectively comments of knowledgeable individuals. Information should be used together with other BOSMaP information when assessing a site.	Potential habitat for Crested guinefowl and Thicktailed bushbaby. Blackbreasted Snake eagle breed here
VegStatus	Conservation status of the vegetation type encountered in each area (KZN Wildlife)	Critically Endangered
Con_Status	This field provides an indication of any conservation status given to the polygon. In KwaDukuza, the only proclamations have been planning zonations, with some areas zoned as 'Public Open Space' and areas zoned as 'Conservation'.	Public Open Space
BOSMaP_Pty	**This field provides a textual; description of the integrated priority level of the polygon (see Table 25 for implementation guidelines).**	**P1 – Highest Priority**
BOS_Scr	**This field provides the integrated priority level of the polygon established through the BOSMaP prioritization process.**	**1**
CP_PRTY	Categorisation of **coastal protection** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	2
FA_PRTY	Categorisation of **flood attenuation** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	0
FM_PRTY	Categorisation of **flood mitigation** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	3
NR_PRTY	Categorisation of **natural resource harvesting** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	3

Attribute Field	Field Description	Example
SR_PRTY	Categorisation of **soil retention** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	1
TR_PRTY	Categorisation of **tourism and recreation** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	2
WR_PRTY	Categorisation of **water regulation** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	2
WS_PRTY	Categorisation of **water supply** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	0
WT_PRTY	Categorisation of **waste treatment** ecosystem service areas into priority areas based on scoring outlined in chapter 6 of this report. Priority ranking as for Bio_Prty	3
ES_HighScr	The highest ecosystem service score encountered in this polygon	1
ES_Pt1_Cnt	The number of priority 1 services encountered in this polygon	1
ESS_Pty	The ecosystem services summary field reflecting the following classification. 1 = more than one 'priority 1' service located at the site 2 = One 'priority 1' service located at the site 3 = Maximum priority score encountered on site is 2 or 3	2
ESSvs_Pty	This field provides a textual description of the priority level of the polygon (see ESS_Pty) with respect to ecosystem services.	

Attribute Field	Field Description	Example
IRR	Irreplaceability category of each patch based on municipal conservation targets (the highest value encountered at the site). **Ir1** = 1 (100% irreplaceable (all area is required to meet the stipulated target)), **002** = 0.8 – 1 (80 – 99.99%) **003** = 0.6 – 0.8 (60 – 89.99%) **004** = 0.4 – 0.6 (40 – 59.99%) **005** = 0.2 – 0.4 (20 – 39.99%) **0** = 0 (0%)	Ir1
SUMM_IRR	An index of irreplaceability values in which the all irreplaceability values encountered at a site are summed and the total is divided into categories to identify the areas where highest cumulative irreplaceabilities are located (those with the highest irreplaceability scores. This is usually categorized into: **001** = 99th percentile i.e. top 1 % of sites **002** = 95 – 99th percentile i.e the next 4% of sites **003** = 80th – 95th percentile **004** = 50th – 80th percentile **005** = 0 – 50th percentile **0** = Summed Irreplaceability = 0	002
BOSMaP	Integrated priority score based on the matrix highlighted in chapter 6.	1

Attribute Field	Field Description	Example
Biod_Score	A categoristation of irreplaceability scores. 1 = Highest priority areas 2 = Moderate - High priority areas 3 = Moderate priority areas	1
Biod_Prty	This field provides a textual description of the priority level of the polygon (see Biod_Score) with respect to its biodiversity importance.	1 – Highest Priority
Connectivity	The contribution of the queried patch to **habitat connectivity**. High = Good and fair condition habitat falling within connectivity zones Moderate = degraded habitat falling within connectivity zones None identified = habitat falls outside of connectivity zones.	High connectivity importance
SITEKEY1	Habitat patch identifier used for biodiversity assessments. This may be repeated in the database because ecosystem services and functional zones sometimes split habitat patches into several polygons.	2540

10.1.2 Maps Reflecting Agricultural Potential Areas

Many parts of the KwaDukuza Municipal area are classified as having high potential agricultural land, by virtue of a range of factors such as the conducive climate and soil potential. This pattern of high potential agricultural land extends Westwards from KwaDukuza, roughly along the alignment of the R74, suggesting a strong agricultural corridor with a fairly well-connected service spine.

The extent of cultivated land within the KwaDukuza area is gradually declining as pressures for urban development increase, particularly in the Southern portions closer to eThekwini, a trend that is also influenced by changes in the sugar production context as a whole. At the same time, the possibility of sugar cane as a basis for bio- fuel production has also been suggested as a possible economic contributor in the future.

Figure 172: Agricultural Potential

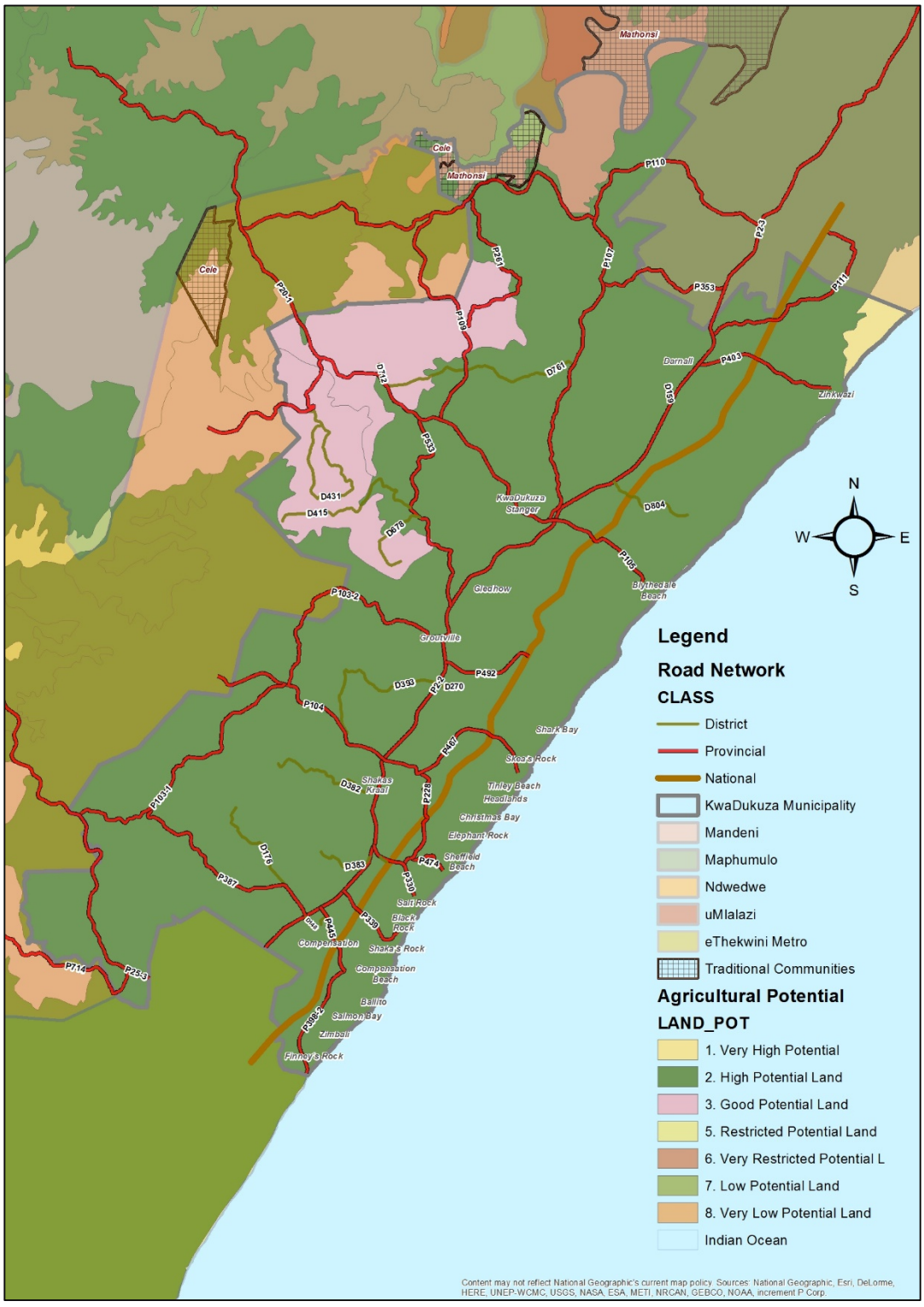
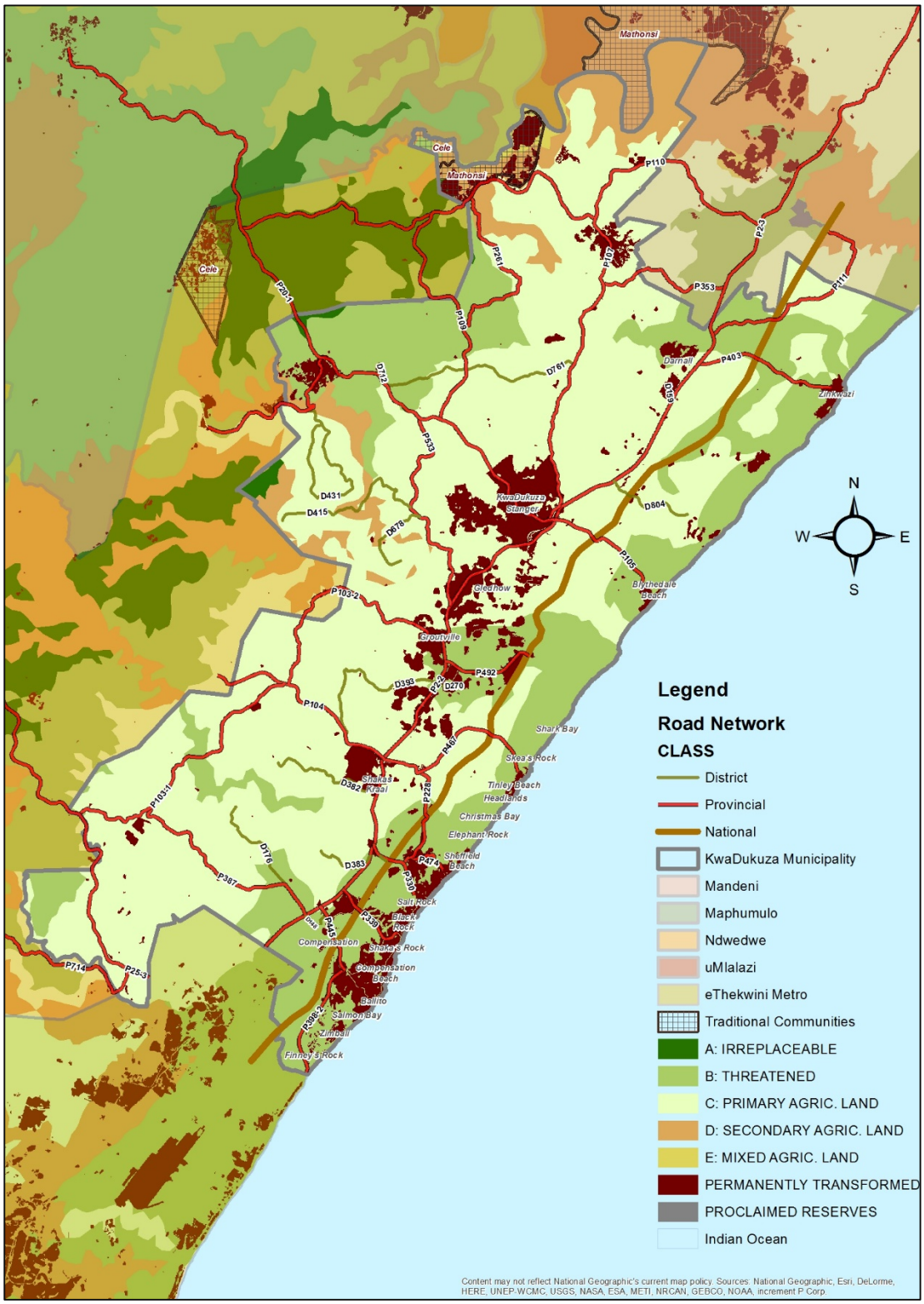
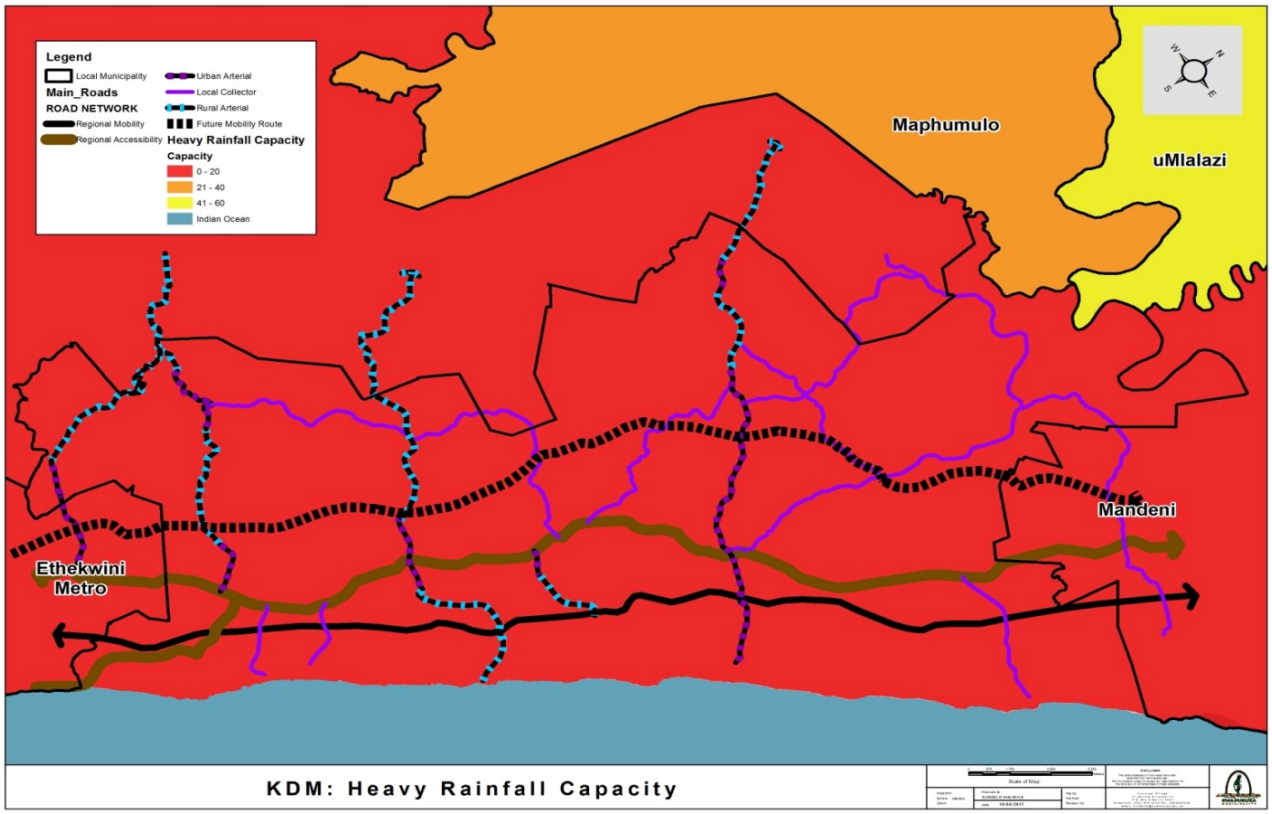


