

ILEMBE DISTRICT MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN REVIEW 2021/2022

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ABBREVIATIONS AND ACRONYMS USED IN THIS DOCUMENT

B2B	-	Back-to-Basics Approach
CIF	-	Capital Investment Framework
COGTA	-	Co-operative Governance and Traditional Affairs
DAFF	-	Department of Agriculture, Forestry and Fisheries
DBSA	-	Development Bank of South Africa
DEA	-	Department of Environmental Affairs
DGDP	-	District Growth and Development Plan
DGDS	-	District Growth and Development Summit
DMC	-	Disaster Management Centre
DOE	-	Department of Education
DOHS	-	Department of Human Settlements
DOT	-	Department of Transport
DWS	-	Department of Water and Sanitation
ECD	-	Early Childhood Development
EDTEA	-	Department of Economic Development, Tourism and Environmental Affairs
EIA	-	Environmental Impact Assessment
EMF	-	Environmental Management Framework
EMP	-	Environmental Management Plan
EPWP	-	Expanded Public Works Programme
EXCO	-	Executive Committee
FY	-	Financial Year
GE	-	Gender Equity
GIS	-	Geographical Information System
HIV/AIDS		Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICLEI	-	International Council for Local Environment Initiatives
ICROP	-	Integrated Community Relief Outreach Programme
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IRSDP	-	iLembe Regional Spatial Development Plan
IWMP	-	Integrated Waste Management Plan
KPA	-	Key Performance Area
KPI-		Key Performance Indicator
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LM	-	Local Municipality
MANCO	-	Management Committee
MEC	-	Member of the Executive Council (Co-operative Governance and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MTEF	-	Medium-Term Expenditure Framework

MTSF	-	Medium-Term Strategic Framework
MWIG	-	Municipal Water Infrastructure Grant
NDP	-	National Development Plan
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public-Private Partnership
RDP	-	Reconstruction and Development Programme
R&R	-	Repairs and Renovations
SADC	-	Southern Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDG	-	Sustainable Development Goals
SDBIP	-	Service Delivery and Budget Implementation Plan
SMME	-	Small, Medium and Micro Enterprise
SONA	-	State of the Nation Address
SPLUMA	-	Spatial Planning and Land Use Management Act, 2016
TA	-	Tribal Authority
TBC	-	To Be Confirmed
WSDP	-	Water Services Development Plan

FORWARD BY HIS WORSHIP THE MAYOR

The 2021/2022 review of our Integrated Development Plan.

This review will be the last to be undertaken by the current Council as Local Government elections are scheduled to take place in the second half 2021. It is accordingly imperative that during this IDP review, we reflect on the commitments made to our communities in 2016 when this Council took over the reins in this municipality and give an account of the progress that has been made in achieving them and also highlight the challenges that affected the accomplishment of some of those.

This review takes place during an extraordinary and devastating period of a global pandemic. The outbreak of COVID-19 has had a severe impact on the country and our Municipality was not left out. The negative effect on lives and livelihoods will undoubtedly be felt for some time to come. The District has set up institutional mechanisms to ensure a coherent and coordinated government response to the effects of this pandemic. The iLembe District Command Council, that is co-chaired by the District Mayor and the MEC: Human Settlements and Public Works, continues to meet periodically to coordinate our collective efforts in mitigating the detrimental impact of the COVID-19 virus in iLembe.

The impact of the virus on the District economy and livelihoods requires purposeful & coordinated intervention by government in collaboration with the private sector. To this end, the iLembe COVID-19 economic recovery strategy was adopted as our coordinated response to steer the district economy towards a path of recovery. We have also recently inaugurated the new Board of Directors for Enterprise iLembe, which is our development agency responsible for, among others, investment promotion. The new Board is representative of the key sectors of the District economy and key specialist skills, this is intended to provide a stronger link and alignment between Local Government and the private sector.

This review also occurs within the context of the 2019- 2024 National Government Medium Term Strategic Framework. The KZN Provincial government is also in the process of reviewing the Provincial Growth and Development Plan. This IDP review therefore outlines how this Municipality has responded to the development priorities defined by National and Provincial government. The District Development Model, which was pronounced by the State President in 2019 and officially launched in iLembe on the 18th November 2020 by the COGTA Minister, will improve service delivery through ensuring better coordination of the three spheres of government.

At the apex of our development priorities remains the equitable provision of water and sanitation services. A significant share of the Municipal budget will be accordingly appropriated towards this function. The provision of water and sanitation services is the core mandate of the District Municipality and remains a central pillar for the attainment of our 2030 development vision to be *"...a sustainable people-centred economic hub providing excellent services and quality of life"*. This IDP review exhibits the continued commitment of the Municipality to eradicate service delivery backlogs and provision of bulk infrastructure to support economic development and growth.



CLLR S.S GUMEDE

His Worship the Mayor of
iLembe District Municipality

CHAPTER 1: EXECUTIVE SUMMARY

1.1. iLembe Overview

The iLembe District Municipality (DC29) lies on the east coast of KwaZulu-Natal, between eThekweni Metro in the south and King Cetshwayo District in the North. To the west, iLembe is bordered by two Districts; uMgungundlovu and uMzinyathi. At 3 260km², this is the smallest of the 10 KZN District Municipalities with a total population of approximately 657,612 people (Statistics SA Community Survey 2016). iLembe District is constituted by four Local Municipalities; Mandeni, KwaDukuza, Ndwedwe and Maphumulo. See map 1 for an Overview of the iLembe Region.

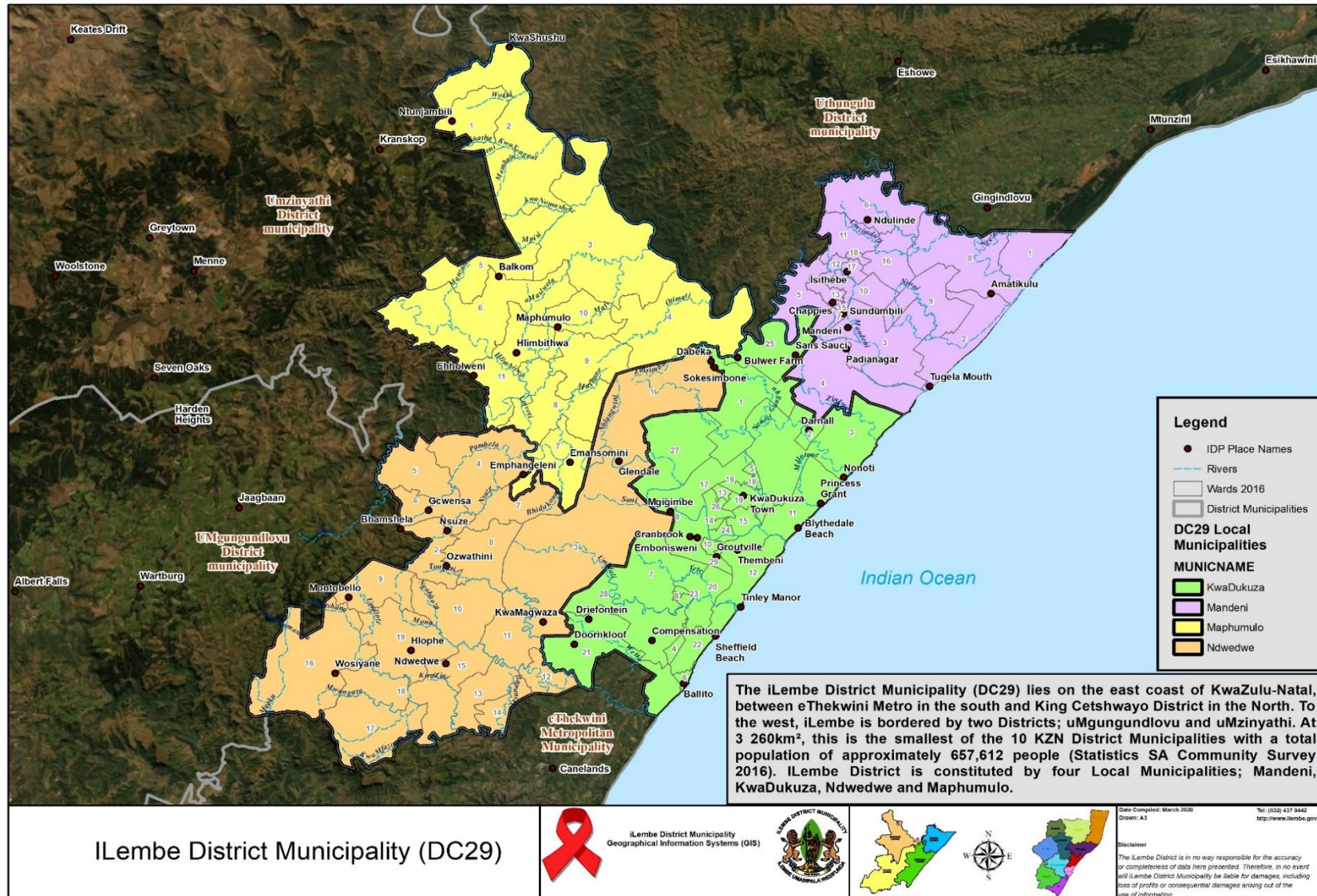
iLembe is located between two of Africa's busiest ports, Durban and Richards Bay, on the primary economic development corridor in the province, and is therefore well positioned not only to local, but also international markets, the King Shaka International Airport and the Dube Trade Port, just a few kilometers from the southern border of iLembe, have amplified what was already a prime investment destination. The District is made up of 45 TA areas where settlement is controlled by Traditional Authorities according to a traditional land tenure system, see Map 2. These TA areas cover approximately 63% of the total area of iLembe; where the Ingonyama Trust own the majority of the land within the municipality of Maphumulo, the lower reaches of Ndwedwe (69%), coastal and inland reaches of Mandeni (49%) and a small portion at the north west of KwaDukuza.

The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipality are the commercial farming hubs of the District. The commercial farming areas of KwaDukuza, Mandeni and Ndwedwe (31% of the iLembe District) are mainly under privately owned sugar cane. Areas of urbanisation in the District comprise of KwaDukuza/Stanger, Mandeni, the Dolphin Coast and Nkwazi Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, IsiThebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni.

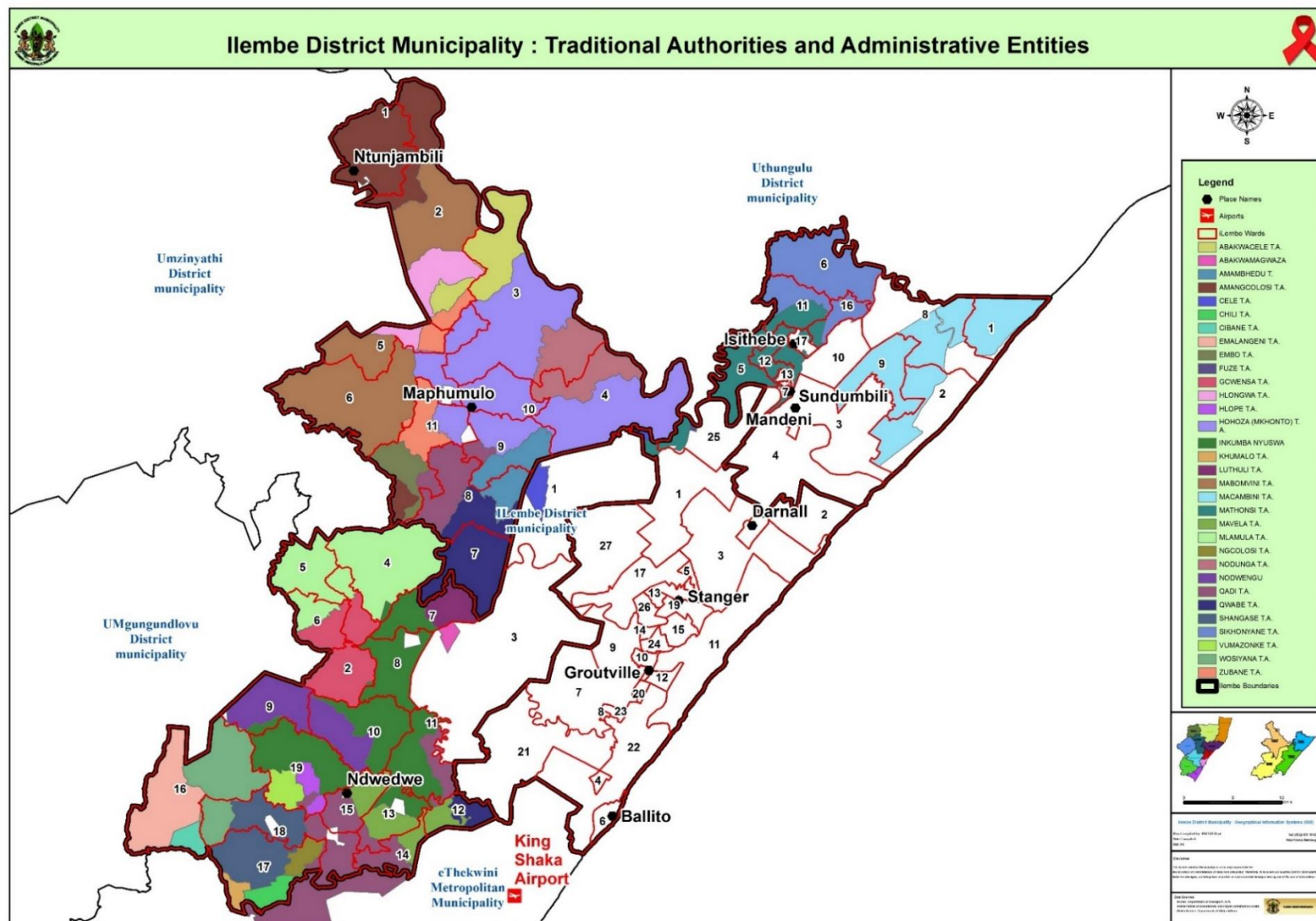
Informal settlements with limited facilities or infrastructural services occur on the periphery of the developed areas and within the towns of iLembe. Village centres such as Maphumulo and Ndwedwe in the west, Nyoni and Mbizimbelwa in the north, comprise of commercial and service development in the rural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

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





Map 1: Ilembe District Municipality Overview



Map 2: Ilembe District Traditional Authorities and Administrative Entities

1.2. Municipal Vision and Mission

Ilembe District Vision

The current Council assumed office in August 2016 after the local government election and opted to develop a new vision as follows:

“By 2030 iLembe District Municipality will be a sustainable people-centred economic hub providing excellent services and quality of life”

Ilembe District Mission

MISSION STATEMENT

- ✓ SERVICE DELIVERY THROUGH PARTNERSHIPS
- ✓ BUILD PARTNERSHIPS FOR SUSTAINABLE GROWTH AND DEVELOPMENT
- ✓ IMPROVE SERVICE DELIVERY THROUGH CREATIVE PARTNERSHIPS
- ✓ CUSTOMER CARE
- ✓ PLACING PREMIUM VALUE ON OUR CUSTOMERS TO ENSURE SATISFACTION
- ✓ LEADERSHIP
- ✓ PROVIDE INNOVATIVE LEADERSHIP IN THE DISTRICT
- ✓ FULFIL ROLE OF FACILITATOR, ENABLE AND MONITOR
- ✓ BUILDING CAPACITY THROUGH THE SHARING OF SERVICES
- ✓ INVESTING IN OUR PEOPLE AS VALUABLE ASSETS

- PRINCIPLES:**
- BATHO PELE PRINCIPLES
 - SERVICES DELIVERY CHARTER CONCEPT
- VALUE SYSTEM**
- ACCOUNTABILITY
 - SUSTAINABILITY
 - EFFECTIVE, EFFICIENT AND ECONOMICAL
 - CUSTOMER CARE
 - RESPONSIVENESS
 - TRANSPARENCY
 - EQUITY

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

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

1.3. Long Term Development Vision IRSDP 2050

The iLembe District Municipality, following comprehensive consultation with its constituent Local Municipalities, adopted its long term development plan, outlining a development trajectory to 2050. This plan is premised on a vision to create a “sustainable region” which is underpinned by the following five (5) pillars:

- A SUSTAINABLE REGION




1. A DIVERSE AND GROWING ECONOMY



2. A LIVABLE REGION



3. LIVING IN HARMONY WITH NATURE



4. PROMOTE SOCIAL WELL-BEING



5. EQUITY OF ACCESS

1.4. IDP CYCLE

The Integrated Development Plan (IDP) is a five year plan required in terms of the Municipal Systems Act, Act No.32 of 2000. This legislation states that an IDP is the principle strategic planning instrument which guides and informs all planning, development and decisions of the Municipality.

The IDP must align with national and provincial strategies. It is operational through strategic policies and business plans which focus on implementing the vision, objectives, projects and programmes of the IDP. The IDP is reviewed on annual.

The current IDP commenced in 2017/18 and in this, the 2021/22 IDP review, the Municipality is still committed to speedy service delivery, addressing poverty, the people’s needs and job creation. The IDP review aims to further align the Local Municipalities’ IDPs and ensure cross-sectoral integration and vertical and horizontal alignment in respect of national and provincial government initiatives, strategic directives, policies and procedures, including EPWP, within the context of the Credible IDP Framework.

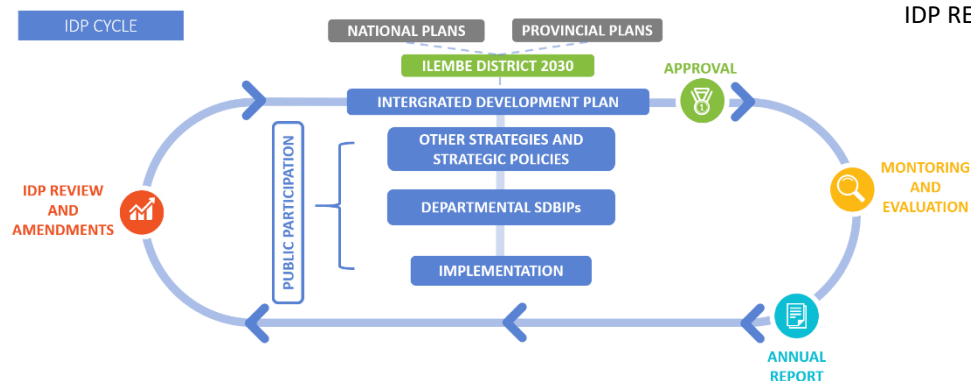


Figure 1: IDP Cycle

1.5. The Development of the iLembe District IDP

This document presents the Integrated Development Plan (IDP) of the iLembe District Municipality for the term 2017/18 to 2021/22. This is the fifth generation IDP that the Municipality has developed since the establishment of local government in terms of the Local Government: Municipal Local Government Structures Act (Act No. 117 of 1998).

The current IDP commenced in 2017/18 and in this, the 2021/22 IDP review, the Municipality is still committed to speedy service delivery, addressing poverty, the people's needs and job creation. The IDP review aims to further align the Local Municipalities' IDPs and ensure cross-sectoral integration and vertical and horizontal alignment in respect of national and provincial government initiatives, strategic directives, policies and procedures, including EPWP, within the context of the Credible IDP Framework.

For the purpose of the above-stated, iLembe 2021/22 IDP will undertake a comprehensive review and analysis of the iLembe District Municipality as an institution and the area under its jurisdiction. Specifically, highlighted economic and infrastructural backlogs, together with the developmental challenges. These serve as the baseline for municipal service delivery, monitoring and performance that the principal IDP (2017 - 2022) set out specific objectives and strategies to address these backlogs and challenges.

A Process and Framework Plan to guide the iLembe 2021/22 IDP review was considered and approved by Council on 12 September 2019. The Plan sets out comprehensively, the process of review, including timeframes for achieving certain milestones. It details responsibilities, methodology, mechanism for community participation and alignment with other stakeholders. The Local Municipalities' Process Plans play an important role in determining and influencing the budgetary processes within the context of the iLembe District IDP review.

1.6. Challenges

The main challenges that the District faces are related to spatial inequality, poverty and unemployment. Consequently this leads to lack of access to, infrastructure such as roads, water, and socio-economic facilities and services. The following summary of infrastructural characteristics, issues and challenges unpacks the key areas of intervention that the District needs to focus on and take forward in the IDP review process.

Water and Sanitation	The ranging topographic and settlement morphologies within the District hinder the efficiency of service delivery. The District also faces challenges of aging infrastructure and in some areas the infrastructure is at full capacity. 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. Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
Roads	The road networks within and outside the urban precincts need maintenance and upgrading in order to attract investments into the District.
Human settlements	The District is faced with an increase of settlements formal and informal and influx of people to the urban centres like KwaDukuza and Mandeni putting strain on existing infrastructure. The increase of informal settlements into protected and risk areas is alarming.
Revenue Collection	The District has a low revenue and debt collection rate, this is due to the poverty and economic profile of the District. The District has increased its billing data base over the past 5 years but has 12% of the current consumers registered as indigent.
Poverty	The District has experienced a decrease in poverty according to the South African Multi-dimensional Poverty Index but Maphumulo and Ndwedwe Local Municipality's still have the highest number of people living in extreme poverty.
Unemployment	The majority of people within the District are of working age, however the available employment opportunities are not adequate to absorb them, the District has been faced with a blotted

	unemployment rate as in the current challenge in the country but this also leads to the migration of the skilled to other towns and cities.
Social Facilities	The District faces a shortage of some social facilities, whilst there is an oversupply of other social facilities like Community Halls. There is a major challenge in the maintenance and lack of support structures to oversee the use and repair of social facilities. The main demand in social facilities is equitable access to clinics, libraries, recreational and civic facilities.
Environment	The District is faced with the challenges of Climate change and decrease in natural water courses. There is Inadequate and aging infrastructure, environmental degradation due to pollution, alien invasive plants, sprawling informal and formal development, loss of site of conservation value, biodiversity loss and loss of dunes and coastal forests.

Table 1: Ilembe District Challenges

1.7. Opportunities

Strategic Location

Ilembe District Municipality is strategically located between Durban and Richards Bay, and lies along one of the most important multi-sectoral development and activity corridors in the province, between the two largest port cities not only in the province, but in the country. A major road and railway network traverses the District, linking these two economic and industrial hubs. The District has iSithebe Industrial Estate within Mandeni Local Municipality which has grown into an established manufacturing hub, offering cost-effective production space with import and export facilities, linked to the ports in Durban and Richards Bay. The District also inhabits agricultural and tourism hubs within KwaDukuza inviting the opportunity of growth and exploitation of rich lands within Maphumulo and Ndwedwe Local Municipality's to stimulate the opportunities that exists.

Agriculture and Rural Development

Ilembe District Municipality identifies that there is a huge opportunity for agriculture and with the District having a share of its prime Agricultural land with Traditional Authority Area. Therefore partnerships with Amakhosi and Ingonyama Trust for rural economic development is important for the growth of the sector. The long-term transformation of the sugar-based sector in mainly the coastal LMs is of strategic importance and interventions and support required to facilitate its sustainable transformation. The change of agriculture land in favour of urban development and settlements is a threat to the development of this sector. In responding to this challenge of rapid urbanisation, KwaDukuza Municipality is promoting urban agriculture as one of the LED programmes. In part of the response to the transformation of the sector, KwaDukuza Municipality supports small holder producers pertaining to community-based gardens with implements and related agricultural needs. Further, 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.

Youth Population

The District has a young and capable population that makes up 41% of Ilembe District population. There is an opportunity for Ilembe to develop this young population into skilled and working citizens of the District and South Africa. With opportunities in the industrial, Agriculture and Trade industries it important to up skill and retain this young population in order to create a skills basin that will attract investment and improve the poverty and unemployment rates of the District.

Tourism growth and Development

The District being in strategic a strategic location and having both coastal and hinterland tourism attractions, it is important for the District to ensure a balanced growth between the two regions. The Hinterland regional has great potential but needs a dedicated approach to assist in the growth and proper development of its tourism activities. Currently KwaDukuza is initiating a Beach Nodes Development Plan aimed at revamping of public infrastructure of the beaches. Few opportunities such as heritage and cultural aspects exist in the inland LMs to transform and expand the tourism product offerings and experiences. Increasing the effectiveness of the Sangweni Tourism Centre to benefit all stakeholders in the LMs with a focus on the electronic marketing of the District. Promoting the partnership between Enterprise iLembe and Tourism KwaZulu Natal further.

Industrial Development

The iLembe District has the potential to develop the manufacturing sector due to its location relative to eThekweni, Richards Bay SEZ, the Durban and Richards Bay harbours and Dube Trade Port. The existing industries at Isithebe and at Shakas Head points to the favourable conditions for the development of this sector in the District ones the existing challenges are addressed. While it is the highest contributor to the GGP of the District, Industrial development in the District has, however, been slow in the past and is underrepresented in the economic profile of the area. The industrial sector has been under severe growth constraints nationally, provincially and locally for the past decade(s). This is a national problem addressed in the NDP, PDGS and IPAP. The continued poor performance by the domestic economy in 2018 (annual GDP growth of 0.8%) and an anticipated 1.3% for 2019, are stressing the desperate need for policy certainty and appropriate sustainable economic policy.

1.8. District Strategic Objectives

Alignment with National and Provincial Policies and Plans with the Ilembe District Municipality Key Performance Areas and Strategic Objectives.

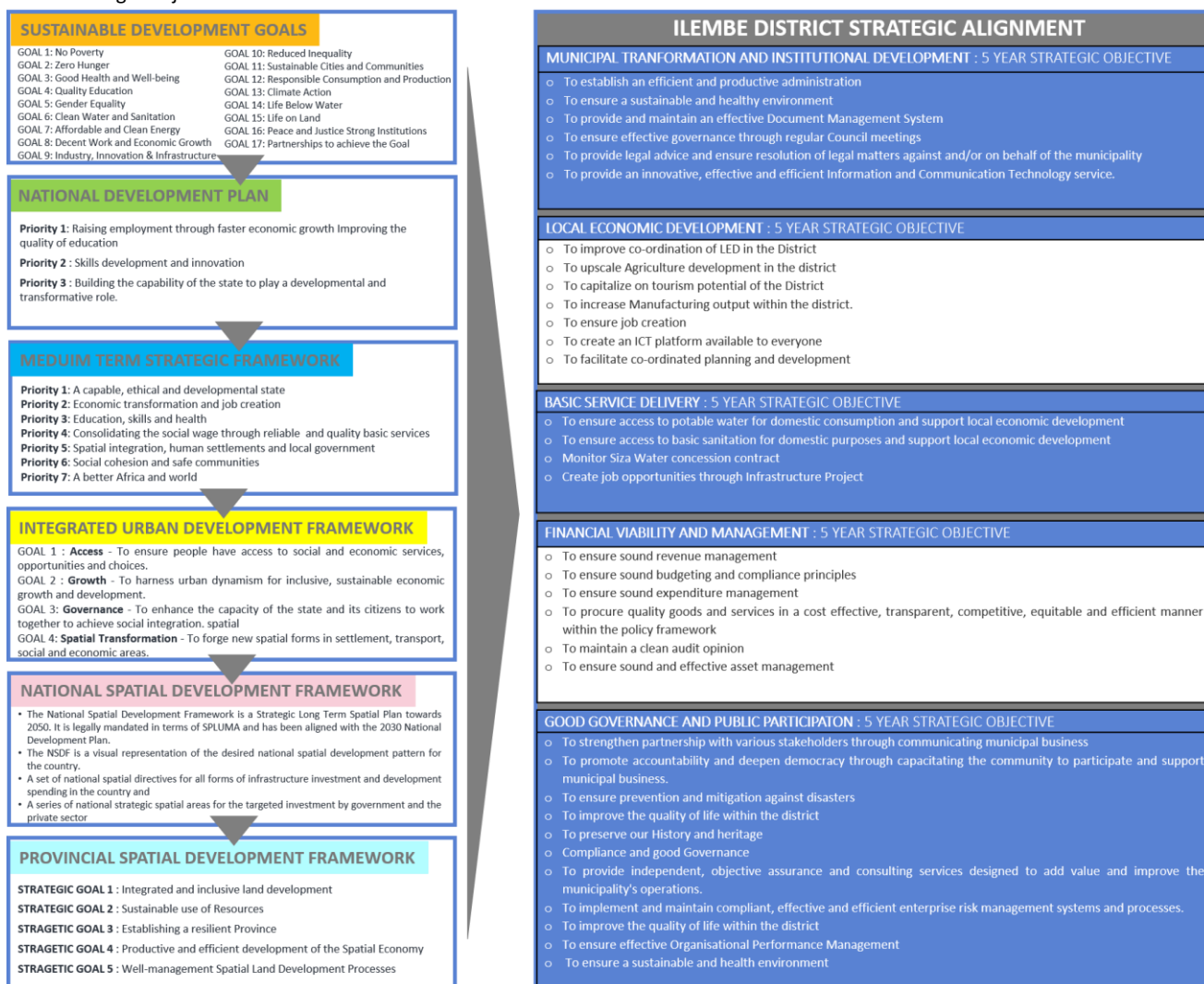


Figure 2: Ilembe District Objectives

1.9. District Priorities

- ✓ Effective Governance, Policy and Social Partnerships
- ✓ A diverse and growing economy, promote social well-being
- ✓ Equity of access
- ✓ A livable region
- ✓ Effective governance, policy and social partnerships
- ✓ Promote social well-being, effective governance, policy and social partnerships & a livable region

1.10. Performance Management

Key Performance Area

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

The organisational scorecard is submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting takes place in October (for the period July to end of September) January (for the period October to the end of December), April (for the period January to end of March) and July (for the period April to the end of June). The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the

accounting officer must, by the of January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

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

- *Cross cutting – Environmental Management, Spatial Planning and Monitoring & Evaluation (Office of the Municipal Manager)*
- *Municipal Transformation and Institutional Development (Corporate Services)*
- *Basic Service Delivery (Technical Services)*
- *Local Economic Development(Enterprise iLembe)*
- *Municipal Financial Viability and Management (Finance Department)*
- *Good Governance and Public Participation (Corporate Governance)*

In doing so, the Municipality has clearly aligned identified challenges with key performance areas as an element of the Performance Management System which includes Service Delivery and Budget Implementation Plan (SDBIP) for Section 56 Management.

CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES

2.1. Planning Directives

This chapter highlights the strategic path way that guides the development plans for the current term of office. It is a strategic planning approach that iLembe is committed to aligning with national, provincial planning and policy directives as they relate to local government and the institutionalisation and implementation of iLembe District Growth and Development Plan 2030.

2.2. Planning Development Principles

Listed below are some of the principles that guide the direction of planning and development within iLembe District. These principles stem from different legislation and policy documents that have been developed at National and provincial level with a strong influence from international policy, as follows:

- ✓ Promoting Infill development and compaction of urban form(SPLUMA)
- ✓ Development must optimise the use of existing resources and infrastructure in a sustainable manner (SPLUMA, CRDP, National Strategy on Sustainable Development)
- ✓ Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- ✓ In localities with low demonstrated economic potential, development/investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- ✓ Address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation (SPLUMA)
- ✓ Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMA)
- ✓ Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.
- ✓ If there is a need for low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)
- ✓ Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- ✓ The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS).

Sustainable Development Goals

At an International level, the Sustainable Development Goals are one of the many United Nations initiatives that guide constituencies on what standards to strive for in terms of people’s needs, the environment and other important factors. They serve as a successor to the Millennium Development Goals. They include 17 goals and 169 targets that capture the global aspirations for sustainable development. The municipality’s IDP is to some extent aligned with these goals that were adopted in September 2015. The National Development Plan and the Provincial Growth and Development Strategy, to which the iLembe IDP is aligned, have devised interventions that respond to the 17 goals.

Council has reviewed the IDP that include strategies on how the municipality will be contributing to each of the Sustainable Development Goals between 2017 and 2022. Chapters 3 and 6, contains strategies and projects that link to the SDGs as they appear in the figure below.



Figure 3: Sustainable Development Goals

SUSUTAINABLE DEVELOPMENT GOALS	ILEMBE DISTRICT MUNICIPALITY RESPONSE
SDG 1: End poverty in all its forms everywhere	<ul style="list-style-type: none"> ● SMME Support programmes by Enterprise iLembe ● Operation Sukuma Sakhe interventions. ● SCM policies amended to encourage local procurement
SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<p>Various agricultural projects implemented by Enterprise iLembe including:</p> <ul style="list-style-type: none"> ● Small scale farmer support ● National Schools Nutrition Programme; and ● Hydroponic Tunnel projects.
SDG 3: Ensure healthy lives and promote wellbeing for all ages	<ul style="list-style-type: none"> ● Projects and programmes from the Department of Health included in Chapter 8; and ● The municipality is implementing various sporting programmes aimed at youth, senior citizens and people with disabilities.
SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> ● Projects and programmes from the Department of Education included in Chapter 8 ● Implementation of the municipal bursary policy.
SDG 5: Achieve gender equality and empower all women and girls	<p>The municipality is implementing various gender equality programmes to empower women, such as:</p> <ul style="list-style-type: none"> ● Implementation of the Municipal Equity Plan ● Take a Girl Child to Work Day initiative ● Teenage Pregnancy Awareness Campaigns and ● Women's Parliament. ● SCM policies amended to encourage procurement from women owned companies
SDG 6: Ensure availability and sustainable management of water and sanitation for all	<p>The municipality is implementing various water infrastructure projects to ensure availability of water, these are included in Chapter 6.</p>
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> ● Eskom projects under Chapter 7.
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> ● Enterprise iLembe programmes. ● Infrastructure projects are implemented utilising EPWP principles
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> ● Energy efficiency
SDG 10: Reduce inequality within and among countries	N/A
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable	<p>The municipality, through water and sanitation infrastructure projects is facilitating the establishment of sustainable human settlements.</p>
SDG 12: Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> ● The municipality is currently piloting a Recycling programme; and ● Development of an Integrated Waste Management Plan. ● Energy efficiency
SDG 13: Take urgent action to combat climate change and its impacts	<p>The municipality will be developing a Climate Change Response Strategy.</p>
SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<p>The two coastal Local Municipalities, KwaDukuza and Mandeni have developed Coastal Management Plans.</p>
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<p>The District Municipality has adopted the Wetland Strategy and Action plan.</p>
SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	<p>The municipality has various measures in place such as:</p> <ul style="list-style-type: none"> ● Anti-Fraud and Corruption Policy and Strategy ● A functional external audit committee ● A functional risk management committee etc.
SDG 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.	<p>The municipality has partnered with various international organisations, including SECO (Switzerland) and ICLEI on economic development and environmental management programmes, respectively.</p>

Table 2: SDGs and Ilembe District Responses

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

Spatial Justice

in which past spatial and other development imbalances are redressed through improved access to and use of land; Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation; spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons; land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas; land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application.

Spatial Sustainability

Ensures that special consideration is given to the protection of prime and unique agricultural land; uphold consistency of land use measures in accordance with environmental management instruments; promote and stimulate the effective and equitable functioning of land markets; consider all current and future costs to all parties for the provision of infrastructure and social services in land developments; promote land development in locations that are sustainable and limit urban sprawl; and result in communities that are viable;

Efficiency:

Ensures that land development optimises the use of existing resources and infrastructure; decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and development application procedures are efficient and streamlined and time frames are adhered to by all parties;

Spatial Resilience: to promote flexibility in spatial plans, policies and ensure that land use management systems accommodate sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

Good administration:

All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act; no government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks; The requirements of any law relating to land development and land use are met timeously; the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and Policies, legislation and procedures must be clearly set out and inform and empower citizens. Also required by Chapter 5, Section 24(1) of the Act for land use management is the requirement for all municipalities to have a single scheme within five years of its commencement.

Integrated Urban Development Framework (IUDF)

The IUDF is premised on the National Development Plan (NDP) and seeks to extend Chapter 8 – **“Transforming human settlements and the national space”**. In addition, it also responds to the Sustainable Development Goals (SDGs), in particular goal 11- **“Making cities and human settlements inclusive, safe, resilient and sustainable”**.

The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions.

Importantly, this vision for South Africa’s urban areas recognises that the country has different types of cities and towns, which have different roles and requirements. As such, the vision has to be interpreted and pursued in differentiated and locally relevant ways. To achieve this transformative vision, four overall strategic goals are introduced:

Access: To ensure people have access to social and economic services, opportunities and choices.

Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.

Governance: To enhance the capacity of the state and its citizens to work together to achieve social integration.

Spatial Transformation: To forge new spatial forms in settlement, transport, social and economic areas.

Medium Term Strategic Framework

The 2012 NDP sets out a long-term vision for the country and provides the programme through which South Africa can advance radical economic transformation through development planning. The MTSF 2014 - 2019 outlined the plan and outcome-based monitoring framework for implementing the NDP during the country's fifth democratic administration.

This MTSF 2019-2024, which covers the five-year period from 2019 to 2024, outlines the implementation priorities across South Africa's national development priorities for the sixth administration. The South African government sees development planning as a means to achieve national development goals. Development planning is a results driven approach to promoting development objectives through setting measurable, high-impact targets linked to realistic implementation plans.

In South Africa, all three spheres of government conduct development planning: the MTSF 2019-2024 at a national level, the Provincial Growth and Development Strategies (PGDS) at a provincial level, and the Integrated Development Plans (IDP), set by each municipality to ensure effective service delivery. The Development planning framework is now supported by the Spatial Development Frameworks (SDFs) at National, Provincial and Local Government levels, which further guide development and facilitate land use prioritisation and sustainable development.

MTSF OUTCOMES	IDM RESPONSE
Priority 1: Capable, Ethical and Developmental State	<ul style="list-style-type: none"> • iLembe is implementing a number of programmes that foster social cohesion and nation-building, these include: • SALGA Games; • Golden Games; and • Cultural Celebrations (uMkhosi weLembe, Eid, Diwali, etc.).
Priority 2: Economic Transformation and Job Creation	<ul style="list-style-type: none"> • Department of Economic Development; • Department of Trade and Industry; and • Enterprise iLembe. • Various agricultural projects implemented by Enterprise iLembe, including: Small holdings farmer support; • National Schools Nutrition Programme; and • Hydroponic Tunnel projects.
Priority 3: Education, Skills and Health	<ul style="list-style-type: none"> • Department of Education • Projects and programmes from the department of health included in Chapter 4; and The municipality is implementing various sporting programmes aimed at youth, senior citizens and people with disabilities. • Projects and programmes from the department of Education included in Chapter 4; • Implementation of the municipality's Workplace Skills Plan; and • Implementation of the municipal Bursary Policy.
Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services	<ul style="list-style-type: none"> • Governance projects included in Chapter 3 and 6. • Projects and programmes by Eskom under Chapter ; and • Water and Sanitation Projects by the municipality under Chapter 4 and 6.
Priority 5: Spatial Integration, Human Settlements and Local Government	<ul style="list-style-type: none"> • The municipality, through water and sanitation infrastructure projects is facilitating the establishment of sustainable human settlements. The Implementation plan contained in Chapter 6.
Priority 6: Social Cohesion and Safer Communities	<ul style="list-style-type: none"> • Special projects that are included in Chapter 3. • South African Police Service
Priority 7: A Better Africa and World	<p>All Government Departments.</p> <p>The Municipality has concluded the following Environmental plans: The Environmental Management Framework; Wetland Assessment Report; and Coastal Management Programmes (Mandeni and KwaDukuza).</p>

Table 3: MTSF Outcome and iLembe Responses

The State of the Nation Address 2021

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

The President's Plan for COVID19 and economy recovery was quite comprehensive and covered all the major issues to be dealt with and listed Four Priorities that will underpin the efforts of Government in 2021; as follows:

FOUR COVID 19 RECOVERY PRIORITIES	IDM's RESPONSE
<p>1) Defeating the Coronavirus pandemic</p>	<ul style="list-style-type: none"> • <i>The iLembe DM launched the District Command Council on the 2nd of April 2020, which the District Mayor is the Chairperson</i> • <i>The structure consists of the following "cluster" committees to deal with all COVID-19 related matters; social cluster, governance cluster, economic cluster, Communication and Public Participation Cluster and security cluster.</i>
<p>2) Accelerate Economic Recovery</p>	<ul style="list-style-type: none"> • <i>The family of Municipalities have adopted the iLembe COVID-19 Economic recovery strategy as the coordinated approach to re-igniting the District economy.</i> • <i>The family of Municipalities have provided the following support to the formal and informal business structures in order to accelerate economic recover:</i> <i>Maphumulo LM together with EDTEA are finalizing the implementation of the Bulk Buying Programme prioritising locally produced goods.</i> <i>KwaDukuza LM has comprehensive temporary relief schemes which form part of the KDM COVI19 Debt Incentive Scheme and Socio Economic Recovery Plan assisting the formal and informal trade sectors.</i> • <i>The Municipality has also commenced with the review of the LED strategy. This strategy will, among others, focus on improving the doing business environment which will result in increased investment into the area.</i> • <i>Enterprise iLembe Business Incubator. The EI business incubator was established in 2018 and is currently operational and fully functional. The facility assists to provide entrepreneurs and SMME's with business "start-up" processes.</i> • <i>Enterprise iLembe – has an ongoing prioritization of farmer support through the existing and identification of agricultural projects, thus ensures job creation and promotion of agricultural sector</i>
<p>3) Implement Economic reforms to create sustainable jobs and drive inclusive growth</p>	<ul style="list-style-type: none"> • <i>The iLembe District Municipality, together with KwaDukuza and Mandeni local Municipalities are currently implementing the Vuthela iLembe LED programme. The objective of the programme is to contribute to the improvement of the economic future of the iLembe district and the quality of life of its inhabitants, through sustainable growth of the local economy, and the creation of higher, better and more inclusive employment and income generating opportunities</i> • <i>In terms of youth unemployment, the following programmes have been initiated by Enterprise iLembe; Mandeni Youth Enterprise Park (YEP) The Mandeni YEP will be implemented through the corporate social investment initiative. The project aims to provide workstations for youth entrepreneurs.</i> • <i>Maphumulo LM is facilitating SMME capacity Building and has awarded 40 SMMEs through the SALGA/ UNDP funding initiative.</i>
<p>4) Fight corruption and strengthen the State</p>	<ul style="list-style-type: none"> • <i>iLembe has the Enterprise Risk Management function with the following sub-units Anti-Fraud & Corruption as well as Ethics, Risk Management, Business Continuity and Loss prevention & Compliance.</i> • <i>The district development model aims to accelerate, align and integrate service delivery under a single development plan per district or metro that is developed jointly by national, provincial and local government as well as business, labour and community in each district</i> <i>The iLembe Family of municipalities, through the assistance of COGTA have commenced with the development of the model.</i>

Table 4: SONA and iLembe District Responses

Back-to-Basics Approach

“SERVING OUR COMMUNITIES BETTER”

The B2B programme outlines government's' plan of action 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 main goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

Government has enforced a back-to-basics approach for the country's 257 municipalities. The back-to-basics approach want to sure that robots work, making sure that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way. Systems to allow national and provincial governments to monitor the performance of municipalities and ensure they respond to crises quicker would be put in place.

These key performance areas for the Back-to-Basics Approach are premised on the five pillars on the Figure below.

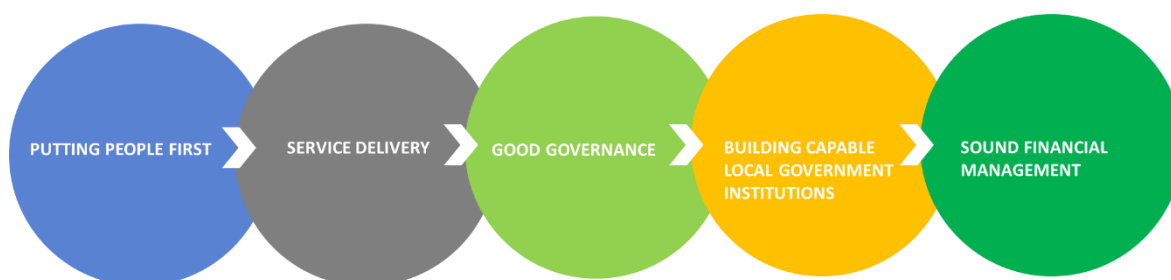


Figure 4: Pillars of Back to Basics

The key performance indicators are assessed under each pillar on a quarterly basis. The programme is measured on an assessment that is main questions, scored and supplementary questions considered and the support plan that is implementation on progress. A 60/40 principle is applied in terms of scoring. The final results are categorised as functional, challenged and requiring intervention. Refer to Chapter 9 that illustrates the latest B2B status for iLembe family of municipalities.

State of the Province Address 2021

The Premier of KwaZulu Natal Hon. Sihle Zikalala delivered the State of Province Address 2021, Pietermaritzburg on the 26th of February 2021. The Premier acknowledged the significance and responsibility of the Province in combating the triple challenges of poverty, unemployment and inequality. The Premier reflected on the devastating impact of COVID 19 on the Province, emphasizing the need to quicken the tempo to enable physical, emotional and economic recovery whilst reducing inequality and creating jobs. The KwaZulu Natal State of the Province Address 2021 was underpinned by the theme and banner of, “Quickening the Tempo to Economic Recovery and Job creation”. The Premier acknowledged the negative impact COVID 19 has had on the global and local economy and the consequences suffered by businesses in the Province, leading to job losses and also resulting in declining tax revenue. The Province in its Council Lekotla agreed on the following Five Priorities.

- I. *Intensifying the fight against the Coronavirus*
- II. *Reigniting economic recovery and job creation*
- III. *Building Social cohesion and fighting crime and corruption*
- IV. *Delivering Basic Service in particular water*
- V. *Building a capable and Ethical Developmental State*

The Premier unpacked the key Industrial projects within the Special Economic Zones and Industrial Pack as follows;

- ✓ Harnessing Export Capacity: Implementation of the African Continental Free Trade Area agreement
- ✓ Tourism Development: Implementation of Tourism Recovery Plan
- ✓ Port Infrastructure: Upgrading of infrastructure to ensure port efficiency, modernisation and expanding capacity
- ✓ Regional Airports
- ✓ Digital, Hub ICT and innovation: implementation of broadband connection and digital transformation to enable effective deployment of 4IR solutions
- ✓ Establishment of Coastal Smart Cities and Realising Vision 2030
- ✓ Enterprise Development
- ✓ Radical Economic Transformation: Operation Vula Programme

Covid-19 Economic Rapid Recovery Plan

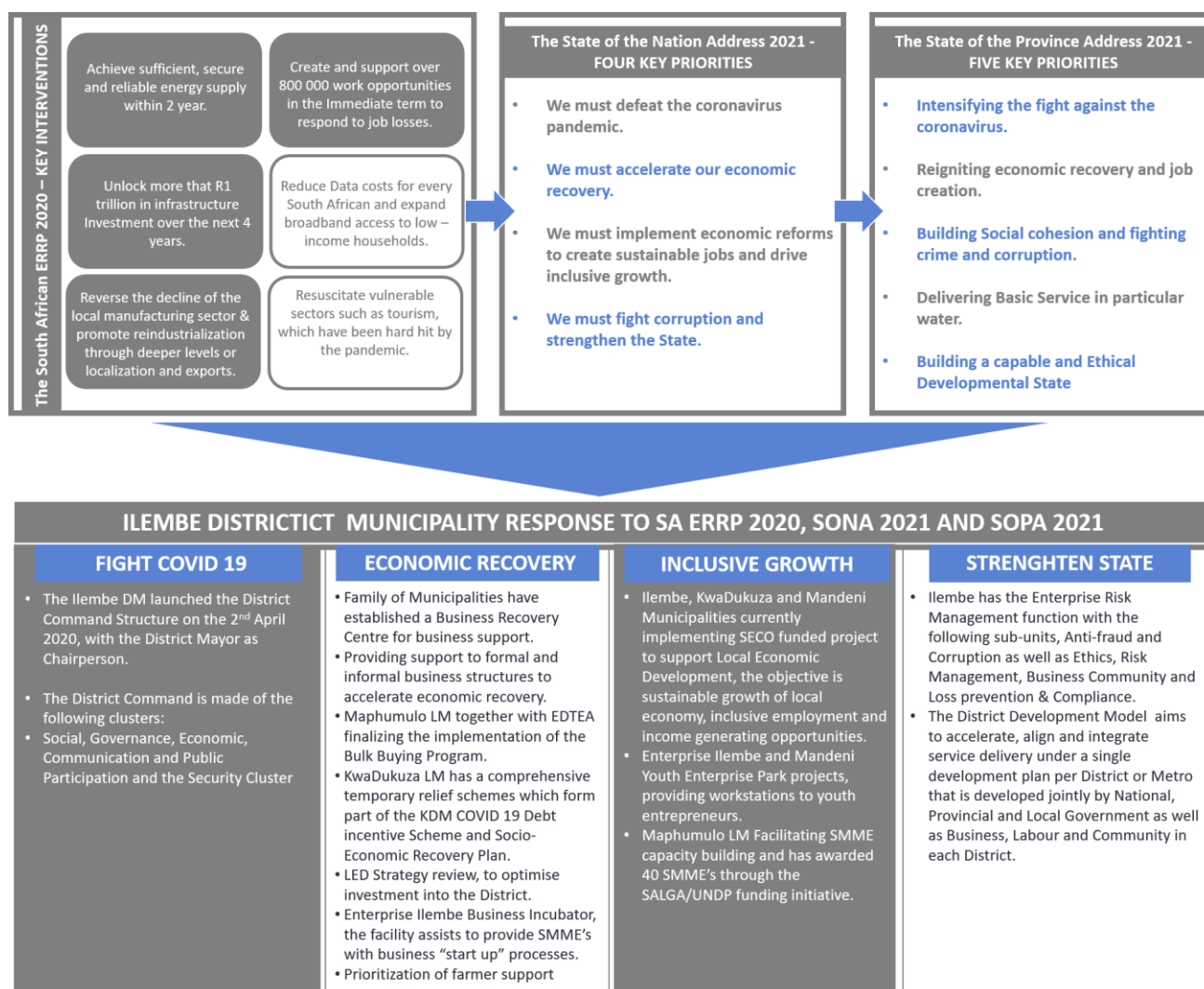


Figure 5: Covid-19 Economic Rapid Recovery Plan and Ilembe Responses

District Development Model

The District Development Model (DDM) promotes a One-Plan, One-Budget Intergovernmental approach for Districts and Metropolitan area which was approved by Cabinet in August 2019. DDM is a new integrated district-based intervention by government to coordinate the delivery of services to communities. Joint and collaborative planning is undertaken at local, district, metropolitan and by all three spheres of governance resulting in a single strategically focused "One Plan".

The Model is firmly based on analysis of previous and current National, Provincial and Local level initiatives to improve the development of Local Government and IGR. Developmental change is shaped and owned at district level in partnership with communities, citizens, and social partners.

In November 2020, the Minister of Cooperative Governance and Traditional Affairs, the Honorable Dr Nkosazana Dlamini Zuma, launched the iLembe DDM during her visit to the family of municipalities from the 17th to the 20th of November 2020. The following was presented and adopted;

- ✓ Terms of Reference for the iLembe District Hub;
- ✓ Institutional arrangements; and
- ✓ DDM Profile.

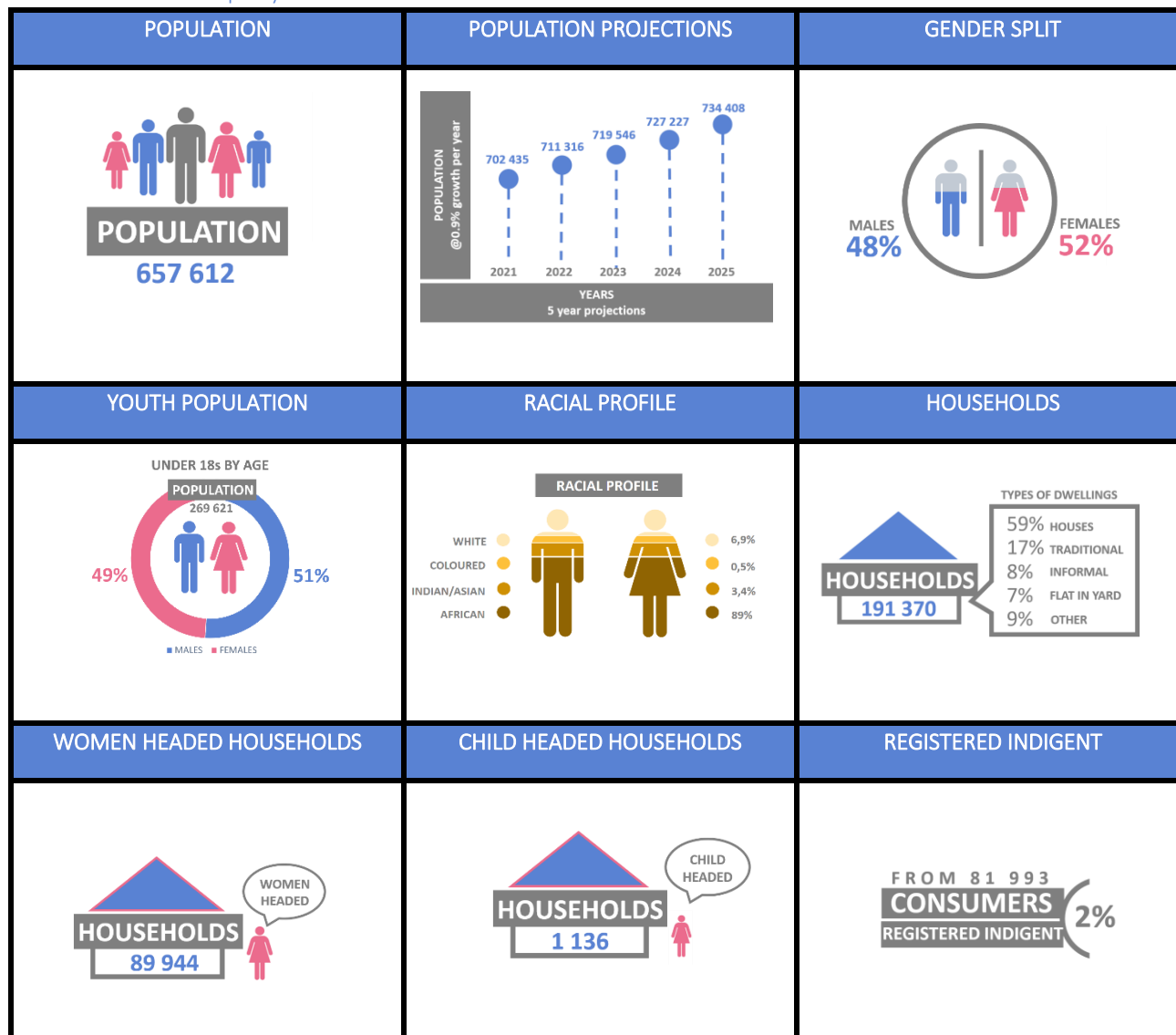
The development of the iLembe District Plan will be commissioned through the Vuthela iLembe LED programme. Service providers have been appointed and the project commenced in November 2020.

CHAPTER 3: SITUATIONAL ANALYSIS

3.1. iLembe Demographics

This chapter seeks to describe the prevailing conditions of development in the iLembe District Municipality using multiple sources of data information such as Statistics South Africa (Census 2011, Community Survey 2016) and the review of other credible sources of data. The detailed analysis relates to the demographics, spatial planning, environmental management, disaster management, municipal transformation and institutional development, service delivery, economic and social development, municipal financial management, good governance and public participation.

iLembe District Municipality Numbers

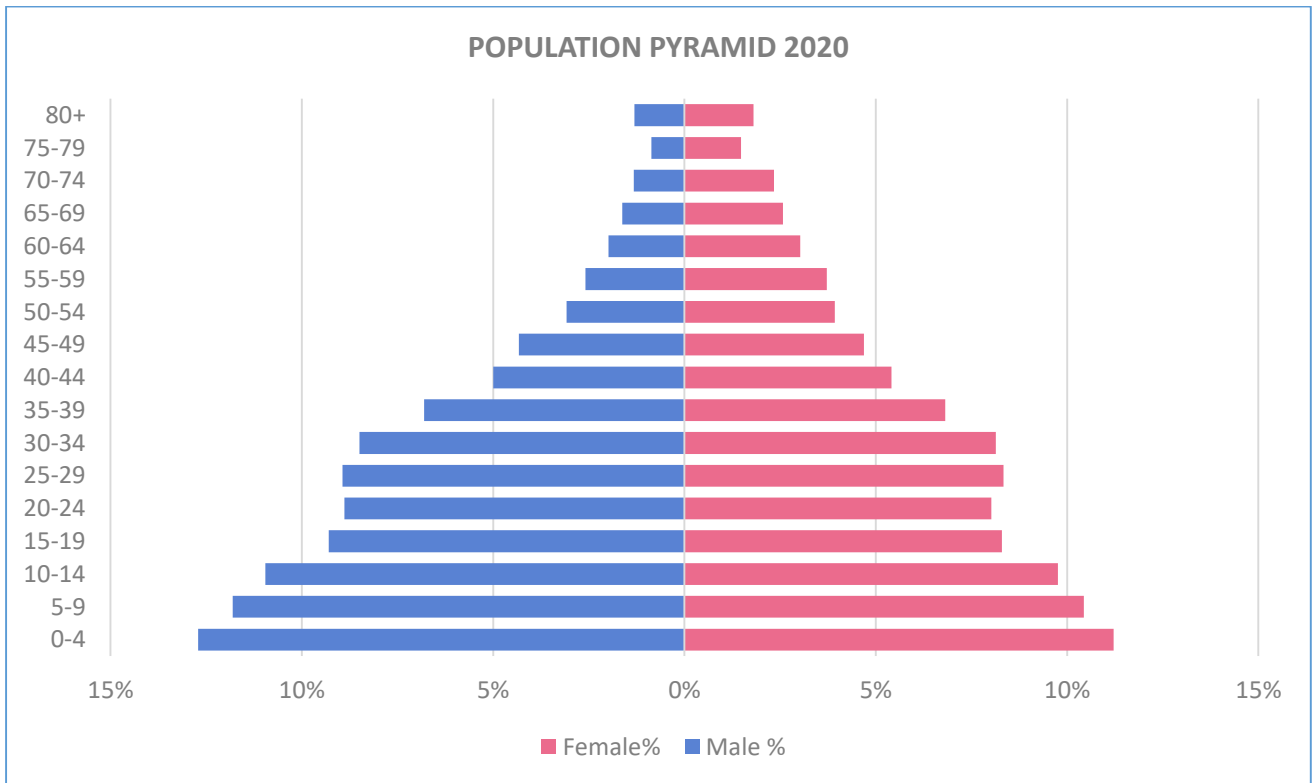


Source 1: 2016 Community Survey, Stats SA

The recent Community Survey (2016) results show that the population in iLembe District was at 657,612 people growing at 0.9% per annum from 2016 with Statistics South Africa indicating a population of 702 435 in 2021 and 734 408 by 2025, as shown in table above. It is projected that KwaDukuza LM, Mandeni LM will continue to experience population growth. The iLembe District Municipality gender split is at 48% males and 52% females. The youth make up 41% of the iLembe District Municipality population with 49% males and 51% females. The racial profile of the district is made up of 89% African, 6,9% White and 3,4% Indian. According to the Community Survey 2016, the number of households within iLembe District has risen to 191,370 from 157,692 in 2011. There are 89 944 women headed Households and 1 136 child headed households within the District. There are 1 638 (2%) consumers registered as indigent according to the iLembe District Municipality consumer data base from 81 993 consumers as of 31 December 2020.

iLembe District Age Profile

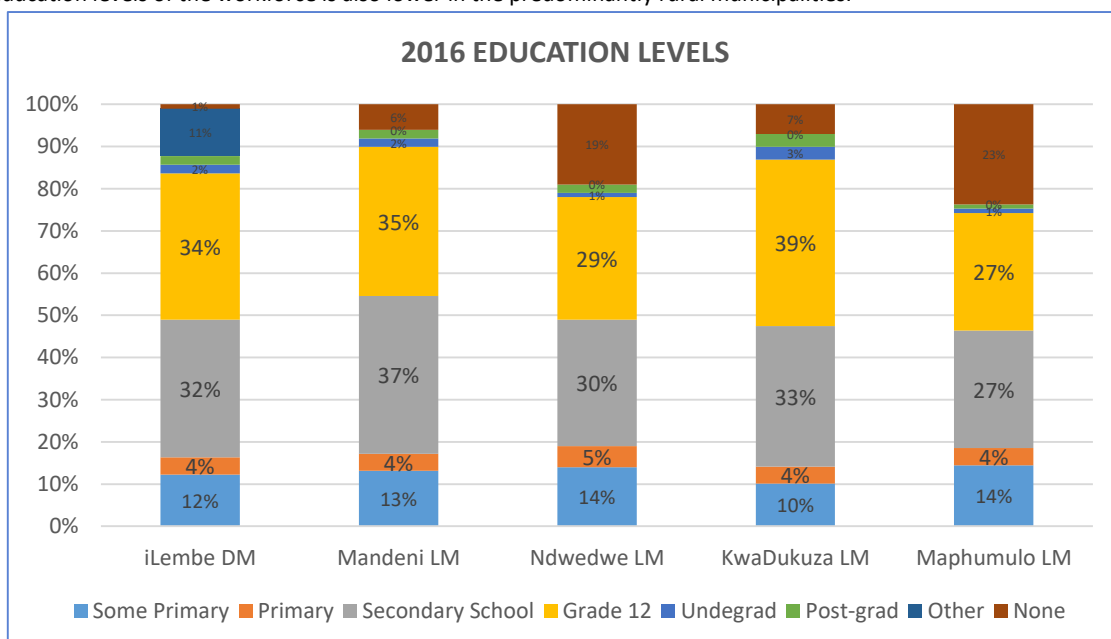
The pyramid graph below indicates the age distribution in percentage to that of the entire population within the District. The pyramid graph enables us to understand that within the iLembe District Municipality the highest population recorded is among the ages 0-14, being the youth and the lowest population recorded is among the ages 70-79 and with a higher number of females than males. When compared to males the graph indicates that the highest percentage of population in males is ages 0-4, 5-9 and 10-14, whilst the lowest percentage of population in males is ages 75-74. Refer to the Pyramid Graph below. This analysis provides the understanding that majority of the population within the District is youth ages 0-34 thus holding great potential for the District.



Graph 1: Population Pyramid 2020

Education Levels

It can be acknowledged that most people have secondary education levels, however have not attained tertiary education. This elucidates the high level of unemployment in the district, as a result of inadequate tertiary educational skills. In addition, the education levels of the workforce is also lower in the predominantly rural municipalities.

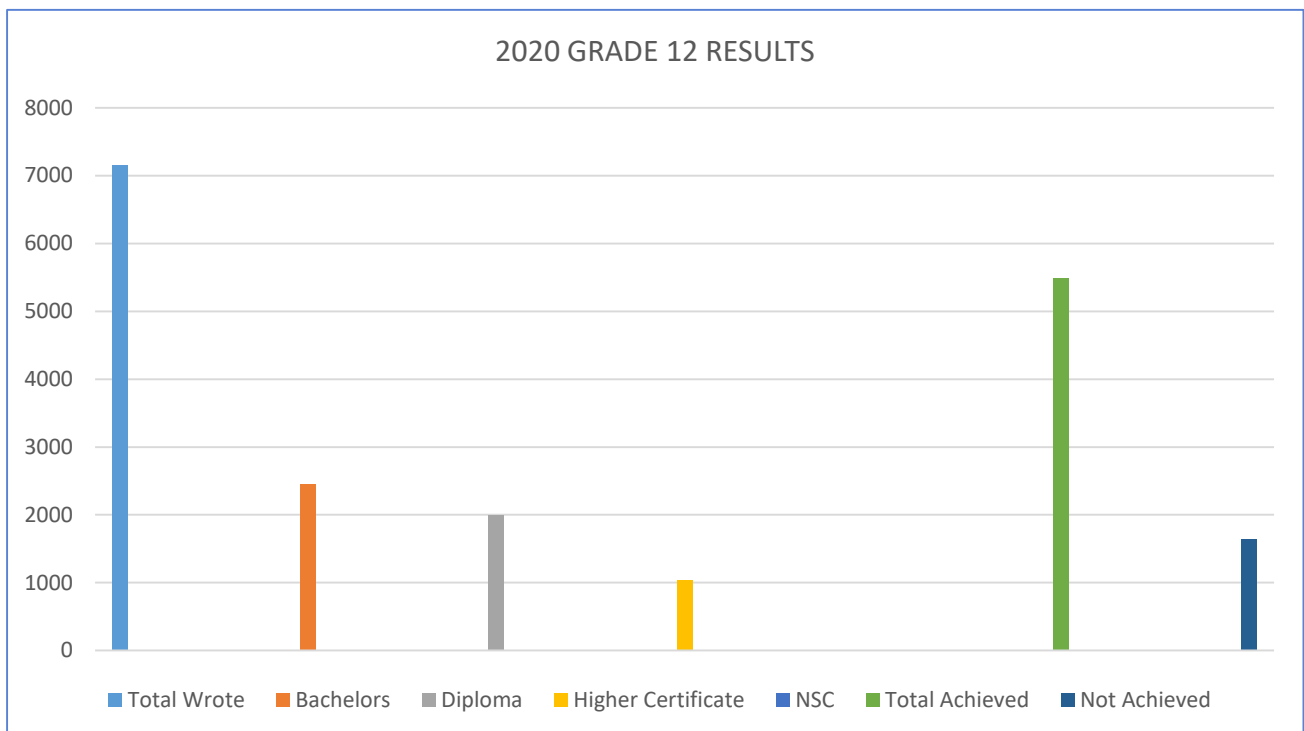


Graph 2: District Education Levels

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

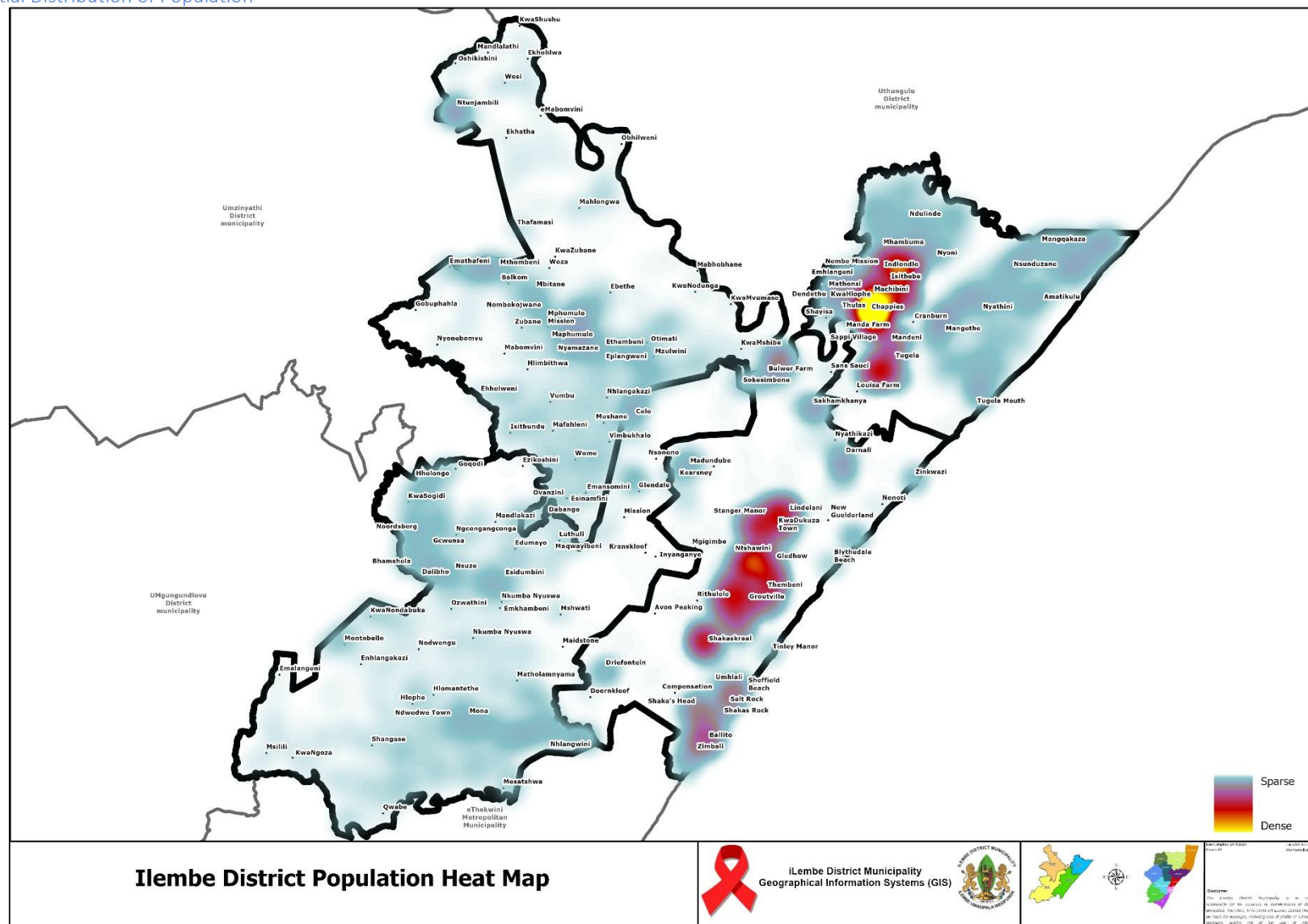
iLembe 2020 NSC Statistics

The Districts performance has shown an incredible improvement over the previous years of 2017, 2018 and 2019, However the results for 2020 showed a decline of 3,96% decreasing from 80,85% in 2019 to 76,89% in 2020. The result this year reflects a qualitative dip compared to last year. A similar trend is observed in KwaZulu Natal, but we wish to state that these results are truly to be commended, given the strange and unusual circumstances we faced as a result of Covid19.



Graph 3: 2020 Grade 12 Results

Spatial Distribution of Population



Map 3: Population Heat Map

Economic Profile

Employment/ Unemployment Levels

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

MUNICIPALITY	UNEMPLOYMENT RATE			YOUTH (15-34) UNEMPLOYMENT RATE		
	2001	2011	% change	2001	2011	% change
ILEMBE	48.0	30.6	-36%	55.8	37.2	-33%
MAPHUMULO	75.9	49.0	-35%	83.3	58.4	-30%
MANDENI	45.1	28.6	-37%	51.5	34.6	-33%
KWADUKUZA	34.3	25.0	-27%	42.6	30.8	-28%
NDWEDWE	67.8	48.7	-28%	76.4	58.3	-24%

Table 5: Ilembe District Unemployment Rate

Source: Statistic SA Census, 2001 & 2011

The graph below indicates unemployment in iLembe has increased from 29.1% in 2013 to 32% in 2017. However, this trend is not unique to iLembe only; the KZN province has also experienced similar unemployment rate going from 30% in 2013 to 32.4% to 2017.

DATE	2013	2014	2015	2016	2017
SOUTH AFRICA	24.7	25.2	25.5	26.9	27.8
KWAZULU-NATAL	30.0	30.3	30.5	31.6	32.4
ILEMBE DISTRICT	29.1	29.8	29.6	31.0	32.0

Table 6: Unemployment Rates (National, Provincial and District)

Source: Quantec: Regional Standardised, Urban-Econ Calculation 2019

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

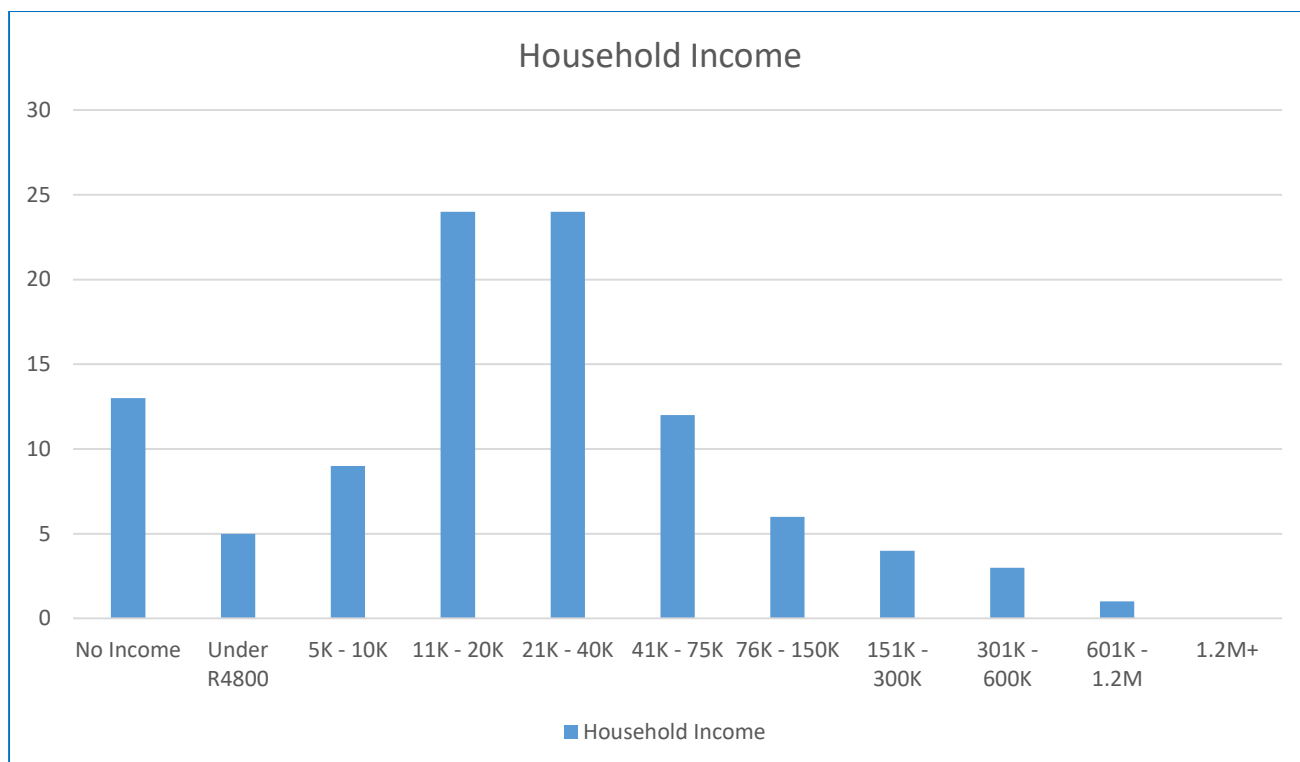
	YOUTH (15-34) UNEMPLOYMENT RATE		
	2001	2011	% change
ILEMBE	55.8	37.2	-33%
MAPHUMULO	83.3	58.4	-30%
MANDENI	51.5	34.6	-33%
KWADUKUZA	42.6	30.8	-28%
NDWEDWE	76.4	58.3	-24%

Table 7: Youth Unemployment Rates in Ilembe District

Source: Statistic SA Census, 2001 & 2011

Households Income Levels

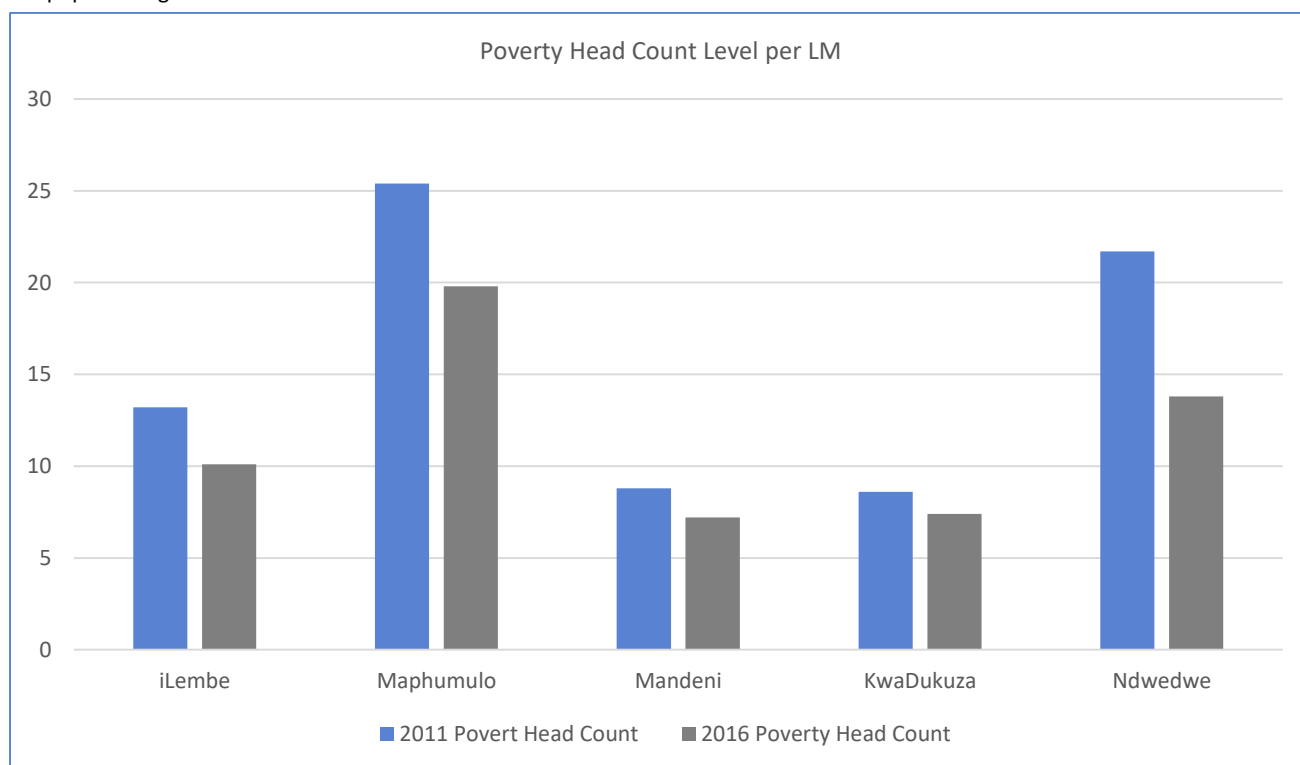
Household incomes in the district are extremely low with about 13% of the households earning no income at all and a majority of population surviving on less than R500 a month. This scenario has potential to perpetuate reliance on social grants which are a vital anti-poverty measure but divert resources from other state responsibilities. Higher incomes for the residents are vital for jumpstarting economic activity in the district.



Graph 4: iLembe District Household Income

Poverty Levels and Intensity

The graph below portrays the percentages of people living below the national poverty line within iLembe District Municipality and its Local Municipalities. Within the district there is an overall decrease in the number of people experiencing such poverty as per the South African Multidimensional Poverty Index (MPI), the indicators include unemployment, years of schooling, child mortality, type of dwelling, etc. Maphumulo and Ndwedwe local municipalities, even though having experienced a decrease of over 5 percent in the head count, still have the highest number of people living in extreme poverty. The results for Mandeni and KwaDukuza have only decreased by less than 2 percent for both municipalities, whilst on the other hand, these areas have experienced significant population growth between 2011 and 2016.



Graph 5: iLembe District Poverty Count Level per LM

Poverty Intensity

The table below depicts the intensity of poverty within the local municipalities of iLembe as well as the average measure for the district. Although the poverty headcount results (as depicted on the graph above) portray a decrease, the table below depicts an increase in the intensity of poverty throughout iLembe. According to the table below, KwaDukuza and Mandeni have experienced minimal intensification of poverty whilst in Maphumulo and Ndwedwe it has risen by almost 5 %.

YEARS	MUNICIPALITIES				
	iLembe	Maphumulo	KwaDukuza	Mandeni	Ndwedwe
2011	41%	40.60%	41.20%	41.20%	41%
2016	43%	44.80%	41.60%	41.50%	44.80%

Table 8: iLembe District Poverty Intensity

3.2. Cross Cutting

Spatial Analysis

Regional Context

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

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

- Pristine beaches and a relatively unspoilt natural environment, underscore the claim of being, “The Jewel of the Kingdom of the Zulu”.
- Centrally located to the Province’s other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, the Berg, Battle Fields and Durban. This places this District within a two-hour drive from many of KZNs natural attractions and two World Heritage Sites.
- International and local recognition and interest in King Shaka and Zulu culture and history. This diverse and rich cultural heritage has potential for growing and broad international appeal.
- Strong cultural and historical links to India, the United Kingdom and Mauritius.
- A sub-tropical climate positions it as an all year round tourism destination.
- Unique quality of the District’s agricultural attributes of soil types, climatic diversity and rainfall.

Hierarchy of Plans

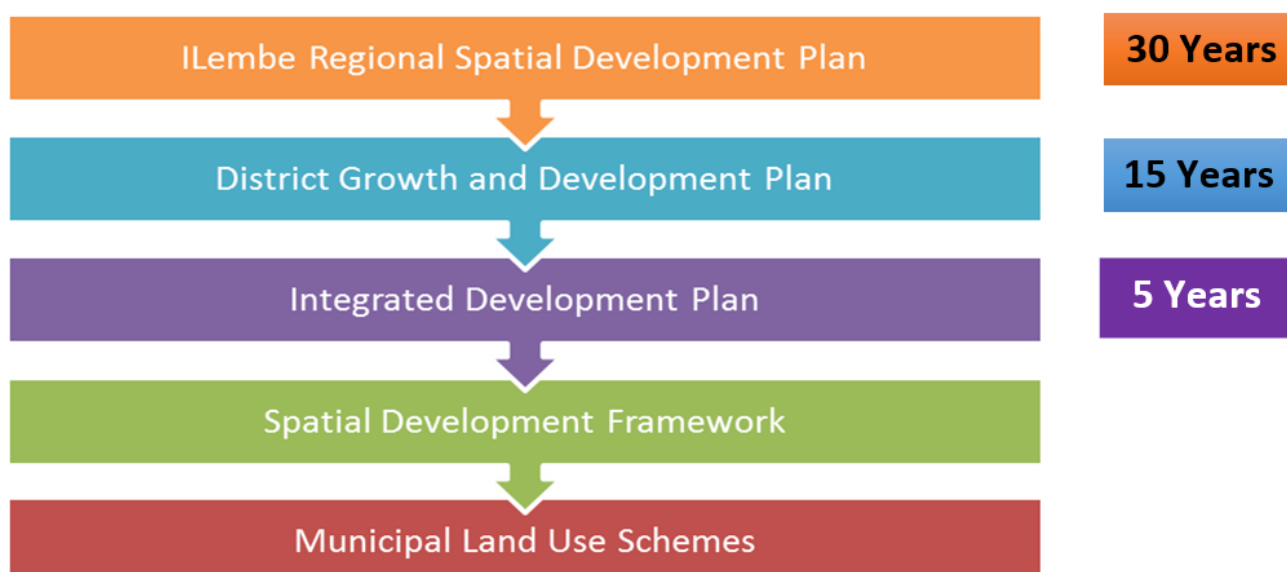


Figure 6: Hierarchy of Plan

The District has developed a hierarchy of strategic spatial plans to guide and ensure sustainable development. The District plans serve as informants to infrastructure development and provide guidance to Local Municipal spatial planning. The diagram below depicts the package of municipal plans which are interconnected and necessary, as per legislation and policy, to optimise spatial and economic development.

The iLembe Regional Spatial Development Plan is a plan with a 30 year development horizon and it is monitored and evaluated through the District Growth and Development Plan which is to be reviewed annually. The Integrated Development Plan then depicts the implementation of the goals set out in the IRSDP and the DGDP through municipal initiatives undertaken over 5 years. The SDF is a spatial translation of the IDP and the IRSDP and it informs the municipal Land Use Schemes within each of the local municipalities which will enable appropriate zoning of parcels of land for spatial and economic growth. Currently KwaDukuza is the only local municipality that has a “wall-to-wall” land use scheme for their area of jurisdiction and Mandeni is in the process of extending their recently consolidated land use scheme. Ndwedwe and Maphumulo are also in the process of formulating land use schemes to cover their entire areas of jurisdiction.

Despite having all the necessary plans in place, especially pertaining to the inland municipalities, there is still a huge gap in terms of the level of development and investment coming into the area. Ndwedwe and Maphumulo are lagging behind in terms of services offered in their town centres, which translates to lack of job opportunities within the municipalities and a lack of buying powers from locals. Whilst statistics indicate that Ndwedwe has seen an increase in population, Maphumulo has seen a decrease in population meaning that there has been substantial out-migration from the area. The people of Maphumulo are still reliant on KwaDukuza town for even certain basic needs, whilst people of Ndwedwe utilise KwaDukuza and Tongaat. Chapter 4 of this document further delves into the aspects of spatial development and environmental management.

Municipal SPLUMA Implementation

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

The implications are that all Local Municipalities have to establish Municipal Planning Tribunal (MPT) structures and relevant delegations need to be adopted. Appropriately qualified staff must also be nominated and appointed in the MPT, and procedures to ensure compliance with the Act must be put in place (Bylaw). Both the Joint MPT (Ndwedwe, Maphumulo, and Mandeni) and the MPT (KwaDukuza) are established and functional.

Categorisation of Applications

In terms of section 35(3) of SPLUMA, a municipality must, in order to determine land use and land development applications within its municipal area, categorise development applications to be considered by an official and those to be referred to the Municipal Planning Tribunal. Accordingly, all participating municipalities have opted for schedule 5 of the SPLUMA Regulations. Moreover, the provisions of Authorised Officers and Municipal Development Administrators have been committed.

Appeal Authority

In terms of Section 51 of SPLUMA, Municipalities are required to decide on the composition of their appeal authority whether it be the Executive Committee or an appointed external body. Accordingly, Mandeni, Maphumulo and Ndwedwe LM have resolved to utilize their Executive Committees. KwaDukuza LM has opted to have two Appeal Authorities, the Executive Committee (EXCO) as well as a body comprised of external members only to deal with appeals when the EXCO is unavailable.

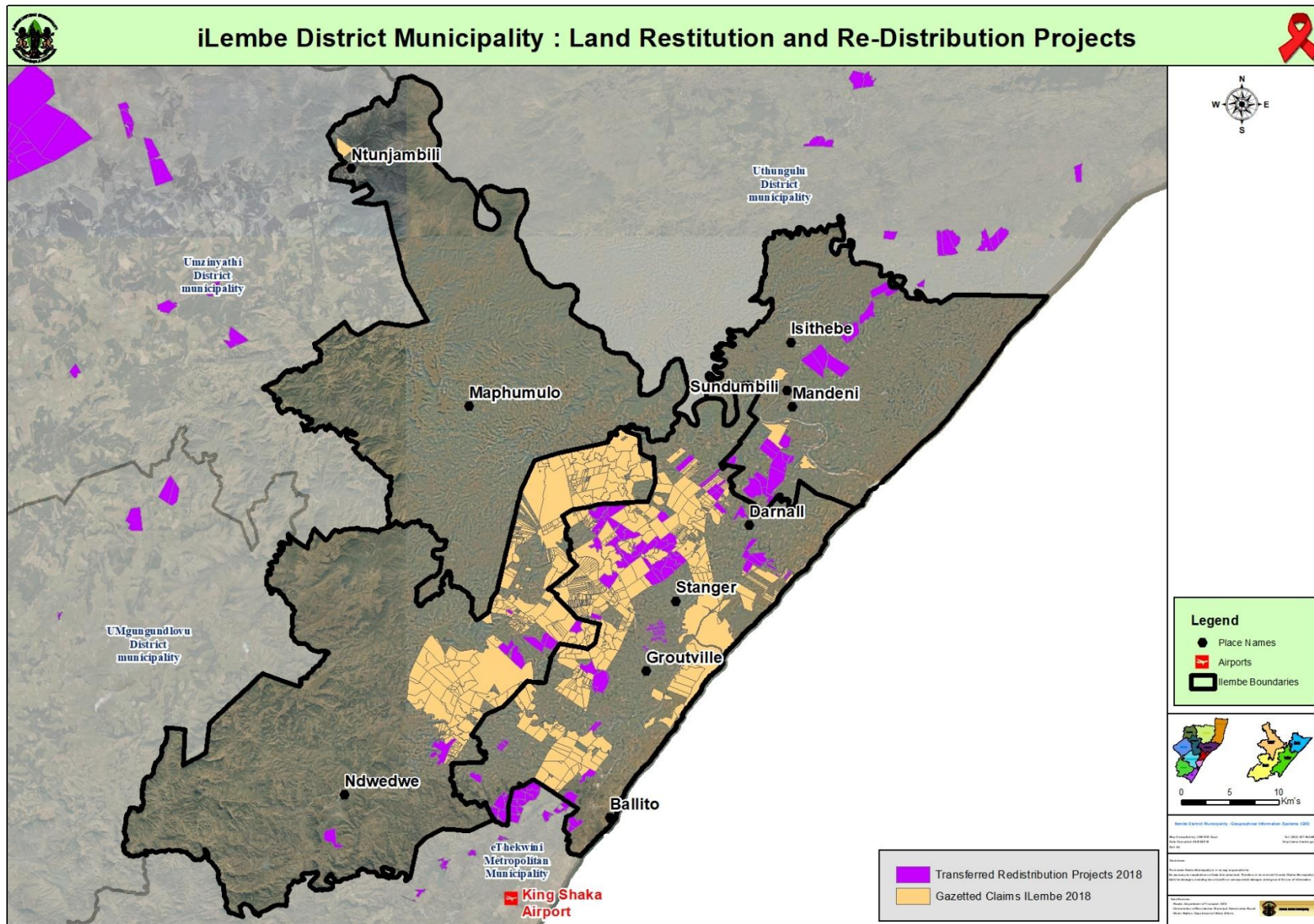
The table below provides a summarised assessment of municipal progress in the implementation of SPLUMA as follows:

MUNICIPALITY	FUNCTIONALITY OF JMPT	BYLAW	DELEGATIONS
Mandeni	The JMPT is functional.	Published in the KZN Provincial Gazette No. 1562, 4 December 2015	Adopted
Maphumulo		Published in the KZN Gazette No. 1563, 4 December 2015	Adopted
Ndwedwe		Published in the KZN Provincial Gazette No. 1631, 4 March 2016.	Adopted
KwaDukuza	MPT Functional.	Published in the KZN Provincial Gazette No. 1467, 13 August 2015	Adopted

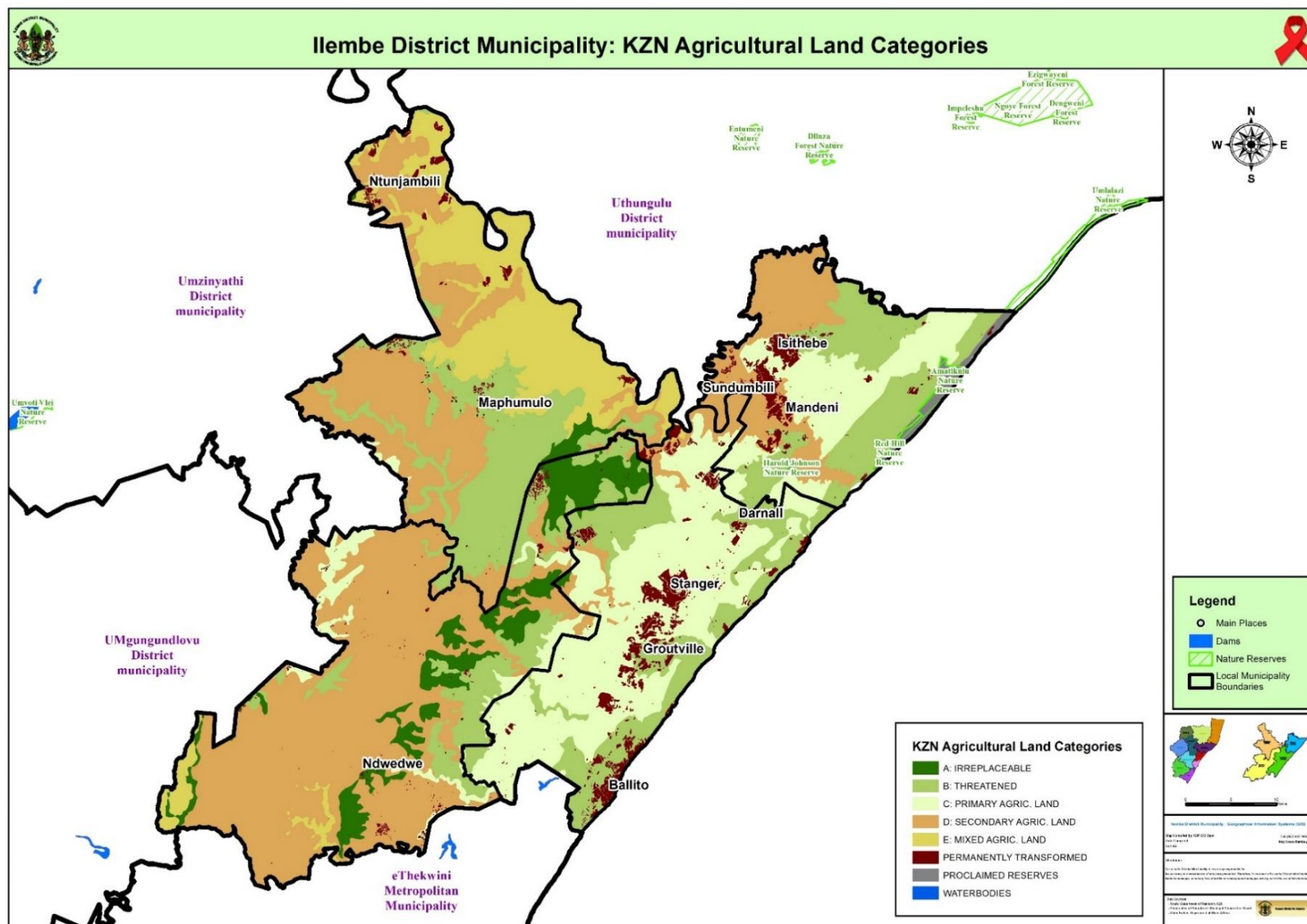
Table 9: State of Municipal SPLUMA Readiness

Land Restitution and Land Capability

Maps below is depicting the Land Restitution status within iLembe District with the majority of the depicted land parcels being Gazetted Restitution Land Claims and Map 3 depicts the Agricultural capability of land of iLembe District. When comparing the maps, it is evident that most of the land restitution claims are over the land with the highest agricultural potential therefore, the relevant departments need to support beneficiaries by offering the right skills and tools for them to run successful operations and contribute meaningfully to the agricultural sector of the District.



Map 4: Land Restitution and Redistribution Projects within ILembe



Map 5: Land Capacity Map

Environmental Analysis

The iLembe District is one of the coastal Municipality and covers a large area within the KwaZulu Natal Province, of over 2000 km. The District incorporates a diversity of land uses, including residential, agricultural, natural open spaces, and coastal areas, as well as industrial and commercial areas. The growing needs of an increasing population have resulted in a growing demand for development and resulting impacts on the natural resources. Natural resources occurring within the iLembe District Municipality, include the vegetation types; rivers, wetlands; coastal resources; estuaries; biomes; freshwater ecosystem; coastal forest; etc. However, the Municipality is battling to manage these resources due to natural and human activities. Human activities causing problems include agricultural activities; human settlement and development; invasion by alien species; uncontrolled and unplanned rural settlements; sewerage links and management; illegal sand mining; air pollution from industries etc. Whereas natural activities impacting on natural resources include storms and floods, droughts and erosion leading to siltation of dams and rivers.

It is a responsibility of the Environmental Management unit, under the Planning and Integrated Development Plan, to encourage the management of these resources for benefit of both current and future generations in line with the objectives of the National Environmental Management Act of 1998.

The Environmental Management Structure

The structure responsible for the implementation of the environmental management programmes is the Environmental Management Unit, which is housed under Planning Section (see the attached organogram under institutional development and transformation). This unit has one Environmental Specialist, and one Environmental Officer. The unit is also assisted by a Department of Environmental Affairs official under the Local Government Support, who has been deployed to the District on a full time basis.

Promoting Integrated Planning

It is critical to align programmes aiming to achieve sustainable development, and should aim to ensure:

- a) The integration of environmental issues into municipal planning tool such as Spatial Development Framework, Integrated Development Plans, etc.;
- b) That decision-making is in accordance with NEMA principles and the Environmental Management Frameworks; and
- c) Municipal compliance with provincial environmental policies and implementation plans.

Biodiversity Management

Terrestrial Biodiversity

Terrestrial biodiversity can be defined as the variety of life forms on the land surface of the Earth. According to Ezemvelo KZN Wildlife, Biodiversity located on land can be shown through the vegetation and threatened ecosystem information, as this provides for vegetation communities and the habitats provided for species within these communities.

Alien Invasive Clearance Programme

Research indicates that invasive alien species are on the rise worldwide, including South African and specifically within the iLembe District. A number of alien invasive species have been identified within the iLembe District and the most common ones in the District are the Blue Gum, Latana Camara, Chromolaena odorata and Guava. Through the funding, received from ICLEI – Local Governments for Sustainability (International Council for Local Environmental Initiatives), an Invasive Alien Clearance Plan (IAP) was developed to assist the District to eradicate alien species that are ravaging the region. It is important for the District to update this plan and use it to coordinate an alien control invasive programme, which will assist in responding to the objectives of Section 76 of the NEM: Biodiversity Act. This will allow eradication exercise to be more effective and focused.

Studies show that the invasive Parthenium hysterophorus is spreading rapidly across KwaZulu-Natal, Mpumalanga and North West. Unless urgent steps are taken to control this weed, it will invade croplands and game reserves, and interfere with animal and human health.

Protected Areas

Various acts provide for the declaration of an area with conservation value as being of biodiversity or cultural importance and requiring protection. Such acts include: the National Forest Act, Mountain Catchment Act, World Heritage Convention Act, Marine Living Resources Act, Environmental Conservation Act, National Parks Act, and the various Provincial Conservation Ordinances and Acts. The NEM: Protected Areas Act came into effect to provide for the protection and management for all areas as per the requirements of the aforementioned pieces of legislation. The table below provides information on the areas.

DESCRIPTION	NAME OF AREA
Name of Protected Area	None
Protected Area Management Plan	None
World Heritage Site	None
Nature reserves (Stewardship and Ezemvelo reserves)	3 reserves covering 1816ha (3.6% of municipality) - Amatikulu Provincial Nature Reserve, 1476 ha (2.92% of municipality) - Harold Johnson Provincial Nature Reserve, 104ha (0.17% of municipality) - Red Hill Provincial Nature Reserve, 236ha (0.49% of municipality)
Protected Environment	(Amatikulu and Redhill are also referred to under the name Siyaya Coastal Park which includes Umlalazi NR- which is outside iLembe)
Forest Wilderness Area	None
Marine Protected Areas	From the Zinkwazi to eSikhawini
Protected Area Expansion	None

Table 10: iLembe District Protected Areas

Freshwater Biodiversity (Hydrology)

The District is committed to managing the quality and quantity of its surface and ground water resources in an integrated manner in order to provide for basic human needs, flow requirements within and between catchments and water systems, the protection of human health and economic activity on a sustainable basis. Part 2 of the National Water Act (of the Act) the Minister, of Department of Water and Sanitation, is required to determine the class and resource quality objectives of all or part of water resources considered to be significant. The water resources within iLembe District are shown on the Table below.

	MAPHUMULO MUNICIPALITY	MANDENI MUNICIPALITY	KWADUKUZA MUNICIPALITY	NDWEDWE MUNICIPALITY
Freshwater Ecosystems	<p><i>Water Management Areas: 2</i></p> <ul style="list-style-type: none"> - MVOTI TO UMZIMKULU 35201.8ha (39.29% of municipality) - THUKELA 54389.1ha (60.71% of municipality) <p><i>Main Rivers:</i> Hlimbitwa, Mvoti and Thukela</p> <p><i>Wetlands</i> 41 covering 969ha (1.1%)</p>	<p><i>Water Management Areas: 3</i></p> <ul style="list-style-type: none"> - MVOTI TO UMZIMKULU 3630.3ha (6.23% of municipality) - THUKELA 18328.5ha (31.48% of municipality) - USUTU TO MHLATHUZE 32106ha (55.14% of municipality) <p><i>Main Rivers:</i> Matigulu and Thukela</p> <p><i>Wetlands</i> 550 covering 1170.7ha (2%)</p>	<p><i>Water Management Areas: 2</i></p> <ul style="list-style-type: none"> - MVOTI TO UMZIMKULU 62702.4ha (99.04% of municipality) - THUKELA 4216ha (6.66% of municipality) <p><i>Main Rivers:</i> Mhlali, , Mvoti, Nonoti, Thukela and Tongati</p> <p><i>Wetlands</i> 316 covering 988.1ha (1.6%)</p>	<p><i>Water Management Areas: 2</i></p> <ul style="list-style-type: none"> - MVOTI TO UMZIMKULU 113607.3ha (98.15% of municipality) - THUKELA 2136.8ha (1.85% of municipality) <p><i>Main Rivers:</i> Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati</p> <p><i>Wetlands</i> 103 covering 230.9ha (0.2%)</p>

Table 11: Water Resources with iLembe District

Catchments & Main River Systems

A catchment is a basin shaped area of land, bounded by natural features such as hills or mountains from which surface and sub-surface water flows into streams, rivers and wetlands. Water flows into, and collects in, the lowest areas in the landscape. Identifying primary and secondary catchments and main rivers provides a broad picture of the natural water resources available. Spatial planning as well as controls within land use schemes must facilitate the required integrated land management approach to ensure the protection of these resources.

Since the District is responsible for the provision of water in the region, management of the catchment area is crucial. The uMvoti and uThukela Catchment is found within the District and is managed through the uMvoti Catchment Forum. There is also the AmaTigulu Catchment which is managed through the uMhlathuze Catchment Forum.

RIVERS

Research has shown that human activities have a great impact on ecosystems and biodiversity. The impact, of human activities, can be easily noticed within rivers which is lowest point of the landscape. Within the iLembe District, there are seven (7) main perennial rivers that is Tongathi, uMvoti, uMhlali, uMdlotane, Thukela, AmaTigulu, and Zinkwazi. There is also a number of small perennial rivers such as Mandeni, Msuthinja, Nyoni, Mavivane, Mnyundwini, Nsuze, Hlimbithwa, Coli, Mati River and others, all distributed within the four Local Municipalities of the iLembe.

Most of these Rivers are located either within the Industrial or residential areas and some within the agricultural dominated areas. Human activities impacting into these rivers varies dramatically, suggesting different intervention in order to improve their status. Common impacts are pollution from waste and agricultural activities, including industries, waste from industries and residential areas, carcasses dead animals from residential areas etc. The District is aware of these challenges and looking for funding to address them. The overlaid map illustrates river classes within the District.

Heritage Objects / Sites within the District Municipality

A total of 80 significant heritage resource points have been identified and mapped within the four local municipal areas (Mandeni, KwaDukuza, Maphumulo and Ndwedwe), which is comprising the iLembe District Municipality. The results of the mapping revealed that the greatest majority of the heritage resources consist of archaeological resources, pertaining to the Iron Age settlement of the area by black farming communities over the last 1500 years. These are concentrated on the deeper colluvial soils of the incised uMvoti and uThukela river basins, and along the coastal littoral adjacent to rocky shorelines. In addition, battle fields were also identified, especially in areas occupied by Africans.

Management of heritage resources can contribute immensely to the biodiversity management, while contributing meaningfully to the tourism sector, acting as tourist's attraction. Thus leading to the improvement of the local economy, with so many job opportunities required by the youth of our region.

Pressures and Opportunities Related To Biodiversity Management

The Convention on Biological Diversity sets out five principal pressures on biodiversity, namely (i) Habitat loss and degradation; (ii) Climate change; (iii) Excessive nutrient load and other forms of pollution; (iv) Over-exploitation and unsustainable use; and (v) Invasive alien species. A large driver of these pressures is human activities that place on the environment to support human lifestyles. Below is a list of other possible impacts on the biodiversity with the District:

- Uncontrolled human settlement and ribbon development is transforming the natural vegetation;
- Overgrazing threatens natural vegetation integrity;
- Alien invader plants infestation is transforming natural vegetation;
- Lack of biodiversity information within tribal areas;
- Loss of sensitive sites due to mismanagement/ lack of appropriate protection;
- Impact of urbanisation on the sensitive dune and coastal forests; and
- Impact of urbanisation on estuary and riverine vegetation.

Opportunities

Opportunities related to biodiversity that would need to be considered include the following:

- Job creation from alien clearing projects, including projects under the Working for Water Programme;
- Job creation from rehabilitation of degraded wetlands and other valuable ecosystems, including projects under the Working for Wetlands Programme;
- Eco-tourism from scenic, wildlife viewing, birding, nature trails; coast, beach;
- Contribution of Protected Areas to ecotourism and economy in terms of being a draw card;
- Ecosystem services derived from ecological infrastructure (intact functioning green systems that deliver services), which can contribute to flood and drought mitigation, protection of infrastructure, water purification, recreational activities, etc.;
- Protected areas already contributing to conservation of the biodiversity network and ecosystem services;
- Combination of land uses (agriculture and protection of biodiversity) on extensive grazing land that can also contribute to the conservation of the biodiversity network;
- Protection of biodiversity network and ecosystem services through municipal managed land; and
- Protection of network through the encouragement of stewardship via rate reductions, rebates, etc.

Coastal Management

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

In order to better manage the coastal Resources, Municipalities are encouraged to develop the necessary plans such as Coastal Management Programmes, the Estuarine Management Plan, and the Coastal Access Point for the local people.

Coastal Management Programmes

The iLembe Coastal Management Programme (CMP) has not been finalised due to lack of finances. The iLembe District is currently in consultation with the Department of Environment Forestry and Fisheries regarding the development of the CMP of the District. The Mandeni and KwaDukuza have been completed and adopted their Coastal Management Programme. Both municipalities are currently implementing the recommendations from the CMP in line with the National Guidelines and the Integrated Coastal Management Act.

Estuaries

Estuaries are areas where fresh water from rivers runs out into the sea and known as the River Mouth. Types of estuaries vary other estuaries periodically close off from the sea, some are close and some are open and close type of Estuaries. A list of estuaries found within the iLembe District and their type are listed below.

ESTUARY NAME	DESCRIPTION OF SYSTEM	LOCATION
Matigulu /Nyoni	Open and Close estuary and in good condition	Mandeni Municipality
uThukela Mouth	Permanently Open Estuary and in a fair condition	Mandeni Municipality
Mdlotane	Temporarily - closed estuary, good condition	KwaDukuza Municipality
uMhlali	Temporarily closed estuary, in a fair condition	KwaDukuza Municipality
Mvoti River mouth	Open system , good condition	KwaDukuza Municipality
Nonoti	Temporarily closed estuary, poor condition	KwaDukuza Municipality
Seteni	Temporarily closed estuary, fair condition	KwaDukuza Municipality
Zinkwazi	Temporarily closed estuary, fair condition	KwaDukuza Municipality

Table 12: Estuaries with iLembe District

Generally, estuaries provide nursery areas for fish species, and other species found along the coast, as well as to deliver sediments that form and maintain beaches and provide nutrients for marine food webs.

The Status of the Coastal Access Points

To develop a Coastal Access Strategy is the responsibility of the Municipality. There are two Coastal Municipalities within the District that is Mandeni and KwaDukuza Municipality. The Mandeni Municipality has completed the exercise of identification of the coastal access areas and busy consulting the affected parties. The KwaDukuza Municipality has also completed the exercise, however, a number of informal accesses were identified which are deemed unlawful in terms of the Integrated Coastal Management Act and the KwaDukuza Coastal Management Programme.

The Preparation of the Special Management Area

Section 23 (3) of the Integrated Coastal Management Act, proposes that an area may be declared as a special management area only if environmental, cultural or socio-economic conditions in that area require the introduction of measures, which are necessary in order to be more effectively. An area has been identified along the Ballito and has a potential of being declared as a Special Management Area. The District is currently in contact with the Department of Environmental Forestry and Fisheries.

Working for the Coast Programme

The Department of Environment Forestry and Fisheries (DEFF), through their Expanded Public and Infrastructure Programme, is implementing the Working for the Coast project which is a programme aiming at assisting coastal Municipalities to better manage coastal resources. The Department has approved the Business Plan to implement the Working for the Coast Program within iLembe District Coastline from March 2019, for a period of 24 months, with a budget of R 8 650 000.00. The beneficiaries on site are:

- a) Daily cleaning of coast and coastal catchments
- b) Clean blue flag beaches
- c) Clear dumpsites along the coastal areas including dunes
- d) Assist during disasters, e.g. oil spills
- e) Ensure Monitoring and compliance to policies
- f) Alien invasive clearing, and
- g) Education and awareness.

Waste Management

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

SECTION OF NEM: WA	DESCRIPTION	STATUS
Section 11	Section 11 of the NEM: Waste Act (Act No. 59 of 2008) compels institutions responsible for waste management to develop a tool to manage their waste, which is known as the Integrated Waste Management Plan (IWMP) .	The iLembe IWMP has been developed through the Vuthela iLembe LED programme and a Draft IWMP has been produced and awaits council approval. Once the approval As part of the review, a scoping study for the establishment of a regional landfill site will be undertaken.
Section 10 (3)	For the National Department, Provinces and Municipalities to designate waste management officers (WMOs), to be done in writing, to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act	Once the IWMP has been developed, the iLembe District will designate the Waste Management Officers (WMO), to be responsible for the management of waste activities within the District Municipality. This will include liaison with WMO of the Local Municipalities

Table 13: Status of Waste Management within iLembe District

Provision of Waste Services within the District

With regards to performing the Waste Services, the Local Municipalities, that is, in a case of the iLembe District, Mandeni, Maphumulo, KwaDukuza and Ndwedwe are responsible for the collecting, transportation and disposal. The management of the disposal facilities, such as the Transfer Stations and Landfill sites is the function of the District as per the Municipal Systems Act.

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

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

Local Municipality	Number of Households per Municipality	Number of households receiving waste collection services at least once a week	Number of households whose refuse is collected less than once a week	Communal refuse dump	Own refuse dump	No rubbish waste disposal	Other	Percentage of households with access to waste collection services (Columns 1 & 2)
Mandeni	45 678	11 107	269	6 644	26 740	733	185	24,90%
KwaDukuza	91 284	50 728	3 552	12 148	20 325	2 682	1 850	59,46%
Maphumulo	20 542	0	52	324	15 664	3 656	478	0,25%
Ndwedwe	33 882	312	70	1 527	29 379	1 817	395	1,13%

Table 14: Waste Collection/Disposal in iLembe District

The table above illustrates a dire situation in terms of waste management within the District and as such the issue is taken very seriously by the District and the Local Councils hence the efforts to draft IWMPs to respond to such is currently underway. The Draft IWMPs of the Local Municipalities amongst other things, intends to provide the extension of waste management services to areas which are currently not serviced by Municipalities, notably in rural areas. It necessary to implement the recommendation as included in the implementation plan of the IWMP. There is a pressing need for the development of the District IWMP which will have to attempt to coordinate all the waste management activities within the region, including considering issues of waste recycling and disposal.

The Status of the Landfill Sites within the District

The iLembe family of municipalities currently are relying on privately owned landfill sites for waste disposal, i.e. the Dolphin Coast Landfill site located at KwaDukuza and the Sappi Landfill site located within Mandeni Local Municipality, as well as King Cetshwayo Landfill site. It is the intention of this District Municipality to develop a public landfill site in the near future, since the operation of the landfill site is the mandate of the District. In light of the aforementioned a Scoping Report for identification of the District Landfill Site, is currently underway and seek to identify sites suitable for the District Landfill site.

Currently the Mandeni Municipality is disposing their waste at the King Cetshwayo District Municipality, which is quite expensive exercise if one include even transportation. The iLembe District notes this situation and is currently investigating the possibility of owning a landfill site that will be managed and operated by the District.