Figure 173: Agricultural Land Categories



10.1.3 Map Reflecting Disaster Risk Profile

Figure 174: Heavy Rainfall Capacity



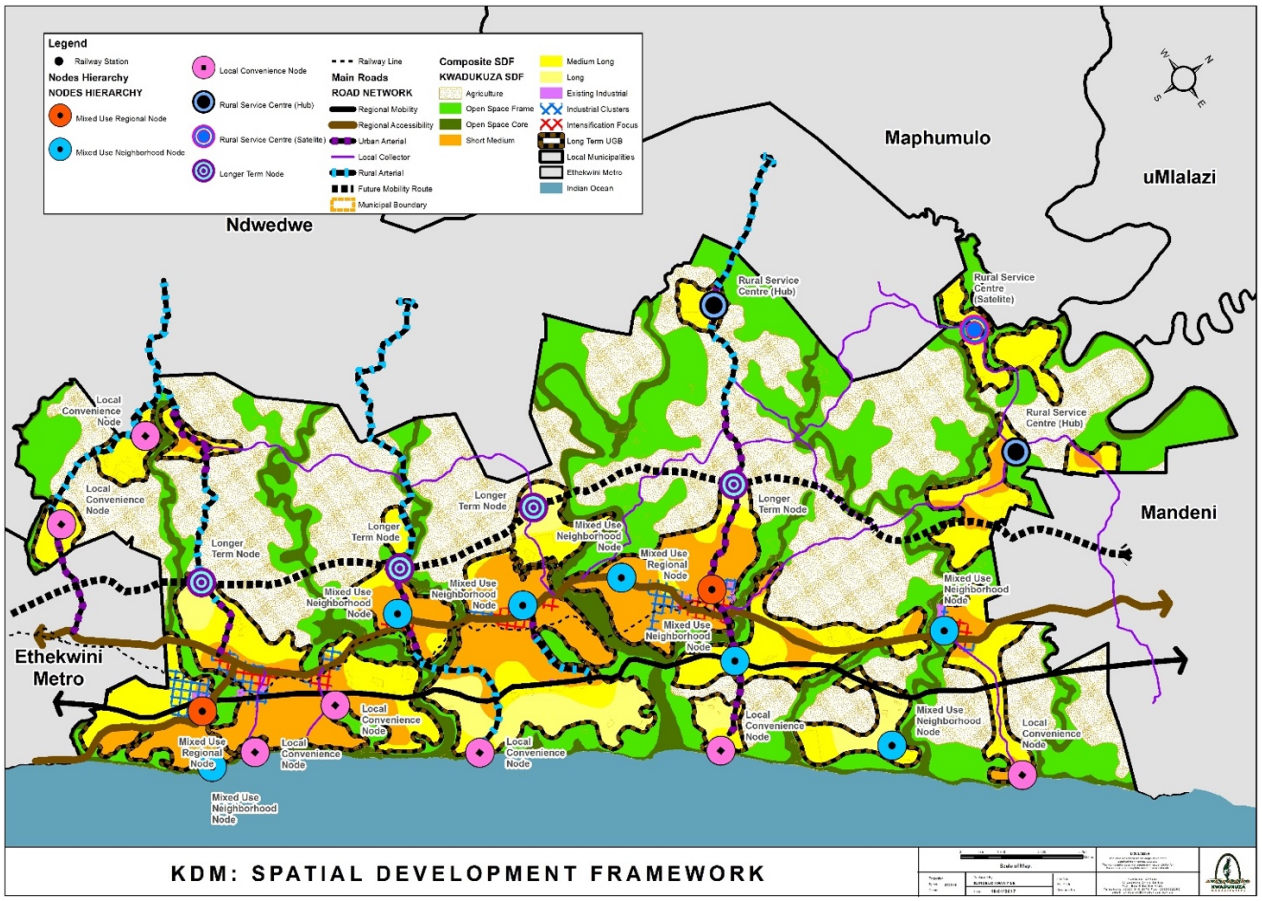
10.2 Municipality's Desired Spatial Outcomes

The SDF is envisaged to provide strategic guidance for the future spatial development of the municipality, responding to the social, economic, environmental and related developmental issues that are identified.

The SDF makes use of the well-known system of identifying nodes and major roads at the third level categorization, although the nodes are not distinguished by their size and function according to the hierarchy of centers. This is driven by:

- The analysis of the existing situation,
- The vision and directive to advance KwaDukuza Town as an administrative node
- An implicit requirement that each of the existing towns should be subject to integration, compaction, and more particularly that each existing town would share the growth imperatives of the municipality.

Figure 175: KDM Spatial Development Framework



10.3 Alignment of Maps with Challenges

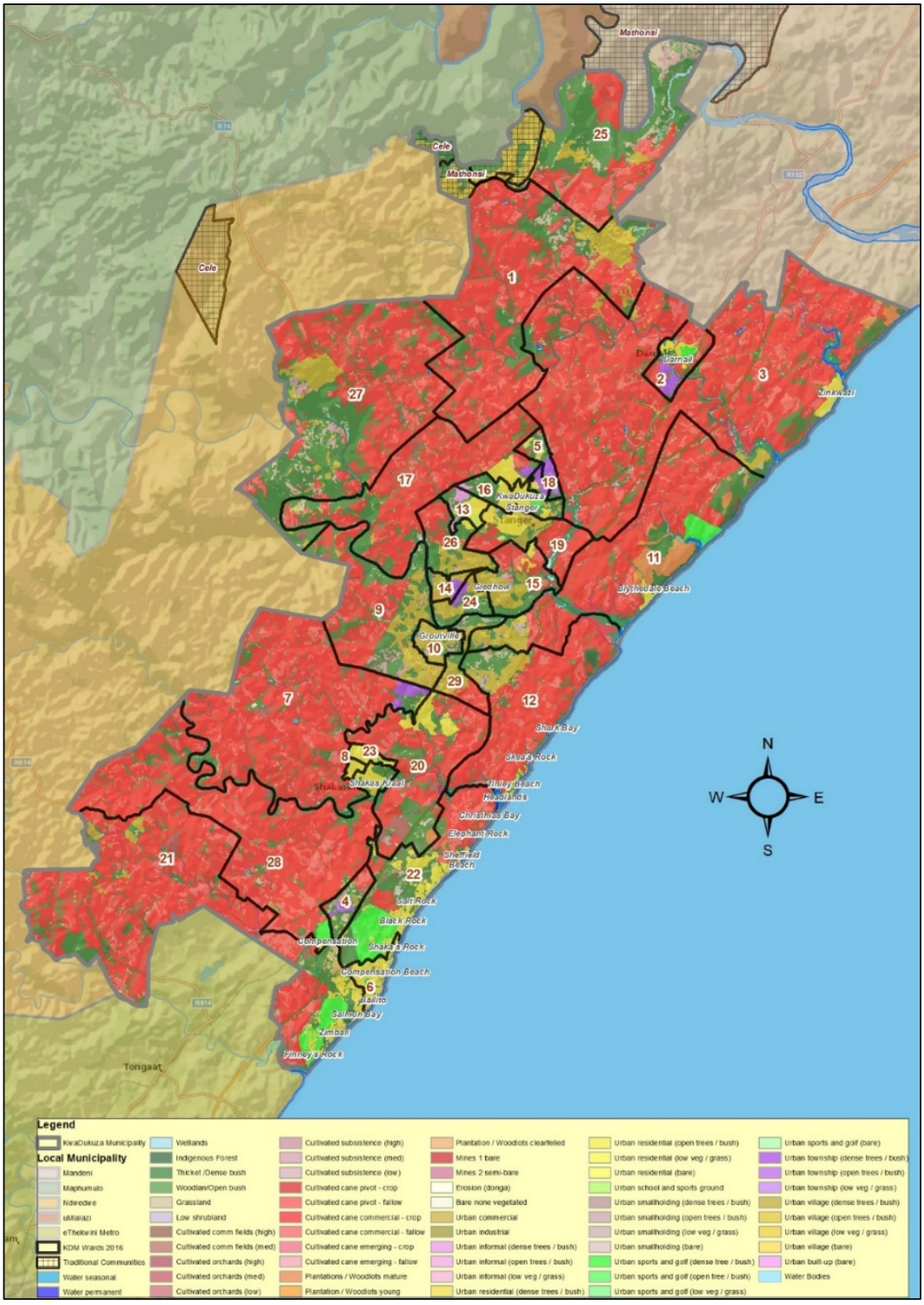
Proper implementation of the KDM SDF will address the key challenges and ensure the realization of the vision, goals and objectives of the Municipality.

10.4 Desired Spatial Form and Land Use

KDM's desired spatial from and land use is as per SDF depicted in Section 10.2 above.

10.5 Spatial Reconstruction

Figure 176: KDM Land Cover



10.6 Public and Private Development

Figure 177: Public and Private Development in KDM

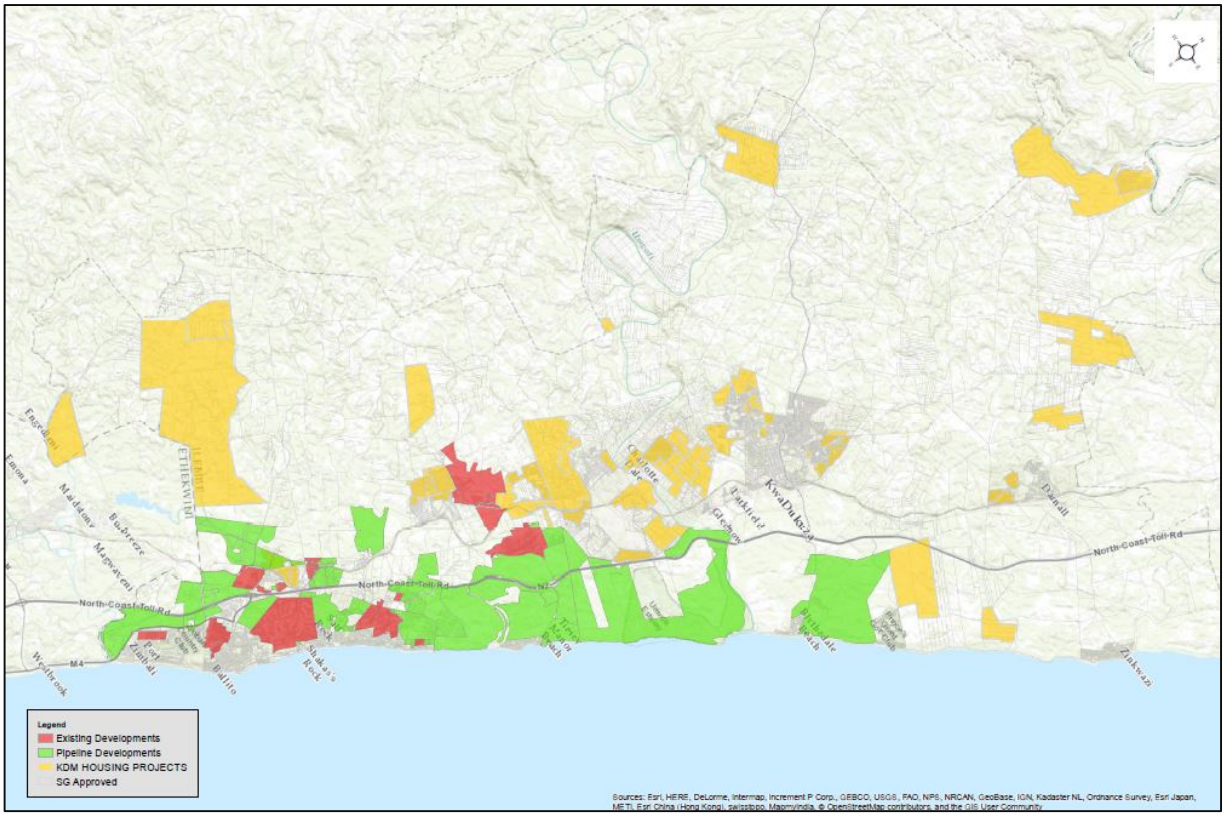
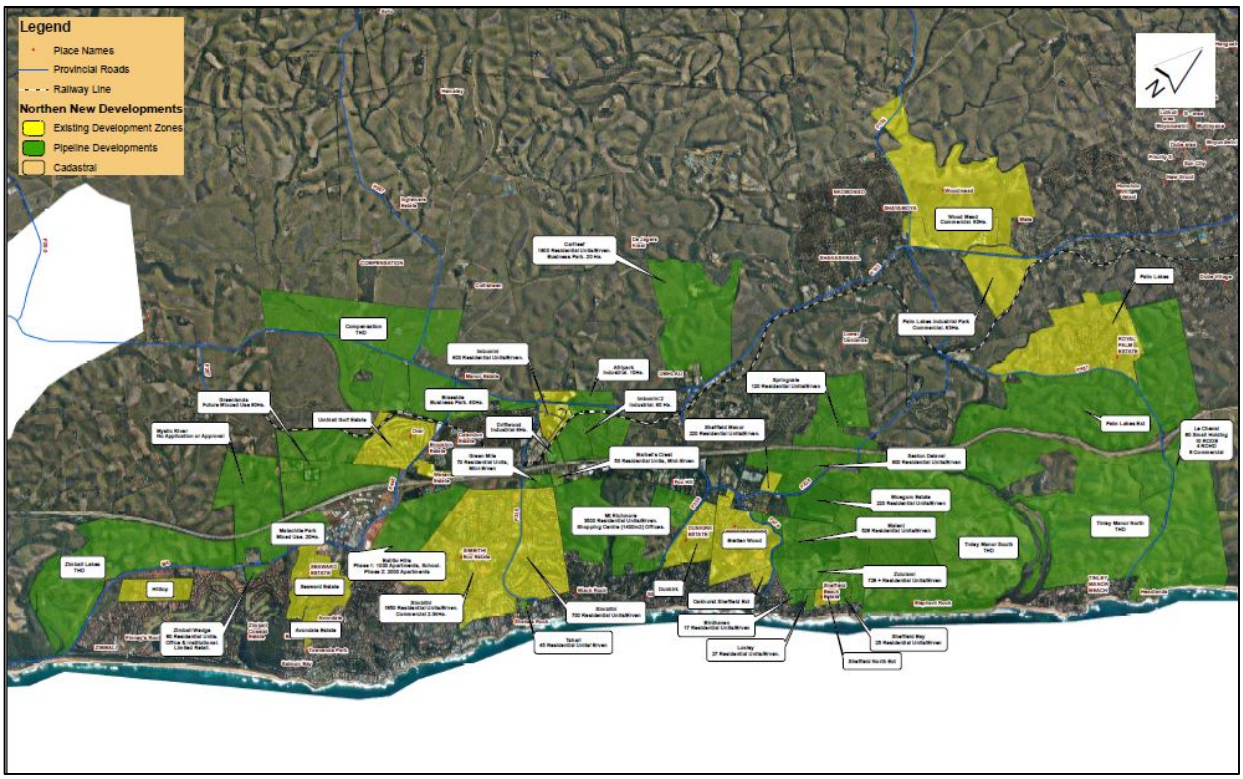
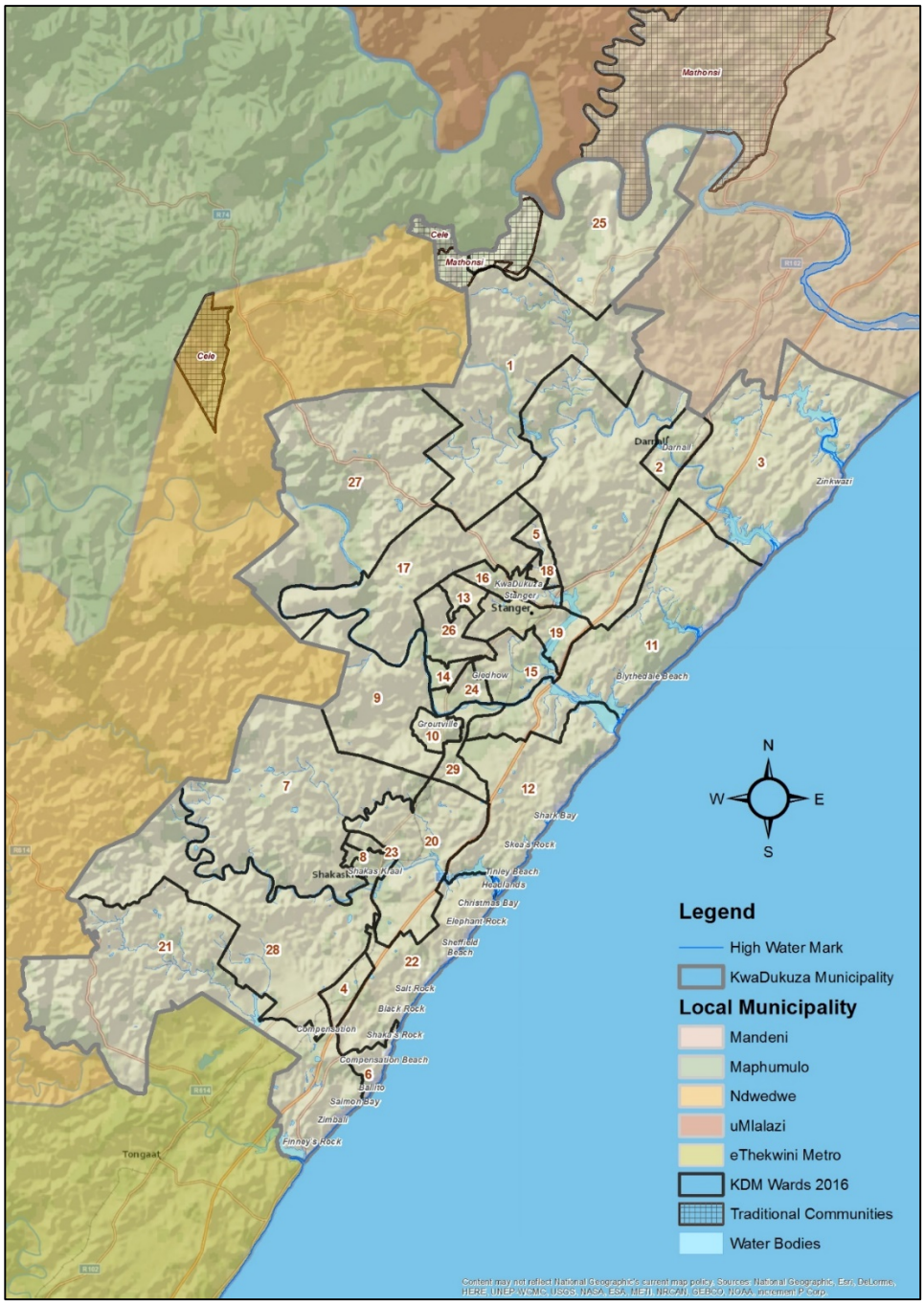