Mining within the District

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

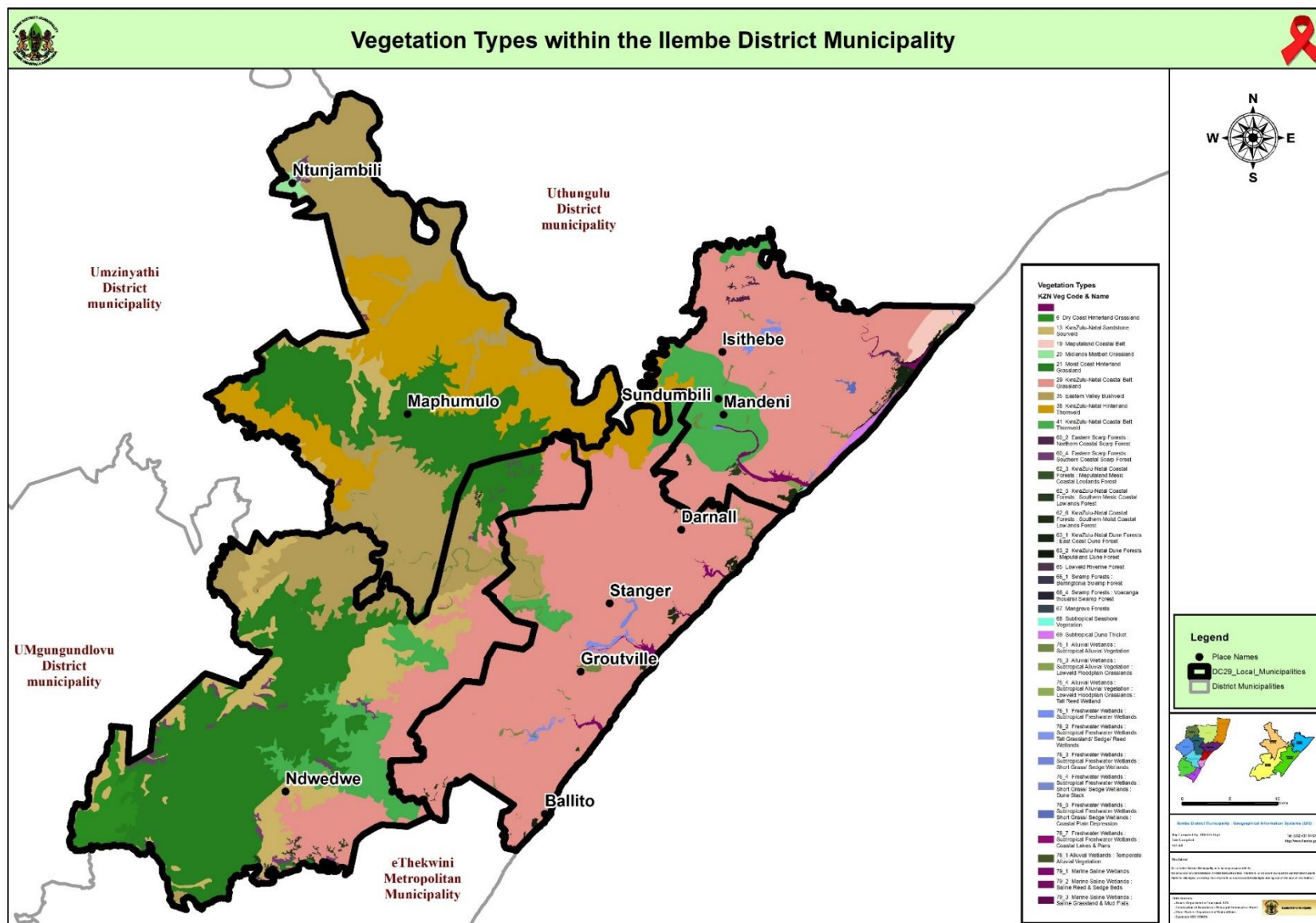
According to the Department Mineral and Resources database, very few mining permits have been issued along the abovementioned Rivers. However, a number of illegal sand miners are currently mining along the above-mentioned rivers, which presents a serious challenge to the District Municipality. The continuation of illegal activities will have detrimental impacts on the river systems, such as:

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

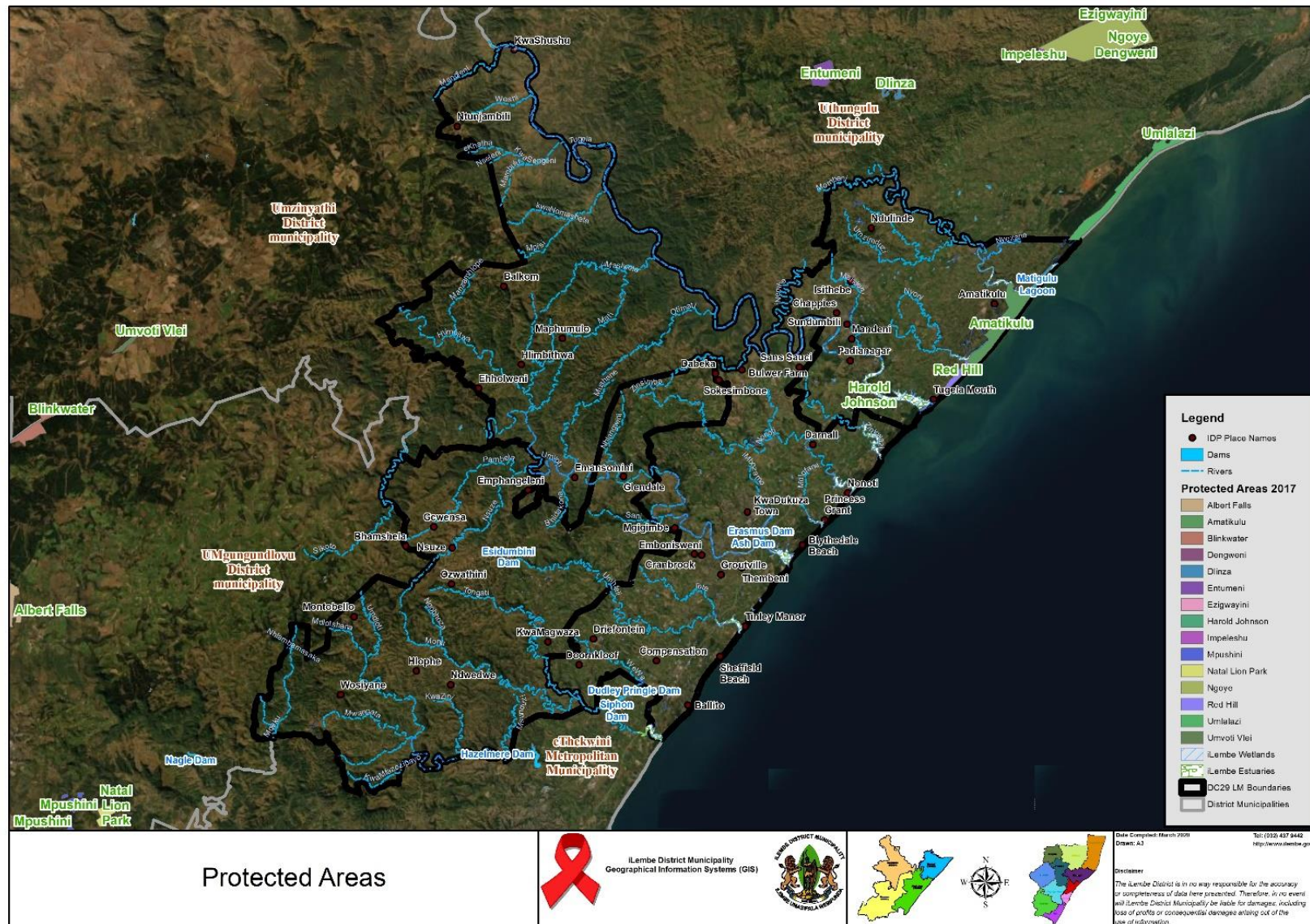
Quarry mining, within Mandeni, is mostly done by the Department of Transport. A number of sites have been identified and most are illegal. The Aggregate and Sand Producers Association of South Africa (ASPASA) has reported in December 2011, two quarry based operations within the iLembe District Municipality.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

RIVER	ASSOCIATED ESTUARY	NO OF RECORDED SAND MINING OPERATIONS (MER, 2007)	COMMENTS
Tugela	Tugela mouth	3	Presence of large sandbanks presents potential for future sand mining activity
Zinkwazi		Nil observed	
Mvoti		8-10	Each operation has its own access, increased potential for erosion.
Senteni		Nil Observed	
Mhlali	Temporary open/closed estuary	4	
Thongathi		5	All located just east of the N2 bridge

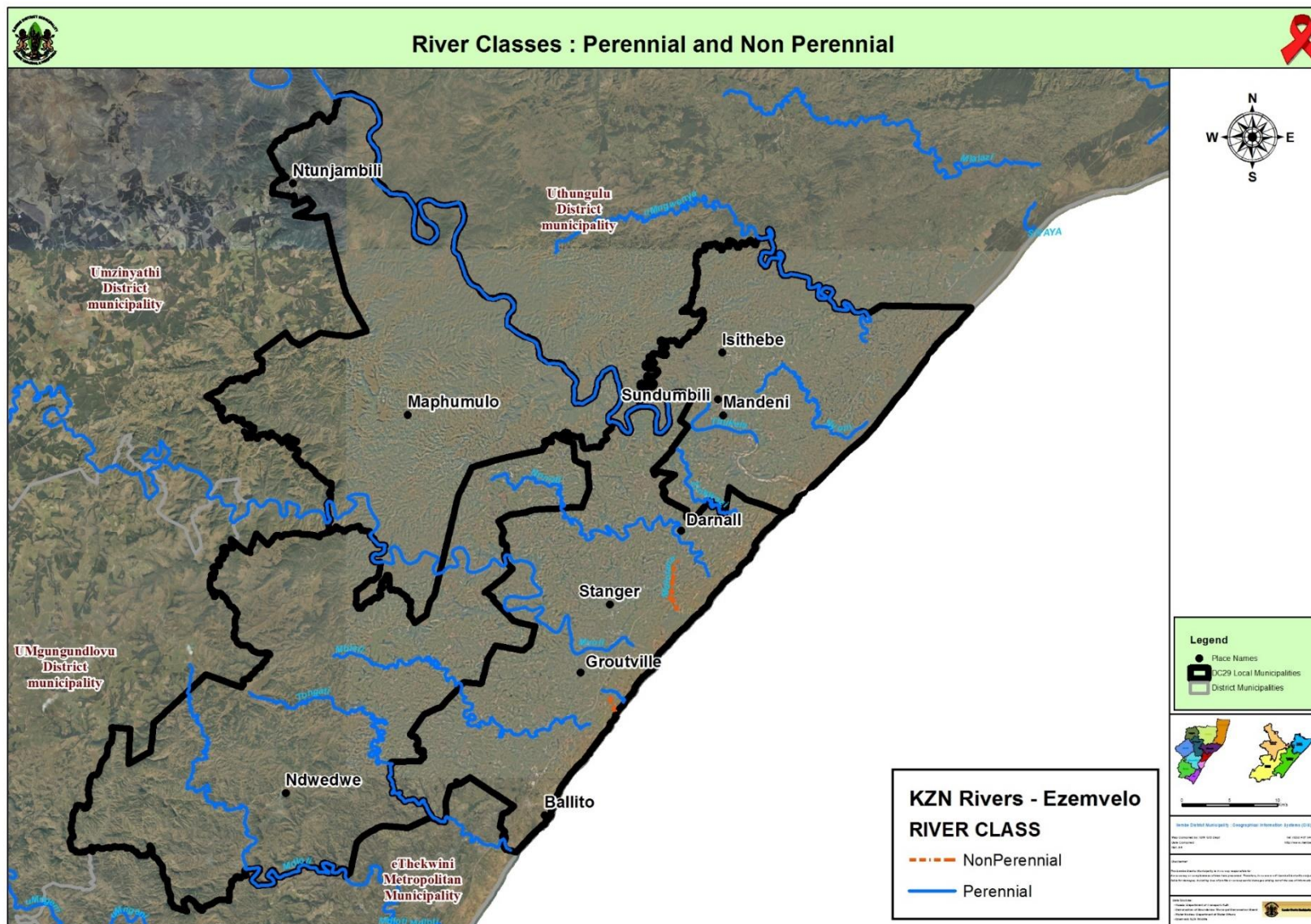
Table 15: Record of Sand Mining in iLembe District



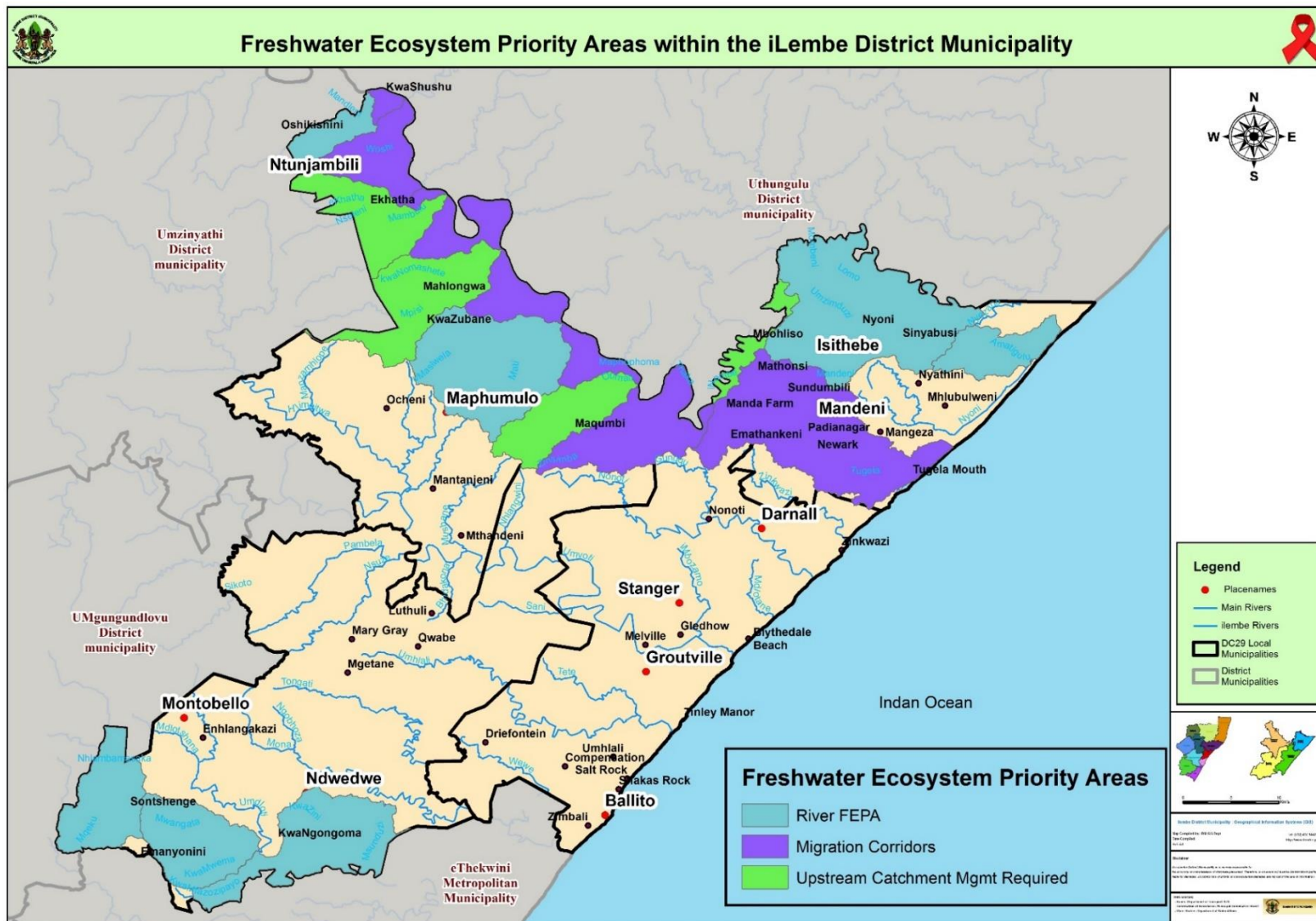
Map 6: Vegetation types in communities



Map 7: Protected Areas within Ilembe District



Map 8: Ilembe District River Classes



Map 9: Ilembe District Freshwater Ecosystem Priority Areas

Spatial & Environmental: SWOT Analysis

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

Table 16: Spatial and Environmental SWOT

3.3. Disaster Management

Municipal Institutional Capacity

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

INSTITUTIONAL MEASURES	REMARKS
<i>Disaster Management Centre</i>	<i>Fully Functional</i>
<i>Human Resources (Personnel)</i>	<i>1 x Manager, 1 x Senior Disaster Management Officer: Risk Reduction, 2 x Disaster Management Officers. As per approved staff establishment, there are vacant positions of 1 x Administrative Assistant, 2 x Disaster Management Officers and 1 x Senior Disaster Management Officer: Operational need to be filled.</i>
<i>Physical Resources (vehicles)</i>	<i>2 x vehicles are available, but specialized (4x4) vehicles are required to be driven on rural terrain.</i>
<i>Disaster Management Framework Policy</i>	<i>It is available and aligned to both Provincial and National Frameworks.</i>
<i>Disaster Management Plan</i>	<i>Reviewed and adopted by Council in 2018/2019, and is being reviewed on an annual basis</i>
<i>Disaster Management Portfolio Committee</i>	<i>It is fully functional and meets on a monthly basis. The name is Economic Development, Planning, Health and Safety Portfolio Committee (EDP).</i>
<i>Disaster Management Practitioners Forum</i>	<i>It is fully functional and meets on a monthly basis.</i>
<i>Disaster Management Advisory Forum</i>	<i>It is fully functional and meets on a basis quarterly.</i>

Table 17: Disaster Management Institutional Capacity

Municipal Legislative Mandate (Disaster Management, Fire & Rescue Services)

Constitution of the Republic of South Africa Act 108 of 1996
Municipal Systems Act (Act No. 32 of 2000)
The National Disaster Management Framework (Notice 57 of 2005)
Municipal Structures Act (Act 117 of 1998)
Fire Brigade Services Act 99 of 1987
National Veld and Forest Act 101 of 1998

Disaster Management Plan

iLembe District Disaster Risk Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002 (including the Disaster Management Amendment Act No 16 2015) and National Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000.

iLembe District Disaster Risk Management Sector Plan is intended to facilitate multidepartment, multi-agency and multi-jurisdictional co-ordination in both disaster and disaster risk management interventions. The Disaster Management Act (Act 57 of 2002) as well as the National Disaster Management Framework, requires that Municipalities conduct disaster risk assessments for their area of jurisdiction.

iLembe District Municipality Disaster Risk Management Sector Plan:

- Forms an integral part of the Municipal's IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives
- Anticipates the likely types of disasters that might occur in the Municipal's area and their possible effects
- Identify the communities at risk
- Provides for appropriate prevention, risk reduction and mitigation strategies
- Identify and address weaknesses in capacity to deal with possible disasters
- Facilitate maximum emergency preparedness
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities. The developed Standard Operation Procedures (SOPs) will also form the basis for a more comprehensive disaster response strategy for the municipality.
- Incorporate all special Hazard / Risk-specific and Departmental Disaster Risk Management Plans and any related emergency procedures that are to be used in the event of a disaster.

Risk Assessment

The District has taken an approach to review its Disaster Management Plan (developed in 2009) on a regular basis as required by the Disaster Management Act No 57 of 2002 (including the Disaster Management Amendment Act No 16 of 2015). Core to the review process are the comprehensive Ward Based Risk Assessments that are undertaken in various wards within the District and its family of municipalities. The latest review process also includes incorporations of the Climate Change impacts and other environmental related issues as required the latest Disaster Management Amendment Act No 16 of 2015. Other normal processes that get undertaken include detailed hazard, vulnerability and capacity assessments that normally culminate in spatial mapping of all known risks in all our local municipalities.

During any summer season, some of the most common hazards that get identified include severe thunderstorms (that are often accompanied by heavy rainfall, lightning, strong winds and hail). Other identified hazards include structural fires and drought which has been recently declared as a Provincial Disaster in previous years. The district has also noted an increase in other hazards such as drownings and illegal electricity connections in some local municipalities. The high number of accidents in N2 and R102 was also noted with great concern. The development of King Shaka International Air Port has also increased the risk of aircraft crashes since there are more aircrafts that are crossing the district then before hence the high-level preparedness is critical at all times.

List of Priority Risks (Hazards)

iLembe District is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard. Below is a list of priority hazards that are affecting iLembe District, and the spatio-temporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Hazards	Location
Fire	All wards
Lightning	All wards
Strong winds	All wards
Hail	All wards
Heavy rain/flooding	All wards
Extreme hot temperatures	All wards
Illegal electricity connections	Informal settlements
Tidal waves and storm surges	Along the coast
Protests and strikes	In all wards
Accidents (MVA)	N2, R102 and R74
Drought	In all the wards
Drowning	Along the coast, riverbanks and streams

Table 18: Hazards with ILembe District

Municipal Disaster Management Advisory Forum (DMAF)

To comply with the requirements of provisions of Section 51 of the Disaster Management Act No. 57 of 2002, iLembe District has established the District Disaster Management Advisory Forum (DDMAF). The DDMAF is a body in which all role players consult one another and coordinate their actions on matters relating to disaster management within iLembe District. The Forum meets on a quarterly basis or as and when necessary. The DDMAF is a fundamental disaster management IGR structure which provides a mechanism for relevant role players to participate in disaster management issues and provide advice to disaster management stake-holders, with the implementation of the Disaster Management Act. To date, all four local municipalities (KwaDukuza, Mandeni, Ndwedwe and Maphumulo) have since established their respective Disaster Management Advisory Forums

Risk Reduction & Prevention

Upon completion of the Risk Assessment Process, the District also listed all identified risks which were then then prioritised with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes. In ensuring prevention and mitigation against disasters, iLembe District has developed relevant Disaster Risk Reduction (DRR) strategies that are implemented on an ongoing basis. Some of the Disaster Risk Reduction Strategies that have been developed by the District include (but are not limited to):

- Ongoing Community Awareness Campaigns and Capacity Building Programmes;
- Implement measures such as Fire Breaks and Wind Breaks in all identified areas.
- Implementation of The Early Warning System (Weather and Climate);
- Implementation of Indigenous Knowledge Systems
- Protection and effective utilisation of Wetlands; and
- Installation of Lightning Conductors.
- Development and implementation of the Rural Fire Safety Rural Strategy;
- Development and management of a Rural Fire Master Plan (i.e. Business Plan, Operational Plan)
- Consider incentive measures that are aimed to support suppliers in their activities to tackle electricity theft.
- Develop low level bridge management plan that include guidelines for minimum standards when building low level bridges.
- Develop and implement storm water maintenance programme (in supporting the storm water management plan, with measurable deliverables KPI's etc.).

Response & Recovery

As required by the disaster management legislation, the District continues to play a meaningful role towards disaster (incident) response, as and when incidents are reported. To ensure rapid and effective response to incidents, the District partners with other stakeholders (such as Local Municipalities) to conduct necessary assessments. Assessments are usually conducted to verify the extent of damages and also to determine the assistance required by affected communities. Once assessments are conducted, the District issues Relief Aid to ensure that affected communities are able to temporarily cope with the situation. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, iLembe District continues to prepare and implement Contingency Plans to ensure the high state of readiness during all seasons. Such Contingency are prepared before the beginning of each season with every disaster managements stakeholder expected to submits its Plan to the District Disaster Management Centre. The District has also developed Standard Operating Procedures (SOP's) to ensure that clear responsibilities are set to various stakeholders with primary and secondary responsibilities.

Other Interventions

- **Information Management And Communication**

As required by the disaster management legislation, iLembe District Disaster Management Centre must act as a conduit and repository for information on disasters and impending disasters within our district. It is for this reason that the District must have a comprehensive Communication System as per Enabler 1 of the Disaster Management Framework. Currently the District utilises the Communication System to monitor weather related incidents that are reported within the district and its family of municipalities. One of the resources being utilised is the Satellite Image from the South African Weather Service (SAWS), where severe thunderstorms can be monitored on an ongoing basis. All Disaster Management Practitioners conduct damage assessments with emphasis to ensure that spatial and geographical location of all identified hazards are well known throughout the District and its family of municipalities. The district continues to implement other conventional ways of communication and this includes emails, local newspapers, cell phones, social networks and reports.

- **Education, Training, Research And Public Awareness**

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

Funding Arrangements

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

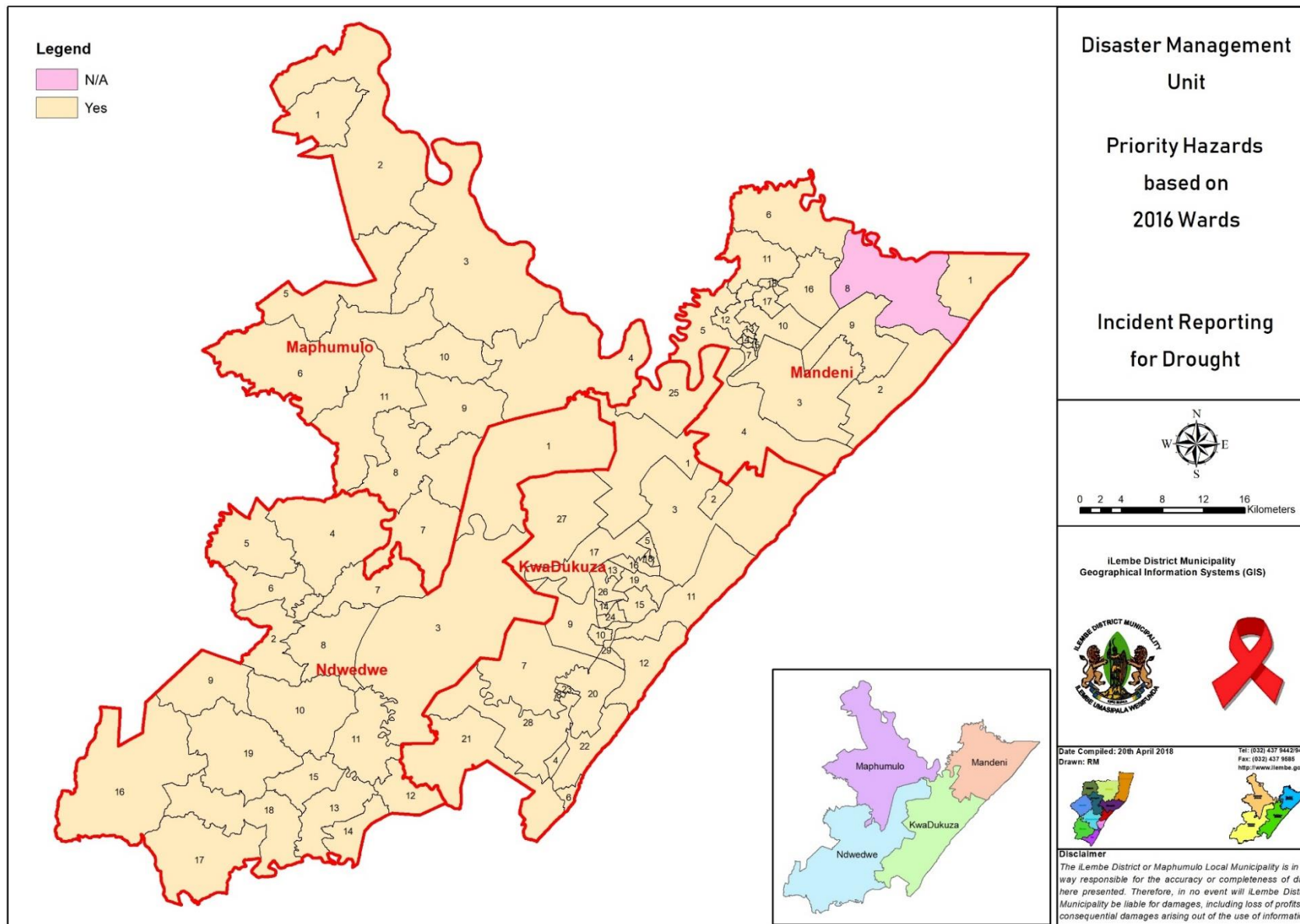
- Capacity Building Programmes;
- Community Awareness Programmes;
- Procurement of Emergency Relief Aid (Plastic Sheeting, Blankets And Food Parcels);
- Procurement of Emergency Relief Aid (Temporary Shelter);
- Review of the District Disaster Management Plan;
- Support to Local Municipalities and
- Installation of Lightning Conductors.

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

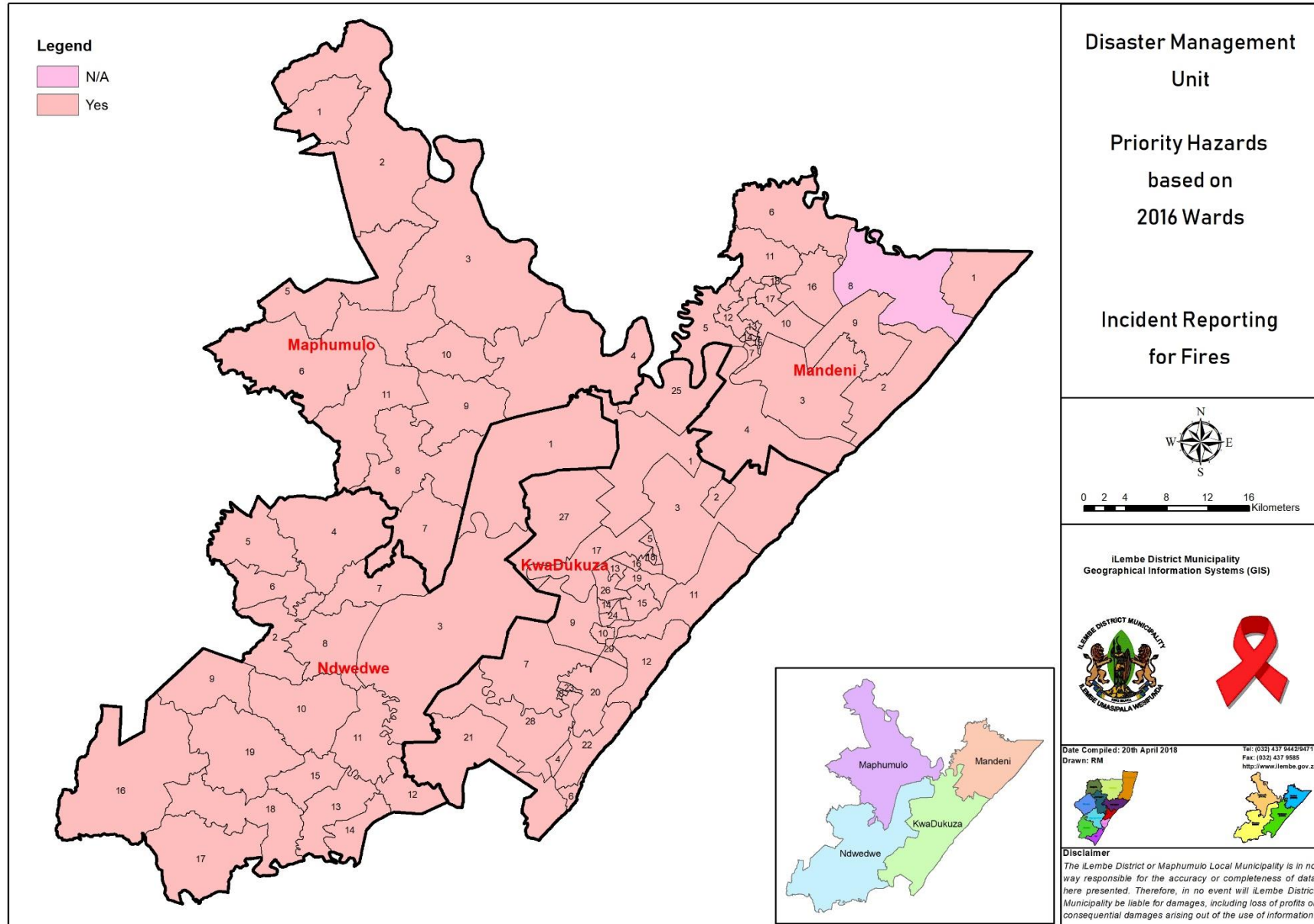
Climate Change

iLembe District realizes the seriousness of the impacts of Climate Change. As a District Disaster Management Centre, the impact of Climate Change is felt through the increase in the frequency and intensity of severe weather incidents. The case in point is the increase in lightning related incidents, with lightning now classified as one of the catastrophic risks within iLembe District. The contribution of the Disaster Management Centre relates to Climate Change Adaptation through the implementation of the Disaster Risk Reduction Programs.

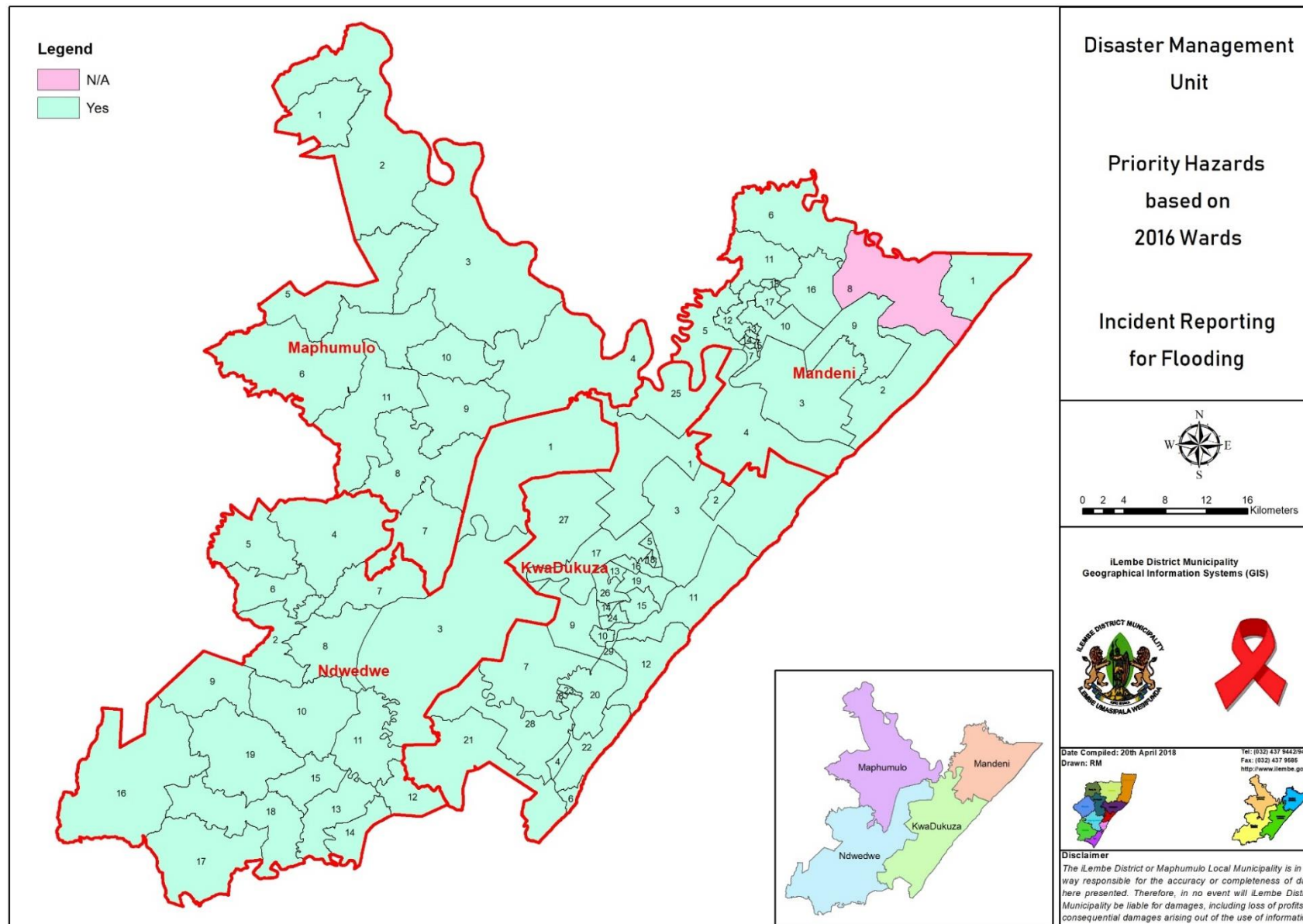
The District Disaster Management Centre is working closely with the Environmental Section within the district, as well other external stakeholders that are involved with Climate Change Mitigation and Adaptation. The District Disaster Management Centre continues to partner with the Provincial Disaster Management Centre in conducting Annual Climate Change Workshops resolutions are taken for implementation. Other strategic relationships include the Provincial Department of Environmental Affairs which is assisting the District towards the development of a Climate Change Strategy.



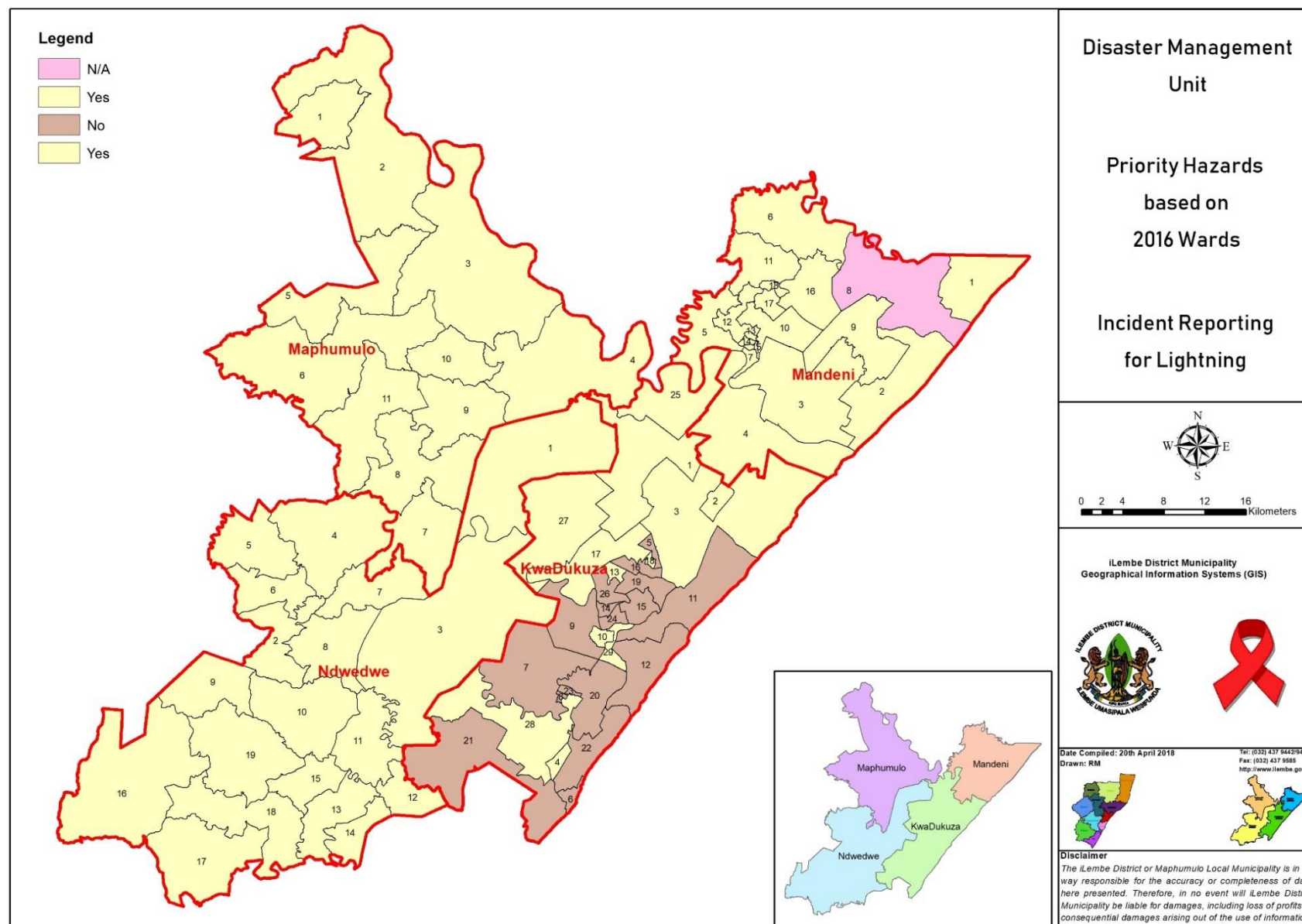
Map 10: Incident Reporting for Drought in Ilembe District



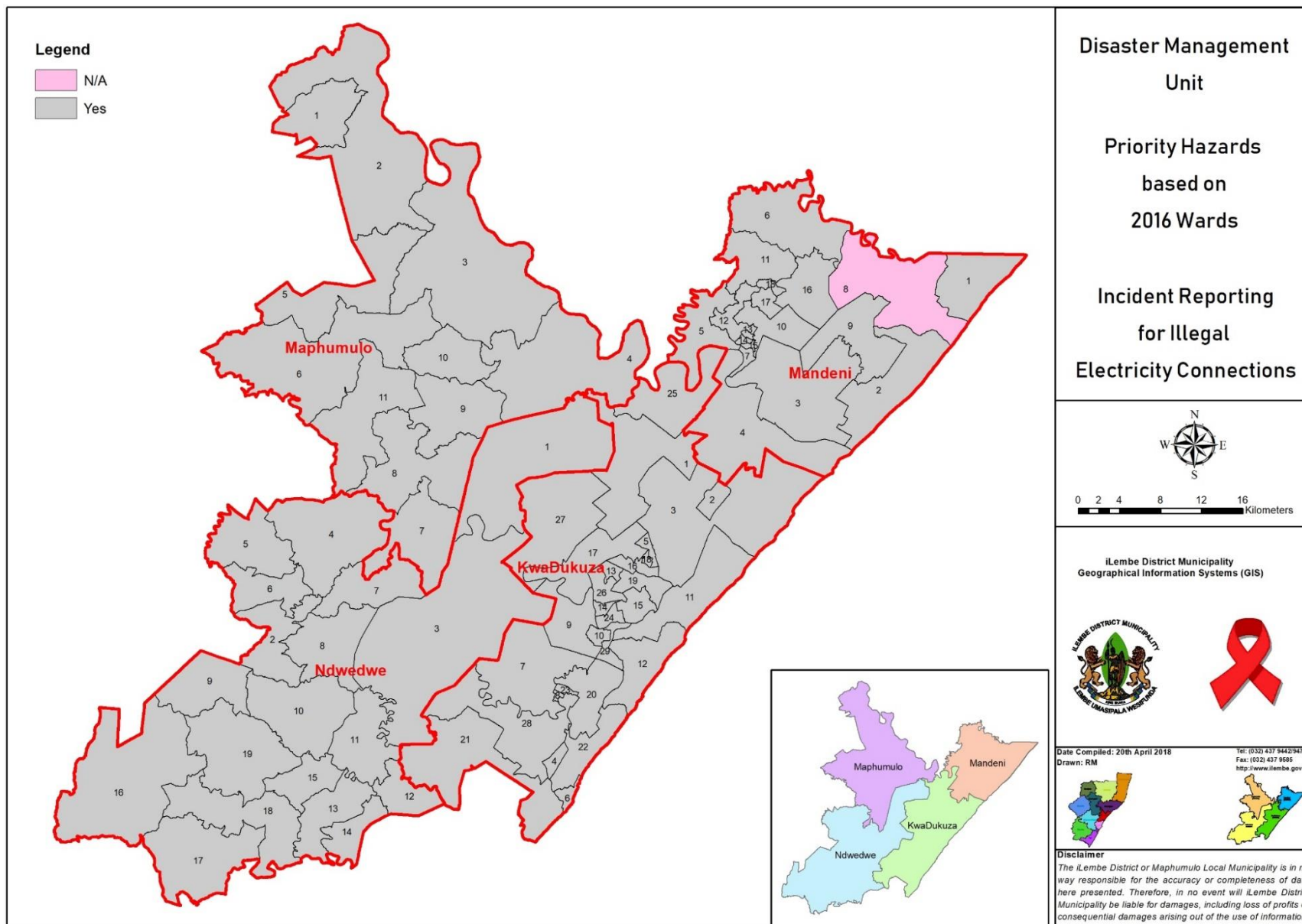
Map 11: Incident Reporting for Fires in Ilembe District



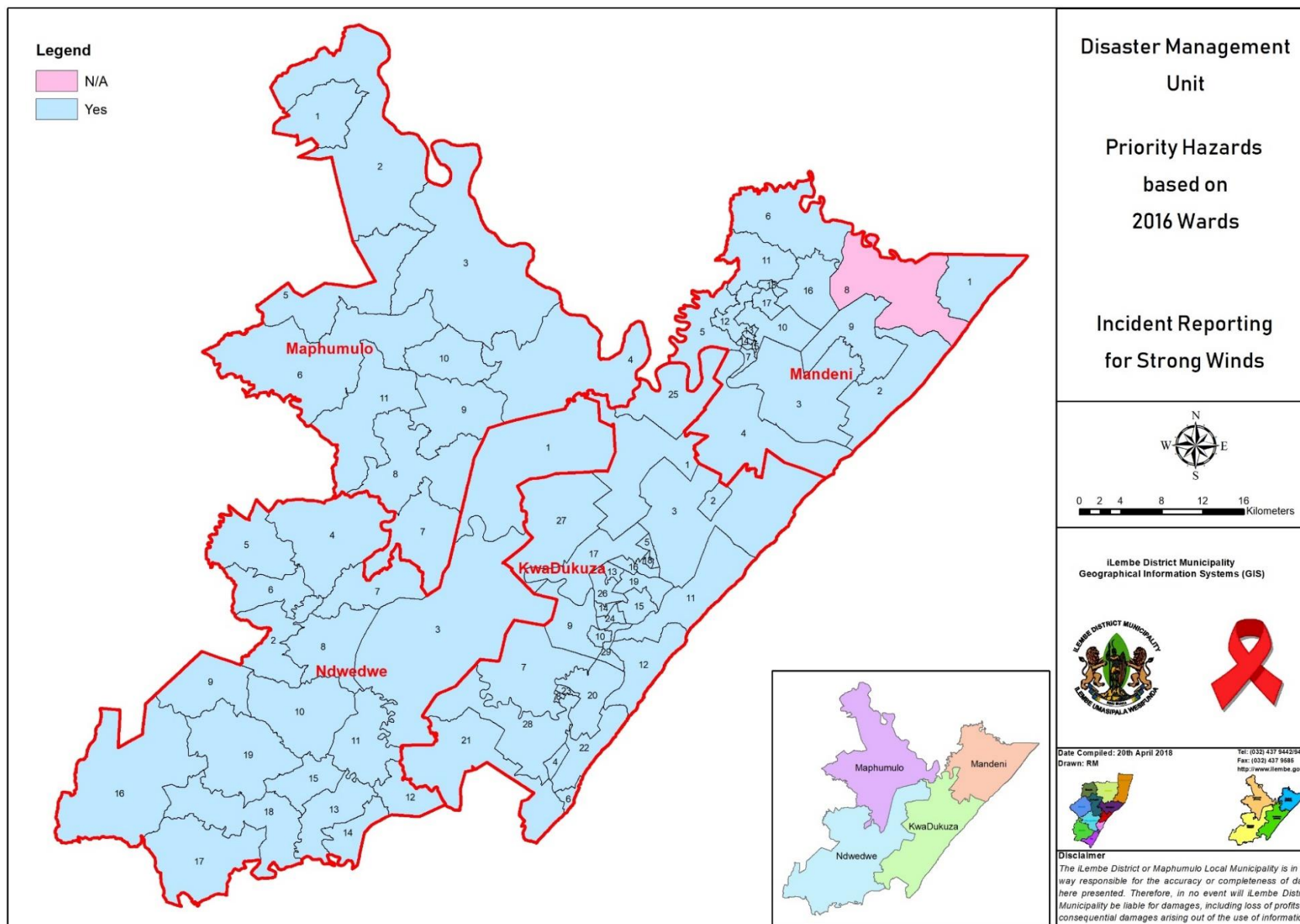
Map 12: Incident Reporting for Flooding in Ilembe District



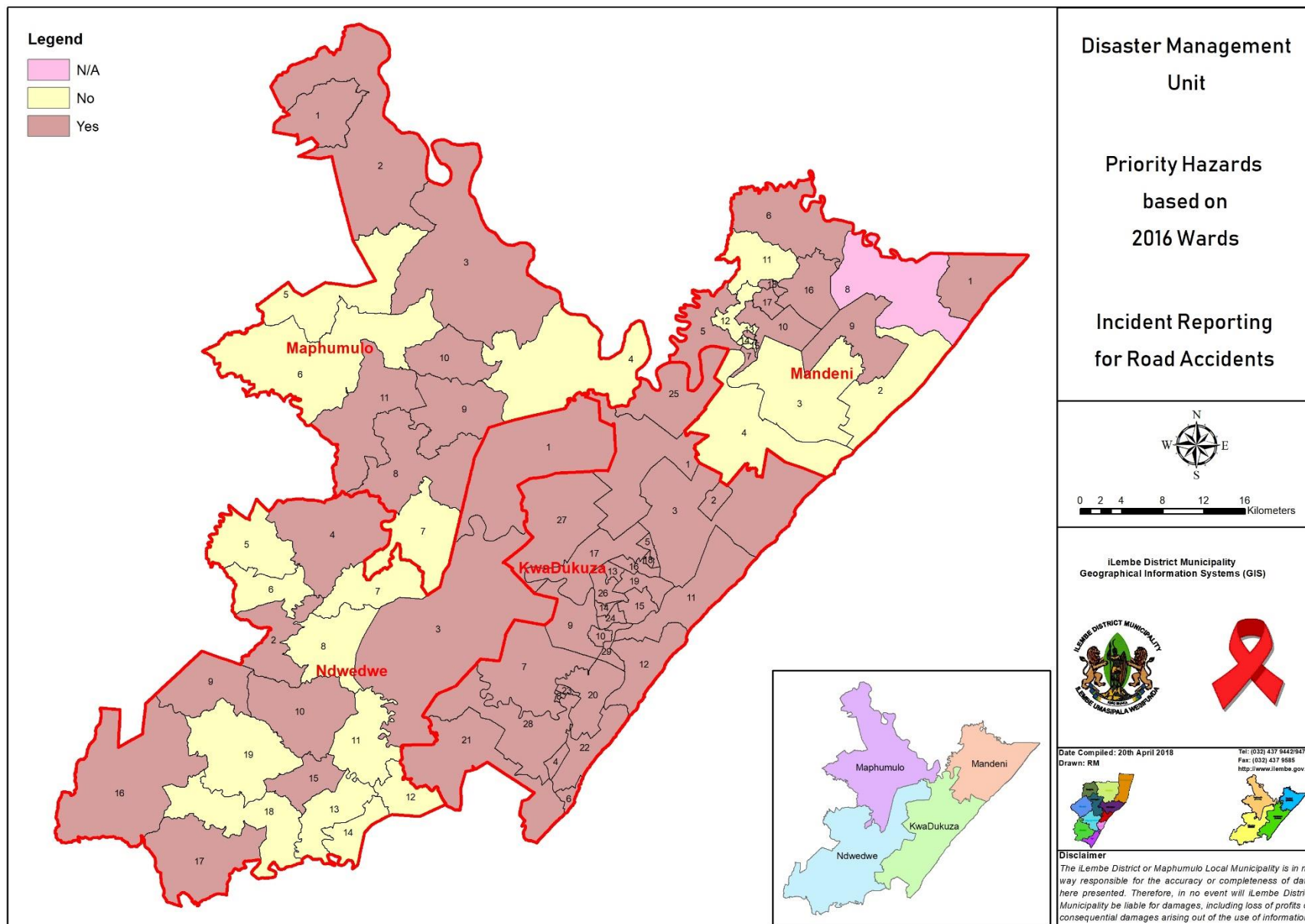
Map 13: Incident Reporting for Lightning in Ilembe District



Map 14: Incident reporting for illegal Electricity Connections in Ilembe District



Map 15: Incident Reporting for Strong Winds in Ilembe District



Map 16: Incident Reporting for Road Accidents in Ilembe District

Disaster Management: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Good management and institutional arrangement. • Good monitoring and evaluation system • Existence of required or relevant expertise. • Availability of budget. • Developed comprehensive programmes. • Politically buy-in. • Better understanding and integration of disaster risk management issues with the municipal departments and entities. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Insufficient human resource (Staff) • Lack of specialized vehicles (4X4) suitable for rural terrain. • Lack of adequate human and financial resources in some Local Municipalities. • Outdated disaster risk management plans in some Local Municipalities • Lack of Fire fighting capacity
<p>Opportunities</p> <ul style="list-style-type: none"> • Employment of more staff. • Enhancement of the District Disaster Risk Management Centre. • Securing of political buy-in especially in Local Municipalities. • Sharing of best practices and capacity building obtained from other municipalities, PDMC, NDMC and other institutions. • Regular review of disaster risk management plans for local municipalities 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of comprehensive understanding of disaster risk management amongst other stakeholders. • Lack of cooperation from other sectors. • Climate change impacts (Severe weather events). • Damage to human life and property due to lack of fire fighting capacity.

Table 19: Disaster Management SOWT Analysis

3.4. Institutional Arrangements

Structures

Council Sitings

The Council of the iLembe District Municipality consists of 32 Councillors, 13 of whom were directly elected to serve on the Council and 19 of whom were nominated by the Local Municipalities to serve on the District Council and membership is made up of:

- 22 African National Congress Councillors
- 6 Inkatha Freedom Party Councillors
- 3 Democratic Alliance Councillors and
- 1 Economic Freedom Fighters Councillors.

To ensure compliance with the legislative requirement, Ordinary Council Meetings sit at least quarterly. In addition thereto, to accelerate governance responsiveness and in order to meet compliance requirements in relation to such issues as Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council schedules Special Council Meetings which effectively result in the Council meeting almost once every month.

The Executive Committee

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

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

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

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

Portfolio Committees

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

- Finance Portfolio Committee
- Infrastructure and Technical Portfolio Committee
- Economic Development and Planning , Environmental Health and Safety Portfolio Committee
- Local Public Administration and Labour Relations Portfolio Committee.

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

Special Purpose Committees and Sub-Committees

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

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

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

Powers and Functions

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

25.	Performance Management Systems	✓	
26.	Incremental Improvement	✓	
27.	Air Quality Management	✓	
28.	Responsible Financial Management	✓	

Table 20: Ilembe District Powers and Functions

Organisational Structure

The amended/reviewed staff establishment of the Municipality was adopted and approved by Council Resolution C346 of 30 May 2017. The amendments and review of the staff establishment was done to make the Municipal Staff Establishment to be aligned with the strategic directive of the new Council's term of office, i.e. 2016 – 2021. However, given financial challenges and implementation of austerity measures, Council identified priority posts to be filled pending improvement of the municipality's cash flow status. The Municipality's organisational structure has five administrative components that are managed and headed by the Municipal Manager as follows:

ILEMBE DISTRICT MUNICIPALITY KZN DC29: MANAGEMENT STRUCTURE

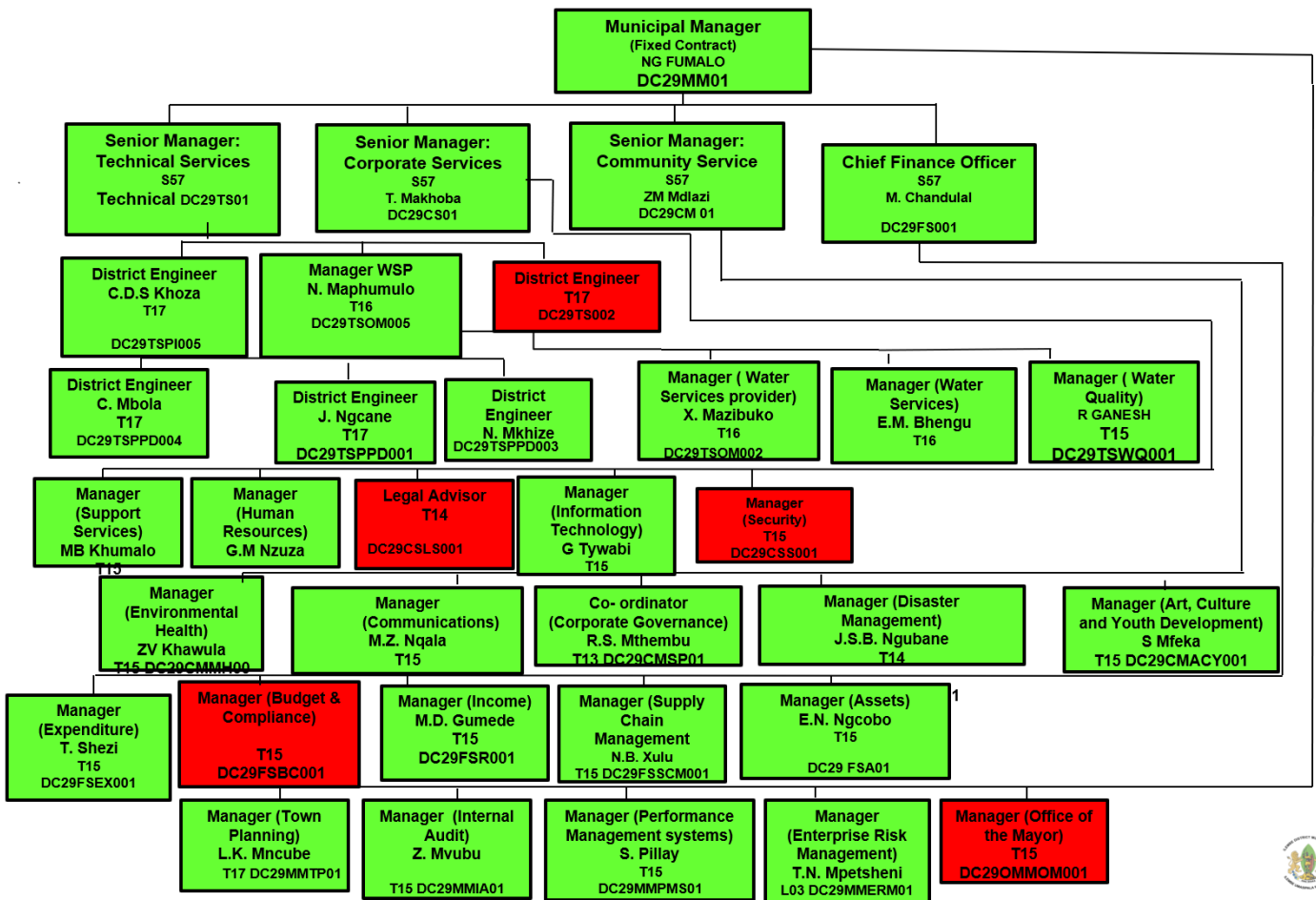


Figure 7: Ilembe District Municipal Senior Management

The amendment/review of the staff establishment resulted with the creation of new posts which added to the number of vacant posts in the municipality. Given the prevalent financial constraints and consequentially considered austerity measures, Council resolved to progressively identify priority posts thus freezing certain non-priority posts pending improvement in the financial position of the Ilembe District Municipality. The table below reflects the comprehensive consequential impact in the Council approved staff establishment.

ESTABLISHMENT	NUMBER OF POST	POST FILLED	SHARED SERVICE	FROZEN	POSTS PER DEPT	PRIORITISED POSTS	% VACANCY
OMM	38	31	3	4	34	3	7,89%
Corporate Services	89	50	0	29	60	10	11,24%
Finance	134	114	0	8	126	12	8,96%
Community Services	78	50	0	22	56	6	7,69%
Technical	390	311	0	11	379	68	17,44%
TOTAL	729	556	3	74	655	99	13,58%

Table 21: Breakdown of Staff Complement

The approved staff establishment indicates that the Municipality has a total of 729 approved posts, 556 posts filled and 168 vacancies. The vacancy rate, given the Council prioritisation of posts as alluded to above, has slightly reduced to 13.58% as a result of terminations and austerity measures being implemented by the municipality. The recruitment process for the filling the vacant posts is underway. The most significant part is that the critical strategic posts of the Municipal Manager, and Senior Managers who report to the Municipal Manager, are all filled. The recruitment process to fill the advertised posts is underway.

Enterprise iLembe Organisational Structure

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

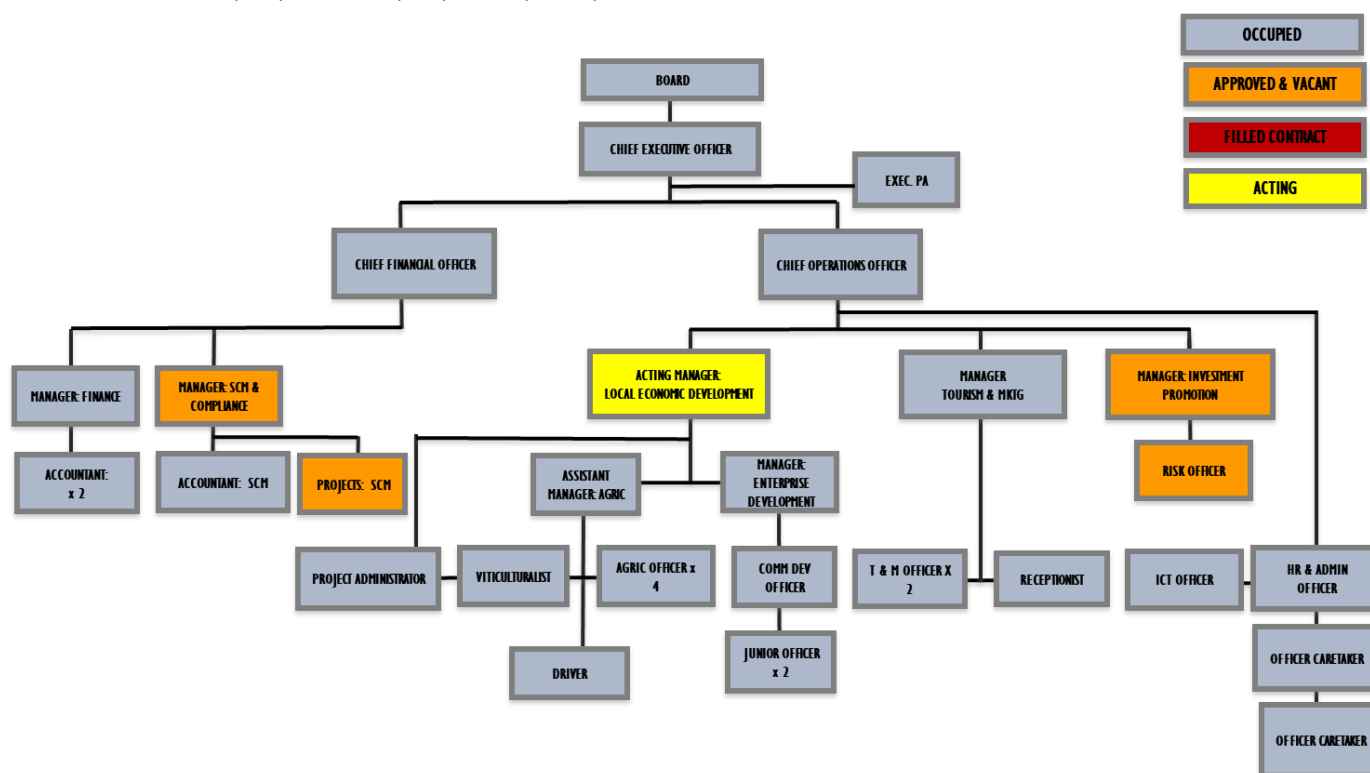


Figure 8: Enterprise iLembe Structure

ILembe DPSS Organisational Structure

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

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

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

As a result, a new Senior Planner position to be hosted by Maphumulo and shared with Ndwedwe was introduced. Position was filled in April 2019.

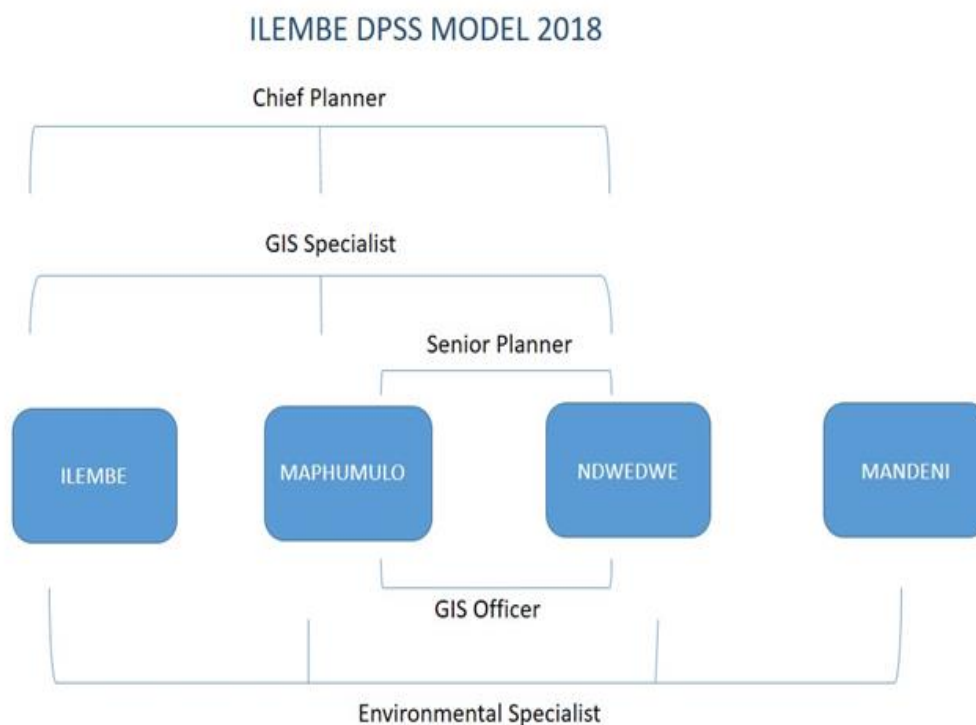


Figure 9: ILEMBE DPSS Organogram

3.5. Human Resource Development

HR Development Strategy

ILembe Family of municipalities has adopted a district wide approach to enhance/review and/or develop and align human resource (HR) policies and practices. The district-wide implementation of the HR Strategy is underway through the review of existing Municipal Policies to align them, and the development of new ones to complement.

Currently the Municipality is in the process to review, amend and/or introduce the following four (4) policies to be adopted by 30 June 2020, as follows:

The HR Division submit for review, amendment, and introduction the following four (4) draft policies;

- Amendments to the Overtime Policy.**
Amendments done in order to ensure that the Policy is in line with the SALGBC Collective Agreement and the COGTA Regulations. The Policy had been adopted by Council on the 31 May 2010.
- Fitness to Work and Medical Incapacity Policy**
The policy is being introduced for consideration so that it can be implemented.
- Workplace Sports and Recreation Policy**
The policy is being introduced for consideration so that it can be implemented.
- Personal Protective Clothing and Equipment Policy**
The policy is a compliance matter and is introduced for consideration so that it can be implemented.