Figure 178: Private Development in the Northern Areas



10.7 Spatial Alignment with Neighbouring Municipalities

Figure 179: Spatial Alignment with Neighbouring Municipalities

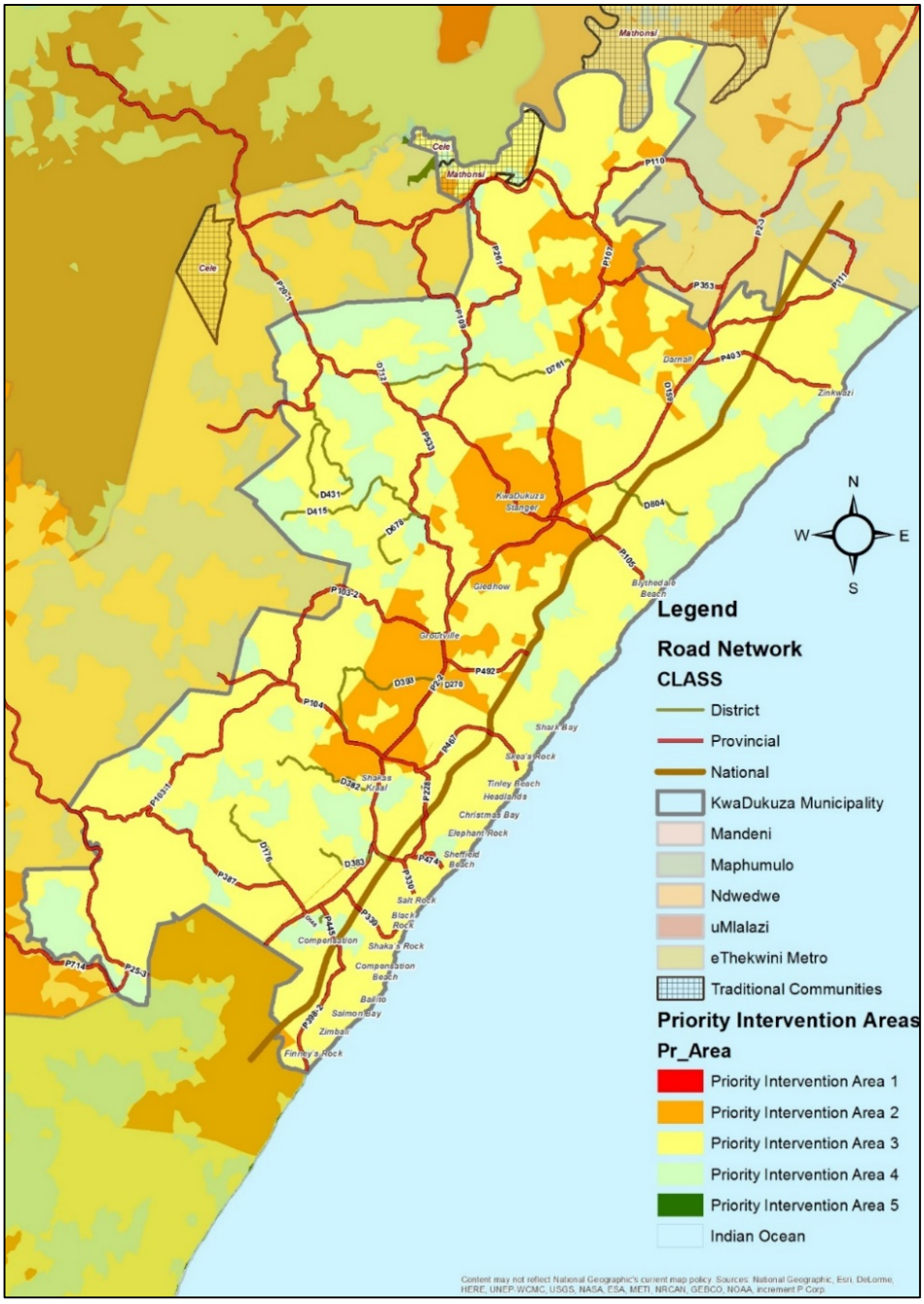


10.8 Public Private Land Development and Infrastructure Investment

This Map depicts both public and private developments projects that are complete and current in the KDM area of jurisdiction.

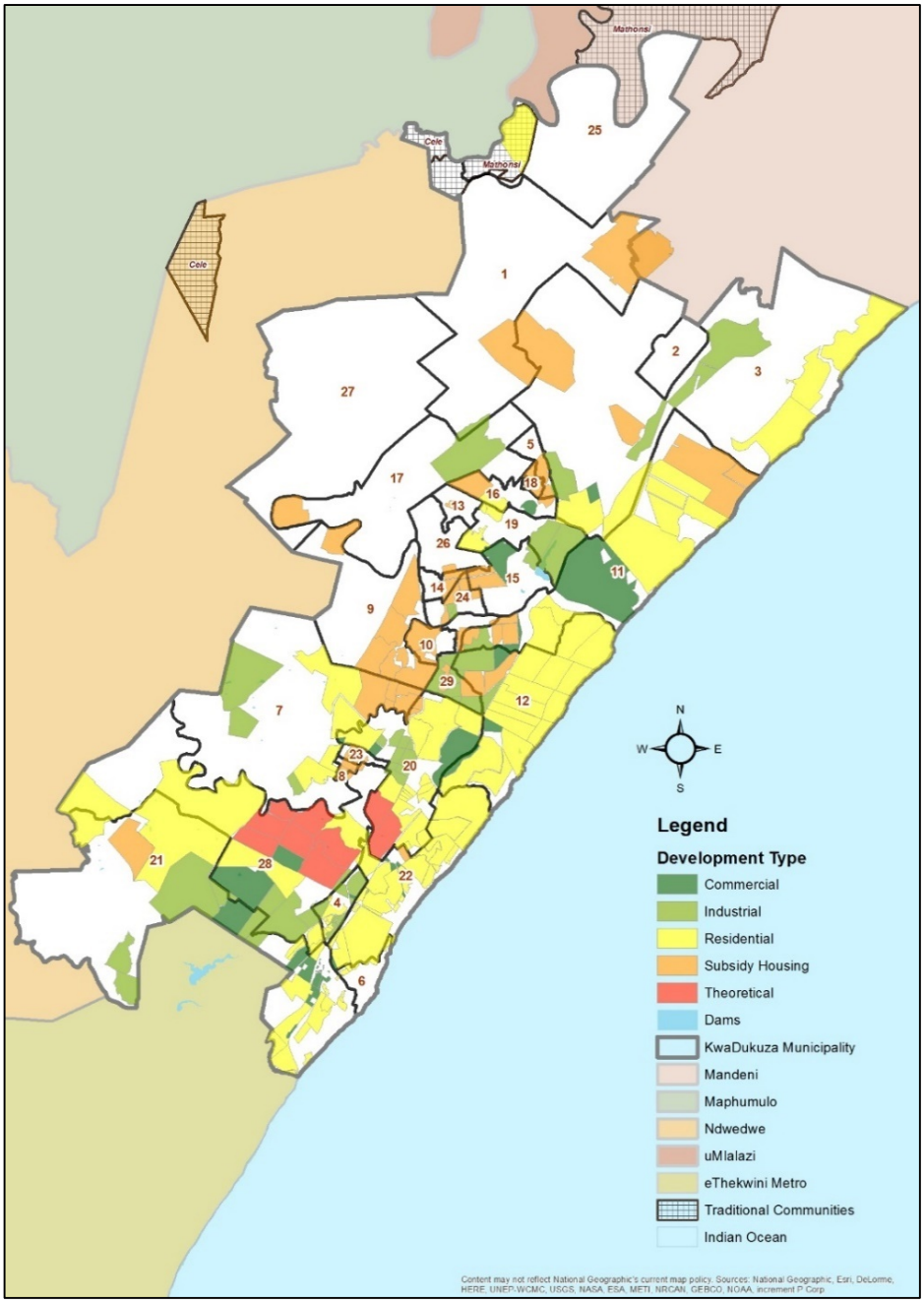
10.9 Priority Intervention

Figure 180: Priority Intervention Areas



10.10 Priority Spending within KwaDukuza

Figure 181: KDM's Priority Spending



CHAPTER

6

11. Financial Plan

Introduction of mSCOA, Implementation and Compliance

Working in accordance with the provisions of Section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Co-operative Governance and Traditional Affairs, the Minister of Finance gazetted the Municipal Regulations on Standard Chart of Accounts (mSCOA) on 22 April 2014. Essentially mSCOA provides a uniform and standardised financial transaction classification framework. Accordingly, mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should utilise to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This is done with a view to resulting in an enhanced understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations are applicable to all municipalities and municipal entities and indicate mSCOA's applicability and relevance to each specific municipal environment while simultaneously accommodating organisational uniqueness and structural distinctions. The Regulations provide for a three-year preparation and readiness window and it is mandatory upon all the country's 278 municipalities that they be compliant with the mSCOA classification framework by 1 July 2017.

Since mSCOA is a municipal business reform, the Municipal Manager is burdened with the overall responsibility to manage the successful implementation of the mSCOA project within the municipality, in order to ensure that the municipality is able to capture all transactions (at posting level) in accordance with mSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

In its endeavour to implement the mSCOA Regulations the KwaDukuza Municipality established the mSCOA Steering Committee as a multi-disciplinary team, encompassing members from various business who are members of Extended Manco.

Following its introduction and for purposes of ensuring that municipal personnel gained the necessary understanding of mSCOA, the Municipality undertook training thereof so that they would be able to implement it correctly and appropriately.

The representatives, at the appropriate senior level of all departments are represented on the Steering Committee, which is chaired by the Director Budgeting and Compliance. The KDM have chosen to use the Munsoft as its mSCOA System Provider.

KwaDukuza Municipality's Financial/Budget Plan for 2019/2020 was adopted by Council in May 2019 and a copy is attached as annexure 27.

11.1 Overview of the 3 Year Municipal Budget, Analysis and Explanation

The Financial Plan provides an overview of the 3-year Municipal Budget, Analysis and Explanation thereof. The Municipality's Financial Plan is prepared over MTERF and its analysis and explanations are well documented on the executive summary submitted to Treasury and COGTA respectively. The final budget is annexed hereto for ease of reference.

11.2 Financial Strategies

All copies of financial strategies are provided as annexure 20 for ease of reference. The Budget/Financial Plan for KwaDukuza Municipality reflects sound financial strategies with regard to expenditure an in particular cost containment measures that are being implemented. The Financial Plan covers sound financial strategies and are listed below:

11.2.1 Policy on Long Term Financial Planning

The purpose of the policy is to outline the comprehensive long-term financial planning that will ensure long term financial sustainability for the Municipality. A long-term financial planning is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the Municipality to move towards self-sufficiency in meeting the growing demands of service delivery and infrastructure requirements. A long-term financial planning is important by identifying and prioritization of expected needs based on the Municipality's Five-Year Integrated Development Plan and details estimated amounts of funding various sources.

11.2.2 Financial Strategy Framework

The priority for the Municipality, from the financial perspective is to ensure viability and sustainability of the Municipality. The long-term financial planning and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

a) **Revenue Eenhancement Strategy.** The objectives of the strategy are:

- To seek alternative sources of funding;
- Expand Income base through implementation of new Valuation Roll;
- The ability of the Community to pay for services;
- Identification and pursuance of Government Grants;
- Tightening Credit Control measures and Debt Collection Targets;
- Improve customer relations and promote a culture of payment;
- Realistic Revenue estimates;
- The impact of inflation, the Municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

b) **Asset Management Strategy.** The objectives of the strategy are as follows:

- The implementation of a GRAP compliant Asset Management System;
- Adequate budget provision for Asset Maintenance over their economic lifespan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and control except specific exclusions are covered by insurance.

c) **Financial Management Strategies.** The objectives of the policy are:

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Prepare the risk register and application of risk control;
- Implement controls, procedures, policies and by-law to regulate fair, just and transparent transaction;
- Training and development of senior financial staff to comply with prescribed minimum competency level;
- Implement GRAP standards as gazetted by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for the past financial years.

d) **Operational Financing Strategies:** The objectives of the policy are:

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve supply chain management processes in line with the regulations.

e) **Capital Funding Strategies:** The objectives of the strategy are to:

- Ensure service delivery needs are in line with Long Term Financial Planning;
- Careful consideration/prioritization on utilizing resources in line with the IDP;
- Analyse feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending; and
- Maximising infrastructure development through the utilization of all available resources.

f) **Cost Effective Strategy:** The objectives of the strategy are

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increase in relation to the inflation rate taking into consideration the macro growth limit guideline and Municipal cost increase;
- To remain as far as possible within the following selected key budget assumptions:
  - i) Provision of bad debts of at least 2%
  - ii) Overall cost escalation to be linked to the average inflation rates;
  - iii) Tariff increase to be in line with inflation plus Municipal growth except when regulated;
  - iv) Utilisation of equitable share for indigent support through free basic services;
  - v) Maintenance of assets of at least 6% of total operating expenditure; and
  - vi) Capital cost to be in line with the acceptable norm of 18%.

g) **Measurable Performance Objective for Revenue.** The objectives of the strategy are to:

- To maintain the debtors to revenue ratio below 10%;
- To maintain a debtors payment rate of above 90%;
- To ensure that the debtors return remain under 40days; and
- To keep the capital cost on the operating budget less than 18%.

11.2.3 Financial Management Policies

The purpose of the financial policies are to provide a sound environment to manage the financial affairs of the Municipality. The key budget related policies are listed below:

1. **Tariff Policy:** prescribes the procedures for calculating tariffs charged to the consumers. The policy is required in terms of Section 74 of the Local Government Municipal Systems Act, Act of 32 of 2000;

2. **Rates Policy:** required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of property rates.

3. **Indigent Support Policy:** the policy is to ensure that the Municipality is providing and regulate access to free basic to all registered indigents;

4. **Budget Policy:** sets out the principles which must be followed in preparing Medium Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

5. **Asset Management Policy:** the objective of the policy is to prescribe the accounting and administrative procedures relating to the property, plant and equipment.

6. **Accounting Policy:** describes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognised Accounting Practices (GRAP) and Accounting Standards.

7. **Supply Chain Management Policy:** is developed in terms of Section 111 of the MFMA, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of Municipal Services.

8. **Subsistence and Travel Policy:** regulates the reimbursement of travelling and subsistence costs to officials and Councillors attending official business.

9. **Credit Control and Debt Collection:** provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied by the municipality.

10. **Cash Management, Banking and Investment Policy:** ensures that cash resources are managed in the most efficient and effective manner possible.

11.3 Three (3) Year OPEX

The 3-year OPEX is indicated in the Budget/Financial Plan for 2019/2020 and has included an allocation of Operations and Maintenance costs for municipal Fixed Assets. Refer to the 2019/2020 Budget/Financial Plan annexed hereto for ease of reference.

11.4 KwaDukuza Municipality Ability's Operational Expenses

The repairs and maintenance are budgeted for against the total of non-current assets. Refer to the 2019/2020 Financial/ Budget Plan annexed hereto for ease of reference.

11.5 Financial Plan with Projects and Committed Funding

The Financial Plan contains projects with committed funding, which is internal (MTEF allocations inclusive of Sector Departments allocation/projects). The Financial Plan include the allocations for sector departments with confirmed and/or committed projects with budget.

CHAPTER

7

12. Kwadukuza Municipality Organisational Scorecard 2019/2020

KwaDukuza Municipality's Organisational Scorecard details the implementation of service delivery and the budget for the financial year in compliance with the Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003). The scorecard serves as a contract between the administration, the Council and the community, expressing the objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The scorecard facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

The scorecard from which the SDBIP emanates shall be approved by the Council in May 2019. A copy of 2019/2020 scorecard is provided as annexure 21. Both the scorecard and the SDBIP report on all the key performance indicators:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Good Governance and Public Participation;
- Municipal Financial Management Viability; and
- Cross-Cutting Interventions.

The process towards the development of the 2019/2020 Scorecard/SDBIPs has taken into consideration the legislative requirement as per the MFMA. Further to the credibility of the information the following processes will be undertaken:

- Engagement with the departments on the current performance and proposed adjustments;
- Development of systems descriptions for each SDBIP indicator as per Auditor general's requirements;
- Signed off by the Heads of Departments for the adjusted budgets against the indicators and systems descriptions; and
- Presentation of the SDBIP to the Municipal Manager for input before its final adoption.

CHAPTER

8

13. Organisational And Individual Performance Management System

Introduction and Background

KwaDukuza Municipality adopted and approved a PMS Policy/Framework as well as procedure manual for S56 staff members in order to manage, monitor and evaluate their performance as indicated in the Performance Management Regulations. The Policy is reviewed annually if there are any changes in the Policy or in the IDP priorities as required by the Legislations. Development of key performance indicators as per Section 42 of the MSA is done in line with the IDP process during the annual IDP review as prescribed by the Act. Performance Monitoring underpins the Municipality's IDP in terms of reviewing progress regularly in achieving our priorities and delivering value for money.

Early investigation of variances enable remedial action to be taken where appropriate. Monthly Operational reports are submitted ten days after the end of the month, to Manco, Portfolio Committees and ultimately to Council. The quarterly departmental reports are consolidated from the Organisational Scorecard, and submitted on the 10th after the end of the quarter to Performance Monitoring and Evaluation section. Reports and the POEs are analysed then a consolidated report submitted to Manco, Internal Audit, PAC and ultimately to Council outlining the performance of the Business Units and the Organisation against the service delivery targets in the Organisational Scorecard as well as the Service Delivery Budget Implementation Plan, detailing incurred expenditure against what was planned for each quarter under review.

The Finance Budget Section also submits the in-year Section 72 reports to Council as prescribed by the MFMA and other relevant financial prescripts. Both Performance and Financial information is submitted to the Internal Audit by the 20th after the end of the quarter for auditing. The internal Audit then prepares an audited report and submit to the Audit Committee and Council. At the end of the financial year, the 4 quarterly reports are consolidated to form an Annual Report with both financial and non-financial performance information. The report is submitted to Manco, PAC and Internal Audit before it can be submitted together with Annual Financial Statements to the Auditor -General for Annual Auditing by the 31st of August of each financial year.

During the 4 quarters after each performance report has been audited and submitted to all the Council structures, Executive Directors are assessed by the Performance Evaluation Committee that was established by Council to monitor and evaluate their performance on quarterly basis. This process is concluded by an Annual Performance Evaluation which normally occurs after the report from the Auditor General has been received and the Annual Report adopted by Council. This final performance evaluation is a tool that is used to assess if the S56 staff are legible to get performance bonuses of between 5% and 14% as prescribed by Performance Management Regulations.

The Organisational Scorecard approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. KwaDukuza Municipality revised 2019/2020 scorecard template to align with MSCOA requirements. The performance report is based on measures included within the Organisational Scorecard. This incorporates 19 priority measures selected from the IDP. These were agreed by Council Resolution C 755. The targets were reviewed and updated at Council meeting in line with Section 72 of MFMA regulating adjustment budget and performance assessment of a municipality within the first 6 months of the financial year vide resolution C 327. The criteria used reflect factors such as previous performance levels, comparative performance and budget implications.

The traffic light system used to report performance is as follows:

» **Blue –** Performance targets exceeded

» **Green** – Performance meets the target

» **Red –** Performance target not met

13.1 Application of OPMS in KDM

KwaDukuza Municipality has a Council approved Organisational PMS Framework and Individual PMS Policy, a copy of which is attached as annexure for ease of reference 22. An explanation on how the OPMS is applied in the Municipality is contained in the PMS-Policy Framework referred herein. The PMS Policy Framework is being implemented.

13.2 Council Approved IDP for 2019/2020 contains the following

- Organisational key performance indicators linked to departmental indicators,
- Departmental Indicators linked to outputs in the Performance Agreements;
- Outputs in the Performance Agreements linked to activities in the operational plans and Indicators.

13.3 Departmental and Individual Indicators

The OPMS (Departmental and Individual Indicators) are aligned with the goals, objectives and strategies contained in Development Strategies Chapter in the IDP 2019/2020.

13.4 Back To Basics (B2B)

The OPMS (Organisational Scorecards) are aligned to the B2B Pillars. The B2B Progress Report for Quarter-2-(two) 2018/2019 is attached hereto as annexure 24 for ease of reference. Performance indicators are included and fully explain how the SDBIP is measured.

CHAPTER

9

14. Background

KwaDukuza Municipality revised its 5-year implementation plan template to align with MSCOA requirements as per the revised implementation plan for Treasury and COGTA and contains the following:

- Key Challenge
- Objective
- Strategy
- Performance Indicator
- Baseline
- 5-Year Targets
- Confirmed Budget
- Funding Sources
- Responsibility

KwaDukuza Municipality IDP Implementation Plan for 2019/2020 respond on the community needs that were identified during the formulation of the five-year IDP (2017/2018 to 2021/22). The community needs were sourced during the Mayoral Imbizo, Ward Committee Meetings and from previous term priorities. A report on ward based community needs is attached in the IDP as Annexure 24.

The summary of community needs as identified during the inception of this term IDP which are being implemented by the municipality are as follows:

(a) Jobs/employment and business opportunities,

(b) Access to low cost, affordable and rental housing stock,

(c) Access to water and sanitation,

(d) Access to electricity,

(e) Street lighting,

(f) Public amenities i.e. sports and recreational facilities, community halls

(g) Black top roads, stormwater management,

(h) Maintenance of existing infrastructure,

(i) High youth unemployment,

(j) Skills development,

(k) Addressing of community safety, crime and drug abuse,

(l) Respond to climate change and disaster incidents,

(m) Prioritise needs of the vulnerable groups (women, disabled),

(n) Provision of economic infrastructure,

15. Sector Projects

Figure 182 : Implemetation Plan: Sector Department and Private Sector

Figure 183 : National Treasury MTEF Allocations

B KZN292 KwaDukuza	2019/20 R thousands	2020/21 R thousands	2021/22 R thousands
Direct transfers			
Equitable share and related	**167 408**	**185 716**	**206 232**
Fuel levy sharing			
Infrastructure	**61 684**	**64 869**	**70 555**
Municipal infrastructure grant	51 684	54 501	58 555
Urban settlement development grant			
Public transport network grant			
Integrated national electrification programme (municipal) grant	10 000	10 368	12 000
Neighbourhood development partnership grant (capital grant)			
Rural roads assets management systems grant			
Integrated city development grant			
Regional bulk infrastructure grant			
Water services infrastructure grant			
Municipal disaster recovery grant			
Integrated urban development grant			
Metro informal settlements partnership grant			
Capacity building and other current transfers	**3 529**	**1 800**	**1 800**
Local government financial management grant	1 800	1 800	1 800

Municipal systems improvements grant			
Expanded public works programme integrated grant for municipalities	1 729		
Infrastructure skills development grant			
Municipal emergency housing grant			
Energy efficiency and demand side management grant			
Municipal disaster grant			
Municipal human settlements capacity grant			
Municipal demarcation transition grant			
Sub total direct transfers	**232 621**	**252 385**	**278 587**
Indirect transfers			
Infrastructure transfers	**4 335**	**7 632**	**8 052**
Regional bulk infrastructure grant			
Integrated national electrification programme (Eskom) grant	4 335	7 632	8 052
Neighbourhood development partnership grant (technical assistance)			
Rural households infrastructure grant			
Water services infrastructure grant			
Bucket eradication programme grant			
Capacity building and other current transfers	**-**	**2 750**	**2 000**
Municipal systems improvements grant		2 750	2 000
Sub total indirect transfers	**4 335**	**10 382**	**10 052**
Total	**236 956**	**262 767**	**288 639**

Figure 184: SEMBCORP Projects

PROJECT NAME	PROJECT STAGE	BUDGET
		2019/20
New booster pump station for Barbets Crest	Completed	2,000,000
Refurbishment of Frasers lab office, Standby house	Implementation	200,000
Construction of 2.5Meg Cell Taffeni Reservoir	Implementation	14,354,459
Zululami bulk sanitation scheme sewer rising main	Implementation	14,369,421
Ballito Hills sanitation scheme	Implementation	14,837,645
Installation of AMR for district meters	Implementation	230,000
Various Raise & Replace meters - 2018	Implementation	
Construction of new Bogmore Reservoir	Implementation	14,837,645
Installation of new sewer line Sanctuary	Implementation	320,000
New, relocation & drainage of standpipes - 2018	Implementation	175,000
Installation of 2 x immersible pumps - Simbithi SPS	Implementation	737,334
Raise & Replace sewer manholes - 2018	Implementation	480,000
1 Meg link - Frasers to Ballito	Implementation	2,500,000
Replacement of AC Pipe - Tinley Manor	Implementation	393,537
Extension of Frasers workshops 2018	Implementation	250,000
Borehole & Recycling plant licencing	Implementation	150,000
Replace motors & gearboxes - Sheffield WWTW Clarifier	Implementation	72,450
Resolve outstanding issue, Brooklyn Reservoir	Implementation	80,000

Hydraulic Analysis & Water Main Extension - Lazuli	Pre-Planning	38,203
Replace Blowers for aerators - Frasers WWTW	Implementation	1,100,000
Replace Lifting Beams @ various SPS & Frasers	Implementation	175,646
Installation of Telemetry - SSW Sites	Implementation	1,000,000
Transfering Shakaskraal WPS to Shayamoya	Implementation	50,000
Installation of Transformer at Compensation SPS	Implementation	200,000
Replace Burglar Guards at Shayamoya Reservoir, Shakashead SPS, Shakaskraal SPS and Lali Park SPS	Implementation	100,000
Raise & Replace Meters - various areas	Implementation	500,000
New Installation, Relocation Removal of Standpipes - Various Areas	Implementation	600,000
Raise and Replace sewer manholes - Various Areas	Implementation	350,000
Foxhill water pipeline removal and relocation - Foxhill	Pre-Planning	140,000
Installation of gravity Sewer - Salt Rock	Pre-Planning	1,260,000
Upgrade of 350m of 110mm Upvc Water main (AC Replacing) - Susan Ave	Pre-Planning	260,000
150m of 160mm Sewer Replacement - Shakashead	Pre-Planning	230,000
Elizabeth road crossing to Madelein 160mm x 450m (AC Replacement) - Ballito	Pre-Planning	600,000
Replace Wooden doors x 4 Pump stations	Pre-Planning	200,000.00
Sand traps - Lali Park	Pre-Planning	150,000.00
Installation of Odour Control Units x 2 - SPS 10	Pre-Planning	180,000.00

Workshop layout - SPS - Frasers	Pre-Planning	50,000.00
Smart PRV x 1 - Simbithi	Pre-Planning	100,000.00
Power Factor program Avondale, Salmon + 2 Others	Pre-Planning	100,000.00
Access Roads for SPS - Village SPS	Pre-Planning	80,000.00
Fencing and road - EXT 3 SPS	Pre-Planning	230,000.00
Zimbali 1 SPS 30Kw VSD'S X 2 - Zimbali	Pre-Planning	100,000.00
Hawkins SPS replace outdated 30Kw pumps with Flygt 22Kw x 2 off.	Pre-Planning	400,000.00
Simbithi SPS Gate Vales replacement x 2 off.	Pre-Planning	40,000.00
Tinley Manor WPS Non Return & Gate Valves replacement.	Pre-Planning	20,000.00
Sump pumps for Ext 3, Santorini, SPS 10 & Bogmore WPS.	Pre-Planning	30,000.00
Shakaskraal SPS replace old T3 Gorman Rupp pumps. X 1	Pre-Planning	140,000.00
Santorini mild steel pump bases replacement.	Pre-Planning	25,000.00
Lali Park mild steel manifold replacement.	Pre-Planning	18,000.00
Whirly Birds at various sites.	Pre-Planning	5,000.00
Shakashead SPS access road.	Pre-Planning	70,000.00
Modifications to Sludge Ponds - Shakaskraal WWTW	Pre-Planning	40,000.00
Replace 2 RAS PUMPS - Shakaskraal WWTW	Pre-Planning	50,000.00
Access Control Recycle Water Plant - Recycle Plant	Pre-Planning	280,000.00
Remove Sludge from Sludge Pond 1 - Frasers - WWTW	Pre-Planning	360,000.00