The following policies were amended in the 2017/18 financial year:

i. Acting Allowance Policy

Amendments done in order to ensure that the Policy is in line with the SALGBC Collective Agreement and the COGTA Regulations. The Policy had been adopted by Council on the 31 May 2010.

ii. Municipal Essential Services and Minimum Services level Agreement and Policy Procedure

The policy was introduced in the financial year of 2014/2015 and was adopted on the 29 May 2015. The further review currently was necessitated by new developments of increased municipal staff and to comply with the SALGBC requirement of continuous review as prescribed by the Regulations.

iii. Occupational Health and Safety Policy

The policy was reviewed to address policy gaps that compromised municipal responsiveness to creating and sustaining a safe and healthy working environment including taking into account the findings of the Department of Provincial Treasury's Occupational Health and Safety Management assessment Report – iLembe District Municipality (March 2017).

iv. Human Resource Plan

The HR Plan was reviewed to address issues of alignment with the current IDP of the District.

The envisaged Municipal External Bursary Scheme Policy was reconsidered as unnecessary given the National Government introducing free education at tertiary institutions.

The Municipality has more than 20 policies in place and each of the policies is reviewed as and when necessary due to changes in legislation and any related authoritative framework, or implementation circumstances. The following policies were successfully reviewed and by Council on 28 June 2017 (Resolution: C352), as follows:

- The Employee Recognition Program Policy;
- The Municipal Assisted Study Scheme Policy; and
- The Performance Management System Cascading Policy Procedure.

Equity Plan

The iLembe District Municipality has a 5 year comprehensive Employment Equity Plan which contains barriers, targets, and affirmative action measures which was adopted in June 2018 and submitted to the Department of Labour. On each and every annual basis, Employment Equity Plan reports have been consistently timeously submitted to the Department of Labour. As a consequence, iLembe District Municipality is considered for evaluation beyond compliance but in terms of progressive and incremental implementation of targets, affirmative action measures and elimination of barriers. The Municipality has a Recruitment and Selection Policy in place which was adopted in June 2016. This Policy is a key driver in the implementation of the Employment Equity Plan. The recruitment and selection Panel of the Municipality is always strongly advised to take every reasonable effort to appoint from the designated group. The procedure is to give preference to the most underrepresented group, taking into account the total number of positions at a particular occupational level. The action envisaged above shall be in line with the purpose of the Employment Equity Act. However, the above are influenced by responsiveness of appropriately qualified, experienced and skilled candidates in accordance with applicable legislative prescripts including Regulations.

The objective of the Plan is:

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

Retention Plan

The Municipality acknowledges the value of retaining staff especially employees with scarce skills and those who possess experience that is required for the Municipality to fulfil its objectives. The Municipality recognizes that in order for it to be able to retain staff, it is very important to create an environment that encourages staff not only to succeed in their jobs but also to grow and achieve their aspirations. The Municipality is currently involved in an exercise to identify the critical skills which must be prioritised in order to develop an informed scarce skills policy.

An Exit Interview Questionnaire was developed to ensure that the staff leaving the Municipality provide reasons which must be known and addressed. The results of the exit interview will also form part of the retention strategy, in order for the Municipality to institute appropriate corrective measures.

Workplace Skills Plan

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

Skills planning is central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the iLembe District. The Municipality identifies what skills are required and develop strategies, tasks and schedules to ensure that we

build those skills in order to deliver on our Integrated Development Plan objectives. A total of 67 beneficiaries including 05 Councilors in the following programmes:

- Municipal Finance Management Programme
- Water Wastewater Learner ship
- Plumbing Learner ship
- Councilor Development Skills Programme
- Computer Literacy
- Report Writing
- Various undergraduate and post graduate qualifications

Training areas covered a wide range of fields related to municipal administration and delivery of services. The Municipality conducted a skills audit exercise which was concluded in June 2017 in order to adequately plan and develop the critical training programmes that will sharpen the responsiveness of the Workplace Skills Plan.

Employee Assistance Programme

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

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

The Employee Assistance Programme within the Human Resources Management Component developed a 2018/2019 EAP Plan that was adopted by LLF and Council.

Occupational Health and Safety (OHS)

The Municipality is obliged to comply with Occupational Health and Safety Act and Regulations 85 of 1993 and the Compensation of Occupational Injuries and Diseases Act no. 130 of 1993.

The municipality has the Occupational Health and Safety Unit that is responsible for assurance of health and safety compliance. The OH&S Officer, has over the period of eighteen months been directly involved in various workplaces, with occupational health and safety issues in the Municipality. In the beginning, the Municipality seemed to be in contravention with the provisions of Section 8(1) of the Occupational Health and Safety Act (Act 85 of 1993) which stipulates that the employer is obligated to provide and maintain a workplace that is safe and without risk to the health of their employees. This had resulted with employees being exposed to various occupational hazards leading to numerous incidents and accidents which could have been avoided.

The appointment of the HR Officer: Occupational Health and Safety and the adoption of the Occupational Health and Safety Policy, led to investigations, assessments and monitoring that were conducted in the various workplaces of IDM. The investigations, assessments and monitoring covered the following areas:

- a) Monitoring of corrective taken progress on previous health and safety reported issues,
- b) Identification of remaining and existing potential hazards and risk after corrective action,
- c) Determining the underlying causes and reasons for not correcting reported hazards and risk; and
- d) Recommended corrective action.

The outcomes of the investigations, assessments and monitoring that are constantly submitted through reports, mainly concentrate on two aspects, i.e. unsafe act, and unsafe working condition. The following can be reported as having been attended to:

- ✓ The election and formal appointment of the Occupational Health and Safety Committee,
- ✓ Training of the Occupational Health and Safety Committee,
- ✓ Development of the policy framework for OH&S, i.e. Draft Policy, OH&S Plan, and OH&S Checklist,
- ✓ Improvement in the supply of the toilets facilities accessories such as soap, toilet papers,
- ✓ Provision of first aid equipment for all plants,
- ✓ Improved housekeeping is improving at Depot level, particularly at KZ 293,
- ✓ Initiation of the implementation of Phase one of the Emergency Plan at the Department of Technical Services, and
- ✓ Improvement in the supply and provision of the tools of trade to employees.

The information as listed above, is work-in-progress which reported regularly at MANCO, LPA, LLF, and Council.

ICT Governance Framework and ICT Strategy

The object of the ICT Governance Framework and ICT Strategy, adopted by council in June 2018, is to provide an innovative, effective and efficient Information and Communication Technology service that enables the achievement of the municipality's objectives as set out in the IDP. The municipality will be implementing the ICT Governance Framework and ICT Strategy based on prioritization of identified projects. Currently the municipality is in the process of implementing the Call Centre System and the Biometric Time & Attendance System.

Within this Strategy, the municipality will also be implementing innovative technological solutions in support of service delivery imperatives. These will include resource efficiency technologies in energy, Water and Broadband.

Municipal Transformation & Organisational Development: SWOT Analysis

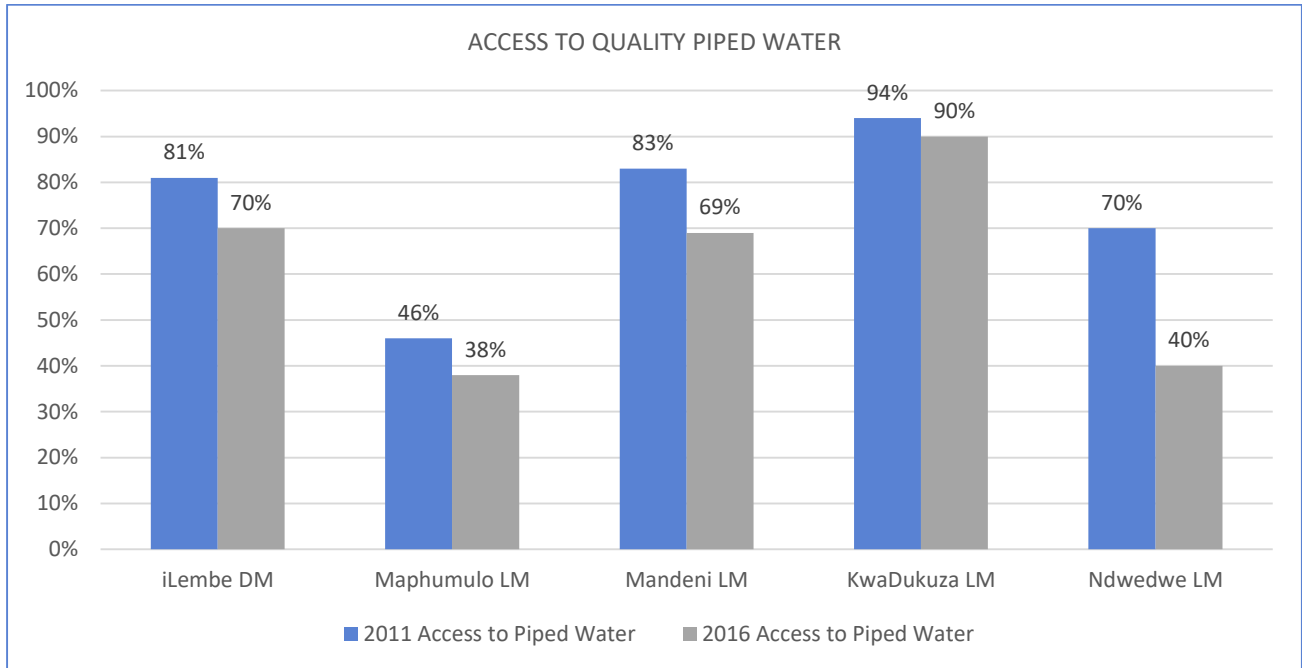
<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Municipal Manager and 3 of the 4 Senior Managers posts filled (process in progress to fill recently vacant post of Senior Manager: Community Services and internal acting incumbent currently appointed). • Access to LGSETA grants in line with WSP. • Access to external funding for learnerships e.g. Umgeni Water, TVET Colleges and funded Training Service Providers. • Technically skilled and academically qualified staff. • The will, on the part of the employees, to be trained. • High susceptibility to external funding for championing innovative programmes. • Effective, innovative and proactive ICT systems. • Highly functional and effective Corporate Services IGR forums. 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Austerity measures (frozen vacant posts, infrastructure maintenance, facilities & buildings). • Reluctance to migrate to paperless environment (Council Oversight Structures support logistics). • Staff establishment not informed by a comprehensive work study. • Absence of higher learning institutions • Lack of succession planning, recognition and skills retention incentives. • Ineffective management of human resources by municipal departments (consequence management). • Integrity of access control management.
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Recognition as an ICT hub for KZN Province. • Recognition as a Renewable Energy hub for KZN Province. • Implementation of the iLembe Broadband Project. • SALGA using iLembe as the showcase and benchmark of HR policies and practices in KZN. • Participation in provincial Action Groups on Renewable Energy and Aerotropolis & Smart Cities. 	<p>THREATS:</p> <ul style="list-style-type: none"> • Constrained telecommunications coverage within the district is detrimental to ICT infrastructure provision in remote sites. • High local critical and specialized skills deficiency and unemployment rate particularly on youth. • Human capital, facilities and buildings exposure to unrest, crime and vandalism. • Exposure to occupational health and safety hazards. • Constrained compliance of iLembe House with Building Regulations and applicable Occupational Health and Safety Regulations. • Instability of operations due to interruptions of electricity supply.

Table 22: District Municipal Transformation & Institutional Development SWOT

3.6. Service Delivery

Water & Sanitation

In 2003 the District 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 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 Statistics South Africa through the Census of 2011 compared with the Community Survey of 2016.



Graph 6: Percentage of People with Access to Quality Piped Water

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.

Challenges

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:

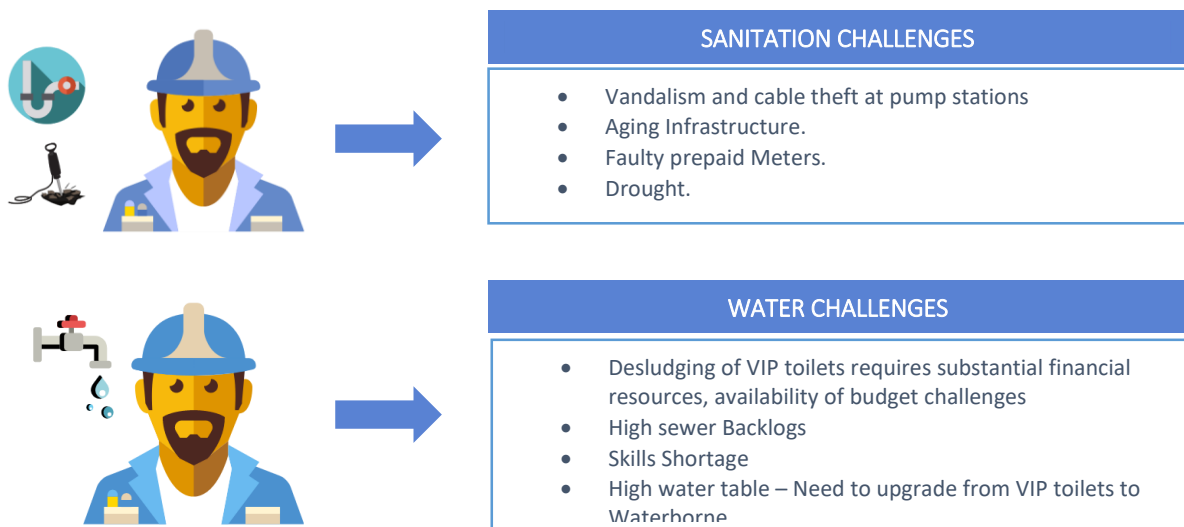


Figure 10: Sanitation and Water Challenges

Summary of Backlogs and Achievements

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2017/2018 2017 for water & sanitation service delivery. The current backlogs in terms of water is 15.56% and sanitation is 13.32%.

WATER													
Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	Percentage of hh served to date
Mandeni	147,808	45,678	23,031	20,930	20,793	20,741	20,665	19,747	19,613	19,613	19,613	19,613	
KwaDukuza	276,719	91,284	9,725	7,056	6,859	6,613	6,253	6,253	6,253	6,253	6,253	6,253	
Ndwedwe	143,117	33,883	6,255	5,346	4,419	4,419	4,419	4,419	4,419	4,419	3,919	3,919	
Maphumulo	89,969	20,524	11,116	10,369	8,884	8,079	7,160	5,614	1,664	1,063	1,063	1,063	
	657,613	191,369											
HH without access to Water			50,127	43,701	40,955	39,852	38,497	36,033	31,949	31,348	29,785	29,785	15.56%
Achievements per year			2,350	6,426	2,746	1,103	1,355	2,464	4,084	601	1,604	-	
HH served			141,242	147,668	150,414	151,517	152,872	155,336	159,420	160,021	161,625	161,625	84.46%
Calculation for water backlog:													
Backlog for 2017/2018	16.38%	(31 348/191 369)											
Backlog for 2018/2019	15.56%	(29 785/191 369)											
% decrease in backlog as at end of June 2019	0.82%	(1 604/191 369)											
SANITATION													
Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	Percentage of hh served to date
Mandeni	147,808	45,678	8,167	6,767	5,256	3,786	2,919	1,892	1,571	799	638	78	
KwaDukuza	276,719	91,284	12,311	12,311	12,311	12,311	12,311	12,311	12,311	12,311	12,311	12,311	
Ndwedwe	143,117	33,883	12,660	11,116	9,395	7,995	6,805	5,053	4,741	3,947	3,347	2,120	
Maphumulo	89,969	20,524	19,440	18,040	17,169	15,769	14,579	13,182	12,922	12,150	11,550	10,990	
	657,613	191,369											
HH without access to sanitation			52,578	48,234	44,131	39,861	36,614	32,438	31,545	29,207	27,846	25,499	13.32%
Achievements per year			6,219	4,344	4,103	4,270	3,247	4,176	893	2,338	1,361	2,347	
HH served			138,791	143,135	147,238	151,508	154,755	158,931	159,824	162,162	163,523	165,870	86.68%
Calculation for sanitation backlog:													
Backlog for 2017/2018	15.26%	(29 207/191 369)											
Backlog for 2018/2019	14.55%	(27 846/191 369)											
% decrease in backlog as at end of June 2019	0.71%	(1 361/191 369)											

Table 23: Ilembe Water and Sanitation Backlogs

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.

iLembe Water and Sanitation Master Plan

The District has been experiencing rapid growth over the past 18 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. To this end, the iLembe Water and Sanitation Master plan was developed and adopted by Council in 2017. The Master plan is primarily informed by the 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 Master Plan forms the basis of the implementation of projects in subsequent years. The Executive Summary Water and Sanitation Master plan is attached as Annexure E. The tables below indicate the projected demands for water and sanitation.

WATER					
LOCAL MUNICIPALITY	YEAR 2017 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

Table 24: Water Demand Projections

SANITATION					
LOCAL MUNICIPALITY	YEAR 2017 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

Table 25: Sanitation Demand Projections

Ilembe District Municipality Water and Sanitation Operations and Maintenance Plan

The iLembe District Water and Sanitation Operations and Maintenance Plan is illustrated within the iLembe district Water and Sanitation Master Plan attached as Annexure E which was adopted by Council during the 2017/2018 financial year.

Purpose of the iLembe District Water and Sanitation Operations and Maintenance Plan is to highlight the methodologies and calculations used in deriving a renewals, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. The intent of the maintenance plan is to allow for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal, as well as operations and maintenance strategies for this subset of municipal infrastructure. The Operations and Maintenance plan is currently being implemented and Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water & Sanitation Master Plan.

From a service delivery perspective, the maintenance of water and sanitation infrastructure is critical to ensuring access of such basic services to communities within the municipality. It must be noted that the operations and maintenance plan is based on information gathered to date and the iLembe District Municipality performs ongoing detailed investigations of the data pertaining to water and sanitation infrastructure.

Current/Proposed Water and Sanitation Projects for iLembe Region

Mandeni Local Municipality

The Ndulinde Sub-Regional Water Supply Scheme falls within wards 5, 6, 11, 12, 16 and 17 of Mandeni Local Municipality. The scheme is intended to provide potable water supply to the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The source of water is Sundumbili Water Works, which is situated on the northern banks of the Thukela River. The scheme was intended households with potable water through communal standpipes at a 200m walking distance radius. The scheme was initially estimated to cost R 116,579,664 and would have been implemented in phases until 2023/2024 financial year when it would have been fully commissioned.

Due to a high rate of illegal connections in the area, the municipality has decided to upgrade the infrastructure from communal standpipes to individual yard connections per household. This has pushed up the cost of the water scheme from R 116,579,664 to R 270,197,304.71. The total number of households to be served is 7,213 with a population of 44,641. The revised completion date is now June 2024, subject to funds being made available from the Department of Water and Sanitation.

The Macambini Sub-Regional Water Supply Scheme falls within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide potable water supply to house connections in the community that is currently served through boreholes, natural springs and water tankers. The scheme will also augment the current supply from the Mlalazi Water Scheme that is under King Cetshwayo District Municipality who act as a bulk water provider to iLembe DM.

During dry seasons, King Cetshwayo DM is unable to meet iLembe DM's demand and this often results in shortage of water to the community of Macambini. The source of water is the Sundumbili Water Works, which is situated on the northern banks of the Thukela River that has been upgraded from 27M/l/d to 40M/l/d in order to increase the capacity of water works. The scheme will serve a total of 100,550 people residing in some 13,850 households. The scheme is estimated to cost R 616 572 540.31 and will be implemented in phases until 2023/2024 financial year when it will be fully commissioned.

Once the above two schemes have been commissioned, the backlogs for water in Mandeni will be eliminated.

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

KwaDukuza Local Municipality

The Lower Thukela Regional Bulk Water Scheme is currently serving the area of KwaDukuza with potable water supply. The scheme will serve bulk connections to commercial and private units, low income housing units, the augmentation of bulk to rural households without services. The implementation of the scheme is at advance stage, with only 2 off-takes outstanding (off-take 9 & 13). The outstanding off-takes require additional funding to complete the implementation of Lower Thukela Bulk scheme, the total cost of the project is R 1,283,580,681.00.

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 provision of waterborne sanitation to the Greater Groutville area is at implementation stage.

The Southern Regional Bulk Water and Sanitation Project is aimed at upgrading the existing bulk water and construction of new sanitation bulk infrastructure 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 above-mentioned townships in KwaDukuza Local Municipality into the Sheffield Waste Water Works, and also 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 371,000,000.00 and Phase 1 of the project is aimed for completion late in 2021.

Ndwedwe Local Municipality

The proposed Umshwati Bulk project is implemented in partnership with Umgeni Water to augment the water supply to Ndwedwe area that is currently being served through borehole supply. Three (3) phases have been completed by Umgeni Water. Ilembe is already receiving bulk supply from phase 3 to Nondabula (Ward 9).

Phase 4, 5 & 6 are at various stages of implementation, upon completion, they will be able to augment the shortfall of bulk to Ndwedwe and Maphumulo areas. The cost of implementing the project is approximately R2.2 Billion.

Maphumulo Local Municipality

The Balcome/KwaSizabantu Sub-Regional Water Supply Scheme falls within Maphumulo Local Municipality of iLembe DM area. The water scheme covered wards 3, 5 and 6 of Maphumulo Local Municipality with potable water supply at a level of yard connections, the last phase was completed in 2018/2019.

The Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme covered wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme served a total of 77,900 people residing in some 17,084 households. Ilembe District Municipality will contribute R326, 474,169 towards this scheme. The last phase of the scheme (Zone G) is expected to be complete by 2021/2022 financial year.

The Maphumulo Town Bulk Water Borne Sanitation Project.

The provision of bulk waterborne sanitation to the town of Maphumulo is at Design stage. The estimated cost of this project is R 37 000 000.00 and will be funded from the MIG programme of iLembe District Municipality. Upon completion of the project, the entire town of Maphumulo will be able to connect to water borne sewer that will serve the existing government buildings, commercial developments, private households and proposed new developments within the town.

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 IRIS system as developed by DWS. The Blue and Green Drop systems for capturing results migrated to the IRIS system in October 2018.

IDM utilizes the services of an independent, accredited laboratory to sample the various sites within the district.

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 13 facilities that it monitors including three (3) that are operated by Siza Water (Sheffield, Frasers and Shakaskraal).

The waste water works have been underperforming 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
- Lack of laboratory equipment on sites

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. IDM has gone out to tender for water treatment chemicals and has successfully appointed two companies to supply water treatment chemicals to IDM sites. The appointed companies will assist IDM with the challenges faced with regard to water quality issues and ensure that acceptable water quality is achieved at all sites. The lack of laboratory equipment on sites poses a serious challenge as the process controllers are unable to monitor the water quality on a daily basis.

Siza Water (South African Water Works – SAWW)

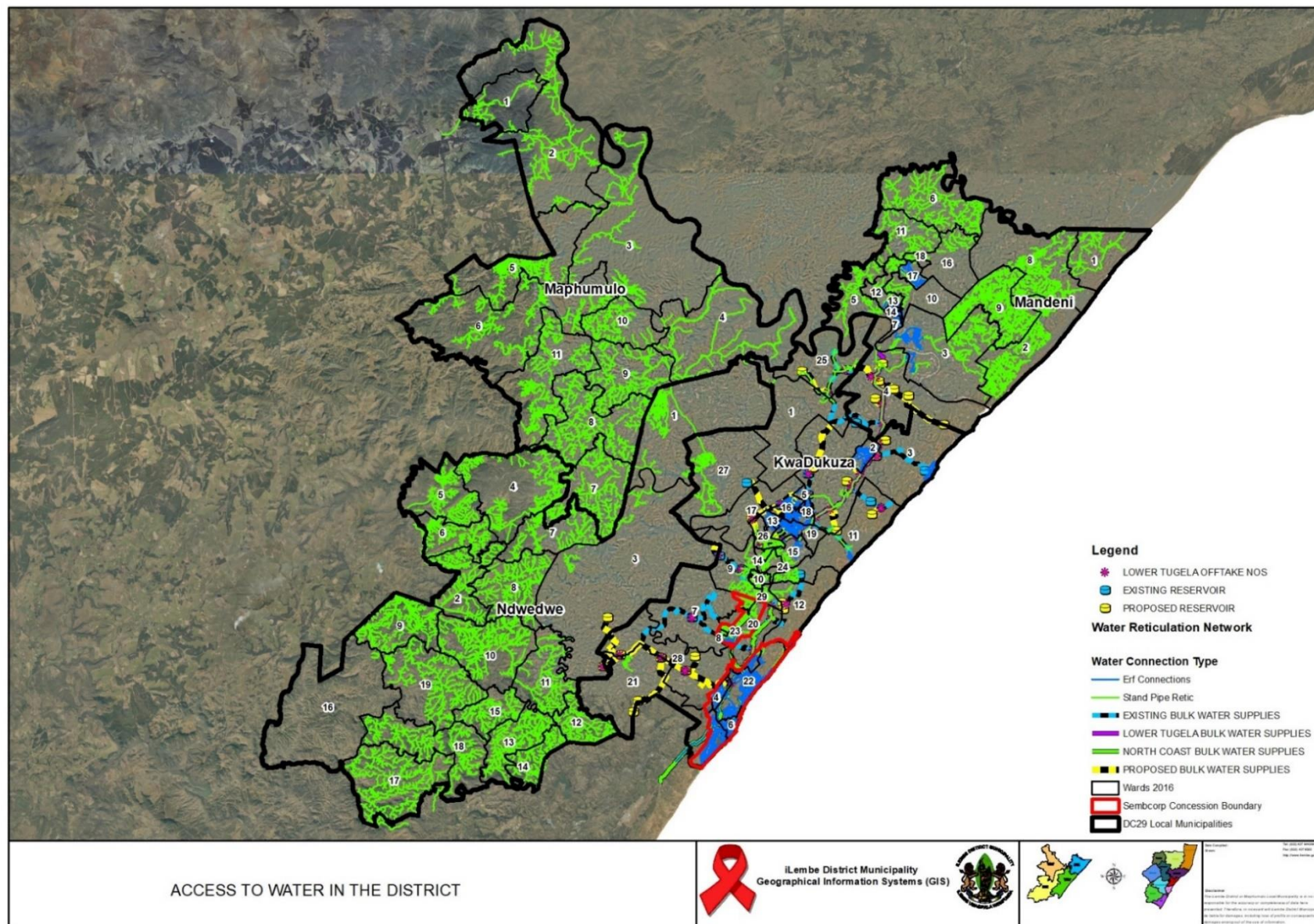
The Sembcorp Siza Water Concession (now South African Water Works – SAWW) emanates from the PPP strategic goals of equipping and assisting Ilembe District Municipality ('IDM') (then known as Dolphin Coast) to carry out its mandate of service delivery and ensuring communities it serves have clean, safe, adequate supply of water. The concession is at twentieth anniversary mark of the 30 year contract ending 2029.

Process for Bulk water provision - Umgeni Water & Siza Water (SAWW) Partnership

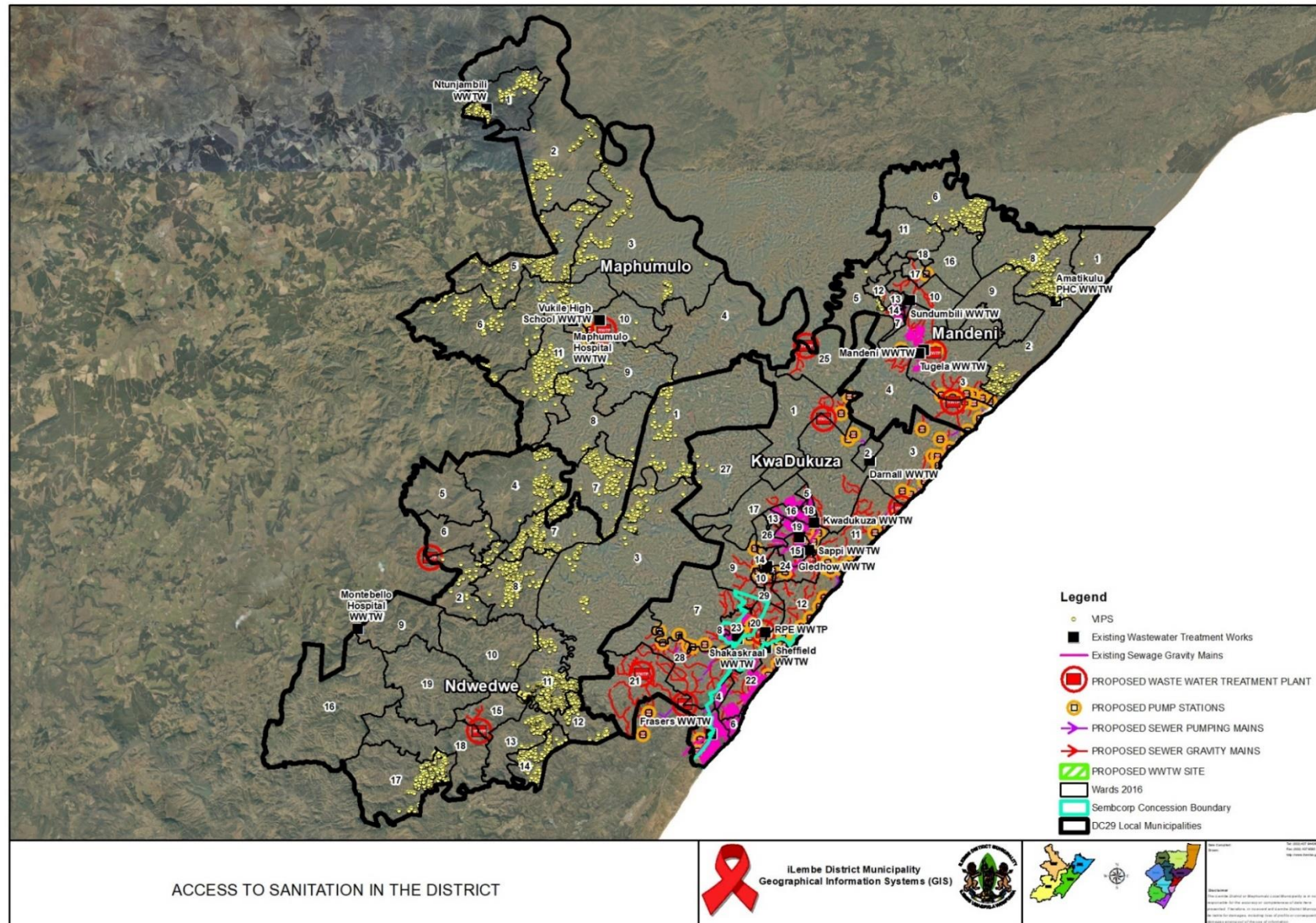
All bulk water is received from Umgeni Water via the Hazelmere Dam Water Treatment Works. A 450/700mm diameter pipeline from Hazelmere supplies the Avondale reservoir (15,0 MI, TWL 137,5M). This reservoir acts as a balancing reservoir to feed the entire SAWW Bulk Water Network and in turn the water reticulation network. Water is then transported via a long bulk supply main system comprising of 7,1km of 450mm diameter GRP/375mm diameter AC/350mm diameter steel pipe- line which has several off-takes supplying the Water reservoir and reticulation zones.

SAWW reservoir and reticulation zones. Umgeni Water is responsible for the management and operation of the Avondale reservoir and the bulk supply pipeline between Avondale and Honolulu reservoir. All the reservoirs and reticulation systems within Ballito and surrounding areas are managed and operated by the SAWW on behalf of the Ilembe District Municipality under a 30 year concession agreement. The Avondale reservoir serves a dual purpose, both as a balancing storage reservoir to Umgeni Water for onward conveyance of water into the bulk supply system downstream of Avondale reservoir, and as a service storage reservoir to SAWW for the reticulation zone feed directly from Avondale Reservoir. The Avondale reservoir is owned by Umgeni Water and an agreement is in place allowing SAWW for use of the storage. The Concession area currently serves a population of approximately 65, 000 (Sixty-Five Thousand) households. The table below presents the Siza Water Provision Areas

SIZA WATER WATER (SAWW) PROVISION AREAS	
Inland areas	Ward
Shakashead	4
Umdlali	22
Shakaskraal	28
Woodmead (Phase 1)	20
Coastal Areas	Ward
Sheffield Beach	22
Salt Rock	22
Shakas Rock	6
Simbithi	22
Ballito	6
Compensation	30
Zimbali and Seaward estates	30
Zimbali West & South AND Zimbali Lakes	30



Map 17: Access to Water in the District



Map 18: Access to Sanitation in the District

Energy

The table below illustrates energy sources used by households of iLembe District for cooking purposes. It should be noted that provision of electricity is a function of Local Municipalities and Eskom. It is estimated that 148 078 out of 191 369 households have a supply of electricity for cooking purposes listed as follows:

ENERGY SOURCE	MANDENI	KWADUKUZA	NDWEDWE	MAPHUMULO
Electricity	39 739	82 934	16 709	8 696
Gas	1 406	3 070	1 094	559
Paraffin	514	1 797	8914	255
Wood	3 853	2 830	15 098	10 823
Coal	0	24	0	0
Other	13	53	53	141
None	60	326	34	51

Table 26: Energy Source used by Households

Human Settlements

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

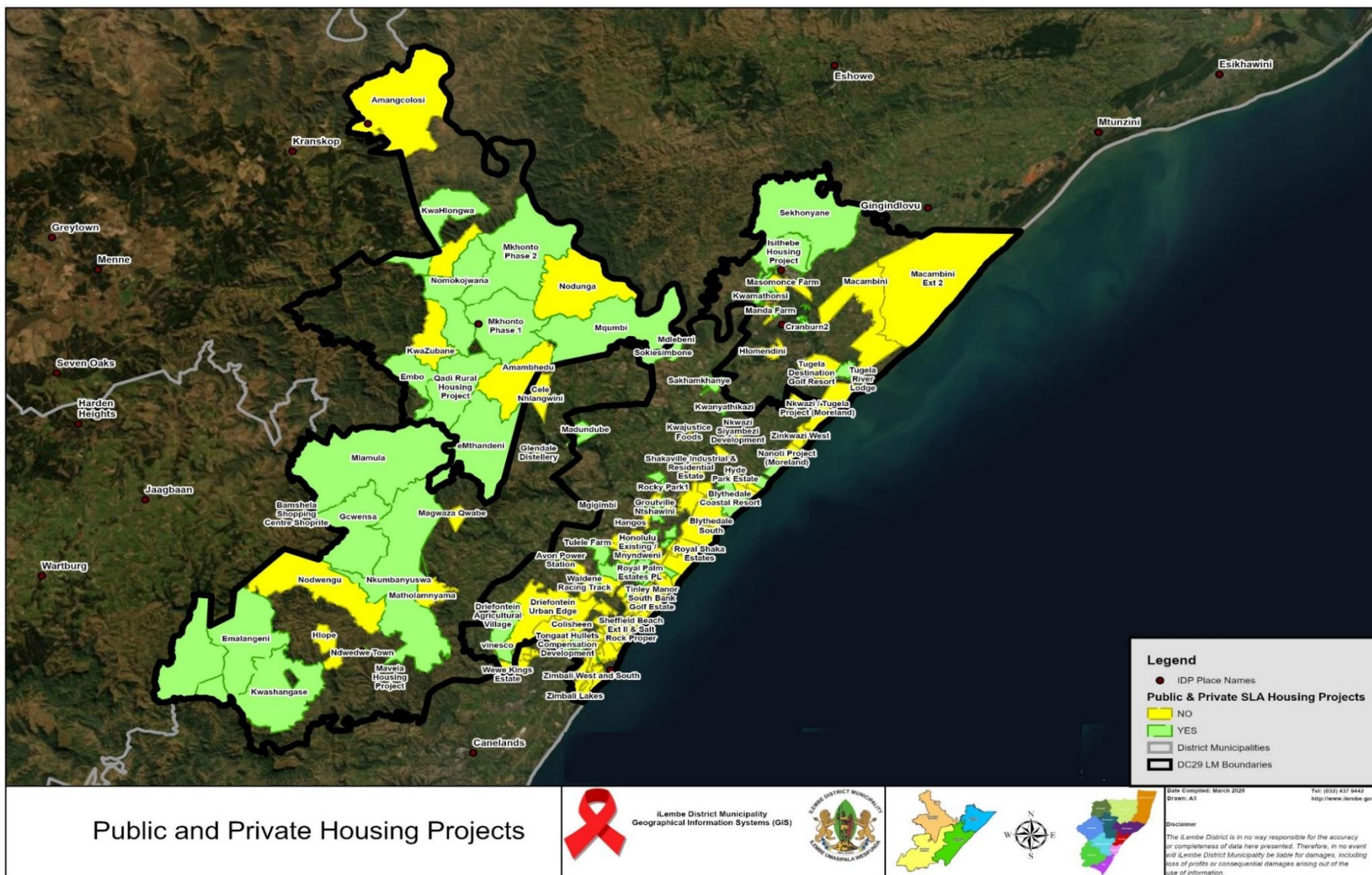
Notwithstanding that provision of housing remains an important part of human settlements and is now common because liveable human settlements require integrated planning. In line with the notion of integrated human settlements the district has established a Planning and Infrastructure Alignment Committee.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

The provision of appropriate accommodation for I Lembe residents will be key for sustainable development in the region. The table below present's the type of main dwelling per Local Municipality.

	MAPHUMULO	MANDENI	KWADUKUZA	NDWEDWE	TOTAL
<i>Formal (Built with concrete/bricks)</i>	8 987	38 512	74 936	18 949	141 384
<i>Traditional (Built with traditional materials, e.g. huts)</i>	10 916	4 763	3 858	12 577	32 114
<i>Informal (temporary structures)</i>	621	1 631	11 628	2 290	16 170
<i>Other</i>	-	749	863	67	1 679

Table 27: Types of Main Dwelling

The spatial implications of this growth rate are the increase in the number of informal settlements around the established towns and the subsequent pressure this adds on the existing infrastructure. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services. Informal settlements with limited facilities occur on the periphery of the developed areas and within the towns of iLembe. A large portion of the land falls under the jurisdiction of the Ingonyama Trust.



Map 19: Public and Private Developments within Ilembe District

NO.	PROJECT	NO. OF UNITS	STANDPIPES/ ERF CONNECTIONS	VIP/ WATERBORNE	DEVELOPMENT
KWADUKUZA LOCAL MUNICIPALITY					
1	Kwanyathikazi	1000	Standpipe	VIP	Low Middle Income Housing Development
2(a)	Groutville Ntshaweni	3000	ERF	Waterborne	Housing Development
2(b)	Groutville Lloyds	3000	ERF	Waterborne	Housing Development
2(c)	Groutville Chris Hani	3000	ERF	Waterborne	Housing Development
3	Nonoti Village	377	ERF	Waterborne	Low Income In-Situ Upgrade Project
4	Vulindlela	1000	ERF	Waterborne	Low Middle Income Housing Development
5	Woodmead - Phase 1	2400	ERF	Waterborne	Middle Income Housing / Mixed Use Development
6	Woodmead - Phase 2	572	ERF	Waterborne	Middle Income Housing / Mixed Use Development
7	Avon Peaking	1	ERF	Waterborne	Peaking Power Station
8	Blythedale Coastal Resort(Retirement Village)	4444	ERF	Waterborne	Retirement Village
9(a)	Wewe	1091	ERF	Waterborne	Mixed Use Development
9(b)	Driefontein - Village	Nil	ERF	Waterborne	Rural Housing
10	Rocky Ridge	2003	ERF	Waterborne	GAP Housing Project - 2000 units
11	Rocky Park	752	ERF	Waterborne	Low to Middle Income Housing Development
12	Sakhamkhanye	2000	Standpipe	VIP	Low income Housing Development
13	Etete Phase 4	1464	ERF	Waterborne	Mixed Use Development
14	Mgigimbe	1140	Standpipe	VIP	Rural Housing
15	Groutville Priority 5 - Mnyundwini	960	Standpipe	VIP	Residential Housing project

16	Groutville 2 -Njekane and Etsheni	2000	ERF	Waterborne	Residential Housing project
17	Compensation Industrial and Business Estate		ERF	Waterborne	Mixed Use Development
18	Mbozamo Project	276	ERF	Waterborne	Residential Housing Project
19	Sokiesimbone	1000	Standpipe	VIP	Rural Housing
20	Le Cheval	116	ERF	Waterborne	Residential Housing Project
21	Hydepark	1000	ERF	Waterborne	Residential Housing Project
22	Stanger Private Hospital	120	ERF	Waterborne	Hospital Project
23	Steve Biko	1700	ERF	Waterborne	Urban Housing
24	Farmstead Reynolds	21	ERF	Waterborne	Private Housing
25	NUMZ Island	1	ERF	Waterborne	Theme Park (Waterworld)
26	Charlottedale	1730	ERF	Waterborne	Rural Housing
27	Dawn Songs	310	ERF	Waterborne	Retirement Village
28	Madundube	1000	ERF	Waterborne	Rural Housing
29	Groutville Shopping Centre	1	ERF	Waterborne	Shopping Centre
30	Monkey Town	1000	ERF	Waterborne	Urban Housing
31	King Shaka Mall and Mixed Use Development	1	ERF	Waterborne	Mixed Use
33	Tinley Manor South Banks	1	ERF	Waterborne	Mixed Use
34	Waldene Racing Track	1	ERF	Waterborne	Mixed Use
35	Springvale Farm	130	ERF	Waterborne	Residential
36	Royal Shaka Estate	4490	ERF	Waterborne	Mixed Use
37	Windy Heights Phase 2	74	ERF	Waterborne	Housing Project
38	KwaJustice Foods	1	ERF	Waterborne	Abattoir
39	Mellowood Housing	242	ERF	Waterborne	Homes for War Veterans

40	Cranbrook	210	ERF	Waterborne	Retirement Village
41	Cartreff	1200	ERF	Waterborne	Mixed Use Residential
42	Seaton Delaval	40	ERF	Waterborne	Mixed Use
43	Gledhow Compound Housing	450	ERF	Waterborne	Housing Project
44	Vlakspruit Housing Project	7372	ERF	Waterborne	Housing Project
45	Blythedale Housing Project	749	ERF	Waterborne	Housing Project
46	Shakaville Housing Project (Old Mbezame Project)	900	ERF	Waterborne	Housing Project
47	Tinley North Resort	1	ERF	Waterborne	Mixed Use
48	Palmview (Formerly Woodmead)	5500	ERF	Waterborne	Mixed Use Residential
49	Hesto Harness Phase 2	1	ERF	Waterborne	Industry
50	Pencarrow	53	ERF	Waterborne	Residential
51	Fairview Estates	26	ERF	Soakaway	Macadamia Nut Farming
52	Garland Triangle	1	ERF	Waterborne	Shopping Centre

Table 28: Public and Private Developments with KwaDukuza LM

NO.	PROJECT	NO. OF UNITS	STANDPIPES/ERF CONNECTIONS	VIP/ WATERBORNE	DEVELOPMENT
MAPHUMULO LOCAL MUNICIPALITY					
1	KwaHlongwa	1000	Standpipe	VIP	Rural Housing
2	Embo	1000	Standpipe	VIP	Rural Housing
3	eMthandeni	1000	Standpipe	VIP	Rural Housing

4	Mkhonto	1000	Standpipe	VIP	Rural Housing
5	Maqumbi - Ward 4	1500	Standpipe	VIP	Rural Housing
6	Qadi - Wards 8 & 11	1000	Standpipe	VIP	Rural Housing
7	Nombokojwana	1000	Standpipe	VIP	Rural Housing
8	Maphumulo Town	384	ERF	Waterborne	Town Development
9	Integrated Energy Centre	1	ERF	Waterborne	Energy Centre
10	Maphumulo Shopping Centre	1	ERF	Waterborne	Shopping Centre

Table 29: Public and Private Developments within Maphumulo LM

NO.	PROJECT	NO. OF UNITS	STANDPIPES/ERF CONNECTIONS	VIP/WATERBORNE	DEVELOP MET
NDWEDWE LOCAL MUNICIPALITY					
1	Mlamula	1000	Standpipe	VIP	Rural Housing
2	Gcwensa Wards 6,7 & 8	1000	Standpipe	VIP	Rural Housing
3	Emalangen, Cibane, Wosiyane	1000	Standpipe	VIP	Rural Housing
4	Nkumbanyiswa Phase 1	1000	Standpipe	VIP	Rural Housing
5	Ndwedwe Town	1	ERF	Waterborne	Rural Housing
6	Glendale Distillery	1	ERF	On-Site	Upgrade of Package Plant
7	Matholamnyama Rural Housing	235	Standpipe	VIP	Rural Housing
8	KwaShangase Rural Housing	1200	Standpipe	VIP	Rural Housing
9	Boxer Shopping Centre	1	ERF	On-Site	Shopping Centre
10	SPAR Shopping Centre	1	ERF	On-Site	Shopping Centre
11	Ndwedwe Central Plaza	1	ERF	On-site	Shopping Centre

12	Bhamshela Shopping Centre - SPAR	1	ERF	On-site	Shopping Centre
13	Bhamshela Shopping Centre - Shoprite	1	ERF	Waterborne	Shopping Centre
13	Bhamshela Shopping Centre - Shoprite	1	ERF	Waterborne	Shopping Centre
14	Chilli / Kumalo / Ngcolosi / Manganga	1000	ERF	VIP	Rural Housing
15	Magwaza- Qwabe	1000	ERF	VIP	Rural Housing
16	Nkumbanyiswa Phase 2	1000	Standpipe	VIP	Rural Housing

Table 30: Public and Private Developments within Ndwedwe LM

NO.	PROJECT	NO. OF UNITS	STANDPIPES/ERF CONNECTIONS	VIP/ WATERBORNE	DEVELOPMENT
MANDENI LOCAL MUNICIPALITY					
1	Sikhonyani Phase 1	1200	Standpipe	VIP	Rural Housing
2	Cranburn	522	ERF	Waterborne	Mixed Use
3	River North Farm	1800	ERF	Waterborne	Mixed Use
4	Tugela Tides		ERF	Waterborne	Mixed Use
5	Tugela River Lodge		ERF	Waterborne	Mixed Use
6	Mandeni Regeneration Project	1	ERF	Waterborne	Town Upgrade
7	Isithebe Housing Project - Urban	1000	ERF	Waterborne	Urban Housing
8	Isithebe Housing Project - Rural	2000	Standpipe	VIP	Rural Housing
9	Manda Farm	1149	ERF	Waterborne	Urban Housing
10	KwaMathonsi Rural Housing	1000	ERF	VIP	Rural Housing
11	Desai - Boxer Super Store	1	ERF	Waterborne	Shopping Centre
12	Thukela Lifestyle Resort		ERF	Waterborne	Wellness Centre

13	Nyoni Housing	2976	ERF	Waterborne	Rural Housing
14	Macambini	2000	Standpipe	Waterborne	Rural Housing
15	Lalanathi Housing Development	24	ERF	Waterborne	Residential

Role of the Ilembe District Municipality

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

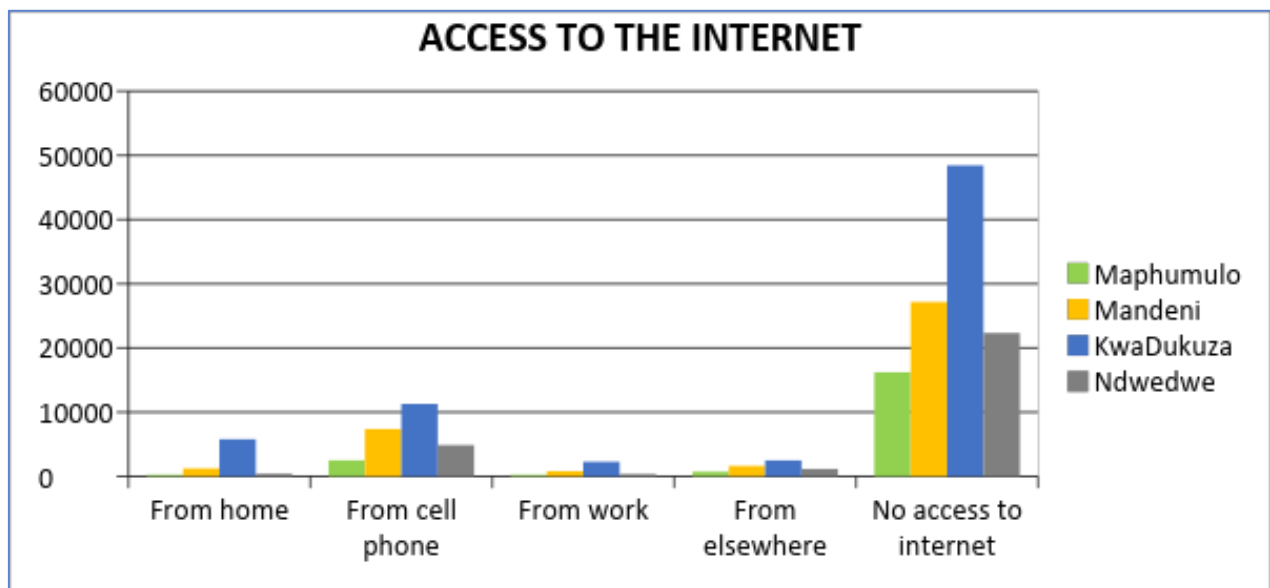
The housing projects as detailed in Chapter 8: Sector Alignment is reflected in both the Department of Human Settlement MTEF and Local Municipalities Housing Sector Plans. The District is requesting the spatial data for these projects to align with their bulk infrastructure plan.

Telecommunications

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

Access to the Internet

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

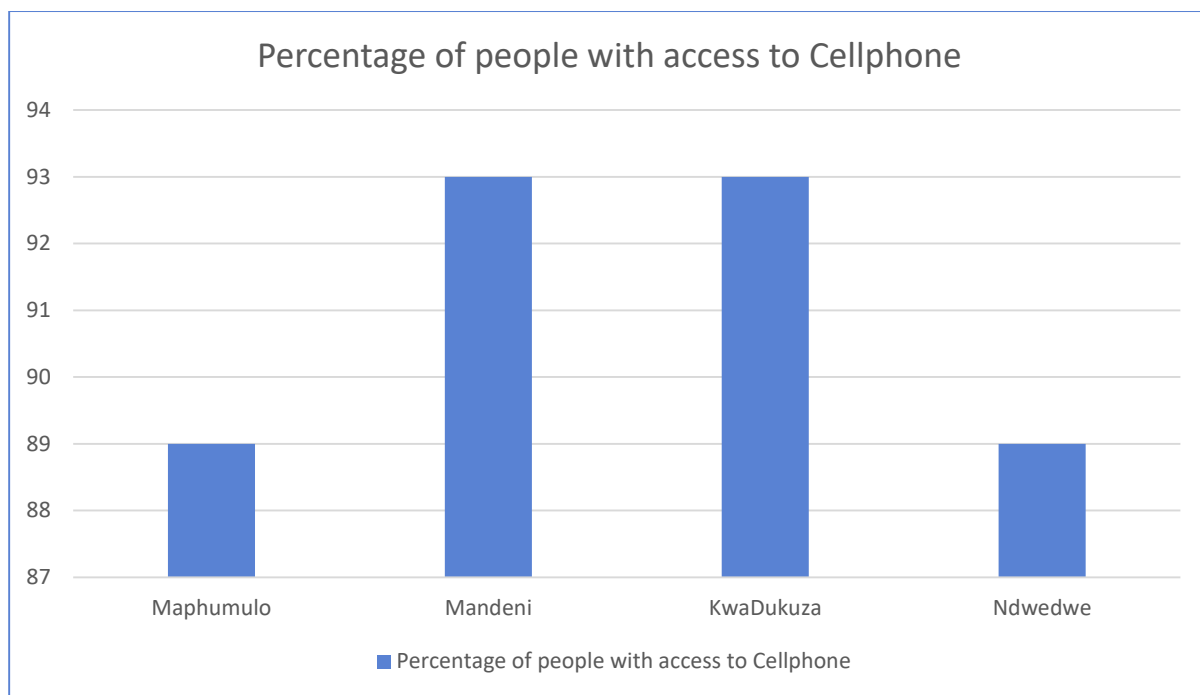


Graph 7: Access to Internet within Ilembe District

Source: Statistics SA Census 2011

Access to Cell Phones

The graph below depicts the percentages of households with access to a cellphone within the local municipalities of iLembe according to the Stats SA Community Survey (2016). The graph illustrates that even within the rural municipalities there is a high level of access to cellphones within Households meaning that most people can connect with surrounding communities quite easily. It is noted that there are many other factors that determine how effective that is especially considering strength of network in remote areas.



Graph 8: Percentage of people with Access to Cell phone

Service Delivery SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> ● Maintenance plan in place ● Approved By-Laws ● Audit Committee, hence clean audit ● Water Services Development Plan (WSDP) ● Major rivers (Umvoti and Thukela) ● PMU in place 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ● Unfilled Posts ● High Cost per capita ● Lack of Office space ● Lack of Telemetry system ● Sparse Settlement Pattern ● Old infrastructure ● Insufficient bulk Water Sources
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ● DM geographical location ● Industrial Development ● Developer's contribution ● Positive publicity 	<p>THREATS</p> <ul style="list-style-type: none"> ● Insufficient budget ● Climate Change ● Theft and vandalism ● Negative publicity

Table 31: Service Delivery SWOT

3.7. Local Economic Development

Local Economic & Social Development Analysis

Institutional Highlights

Enterprise iLembe

Enterprise iLembe is the Economic Development Agency of iLembe District Municipality, responsible for Trade & Investment Promotion and Local Economic Development for the region within the following key sectors:

- Agriculture
- Tourism
- Manufacturing
- Property Development & Construction
- ICT and Services

Enterprise iLembe (Pty) Ltd is an Economic Agency entirely owned by the iLembe District Municipality. The agency is registered in terms of section 86C of the Municipal Systems Act, and thus its existence and operations are governed by Municipal Finance Management Act and Companies Act. Enterprise iLembe was envisioned and adopted by iLembe District as a special implementing agent of the economic development strategies for the four Local Municipalities within its jurisdiction; covered by Mandeni, KwaDukuza, Ndwedwe, Maphumulo and other stakeholders to achieve the common economic development objectives. The economic development agency is not mandated to create policy but rather to implement the policies as adopted by Council. The core role of Enterprise iLembe is to implement the economic development strategy promoting trade and investment within the iLembe District as set out in the Integrated Development Plan (IDP).

Economic Development and Facilitation Committee

The purpose of the iLembe Economic Development Facilitation Committee is to create an institutional platform from which local government, business, organised labour and civil society, as social partners, can promote investment, economic development and the resulting job creation in the iLembe District.

The Committee is to unlock bottlenecks that inhibit development in the District. It is not a legal entity and has no legal jurisdiction on decisions relating to development applications or municipal budgets. The guiding principles under which it operates are:

- The encouragement and unlocking of development that will lead to economic growth.
- Providing a platform for improved communication and relations between the public and private sectors.
- Reducing red tape that delays and/or discourages investment in the iLembe District.
- Recognise and acknowledge the mandates of local municipalities, especially relating to the technical assessment and approval of development applications.
- Facilitate the implementation of identified and commonly agreed catalytic projects.
- The provision of strategic direction for the development and implementation of policies that encourage the establishment of labour absorbing industries with the iLembe District.

iLembe Chamber of Commerce Industry and Tourism

The iLembe Chamber of Commerce, Industry and Tourism is a non-profit business association that represents credible, ethical and progressive businesses in the iLembe District of KZN. The significance of a credible, grassroots association furthering the interests of business, as a social partner in South Africa, has rarely been more real and important. The iLembe Chamber's focus on accelerated regional economic growth, the viability of small and medium enterprises and promoting investment in key economic sectors, amongst others, is critical to economic growth and job creation. The Business Chambers present and represent the interests of businesses and especially their members to local, district, provincial as well as the national government. The iLembe Chamber of commerce aims to:

- Be the recognised and effective voice of business on the North Coast of KZN, South Africa,
- Promote the region as a Tourism, business and investment destination,
- Help grow and strengthen local business,
- Bridge the gap and improve communication between the Public and Private Sector, and
- Provide a platform for business linkages and business opportunities.

Led Strategy

The Municipality, through the Vuthela iLembe LED programme, appointed a service provider to review its LED District Strategy that was adopted in 2015. The draft strategy is in place, however its adoption was disrupted by the outbreak of COVID-19. The underlying economic assumptions of this draft strategy are now outdated and need to be revisited prior to its adoption. Additionally, the focus of the Municipality has now shifted towards the Economic Recovery Plan. Nevertheless the Draft Strategy is attached hereto as Annexure F.

Key Challenges for Led in iLembe

The iLembe District LED environment faces several challenges but there are also a number of short- and long-term exceptional development opportunities that the District and the Local Municipalities could, and are, capitalising on. Most of the challenges identified in the preceding sections are not different from those commonly faced by other districts in the country, these include;

Over-burdened and under-capacitated LED Units

- Ineffective relationships between private and public sectors
- Coordination of government departmental policies and strategies at District and Local levels
- Discord between business, labour, government and civil society
- Inadequate levels of skills to respond to local economic opportunities
- Limited financial resources for LED project implementation by the Municipalities
- The identification and implementation of projects that are not sustainable in the short to medium term, especially financially sustainability.

New leadership entering the local government environment every 5 years with new sets of priorities

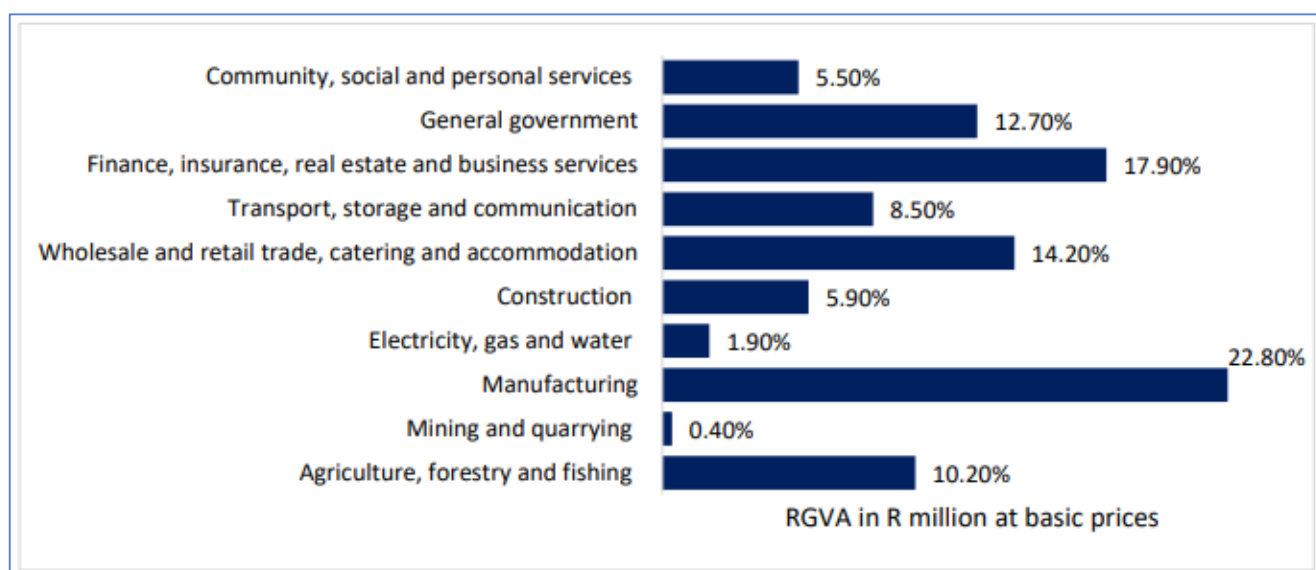
Participation by and role of Business Forum members on private organisations.

The challenges that iLembe face is mostly common to other districts and municipalities. But iLembe also has a number of exceptional advantages that places it in a strong position to addressing many of the challenges and take on the opportunities. Many of the above challenges are also national problems that require national or provincial interventions and pro-active programmes to address the problems.