Replace Grit Pump - Frasers - WWTW	Pre-Planning	50,000.00
Replacing of 6 sluice plates - Frasers - WWTW	Pre-Planning	45,000.00
Replace DO SENSORS - Frasers - WWTW	Pre-Planning	100,000.00
NEW area lights - Frasers - WWTW	Pre-Planning	56,000.00
Chemical Storage Container - Frasers - WWTW	Pre-Planning	35,000.00
Upgrade of Road -PART 2 - Sheffield - WWTW	Pre-Planning	150,000.00
Replace Grit Pump - Sheffield - WWTW	Pre-Planning	40,000.00
Install standby Emergency overflow pump - Sheffield - WWTW	Pre-Planning	60,000.00
Construction of new SPS & Rising Mains - Zululami	Pre-Planning	55,000,000.00
Taffeni 2.5Mg Res (Design, Monitoring & Construction) - Taffeni	Pre-Planning	12,500,000.00
Construction of new 2.5MG cell - Bogmore	Pre-Planning	
Lifting Beam installation at Woodmead 1 & 2 SPS. R140 K to Developers	Pre-Planning	140,000.00
Construction of new 2.5MG cell - Bogmore	Pre-Planning	
Construction of new 2.5MG cell - Zimbali Lakes	Pre-Planning	
Upgrade of Sewer Pump Station - Shakashead	Pre-Planning	
Construction of new 1.5MG cell - Tinley Manor	Pre-Planning	
Redesign & Convert Shakaskraal Waste Water Treatment Works into Sewer Pump Station	Pre-Planning	
Ballito Hills - Ballito	Pre-Planning	26,000,000.00
Woodmead rising main	Pre-Planning	
Install 800m of 315mm sewer gravity in Lagoon drive & Odour control - Salt Rock	Tender	1,570,000.00

Figure 185: Department of Agriculture and Rural Development

Ward No.	Programme & Project Description	Project Stage	MTEF (2019/2021)		
			2019/2020	2020/2021	2021/2022
25	Mandalay Piggery	Planning	R4 822 203.00		
25	Sugar-cane	Implementation	R8 000 000.00		
25	Barro Framemers Co-operative	Planning	R 650 000.00		

Figure 186: Department of Human Settlements Projects

Ward No.	Programme & Project Description	Project Stage	MTEF (2019 /2021)		
			2019/2020	2020/2021	2021/2022
9	Mgigimbe Housing Project	Planning	R2 200 000 .00		
27	Madundube Housing Project	Planning	R2 400 000.00		
11	Hyde Park Integrated Residential Development Programme	Planning	R3 600 000.00		
20	Etete Phase 4	Construction	R19 153 708.00		
1	Sakhamkhanya Housing Project	Construction	R10 723 400.00		
26	Groutville Priority 2 Phase 4 Ntshawini	Construction	R11 005 200.00		
15	Groutville Priority 2 Phase 4 Chris Hani	Construction	R11 005 200.00		
14	Groutville Priority 2 Phase 4 Llyods	Construction	R11 005 200.00		
1, 25	Sokesimbone	Construction	R11 838 700.00		

19	Rocky Park	Construction	R10 000 000.00	R15 000 000.00	R15 000 000.00
13,26	Steve Biko Phase 2	Construction	R21 842 200.00		
24	Sihle Phakathi	Construction	R6 406 700.00		

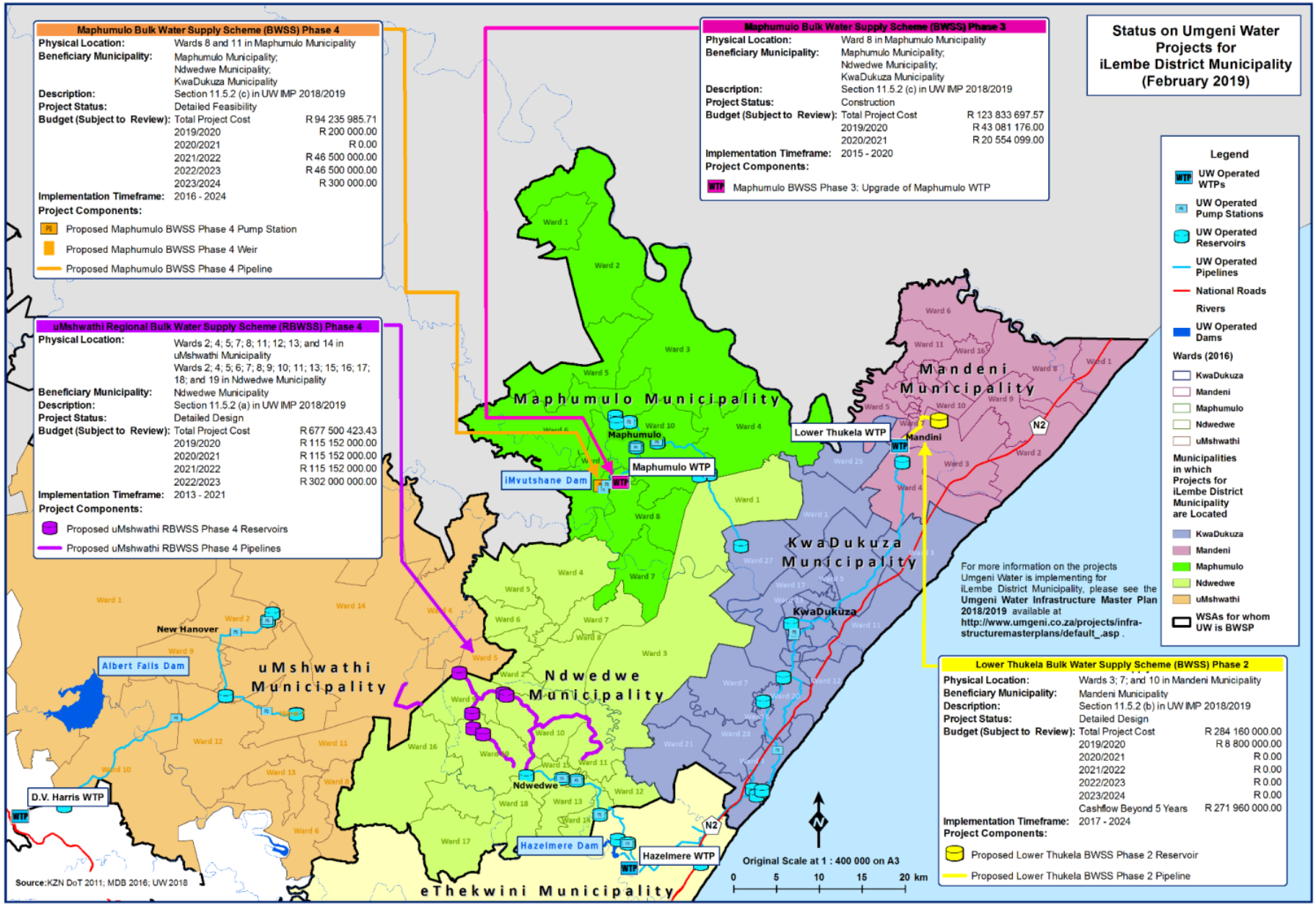
15.1 Department of Agriculture and Rural Development

Ward No	Programme & Project Description	Project Stage	MTEF (2019-2021)		
			2019/2020	2020/2021	2021/2022
27	Mandalay piggery project (construction of 100 sow unit structure, purchase livestock and feed)	Planning	R2 800 000.00	-	-
3	Masibambisane Project (construction of two 30m x 8m Tunnels)	Planning	R364 136.00	-	-

Figure 187: Umgeni Water

Ward No	Programme & Project Description	Project Stage	MTEF (2019-2021)		
			2019/2020	2020/2021	2021/2022
8, 11	**Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4**. See Section 11.5.2 (c) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R200 000 000.00	R 0.00	R 46 500 000.00

Figure 188 : Status Umgeni Water Projects



ANNEXURE A: IDP STRATEGIC OBJECTIVES , PMS INDICATORS AND 5 YEAR TARGETS

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To build capable and transformed institutional capacity	**Recruitment & Selection**	**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 (NKPI)** Highest Three levels :- 1) Top Management MM, ED, and	Internal	12	13	2 people from employment equity target groups employed in the three highest levels of management by 30 June 2020	10		CORPORATE SERVICES	HUMAN RESOURCES
	To build capable and transformed institutional capacity	**Recruitment & Selection**	**Execution of Council Human Resource Development Plan in terms of:** (i) Workplace Skills Development Plan (ii) Employment Equity	Internal	Maintain 50% employment of women from all levels in each quarter by 30 June 2018	Maintain 50% employment of women from all levels in each quarter by 30 June 2019	i) 4 quarterly reporting on the number of trainings of Councillors and staff conducted by 30 June 2020 ii) Maintaining 50% employment of women	Maintain 50% employment of women from all levels in each quarter by 30 June 2021	aintain 50% employment of women from all levels in each quarter by 30 June 2022	CORPORATE SERVICES	HUMAN RESOURCES
	To invest in skills development	**Recruitment & Selection**	**The percentage of a municipality's budget actually spent on implementing its workplace skills plan (WSP) ;(NKPI)**	Internal	Maintain 50% employment of youth from all levels in each quarter and appoint 1 disabled person by 30 June 2018	Maintain 50% employment of youth from all levels in each quarterand appoint 1 disabled person by 30 June 2019	90% of a municipality's training budget spent on implementation of WSP by 30 June 2020	Maintain 50% employment of youth from all levels in each quarter and appoint 1 disabled person by 30 June 2021	Maintain 50% employment of youth from all levels in each quarter and appoint 1 disabled person by 30 June 2022	CORPORATE SERVICES	HUMAN RESOURCES
	To build capable and transformed institutional capacity	**Workplace Skills Development Plan**	Percentage resolution of IT issues raised by the AG Audit contained in the AG action Plan	Internal	100% of the total budget spent on implementation of WSP by 30 June 2018	100% of the total budget spent on implementation of WSP by 30 June 2019	80% resolution of IT activities raised by the AG audit contained in the AG action plan by 30 June 2020	100% of the total budget spent on implementation of WSP by 30 June 2021	00% of the total budget spent on implementation of WSP by 30 June 2022	CORPORATE SERVICES	HUMAN RESOURCES
	To enhance organisational performance	**PMS Activities**	Percentage completion of PMS activities as reflected in the OPMS Framework in compliance with Performance Management Regulations by 30 June 2020		183 EEDBS units transferred by 30 June 2018.(As per the business plan with DOHS)	183 EEDBS units transferred by 30 June 2019.(As per the business plan with DOHS)	100% completion of PMS activities reflected in the OPMS Framework in compliance with Performance	183 EEDBS units transferred by 30 June 2021.(As per the business plan with DOHS)	183 EEDBS units transferred by 30 June 2022.(As per the business plan with DOHS)	CORPORATE SERVICES	ADMIN,COUNCIL &PM
	To enhance organisational performance	**PMS Activities**	Percentage achievement of organisational targets in the organisational scorecard	Internal	PMS Framework approved by Council by 30 September 2017	PMS Framework approved by Council by 30 September 2018	80% achievement of organisational targets in the organisational scorecard by 30 June 2020	PMS Framework approved by Council by 30 September 2020	PMS Framework approved by Council by 30 September 2021	OFFICE OF MM-COO	PM&E

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
PUBLIC PARTICIPATION	To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government	**IDP Process plan**	Approval and adoption of the 2019-2020 IDP in line with S129 MFMA & Chapters 5&6 MSA by Council by target date	Internal	2017/2018 IDP/Budget & PMS process plan approved and adopted by Council by 31 August 2017	2018/2019 IDP/Budget & PMS process plan approved and adopted by Council by 31 August 2018	2019/ 2020 IDP in line with Chapters 5&6 MSA approved by Council 31 May 2019	2020/2021 IDP/Budget & PMS process plan approved and adopted by Council by 31 August 2020	2021/2022 IDP/Budget & PMS process plan approved and adopted by Council by 31 August 2021	OFFICE OF MM-COO	IDP & Public Participation Section
	To involve local communities in matters of local government	**IDP & Public participation**	Number of reports on functionality of ward committees received, consolidated and submitted to Council.	Internal	2017/2018 IDP in line with S 129 MFMA & approved by Council 31 May 2018	2018/2019 IDP in line with S129 MFMA &approved by Council 31 May 2019	4 reports reiceved from ward committees consolidated and submitted to Council by 30 June 2020	2020/2021 IDP in line with S 129 MFMA & approved by Council 31 May 2021	2021/2022 IDP in line with S 129 MFMA & approved by Council 31 May 2022	OFFICE OF MM-COO	IDP & Public Participation Section
	To involve local communities in matters of local government	**Functionality of Ward Committees**	Number of Community engagement meetings held	Internal	4 reports reiceved from ward committees consolidated and submitted to Council by 30 June 2018	4 reports reiceved from ward committees consolidated and submitted to Council by 30 June 2019	80 community engagement meetings held by 30 June 2020	4 reports reiceved from ward committees consolidated and submitted to Council by 30 June 2021	4 reports reiceved from ward committees consolidated and submitted to Council by 30 June 2022	OFFICE OF MM-COO	IDP & Public Participation Section
	To involve local communities in matters of local government	**Community Engagements**	Approval and adoption of community based plans in line with MSA Sec 16(1) and 29 (b)	All	100 community engagement meetings held by 30 June 2018	100 community engagement meetings held by 30 June 2019	2020/2020 community based plans developed for 10 wards in line with MSA Sec16(1) and 29(b)	community engagement meetings held by 30 June 2021	100 community engagement meetings held by 30 June 2022	OFFICE OF MM-COO	IDP & Public Participation Section
	To ensure effective and efficient integrated legal and advisory Legal Services for Council	**Community Based Planning**	Number of days taken to sign all contracts issued.	All	2017/2018 community based plans for 10 wards in line with Mun Systems Sec16(1) and 29(b) by 31 May 2018	2018/2019 community based plans for 10 wards in line with Mun Systems Sec16(1) and 29(b) by 31 May 2019	All contracts issued signed within 30 days from date of receipt by 30 June 2020	2021/2022community based plans for 29 wards in line with Mun Systems Sec16(1) and 29(b) by 31 May 2021 REVIEW	2021/2022community based plans for 29 wards in line with Mun Systems Sec16(1) and 29(b) by 31 May 2022 REVIEW	OFFICE OF MM-COO	IDP & Public Participation Section
	To ensure effective and efficient integrated legal and advisory Legal Services for Council	**Litigation Management**	Number of contract management reports submitted to Council	Internally	4 reports submitted to Exco on litigation cases for and against the municipality by 30 June 2018	4 reports submitted to Exco on litigation cases for and against the municipality by 30 June 2019	4 contract management reports submitted to Council by 30 June 2020	4 reports submitted to Exco on litigation cases for and against the municipality by 30 June 2021	4 reports submitted to Exco on litigation cases for and against the municipality by 30 June 2022	OFFICE OF MM-COO	Legal
	To ensure effective and efficient integrated legal and advisory Legal Services for Council	**Contract Management**	Number of days for vetting and approving of SPLUMA legal documents	Internally	All contracts received from Service providers signed within 14 days from date of receipt by 30 June 2018	All contracts received from Service providers signed within 14 days from date of receipt by 30 June 2019	All SPLUMA legal documents vetted and approved within 21 days from date of receipt by 30 June 2020	All contracts received from Service providers signed within 14 days from date of receipt by 30 June 2021	All contracts received from Service providers signed within 14 days from date of receipt by 30 June 2022	OFFICE OF MM-COO	Legal
	To provide effective and efficient Internal Audit services for Council	**Development of a Risk Based Internal Audit Plan**	Approval of the 2019-2020 Risk based Internal Audit Plan by Audit Committee and Council by target date	Internally	2017/2018 Risk based Internal Audit Plan (RBIAP) approved by Audit Committee and Council by 30 June 2017	2018/2019 Risk based Internal Audit Plan (RBIAP) approved by Audit Committee and Council by 30 June 2018	Audits performed in line with approved audit plan and statutory audit committee meetings held to ensure compliance with S166 of MFMA by 30 June 2020	2020/2021 Risk based Internal Audit Plan (RBIAP) approved by Audit Committee and Council by 30 June 2020	2021/2022 Risk based Internal Audit Plan (RBIAP) approved by Audit Committee and Council by 30 June 2021	OFFICE OF MM-COO	Internal Audit
	To ensure compliance with the laws and regulations	**CLEAN AUDIT- Completion of Audit projects**	Percentage of AG findings resolved in the AG action plan	Internally	80% of audit projects in the approved risk based internal audit action plan completed by 30 June 2018	80% of audit projects in the approved risk based internal audit action plan completed by 30 June 2019	100% of AG findings resolved in the AG action plan by 30 June 2020	80% of audit projects in the approved risk based internal audit action plan completed by 30 June 2021	80% of audit projects in the approved risk based internal audit action plan completed by 30 June 2022	OFFICE OF MM-COO	Internal Audit