State of the iLembe Economy

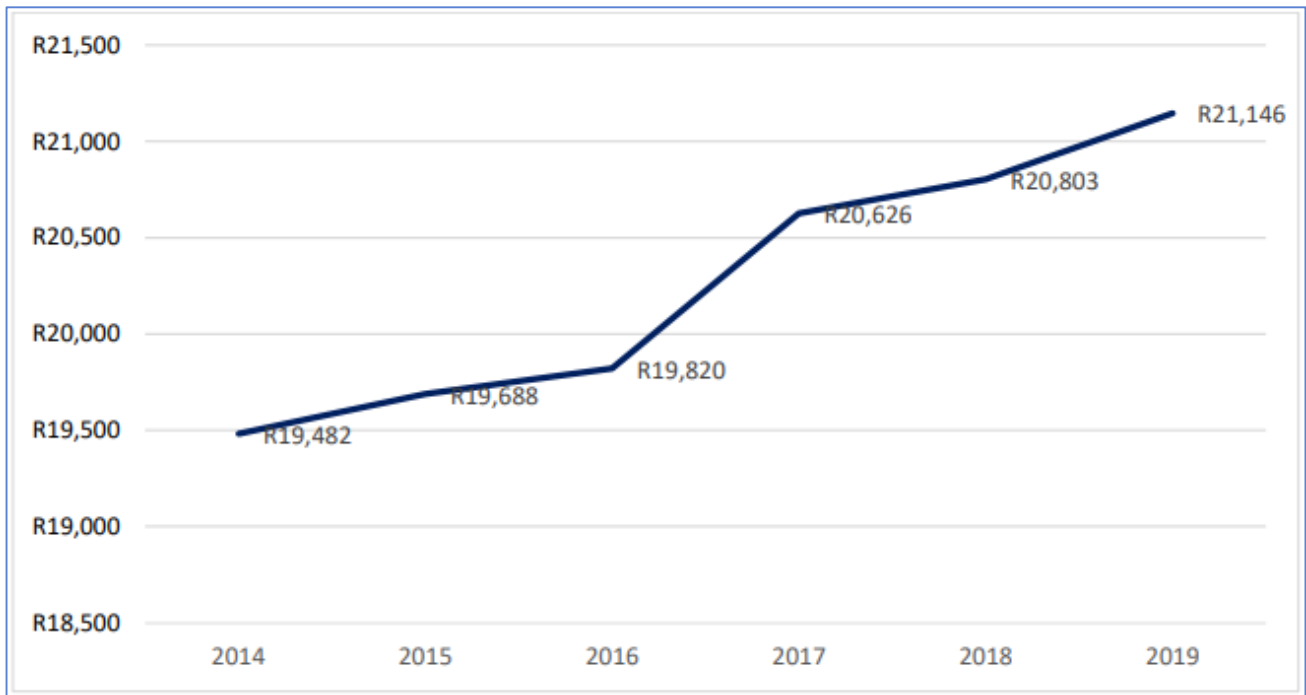
Main Economic Contributors

The economy of iLembe is mainly based on four economic sectors: agriculture, tourism, manufacturing, and construction and property development. This by no means underplays the importance of the other economic sectors (transport and logistics, trade and retail and the services sectors) as a local economy can only be successful when all the sectors operate optimally. The figure below shows that manufacturing and finance (insurance, real estate and business services) are the major sectors that contribute to the GDP of the District Municipality with 22.8% and 17.9% respectively. However, wholesale trade, the general government services and agriculture (forestry and fishing contribute also significantly to the District GVA with 14.2%, 12.7% and 10.2% respectively.



Graph 9: iLembe District Main Economic Contributors

In the figure below, the GVA of iLembe District Municipality has been growing at a rate of 1.7% while Figure 5 indicates the employment per economic sector in iLembe.



Graph 10: Ilembe District GVA Growth

Ilembe Economic Sectors

ECONOMIC SECTOR	DESCRIPTION	CHALLENGES	OPPORTUNITIES
1. TOURISM	<ul style="list-style-type: none"> Beach Tourism: Concentrated in nodes such as Ballito and Salt Rock. development along the coast over the past two decades, with landmark developments such as Zimbali, Simbithi and Blythedale Beach. Cultural & heritage: The Albert Luthuli Museum, Shaka's Monument and other sites of historical significance. Natural based Tourism: The Harold Johnson and Amatikulu Nature Reserves. 	<ul style="list-style-type: none"> Covid-19 lockdown regulations have limited travelling which as decreased number of tourists. Institutional Challenges: The Tourism Business Sector is fragmented and poorly Organised; there is strong dependence on Local Municipalities; the Agency budget is limited. The decline in the quality and maintenance of the beach infrastructure needs to be addressed. 	<ul style="list-style-type: none"> The King Shaka heritage route needs to be expanded inland in order to create opportunities for SMMEs with regard to accommodation, arts and crafts retail and food outlets. Tourism information signage and / or desks may be strategically placed at the entrance to Ndwedwe and Maphumulo with map stations, scattered throughout the Municipalities. North Coast is an area rich in heritage and culture and is part of the reason behind the popularity of tourism in the District. Yet, tourism numbers in the District as in the Province is in decline.
2. AGRICULTURE	<p>This sector is characterised by two main types:</p> <ul style="list-style-type: none"> Commercial Agriculture: sugar cane farming along the coastal strip. Subsistence agriculture: located in the rural hinterland and inland areas. <p>Most of the commercial farming is done in the eastern parts of the municipality and extends to the west of KwaDukuza and Groutville. Although sugar cane is the main commercial crop in the District, farmers are diversifying into other crops, especially sub-tropical fruit and macadamia nut crops. Other more specialised agricultural activities are to be found in the district, such as essential oils-related projects and cut flower production.</p>	<ul style="list-style-type: none"> Decline of the sugar cane industry can be attributed to the following main reasons: Sugar tax, drought, weak protection against imports. Investment and employment in the sector is declining and weakening due to several uncertainties. The change of agriculture land in favour of urban development and settlements is a threat to the development of this sector. 	<ul style="list-style-type: none"> Partnership with Amakhosi and Ingonyama Trust for rural economic development is important for the growth of the sector. The Department of Rural Development's programme of Agri-Hubs and the establishment of Farmer Production Support Units needs to be better integrated with the RASET programme. Opportunities in biofuel production that are being explored further.
3. INDUSTRIAL	<ul style="list-style-type: none"> Primary Sector Activity: Isithebe Industrial Estate in Mandeni 	<ul style="list-style-type: none"> The social discord in the Mandeni area has had severe negative impacts on the Estate while the 	<ul style="list-style-type: none"> The iLembe District has the potential to develop the manufacturing sector due to its

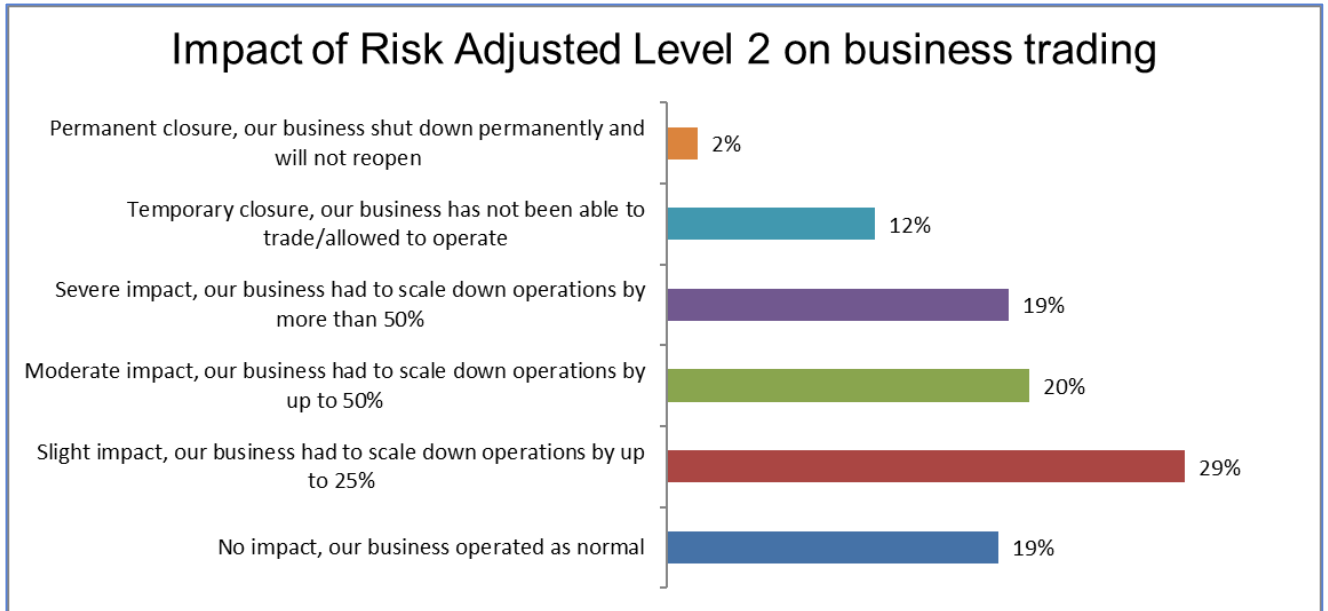
	<ul style="list-style-type: none"> • Secondary sector activities: light industrial activities including Imbonini, Ballito Business Park, Shaka's Head Industrial Park (Ballito), Shaka's Kraal Industrial development. Stanger Industrial Development (Extension 15) with agri-processing • Individual processing plants such as the sugar and paper mill factories. 	<p>infrastructure investment and security systems need attention.</p> <ul style="list-style-type: none"> • Ongoing spates of industrial unrest, community protests and interference with business in the region's main industrial areas being exacerbated by introduced Eskom load shedding, and defaulting debtors, inhibits private sector confidence levels in the District. • Little industrial development of significance is found in the rural Municipalities of Ndwedwe and Maphumulo. 	<p>location relative to eThekweni, Richards Bay SEZ, the Durban and Richards Bay harbours.</p> <ul style="list-style-type: none"> • Land is available at Isithebe for further expansion of the industrial estate when required • KwaDukuza town surrounds have been identified as a site for medium sized industry and Council owns few undeveloped sites.
4. CONSTRUCTION & PROPERTY DEVELOPMENT	<ul style="list-style-type: none"> • The extent of the construction and property development taking place mainly in KwaDukuza is unequalled anywhere else in KwaZulu-Natal. There are two significant population and urban development growth trends taking place in the District. • The first is the in-migration of lower LSMs households from the rural hinterlands of the District and the rest of KZN, to the urban areas located mainly along the R102 in KwaDukuza and Mandeni. • The second is the in-flow of higher LSM households to the high-end estate developments mainly between the N2 and the coastline especially in KwaDukuza. <p>The growth of the population in these two areas has caused significant construction and Property development to take place leading to economic development spin-offs in industrial, commercial and services sector developments.</p>	<ul style="list-style-type: none"> • LMs are currently calling on private sector developers on an ad hoc basis without any clear policy parameters given to make • development contributions to the provision of bulk infrastructure. • Need for a regional waste site. Transportation of waste is taking place to areas outside of the District except for KwaDukuza Municipality that has its own landfill site. 	<ul style="list-style-type: none"> • The implementation of an incentive to attract investors into the District has been receiving attention in the District. • One of the areas that needs to be addressed is the implementation of a coordinated Infrastructure Contributions Policy. The cost of development / utility costs is reported to be high in the District. • The involvement of private sector in the management and maintenance of development precincts. <p>There is already one Urban Improvement Precincts (UIP) declared in the District i.e. the Ballito Urban Improvement Precinct in KwaDukuza. The involvement of private sector in such initiatives may be further promoted.</p>
5. SERVICE SECTORS	<p>This sector includes the following sub-sectors and is found in all the main urban centres throughout the district with specific reference to the towns of KwaDukuza and Ballito:</p> <ul style="list-style-type: none"> • Wholesale / retail trade, 	<ul style="list-style-type: none"> • The commercial sector is mostly concentrated in the KwaDukuza, Ballito and Mandeni/Sundumbili areas with limited development of the sector in the rural service nodes such as Maphumulo and Ndwedwe. 	<ul style="list-style-type: none"> • The redistribution of commercial services in the District may create opportunities for the growth and development of the commercial sector in the district.

	<ul style="list-style-type: none"> • Transport / storage, • Communication, • Financial / insurance, • Real estate, • Business / community / social / personal, • Services. 		
6. EMERGING ECONOMIES	<p>The emerging economy, as defined in this report, incorporates;</p> <ul style="list-style-type: none"> • Informal Activities, • Co-operatives, • Entrepreneurial development and • Emerging-SMME development. <p>The major activities of the informal trading in the District include among others the following: rural and agricultural gardens, mielie cookers, suppliers of wood and water to mielie cookers, newspaper vendors, taxis drivers, minibus drivers, live chicken sellers, second hand clothes dealers, hairdressers, fruit sellers, street food vendors, street non-food products vendors, informal builders, tavern and shebeen operators, spaza shop owners and workers, traditional medicine practitioners and muthi traders and others</p>	<ul style="list-style-type: none"> • There tends to be little interaction between the formal and informal businesses in the iLembe. • The formal businesses consider informal traders as illegal and hinderers of their businesses, especially when informal traders are trading on the road pavement or in front of formal businesses' entrances. 	<ul style="list-style-type: none"> • The identification, take-up and development of opportunities by emerging business in the District should be explored further. • Opportunities for emerging businesses should be linked to existing national and provincial initiatives such as the RASET, NSNP, EPWP, YES and National Informal Business Upliftment Strategy (NIBUS) programmes. • The iLembe Business Chamber Skills Needs Assessment survey has recently been completed through the iLembe Vuthela programme and informs opportunities for skills development.
7. INNOVATIVE ECONOMIES	<p>This sector refers to new innovations such as;</p> <ul style="list-style-type: none"> • The Green Economy • Blue Economy, • Circular Economies, • ICT and other new innovative initiatives related to the fourth and even the fifth industrial revolution. <p>The basis of this sector is often the development and implementation of new technologies and the creation of new innovative linkages between traditional economic activities.</p>	<ul style="list-style-type: none"> • The innovative economies may not necessarily deliver significant employment and investment results in the short term and even medium term. • E-waste management system is currently lacking with limited recycling, enforcement and training opportunities, impacting on the sustainability of the e-waste recycling industry. 	<ul style="list-style-type: none"> • For the District to be part of the 4th Industrial revolution the private sectors must be involved to further promote investment in ICT and related skills. • Rural ICT development through building ICT hubs throughout the hinterland which are secure and well-staffed, which provide internet, printing and training services for free. • Establish the North Coast as an ICT Research and Development hub through vigorous marketing and investment promotion, linking with international ICT meccas.

Table 32: Ilembe Economic Sectors

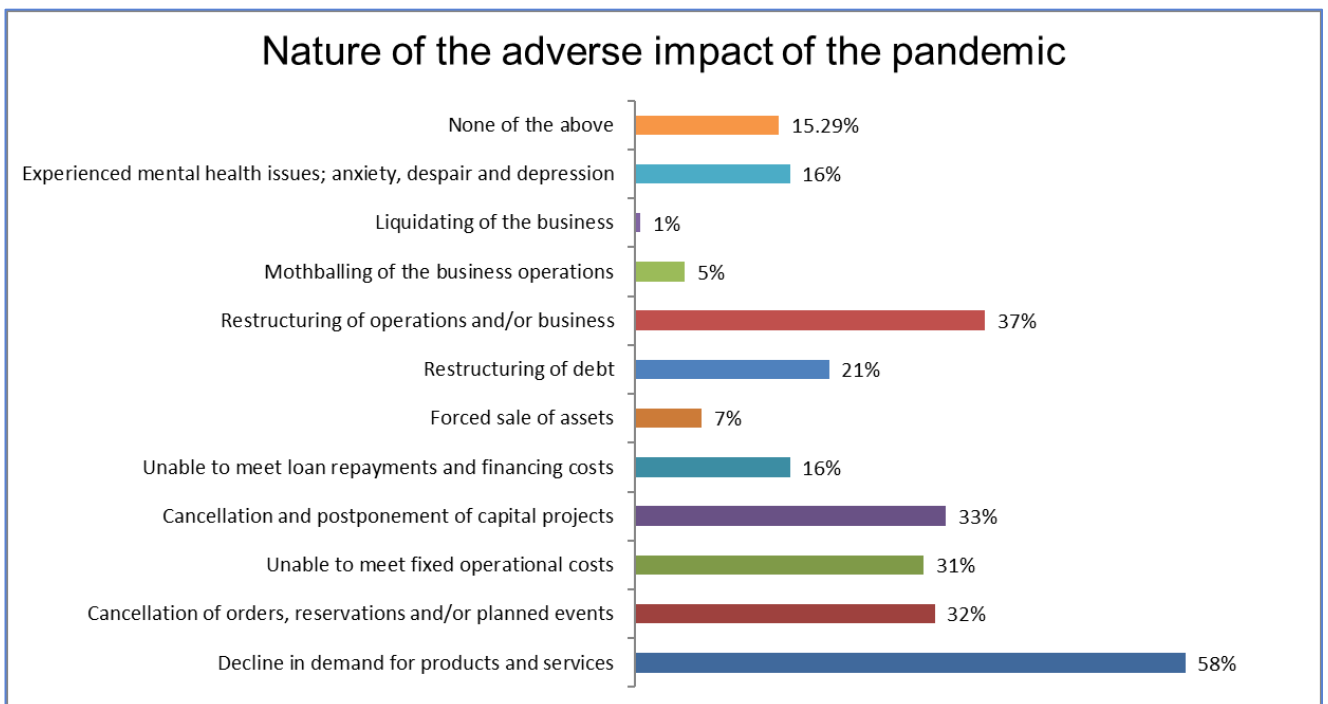
Covid-19 Economic Impacts & Recovery Plan
Business and Economic Assessment

The outbreak of COVID-19 and the resultant National Lockdown have aided in controlling the spread of the virus within the iLembe District. However, it has had a markedly negative impact on the District economy. The COVID-19 iLembe economic and business assessment was undertaken in May (Alert level 3 and 4) and September 2020 (level 1 and 2) to ascertain the impact that the prevailing lockdown was having on local businesses. The series of graphs below provide a brief illustration of the impact on businesses, the comprehensive assessment is attached as Annexure F.



Graph 11: Impact of Risk Adjust Level 2 on Business Trading

In September, about 2% of all businesses surveyed faced permanent closure, this was down from 5% in the May 2020 survey. The majority of business either faced temporary closure or had to scale down operations at varying levels. Only 19% of businesses had not suffered any impact and continued to operate as normal.



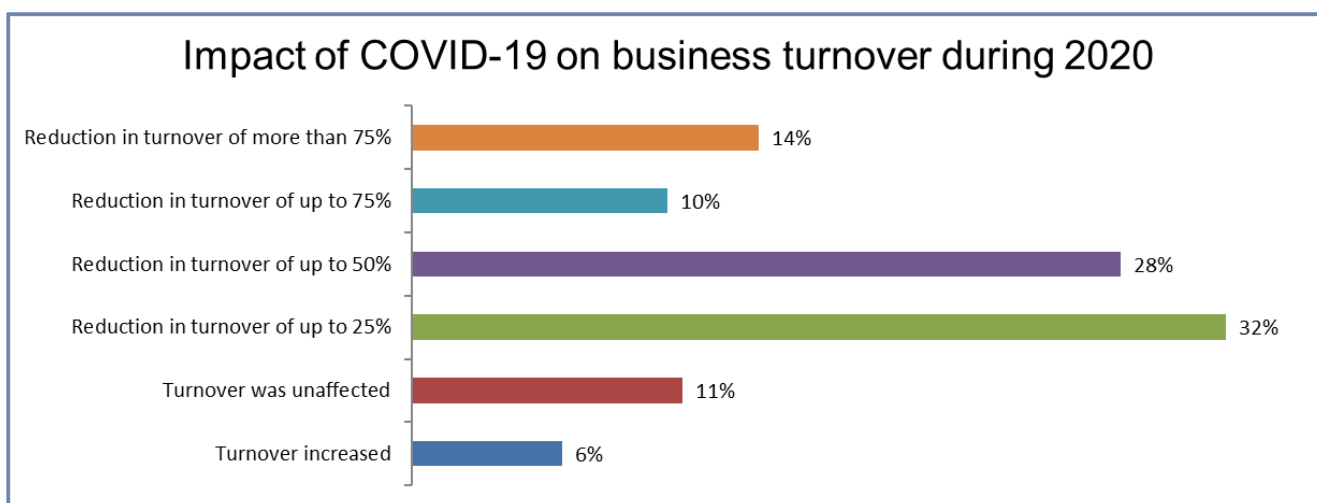
Graph 12: Nature of the adverse impact of pandemic on Businesses in iLembe

In gaining an understanding of the nature of the impact on businesses, respondents to both surveys indicated that “Decline in demand for products and services” was the most significant means of impact. As the economy opens up, this impact has diminished from nearly 70% of respondents in May/June 2020, to just below 60% of survey respondents in September 2020.

When comparing the May/June survey with September 2020, the most significant change is around the inability of business to meet fixed operational costs – in May/June 58% of businesses reported this impact, whilst 31% did in September 2020.

The “Restructuring of operation and/or business” (37%) and “Cancellation and postponement of capital projects” (33%) remains a significant, and concerning, impact - such restructuring and capital projects are normally indicative of business expansion and/or operational improvements.

Only 18% of businesses surveyed indicated no impact or an increase in turnover. The majority of businesses experienced significant declines in turnover; 14% of business recorded a reduction of more than 75%. 38% experienced revenue reductions between 25% and 75%.



Graph 13: Impact of COVID 19 on business turnover during 2020

Ilembe Covid-19 Economic Recovery Strategy

The iLembe Economic Recovery Strategy was adopted by the District Command Council, following extensive consultation with Local Municipalities, the iLembe Chamber of Commerce, Enterprise iLembe, and Sector Departments. This strategy aims to provide a coordinated and collaborative response against the detrimental impact the pandemic has had on the District economy. The interventions contained in the Strategy are premised upon the 11 point plan reflected in the diagram below. The comprehensive economic recovery strategy is attached as Annexure F.



Figure 11: Ilembe District LED COVID 19 Economic Recovery Plan

LED Strategic Interventions

The following strategic interventions has accordingly been identified through the consultation process and the preceding analysis of the District and Local Municipalities' challenges and opportunities.

AREA OF FOCUS	INTERVENTIONS
1. Institutional Development	<ul style="list-style-type: none"> • Formulation of a District Social Accord through the effective enactment of the District Steering Committee's agreed mandate • LED Forums to become represented by all key stakeholders • LED organisational re-capacitation within Local Municipalities • Enterprise iLembe's Board to be represented by Sector Specialists • Address the presence and impact of Business Forums • Update the LED Strategy annually.
2. Agricultural Development	<ul style="list-style-type: none"> • Facilitate the transformation of the sugar industry with the stakeholders • Facilitate and support the sustainability of agricultural hubs and nodes in the rural areas of the District • Emerging farmer support / skills development programmes (cross-cutting functions: see #8 Emerging Economies and #9 Skills Development)
3. Tourism Development	<ul style="list-style-type: none"> • Establish and capacitate a District Marketing Organisation (DMO) • Focus on heritage and cultural attractions development and marketing • Tourism infrastructure development • Identify and focus on tourism zones in the District • Crime and by-law development to regulate tourism behaviour to accepted standards. • Emerging enterprises and skills development
4. Manufacturing Development	<p>Focus on Isithebe as a Catalytic Project and address its constraints</p> <ul style="list-style-type: none"> (i) Social unrest and crime (ii) Infrastructure upgrades and maintenance (iii) Marketing as part of the DMO (iv) Security upgrades (v) Logistics hub. (vi) Investigate SEZ development <p>Bulk Infrastructure creation for future development of new industrial estates SMMEs and emerging businesses (cross-cutting functions: see #8 Emerging Economies and Skills Development)</p>
5. Construction & Property Development	<ul style="list-style-type: none"> • Coordinate and standardise development approvals' capacity, systems and procedures across the District • Coordinate and standardise building plan approvals' capacity, systems and procedures across the District • Consider and investigate the possible implementation of public private partnerships (PPP) as a mechanism to achieve implementation of key infrastructure projects • SMMEs and emerging businesses
6. Economic Infrastructure	<ul style="list-style-type: none"> • Formulate an Integrated District Economic Infrastructure Plan • The funding feasibility of a bulk water supply programme at Compensation be investigated to unlock constraints on further development in that area. • The upgrading of the R102 corridor due to the increased development pressures that ae and will be experienced along the route. • Building Dukuza Substation, Tinley Manor Substation and Nonoti Substation to unlock developments • Development, funding and considering PPPs as a mechanism to the upgrading and provision of bulk infrastructure projects where required. • Small scale infrastructure upgrades such as beach parking and toilets, signage, roads and heritage sites and attractions • Bulk Electricity and water and regional waste site projects as per the respective infrastructure development plans
7. Innovative Economies	<p>The new innovative economic sector is by nature a d fast changing sector cutting across the mainstream sectors with new opportunities emerging frequently. The basis of this sector often lies in the application of new technologies and new innovative linkages between traditional economic activities. Opportunities in this sector will change rapid and needs constantly to be reviewed. This sector refers to new innovations in the Green and Blue Economies, Cyclical Economies, ICT and other new innovative sectors such as the fourth and even the fifth industrial revolution sectors.</p> <p>a) The research and pro-actively identify new projects and opportunities</p>

	<p>b) The assessment and prioritisation of high return and sustainable opportunities</p> <p>c) Implementation of projects with short- and long-term development focus.</p>
8. Emerging Economies Development	<p>a) Establishment of a District Informal Sector Chamber</p> <p>b) Informal sector infrastructure bylaws development throughout the District</p> <p>c) Provision of SMME and Informal Sector Support and Development Systems</p> <p>(i) Agriculture: Emerging enterprises and skills development</p> <p>(ii) Tourism: Emerging enterprises and skills development</p> <p>(iii) Manufacturing: Emerging enterprises and skills development</p> <p>(iv) Building and Construction: Emerging enterprises and skills development</p> <p>(v) Emerging economies: Emerging enterprises and skills development</p>
9. Skills Development	<ul style="list-style-type: none"> • Implementation of the iLembe Skills Needs Assessment Study recommendations • The iLembe Chamber’s Human Capital Standing Committee, together with key economic development and higher education stakeholders, amongst others Enterprise iLembe, Trade and Investment KZN, the KZN Department of Economic Development, Tourism & Environmental Affairs, the national Department of Higher Education & Training, Umfolozi TVET College and the Durban University of Technology, establish a regional Skills Development Forum where a specific action plan can be developed and agreed to address the top priority skills needs identified across the iLembe District. Expands existing collaborations between the education and business actors • Regular and accurate information on the skills and recruitment needs of local businesses • Assist in informing the curriculum design of local skills training providers • Regular assessment and monitoring of iLembe skills needs • Identify and facilitate the implementation of skills development programmes aimed at the informal economy and cooperatives.
10. Investment Attraction	<ul style="list-style-type: none"> • Establishment of a District Marketing Organisation (inclusive of all sectors) • Implement the District’s Investment Promotion Strategy in conjunction with TIKZN (formulation a District-wide Policy on systems and procedures for engaging with investors and capacitate LED Units accordingly) • Introduction, coordination and standardisation of rates incentives, development contributions and utility rates rebates policy throughout the District in all the Local Municipalities.

Table 33: iLembe District LED Strategic Interventions

Detailed Actions and Projects

ACTIONS	PROJECTS
1) Institutional Development	<ul style="list-style-type: none"> • To establish a social accord/compact (like National Economic Development and Labour Council -NEDLAC) in iLembe District under the coordination of the Economic Development and Facilitation Committee • Enterprise iLembe to effectively project manage the affairs of the District facilitation Committee • Implement the 5-Year Strategic Plan for Enterprise iLembe • Review the LED Strategy Annually • To better capacitate LED Units with staff and equipment mainly in the LMs • To organise seminars with LED personnel on how to mobilise both public and private resources and funding opportunities • To ensure LED officials are capacitated on how to interact with private sector and other stakeholders
2) Agricultural Development	<ul style="list-style-type: none"> • To engage the sugar industry and related stakeholders to plan for the long-term transition of the industry in the District from its current core activities to new economies and innovations. • To fast track the business plan for the establishment of the Agri Hubs and Farmer Production Support Unit programme as proposed in the District Agri-Parks Master Plan for the small-scale farmers • Undertake a study investigating the better use of the District’s rivers for agricultural purpose and development. 2.4 To organise Female and young farmer of the year award event to foster females and youths to participate in the agricultural sector

	<ul style="list-style-type: none"> To organise workshops with Traditional leadership to ensure the managed use of land for settlements To expand the market reach of the NSNP to new District and Provincial markets such as hospitals and other government facilities
3) Tourism Development	<ul style="list-style-type: none"> To establish a District marketing Organisation and increase the marketing of the District focusing on the heritage and cultural attractions of the District. To facilitate the establishment of Tourism Forum and CTO's (Community Tourism Organisations) To continue the maintenance and the development of quality beach infrastructure in KwaDukuza and Mandeni To ensure tourism bylaws are developed in Local Municipalities to regulate the industry To ensure that the implementation of Tourism Safety Monitors/Volunteers is promoted throughout the District. To develop the events market in the District To improve on the road signage throughout the district to ensure easy access to tourism attractions, centres and facilities
4) Manufacturing Development	<ul style="list-style-type: none"> To update the District industrial development strategy to address challenges affecting the sector including the provision of bulk infrastructures Focus on Isithebe as a Catalytic Project and address its constraints To facilitate the establishment of small-scale manufacturers and artisans' parks and hubs in rural areas ensuring the ability of the labour force to participate effectively at all levels in the economy
5) Emerging economies development including informal sector development	<ul style="list-style-type: none"> To support and increase the capacity of the current SMME Incubator and to develop SMME-based Hubs and Incubation programmes in the inland Municipalities To run an annual small business innovation fair in the inland Municipalities Review and develop the informal economy strategies that will plan, support and develop the sector in the inland Municipalities Building and replacing informal trading infrastructure in all Local Municipalities (stalls kiosks trading markets etc.) To facilitate the establishment of the Informal Traders' Chamber in other Local Municipalities as it is undertaken in KwaDukuza Municipality To ensure the digitalization of informal traders' permits throughout the District
6) Innovative Economies	<ul style="list-style-type: none"> To investigate the means by which the establishment of the green hub within Isithebe Industrial Estate can be further enhanced and to implement recommendations To organise workshops to educate communities and youth on opportunities in the green economy To undertake a feasibility for biofuel as iLembe has sugarcane resources in abundance To install solar panels for newly developed houses. To promote and support SMMEs that are involved in the green and blue economies To fast track the rolling out of the broadband programme undertaken by the Enterprise iLembe Develop a District Wide Public Wi-Fi Strategy and Business Plan focusing on public facilities (i.e. Schools Hospitals Clinics Bus/Taxi Ranks and Community Halls) (June 2021) To facilitate the research and develop of low carbon emission technologies leading local enterprise development 6.9 To develop green building policy in other LMs as it has done in KwaDukuza Municipality, leading to innovation and enterprise development through the implementation of policy to identify key green projects in all sectors (water energy waste and storm water management) for soliciting funding in various international green finance facilities To workshop people on the usage of the lower cost methods of power generation including solar lighting
7) Economic Infrastructure	<ul style="list-style-type: none"> To prepare and implement a Consolidated Infrastructure Plan in the District to ensure that private sector developers do it within clear policy parameters as this has major impact on the provision of bulk infrastructure To assist municipalities to establish an asset management system and allocate budget for the maintenance thereof

	<ul style="list-style-type: none"> • To address the need for bulk water systems in Compensation to address the constraint that it is placing on the development of the area. • To support LMs clearing of all rural housing development backlogs • To the District roads including <ol style="list-style-type: none"> 1. The R 102 that is currently and will in future experience mounting development pressures. 2. Road upgrade: Mandeni D883, Ndwedwe D1514, P713 P104 P711, P714 D865, Maphumulo D1533 P712 3. Vehicular bridges: Maphumulo 3542- Ndlovini Road Bridge, Maphumulo 3658- Ekhatha Road Bridge, uMlalazi / KwaDukuza Construction of Tugela River Bridge No. 3252 4. River bridges: Maphumulo / uMlalazi Mabhobhane River Bridge, Ndwedwe 3425 L1960 Mona River Bridge, Ndwedwe 3601 - Mdloti River Bridge on Main Road P713, Maphumulo 3621-Mati Road Bridge 5. Pedestrian bridges: KwaDukuza Pedestrian Bridge, Mandeni / uMlalazi Nembe Pedestrian Bridge, Ndwedwe Mwangala River Pedestrian Bridge 6. To promote the involvement of private sector in the management and maintenance of development precincts 7. To strategically partner with the provincial and national governments to limit the disruptions by Delangokubona Business Forum on the property development projects. 8. To organise meetings with the eThekweni Planning Department to ensure the integration and coordination of infrastructure provision and (industrial) property developments between the eThekweni (and Dube Trade Port) and iLembe.
8) Skills Development	<ul style="list-style-type: none"> • To implement the iLembe Skills Report's recommendations • To regularly update the skills audit to account for manufacturing sector skills needs/gaps • To undertake a feasibility study for the establishment of an artisan's trade school in the district • To ensure that regular meetings are undertaken with the Umfolozi TVET college and other SETAs to address the skills need in the District
9) Investment Attraction	<ul style="list-style-type: none"> • To formulate a coordinated District incentive and development contribution policy • To implement the Premier supported initiatives for the development of Isithebe and the stabilisation of the local social unrest in the area • To fast-track the implementation of the following tourism investments: <ol style="list-style-type: none"> 1. Blythedale Coastal Estate (KwaDukuza) 2. Nonoti Beach Resort (Mandeni) 3. Thukela Lifestyle Resort (Mandeni) 4. Zululami Coastal Residential Estate. (KwaDukuza) 5. NUMZ Adventure Island – Tinley Manor KwaDukuza 6. Ballito Convention Centre Hotel and Office Development

Table 34: iLembe District Detailed Actions and Projects

Reducing Red Tape in iLembe District

The District Municipality has taken deliberate steps to eliminate red tape that stifle and delay investment. Below is a list of initiatives that have been undertaken:

iLembe Economic Development Facility Committee: this committee was essentially created to provide an interface between the iLembe family of municipalities, business, labour and other relevant stakeholders within the District. The ultimate aim of the committee is to promote investment and job creation by unlocking bottlenecks that inhibit development. The committee is not a legal entity and as such has no legal jurisdiction on decisions relating to development applications, municipal budgets etc. The committee however makes recommendations which are referred to the relevant legislative bodies.

iLembe Doing Business Report: This report was compiled in partnership with the World Bank with an intention to gauge the ease of doing business in the iLembe District, focusing on KwaDukuza and Mandeni Local Municipalities. The study measured the following variables:

- 1) Starting a business;
- 2) Dealing with construction permits;
- 3) Getting electricity;
- 4) Registering property; and

- 5) Enforcing contracts. The report identifies good regulatory practices, uncovers administrative bottlenecks, and provides recommendations based on examples from other parts of South Africa and the 188 economies measured by the global Doing Business project. The Municipalities are currently implementing the recommendations of this report in the areas of construction permits (building plans) through the introduction of an automated system.

iLembe Planning and Infrastructure Alignment Committee: This committee was established to expedite the process for developers to obtain Service Level Agreements for water and sanitation. It is comprised of the following business units: Technical Services, Planning, Legal Services, and Finance- thereby providing a complete “on the spot” assessment of any proposed development. This has been instrumental in improving the turnaround time for development applications that are submitted to the District for Bulk water and sanitation confirmation.

LED Programmes

Co-operative Registration and Support

Enterprise iLembe continues to play an active role in supporting iLembe co-operatives and SMMEs, ensuring that SMMEs and co-operatives complies with statutory regulations such as CIPC, SARS, Dept. of Labour, CSD etc.

Mandeni Youth Enterprise Park

The project entails the construction of a park that will accommodate Youth Enterprises in a structured marketplace, with an objective to stimulate entrepreneurship opportunities for Youth within Mandeni Local Municipality. The Project Management Team and Project Steering Committee structures are in place and they play a technical and an oversight role in the implementation of the project.

Biomass Processing Plant

The primary objective of the project is to establish a biomass processing plant, to process biomass and bio waste into various renewable energy products [charcoal, oil & gas]. It creates a mechanism for sustainable economic development and wealth generation for rural communities as well as integration of small scale producers into the existing petrochemical, agriculture and transportation industries

The project also encourages real broad based black economic participation in both the emerging biofuels industry as well as in the established petrochemicals industry; and serve as the stimulus to the development of secondary industries e.g. glycerin production, charcoal and activated carbon production. It also provides a mechanism to prove the viability of medium scale community based Biomass processing projects so as to facilitate more private sector investments in future green energy projects.

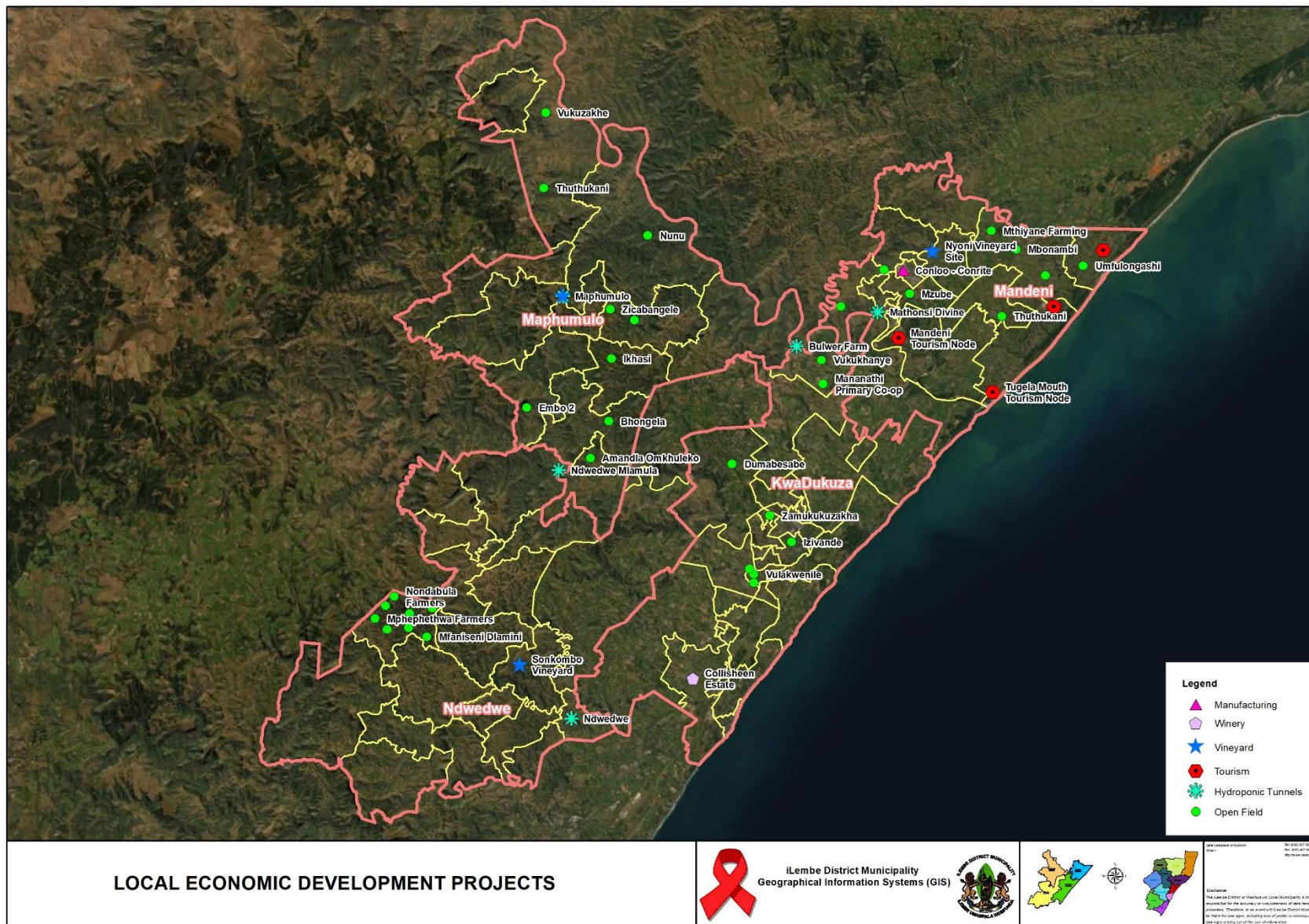
Public Wi-fi

Enterprise iLembe is leading the implementation of iLembe Broadband Project, which aims to ensure that there is equitable and affordable access to internet connectivity across all local municipalities within iLembe District. iLembe Broadband Project Master Plan identifies public Wi-Fi as one on key local economic impact opportunities that could be enabled by broadband infrastructure.

Enterprise iLembe has appointed a service provider which is an ICASA licensed telecommunications service provider to establish and manage Wi-Fi Zones at Ndwedwe Local Municipal Offices & Johnny Makhathini Civic Centre; and also Maphumulo Local Municipal Offices and Thusong Centers. Maphumulo and Ndwedwe Municipality has endorsed the implementation of the project.

District RASET

RASET has embarked on a Programme to Radically Transform the Agricultural Sector by opening up the government market and align support to emerging farmers. Enterprise iLembe has been nominated as an implementing agent for the RASET Programme on behalf of the iLembe District Municipality.



Map 20: Local Economic Development Projects within Ilembe District

LED SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Geographic area has good road network and strategic location (between Durban and Richards bay one of the busiest ports in Africa) • Gazetting of Maphumulo and Ndwedwe as towns serving as catalyst for economic investment • Manufacturing, Finance/Services and Agriculture sector top 5 GVA contribution for the district • Local business confidence index useful in informing strategic decision making and investment promotion activities 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • High unemployment rate (both general and among youths) • The district inequality levels remains higher than that of KZN province • Significant informal employment rate • Manufacturing and agriculture sectors declined resulting in employment decline • Fair portion of the population do not have access basic sanitation • No district-wide incentives developed
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Substantial investment into infrastructure to strengthen current and emerging labour absorptive sectors • Need to focus on new and emerging sectors (such as ICT, Property and Renewable Energy) 	<p>THREATS</p> <ul style="list-style-type: none"> • Poor district economic growth (with a weak overall economy) • Weakening business confidence in some sectors • Plant diseases and climate change can negatively impact agricultural projects

Table 35: Local Economic Development SWOT Analysis

3.8. Social Development Analysis

Broad Based Community Needs

The IDP/BUDGET/OPMS roadshows are aimed at engaging the community to establish their views and inputs on the draft budget, before it is approved by council. These inputs will be considered during the finalisation of the budget. The meetings were held as part of the process which stipulates that an IDP is required to be reviewed annually to ensure:

- Its remains the central strategic plan for Municipality;
- It is informed and informs the business processes of other business units within the organization; (institutional and financial planning); and
- It informs the planning and budgeting cycle of the municipality.

MUNICIPALITY	VENUE	DATES
Maphumulo LM – 11 Ward	Maphumulo Town Hall	04 May 2021
Ndwedwe LM – 19 Ward	Johnny Makhathini Hall	07 May 2021
Mandeni LM – 18 Ward	Sibusisiwe Hall	18 May 2021
KwaDukuza – 29 Ward	ILembe Auditorium	11 May 2021
iLembe – AmaKhosi Asendlunkulu	ILembe Auditorium	12 May 2021

Table 36: iLembe District IDP Roadshow 2021-2022

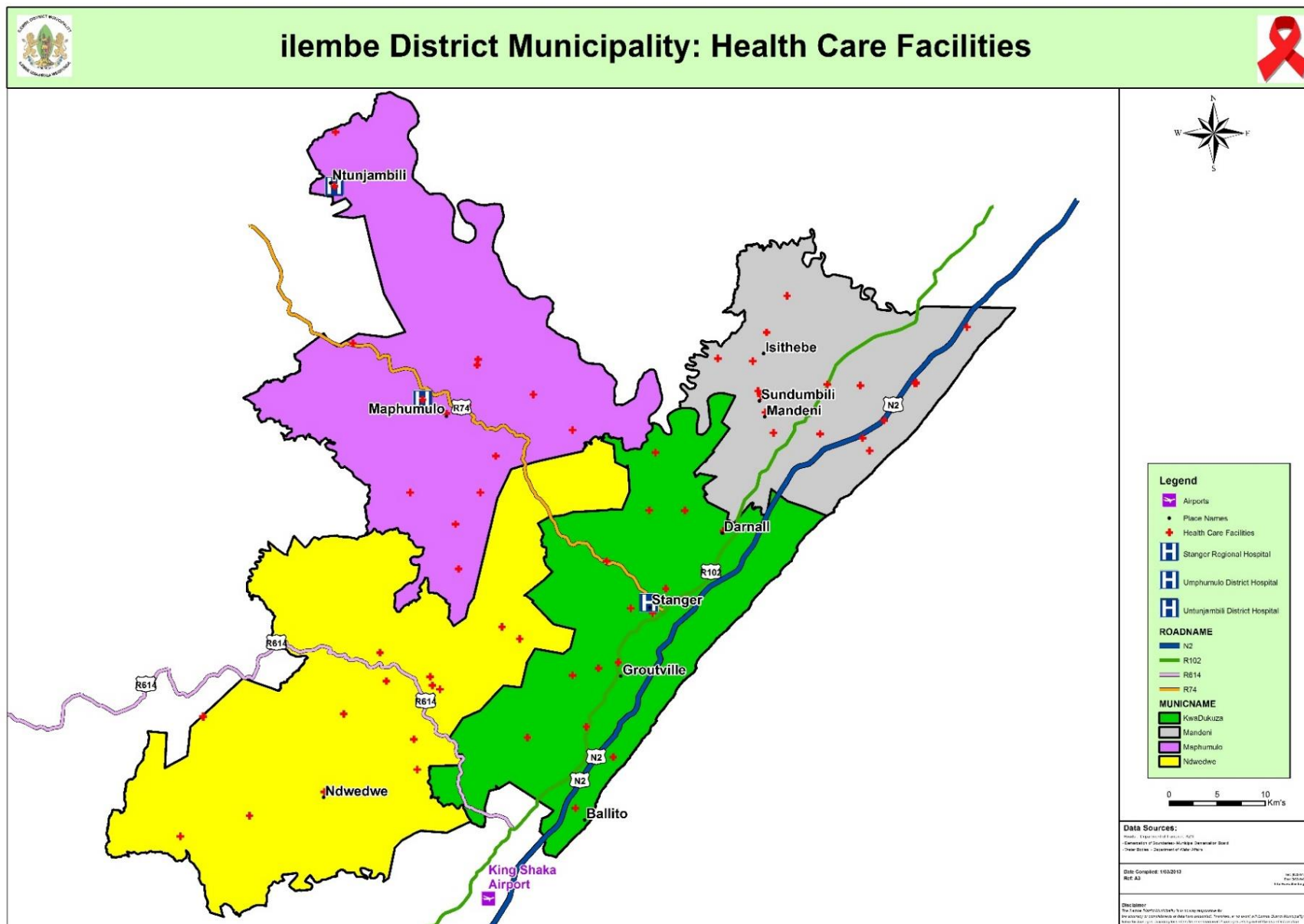
The iLembe District Municipality embarked on the 2021/2022 IDP community needs assessment process, held in consultation with the iLembe District & all Local Municipalities.

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

Table 37: Community Priority Needs

Health Profile

Health care facilities spread across the District with four hospitals located in Ndwedwe (Montebello Hospital), Maphumulo (uMphumulo Hospital), Untunjambili Hospital, Stanger Hospital and private hospitals located in KwaDukuza and Ballito. The District also has a total of 33 clinics in Mandeni, KwaDukuza, Ndwedwe and Maphumulo. The existing clinics and mobile clinic stops are associated with local service nodes. The hospitals within the District serve relatively large areas, this implies long travel distances for the people in the community.



Map 21: Health Care Facilities

Burden of Disease Profile

For the percentage of deaths by broad cause, deaths are classified into four groups, namely:

- (i) injuries;
- (ii) non-communicable diseases;
- (iii) HIV and TB; and
- (iv) Communicable diseases together with maternal, perinatal and nutritional conditions. Data are given by gender and age group for the period 2010–2015. The second part of the graph shows the 10 leading single causes of death within each age group (both genders) for 2010–2015 combined as indicated below.

In the figure below illustrates that Tuberculosis (TB) continues to remain the single main cause of mortality in the district although the data shows that deaths due to TB have decreased. This can be attributed to early detection and treatment using the Gene expert testing. It is noteworthy that the Non Communicable Diseases such as cerebrovascular diseases, diabetes mellitus, hypertension, together, are responsible for about 20% of the deaths in the District therefore the District has to commit more resources with the intention to implement the National Strategic Plan for the prevention and control of NCDs. HIV is still a priority disease to be tackled, even though it is not the leading cause of death. People living with HIV increase the strain on health facilities. As reflected in the table above, iLembe has the highest infection rate of 27.5% among the female age group 15-24, in the District.

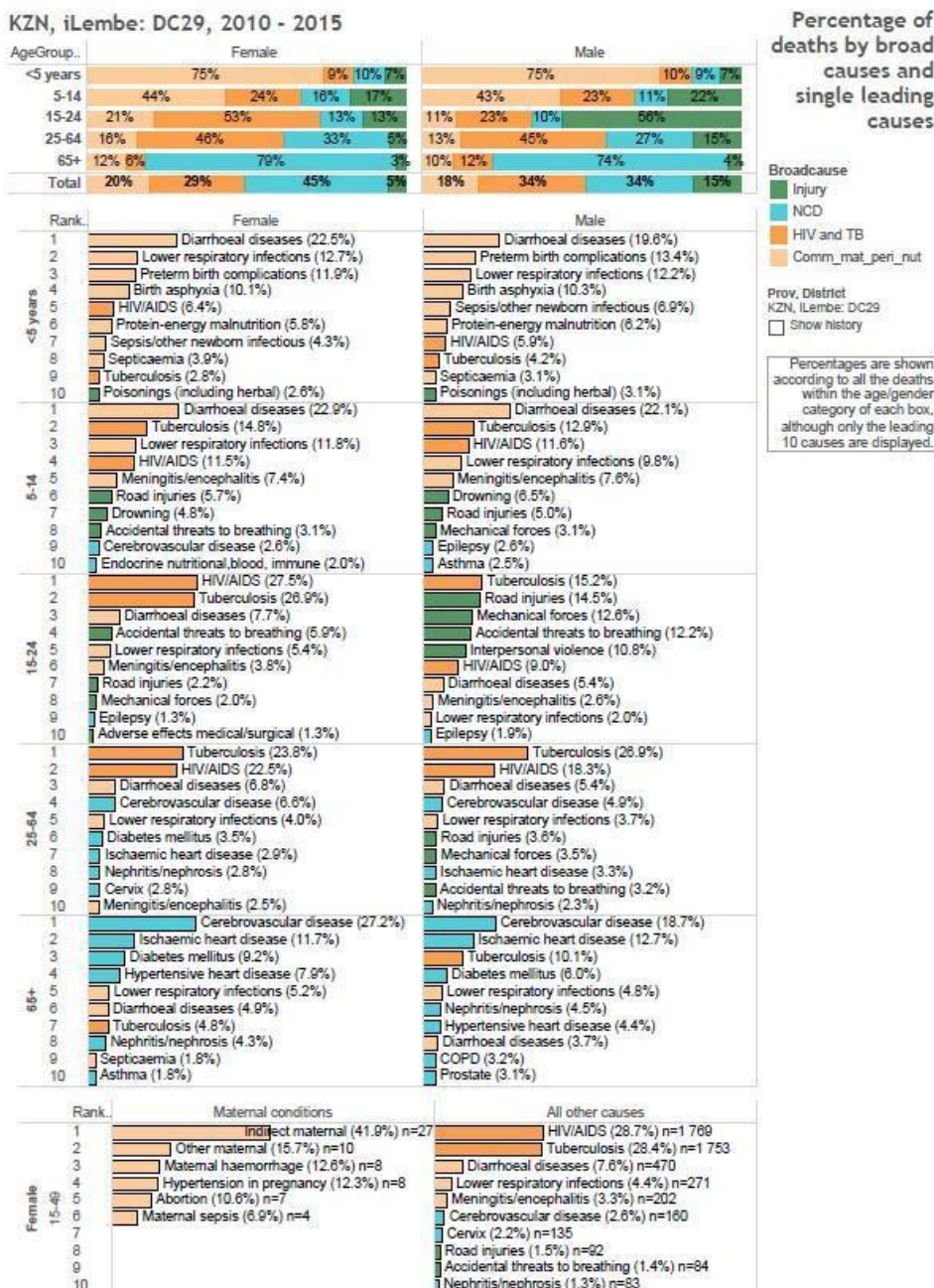


Figure 12: Burden of Disease Profile

Safety, Security and Justice Issues

Fire Protection

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

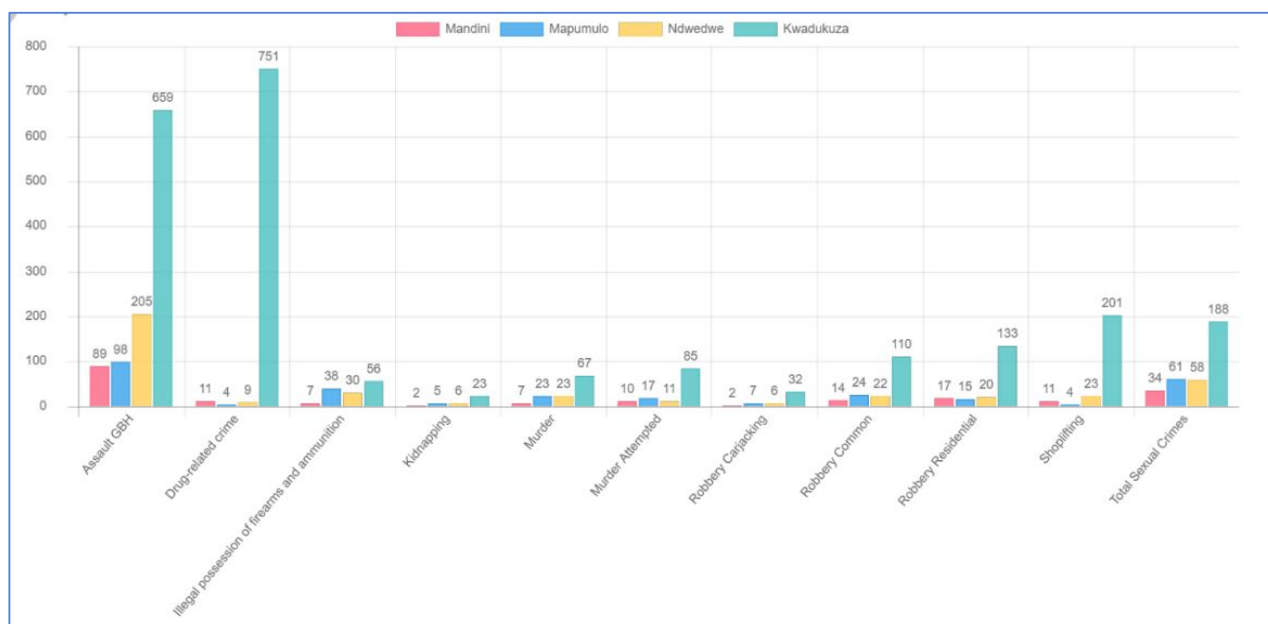
The draft conceptual document will ensure that there establishment of Firefighting service within the District (including Mandeni and Maphumulo), whilst ensuring that there is integration between Disaster Management and Fire Services. The document has detailed information on the resources required for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

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

South Africa Police Services (SAPS)

There are nine police stations situated in iLembe. The police stations have large areas and access is difficult for remote rural areas. The status quo has implications for vulnerability to criminal activity which adversely affects the quality of life in communities as well as economic development. Ilembe District Municipality has requested for the latest crime statistics for analysis and interventions, below is an analysis on previous years statistics provided by Statistics SA.

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



Graph 14: SAPS Crimes Statistics for Ilembe District
Source: ISS Crime HUB

National Building & Social Cohesion

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

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

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

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

Community Development with Particular Focus on Vulnerable Groups

Programmes for Women

- [SALGA Women’s Caucus \(SWC\)](#)
This is the committee formed by the South African Local Government Association (SALGA) to address challenges faced by the women both in government and the society. Cases of women abuse are addressed by this committee and the imbalances that affect women are also addressed by this committee.
- [Maidens program in all local municipalities within iLembe](#)
This is an ongoing program promoting abstinence in younger girls in fighting HIV/aids. There are several programs held in different areas within the district where younger girls are targeted which also forms part of Umkhosi Womhlanga preparations. There are programmes that were implemented by the iLembe SALGA Women’s Caucus that responded to the programmes that were addressing younger girls challenges especially the girls that believe in abstinence and attend the Zulu Maiden Program (Umkhosi Womhlanga) which is seen to be positively contributing in the reduction of Teenage pregnancy.
- [Take a girl child to work](#)
Exposing young girls to the work environment to make understand the local level of government which they were not familiar with and to have understanding between politics and administration.
- The annual plan for the programmes for women could not be implemented effectively because of the Covid-19 pandemic. The Gender plan was reviewed to respond to Covid-19 and in the main programmes on Anti-Gender Based Violence were implemented.

Programmes for Children and Youth

- [Child Protection Week Programmes](#)
With the ongoing rise in the social ills reported in schools, during the children’s month child protection awareness are held in schools that were reported to have high social ills and high teenage pregnancy.
- [Back to School Campaign](#)
The back to school campaign led by the KZN Legislature is an annual program to congratulate schools that performed well in the previous year and schools that obtained low pass percentage. Visiting those schools assist in identifying challenges faced by schools. Ilembe District Municipality also has a back to school program where Ilembe District Municipality provides full school uniform to the needy students identified by school management team at the begin of each year.

- **Boys to Men dialogue**
This programme is mainly addressing challenges facing boys especially the ones in schools because they are leading in drugs intake. The program mainly focus on making them understand the importance of being responsibly at a younger age, and also to teach them about gender based violence.

Programs for Senior Citizens

- **Senior Citizens Programs**
A number of senior citizens were assisted to obtain their old age grants within the various local municipalities. Human rights awareness campaigns are also held in Senior Citizens Centres and also to involve them in sports as part of healthy lifestyle and also to promote social cohesion.

In 2020 when the Covid-19 started the Senior Citizens were identified to be the most vulnerable citizens in the Covid-19 and that resulted their programmes putted on hold however when the country was on level 1 very limited programmes were implemented in the main it was awareness's on Covid19

- **Disability and Senior Citizens Forum meeting**
The iLembe District Disability and Senior Citizens Forum remained functional with limited programmes being implemented but ongoing contact with them was observed by the municipality and the iLembe Civil Society. Towards the end of 2020 when the country was on level 1 the KwaZulu-Natal Parliament for people living with a disability took place and the resolutions taken were used to develop the program responding to the challenges facing the sector.