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
GOOD GOVERNANCE & PUE	To enhance organisational performance	**Clean Audit- Dashboard reports**	Number of progress reports to Council on implementation of Legotla resolutions	Internally	4 Dashboard reports with reliable , accurate and verifiable Management Comments submitted to Audit Committee , EXCO and Council by 30 June 2018	4 Dashboard reports with reliable, accurate and verifiable Management Comments submitted to Audit Committee , EXCO and Council by 30 June 2019	4 progress reports to Council on implementation of Legotla resolutions	4 Dashboard reports with reliable, accurate and verfiable Management Comments submitted to Audit Committee , EXCO and Council by 30 June 2021	4 Dashboard reports with reliable, accurate and verfiable Management Comments submitted to Audit Committee , EXCO and Council by 30 June 2022	OFFICE OF MM-COO	Internal Audit
	To identify, assess and manage key risks of which organsation is exposed to	**Clean Audit- AG action plan reports**	Approval and adoption of the Risk Register by Council	Internally	To ensure that internal and external queries are not repeated	To ensure that internal and external queries are not repeated	Risk Register approved and adopted by Council by 31 July 2019	To ensure that internal and external queries are not repeated	To ensure that internal and external queries are not repeated	OFFICE OF MM-COO	Internal Audit
	To perform follow-ups on implementation of action plans	**Audit & PAC reports to Council**	Number of Top 20 risks mitigated from the risk register	Internally	2 Audit & PAC reports submitted to Council by the Audit Committee by 30 June 2018	2 Audit & PAC reports submitted to Council by the Audit Committee by 30 June 2019	Top 20 Risks mitigated from the risk register by 30 June 2020	2 Audit & PAC reports submitted to Council by the Audit Committee by 30 June 2021	2 Audit & PAC reports submitted to Council by the Audit Committee by 30 June 2022	OFFICE OF MM-COO	Internal Audit
	To address oversight requirements of risk management and institution's performance with regards to risk management	**Monitor compliance to relevant Legislations**	Number of emerging risks identified and mitigated	Internally	4 Audit and Performance Audit Committee Meetings held and implementation of recommendations by 30	4 Audit and Performance Audit Committee Meetings held and implementation of recommendtions by 30 June 2019	…….. Emerging risks identified and mitigated by 30 June 2020	4 Audit and Performance Audit Committee Meetings held and implementation of recommendations by 30	4 Audit and Performance Audit Committee Meetings held and implementations of recommendations by 30	OFFICE OF MM-COO	Internal Audit
	To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government	**Risk Register**	Number of Operation Sukuma Sakhe war-room intervention reports consolidated and submitted to Council (OSS)	All Business Units	2017/2018 Top 20 municipal risks reviewed and approved by the Risk Committee and Council by 30 June 2018	2017/2018 Top 20 municipal risks reviewed and approved by the Risk Committee and Council by 30 June 2019	4 Operation Sukuma Sakhe war-room intervention reports consolidated and submitted to Council by June 2020	2017/2018 Top 20 municipal risks reviewed and approved by the Risk Committee and Council by 30 June 2021	2017/2018 Top 20 municipal risks reviewed and approved by the Risk Committee and Council by 30 June 2022	OFFICE OF MM-COO	Risk Manangement and Ethics
	To ensure co-ordinated effort for the implemntaion of positive impact towards behaviour change.	**Risk mitigation and reporting**	Number of HIV/AIDS program reports consolidated and submitted to Council	All Businnes Units	249 action plans by 30 June 2018	… action plans by 30 June 2019	4HIV/AIDS program reports consolidated and submitted to Council by 30 June 2020	… action plans by 30 June 2019	… action plans by 30 June 2019	OFFICE OF MM-COO	Risk Manangement and Ethics
	To streamline empowerment and development of vulnerable groups	**Risk Committee Meeting**	Number of programmes identified and implemented for vulnerable groups	All Businnes Units	4 Risk Committee Meetings held and implementation of recommendations by 30 June 2018	4 Risk Committee Meetings held and implementation of recommendations by 30 June 2019	10 programmes identified and implemented for vulnerable groups by 30 June 2020	4 Risk Committee Meetings held and implementation of recommendations by 30 June 2021	4 Risk Committee Meetings held and implementation of recommendations by 30 June 2022	OFFICE OF MM-COO	Risk Manangement and Ethics
	To involve local communities inmatters of local government	**IGR- OSS**	Approval and roll-out of Batho Pele programme	All	5 Sukuma Sakhe war-room reports consolidated and submitted to Council by June 2018	6 Sukuma Sakhe war-room reports consolidated and submitted to Council by June 2019	Batho Pele programme rolled out and 3 reports to Council submitted by 30 June 2020	7 Sukuma Sakhe war-room reports consolidated and submitted to Council by June 2021	7Sukuma Sakhe war-room reports consolidated and submitted to Council by June 2022	OFFICE OF MM-COO	IGR Office
	To involve local communities inmatters of local government	**Special Programmesfor the Vulnerable Groups**	Number of communication and marketing activities implemented	11, 25, 19,18, 1,3,8,21,20,23	5 Vulnerable groups : Senior Citizens, Disabled, Gender, Women &Children, Rights of the Child facilitated by 30 June 2018	5 Vulnerable groups : Senior Citizens, Disabled, Gender, Women &Children, Rights of the Child facilitated by 30 June 2019	24 Communication and Marketing activities implemented by 30 June 2020	5 Vulnerable groups : Senior Citizens, Disabled, Gender, Women &Children, Rights of the Child facilitated by 30 June 2021	5 Vulnerable groups : Senior Citizens, Disabled, Gender, Women &Children, Rights of the Child facilitated by 30 June 2022	OFFICE OF MM-COO	IGR Office

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
LOCAL ECONOMIC DEVELOPMENT	To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed	**JOB creation- LED initiatives**	**The number of jobs created through municipality's local economic development initiatives. (NKPI)**	All wards	100 jobs crreaed by 30 June 2018	100 jobs crreaed by 30 June 2019	120 Jobs created through LED initiatives by 30 June 2020	100 jobs crreaed by 30 June 2021	100 jobs crreaed by 30 June 2022	EDP	LED & Tourism
	To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed	**JOB creation-Capital Projects:**	**The number of jobs created through municipality's capital projects. (NKPI)**	All wards	400 jobs created through capital projects by 30 June 2018	400 jobs created through capital projects by 30 June 2019	***370 Jobs created through Capital Projects by 30 June 2020:*** *i) Civil & Human Settlement= 200 jobs*	400 jobs created through capital projects by 30 June 2021	400 jobs created through capital projects by 30 June 2022	CIVIL ENGINEERING &HUMAN SETTLEMENTS,COMMUNITY SERVICES	Civil Engineering, Human Settlements, PMU, Municipal Services
	To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed	**B2B - Job Creation EPWP**	Number of job opportunities created through implementation of Expanded Public Works Programme (EPWP)	All wards	200 job opportunities created through implementation of EPWP programme by 30 June 2018	200 job opportunities created through implementation of EPWP programme by 30 June 2019	150 job opportunities created through implementation of Expanded Public Works Programme by 30 June 2020	200 job opportunities created through implementation of EPWP programme by 30 June 2021	200 job opportunities created through implementation of EPWP programme by 30 June 2022	CIVIL ENGINEERING &HUMAN SETTLEMENTS,COMMUNITY SERVICES	CIVIL ENGINEERING &HUMAN SETTLEMENTS,COMMUNITY SERVICES
	To develop a prosperous, inclusive, transformative and diverse local economy	**Special Projects (Neighbourhood Grant)**	Number of cooperatives supported	All wards	100% expenditure on special projects facilitated by KDM by 30 June 2018	100% expenditure on special projects facilitated by KDM by 30 June 2019	30 Cooperatives supported by 30 June 2020	100% expenditure on special projects facilitated by KDM by 30 June 2021	100% expenditure on special projects facilitated by KDM by 30 June 2022	CIVIL-PMU	Project Management Unit
	To develop a prosperous, inclusive, transformative and diverse local economy	**Radical EconomicTransformation**	Number of Emerging Furniture Manufacturers Cooperatives Supported	All wards	30 emerging contractors developed by 30 June 2018	30 emerging contractors developed by 30 June 2019	5 Emerging Furniture Manufacturers Cooperatives supported by 30 June 2020	30 emerging contracotrs developed by 30 June 2021	30 emerging contractors developed by 30 June 2022	EDP	LED & Tourism
	To develop a prosperous, inclusive, transformative and diverse local economy	**Cooperative Development**	Date approval of 5 year Local economic development plan	All wards	8 co-operatives supported by 30 June 2018	8 co-operatives supported by 30 June 2019	5 year Local Economic Development Plan approved by 30 June 2020	8 co-operatives supported by 30 June 2021	8 co-operatives supported by 30 June 2022	EDP	LED & Tourism

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
	To involve local communities in matters of local government	**Customer Satisfaction Survey (CSS)**	Council approved 2019/2020 Customer Satisfaction Survey Report	All wards	Customer Satisfaction Survey Report approved by 30 June 2018	Customer Satisfaction Survey Report approved by 30 June 2019	2019/2020 Customer Satisfaction Survey Report approved by Council by 30 June 2020	Customer Satisfaction Survey Report approved by 30 June 2021	Customer Satisfaction Survey Report approved by 30 June 2022	OFFICE OF MM-COO	Performance Monitoring and Evaluation
	To facilitate provision of formal housing through construction of high quality houses.	**Construction of new houses**	Number of new houses constructed	1, 25, 9, 11, 18, 10, 19, 13, 26,16, 21, 7, 20	370 new houses constructed by 30 June 2018	400 new houses constructed by 30 June 2019	460 new houses constructed by 30 June 2020	440 new houses constructed by 30 June 2021	450 new houses constructed by 30 June 2022	CIVIL ENGINEERING & HUMAN SETTLEMENT	Human Settlement Section
	To ensure fair, transparent and compliant housing beneficiary management system.	**Allocation of houses to qualifying beneficiaries**	Number of houses handed over to beneficiaries	1, 25, 9, 11, 18, 10, 19, 13, 26,16, 21, 7. 20	340 Houses handed over to beneficiries by 30 June 2018	350 Houses handed over by 30 June 2019	460 houses handed over to beneficiaries by 30 June 2020	400 Houses handed over by 30 June 2021	410 Houses handed over by 30 June 2022	CIVIL ENGINEERING & HUMAN SETTLEMENT	Human Settlement Section
	To restore human dignity through asset ownership	**Electrification**	Number of Enhanced Extended Discount Benefit Scheme (EEDBS) units transferred as per the business plan with Dept of Human Settlements (DOHS)	5,1,21,7	44 350 of households with access to basic level of electricity by 30 June 2018	44 700 of households with access to basic level of electricity by 30 June 2019	50 EEDBS units transferred as per business plan with DOHS by 30 June 2020	45 350of households with access to basic level of electricity by 30 June 2021	45 700 of households with access to basic level of electricity by 30 June 2022	ELECTRICAL ENGINEERING SERVICES	Electrical : Planning and Operations Sections
	To ensure that all citizens have an electricity service connection	**LT Mains upgrade North & South**	**The number of households with access to basic level of electricity (NKPI)**	All excuding Eskom area of supply which are 25,1,3,21,27,2	2 LT Mains projects upgraded in the North & South by 30 June 2018	2 LT Mains projects upgraded in the North & South by 30 June 2019	1 487 households with access to basic level of electricity by 30 June 2020	2 LT Mains projects upgraded in the North & South by 30 June 2021	2 LT Mains projects upgraded in the North & South by 30 June 2022	ELECTRICAL SERVICES	Electrical : Planning and Operations Sections
	To ensure that all citizens have an electricity service connection	**Upgrade of MV Networks-North& South**	**The percentage of households earning less than R3 500 per month with access to basic level of electricity (NKPI)**	All excuding Eskom area of supply which are 25,1,3,21,27,2	10 MV Network projects upgraded in the North & South by 30 June 2018	10 MV Network projects upgraded in the North & South by 30 June 2019	100% access to consumers registered on the indigent register by 30 June 2020	14 MV Network projects upgraded in the North & South by 30 June 2021	14 MV Network projects upgraded in the North & South by 30 June 2022	ELECTRICAL ENGINEERINGSERVICES	Electrical : Planning and Operations
	To ensure that energy losses are reduced within legislated guidelines	**Substation upgrade projects-North & South**	% of Energy kilowatts loss reduced to 12% by target date.	All excuding Eskom area of supply which are 25,1,3,21,27,2	? substation upgrade projects completed in the North & South by 30 June 2018	? substation upgrade projects completed in the North & South by 30 June 2019	Energy kilowatts loss reduced to 12% by 20 June 2020	? substation upgrade projects completed in the North & South by 30 June 2021	? substation upgrade projects completed in the North & South by 30 June 2022	ELECTRICAL ENGINEERING SERVICES	Electrical : Planning and Operations
	To ensure that all citizens have an electricity service connection	**New Electricity Bulk Supply-North & South**	Percentage expenditure on the execution of capital budget for LT MAINS infrastructure projects in the North and South	All excuding Eskom area of supply which are 25,1,3,21,27,2	...new electricity bulk supply projects completed in the North by 30 June 2018	...new electricity bulk supply projects completed in the North by 30 June 2018	90% expenditure on the execution of capital budget for 4 LT MAINS infrastructure projects in the North and South by 30 June 2020	...new electricity bulk supply projects completed in the North by 30 June 2018	...new electricity bulk supply projects completed in the North by 30 June 2018	ELECTRICAL SERVICES	Electrical : Planning and Operations Sections
	To ensure that all citizens have an electricity service connection	**Construction of new gravel access roads**	Percentage expenditure on the execution of capital budget for MV Networks infrastructure projects upgraded in the North & South	1,25,27,9,3,7,26	7 Kilometres of new gravel access roads completed by 30 June 2018	6 Kilometres of new gravel access roads completed by 30 June 2019	90% expenditure on the execution of capital budget for 9 MV Network projects upgraded in the	4 Kilometres of new gravel access roads completed by 30 June 2021	4 Kilometres of new gravel access roads completed by 30 June 2022	CIVIL ENGINEERING & HUMAN SETTLEMENT BUSINESS UNIT	Civil Engineering Services Section
	To ensure that all citizens have an electricity service connection	**Regravelling of unpaved roads(gravel roads)**	Percentage expenditure on the execution of capital budget related to the upgrade of the substation yard	5,7,21,26	3 kilomemters of exisitng unpaved roads completed by 30 June 2018	4 kilomemters of exisitng	90% expenditure on the execution of capital budget related to the upgrade of the substation	4 kilomemters of exisitng unpaved roads completed by 30 June 2021	4 kilomemters of exisitng unpaved roads completed by 30 June 2022	CIVIL ENGINEERING & HUMAN SETTLEMENTS BUSINESS UNIT	Civil Engineering Servcies Section
	To ensure that all citizens have an electricity service connection	**Rehabilitation of roads**	Percentage of general street lighting faults restored within 72hours (excluding faulty cables and stolen equipment)	All 29 wards	9 Kilometres of roads rehabilitated by 30 June 2018	11 Kilometres of roads rehabilitated by 30 June 2019	90% of general street lighting faults restored within 72hours (excluding faulty cables and stolen equipment) by	8 Kilometres of roads rehabilitated by 30 June 2021	8 Kilometres of roads rehabilitated by 30 June 2022	CIVIL ENGINEERING & HUMAN SETTLEMENT BUSINESS UNIT	Civil Engineering Services Section
	To ensure that all citizens have an electricity service connection	**Rehabilitation of stormwater infrastructure projects**	% expenditure on capital budget for the installation of new street lights in 7 Clusters	All 29 wards	12 storm water infrastructure projects rehabilitated by 30 June 2018	15 storm water infrastructure projects rehabilitated by 30 June 2019	90% (10% retention) expenditure on capital budget for the installation of new street lights in 7	11 storm water infrastructure projects rehabilitated by 30 June 2021	11 storm water infrastructure projects rehabilitated by 30 June 2022	CIVIL ENGINEERING SERVICES	Civil Engineering Services/ Project Management Section

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To maintain and upgrade exisiting municipal infrastructure	**Construction of new roads**	kilometers of exisiting unpaved roads regravelled	17, 2,3,4,5,10,27,29,7	13 kilometers of new access roads upgraded by 30 June 2019	12 storm water infrastructure projects rehabilitated by 30 June 2018	2km of existing unpaved roads regravelled by 30 June 2020	12 storm water infrastructure projects rehabilitated by 30 June 2018	12 storm water infrastructure projects rehabilitated by 30 June 2018	CIVIL ENGINEERING & HUMAN SETTLEMENTS	Civil Engineering Services/ Project Management Section
	To maintain and upgrade exisiting municipal infrastructure	**Construction of bus routes**	Kilometres of black top roads rehabilitated	1, 25, 9, 11, 18, 10, 19, 13, 26,16, 21, 7. 20	13 kilometers of new access roads upgraded by 30 June 2018	13 kilometers of new access roads upgraded by 30 June 2019	18,65 km of black top roads rehabilitated by 30 June 2020	13 kilometers of new access roads upgraded by 30 June 2021	13 kilometers of new access roads upgraded by 30 June 2022	CIVIL ENGINEERING SERVICES	Project Management and Human Settlements
	To maintain and upgrade exisiting municipal infrastructure	**Traffic Calming**	Number of roll over black top roads rehabilitated	1,2, 3, 4,5,8,12,13,14,15, 22, 24, 25, 26, 27	58 Speed humps completed by 30 June 2018	87 Speed humps completed by 30 June 2019	4 roll over black top roads rehabilitated by 30 June 2020	58 Speed humps completed by 30 June 2021	58 Speed humps completed by 30 June 2022	CIVIL ENGINEERING SERVICES	Civil Engineering Services
	To maintain and upgrade exisiting municipal infrastructure	**Pedestrian Safety**	Number of roads rehabilitated	1,4, 5,8,7	4 kilometres of sidewalks completed by 30 June 2018	5 kilometres of sidewalks completed by 30 June 2019	***Rehabilitation of*** 0.5km of Valley Road 0.5km of Mdoni street 0.4 km of Lagoon drive and 1.3km of Russel street completed by 30 June 2020.	5 kilometres of sidewalks completed by 30 June 2021	5 kilometres of sidewalks completed by 30 June 2022	CIVIL ENGINEERING SERVICES	Civil Engineering Services
	To maintain and upgrade exisiting municipal infrastructure	**New Community Facilities funded by MIG**	Number of storm water infrastructure projects rehabilitated	8, 15, 7,5,3,13,18,1,2,10,9,25			11 storm water infrastructure projects rehabilitated by 30 June 2020			PROJECT MANAGEMENT UNIT	Project Management Section
	To maintain and upgrade exisiting municipal infrastructure	**Completion of recreational facilities**	Date completion of Nkobongo stormwater improvement		1 recreational facilities upgraded by 30 June 2018	1recreational facilities upgraded by 30 June 2019	Completion of Nkobongo Water improvement by 30 June 2020	1 recreatioanl facilities upgraded by 30 June 2021	1 recreational facilities upgraded by 30 June 2022	COMMUNITY SERVICES	Community Services
	To ensure that all households have access to roads	**Upgrade of sports facilities**	Kilometers of access roads upgraded to blacktop	24, 4,8,13	sports facilities upgraded by 30 June 2018	sports facilities by 30 June 2019	**20,77** km of access roads upgraded to blacktop by 30 June 2020	sports facilities by 30 June 2021	sports faicilities by June 2022	COMMUNITY SERVICES	Community Services
	To ensure that all households have access to roads	**Upgrade of beach facilities**	Number of ***ROLL OVER*** access roads upgraded to blacktop	ward 3 in 2018	1 recreational facilities upgraded by 30 June 2018	1recreational facilities upgraded by 30 June 2019	10 ROLL OVER access roads upgraded to blacktop by 30 June 2020	1 recreatioanl facilities upgraded by 30 June 2021	1 recreational facilities upgraded by 30 June 2022	COMMUNITY SERVICES	Community Services

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
	To maintain and upgrade exisitng municipal infrastructure	**Free basic solid waste removal- Indigent**	Number of speed humps completed in all 29 wards (2 in each ward)	All wards	100% access to basic removal for consumers registered on Council approved the indegent register by 30 June 2018	100% access to basic removal for consumers registered on Council approved the indegent register by 30 June 2019	58 speed humps completed in all 29 wards by 30 June 2020	100% access to basic removal for consumers registered on Council approved the indegent register by 30 June 2021	100% access to basic removal for consumers registered on Council approved the indegent register by 30 June 2022	COMMUNITY SERVICES	Community Services
	To ensure safety to road users	**Access to solid waste removal**	Kilometers of sidewalks constructed in Wards 19, 4, and 24	All wards	100% access to basic level of solid waste removal by 30 June 2018	100% access to basic level of solid waste removal by 30 June 2019	2km of sidewalks constructed by 30 June 2020	100% access to basic level of solid waste removal by 30 June 2021	100% access to basic level of solid waste removal by 30 June 2022	COMMUNITY SERVICES	Community Services
	To ensure safety to road users	**Construction of Community Safety Centre**	Number of wooden bridges completed		Acquire land and design vehicle and testying ground by 30 June 2018		3 Wooden Bridges completed by 30 June 2020			COMMUNITY SERVICES	Community Services
	To ensure safety to road users	**Cemetery & Crematoria**	***(ROLL OVER)*** Construction of Nyathikazi bridge by target date		Phase 3 access road completed by 30 June 2018	Phase 4 cemetery establishment completed by 30 June 2019	Construction of Nyathikazi bridge completed by 30 June 2020	Nil	Nil	COMMUNITY SERVICES	Community Services
	To ensure safety to road users	**VLAKSPRUIT CEMETERY PHASE 2**	***(ROLL OVER)*** Construction of Chris Hani sportfield by target date		Vlakspruit Cemetery phase 3 completed by 30 June 2018	Vlakspruit Cemetery Phase 4 by 30 June 2019	Construction of Chris Hani sportfield completed by 31 December 2019	Nil	Nil	COMMUNITY SERVICES	Community Services
	To maintain and upgrade exisitng municipal infrastructure	**New Street lights- CLUSTERS A G**	***(ROLL OVER)*** Rehabilitation of Chief Albert Luthuli street by target date	All	100% expenditure on capital budget for the installation of new street lights in 7 Clusters by 30 June 2018	100% expenditure on capital budget for the installation of new street lights in 7 Clusters by 30 June 2019	Rehabilitation of 0,5 km's of Chief Albert Luthuli street completed by 30 June 2020	100% expenditure on capital budget for the installation of new street lights in 7 Clusters by 30 June 2021	100% expenditure on capital budget for the installation of new street lights in 7 Clusters by 30 June 2022	ELECTRICAL SERVICES	Electrical : Planning and Operations
	To ensure that the community has access to functional public amenities	**Community Facilities**	Number of community halls completed	All	2018/2019 Draft Budget approved on 31 March 2018.	2018/2019 Draft Budget approved on 31 March 2019.	3 Community Halls completed by 30 June 2020	2020/2021 Draft Budget approved on 31 March 2021	2020/2021 Draft Budget approved on 31 March 2022.	FINANCE	Budget
	To ensure that the community has access to functional public amenities	**Community Facilities**	**(Roll Over)** Number of community halls completed	All	Annual Budget Approved on 30 June 2018.	Annual Budget Approved on 30 June 2019.	2 Community Halls completed by 30 June 2020	Annual Budget Approved on 30 June 2021.	Annual Budget Approved on 30 June 2022.	FINANCE	Budget
	To ensure that the community has access to functional public amenities	**Community Facilities**	Number of commuter shelters completed	Whole of municipality	AFS submitted to AG on 31 August 2018	AFS submitted to AG on 31 August 2019	2 Commuter shelters completed by 30 June 2020	AFS submitted to AG on 31 August 2021	AFS submitted to AG on 31 August 2022	FINANCE	AFS
	To ensure that the community has access to functional public amenities	**Community Facilities**	**(ROLL OVER)** Number of commuter shelters completed	Whole of municipality	3 Quarterly Financial Statements Submitted to IA on the 30th working	3 Quarterly Financial Statements Submitted to IA on the 30th working	2 Commuter shelters completed by 30 June 2020	3 Quarterly Financial Statements Submitted to IA on the 30th working	3 Quarterly Financial Statements Submitted to IA on the 30th working	FINANCE	AFS
	To ensure that the community has access to functional public amenities	**Creches**	Construction of San Succi creche completed by target date	Whole of municipality	Reconciliation of prior year Fixed Asset Register to GL completed on 31 August 2017	Reconciliation of prior year Fixed Asset Register to GL completed on 31 August 2018	San Succi Creche constructed by 30 June 2020	Reconciliation of prior year Fixed Asset Register to GL completed on 31 August 2020	Reconciliation of prior year Fixed Asset Register to GL completed on 31 August 2021	FINANCE	Assets
	To ensure that the community has access to functional public amenities	**Creches**	**(ROLL OVER)** Construction of Lindelani creche completed by target date	Whole of municipality	Submission of Annual Asset Plan on 30 September	Submission of Annual Asset Plan on 30 September	Lindelani Creche constructed by 30 June 2020	Submission of Annual Asset Plan on 30 September	Submission of Annual Asset Plan on 30 September	FINANCE	Assets

NATIONAL KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVES (2017-2022)	PROGRAMME/ PROJECT	KEY PERFORMANCE INDICATOR (KPI)	WARD/S	IDP- YEAR 1: 2017/2018	IDP- YEAR 2: 2018/2019	IDP- YEAR 3: 2019/2020	IDP- YEAR 4: 2020/2021	IDP Year 5: 2021/2022	RESPONSIBLE BUSINESS UNIT	RESPONSIBLE SECTION
					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
	To ensure that the community has access to functional public amenities	**Recreational facilities**	Number of recreational facilities upgraded	Whole of municipality	Submission of 3 Status Reports of the Annual Asset Plan to AMC.	Submission of 3 Status Reports of the Annual Asset Plan to AMC.	6 recreational facilities upgraded by 30 June 2020	Submission of 3 Status Reports of the Annual Asset Plan to AMC.	Submission of 3 Status Reports of the Annual Asset Plan to AMC.	FINANCE	Assets
	To provide access to basic municipal services to all citizens	**Solid Waste**	**The percentage of households earning less than R3 500 per month with access to basic level of free solid waste removal (NKPI)**	Whole of municipality	2018/2019 Procurement plan approved by MAnco by 30 June 2018	2018/2019 Procurement plan approved by MAnco by 30 June 2018	100% indigent households earning less than R3 500 per month with access to basic level of free solid waste removal by 30 June 2020	2020/2021 Procurement plan approved by MAnco by 30 June 2020	2022/2023 Procurement plan approved by MAnco by 30 June 2022	FINANCE	Supply Chain Management
	To provide access to basic solid waste services to all citizens	**Solid Waste**	**The percentage of households with access to basic level of solid waste removal (NKPI)**	Whole of municipality	4 implementation reports to Manco on the status of the 2017/2018 approved Procurement Plan	4 implementation reports to Manco on the status of the 2017/2018 approved Procurement Plan	100% households with access to basic level of solid waste removal by 30 June 2020	4 implementation reports to Manco on the status of the 2019/2020 approved Procurement Plan	4 implementation reports to Manco on the status of the 2021/2022 approved Procurement Plan	FINANCE	Supply Chain Management
	To ensure that the community has access to licenced burial facilities	**Cemetery & Crematoria**	Percentage delivery of effective cemetery services to the communities (Vlakspruit Cemetery)	Whole of municipality	4 reports submitted to Manco by 30 June 2018 on the turn around time to finalise formal tender awards	4 reports submitted to Manco by 30 June 2018 on the turn around time to finalise formal tender awards	100% effective delivery of cemetery services to communities by 30 June 2020	4 reports submitted to Manco by 30 June 2020 on the turn around time to finalise formal tender awards	4 reports submitted to Manco by 30 June 2022 on the turn around time to finalise formal tender awards	FINANCE	Supply Chain Management
	To ensure that the community has access to functional public amenities	**Waste Transfer Station**	Development of the Waste management transfer station by target date	All Wards	100% access to consumers registered on the indigent register by 30 June 2018	100% access to consumers registered on the indigent register by 30 June 2019	Development of the Waste management transfer station completed by 30 June 2020	100% access to consumers registered on the indigent register by 30 June 2021	100% access to consumers registered on the indigent register by 30 June 2022	FINANCE	Revenue
	To contribute to a safe and secure environment	**Financial management**	Number of Traffic fines issued for traffic offences	Whole of Municipality	1.5:1	1.5:1	18 000 Traffic fines issued for traffic offences by 30 June 2020	1.5:1	1.5:1	FINANCE	Finance Manco
	To contribute to a safe and secure environment	**Financial management**	Rand value revenue collected from outstanding fines and other traffic offences	All Wards	Outstanding service debtors to revenue not greater than 0.5:1	Outstanding service debtors to revenue not greater than 0.5:1	R3 000 000 revenue collected from outstanding fines and other traffic offences by 30 June 2020	Outstanding service debtors to revenue not greater than 0.5:1	Outstanding service debtors to revenue not greater than 0.5:1	FINANCE	Revenue
	To ensure municipal budget complies with MFMA and Treasury regulations	**Financial management**	Submission of 2019/2020 credible, accurate and transparent budget to Council in line with MFMA, 56 of 2003	Whole of Municipality	1.5:1	1.5:1	Submission of 2019/2020 credible, accurate and transparent budget to Council in line with MFMA, 56 of 2003	1.5:1	1.5:1	FINANCE	Finance Manco
	To improve epxenditure on Municipal Infrastructure Grant (MIG) allocation	**Financial management**	% expenditure on implementation of MIG infrastructure projects within budget	Whole of Municipality	1.5:1	1.5:1	100% expenditure on implementation of MIG infrastructure projects	1.5:1	1.5:1	FINANCE	Finance Manco
	To improve expenditure on Capital Budget	**Revenue Management**	**The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (NKPI)**	Whole of municipality	Establishment of a steering committee to investigate the placement of the unit.	4 Progress reports on the implmentation of the Revenue Protection Unit.	90% of a municipality's capital budget actually spent on capital projects	N/A	N/A	FINANCE	Revenue
VILITY	To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes	**Revenue Management**	Number of statutory reports on effective expenditure management in terms of MFMA and Council SCM Policy	Whole of municipality	Appoint independent service provider to audit consumer database and commence project.	Completion of audit of consumer database.	4 statutory reports on effective expenditure management in terms of MFMA and Council SCM Policy by 30 June 2020.	N/A	N/A	FINANCE	Revenue