SOCIAL DEVELOPMENT: SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Dedicated office and Manager in place at the District Municipality. • Municipalities recognized as a central point for support. • Dedicated budget for Gender, Elderly, People with Disabilities and children • Established District and Local Forums for Special Projects. • Ongoing participation of the Civil Society on all Special Programs 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Insufficient budget of special projects. • No dedicated focal persons for special projects in LM's • Effective coordination & quality management on key programs not effective (district is too wide each program need a dedicated person
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Stable climate conditions • Located within 10km radius of Dube Trade port • Untapped heritage market • Employment opportunities of Disabled people. 	<p>THREATS</p> <ul style="list-style-type: none"> • 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 centre's for elderly & children • Inadequate and aging infrastructure • High HIV infection • Limited participation in development • Environmental degradation

Table 38: Social Development SWOT

3.9. Municipal Financial Viability & Management Analysis

Capital Funding To Address Service Delivery

3-Year Synopsis of Funds

A 3-year synopsis of funds received, funds spent, and funds unspent, variance tables and contingency plans to address challenges of the municipality to honour their service delivery imperatives as indicated below;

FINANCIAL YEARS	FUNDS RECEIVED	FUNDS SPENT	FUNDS UNSPENT
2017/18	R 414 442 000	R398 662 147	R15 779 853
2018/2019	R 398 451 000	R321 731 313	R76 719 687
2019/2020	R 313 817 000	R272 962 432	R 40 854 568
Totals	R1 126 710 000	R993 355 892	R133 354 108

Table 39: 3 YEAR Synopsis of Funds

Capital Projects

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

	2017/18	2018/19	2019/20
CAPITAL PROJECTS	R314 368 132	R241 256 422	R232 060 177

Table 40: Capital Expenditure in 3 Years

Indigent Support

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

There is also a system that operates at the local government level, relating to the provision of benefits in respect to basic municipal services e.g. water, sanitation, electricity, and refuse removal known as indigent support. The iLembe District Municipality has an Indigent Policy in place; the indigent support entails:

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

The household income beneficiary threshold qualification for indigent support is R 4 000 per household. The register of Indigent consumers is being updated monthly and is limited to consumers who have made application and have been approved. However some consumers have not applied even though they qualify for the Indigent Programme. This is mostly due to a lack of knowledge about the programme. In most areas of the District the Revenue Section has a Revenue Desk where consumers are advised of relief programmes available to them and how to access them.

As at 31 December 2020 of the total of **81 993 (2019: 81 408)** consumers, **1 638 (2019: 1 649)** were registered as indigent with a book debt of **R 4 861 480 (2019: R2 756 845)**.

Revenue Protection and Enhancement Strategies

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

Municipal Consumer Debt Position

Total debtors book as at 31 December 2020 before write-offs was R 476 247 763 (2019: R 402 216 595) and debtors with credit balances of R 14 196 304 (2019: R11 223 471). Total write off for indigent consumers was at R 1 064 163 as at 31 December 2020. The revenue collection rate as at 31 December 2020 was 57% (2019: 58%).

Out of the 81 993 accounts, there are 27 540 (2019: 27 539) accounts that are handed over accounts with a debt book of 151 778 987 (2019: 166 981 643).

Financial Viability/Sustainability

The Financial Ratio' (attached as **Annexure G**) indicates a 1 year indication of key financial ratios (cost/current/acid/going concern and sustainability including measures to improve). The municipality provides financial viability information in a tabular format for the previous financial year based on audited AFS and projected for the next financial year indicating:

- Cost coverage ratio
- Current Ratio (Current assets to current liabilities)
- Capital expenditure to total expenditure
- Debt to Revenue
- Collection Rate
- Remuneration (Employee and Councillors) to total expenditure
- Distribution losses: Water

Grants & Subsidies

The unspent grants balance as at 30 June 2020 was R 40 854 569 versus cash and cash equivalents of R226 356 371 and R1 200 000 for the 2018/2019 financial year versus cash available of R 174 702 791. All unspent conditional grants were cash backed.

Current & Planned Borrowings

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

INSTITUTION	PRINCIPAL DEBT	CURRENT LOAN BALANCE AS AT 30 JUNE 2017	EXPIRY DATE
DBSA	R77 267 500.00	R56 383 821.00	2025

Table 41: Boring Arrangements with Banks

The ABSA Loan is only redeemable at the expiry of term loan and is secured by a Zero Coupon Investment held with ABSA which is currently valued at R 27 286 429. There is currently no plan in place to secure further borrowings.

These loans were taken to develop new water and sewer infrastructure in order to address service delivery backlogs at the time they were taken. Another portion was utilized to rehabilitate aged infrastructure.

Summarized Investment Register As At 30 June 2020

BANK	TYPE OF ACCOUNT	ACCOUNT NO.	GRANT/FUNDING SOURCE	OPENING BALANCE	INTEREST	CLOSING BALANCE
FIRST NATIONAL BANK	CALL ACCOUNT	62773449965	ENERGY EFFICIENT AND DEMAND SIDE MANAGEMENT GRANT	R9 250 680.54	R27371.88	R9 278 052.42
		62773447729	EXPANDED PUBLIC WORKS PROGRAMME INTEGRATED GRANT FOR MUNICIPALITIES	R1 358.71	R4.02	R 1 362.73
		62773448462	FINANCIAL MANAGEMENT GRANT	R439 830.26	R1 273.80	R161 104.06
		61085067093	MUNICIPAL INFRASTRUCTURE GRANT	R63 884 545.84	R164 810.58	R46 875 334.04
		62313562309	WATER SERVICES INFRASTRUCTURE GRANT	R65 538 367.42	R228 101.91	R47 395 537.71
		62129309937	REGIONAL BULK INFRASTRUCTURE GRANT	R36 000 190.62	R109 285.03	R22 969 811.03
		62796879206	DESLUDGING GRANT	R3 672 656.59	R11 732.38	R3 684 388.97

	62773446929	RURAL ROADS ASSET MANAGEMENT SYSTEMS GRANT	R2 588 660.95	R6 624.55	R716 640.30
	62758088746		R2 403 885.19	R7 112.87	R2 410 998.06
	62773451366	MUNICIPAL OPERATIONS	R50 964 681.57	R142 095.50	R39 856 777.07
INVESTEC	11004358775 03	FORMALIZATION OF SETTLEMENTS / SMALL TOWNS ESTABLISHMENT	R1 395 495.56	R4 129.14	R1 399 624.70
	62773451366	SALARIES	R 50 964 681.57	R142 095.50	R39 856 777.07
	62828232520	VAT REFUNDS	R 5 280 909.52	R16 776.04	R16 960 765.52
ABSA	9114541258	ABSA CALL ACCOUNT	R 506.56	R -	R 506.56
	561101	ABSA ZERO COUPON	R 29 999 995.57	R -	R -
TOTAL SHORT TERM INVESTMENTS			R271 421 764.90	R719 317.70	R191 710 396.61

Table 42: Summarised Investment as at 30 June 2020

Supply Chain Management (SCM)

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and the 2017 Preferential Procurement Regulations and the SCM Policy. The Unit has four elements, namely, demand, acquisition, logistics and disposal management.

Implementation of the Treasury's Central Supplier Database (CSD)

Prospective suppliers or service providers wishing to do business with the Municipality are required to be registered on Treasury's Central Supplier Database (CSD). This requirement came into effect on the 1st of July 2016. This system is integrated with the SARS, Government's payroll system etc. Prospective providers of goods or services can now submit a SARS Unique PIN instead of submitting a valid and original Tax Clearance Certificate each time they are bidding for projects. In terms of MFMA Circular 90, bidders are now given 7 days to sort out their tax matters during the evaluation process as opposed to automatically disqualifying them should their tax matters not be in order during the evaluation process.

Preferential Procurement Regulations (2017)

The current SCM Policy was reviewed to incorporate the recent amendment of the Preferential Procurement Regulations which came into effect on the 1st of April 2017. This includes subcontracting a portion of the project scope to local emerging entities owned by persons from the historically disadvantaged groups. The revised regulations allow the following when processing bids;-

Pre-qualification criteria for preferential procurement

If an organ of state decides to apply pre-qualifying criteria to advance certain designated groups, that organ of state must advertise the tender with a specific tendering condition that only one or more of the following tenderers may respond-

- a. a tenderer having a stipulated minimum B-BBEE status level of contributor;
- b. an EME or QSE;
- c. a tenderer subcontracting a minimum of 30% to-
 - (i) an EME or QSE which is at least 51% owned by black people;
 - (ii) an EME or QSE which is at least 51% owned by black people who are youth;
 - (iii) an EME or QSE which is at least 51% owned by black people who are women;
 - (iv) an EME or QSE which is at least 51% owned by black people with disabilities;
 - (v) an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;
 - (vi) a cooperative which is at least 51% owned by black people;
 - (vii) an EME or QSE which is at least 51% owned by black people who are military veterans;
 - (viii) an EME or QSE.

A tender that fails to meet any pre-qualifying criteria stipulated in the tender documents is an unacceptable tender.

Establishment of the SMMEs Database and implementation of the District Incubator

The Municipality has an SMMEs database covering entities from all Local Municipalities within the District. This database is used for implementing radical economic transformation including subcontracting. The Enterprise iLembe is currently implementing the incubation and development of the local emerging entities awarded work by the Municipality.

Demand and Acquisition Management

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

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

The annual procurement plan includes capital and recurrent operational projects across the Municipality which in terms of their transactional value, are expected to exceed a minimum threshold for going out to tender and those that are often demanded under urgent or emergency cases. To curb the issue of unjustifiable deviations from the normal processes, irregular, fruitless and wasteful expenditure, the Municipality has established panels of service providers. We have been very successful in this regard since most of the services that were often requested under emergency cases are now rendered by service providers on a panel.

Furthermore a procurement time table is prepared in consultation with project managers in order to track stages and progress on the procurement processes taking into account key role players. As part of forward planning and improving turnaround time on the finalisation of bids, all user departments are required to submit annual procurement plans. This document shows procurement timelines and project implementation dates. There is also a procurement timetable in place which tracks timeframes on processing of bids by various role-players in the competitive bidding process.

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

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

- Non-compliance with the procurement timetable by the various role players involved in the competitive bidding processes;
- Late finalization of bids;
- Baseless objections and appeals lodged by unsuccessful bidders resulting in delays in project implementation, and;
- Non-adherence to inventory management procedures due to staff capacity and competence levels.

For capital projects from Technical Services, the involvement of Consultants has been eliminated and the technical assessment of bids is now done in-house. The Municipality is in a process of implementing the SCM Policy on Infrastructure Procurement. All projects will be subject to the subcontracting requirements as contained in the SCM Policy.

Logistics Management

The Municipality has its main stores warehouse at KwaDukuza and satellite stores in Mandeni, Ndwedwe and Maphumulo. All stores material are received at KwaDukuza Stores and issued to satellite stores as the need arises. Materials that are required for KwaDukuza area are issued directly to plumbers from the main store. Currently only the Main Stores is operating on an on-line system, whilst the Satellite stores are still on a manual system. The Municipality is in the process of automating the stock requisitioning system in order to strengthen the controls and reduce stock theft.

The KwaDukuza Main Store and Mandeni Satellite Stores Building require refurbishment, a matter which is being handled by the Corporate Services Department. Additional storage space is required for the safekeeping of stock. The Stores Section is currently understaffed and this has adverse effects on the operations.

Financial Viability and Management: SWOT Analysis

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

Table 43: Financial Viability and Management SWOT

3.10. Good Governance Analysis

National and Provincial Programmes

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



Figure 13: Batho Pele Principles

Operation Sukuma Sakhe (OSS)

The war on poverty program Operation Sukuma Sakhe (OSS) is the engine of service delivery and also assist in bringing together different stakeholders to ensure the service delivery. In the district OSS is operation and the top five priorities are:-

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

OSS is considered a success if service delivery is implemented on immediate essential services that are be provided within 90 days, medium term services that are provided up to 180 days Long term services provided up to a year or more e.g. infrastructure development.

This program is implemented in all the 77 wards in the district to ensure the sharing of resources, sharing of ideas and information and to avoid duplication of government services that are provided by different sector departments. In wards there are weekly meetings in war room. There are ongoing awareness campaigns in wards to equip community members with information about their health and related services provided by government. The campaigns bring communities together in a common cause to change their behaviour and resolve the social ills affecting them many of which are related to the increase of HIV and AIDS and TB. There are ongoing OSS interventions like houses that are identified through OSS to achieve OSS objectives and other services delivery.

OSS Implementation Challenges

1. OSS still have challenges of non-functional war rooms however there is robust action plans to return the Departmental stakeholders to the War rooms to ensure functionality
2. There are wards where no permanent physical structure for OSS programs is available
3. The vastness and topography of wards does not allow the ward committee members to visit War Rooms in certain instances.

OSS Achievements

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

HIV and Aids Programmes

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

The District has a high number of people affected by HIV/Aids and TB. Institutionally and at local levels, there are Community Care Givers (CCGs) who, at ward level, deal with all the issues pertaining to the mandate of the Department of health, including HIV / Aids. The Community Care Giver (CCG) then report to the Ward Aids Committees, which in turn report to the Local Aids Committee and the District aids committee that is chaired by the District Mayor. The District Aids Committee sits quarterly to deliberate on the reports that are coming from the Ward AIDS Committee (WAC), Local AIDS Council (LAC) and report to the Provincial Council on Aids. A number of awareness campaigns have been rolled out informed by the data that is obtained through household profiling, the Local Aids Committees and the Sector Departments. The HIV/AIDs programmes cover awareness campaigns, treatment and care as well as condom distribution and the promotion of Medical Male Circumcision (MMC). The “My Life my Future Campaign” that targets learners and all other programmes that are targeted at school going children always entail the issue of HIV/Aids.

District Intergovernmental Structures

The Municipal Structures Act Section 3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Constitution S4.

Intergovernmental Relations (IGR) as provided by the Intergovernmental Relations Framework Act, 2005 stands for ensuring a cooperative and coordinated service delivery within all 3 spheres of government (National, Provincial and Local government).

To ensure specialty and functionality of IGR, the District has a designated IGR Officer that performs the function and reports to the relevant provincial departments on the matter. The IGR Officer reports to KZN COGTA on a quarterly basis, to SALGA and the Office of the Premier as and when necessary. It is also important to note that the District attends and actively participates in provincial fora such as the MuniMEC, the Provincial Coordinating Forum, the Technical MuniMEC, the Office of the Premier Provincial IGR Forum and the SALGA Provincial Forum, all held on a quarterly basis.

The functioning of the IGR of the District is guided by the IGR Act and has the following structures classified according to functions and authority as depicted in the organogram below. This structure ensures coordination in the functions of the District family of municipalities.

It has provided a platform for the District municipalities to plan and synchronize all their actions as defined in their respective IDP documents. The organogram below illustrates the hierarchy of IGR sequence.

IGR in the IDM was initially introduced in 2006 and has since developed fully. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the programme and or projects that are inter-reliant as provided by the IDPs.

There are 14 Fora within the district, with the District Intergovernmental forum being the highest authority. All Fora are constituted by senior officials from the Local Municipalities, District Municipality, Provincial and National sector Departments. Each forum meets as indicated in the structure above to discuss issues pertaining to its portfolio and functions with an aim to devise a plan on how these entities can collectively work towards achieving their respective IDP objectives and National priorities/outcome.

The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. The Technical Support Forum in turn reports to the District Intergovernmental Forum (Mayors Forum).

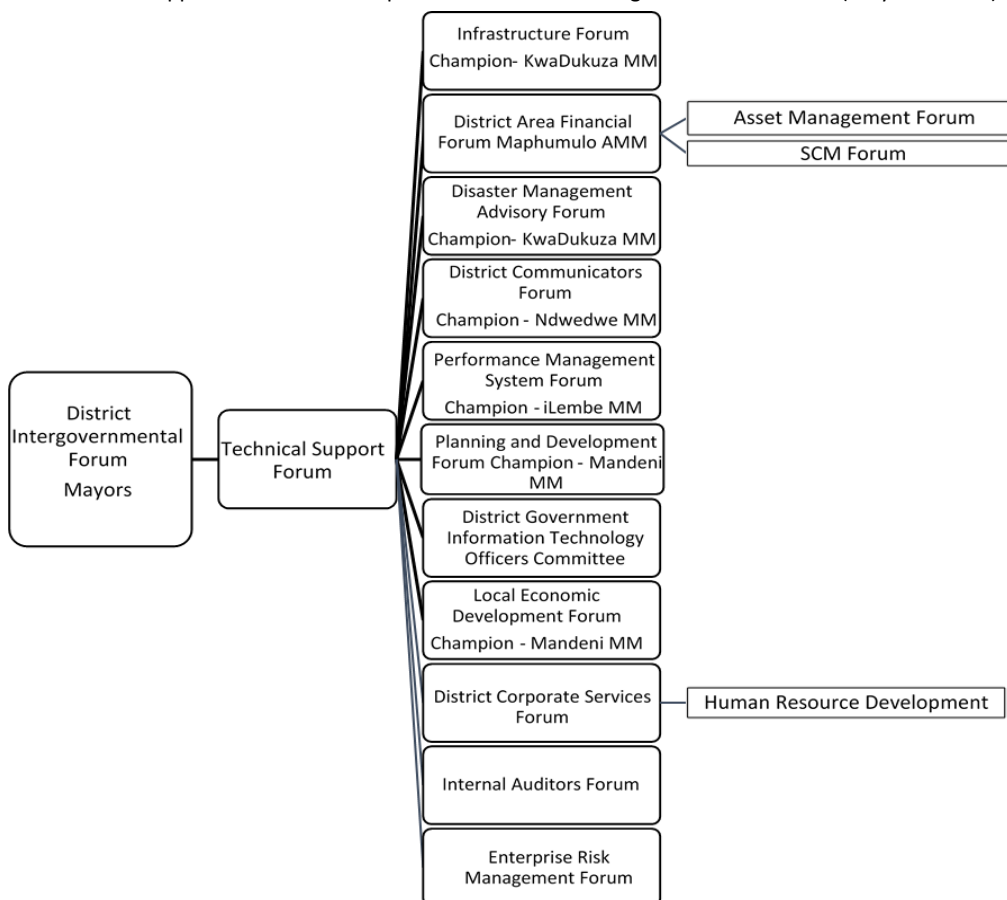


Figure 14: District IGR Structure

NO.	NAME OF THE FORUM	MEETING FREQUENCY	CHAIRPERSON	FUNCTIONAL
1	DIF - DISTRICT INTERGOVERNMENTAL FORUM (MAYORS')	Quarterly	District Mayor	Functional
2	TSF-TECHNICAL SUPPORT FORUM (MMS')	Monthly	Municipal Manager of Ilembe District Municipality	Functional
3	DAFF-DISTRICT AREA FINANCIAL FORUM (CFOs) A subcommittee to deal with the issues of Asset Management in the District was established under the DAFF in 2015/2016. A sub-committee to deal with SCM in the District was established in 2016/2017 under the DAFF	Quarterly	Municipal Manager of Ndwedwe local Municipality	Moderately Functional
4	DISTRICT GOVERNMENT IT OFFICERS COMMITTEE (DGITOC)	Quarterly	Municipal Manager of Ilembe District Municipality	Functional
5	DISASTER MANAGEMENT ADVISORY FORUM (DMAC)	Quarterly	Municipal Manager of KwaDukuza Local Municipality	Functional
6	PERFORMANCE MANAGEMENT SYSTEM FORUM (PMSF)	Quarterly	Municipal Manager of Ilembe District Municipality	Functional
7	LOCAL ECONOMIC DEVELOPMENT FORUM (LEDF)	Bi-Monthly	Municipal Manager of Mandeni Local Municipality	Moderately functional
8	DISTRICT COMMUNICATORS FORUM (DCF)	Monthly	Municipal Manager of Ndwedwe Local Municipality	Functional
9	PLANNING AND DEVELOPMENT FORUM (PDF)	Monthly	Municipal Manager of Mandeni Local Municipality	Functional
10	INFRASTRUCTURE FORUM (IF)	Monthly	Municipal Manager of KwaDukuza Local Municipality	Functional
11	CORPORATE SERVICES FORUM	Quarterly	Municipal Manager of Maphumulo Local Municipality	Functional
12	SPEAKERS' FORUM	Quarterly	District Speaker	Functional
13	INTERNAL AUDITORS FORUM	Quarterly	Municipal Manager of Maphumulo Local Municipality	Moderately Functional
14	RISK MANAGEMENT FORUM	Quarterly	Municipal Manager of Ilembe District Municipality	Functional

Table 44: IGR Forums

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.

Municipal Structures

Ward Committees

Ilembe District has 770 ward committee members in the district which are largely functional. Within the context of the preparation of this IDP process the main roles and responsibilities allocated to each of the internal and external role-players are set out in the following table below.

ROLE-PLAYER	ROLES AND RESPONSIBILITIES
IDP Rep Forum	<ul style="list-style-type: none"> - Representing the interest of the municipality's constituency in the IDP process; - Providing an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government; - Ensuring communication between all the stakeholder; - Efforts are continuously made to bring additional organisations into the Representative Forum and to ensure their continued participation throughout the process. - Monitoring the performance of the planning and implementation process. - The representative forum has met as indicated in the IDP 2017/2018 Action Plan Programme.
IDP Steering Committee	<ul style="list-style-type: none"> - Council established a Steering Committee/MANCO which supports the Municipal Manager, the IDP Manager and the Budget Office. - Provides terms of reference for the various planning activities. - Commissions research studies. - Considers and comments on: <ul style="list-style-type: none"> - Inputs from sub-committee/s, study teams and consultants. - Inputs from provincial sector departments and support providers. - Processes, summarises and document outputs. - Makes content recommendations. - Prepares, facilitates and documents meetings. IDP Steering Committee/MANCO and EXCO meetings are held to facilitate reporting on progress with regard to the IDP process. - Assist and support the Municipal/IDP Manager and Representative Forum. - Information "GAP" identification - Oversee the alignment of the planning process internally with those of the local municipality areas.
Government Departments	<ul style="list-style-type: none"> - Engage with Provincial and National sector departments for alignment of programmes with Municipal plans
Councillors, Traditional committees etc. Councils and Ward Co	<ul style="list-style-type: none"> - Linking the IDP process with their constituencies - Organising the public participation meetings/Road Shows - Dissemination of Information to communities
Council	<ul style="list-style-type: none"> - Final decision making - Approval of the reviewed IDP documentation

Table 45: IDP Structures

IDP Representative Forum

The IDP Representative Forum meetings are convened once every quarter where public representatives and sector departments are invited, this platform is crucial to ensure stakeholder participation and alignment in the IDP process takes place. In addition, broader public engagements are held with the communities of the respective local municipalities. The IDP Public Participation and Road Shows were held in October/ November/ December 2020.

Oversight Committees

To assist in performing the oversight role, the iLembe District Municipality has also established the following committees.

A Municipal Public Accounts Committee (MPAC)

The committee consists of 6 councillors of the municipality, who are not members of the executive committee. The functions of the committee includes the examination of the annual report of the council and the development of the annual oversight report based on the annual report. The annual oversight report is published separately from the annual report.

The Audit Committee

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

Internal Audit Unit

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

It conducts its work within the internal audit plan, which is agreed with and approved by the Audit Committee at the start of the financial year.

Municipal Bid Committees

- i. Bid Specifications Committee
- ii. This Committee is established in terms of Section 27 of the SCM Policy. There is no standing Committee but members are appointed to the Committee by the Accounting Officer as and when there is project that must be processed. The membership is chosen based on the required expertise depending on the nature of the project.
- iii. Bid Evaluation Committee

This Committee is established in terms of Section 28 of the SCM Policy. The Committee comprises of the following officials:-

- Deputy Director: PMU - Chairperson
- Manager: Water Quality
- Manager: Expenditure
- Manager: ICT

I. Bid Adjudication Committee

This Committee is established in terms of Section 29 of the SCM Policy. The Committee comprises of four Senior Managers (Directors). The CFO is the Chairperson of this Committee. However due to the vacant posts amongst senior management, the following members serve on the BAC, namely:-

- Chief Financial Officer: Chairperson
- Acting Senior Manager: Technical Services
- Senior Manager: Community Services
- Senior Manager: Corporate Services

The BAC submits reports to the Accounting Officer to approve the awarding of bids.

iv. COMPETITIVE BIDS/TENDER

A total of six (6) capital projects have been approved by the Bid Adjudication Committee but the awarding thereof cannot be confirmed at this stage because of the Municipality is currently trying to resolve certain objections lodged by unsuccessful bidders.

Status of Municipal Sector Plans

The iLembe District Municipality IDP requires the formulation of various Sector Plans. These Sector Plans form an integral part of the IDP and are the tools used to guide in the implementation of the IDP. They also provide the necessary framework for determining where and how funds must be allocated and spent to obtain maximum benefit for iLembe's communities and residents.

Based on the powers, functions and responsibilities of the iLembe District Municipality, the plans, policies and strategies form part of the iLembe IDP as follows:

NO.	SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	DATE
1	<i>Gender Equity Plan</i>	Y	Y	2015
2	<i>Employment Equity Plan</i>	Y	Y	2015
3	<i>Water Services Development Plan</i>	Y	Y	2015
4	<i>Water Supply and Sanitation Services Implementation Plan</i>	Y	Y	2009
5	<i>Strategic Environmental Atlas</i>	Y	Y	2010
6	<i>Transport Infrastructure Plan</i>	Y	Y	2010
7	<i>Risk Management Policy and Framework</i>	Y	Y	2016
8	<i>iLembe Spatial Economic Development Strategy (ISEDS)</i>	Y	Y	2012
9	<i>Water Services Delivery Plan</i>	Y	Y	2012
10	<i>iLembe Regional Spatial Development (IRSDP)</i>	Y	Y	2014
11	<i>Environmental Management Framework (EMF)</i>	Y	Y	2014
12	<i>Disaster Risk Management Plan</i>	Y	Y	2015
13	<i>Local Economic Development Strategy</i>	Y	Y	2015
14	<i>ICT Strategy</i>	Y	Y	2015
15	<i>Disaster Management Plan</i>	Y	Y	2015
16	<i>Spatial Development Framework</i>	Y	Y	2016
17	<i>District Growth and Development Plan</i>	Y	Y	2016
18	<i>Master Water and Sanitation Plan</i>	Y	Y	2016

Table 46: Sector Plans

Municipal Risk Management

The MFMA 562 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management.

Risk Assessment workshops with Management and Councillors were conducted with the aim of entrenching a deeper understanding of the importance of managing risks for the benefit of the Municipality. The Municipality has put in place mechanisms to identify and assess risks and developed specific mitigating strategies, plans or actions should the need arise; and we also record, monitor and review risks continuously. The following risk registers were developed and assessed; Strategic, Operational, Information Technology (IT) and Fraud. These Fraud risk registers (attached as Annexure H) are monitored on a monthly basis.

The Executive Committee has adopted a Risk Management Policy and Framework that enable management to proactively identify and respond appropriately to all significant risks that could impact on municipal objectives. The following policies were also adopted by the Council; Anti-fraud and Corruption Strategy, Loss Prevention Management Policy and the Business Continuity Management Plan.

The Municipality has established the Risk Management Committee which is made of the Municipal Manager, Heads of Department and an external member who is also the chairperson. The Internal Audit Manager, Enterprise Risk Manager, Manager Legal and Departmental Risk Champions are invited members of the committee. The committee meets quarterly and is fully functional. The committee's role is to guide the development and implementation of Risk Management and to review and monitor ERM processes

and outputs regularly. It also provides guidance on the implementation of the Anti-Fraud and Corruption Strategy, Loss Prevention Management Policy and the Business continuity Plan. The committee alerts the senior management of serious risks, which ultimately contributes to a more informed decision-making process.

Municipal By-Laws

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered to. Businesses and developments within the municipal area are expected to operate within the municipal bylaws. Below are some of the Bylaws that have been adopted by the municipality:

- Water Bylaws
- Municipal Health bylaws

3.11. Public Participation Analysis

The rationale behind iLembe District Municipality putting community participation on its strategic and operational agenda is because Section 152 (1) (e) of the Constitution of the Republic of South Africa states that one of the objectives of local government is “to encourage the involvement of communities and community organizations in the matters of local government”.

In this regard, the Communication and Public Participation Unit is responsible for the following:

- Facilitating legislated public participation IDP meetings and mayoral meetings as and when requested by the Mayor.
- Mobilising the various stakeholders including community to support municipal/government work.
- Partnering with provincial and national government in communication service delivery to the community.
- Communicating work that is conceptualized and implemented by all three (3) spheres of government.

The Municipality has developed a draft Communication Plan and will be adopted by council in June 2018 and was reviewed in 2020. The objective of the plan is to improve communication with the local community as well as other organs of state within the local and provincial spheres of government; enhance accountability, openness, transparency and responsive local government; inform the community of the activities and intentions of the municipality.

The graphic below presents a summary of the community inputs solicited during the 2021/2022 Draft IDP and Budget roadshows.

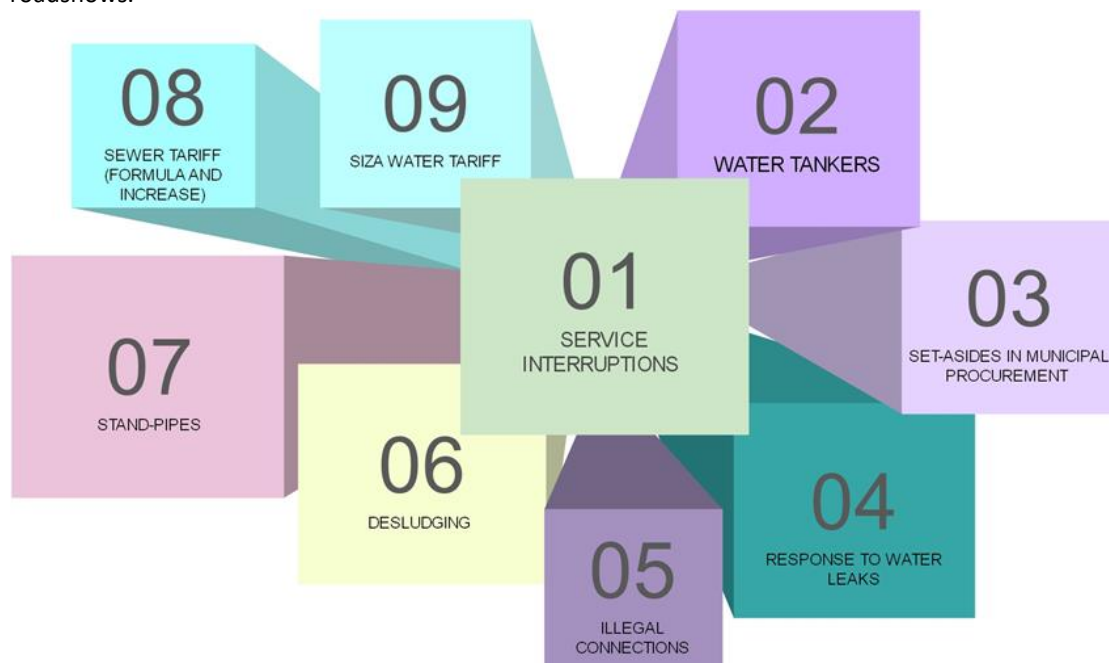


Figure 15: Summary of the Community Inputs Solicited During the 2021/2022 Budget Roadshow

Public Participation and Communication Structures

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

Ilembe District Covid 19 Internal Task Team

The President on the 15 March 2020, declare a national state of disaster in terms of the Disaster Management Act.

The aim of declaring the national disaster was to enable the country to have an integrated and coordinated disaster management mechanism that will focus on preventing and reducing the outbreak of the virus, make urgent and drastic measures to manage the disease, protect the people of our country, and reduce the impact of the virus on our society and on our economy.

On the 19 March 2020 iLembe District Municipality Covid 19 Internal Task Team was established to discuss measures to be put in place after the declaration of the disaster. The Committee is, therefore, established to assist the Accounting Officer in addressing Covid 19 activities and in monitoring the Response plans established.

Composition

The IDM Covid-19 Internal Task Team is a direct reaction of the Municipal Manager as the Accounting Officer, to ensure business continuity for the Municipality. The Task Team is comprised of Managers from all Departments.

Objectives and Scope Of Ilembe District Municipality Covid 19 Internal Task Team Committee

- The primary objective of the Committee is to assist the Municipal Manager in discharging his accountability in ensuring that there is business continuity within the municipality, reviewing the effectiveness of the municipality's business continuity management systems, practices and procedures, and providing recommendations to Council structures.
- Furthermore, the Committee should provide guidance in monitoring Covid 19 response plans and reviewing the regulations in line with Alert Levels as introduced by the Risk Adjusted Strategy.

Speakers Forum

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

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

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

Ward Committee

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

Ilembe District Municipality have elected the wards committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. Ilembe District has 770 Ward Committees Members within four local municipalities. The ward committees in the District are largely functional with the support they receive from local municipalities, the district municipality and COGTA's Public Participation Department. The challenges that are being experienced by the local municipalities as they engage with the ward committee:

- Some ward committee members drop out because they receive better jobs elsewhere which leave a vacuum in the committees. The process of replacing them sometimes delays;
- Some members are demotivated and feel that the remuneration they receive is insufficient.

Community Development Workers

The iLembe District Municipality has total of 77 wards and the total number of 27 CDWs all trained with learner ships in the district. This is a challenge because a large number of wards are not enjoying the services that are provided by the CDWs. Another challenge is that the CDWs are not available to provide support to the municipalities because of other commitments that they have from COGTA.

Traditional Leadership

The iLembe District municipality has a total of 35 Amakhosi. The new Local Traditional House was reinstated in September 2017, and is currently led by Inkosi NA Bhengu he is also an EXCO member in the provincial house in KZN. There is a healthy working relationship between the Local Traditional House and the iLembe District Municipality. Amakhosi are invited in community activities that are happening in their areas and district activities that will have impact in service delivery in their areas. These activities include IDP Public Participation meetings, conferences and seminars, to mention a few. The iLembe traditional leadership are participating in the municipal portfolio committees and the full council. A workshop between amakhosi and councillors was held in November 2017, to strengthen relations between government and traditional leadership in the iLembe District Municipality.

District Communicators Forum (DCF)

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

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

District Public Participation Forum (DPPF)

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

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

Municipal Health Services (MHS)

At joint (Health and Local Government) MINMEC decision was taken in 2002 that Municipal Health Services (MHS) be defined as a list of Environmental Health Services (EHS). This decision was gazette on 3 January and 13 June 2003 (latter gazette changed the date of implementation from July 2003 to July 2004 as agreed by the Ministers). According to the Municipal Structures Act, 1998 (Act No: 117 OF 1998), section 84(1)(i), Municipal Health Services (MHS) will the responsibility of District Municipalities (Category C) and not Local Municipalities (Category B) to ensure the provision/rendering of Municipal Health Services (MHS). Category C Municipalities can also enter into a service level agreement with Local Municipalities (Category B) if they are not in a position to deliver Municipal Health Services (MHS).

The assessment, monitoring, correction, control and prevention of environmental factors that can adversely affect human health. These services include but are not limited to anticipation and identification of environmental health hazards and risks. The National Health Act, 2003, defines Municipal Health Services (MHS) in the following nine competences:

- a. Water quality monitoring – monitor water to ensure quality that is fit for human consumption and ensure that the WSAs deliver on their mandate to provide water that is safe, for protection of public health (independent oversight role)
- b. Food control – monitor food for safety aspects, with regards to handling, storage, transportation, serving and in respect to microbiological and chemical quality)
- c. Waste management – monitor management of waste to ensure proper (collection, storage, disposal) for public health purposes
- d. Surveillance of premises – monitor and assess conditions on premises that may pose human health hazards and risks, in respect of structure, sanitation, water, ventilation, and hygiene aspects.
- e. Communicable disease control - identify, assess and control the prevention of the spread of communicable diseases, especially those emanating from factors in the environment
- f. Vector control – monitor conditions that may harbour the spread of vectors and prevention of vector borne diseases for public health.
- g. Environmental pollution control – monitor, assess and control the quality of indoor and ambient air, land and water management to prevent pollution that may impact health
- h. Disposal of the dead- monitor and ensure the proper handling, transportation, storage, importation and exportation and disposal of human remains to prevent the spread of diseases.
- i. Chemical Safety monitor and ensure the proper handling, transportation, storage and importation chemicals but excludes port health, malaria control and control of hazardous substances.

Achievements

- Integrated staff from Local Municipalities i.e. KwaDukuza and Mandeni as well as staff from the Department of Health and placed them into the District Municipality.
- An OSHAG Forum is fully functional together with the Department of Health and other stakeholders. The Forum is called One Health Action Group (OSHAG) and meets on a monthly basis to discuss health issues affecting communities in our District.

Good Governance & Public Participation: SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Effective Speakers Forum • District Communicators Forum • Established and District Public Participation Forum • Audit Committee, hence clean audit • Conventional communications tools in place e.g. SMS system • Strong management team • Established and Functional Municipal Rapid Response 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Poor level of Service delivery by contractors. • Limited human resources to serve 4 local municipalities • Uneven Topography, some areas are not accessible for service delivery and community consultation. • Structures are not fully capacitated to perform their tasks. • Communication timeframes with community. • Public participation activities are 80% synchronized. • Call centre not functional- calls go unanswered • Difficulty in accessing communities physically due to Covid-19
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Capacitated employees to be used instead of consultants for institutional memory and limiting expenditure • Upscale communication using media and social media 	<p>THREATS</p> <ul style="list-style-type: none"> • Lack of communication with internal and external stakeholders might lead to community unrest • Deviations being a norm for Corp Gov- vetting, change of scope, Communication with LMs not intact • Poor planning & nonexistence of SALGA games business plan- selection of service providers • Councillors' not aware of the SCM policy and processes • Communication through cell phones and radio stations a challenge as it does not reach everyone • Understanding different stakeholder for the various services • Poor road conditions to reach community for communication of public participation. • Lack cooperative approach to Public participation.

Table 47: Corporate Governance SWOT

3.12. Key Challenges

The table below highlights some of the key observations from the situational analysis and provides an account of the interventions that are requested and/or currently being implemented within the District.

KEY FINDINGS CHALLENGES	ILEMBE DISTRICT INTERVENTIONS
DEMOGRAPHIC CHARACTERISTICS	
<ul style="list-style-type: none"> • There has been a steady increase in the population of iLembe District, however, Maphumulo local municipality is experiencing a decrease due to numerous reasons such as underdevelopment of the area and lack of job opportunities. 	<ul style="list-style-type: none"> • Maphumulo LM has initiated the Maphumulo Town Development Programme-this will serve as a catalyst for investment into the Municipality. The District Municipality is currently conducting a feasibility study for the rolling out of waterborne sanitation to the Town (refer to projects in Chapter 6).
<ul style="list-style-type: none"> • Within iLembe District there are more women than men, almost 50% of households are female-headed and approximately 600 households are child-headed 	<ul style="list-style-type: none"> • The District Municipality has adopted an SCM policy that provides for targeted procurement. In terms of the policy, 50% of all procurement will be directed to local entities- of this figure, 30% must be to SMMEs that have majority female ownership. There are also specific programmes targeting Women e.g. Wonderbag programme, Women's parliament, teenage pregnancy awareness, take a girl child etc) • In addition, the Child-headed households are considered to be indigent and therefore receive 10KL free basic water monthly.

<ul style="list-style-type: none"> The majority of people within the District are of working age, however the available employment opportunities are not adequate to absorb them. 	<ul style="list-style-type: none"> There's a need for additional institutions of Higher Learning to increase the skills base of the District. The District Municipality has adopted an SCM policy that provides for targeted procurement. In terms of the policy, 50% of all procurement will be directed to local entities- of this figure, 35% must be to SMMEs that have majority youth ownership.
<ul style="list-style-type: none"> According to the latest statistics, iLembe District Municipality has an ageing population. 	<ul style="list-style-type: none"> The Special Projects units has initiatives directed at the older generation i.e. (Golden games, Senior citizens parliament etc.) The Municipality has adopted a tariff policy that includes a discounted water and sanitation rate for the elderly Continue roll out of OSS programmes DOH to develop clinics in the relevant places to provide adequate healthcare services.
<ul style="list-style-type: none"> 89.2 % of the population of iLembe District municipality is Black (African) 	<ul style="list-style-type: none"> The SCM Policy caters for targeted procurement from Black owned entities.
SPATIAL ANALYSIS	
<ul style="list-style-type: none"> The inland municipalities are lagging behind in terms of development and rendering of basic services, people have to travel to the nearest towns or cities. 	<ul style="list-style-type: none"> The Towns of Ndwedwe and Maphumulo have been formalized and have adopted Land Use Schemes. The District Municipality will be providing waterborne sanitation in both towns. The Ndwedwe Town sanitation project is currently under implementation. A feasibility study for the Maphumulo town is under preparation. The formalization of these towns will attract investment to these traditionally rural municipalities and provide the communities with commercial opportunities in close proximity.
ENVIRONMENTAL ANALYSIS	
<ul style="list-style-type: none"> Many areas are overrun by alien invasive plants. 	<ul style="list-style-type: none"> An alien and invasive species eradication programme has been developed by the District and funded by DEA, it will be undertaken over 3 years commencing from the 2018/19 financial year.
<ul style="list-style-type: none"> The coastal belt of iLembe is threatened by private developments 	<ul style="list-style-type: none"> Mandeni LM and KwaDukuza LM have developed Coastal Management Programmes to manage coastal natural assets.
<ul style="list-style-type: none"> The District does not have an adopted Integrated Waste Management Plan 	<ul style="list-style-type: none"> The District has applied for funding to the Department of Environmental Affairs for the development of its IWMP. The Municipality is also exploring other funding avenues for this exercise, including the Vuthela iLembe LED programme.
<ul style="list-style-type: none"> Climate Change impacts are growing more severe 	<ul style="list-style-type: none"> The District, in partnership with the Department of Environmental Affairs, is currently formulating a Climate Change Response strategy.
SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS	
<ul style="list-style-type: none"> 15.56% of Households still do not have access to clean water and obtain water from rivers and streams. 	<ul style="list-style-type: none"> There are various water schemes that are currently being rolled out aimed at decreasing the water backlogs. These are further elaborated upon in Chapter 3 and 6.
<ul style="list-style-type: none"> There is a challenge of old infrastructure and insufficient bulk water sources. 	<ul style="list-style-type: none"> The Municipality is currently replacing aged infrastructure utilizing the Water Infrastructure Services Grant.
LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS	
<ul style="list-style-type: none"> With the District there has been a decrease in the number of people living in poverty (as per the poverty head count of CS 2016) but according to the poverty intensity data, that number of people who make up the percentages in the poverty headcount, are in more intense poverty than they were in 2011. 	<ul style="list-style-type: none"> There needs to be increased focus on Local Economic Development interventions by Enterprise iLembe and the LED units of Local Municipalities. The District has created the iLembe Economic Development Facilitation Committee with the aim of fostering greater relations with the private sector in order to grow the economy of the region.

<ul style="list-style-type: none"> Household incomes in the district are extremely low with about 40% of the households earning no income at all and a majority of population surviving on less than R500 a month 	<ul style="list-style-type: none"> Implementation of LED initiatives Implementation of the indigent policy to ensure that all households with a combined income of less than R3500 receive free basic water.
<ul style="list-style-type: none"> The area is not well marketed and the perception that there are limited attractions and activities. 	<ul style="list-style-type: none"> Tourism and marketing initiatives by Enterprise iLembe.
<ul style="list-style-type: none"> Amongst smaller businesses, (< R1m annual turnover), access to finance was identified as the biggest constraint to business. 	<ul style="list-style-type: none"> The Vuthela iLembe LED programme is aimed at improving the economy of the District. One of the key deliverables of the programme is assisting SMEs gain access to funding opportunities.
<ul style="list-style-type: none"> The results for 2020 showed a decline of 3,96% decreasing from 80,85% in 2019 to 76,89% in 2020. 	<ul style="list-style-type: none"> There's a need for greater engagement with the Department of Education. The Department's capital project is contained in Chapter 8.
<ul style="list-style-type: none"> The iLembe Business Confidence Index Reviews of quarters Q1 and Q2 in 2015 show that one of the top two constraints to business in the district municipality is perceived to be skills shortages and other labour-related issues 	<ul style="list-style-type: none"> The iLembe Economic Development Facilitation Committee, which also includes organised labour has been formed to provide a platform to resolve challenges that may inhibit growth of the District economy, including labour-related issues.
<ul style="list-style-type: none"> iLembe has a high prevalence of HIV. 	<ul style="list-style-type: none"> Ongoing HIV/Aids programmes by the Department of Health and iLembe family of Municipalities.
<ul style="list-style-type: none"> There are not enough higher learning institutions within the District. 	<ul style="list-style-type: none"> The needs to be an expansion of the footprint of existing TVET colleges, especially to rural municipalities.
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS	
<ul style="list-style-type: none"> There is a low revenue and debt collection rate. 	<ul style="list-style-type: none"> The Municipality is currently implementing rigorous debt collection mechanisms, including installation of smart meters, appointment of debt collectors etc.

Table 48: KEY Challenges from Situation Analysis

CHAPTER 4: STRATEGIC INTERVENTIONS

4.1. Provincial Strategic Development Framework

The overleaf map illustrates The Provincial Spatial Development Framework. The broad spatial proposals contained herein are consistent with those contained in the iLembe SDF and the IRSDP, especially relating to the economic potential of the coastal belt i.e. Mandeni and KwaDukuza. The need for greater social investments in the more rural municipalities, i.e. Maphumulo and Ndwedwe, is also indicated. The economic value adding and economic support areas are indicated mainly along the N2 and R102 from the southern border of KwaDukuza to Stanger and Mandeni.

4.2. iLembe Regional Spatial Development Plan

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

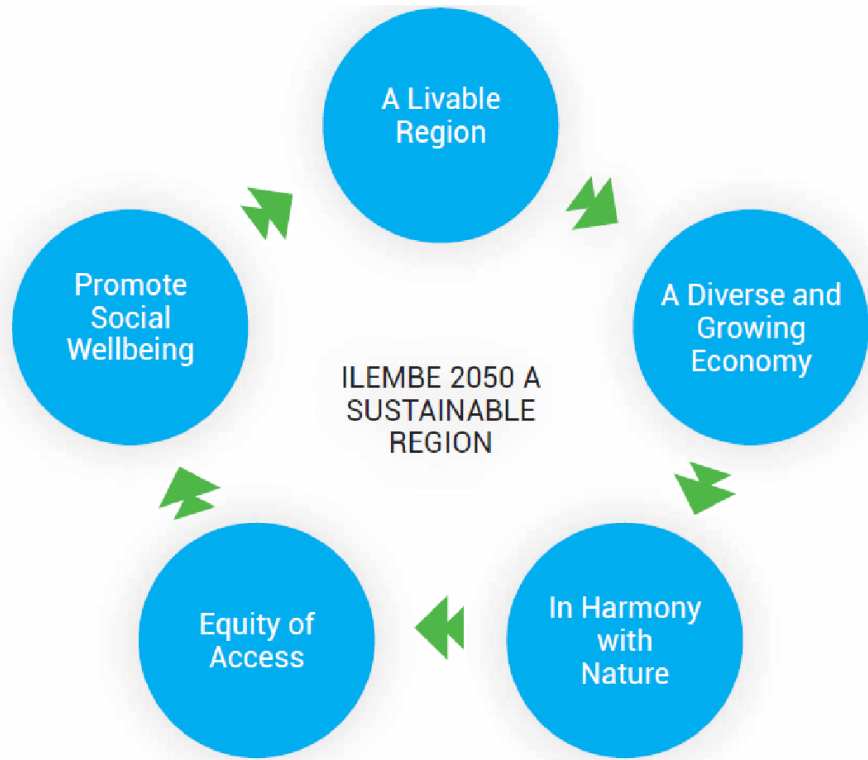


Figure 16: Pillars of the iLembe IRSDP

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

OBJECTIVE	KEY PERFORMANCE INDICATORS	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
1: A DIVERSE AND GROWING ECONOMY			
1.1	A diverse economy (range of employment opportunities)	10 to 15% contribution (at least) by each of the four key economic sectors	5.4% growth per annum
1.2	Established green economy	10% of GDP generated by green industries	
1.3	An employee workforce	94% of workforce employed (formal and informal sector)	6% unemployment
1.4	liveable household incomes	95% of households above household subsistence level	Increase proportion of national income for poor
2: A LIVABLE REGION			
2.1	Choice in activities	100% of households have access to a full range of amenities within 15 minutes travel	Better quality public transport
2.2	Choice in accommodation	100% of households appropriately accommodated	Upgrade all informal settlements
2.3	Choice in movement	80% of population within 5 minute walk from a component of an integrated transport system	Better quality public transport
3: HARMONY WITH NATURE			
3.1	Access to nature	All households have access to an open space resource (active or passive) within one kilometre	Target for land under protection
3.2	Management of key threatened and endangered landscapes	100% of endangered and threatened landscapes under management (otherwise referred to as critical biodiversity areas and ecological support areas)	Target for land under protection
3.3	Green development	By 2025, all new development and existing structures are 40% less carbon intensive than 2010 footprints and all will be 70% less carbon intensive by 2050.	Zero emission building standards
3.9	Control of Alien Invasive	Alien plant infestation is reduced by 50% by 2020 and 100% by 2050.	
OBJECTIVE	KEY PERFORMANCE INDICATORS	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
3.5	Green Jobs and Employment	10 000 new green jobs created by 2030 and 20 000 new green jobs created by 2050	
3.9	Climate Change Risk Assessment	By 2015 all climate change related risks will be identified, with clear mitigation and adaptation plans in place.	
3.5	Recycling and Waste Minimisation	All waste will be recycled and/or biodegradable such that no waste enters landfill sites by 2050.	Reduction in waste to landfill

4: EQUITY OF ACCESS			
4.1	Access to urban infrastructure	100% of households in settlement areas have access to urban infrastructure (grid or off-grid)	90% access to electricity grid, all access to water
4.2	Ease of access to amenities	80% of population within 15 minute walk from range of amenities (permanent or periodic)	Better quality public transport
4.3	Ease of access to work opportunities	100% of the population will be within an average of 30 minutes travel time to places of employment.	People living closer to work
4.4	Promoting global connectivity	Universal access to ICT and broadband within 15 minutes travel	
5: PROMOTE SOCIAL WELL-BEING			
5.1	Build human capital	All children and young adults have equal access to relevant educational institutions in the District	80-90% of learners 12 years of schooling
5.2	Promote social development (greater levels of equality)	Substantially reduce the levels of inequality in terms of income and access to social services	
5.3	Ensure food security	All households in the District have food security.	

Table 49: Ilembe Alignment to the NDP Goals

Phasing

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

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

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

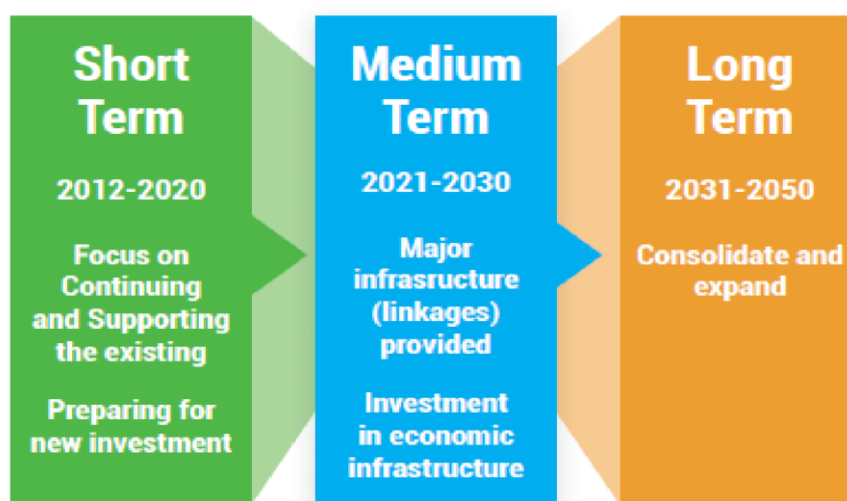


Figure 17: IRSDP Focus over the Short, Medium and Long Term Phases

Urban Growth Boundary

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

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

Therefore, based on the above, the plans for iLembe will comprise a series of Urban Growth Boundaries in order to manage growth over the projected time period. As such, there will be an Urban Growth Boundary for the Short-Term; an extended Urban Growth Boundary for the Medium-Term; and a Long-Term Urban Growth Boundary. In addition, the concept embodied in the Regional Plan is that all development, especially residential development, should be compacted within a convenient walking distance of those major roads with public transportation. Consequently the Long-Term Urban Growth Boundary in effect becomes an Urban Edge. The overleaf map illustrates the long term spatial development vision of iLembe (Vision 2050).

Spatial Development Framework (SDF)

Section 26 (e) of the MSA read together with Chapter 4, Part E of SPLUMA requires a municipality to prepare and adopt an SDF as a key component of the IDP. The current SDF adopted in the 2015/16 financial year was formulated at the beginning of the operation of SPLUMA therefore not fully capturing the principles and developmental approach of the Act. Furthermore, from June 2016 to the present, various changes have taken place at an international to a local level and within the institution itself that necessitates a review of the SDF. The 2020/2021 SDF review is currently underway and a draft document is in place, it serves as the basis upon which the District evaluates all planning applications as well as determines the current and future bulk infrastructure supply. Below are some of the key policy and spatial issues that have been extracted from the 2020/2021 SDF.

4.3. ILembe Spatial Development Principles

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

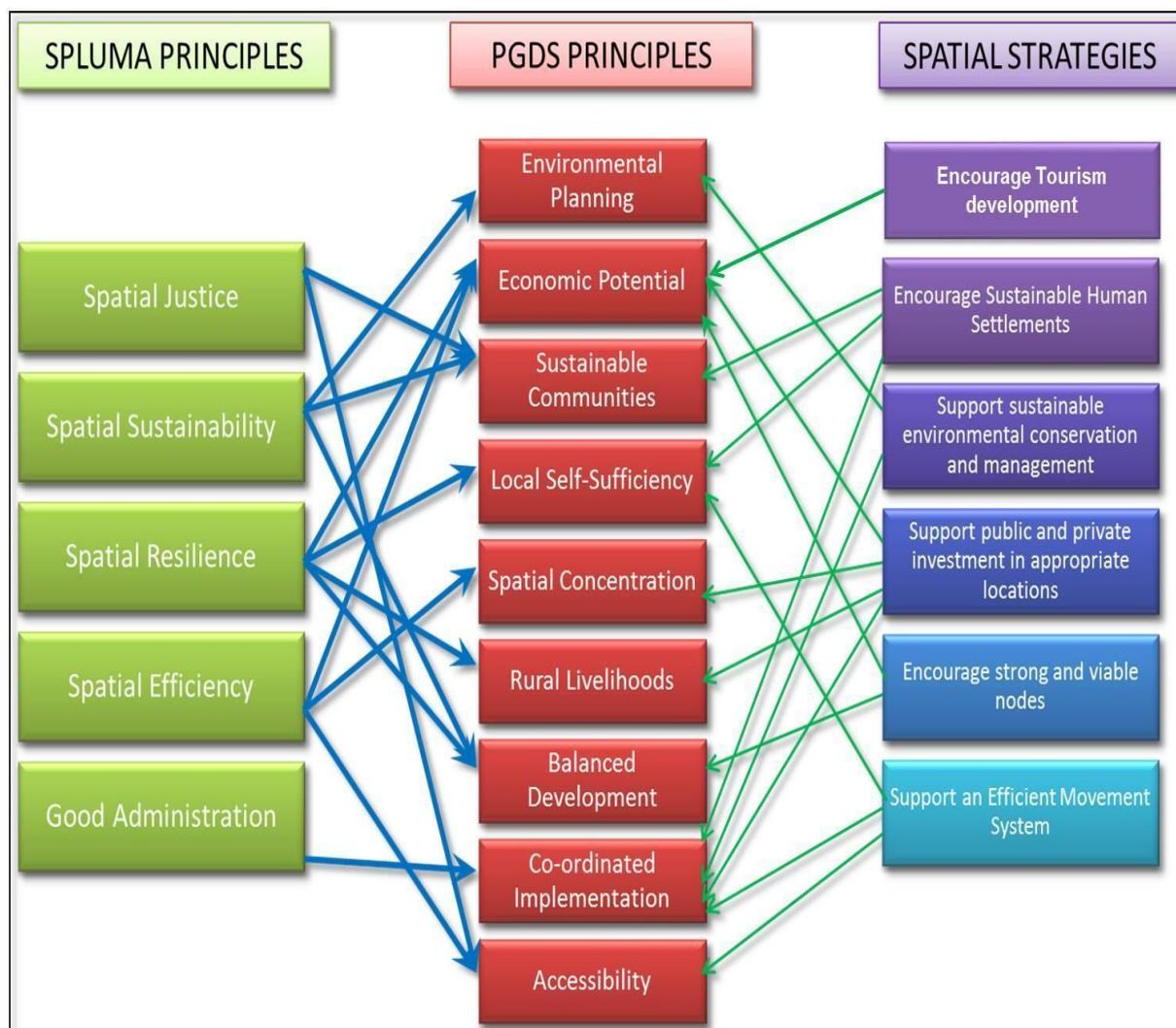


Figure 18: Spatial Strategies

Proposed Nodes

In developing the iLembe SDF, an assessment of Local Municipal SDFs was undertaken, with the objective of highlighting areas of alignment and, where they existed, indicate inconsistencies. A key observation was that Local Municipalities do not have common terminology for their nodes as well as their development corridors. It was therefore necessary that the District SDF developed a nodal hierarchy which would be replicated by Local Municipalities in their subsequent SDF reviews. The nodes highlighted on the 2020/21 Draft SDF plan stem from the 2016 SDF.

NODE	DESCRIPTION	IDENTIFIED AREAS
City Core Centre	City Core Centre is the single biggest economic driver of the regional economy. It is the centre of the region's retailing, banking and financial services and the civic and cultural heart of the city.	Stanger Ballito

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

Table 50: Terminology for Nodal Development

Movement Framework

A movement or road network structure is a fundamental structuring element of the district. For connectivity and integration to be achieved within the district a clear lattice should be developed with clear road hierarchy and functions of each road. The urban structure approach or lattice provides the foundations for the establishment of a development direction. It enables the creation of a coherent framework, which forms the basis for future development and decision-making. It contributes to integration, functional efficiency, and environmental harmony, contributes to a sense of place, strengthens local identity, and simultaneously plays its role within the wider urban system. Urban Corridors are multi-stranded movement systems predicated on: Public transport, Stations roughly 1600m apart (i.e. 10 min. walk to each other); Main roads (at least one but usually 2 or more) and often, but not necessarily supported by freeway and usually focused along a central spine is a series of disjointed but linked via streets.

For the iLembe District, the following lattice had been reinforced:

TERMINOLOGY	DESCRIPTION OF MOVEMENT FRAMEWORK
Regional Mobility	The N2 freeway provides the highest level of regional (and national) connectivity to the study area. It consists of existing interchanges as well as proposed future interchanges each observing an approximate 2km distance between junctions along the route. The future Western Bypass route that traverses the northern corridor is classified as a future mobility route. The timing of this route will depend largely on the take-up of development within the core area of the corridor however will free up the R102 to perform at a higher level of service and urbanity once the Western Bypass comes into effect. The western bypass will remain as servitude to be considered in future development proposals. Proposed interchanges along the N2 will require detailed studies by SANRAL and will require feasibility analysis to determine viability.

Regional Connector	<p>The R74 is a key movement route that links the future growth and development opportunities of the corridor structure to the traditional rural and generally marginalised settlements. The R74 is also a key regional connector as it starts from the coast at Blythedale Beach and transcends west to Maphumulo. This route is significant in correcting the inequalities and shortfalls in terms of urban services, and whilst it is not an activity spine it will instead present opportunities for a specific nodal opportunity. It can be considered as a public transport spine.</p>
Regional Accessibility	<p>There are a few key routes that are considered as regional accessibility routes. The Primary route, the R102 should be acknowledged as the only development Corridor for the Municipality. There is currently a conflict between the R102 as a mobility and development corridor however the R102 remains the significant city-building element within the corridor, having historically formed the impetus (together with the rail network) of a large number of the settlements that currently exist in KwaDukuza. The route in the short to medium term planning should facilitate/encourage investment in this Corridor. There is a particular segment of the R102 between Compensation and uMhali where it is proposed to straighten the alignment. This would allow more direct connectivity and facilitate a more balanced level of development along either side of the R102- the feasibility of this alignment is subject to a detailed study.</p>
	<p>The function of the R102: The R102 is a regional accessibility route running parallel to the N2 and the rail network in the District. There has been a rapid increase in the developments along the R102 which has caused a conflict between its classification as a high mobility route and its current function as a local accessibility route to various nodes and settlements along the route.</p> <p>The KwaDukuza Municipality SDF 2020/2021 proposes that the R102 is declassified from a high mobility route to a local accessibility route. The IDM SDF Review 2020 adopts the same stance and supports the declassification of the R102 as this would facilitate and encourage investment and contribute towards the intensification of development along this corridor. The R102 is a key structuring element in the District which contains a series of existing and potentially new nodes along its length and has seen a rapid growth in the settlements along the route. Therefore, primary focus should be around development and intensification of the R102 corridor. The R102 further functions as a public transport spine providing regional access in line with the strategies of the Aerotropolis Master Plan. The Aerotropolis development has envisioned a public transit spine from the south of eThekweni through the Airport into iLembe District via the R102. Partnering with eThekweni on such an initiative should be seen as a viable venture which will benefit the District (KwaDukuza SDF, 2020/2021).</p>
Urban Arterial	<p>An Urban Arterial route can be described as a higher order distributor route that, in the case of KwaDukuza, links together different elements within the corridor, most notably the regional Mobility and Regional Accessibility routes. Such routes are the P104 and P109. The urban arterial routes make up the additional east-west connectivity.</p>
Local Connector	<p>Local connector routes are more limited in terms of their capacity and connectivity, but still significant movement routes, connecting growth areas and tying them into the broader corridor structure.</p>
Rail Network	<p>The current rail network within the district is functional and has been considered as a major mode of transit for internal transit. PRASA plans to upgrade passenger lines heading north to Richards Bay and Empangeni. PRASA also plans to develop the Durban – KwaDukuza Corridor, exploring the possibility for new commuter rail corridors to serve the existing and future developments in the area and to link the King Shaka International Airport to other metropolitans. Therefore, there is an opportunity to promote passenger rail transit as the basis of a public transport system that will support future growth and change in the region.</p>

Table 51: Proposed Movement Framework

Spatial Strategy Zone

The spatial strategy zones provide an overall overlay at a district level to indicate the desired intent and form of development. These key zones have been adapted from both the Johannesburg and Cape Town SDF but applied retrospectively to the iLembe SDF considering the local conditions and space. The approach is not to provide detailed level design parameters but rather a broad set of guidelines to be considered in local Municipality SDFs, Local Area plans and ultimately reviewing of Land Use schemes. These guidelines would need to be detailed and work shopped in a consultative process before adoption. These zones are respectively the transformation zones; growth opportunity zones and consolidation zones.

Transformation Zone

The proposed transformation zones are areas in which the District should concentrate on in terms of infrastructure investment and capital investment. These areas should be referred to as priority investment zones which are incentivized to promote new opportunities. These are the key economic areas of the District and have the potential to transform the District. Transformation Zones are the primary zones that should be considered for the intensification of uses and densification. A key feature of the Transformation zone is the R102 Public transit spine which should function as a development corridor giving effect to Transit Oriented Development and mixed use development along the corridor. In addition to the R102 corridor are the regions of Ballito and KwaDukuza town identified as city zones as well Maphumulo, Sundumbili and Ndwedwe. The range of uses includes retail, municipal/ government/ social facilities, institutions, and service and light industry, logistics, and entertainment along the R102. This zone will generally permit walkability, NMT and Public transport with core urban spaces.

Consolidation Zones

Areas highlighted as Consolidation Zones are existing settlement areas made up of both formal and informal settlements. In areas where sprawl of informal settlements are located, these were then consolidated. The intent of the consolidation zones is to ensure that infill occurs in these areas, therefore inhibiting sprawl and the upgrading of existing infrastructure occurs in this zone. This zone is aimed at ensuring the existing settlement within the District have access to basic infrastructure and services. Additionally, with allowing for infill these zones become sustainable and will inhibit sprawl. Employment opportunities should be encouraged in these areas and must encourage industrial and coastal development opportunities that will boost employment within the district.

Growth Opportunity Zones (Urban + Rural)

The Growth Opportunity Zones are areas that have been identified as housing projects within the District (Refer to Housing Projects Map). The projects are further categorised as urban and rural projects according to their attributes. Growth Opportunity zones additionally refer to areas that could offer opportunities such as resort development, new tourism opportunities, new nodal/precinct development, commercial development, various forms of residential development and may require new infrastructure and urban growth boundary expansion. These projects coupled with the Gazetted housing initiatives form Government are embedded within the growth opportunity zones. These zones are referred to as growth opportunities as much of these areas are Greenfield sites. In these portions where the housing projects are located, the ecological sensitive zones may cover the project boundaries. The Growth Opportunity Zones allow for public/private partnership and investment. These zones are areas which will be developed within the longer term.

Priority Intervention Areas

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

4.4. Environmental Management

Section 24 of the Constitution gives the environmental right to South African citizens, which is to live in an environment that is not harmful to their health and well-being. This suggests that environmental management should be understood in line with the objectives of sustainable development, which is a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs. In practice this definition encompasses the social, environmental and economic pillars. Therefore, the National Environmental Management Act, (Act 107) of 1998 came into existence to give effect to Section 24 and to assist institutions responsible for environmental management to achieve the objective of Section 24 as well as the objectives of the sustainable development. NEMA also provides a framework upon where environmental matters are to be managed for the benefits of all generations.

In light of the above the District has completed the Environmental Management Framework, in 2014. This tool provides a framework upon where the environmental management within the District and its family of Municipalities is to be consider to meet the objectives of the Section 24 of the Constitution and other international policies. In addition, the Department of Environment

Forestry and Fisheries has developed a strategy (National Strategy for Sustainable Development), with goals to achieve objectives of sustainable development, which consists of the following themes:

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

Sustainable Use of Natural Resources

Understanding of the utilization of natural resources is the best way to manage the natural resources for the benefit of the entire human community. Natural resources are the key basic elements of the things we use or consume, be it food, electricity, clothes, transportation, living spaces, amongst others. It is important, therefore, to use these resources wisely as they are limited in their formation and if not carefully can be scarce resources sooner than anticipated.

Natural resources, such as: water, soil and biodiversity, form the basis of life, economic activity and human wellbeing. Therefore a functioning ecosystems supposed to generate goods (natural products, such as water, timber, flowers, food and medicines) and services (waste recycling, water and air purification, flood attenuation, recreational opportunities and carbon sequestration). The depletion or wasteful use of natural resources, and/or degradation of ecosystems poses a threat to the achievement of socioeconomic objectives. The analysis have shown that South Africa's natural resources are under severe pressure and that many of the country's ecosystems are degraded to the point that threatens our wellbeing. This is of particular concern given the important role of natural systems in climate change and adaptation, particularly for the most vulnerable communities. In order to achieve sustainable development, the following must be done:

- A) Manage the use of all natural re-sources to ensure their sustainability
- B) Protect and restore scarce and degraded natural resources
- C) Prevent the pollution of air, water and land resources so that community and ecosystem health is not adversely affected
- D) Avoid the irreversible loss and de- gradation of biodiversity (marine, terrestrial and aquatic ecosystems)

Therefore, it is important to set sustainable development objectives to be achieved collectively by all relevant stakeholders.

Biodiversity Management

- The key issues affecting biodiversity management within the iLembe District include the following:
- Habitat and vegetation destruction through human settlement, urbanization, agricultural development and alien invader plant infestation;
- Uncontrolled and unplanned human settlement in the rural districts;
- Very, limited formal conservation of vegetation types within the municipal area;
- The sewerage contamination of streams and rivers;
- Air pollution by industry;
- Uncontrolled rural development within rural Municipalities impacting on grasslands and bushveld resource assets;
- Temperature rise related to climate change is likely to alter distribution ranges and lead to local extinctions;
- Invasive alien infestations likely to increase due to more conducive climatic conditions; and
- Specialized coastal ecosystems are likely to be hardest hit, with savannah progressively replacing grasslands and coastal forests.

Legal Context

The National Environmental Management: Biodiversity Act, 2004 provides for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act, 1998. In terms of Section 76 (2) (a) all organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with section 11 of the National Environmental Management Act. Such plan must be included as a sector plan in the IDP. Through the ICLEI funding the District was able to develop an Invasive Alien Clearance Plan (IAP), which has been used for the implementation of the Natural Resources Management programme. This programme is implemented in three sites within the District that is Nyoni wetland system in Mandeni and Thembeni and Lindelani wetland systems in the KwaDukuza Municipality.

The Protected Areas Act recognises Municipalities as critical stakeholders in the development of the Management plans for the protected areas. Currently there is a draft of alien clearance plan developed for dealing with alien invasive within the District.

Biodiversity Sector Plans

Sector Plans play a role in assisting stakeholders to meet the goals and targets as set by relevant acts and policies. The Ezemvelo KZN Wildlife has completed the iLembe Biodiversity Sector Plan (BSP) as a planning tool to manage biodiversity and as a precursor to a bioregional plan, as required by the Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009). Biodiversity Sector Plans (BSP) are a district based plan which identifies priority biodiversity areas; and provides associated planning and decision-making guidelines. The BSP has two main components which need to be taken into account by the IDP and SDF, namely the Critical Biodiversity Areas (CBA) Map and the associated planning and management guideline.

The overleaf Map 22 illustrates the iLembe Critical Biodiversity Areas and Ecological Support Areas.

Threatened Ecosystems

Section 54 of the Biodiversity Act requires that information on the national list of threatened ecosystems are indicated in the Municipal IDP. The overleaf MAP 23 illustrates the threatened ecosystems and the threat status occurring within District.

In addition to the threatened species, it is critical for the Municipality to identify whether the ecosystem that has been listed as threatened, is restricted and only occurs within the District or within the immediate region i.e. endemism. It is the responsibility of the District to ensure the protection of such species.

Stewardship Program

There are various strategies used to encourage Biodiversity Management, and the Stewardship approach is one of such strategies. The Stewardship Programme is a voluntary programme that aims to increase areas under conservation, via agreements with private and communal landowners. Currently there are no stewardship programmes within the District. However, there is potential sites within the all the Local Municipalities of the District.

The overleaf Map 24 illustrates the four sites proposed within the District

Protected Area Expansion

The National Department of Environmental Affairs has compiled a new Protected Area Expansion Plan (Department of Environmental Affairs, 2016). KZN's contribution to this plan is the inclusion of the Critical Biodiversity Areas (CBAs) and the Ecological Support Areas (ESAs) identified in the KZN Biodiversity Plan and the subsequent District Biodiversity Sector Plans. In light of this it is recommended that the municipalities consider the KZN identified CBAs and ESAs as the KZN areas for potential expansion of the Protected Area network. These areas thus need to be identified as being of environmental sensitivity, where high intensity and incompatible land uses should be avoided.

The National Protected Area expansion strategy states that protected areas are an important tool for biodiversity conservation, maintaining ecosystem services and adaptation to climate change. Currently there is only one (1) national protected area expansion priority within the District, namely the uThukela priority expansion area. It is the intention of the District to contribute to the objectives of the National Protected Areas Expansion Strategy (NPAES) of having 50% of land protected by 2020.

Alien Invasive Clearance Programme

The occurrence of the alien invasive plants in the region is prevalent. However, there is rather limited information on their types, distribution as well as the extent in which they occur. Both the iLembe Regional Spatial Development Plan and the Biodiversity Act require the development of a regional alien clearance plan to respond to impacts of alien invasive species.

The District Municipality has noted the need to prepare an alien invasive species monitoring, control and eradication plan to help the Municipality to preserve the natural resources within the District and as a way responding impacts of alien species. However, due to financial challenges the District is unable to develop this plan and has requested assistance from the Provincial and National Departments as well as to the international organisations such as ICLEI. In 2017/18 ICLEI has made funding available for the development of the alien clearance in the region. This plan was developed, however, focusing on few areas, which is Nyoni wetland systems in Mandeni Municipality and Thembeni and Lindelani Wetland systems all located within the KwaDukuza, as can be seen in the Maps below.

The National Environmental Management Act: Air Quality Act (AQA, Act No.39 of 2004) was enacted on the 11 September 2005. Prior to the promulgation of the act, Air quality Management was primary a function of DEA and DEDTEA. In terms of this new act, Metropolitan councils and District Municipalities are responsible for the management of the air quality within their respective regions. Where previously governed on a source by source basis, focus is now on managing an average environmental or ambient concentration for a range of pollutants which affect human health.

This therefore calls for all metropolitan and district municipalities to develop a comprehensive Air Quality management Plan (AQMP) so as to be able to mitigate Air quality issues. In line with section 15(2) of Municipal Systems Act, municipalities are also required to include an AQMP in its integrated development plan so as to ensure that air quality issues are taken care off.

The main intention of the AQMP is to provide a dynamic and robust management approach towards improving air quality in the district area. Thus protecting human health and the integrity of natural ecosystems. Once the AQMP is available it will be able to deal short, medium and long-term targets for air pollution levels and be able to measure progress and track change, as well as to link the potential source of pollution to the 'users' of air downstream of the pollution source.

To date the development of District AQMP is currently underway, and amongst other things, the plan will help to identify sources of air pollution generated in sectors such as residential, agricultural and industrial areas. Whilst the National Framework for Air quality Management in the Republic of South Africa, does rate the iLembe District as having potentially poor air quality, it is the responsibility of the District to ensuring that air quality does not deteriorate further. Hence the need to fast-track the development an AQMP, which will help to:

- Establish an effective and sound basis for planning and management of air quality in the within the District that will promote human health and well-being;
- Coordinate air quality planning and management activities within the District and promote alignment of air quality management activities between all spheres of government and businesses.
- Encourage sustainable economic development that is not harmful to residents and ecosystem;
- Support climate change protection programmes, including promoting the reduction of Green House Gas emissions
- Develop institutional mechanisms to implement the AQA and AQMP;
- Ensure adequate funding for the implementation of the plan by District; and
- Ensure effective communication, public participation and stakeholder engagement.

Waste Management

Waste Management System and Development of Landfill Site

The waste management systems consists of waste generation, storage, collection, transportation and disposal as depicted in the figure below. According to Section 84 1(e) of the Municipal Structures act, the one of the functions of the District Municipality is the Solid waste disposal sites serving the area of the District Municipality as a whole. In other words the operation of the landfill sites is the responsibility of the District Municipality.

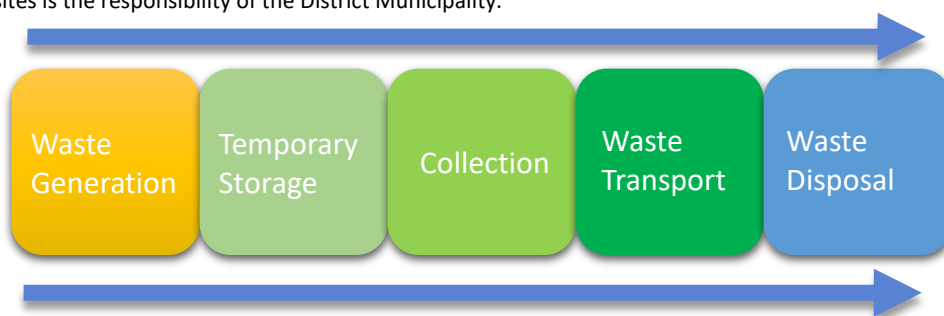


Figure 19: Stages of Waste Management System

It is the intention of the iLembe District to develop a Public Regional Landfill site. A scoping study is currently underway which seeks to investigate a suitable site for the establishment of a District Landfill site that will take the general / solid waste.

Development of District Integrated Waste Management Plan (IWMP)

Chapter 3, section 11 of the National Environmental Management: Waste Act, 2008 (Act 59 of 2008) requires that all government spheres to develop an Integrated Waste Management Plans (IWMPs) as a strategy to manage waste activities within the operational area of the institution. In addition, a National Waste Management Strategy was developed with targets to be achieved within a specific timeframe. This Strategy aims to assist waste management institutions to set targets for waste management to assist in achieving objectives of the Waste Management Act.

There are four Local Municipalities under the iLembe District that is Mandeni, Maphumulo, Ndwedwe and KwaDukuza. With regards to the development of the IWMP by the respective Municipalities the table below provide details:

MUNICIPALITY	STATUS QUO	COMMENTS
iLembe District	A draft IWMP has been completed and being review for finalisation.	To be completed in the 2020/21 financial year
Mandeni	Currently implementing activities of the IWMP completed in 2015. But already preparing the 2020 IWMP.	The Municipality is implementing activities of the IWMP completed in 2015, which include the development of the Waste information management system.
Ndwedwe	A draft IWMP has been finalised and being reviewed for approval by Council	The IWMP is at the consultation stage

Maphumulo	The available draft IWMP is currently under review by the Municipality will completed during the 2019/20 financial year	Awaiting approval by EDTEA
KwaDukuza	Currently developing the IWMP and be completed in the 2019/20 financial year	To be completed in the 2019/20 financial year

Table 52: State of IWMP per Municipality

Looking at the projects to be implemented by the local Municipalities from their finalised IWMP, the common projects, include: Development and Funding of the Waste Management Structure, Development of the Waste Information Management system, Waste inventory / auditing, Waste Recycling, Education and Awareness, and Compliance with the requirements of Waste Act. The designation of Waste Management Officers is also identified as critical issue.

Waste Management Programmes

The Waste Act makes provision for the designation of Waste Management Officers (WMOs) at all levels of government. The purpose of WMO is coordinating matters pertaining to waste management in South Africa. Within the iLembe District currently some municipalities have designated WMO and others have not.

Waste related programme have been introduced within the District and below is the details of the programme:

PROGRAMME	SCOPE	ALLOCATED BUDGET	MUNICIPALITIES
Green Good Deeds	Employed 22 + 1 beneficiaries to implement the following: <ul style="list-style-type: none"> Street Cleaning Illegal Dump Cleaning Environmental Education and Awareness Encourage South African Citizen to be responsible for waste management 	R 9 049 773.76	To all Local Municipalities
Food for Waste	This is an EPWP programme. Details to be finalised	To be confirmed	KwaDukuza and Mandeni
Waste recycling	Compliance with national, Provincial and District Policies	To be confirmed	IDM

Table 53: Waste Management Programmes

Responding to Impacts of Climate Change

As part of the implementation of the 2014 District Climate Change resolutions the District is implementing the following project:

PROJECT NAME	PURPOSE	DURATION
District Climate Response Plan	To identify vulnerable sectors to climate change impacts and developing programmes as interventions	Awaits approval by council
Technological need assessment	Identify a list of technologies for the water (adaptation) and energy (mitigation) sector	Completed
Recycling programme	To promote recycling within the municipal offices	on-going

Table 54: Programmes Responding to Climate Change

Due to financial challenges, the Municipality is yet to finalize the development of it's Climate Change Response Strategy, though acknowledging the climate change impacts in the region. Most noticeable, the 2007 storms, and the recent droughts experiences. In the financial year 2017/18 the District was identified as one of the Municipalities to be funded by the Department of Environmental Affairs, through the Local Government Climate Change Support Programme. The intention of the programme, is to strengthen local government capacity for adapting to climate change impacts. In 2021 Municipalities that have approved (obtained Council Resolution) have received funding from the Department of Environment Forestry and Fisheries, to further develop projects responding to impacts of climate change.

The draft Response Strategy has been produced and has identified the following sectors, as focus areas for the District Adaptation Strategy:

SECTOR	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RESPONSIBLE
Agriculture	Food Security, LED & Responding to Stringent Climatic Conditions	Make funding available for commercial farming of staple products (such as vegetables and fruits)	2018 – continuous	KZN DAFF, EDTEA, Ilembe Enterprise
	Renewable & Cleaner Energies	Undertake a feasibility study on using sugar cane by-products to produce energy, as the District is saturated with sugar cane farmers	2019-2020	KZN DAFF, EDTEA, Ilembe Enterprise
Biodiversity & Environment	Biome Rehabilitation	The District should protect and rehabilitate coastal and dune forests that are endangered within the District and the remaining endangered and vulnerable biomes (Biodiversity Sector Plan, 2014)	2020-2021	Ilembe District Municipality (EDTEA, DAFF & SANBI - to Assist)
	Environmental Management Plan (EMP)	The District must develop an Environmental Management Plan, to manage all existing ecosystems, which will also focus on ecological goods and services	2021-2022	Ilembe District Municipality, EDTEA DEA
	Invasive Alien Plan and Project	The District should develop an Invasive Alien Clearance Plan. The District, as a water servicing authority, should clear invasive alien species that occur along the rivers that provide the District with water	2021-2022	Ilembe District Municipality, EDTEA, DAFF, DEA
Coastal and Marine	Coastal and Dune Forest, and KZN Coastal Belt Biome Rehabilitation	The rehabilitation of the coastal forest and dune biomes will ensure that coastal ecology and ecosystems are preserved. Furthermore, it will ensure that the rate at which the sea consumes land is decreased due to the vegetation that will act as a barrier	2020-2021	DAFF, EDTEA, Ilembe District Municipality, DEA
	Sand Mining Enforcement	The District should train EMI's, develop water and sanitation by – laws that will include issues relating to illegal sand mining and enforce the legislation along the rivers where the District extracts water	2022- Continuous	DEA, DMR, EDTEA Ilembe District Municipality
Human Health	Air Quality Management Plan	The District should develop an Air Quality Management Plan, which speaks directly to the impacts and mitigation measures of having industries within close proximity (especially SAPPI and Tongaat Hullet)	2019-2020	Ilembe District Municipality
Disaster Management, Infrastructure and Human Settlements	Rehabilitation of Biomes, especially coastal biomes	The rehabilitation of coastal biomes will prolong the rate at which the coast is encroached by the sea. Therefore, it is critical to promote coastal biome rehabilitation	2020-2021	DEA, EDTEA, DAFF, Ilembe District Municipality
Water	Sand Mining Enforcement	Illegal sand mining enforcement on Rivers where water is extracted from will improve water quality in the ecosystem The enforcement will also ensure that water quantities are improved for either irrigation or drinking	2022 - Continuous	DEA, DMR, EDTEA Ilembe District Municipality

Table 55: Programmes Responding to Climate Change

Environmental Education and Awareness Programmes

For years environmental education has been used a strategy to promote sustainability principles and environmental management within the District. The iLembe District Municipality working with different sector departments which provide education, awareness and capacity building programmes within the District, has developed an Education and Awareness Plan to conduct awareness activities. These sectors include: Umgeni Water, Environmental Affairs, Economic Development, Tourism and Environmental Affairs, Department of Water and Sanitation, Department of Agriculture, Forestry and Fisheries, Working on Water, Working on Fire, Department of Education. The planned initiatives are gearing towards strengthening the knowledge base of environmental management across all societal groups and sectors throughout the District.

The environmental calendar days have been included in the district-wide plan to ensure that there are education activities taking place during these environmental special days in the district as a form creating awareness on environmental related matters. These are, amongst others: Arbour day, Wetlands Week, Water Week, Environmental Week, International Coastal Clean-up, Arbour Month, Desertification day, Weed buster Week, Recycling Day, Marine Month, etc.

Efforts have been made on environmental education and awareness, to date the focus has been on Schools. It important to include other partners such as the community, Amakhosi, and other Community Based Organisations in order to:

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

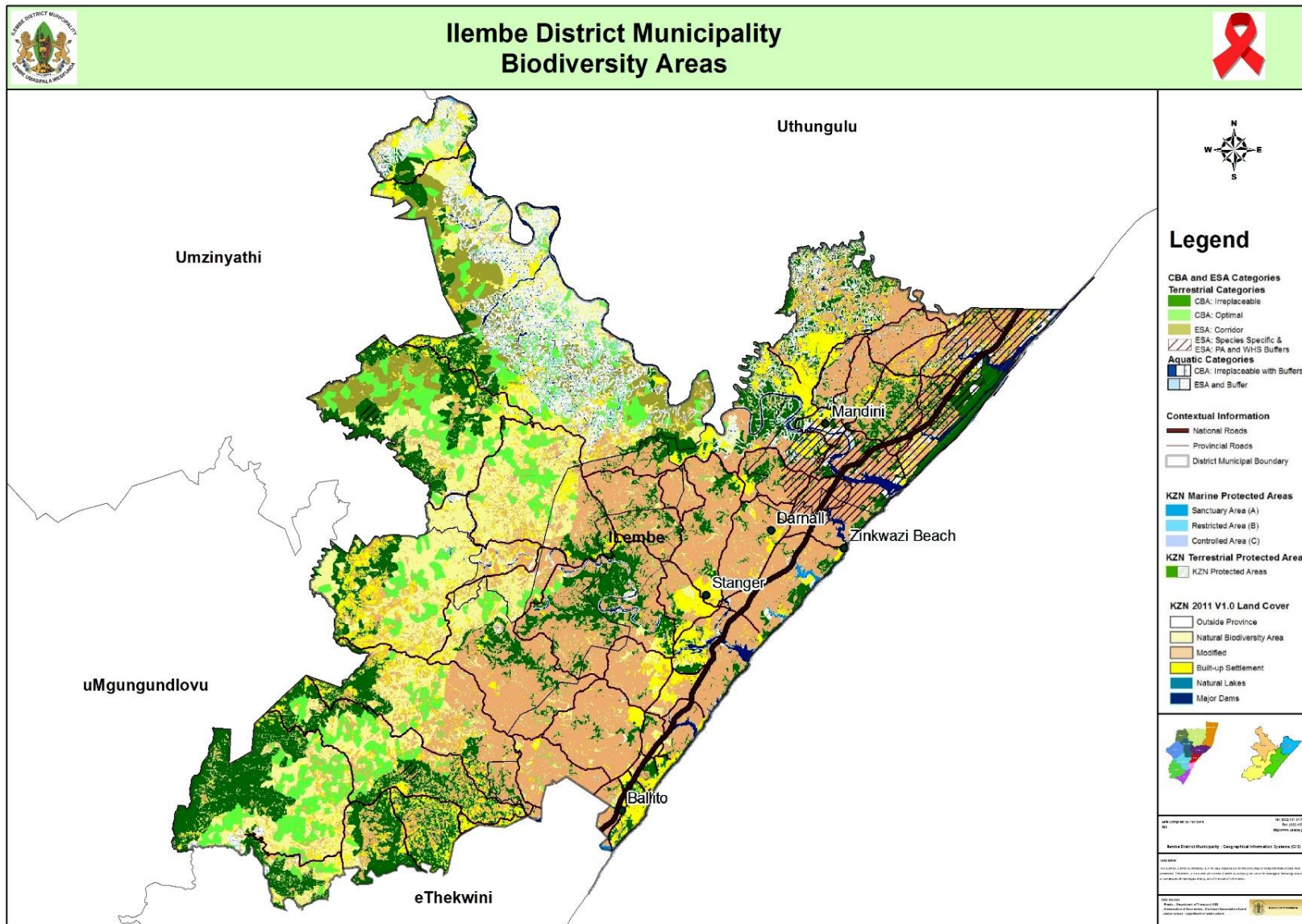
Sector Plans

Sector plans are very critical for the successful management of natural resources. To date the following sector plans have been developed for the District: the Environmental Management Framework, Biodiversity Sector Plan, and Disaster Management Plan. The following is a list of plans that are still required in order to manage District's natural resource, which are: Climate Change Response Strategy, IWMP, Coastal Management Programme, Recycling Strategy, Alien Invasive Clearance Strategy, Green procurement strategy and energy efficiency strategy.

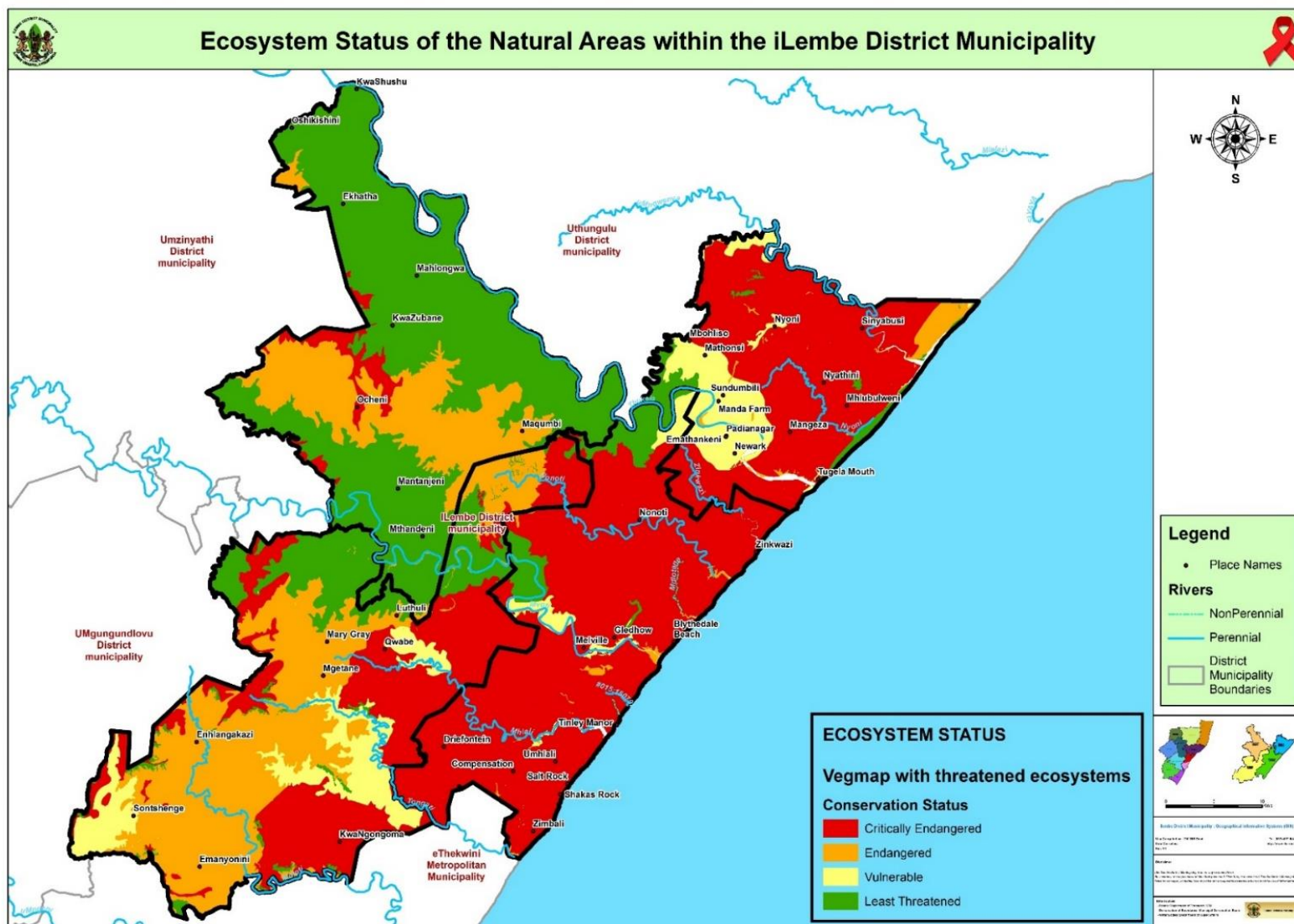
Environmental Management Framework

The iLembe Environmental Management Framework (EMF) was finalised in 2014 and forwarded to the Department for approval in the same year. The EMF seeks to understand the biophysical and socio-cultural systems of a geographically defined area and to reveal where specific land-uses may best be located and to offer performance standards, control zones, for maintaining appropriate use of such land.

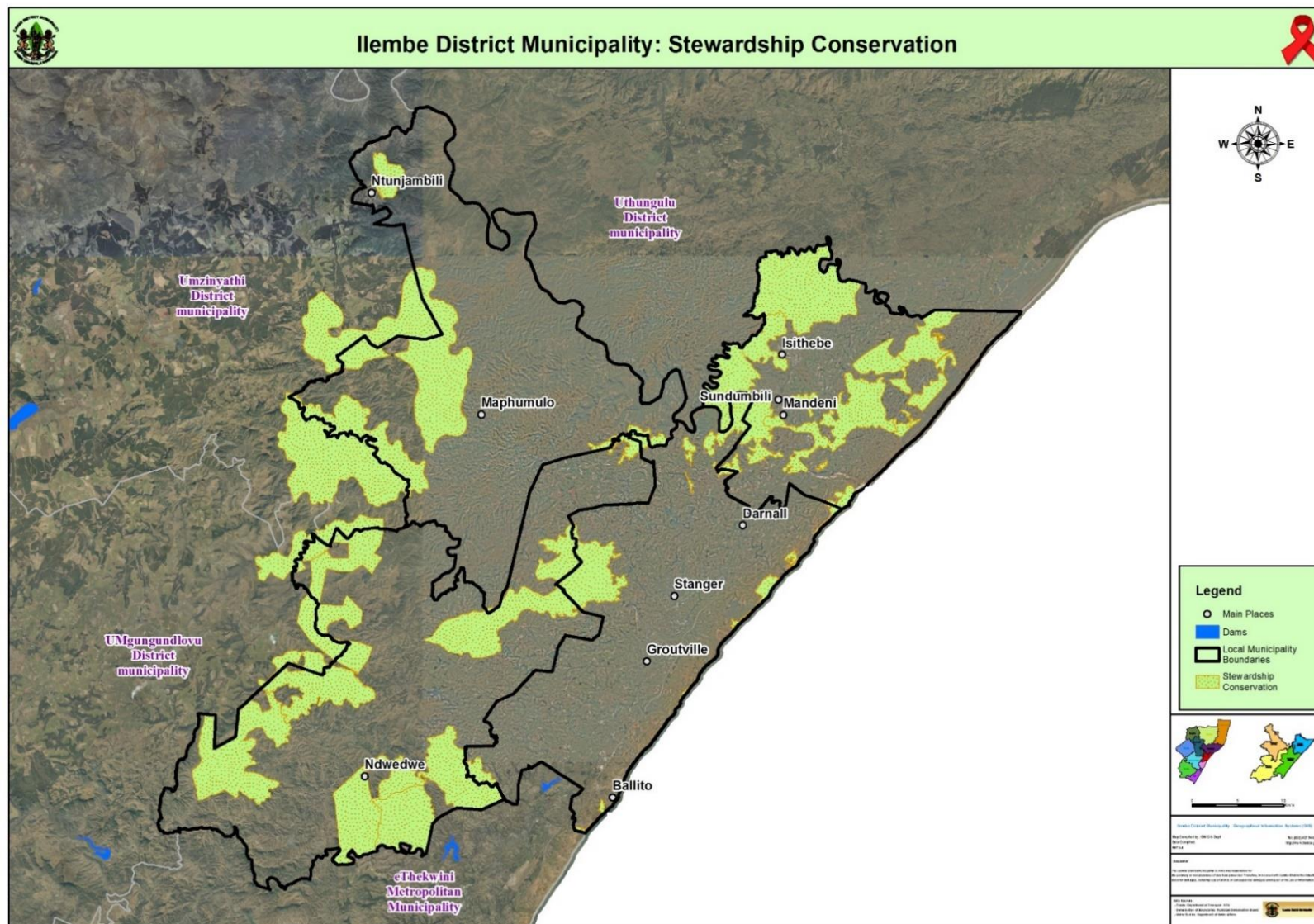
The EMF contains a number of zones that will assist in managing development within the iLembe District. These management zones include: Terrestrial Biodiversity Management Zone, Rural Support Zone, Commercial Agriculture Zone, Stewardship Zone, Coastal Management Zone, Urban Settlement Zone, Industrial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



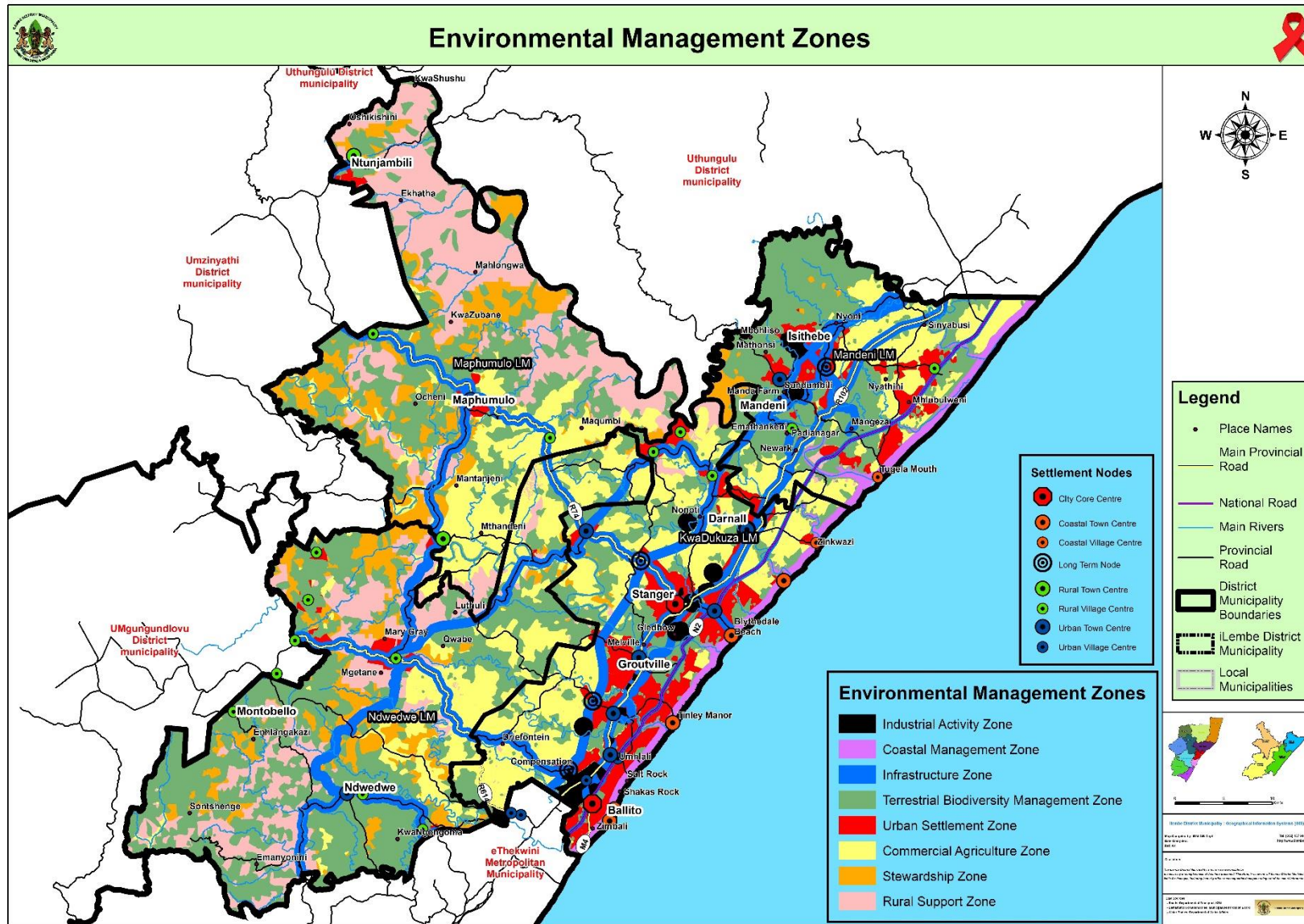
Map 22: Ilembe District Biodiversity Areas and Ecological Support Areas



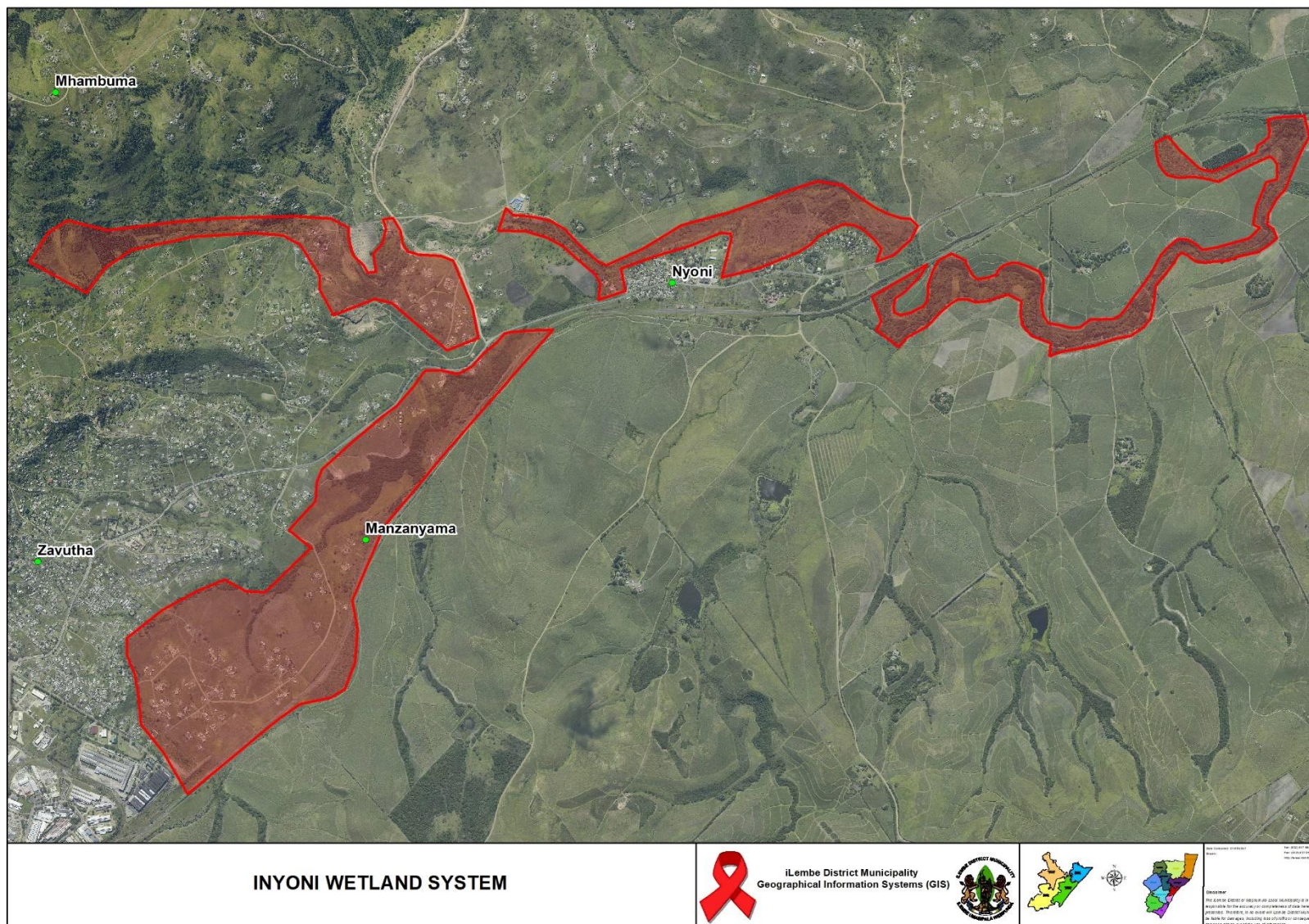
Map 23: Ilembe District Threatened Ecosystems



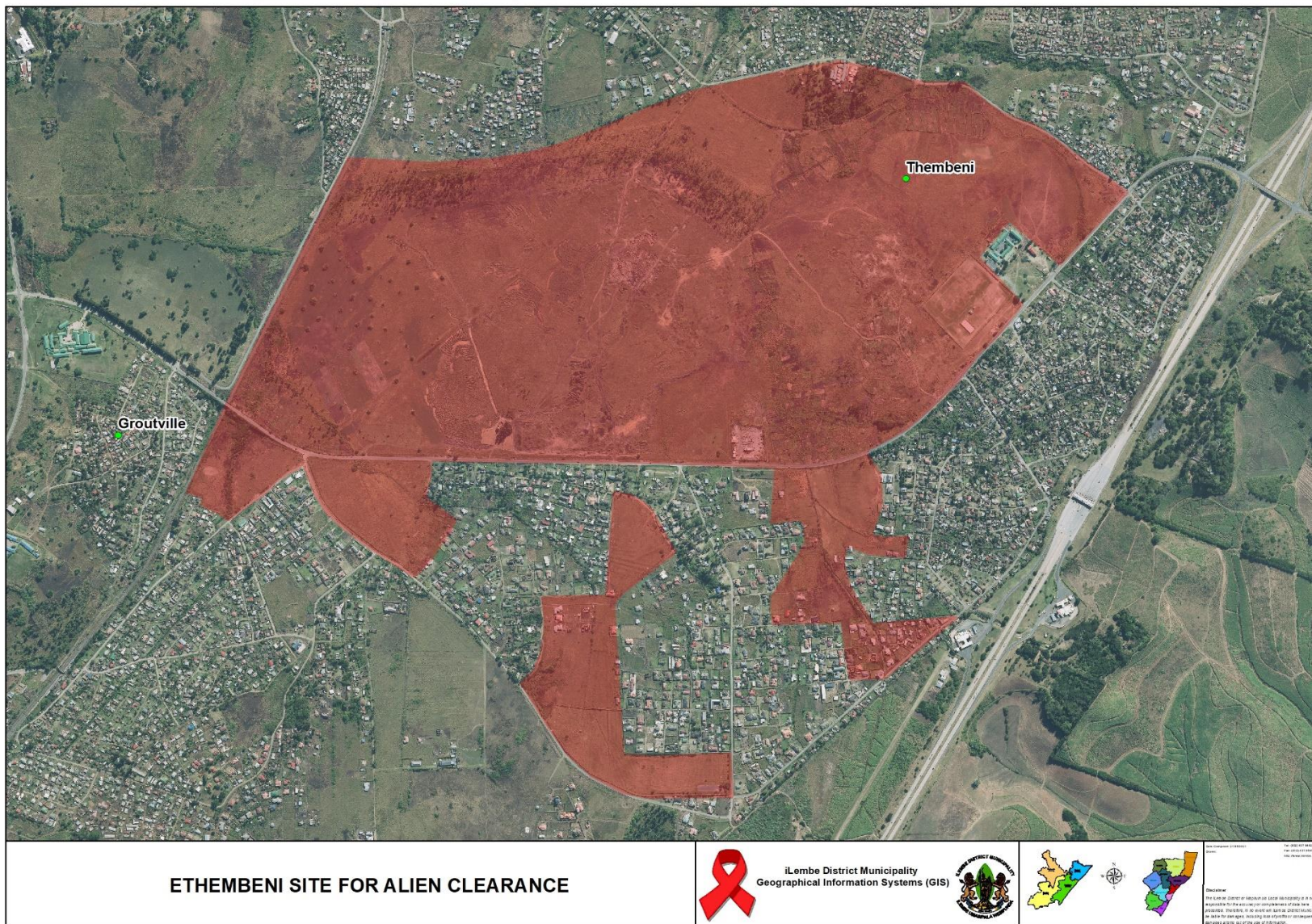
Map 24: Proposed Stewardships within Ilembe District



Map 25: Environmental Management Zones



Map 26: Inyoni Wetland System



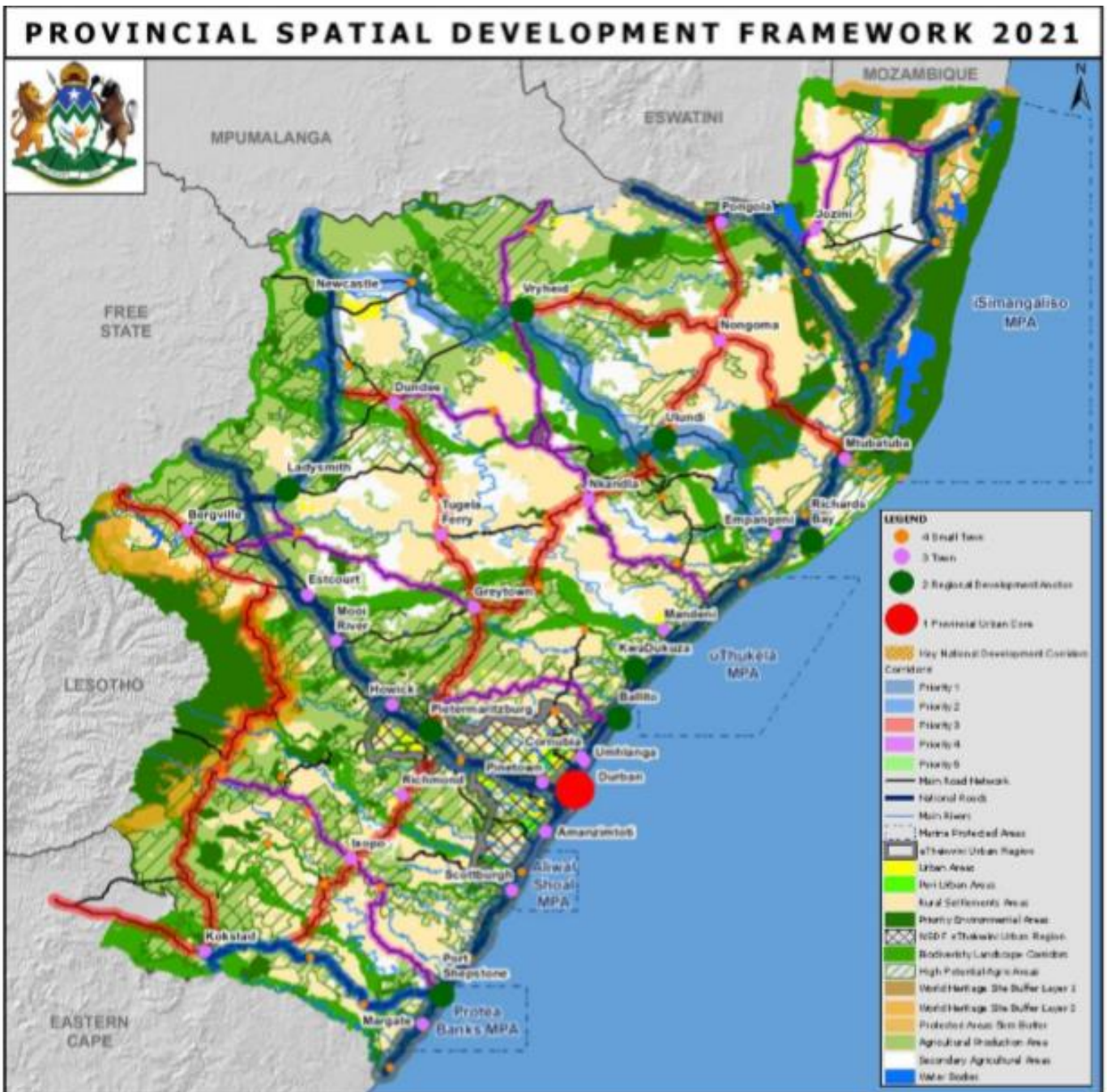
Map 27: eThembeni Site for Alien Clearance

SECTOR	PROJECT NAME	PROJECT DESCRIPTION	RELEVANT AUTHORITIES	STATUS QUO
Heritage	Heritage Plan	The District should develop a heritage plan that covers all the relevant sites and promote Heritage sustainable tourism.	iLembe District, LM's, Department of Arts & Culture, Amafa	<ul style="list-style-type: none"> No Heritage Plan exists within the District
Waste Management	IWMP	Local and District Municipality to develop IWMPs and they should also incorporate the development of transfer station and compost facilities.	iLembe District, LM's EDTEA, DEA	<ul style="list-style-type: none"> Mandeni and KwaDukuza have developed and adopted IWMPs Ndwedwe is currently completing the IWMP comment/participation stage. Maphumulo has a draft IWMP. The District is yet to develop its IWMP
	Recycling	Recycling to be implemented in all municipalities to promote sustainable waste management practices and various other benefits	iLembe District LM's, EDTEA	<ul style="list-style-type: none"> Ilembe district has a good in-house recycling program that was developed. The program was later extended to Mandeni and Ndwedwe local municipalities. KwaDukuza has an existing in-house recycling program.
	Waste to Energy	The district should encourage waste to energy projects and encourage exploring opportunities in waste directly linked to the green economy.	iLembe District, LM's, EDTEA, DEA, Trade and Industry	<ul style="list-style-type: none"> There has been significant businesses that have emerged in the district that deal with recycling.
Biodiversity Management and Conservation	Open Space Management Plan	<ul style="list-style-type: none"> Develop open space management plan to encourage biodiversity and: LUMS to be include open spaces; and Establishment of "No Settlement Areas". 	LM's EDTEA, DEA	<ul style="list-style-type: none"> Ilembe District developed a Biodiversity Sector plan. KwaDukuza has a BOSMAP Mandeni has a unit that deals with open space management.
	Invasive Alien Plan	All municipalities to develop an IAP to promote biodiversity in the district.	iLembe District, LM's EDTEA, DEA, DAFF	<ul style="list-style-type: none"> Ilembe has a draft IAP for certain sites in KwaDukuza, which are set to be eradicated in the financial year 2018/2019.
	Special Management & Protected Areas	Establish high conservation areas in public and private land.	iLembe District, LM's EDTEA, DEA	<ul style="list-style-type: none"> The district is currently exploring the significance of proclaiming a portion of the Shaka's Rock Beach a Special Management Area.
Water Management and Conservation	Water Management	Awareness on sustainable water use and management	iLembe District, LM's EDTEA, DEA	<ul style="list-style-type: none"> The district has an environmental education and awareness plan, which covers environmental topics including sustainable water use and management practices to various audiences.
	Water Treatment Compliance	Assist technical services with environmental compliance on WWTW.	iLembe District, LM's, EDTEA, DWS	<ul style="list-style-type: none"> The environmental unit has been offering significant support to the WWTW operations with regard to compliance to the NEMA and NWA.

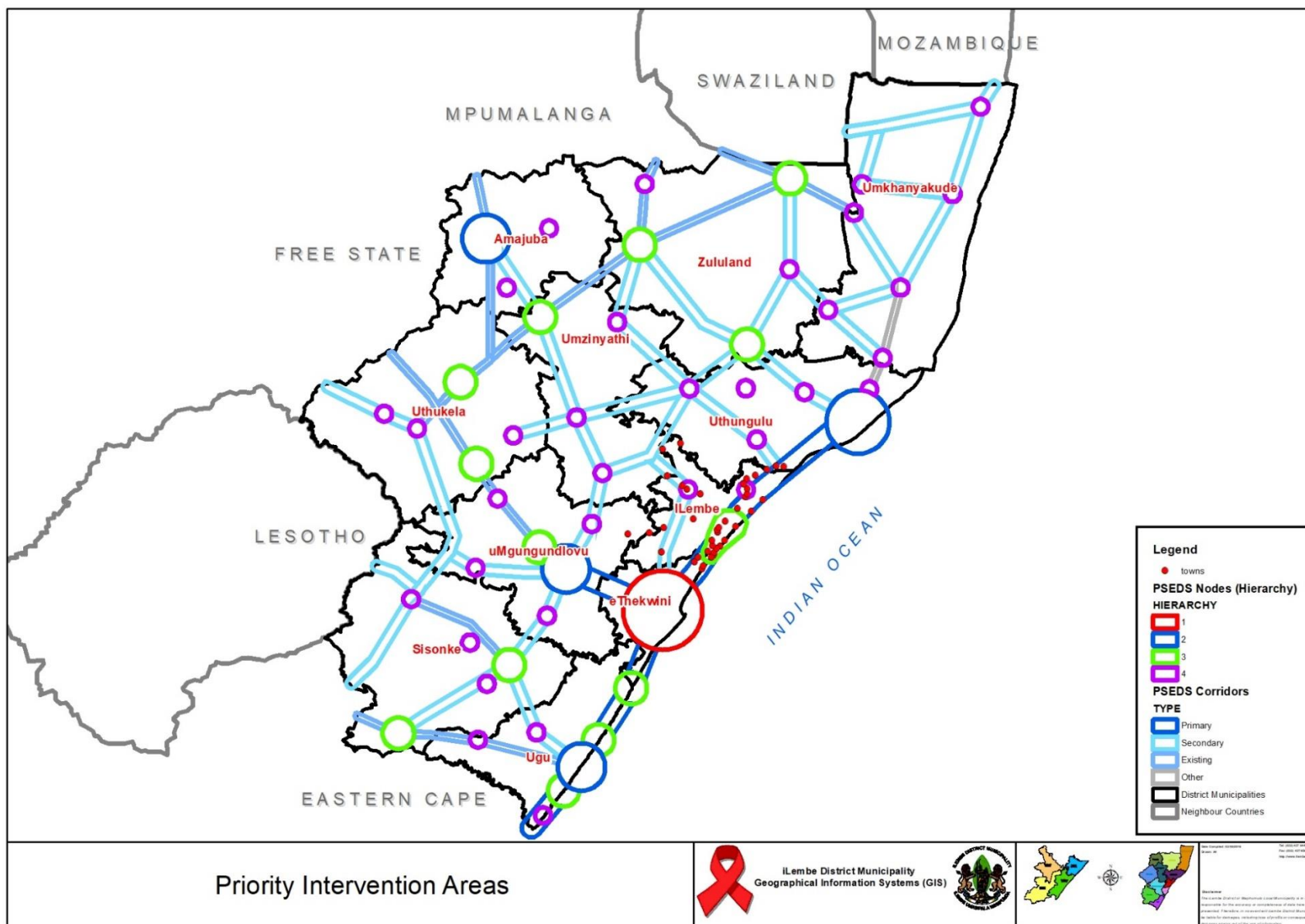
Agricultural Development	LED /SMME's Development : Agriculture	Promote rural agricultural businesses and co-operatives, and assist in entering the market space and promoting food security.	Ilembe District LM's	<ul style="list-style-type: none"> The district LED section has implemented projects where support was extended to rural co-operatives in vegetable farming/produce.
Air Quality Management	Air Quality Management Plan	The District should develop an AQMP that addresses issues relating to air quality management.	Ilembe District, LM's, EDTEA, DEA	<ul style="list-style-type: none"> No AQMP has been developed.
	Air Quality Monitoring Unit	The AQ monitoring unit assist in tracking the concentration levels of toxins emitted in an area.	Ilembe District, LM's, EDTEA, DEA	<ul style="list-style-type: none"> There is a station in KwaDukuza and one will be installed in Ballito in the year 2018/2019.
Sand Mining	Sand Mining Best Practice Guide and By-Laws	Develop district sand mining best practice guide and by-laws.	Ilembe District, LM's, EDTEA, DEA, DMR	<ul style="list-style-type: none"> No plan or strategy exists that deals with sand mining in the district.
Climate Change	Climate Change Plan	Develop a Climate Change mitigation and adaptation strategy	Ilembe District, LM's, EDTEA, DEA	<ul style="list-style-type: none"> The district is currently finalizing the climate change vulnerability plan that covers the local municipalities as well.
	Renewable Energy Projects	The district should explore and promote renewable energy projects and programs.	Ilembe District, LM's, EDTEA, DEA	<ul style="list-style-type: none"> The district is finalizing the Technological needs assessment that deals with using cleaner energies, which will contribute positively on climate change adaptation and mitigation. The district further conducted an energy audit for an Energy efficiency project funded by USIAD, which focused on energy consumption in WWTW &WTW.
Coastal Management	Coastal Management Program/Plan	The district and local municipality's to develop CMP's	Ilembe District , LM's, EDTEA, DEA	<ul style="list-style-type: none"> Mandeni and KwaDukuza have CMP's and the district CMP is yet to be finalized.
	Estuarine Management Plan	The district and local municipality's to develop EMP's	Ilembe District, LM's, EDTEA, DEA	<ul style="list-style-type: none"> The KwaDukuza EMP is not finalized. The Mandeni EMP is yet to be finalized, but it covers only the uThukela Estuary.
	Coastal Conservation	Declare coastal dune thicket as a conservation area	Ilembe District, LM's, EDTEA, DEA	<ul style="list-style-type: none"> The municipality is yet to declare various coastal vegetation as conservation areas.