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					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
FINANCIAL MANAGEMENT & VIAV	To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes	**Revenue Management**	Number of Budget implementation reports submitted to Council on budget spent.	Whole of municipality	Appoint independent service provider to audit all electricity meters and commence project.	Completion of audit of electricity meters.	i) 3 Budget implementation Section 52(d) reports and ii) 1 MFMA S72 Report submitted to Council on	N/A	N/A	FINANCE	Revenue
	To ensure that the revenue of the municipality is collected and accounted for.	**Revenue Management**	% reduction of irregular expenditure when compared to the 2017/2018 financial year.	Whole of municipality	Appoint an independent company to audit the meter reading and commence project.	Completion of audit of meter reading.	60% reduction of irregular expenditure when compared to the 2017/2018 financial year.	N/A	N/A	FINANCE	Revenue
	To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes	**Revenue Management**	% reduction of outstanding debtors	All Wards	Appointment of the service providers to vet the entire indignet database.	Vetting of the Indigent Register	2% reduction in debt > 60 days as at 30 June 2020 when compared to 30 June 2020	Vetting of the Indigent Register	Vetting of the Indigent Register	FINANCE	Revenue
	To ensure proper Asset Management in line with prevailing accounting standards	**Revenue Management**	i) Review and approval of Assets Policy ii)% of assets verified and reported to Council	All Wards	Conduct a feasibility study of establishing an in-house property valuation section.	N/A	i) Assets Policy reviewed and approved by 30 September 2019 ii) 100% verification of	N/A	N/A	FINANCE	Revenue
	To improve expenditure on Capital Budget	**Revenue Management**	Improved average turn around of tender procurement processes in accordance with the procurement plan	All Wards	To ensure that at least of 45% of procurement is awarded to local suppliers.	To ensure that at least of 45% of procurement is awarded to local suppliers.	Ensure improved average turn around of tender procurement processes in accordance with the	To ensure that at least of 45% of procurement is awarded to local suppliers.	To ensure that at least of 45% of procurement is awarded to local suppliers.	FINANCE	Expenditure
	To ensure that at least of 45% of procurement is awarded to designated sectors i.e. Youth, Women and disabled.		Number of reports on the % of procurement awarded to designated sectors i.e. Youth, Women and disabled.				4 reports to Council on the 45% of procurement awarded to designated sectors i.e. Youth, Women				
	To ensure financial viability of the municipality		**Financial Management and viability expressed in the ff ratios: (NKPI)** Ratio of Current Assets: Current Liabilities				1.5:1				
	To ensure financial viability of the municipality		Ratio of Outstanding service debtors to annual revenue actually received for services (i.e. electricity and refuse)				Outstanding service debtors to revenue not greater than 0.5:1				
	To ensure financial viability of the municipality		Debt coverage ratio. Total operating revenue received - operating grants/ debt service payments				15:01				
	To ensure financial viability of the municipality		Ratio : Total operating revenue divided by debt service payments (i.e. interest plus redemption).				15:01				
	To contribute to a safe and secure environment	**SPLUMA implementation**	***Total number of licences issued:*** *i)Learners Driver's License issued ii)Temporary Driving Licenses Issued iii) Duplicate Learners Licence*	All wards	75% of SPLUMA applications processed within stipulated time	80% of SPLUMA applications processed within stipulated time	***..... licences issued by 30 June 2020:*** *i)Learners Driver's License issued ii)Temporary Driving*	90% of SPLUMA applications processed within stipulated time	95% of SPLUMA applications processed within stipulated time	EDP	Town Planning
	To prevent and reduce the impact of disasters within KDM jurisdiction	**SPLUMA implementation**	Number of disaster incident reports logged in the occurrence book	All wards	70% of SPLUMA ROD issued within 21 days after MPT decision taken	75% of SPLUMA ROD issued within 21 days after MPT decision taken	12 monthly disaster incident reports logged in the occurrence book by 30 June 2020	85% of SPLUMA ROD issued within 21 days after MPT decision taken	90% of SPLUMA ROD issued within 21 days after MPT decision taken	EDP	Town Planning

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					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
	To prevent and reduce the impact of disasters within KDM jurisdiction	**SPLUMA implementation**	Number of inspections conducted in areas identified as high risk occupancies and sensitive land use	All wards	75% of the applications processed within 30d ays by 30 June 2018	75% of the applications processed within 30d ays by 30 June 2019	48 fire compliance inspections conducted in areas identified as high	75% of the applications processed within 30d ays by 30 June 2021	75% of the applications processed within 30d ays by 30 June 2022	EDP	Town Planning
	To prevent and reduce the impact of disasters within KDM jurisdiction	**Building Plans Approval**	***Total number of campaigns conducted on fire safety, social crime and safety campaigns:***	All wards	75% of building plans less than 500m2 processed with 30 days	75% of building plans less than 500m2 processed with 30 days	***40 campaigns conducted on fire safety, socila crime and safety***	75% of building plans less than 500m2 processed with 30 days	75% of building plans less than 500m2 processed with 30 days	EDP	Town Planning
	Developing and sustaining the spatial, natural and built environment	**Building Plans Approval**	Percentage of SPLUMA applications (Rezoning/subdivision/Scheme Amendments) processed within stipulated time	All wards	70% of building plans more than 500m2 processed with 60 days	75% of building plans more than 500m2 processed with 60 days	80% of SPLUMA applications processed within 90 days from the closing date of advert by	85% of building plans more than 500m2 processed with 60 days	90% of building plans more than 500m2 processed with 60 days	EDP	Town Planning
	Developing and sustaining the spatial, natural and built environment	**Land Use Management Schemes Implementation (LUMS)**	Percentage of SPLUMA Record of Decision issued within 21 days after decision has been taken	All wards	1 transitional policy for areas outside scheme appproved by 30 June 2018	2 transitional policy for areas outside scheme appproved by 30 June 2019	75% of SPLUMA ROD issued within 21 days after MPT decision taken by 30 June 2020	N/A	N/a	EDP	Town Planning
	Developing and sustaining the spatial, natural and built environment	**Development Approvals' Turnaround Time Improvements**	Percentage of consent applications (i.e. relaxations) processed within 60 days from closing date of advert	All wards	100% functioning EDRMS and ATS by 30 June 2018	100% functioning EDRMS and ATS by 30 June 2019	80% of consent applications processed within 60 days, from the	100% functioning EDRMS and ATS by 30 June 2021	100% functioning EDRMS and ATS by 30 June 2022	EDP	Town Planning
	Developing and sustaining the spatial, natural and built	**Enforcement of development planning bylaws**	Percentage of building plans less than 500m2 processed within 30	All wards	4 Development Planning Bylaws blitz done by 30	5 Development Planning Bylaws blitz done by 30	80% of building plans less than 500m2	7 Development Planning Bylaws blitz done by 30	8 Development Planning Bylaws blitz done by 30	EDP	Town Planning
	Developing and sustaining the spatial, natural and built environment	**Enforcement of development planning bylaws**	Percentage of building plans more than 500m2 processed within 60 days	Selected wards (21, 6,22,11,29,3)	2 Gated Estates visited to undertake enforcement operations by 30 June 2018	3 Gated Estates visited to undertake enforcement operations by 30 June 2019	80% of building plans more than 500m2 processed within 60 days by 30 June 2020	5 Gated Estates visited to undertake enforcement operations by 30 June 2021	6 Gated Estates visited to undertake enforcement operations by 30 June 2022	EDP	Town Planning
	Developing and sustaining the spatial, natural and built environment	**Awareness campaings to educate developers and or clients avout municipal processes related**	Percentage reduction of referral rate to improve business processes related to building plan assessment	All wards	4 awareness porgrammes undertaken by 30 June 2018	4 awareness programmes undertakne by 30 June 2019	reduction of referral rate from 90% to 75% by 30 June 2020	4 awareness programmes undertaken by 30 June 2021	4 awareness programmes undertaken by 30 June 2022	EDP	Town Planning
	Developing and sustaining the spatial, natural and built environment	**Environmental Management**	Percentage of Site Development Plan (SDP) Applications processed within 90 days from date of	All wards	5 Enviromental Management awareness	6 Enviromental Management awareness	80% of SDP Applications processed within 60 days from date of submission	10Enviromental Management awareness	12 Enviromental Management awareness	EDP	Environmental Management
	Developing and sustaining the spatial, natural and built environment	**Environmental Management**	Number of stakeholder engagement on development application processes	All wards	12 local schools participating on enviromental management education	14 local schools participating on enviromental management education	2 stakeholder engagements by 30 June 2020	18 local schools participating on enviromental management education	20 local schools participating on enviromental management education	EDP	Environmental Management
	Developing and sustaining the spatial, natural and built environment	**Environmental Management**	Number of progress reports submitted by Service Provider to measure project implementation	All wards	2 enviromental compliance inspections undertaken with sector departments by 30 June 2018	3 enviromental compliance inspections undertaken with sector departments by 30 June 2019	Close out report for Land Use Study project by 30 June 2010	5 enviromental compliance inspections undertaken with sector departments by 30 June 2021	7 enviromental compliance inspections undertaken with sector departments by 30 June 2022	EDP	Environmental Management
	Developing and sustaining the spatial, natural and built environment	**Climate Change**	Functionality of Electronic Document and Records Management System (EDRMS) through scanning of applications by target date	All wards	2 Climate change Mitigation Projects implemented by 30 June 2018	3 Climate change Mitigation Projects implemented by 30 June 2019	280 Building Plan applications scanned through EDMRS by 30 June 2020	5 Climate change Mitigation Projects implemented by 30 June 2021	5 Climate change Mitigation Projects implemented by 30 June 2022	EDP	Environmental Management

nd Environmental Management

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					ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET	ANNUAL TARGET		
Spatial Planning ar	Developing and sustaining the spatial, natural and built environment	**Climate Change**	Number of development planning bylaws blitz (joint planned enforcement operations) conducted	All wards	2 Reports submitted to Climate Change Carbon Register by 30 June 2018	3 Reports submitted to Climate Change Carbon Register by 30 June 2019	8 Development Planning Bylaws blitz conducted by 30 June 2020	5 Reports submitted to Climate Change Carbon Register by 30 June 2021	6 Reports submitted to Climate Change Carbon Register by 30 June 2022	EDP	Environmental Management
	Developing and sustaining the spatial, natural and built environment	**Climate Change**	Number of gated estates visited to undertake enforcement operations	All wards	100% review KDM GHG Inventory by 30 June 2018	100% review KDM GHG Inventory by 30 June 2019	4 Gated Estates visited to undertake enforcement operations by 30 June 2020	100% review KDM GHG Inventory by 30 June 2021	100% review KDM GHG Inventory by 30 June 2022	EDP	Environmental Management
	Developing and sustaining the spatial, natural and built environment	**Climate Change**	Number of policies/ bylaws reviewed and adopted by Council	All wards	1 Climate Change Funding proposal submitted to funders by 30 June 2018	2 Climate Change Funding proposal submitted to funders by 30 June 2019	2 x policies/ bylaw adopted by 30 June 2020	5 Climate Change Funding proposal submitted to funders by 30 June 2021	6 Climate Change Funding proposal submitted to funders by 30 June 2022	EDP	Environmental Management
	Developing and sustaining the spatial, natural and built environment	**Response time to disaster cases reported**	Number of Environmental Awareness Programmes conducted	All	Disaster cases responded to within 24 hours of call log by 30 June 2018	Disaster cases responded to within 24 hours of call log by 30 June 2019	4 Environmental Management Community awareness programmes held by 30 June 2020	Disaster cases responded to within 24 hours of call log by 30 June 2021	Disaster cases responded to within 24 hours of call log by 30 June 2022	COMMUNITY SAFETY	Disaster Management Unit
	Developing and sustaining the spatial, natural and built environment	**Disaster Awareness campaigns**	Number of environmental compliance inspections organised with sector departments	All	10 wards visited for Disaster Awareness campaign by 30 June 2018.	10 wards visited for Disaster Awareness campaign by 30 June 2019.	2 environmental compliance inspections undertaken by 30 June 2020	10 wards visited for Disaster Awareness campaign by 30 June 2021.	10 wards visited for Disaster Awareness campaign by 30 June 2022	COMMUNITY SAFETY	Disaster Management Unit
	Promote and support Low Carbon Development Path	**Response to Fire incidents reported**	Percentage of climate change mitigation/ adaptation projects implemented	All	14 minutes response time to Fire incidents reported from call log to despatch time by 30 June 2018	14 minutes response time to Fire incidents reported from call log to despatch time by 30 June 2019	70% implementation of Climate change Mitigation/ Adaptation (i.e. KwaDukuza Library Greening Project)	14 minutes response time to Fire incidents reported from call log to despatch time by 30 June 2021	4 minutes response time to Fire incidents reported from call log to despatch time by 30 June 2022	COMMUNITY SAFETY	Fire Department
	Promote and support Low Carbon Development Path	**Response to Fire incidents reported**	Number of progress report submitted to Climate Change Registry (ICLEI-Reporting Platform)	All	23 minutes response time for incidents involving Fire risk category D by 30 June 2018	23 minutes response time for incidents involving Fire risk category D by 30 June 2019	Reports submitted to Climate Change Carbon Registry by 30 June 2020	23 minutes response time for incidents involving Fire risk category D by 30 June 2021	23 minutes response time for incidents involving Fire risk category D by 30 June 2022	COMMUNITY SAFETY	Fire Department
	Promote and support Low Carbon Development Path	**Inspection of high risk occupancies.**	Number of climate change project funding proposal submitted to funders by 30 June 2019	All	72 inspections conducted for high risk occupancies and sensitive land use by 30 June 2018	75 inspections conducted for high risk occupancies and sensitive land use by 30 June 2019	1 Climate Change proposal developed by 30 June 2020	120 inspections conducted for high risk occupancies and sensitive land use by 30 June 2021	20 inspections conducted for high risk occupancies and sensitive land use by 30 June 2021	COMMUNITY SAFETY	Fire Department
	To promote economic growth by creating an enabling environment for SMME development	**Fire safety awareness campaings**	Number of entrepreneurs participating in the programme	All	5 wards visited for fire safety awareness campaign by 30 June 2018	8 wards visited for fire safety awareness campaign by 30 June 2019	4 entrepreneurship training programmes conducted by 30 June 2016	12 wards visited for fire safety awareness campaign by 30 June 2021	14 wards visited for fire safety awareness campaign by 30 June 2022	COMMUNITY SAFETY	Fire Prevention
	To provide educational guidance to local citizens	**School Safety Campaigns:** i) Road safety ii) Fire safety	Number of career guidance programmes facilitated for the youth.	All	24 schools visited for safety campaigns by 30 June 2018	24 schools visited for safety campaigns by 30 June 2019	18 Career guifdance programmes facilitated by 30 September 2019	24 schools visited for safety campaigns by 30 June 2021	24 schools visited for safety campaigns by 30 June 2022	COMMUNITY SAFETY	Fire Prevention
	To provide educational guidance to local citizens	**Social Crime prevention**	Number of programmes conducted for unemployed youth graduates	All	12 wards visited for Social Crime Prevention programme by 30 June 2018	12 wards visited for Social Crime Prevention programme by 30 June 2019	2 unemployed graduate programmes conducted by 30 June 2020	12 wards visited for Social Crime Prevention programme by 30 June 2021	12 wards visited for Social Crime Prevention programme by 30 June 2022	COMMUNITY SAFETY	Fire Prevention
	To provide educational guidance to local citizens		Number of job preparedness programmes facilitated				4 programmes conducted by 3a March 2020				
	To involve local communities in matters of local government		Number of functional stakeholders forum meetings held				5 Functional Stakeholders forum meetings held by 30 June 2020				