Table 56: Project from the Ilembe District

4.5. Strategic Mapping



Map 28: Provincial Spatial Development Framework 2021



Priority Intervention Areas

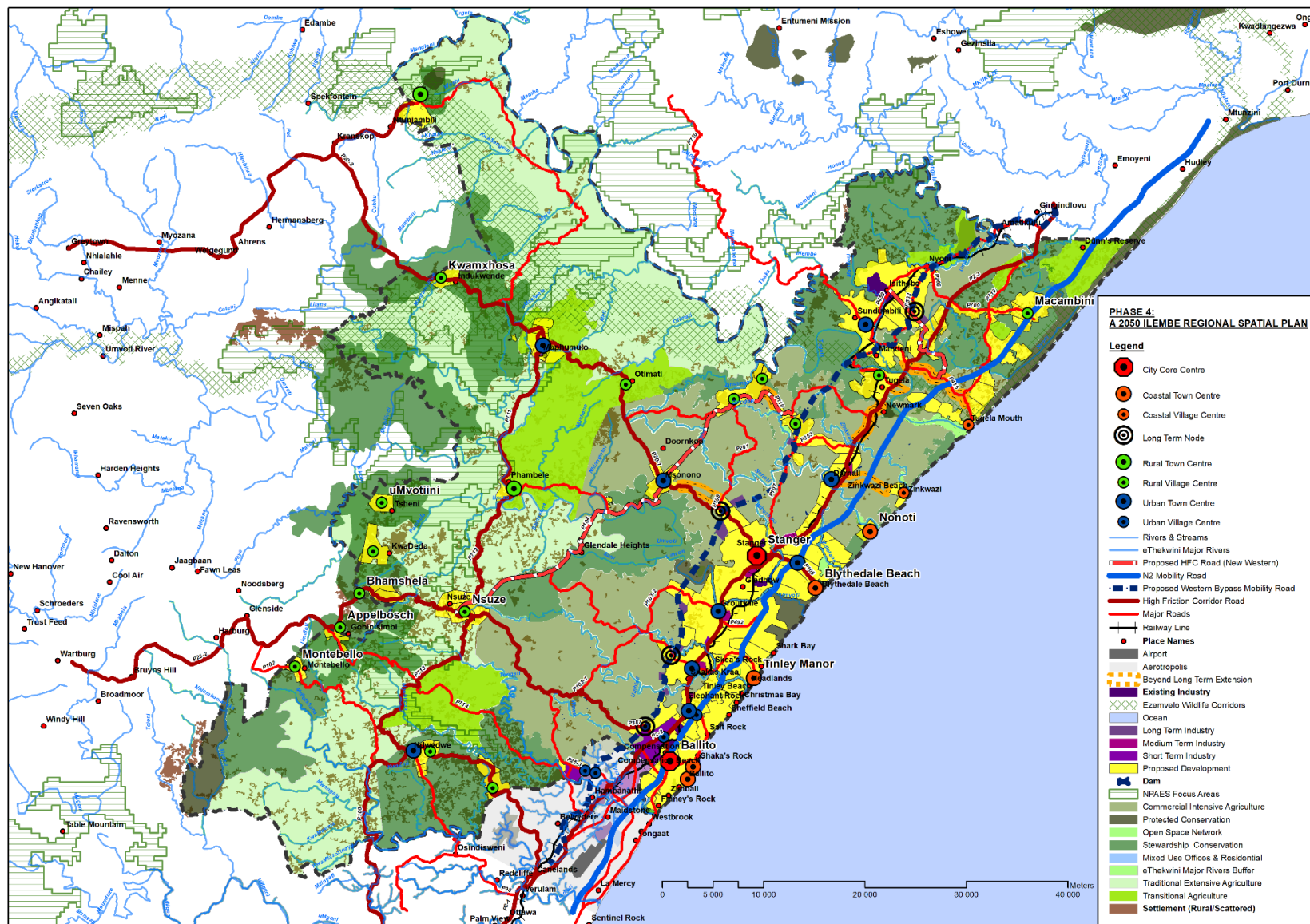


Ilembe District Municipality
Geographical Information Systems (GIS)

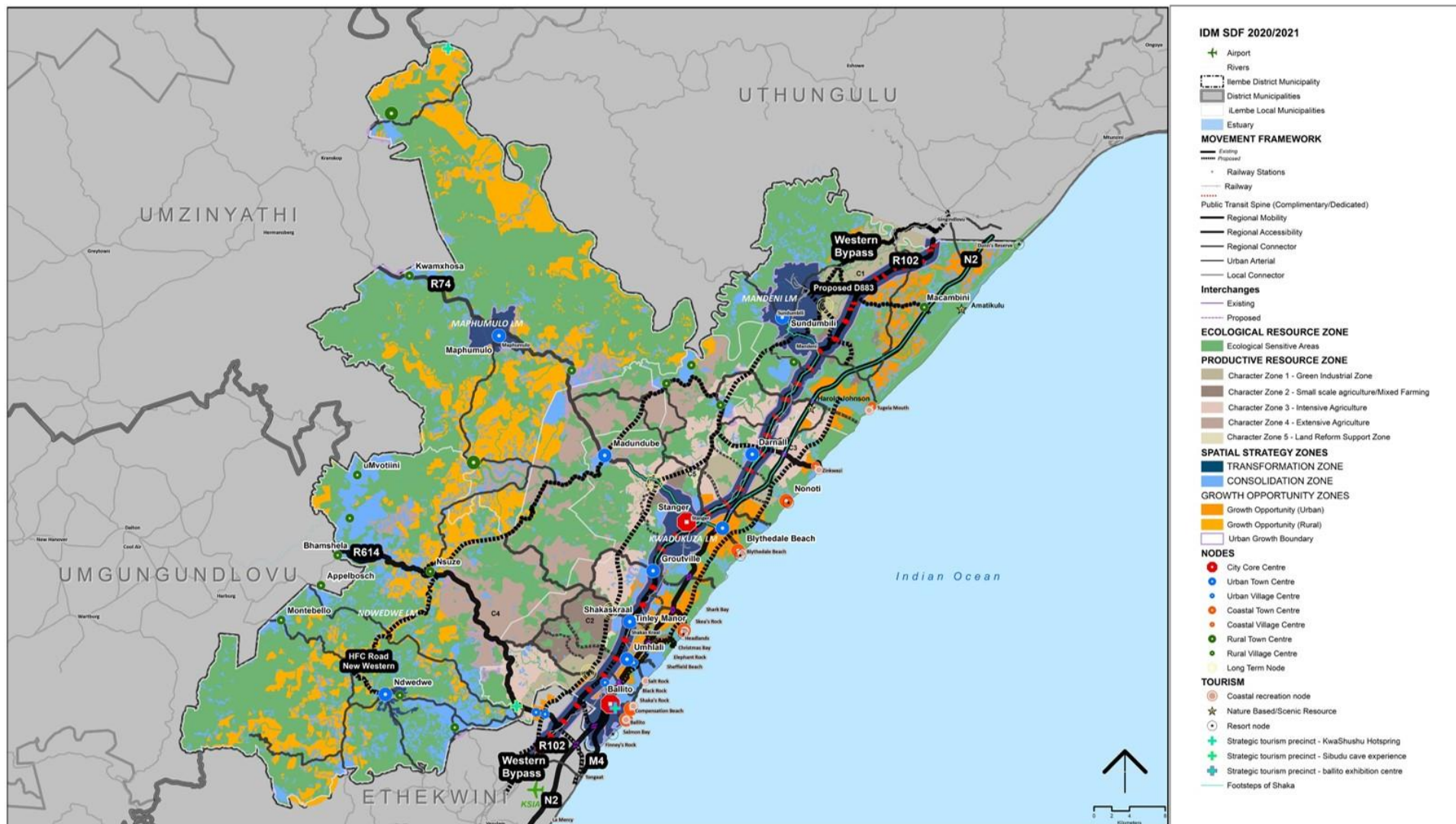


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Map 29: Priority Intervention Areas



Map 30: Ilembe District Municipality Regional Spatial Plan



Map 31: Ilembe District Municipality Spatial Development Framework

4.6. Strategic Objectives

A Strategic Planning Lekgotla took place on 24-27 October 2017 to reflect the challenges, performance and progress of development initiatives of the current term of office, consolidate implementation plans for projects, programmes and pave the way for crafting the new five year 2017-2022 IDP with its newly elected Council.

The District responded to each applicable National Outcome, & PGDS Goals and aligned to the DGDP to develop the iLembe 5 year Strategic implementation plan as follows:

KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDGP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
MTI01	4: Decent Employment Through Inclusive Economic Growth	1: Inclusive Economic Growth	Effective Governance, Policy and Social Partnerships	To establish an efficient and productive administration
MTI02				To provide and maintain an effective Document Management System
MTI03	5: A Skilled And Capable Workforce To Support An Inclusive Growth	To ensure effective governance through regular Council meetings		
MTI04		To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality		
MTI05		To provide an innovative, effective and efficient Information and Communication Technology service.		
	9: Responsive, Accountable, Effective And Efficient Local Government			
KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED) & PLANNING				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDGP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
LED01	4: Decent employment through inclusive economic growth	1: Inclusive economic growth	A diverse and growing economy, promote social well-being	To improve co-ordination of LED in the District
LED02				To upscale Agriculture development in the district
LED03	6: An efficient, competitive and responsive economic infrastructure network	3: Human & Community Development		To capitalize on tourism potential of the District
LED04				To increase Manufacturing output within the district.
LED05				To ensure job creation
LED06	7: Vibrant, equitable and sustainable rural communities and food security for all	5: Spatial Equity		6: Environmental Sustainability
KPA 3: BASIC SERVICE DELIVERY				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDGP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
BS01	8: Sustainable human settlements and improved quality of household life	1: Inclusive economic growth	Equity of access A liveable region	To ensure access to potable water for domestic consumption and support local economic development
BS02				4: Strategic Infrastructure
BS03	Monitor Siza Water concession contract			
BS04	Create job opportunities through Infrastructure Project			
	9: Responsive accountable, effective and efficient local government system			
KPA 4: FINANCIAL VIABILITY & MANAGEMENT				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDGP PRIORITY	5 YEAR STRATEGIC OBJECTIVE

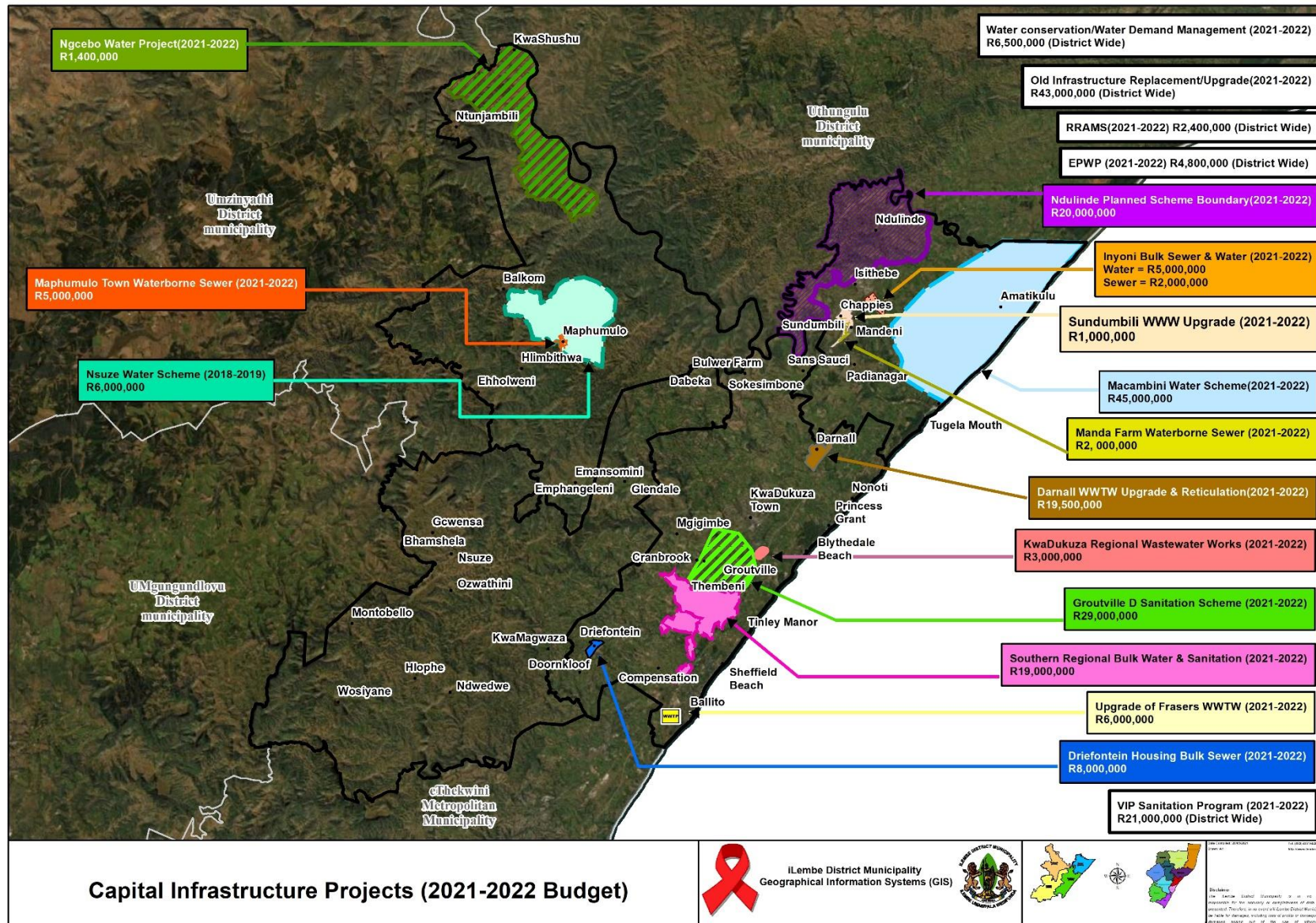
FV01	9:Responsive accountable, effective and efficient local government system	7:Governance and Policy	Effective governance, policy and social partnerships	To ensure sound revenue management
FV02				To ensure sound budgeting and compliance principles
FV03				To ensure sound expenditure management
FV04				To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework
FV05				To maintain a clean audit opinion
FV06				To ensure sound and effective asset management
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION				
IDP REF.	NATIONAL OUTCOMES	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
GP01	9:Responsive accountable, effective and efficient local government system	7:Governance and Policy	Promote social well-being, effective governance, policy and social partnerships & a liveable region	To strengthen partnership with various stakeholders through communicating municipal business
GP02		3:Human and Community Development		To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
GP03	12:An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship			To ensure prevention and mitigation against disasters
GP04				To improve the quality of life within the district
GP05				To preserve our History and heritage
GP06				Compliance and good Governance
GP07				To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations.
GP08				To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.
GP09				To improve the quality of life within the district
GP010				To ensure effective Organisational Performance Management
GP011				To ensure a sustainable and health environment

Table 57: ILembe District Strategic Objectives

4.7. ILembe Capital Infrastructure Projects

Project Name	Area	Funder	2021/2022 Budget	2022/2023 Budget	2023/2024 Budget
Ngcebo/KwaDukuza Water Supply Scheme	Maphumulo	MIG	R 1 400 000.00	R 0.00	R 0.00
Ozwothini / Phambela Water Supply (Nondabula Emergency Water Project)	Maphumulo	MIG	R 0	R 4 00 000.00	R 0.00
Macambini Water Supply Scheme	Mandeni	MIG	R 45 000 000	R 50 000 000	R 40 000 000.00
Lindelani sewer upgrade	KwaDukuza	MIG	R 0	R 5 000 000.00	R 10 000 000.00
Ntunjambili Bulk Water Supply Scheme	Maphumulo	MIG	R 0	R 4 500 000.00	R 4 200 000.00
Ndulinde Water Supply Scheme	Mandeni	MIG	R 20 000 000.00	R 25 000 000	R 24 000 000.00
Groutville D: Chris Hani, Lloyds, Ntshaweni, Etsheni & Njekane Sanitation Phase 2	KwaDukuza	MIG	R 29 000 000.00	R 20 000 000.00	R 35 000 000.00
Inyoni Bulk Sewer	Mandeni	MIG	R 2 000 000.00	R 3 000 000.00	R 0.00
Inyoni Bulk Water	Mandeni	MIG	R 5 000 000.00	R 0.00	R 0.00
Lindelani Water	KwaDukuza	MIG	R 0.00	R 3 000 000.00	R 4 000 000.00
Driefontein Housing Bulk Sewer	KwaDukuza	MIG	R 8 000 000.00	R 28 000 000.00	R 28 000 000.00
Southern Regional Bulk Water and Sanitation Scheme	KwaDukuza	MIG	R 19 000 000.00	R 28 000 000.00	R 28 000 000.00
Sundumbili WWTW Upgrade	Mandeni	MIG	R 1 000 000.00	R 1 000 000.00	R 25 000 000.00
Darnal WWTW Upgrade and Reticulation	KwaDukuza	MIG	R 19 500 000.00	R 5 000 000.00	R 0.00
KwaDukuza Regional Wastewater Works	KwaDukuza	MIG	R 3 000 000.00	R 10 000 000.00	R 30 000 000.00
VIP Sanitation Program	District Wide	MIG	R 21 000 000.00	R 27 000 000.00	R 30 000 000.00
Mandafarm Waterborne Sewer	Mandeni	MIG	R 2 000 000.00	R 10 000 000.00	R 20 000 000.00
Maphumulo Town Waterborne Sewer	Maphumulo	MIG	R 5 000 000.00	R 20 000 000.00	R 20 000 000.00
Water Conservation/Water Demand Management	District Wide	WSIG	R 6 500 000.00	R 10 000 000.00	R 10 000 000.00
Masibambisane Water Supply Refurbishment	Maphumulo	MIG	R 0.00	R 3 000 000.00	R 30 000 000.00
Old Infrastructure Replacement/Upgrade	District Wide	WSIG	R 43 000 000.00	R 53 000 000.00	R 50 000 000.00
RRAMS	District Wide	RRMS	R 2 400 000.00	R 2 600 000.00	R 2 800 000.00
EPWP	District Wide	EPWP	R 4 800 000.00	R 6 500 000.00	R 8 000 000.00
Upgrade of Frasers WWTW	KwaDukuza	MIG	R 6 000 000.00	R 2 500 000.00	
TOTAL INCLUDING VAT			R205 100 000.00	R 189 000 000.00	

Table 58: ILembe District Strategic Projects



Map 32: Ilembe Capital Infrastructure Projects (2021-2022)

4.8. Sector Department Projects

Sectoral Alignment MTEFS

The IDP clearly stipulates the vision, mission and strategic objectives of Council and is reviewed annually to keep track of the ever changing socioeconomic, infrastructural and environmental dynamics and needs of the communities under the jurisdiction of the municipality. The IDP guides and informs all planning and development initiatives and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) of the iLembe District Municipality. One of the key objectives of Integrated Development Planning is to co-ordinate improved integration of programmes/projects across sectors and spheres of government in order to maximize the impact thereof on the livelihoods of the community.

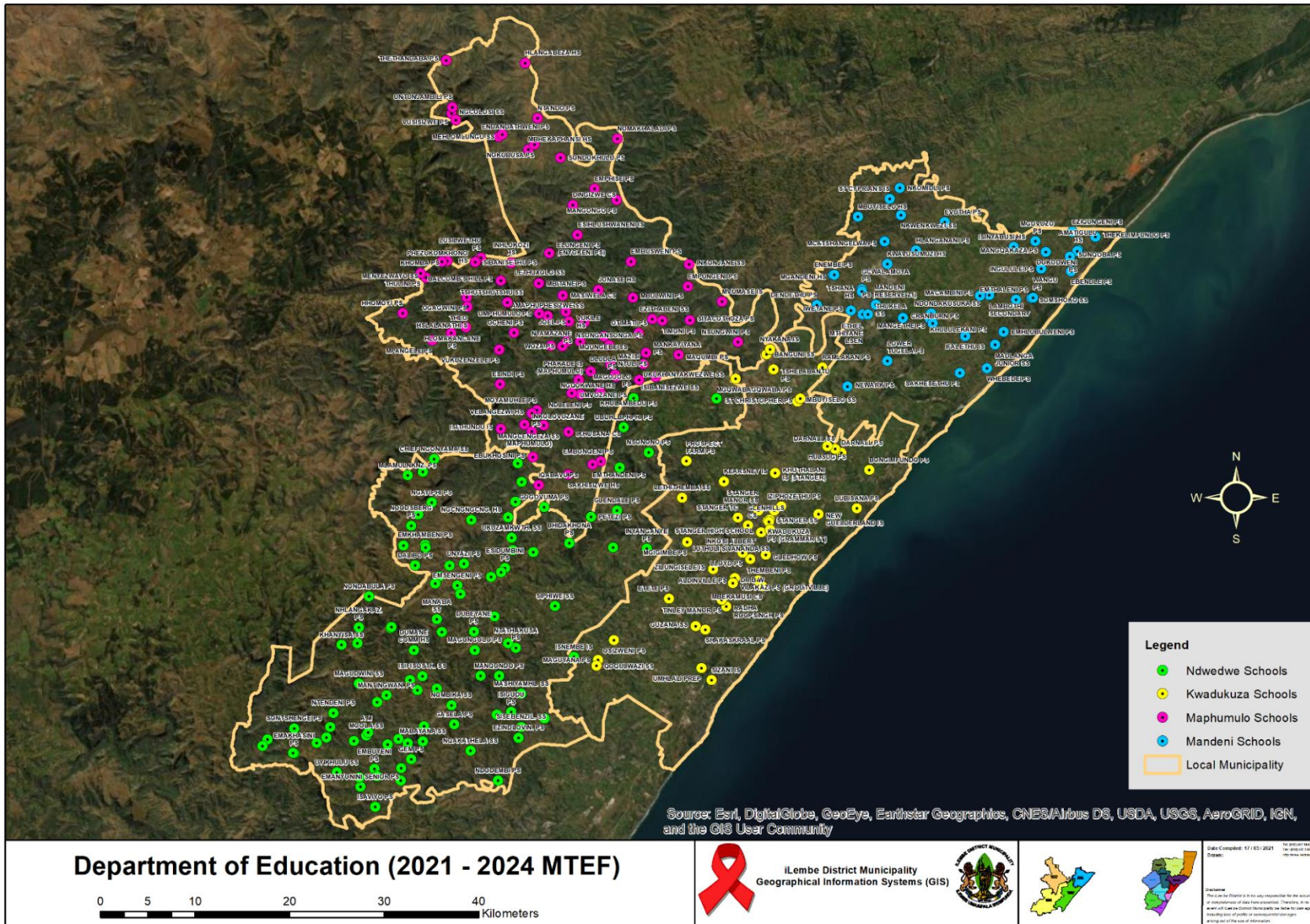
The District has the responsibility to play a coordinating role in the delivery of government's programmes and projects. In an effort to achieve this, the District has held several Sector alignment meetings bi-annually to coordinate these sector plans. The engagements with the stakeholders, through the central facilitation and coordination of KZN COGTA, took place on 3 March 2021. The purpose of the engagement was amongst other elements, to harmonise planning and ensure alignment of plans between the provincial departments and the municipalities. This meeting was successful, due to non-attendance and participation of the majority of provincial departments. The meeting could not reached its intended objectives since attendance and participation by the provincial sector departments was satisfactory. The iLembe will continue to engage with the provincial departments including SOE's in order to strengthen Intergovernmental Relations.

The following Sector Department budget allocations have been incorporated into the iLembe District Municipality Capital Investment Framework (CIF).

Department of Education

PROJECT NAME	SUB PROGRAMME	LM NAME	WARD NO.	TOTAL PROJECT COST R'000	DRAFT ESTIMATE ALLOCATI ON 2021-22 R'000	DRAFT ESTIMATE ALLOCATI ON 2022-23 R'000	DRAFT ESTIMATE ALLOCATI ON 2023-24 R'000
AUTISM SCHOOL	NEW SCHOOL	#N/A	#N/A	33 000	2 640	1 774	532
ETETE PRIMARY SCHOOL	NEW SCHOOL	KwaDukuza	7	11 000	0	3 793	0
NEW ETETE SECONDARY SCHOOL	NEW SCHOOL	KwaDukuza	#N/A	31 061	2 513	3 891	3 751
UMHLALI COLLEGE	NEW SCHOOL	KwaDukuza	0	8 609	352	1 801	673

Table 59: Department of Education MTEF



Map 33: Department of Education (2021-2024) MTEF

Department of Health

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI
"Integrated Service Provisioning: Enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in functioning places"	Capital Projects in Progress								
	Not applicable								
	Capital projects Identified								
	Enembe Clinic	Enembe Clinic - Construction of New Clinic	Health	50,000,000	0	0	7,500,000	3 years	KwaDukuza (KZN292)
	KwaNyuswa Clinic	KwaNyuswa Clinic - Replacement of existing Clinic	Health	50,000,000	0	1,000,000	10,000,000	3 years	Ndwedwe (KZN293)
	Mambulu Clinic	Mambulu Clinic - Construct a new Clinic	Health	64,000,000	20,000,000	30,000,000	14,000,000	4 years	Maphumulo (KZN294)
	Capital Projects: Feasibility								
	Umpumulo Hospital	Umpumulo Hospital - New Core block incorporating: OPD (with PALS clinics), Emergency Centre, Admissions, Theatres, CSSD, Pharmacy, Radiology, Labour ward, Administration, Helipad and new main entrance with security and parking	Health	97,280,594	34,000,000	46,000,000	17,280,594	3 years	Maphumulo (KZN294)
	Untunjambili Hospital	Untunjambili Hospital	Health	27,500,000	23,000,000	4,500,000	0	2 years	Maphumulo (KZN294)

Table 60: Department of Health MTEF

Department of Transport

National KPA	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2018/2021)		
				2021/2022 R (000)	2022/2023 R (000)	2023/2024 R (000)
D1537	Ward4	Betterment and gravel Planning	Documentation	R9 600 000,00		
L1087	Ward6	Betterment and gravel Planning	Documentation	R2 687 500,00		
L1033	Ward8	Betterment and gravel Planning	Documentation	R3 225 000,00		
L2490	ward11	Betterment and gravel Planning	Documentation	R2 687 500,00		
L2528		Betterment and gravel Planning	Documentation	R1 387 500,00		
D1536	Ward3/6	Betterment and gravel Planning	Documentation	R2 687 500,00		
D1528 (L3417)	Ward8	Betterment and gravel Planning	Documentation	R2 687 500,00		
D1534	ward3	Betterment and gravel Planning	Documentation	R2 687 500,00		
D1525	Ward11	Betterment and gravel Planning	Documentation	R5 375 000,00		
D1531	Ward8	Betterment and gravel Planning	Documentation	R2 900 000,00		
L1051	Ward3	Betterment and gravel Planning	Documentation	R2 900 000,00		
L2983	ward10	Betterment and gravel Planning	Documentation	R8 000 000,00		
D1533	Ward4	Betterment and gravel Planning	Documentation	R9 800 000,00		
D1527	ward11	Betterment and gravel Planning	Documentation	R9 600 000,00		
D881	Ward3	Betterment and gravel Planning	Documentation	R8 000 000,00		
D1528	Ward6/11	Betterment and gravel Planning	Documentation	R2 400 000,00		
D379	Ward5/6	Betterment and gravel Planning	Documentation	R4 800 000,00		
D1639	Ward2	Betterment and gravel Planning	Documentation	R7 800 000,00		
L2705	Ward2	Betterment and gravel Planning	Documentation	R5 000 000,00		
D1638	Ward1	Betterment and gravel Planning	Documentation	R2 500 000,00		
D2294	Ward9	Betterment and gravel Planning	Documentation	R4 300 000,00		
L3179	Ward6	Betterment and gravel Planning	Documentation	R4 900 000,00		
P711	Ward9/7	Betterment and gravel Planning	Documentation	R8 400 000,00		
L3180 (D1539)	Ward4	Betterment and gravel Planning	Documentation	R4 000 000,00		
L3179 (D1630)	Ward8	Betterment and gravel Planning	Documentation	R6 000 000,00		
L3179 (L2934)	Ward5	Betterment and gravel Planning	Documentation	R5 000 000,00		

D2501Betterment and gravel	Ward2	Planning	Documentation	R4 700 000,00		
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Table 61: Department of Transport Maphumulo LM MTEF

National KPA	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2021/2024)		
				2021/2022 R (000)	2022/2023 R (000)	2023/2024 R (000)
D1595,Betterment and gravel	Ward 6	Planning	Documentation	R4 500 000,00		
P266,Betterment and gravel		Planning	Documentation	R3 387 500,00		
D883,Betterment and gravel	Ward 6	Planning	Documentation	R2 687 500,00		
L2702,Betterment and gravel	ward17	Planning	Documentation	R2 687 500,00		
D1661,Betterment and gravel	Ward 6	Planning	Documentation	R9 000 000,00		
P719, L2450,Betterment and gravel	ward2	Planning	Documentation	R3 500 000,00		
D1589 (L1341),Betterment and gravel	Ward1	Planning	Documentation	R4 650 000,00		
L2226 (L1126),Betterment and gravel		Planning	Documentation	R4 800 000,00		
D2194,Betterment and gravel		Planning	Documentation	R4 800 000,00		
D888,Betterment and gravel	Ward1	Planning	Documentation	R4 800 000,00		
L2932,Betterment and gravel	Ward7	Planning	Documentation	R1 387 500,00		
D2470,Betterment and gravel	ward2	Planning	Documentation	R2 800 000,00		
HANDRAIL REPAIRS ON P2-3 (Tugela bridge)	ward2	Planning	Documentation			

Table 62: Department of Education Mandeni LM MTEF

National KPA	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2021/2024)		
				2021/2022 R (000)	2022/2023 R (000)	2023/2024 R (000)
L453Betterment and gravel	Ward19/10	Planning	Documentation	R1 201 250,00		
D431Betterment and gravel	Ward11	Planning	Documentation	R2 400 000,00		
P111Betterment and gravel	Ward13/ward15	Planning	Documentation	R9 400 000,00		

D761Betterment and gravel	ward2	Planning	Documentation	R2 701 250,00		
D176Betterment and gravel	Ward 12	Planning	Documentation	R4 500 000,00		
D415Betterment and gravel	Ward8	Planning	Documentation	R4 300 000,00		
D678Betterment and gravel	Ward3	Planning	Documentation	R2 600 000,00		
P533Betterment and gravel	ward10	Planning	Documentation	R2 400 000,00		

Table 63: Department of Education KwaDukuza LM MTEF

National KPA	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2018/2021)		
				2021/2022 R (000)	2022/2023 R (000)	2023/2024 R (000)
D2490Betterment and gravel	Ward2	Planning	Documentation	R2 687 500,00		
P716Betterment and gravel	Ward16/17	Planning	Documentation	R6 483 000,00		
D1564Betterment and gravel	Ward18	Planning	Documentation	R6 374 950,00		
L2620 Betterment and gravel	Ward 16	Planning	Documentation	R4 200 000,00		
L1090Betterment and gravel	Ward16	Planning	Documentation	R2 701 250,00		
D711Betterment and gravel	Ward3	Planning	Documentation	R2 701 250,00		
D394Betterment and gravel	Ward3	Planning	Documentation	R2 701 250,00		
D1618Betterment and gravel	Ward8	Planning	Documentation	R2 971 375,00		
D1617Betterment and gravel	Ward ,07,08	Planning	Documentation	R2 701 250,00		
L1906 (D2312)Betterment and gravel	Ward13/ward15	Planning	Documentation	R9 374 950,00		
D1619Betterment and gravel	Ward 02	Planning	Documentation	R2 701 250,00		
D1550Betterment and gravel	Ward11	Planning	Documentation	R2 485 150,00		
D891Betterment and gravel	Ward7	Planning	Documentation	R2 701 250,00		
L1631 (D1631)Betterment and gravel	Ward4	Planning	Documentation	R2 701 250,00		
L2512Betterment and gravel	Ward17	Planning	Documentation	R2 651 250,00		
D863Betterment and gravel	Ward ,08,10	Planning	Documentation	R7 402 500,00		
D866Betterment and gravel	Ward12	Planning	Documentation	R3 241 500,00		
D1529 (D896)Betterment and gravel	Ward 12	Planning	Documentation	R6 400 000,00		
D1600 (D1603)Betterment and gravel	ward9/10	Planning	Documentation	R2 701 250,00		
D1510Betterment and gravel	Ward 16	Planning	Documentation	R2 701 250,00		

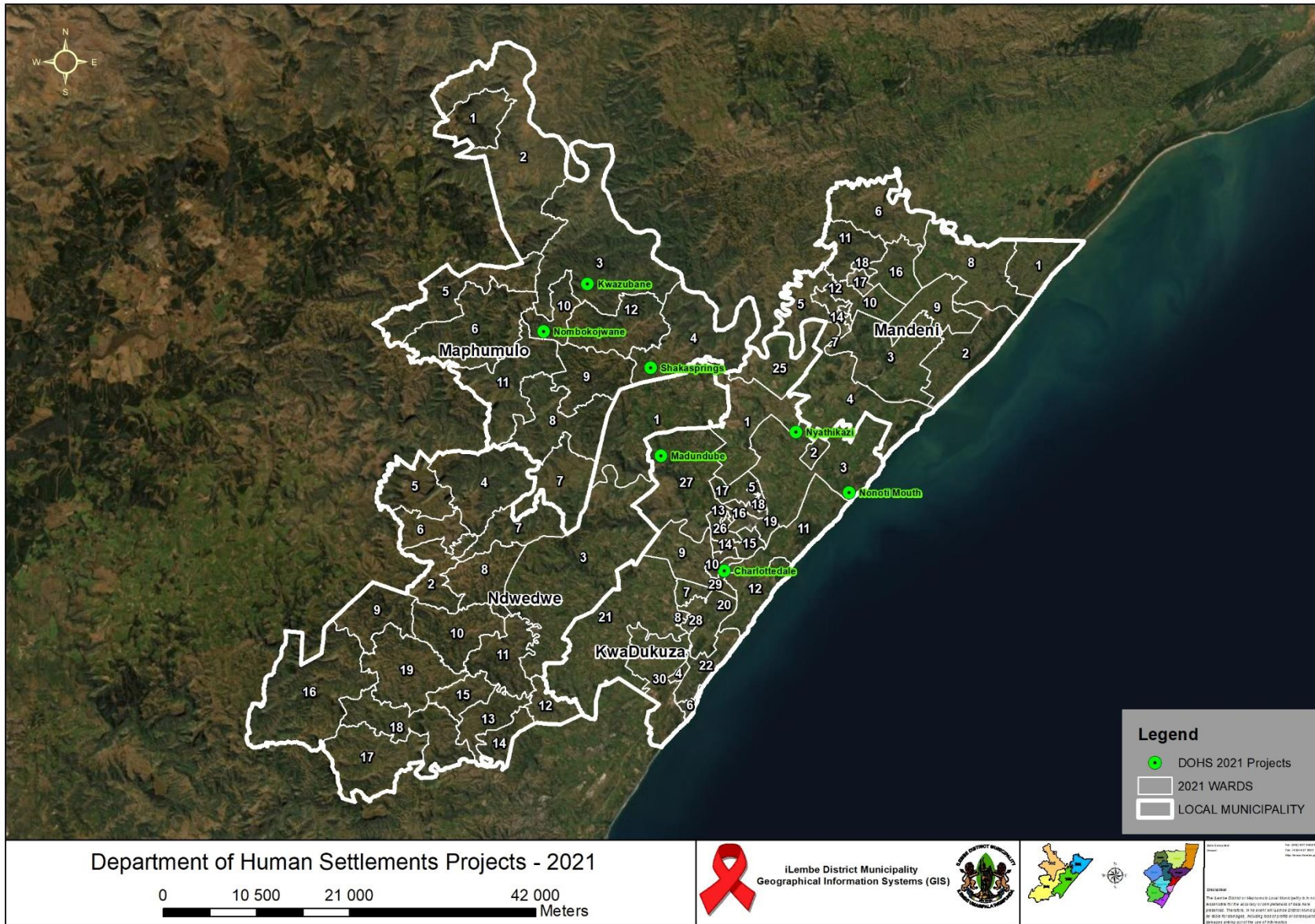
L1040Betterment and gravel	Ward10	Planning	Documentation	R600 000,00		
D867Betterment and gravel	Ward19/10	Planning	Documentation	R2 701 250,00		
L3063Betterment and gravel	Ward11	Planning	Documentation	R3 025 400,00		
D1529 (D1653)Betterment and gravel	Ward13/ward15	Planning	Documentation	R1 900 000,00		
P715Betterment and gravel	Ward 12	Planning	Documentation	R2 900 000,00		
P713 Betterment and gravel	Ward 15	Planning	Documentation	R2 900 000,00		
D1600Betterment and gravel	Ward 14	Planning	Documentation	R1 900 000,00		
D1601Betterment and gravel	Ward 14	Planning	Documentation	R3 000 000,00		
D1513Betterment and gravel	Ward19	Planning	Documentation	R4 500 000,00		
D1515Betterment and gravel	Ward 14	Planning	Documentation	R4 800 000,00		
D867 (D1513)Betterment and gravel	Ward19	Planning	Documentation	R4 800 000,00		
D868Betterment and gravel	Ward 19	Planning	Documentation	R2 900 000,00		
L2929Betterment and gravel	Ward17	Planning	Documentation	R2 900 000,00		
P102Betterment and gravel	Ward19/Ward9	Planning	Documentation	R2 400 000,00		
D1574Betterment and gravel	Ward13	Planning	Documentation	R3 000 000,00		
D1529 (D869)Betterment and gravel	Ward 16	Planning	Documentation	R2 485 150,00		
D1650Betterment and gravel	ward13	Planning	Documentation	R4 500 000,00		
L1034Betterment and gravel	Ward7	Planning	Documentation	R4 500 000,00		
D889Betterment and gravel	ward 4/6	Planning	Documentation	R9 600 000,00		
P102Betterment and gravel	Ward19/Ward9	Planning	Documentation	R2 100 000,00		
Mission RoadBetterment and gravel	Ward18	Planning	Documentation	R4 000 000,00		
D890Betterment and gravel	Ward 04	Planning	Documentation	R6 300 000,00		
Noodsburg RoadBetterment and gravel	Ward 6	Planning	Documentation	R4 900 000,00		
L2418Betterment and gravel	Ward 05	Planning	Documentation	R2 400 000,00		
P712Betterment and gravel	Ward7	Planning	Documentation	R8 400 000,00		
P714Betterment and gravel	Ward 09	Planning	Documentation	R8 400 000,00		
P474, P228 & P330	Ward18	Planning	Documentation	R2 500 000,00		
P403	Ward 16	Planning	Documentation	R4 500 000,00		

Table 64: Department of Education Ndwedwe LM MTEF

Department of Human Settlements

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS COORDINATES
Demographics / People Development: Fundamentally and radically improve the Quality of Life and overall well-being of people living in the district/metro area with emphasis on vulnerable and marginalised groups	Nonoti Mouth	Provision of 500 residential units (including Farm Dwellers)	R1 753 115.00	R 558 758.33	0	0	24 months	KwaDukuza LM (ward 3)	+31.40417 -29.312222
	Nyathikazi ISU Project	Provision of 1009 residential units	R4 641 652.25	0	0	0	24 months	KwaDukuza LM (ward 3)	+31.34222 -29.250563
	Charlottedale ISU Project	Provision of 1500 residential units	R4 989 885.00	R1 624 981.60	0	0	24 months	KwaDukuza LM (ward 29)	+31.25909 -29.39222
	Madundube ISU Project	Provision of 2400 residential units	R7 983 816.00	R1 637 074.00	0	0	24 months	KwaDukuza LM (ward 27)	+31.18542 -29.274856
	Driefontein ISU Project	Provision of 1500 residential units	R3 600 000.00	R 310 000.00	0	0	24 months	KwaDukuza LM (ward 21)	+32.61141 -29.05117
	Shakasprings ISU Project	Provision of 453 residential units	R1 588 322.19	R1 588 322.19	0	0	24 months	KwaDukuza LM (ward 5 & 17)	+31.1733 -29.1856
	Shakaville IRDP Project	Provision of 900 residential units	R3 155 607.00	R2 000 000.00	R1 155 607.00	0	36 months	KwaDukuza LM (ward 18)	+32.777867 -19.19886
	Nombokojwane Rural Project	Provision of 1000 residential units	R3 086 740.00	R1 543 370.00	R 771 685.00	R 771 685.00	36 months	Maphumulo LM (3, 6 & 10)	+31.04885 -29.14844
KwaZubane RuralProject	Provision of 1000 residential units	R3 086 740.00	R1 980 636.00	R1 106 104.00	0	36 months	Maphumulo LM (3, 5 & 11)	+31.0100 -28.1000	

Table 65: Department of Human Settlements MTEF



Map 34: Department of Human Settlements Projects (2021-2022 MTEF)

Department of Economic Development, Tourism and Environmental Affairs

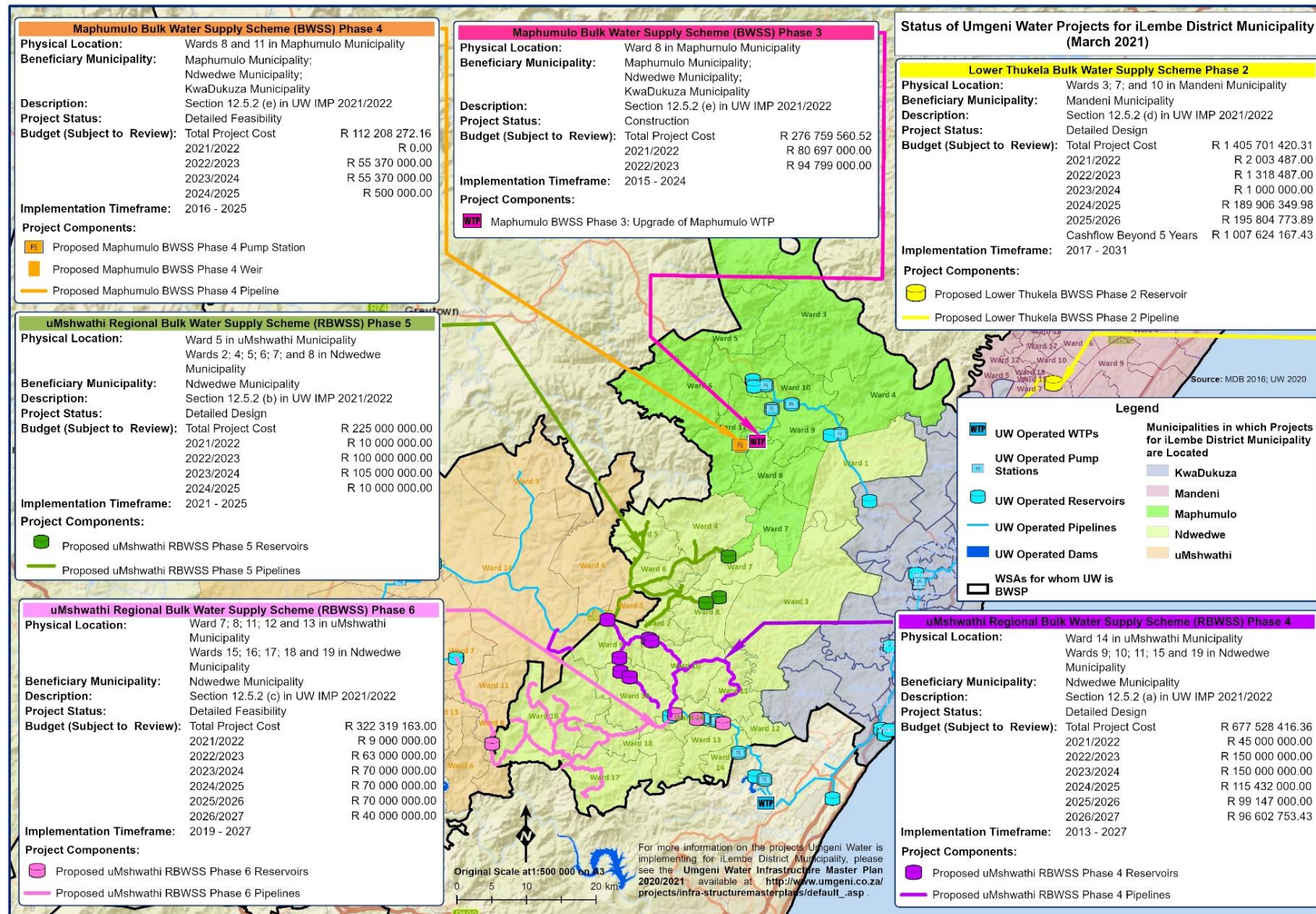
MUNICIPALITY	CATEGORY	PROJECT	PROJECT LEADER	PROJECT TYPE
KwaDukuza/ Ndwedwe/ kwamaphumulo	Catalytic	Durban Aerotropolis	DTPC/EDTEA	Game Changer
KwaDukuza	Catalytic Project	Ballito ICC	Private	Game Changers
Mandeni	Catalytic Project	Bamboo Bio-Resource Alternative Energy	Cosmic Energy & BPCH Holdings	Major Enablers
Ndwedwe	Battlefield	Battle of Nsuzo 1906		
Mandeni	Battlefield	Battle of Tugela 1838		
KwaDukuza	Catalytic Project	Blythedale Coastal Resort	Private	Game Changers
KwaDukuza	Catalytic Project	Compensation Flats industrial & business park	Private	Game Changers
KwaDukuza	Catalytic Project	Compensation Flats Industrial Estate	Tongaat Hulett	Game Changers
KwaDukuza	Other	De-salinisation plants		
Ndwedwe	IREDC	Ezikotshini IREDC	DEDTEA	
Mandeni	Other	Isithebe Revitalisation		
Mandeni	DEDTEA	King Shaka Statue		
KwaDukuza	Catalytic Project	Kings Estate: Wewe - Driefontein Mixed Used Dev	KDC Projects and Dev	Game Changers
KwaDukuza	Catalytic Project	Nonoti Beach Tourism Resort	TIKZN	Game Changers
KwaDukuza	Catalytic Project	Renewable Energy Park	DEDTEA	Game Changers
Maphumulo	Other	Shu Shu Hot Springs		
KwaDukuza	Catalytic Project	Sugar Industry Renewable cogeneration projects	SASA	Major Enablers
Mandeni	Catalytic Project	Thukela Agricultural Hub	DARD	Major Enablers
Mandeni	Catalytic Project	Thukela Health and Wellness Centre	Private	Major Needs
Mandeni	Catalytic Project	Tugela Dam	DARD	Major Enablers
Mandeni	Catalytic Project	Tugela River Lodge Farm Meycol	RZT Zeply	Game Changers
Mandeni	Other	Tunnel farming initiatives		
KwaDukuza	Catalytic Project	Zimbali Lakes	Tongaat Hulett/IFA	Game Changers

Table 66: Department of Economic Development, Tourism and Environment Affairs MTEF

Umngeni Water

LOCAL MUNICIPALITY	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2019/2021)		
				2020/2021	2021/2022	2022/2023
Ndwedwe	9; 10; 11; 15 and 19	uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 4. See Section 11.5.2 (a) in the Umngeni Water Infrastructure Master Plan 2019/2020 .	Design	R 50 000 000	R 150 000 000	R 200 000 000
	15; 16; 17; 18 and 19	uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 6. See Section 11.5.2 (b) in the Umngeni Water Infrastructure Master Plan 2019/2020 .	Planning	R 20 000 000	R 50 000 000	R 50 000 000
	8 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary.	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 3. See Section 11.5.2 (d) in the Umngeni Water Infrastructure Master Plan 2019/2020 .	Implementation	R 46 157 692	R 31 664 518	R 0
	8 and 11 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary.	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4. See Section 11.5.2 (d) in the Umngeni Water Infrastructure Master Plan 2019/2020 .	Design	R 0	R 48 825 000	R 48 366 128
Mandeni	Wards 3; 7; and 10 in Mandeni Municipality	Lower Thukela Bulk Water Supply Scheme Phase 2. See Section 11.5.2 (c) in the Umngeni Water Infrastructure Master Plan 2019/2020.	Design	R12 025 000,00	R 0	R0,00

Table 67: Umngeni Water MTEF

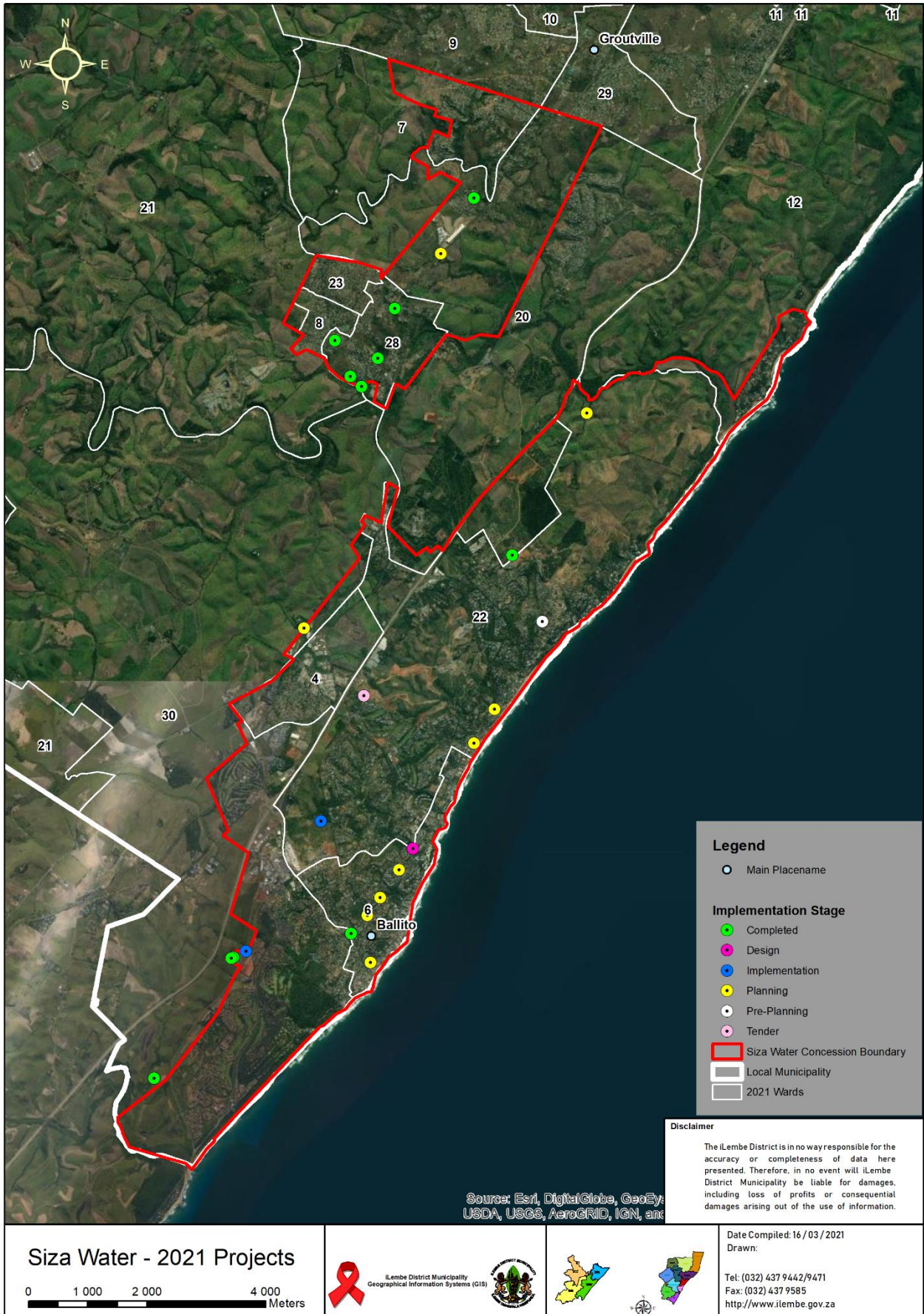


Map 35: Umngeni Water Projects for iLembe District

Siza Water

PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF(2018/2020)		
		2019/2020 R (000)	2020/2021 R (000)	2021/2022 R (000)
Completed	Replace 350m of 110mm Upvc Water main (AC Replacing) Aloe & Millview	R278 520,46		
Completed	Elizabeth road crossing to Madelein 160mm x 450m (AC Replacement) - Transferred to Crawfish Lane	R258 914,02		
Completed	Remove sludge from sludge pond 1 at Frasers			
Completed	Ward 28 Nkobongo yard connections	R2 735 724,35		
Completed	Banda road 15M bypass stream - 50HDPE -with road crossing	R69 291,77		
Completed	Valley Road - AC Replacement	R738 928,47		
Completed	Shakaskraal - Protea Road	R902 574,27		
Completed	Replacing wooden doors - Lakes,Aera D,Zimbali 3,Ext 3	R99 573,00		
Completed	Shakaskraal SPS - Electrical panel upgrade with VSD's	R189 780,00		
Completed	Installation of Harmonics filters and migration to TOU Tariff	R520 666,66		
Planning	Install 3 additional Submersible aerators Complete - Sheffield WWTW	R670 000,00		
Planning	Library sps roof		R40 000,00	
Design	Simbithi Electrical Panel enclosure/ protection from water		R75 000,00	
Planning	SPS 10 Installation of Mag Flow meter on rising main		R80 000,00	
Pre-Planning	Replacement of 100mm AC Water mains Salt Rock Wilkes Road		R400 000,00	
Planning	150mm AC Replacement offtake to Gazelle 510 meters		R486 000,00	
	Basil Hulett replace 150mm AC mains		R350 000,00	
Planning	Zen Drive replace 110mm AC pipe		R450 000,00	
Planning	Woodmead 1 rising main		R400 000,00	
Planning	Installation Salt Rock Sewer pipeline gravity		R2 750 000,00	
Planning	Shakashead/Lali Park sewer reversal	R1 171 232,45	R2 000 000,00	R2 000 000,00
Implementation	Ballito Hills SPS and rising main & sewer gravity into Frasers	R9 747 862,42	R10 000 000,00	
Design	Bi-directional water pipeline	R278 485,68	R7 000 000,00	
Tender	New Shakashead reservoir (Imbonini Phase 2)	R0,00	R12 000 000,00	
Completed	Taffeni Reservoir & Zululami Bulk Sanitation	R26 617 097,46	R0,00	

Table 68: Siza Water MTEF



Map 36: Siza Water Projects for Ilembe District

Eskom

	Project Name	Project Status	Construction Start Date	Schedule Completion Date
1	Mandini132/11 kV 20 MVA Transformer Upgrade	Finalized		
2	Mangethe8km 132 kV Kingbird Loop in/Loop out	Finalized		
3	Mangethe132/11 kV 20 MVA SS est	Finalized		
4	Ndwendwe-Appelsbosch132kV line establishment -	Conceptual stage	Beyond 2025 (Project not funded)	
5	Glendale 132/22kV Substation Capacity Increase from 7.5MVA to 20MVA.	Finalized		
6	Glendale NB30 SWER line Upgrade	Finalized		
7	Ocheni132/22 kV 20 MVA Substation Establish	Design stage	Partially Funded (Beyond 2025)	
8	Glendale -2 Additional MV feeders to split Glendale NB30	Finalized		
9	Mandini-Amatikulu132kV line –Customer project	Conceptual stage	The project will be triggered by Amatikulu’s commitment to co-generate and will be initiated as a DIRECT CUSTOMER project.	
10	Appelsbosch11-22kV Conversion	Finalized	Partial Conversion Finalized	

Table 69: Eskom MTEF

Department of Forestry Fisheries and Environment

National KPA	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	GPS CO-ORDINATES (DECIMAL DEGREES)		MTEF (2018/2021)		
				X	Y	2019/2020 R (000)	2020/2021 R (000)	2021/2022 R (000)
Cross cutting – Environmental Management, thuma mina Good Green Deeds		Implementation	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, Non-accredited training to participants.			R10 407 240 per District		
Cross cutting – Environmental Management, Cleaning and Greening		Planning	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, Non-accredited training to participants.			NOT AVAILABLE		
Cross cutting – Environmental Management, DEFF Working for the Coast	Tongaat to Amitigu lu River	Implementation	Protection and conservation of coastal environment.			9947500 per District		
Cross cutting – Environmental Management, DEFF Working for the Coast	River based	Planning	Protection and conservation of coastal environment.			1750 000		

Cross cutting – Environmental Management, thumamina Good Green Deeds		Implementation	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, Non-accredited training to participants.			10407240 per District
Cross cutting – Environmental Management, thumamina Good Green Deeds		Planning	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, Non-accredited training to participants.			Not available

Table 70: Department of Forestry, Fisheries and Environment MTEF

CHAPTER 5: iLembe Business Unit Plans

This chapter is derived directly from the municipal strategic planning session and the resolutions adopted thereafter. This is essentially the five year plan of each municipal business units and expresses the resources that will be required in the medium term for each intervention.

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

Key Performance areas of the Municipality are as follows:

- Monitoring Evaluation and Sustainable Environment
- Transformation and Institutional Development
- Service Delivery & Infrastructure Development
- Good Governance and Public Participation
- Local Economic Development
- Municipal Financial Viability and Management

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

Historically the Council has been using the Service Delivery Budget Implementation plan (SDBIP) as a performance management tool for the business. The management team in the forthcoming year will explore the implementation of a performance management tool that is reflective of both the Council and that of individuals within the District.

5.1. Monitoring Transformation and Sustainable Environment

Overview

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

Challenges

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

- Planning and IDP (Projects included under LED KPA)
- Limited internal resources to fund Planning projects- grant dependency
- Need for greater Political involvement in the IDP public participation process
- Human Resource capacity limitations.
- Performance Management (Projects included under Good Governance ND Public Participation KPA)
- No automotive system currently working on a manual system.
- Budget constraints.
- Limited office space.
- Lack of proper storage facilities for documentation.
- Inadequate supply of stationery.
- Internal Audit (Projects included under Good Governance ND Public Participation KPA)
- Insufficient and Lack of budget to outsource projects
- Non-availability of Audit management tool (internal audit system)
- Lack of Computer Assisted Audit Techniques (CAAT's)
- Quality Assurance Review (QAR) not yet done
- Inadequate capacity (i.t.o. mixture of skills, vacant positions)
- Lack of Training & Development to keep abreast of developments within the ever-evolving IA profession.
- Enterprise Risk Management (Projects included under Good Governance ND Public Participation KPA)
- Capacity constraints (Business Continuity Plan Coordinator).

Objectives

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

ILEMBE PLANNING SHARED SERVICES

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

THE KEY AREAS OF FOCUS FOR THE SHARED SERVICES:

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

The district continues to achieve such high standards largely through the support of COGTA.

In the following section each Department has a detailed table presenting the summarised five years Implementation Plan for the Ilembe District Municipality with committed departmental financial resources.

5.2. Municipal Transformation & Organizational Development

Overview

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

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

The Department renders support service to other Business Units of the Municipality in order to effectively deliver services to the community through the following functions:

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

Challenges

Recruitment:

Recent increase of vacancy rate by 14%, higher than the required norm of 10%
Task Remuneration system not helpful in attracting and retaining skilled personnel
Compliance with the EEP not adequate
Old job descriptions

Training:

- Shortage of Training Venues
- Limited budget for training
- Non-compliance by staff with the skills questionnaire form which affect WSP
- Shortage of vehicles to transport Councillors, staff, and external learners to training venues
- Labour Relations
- Distrust between Shop Stewards and Management
- Historical unending disputes

EAP

- Wellness programmes affected by Austerity Measures
- Insufficient Supervisory support to EAP employees
- Backlog / outstanding medical examinations: threat to Pension Benefits
- NJMPF & SALGA dispute on defined contribution vs defined benefit issue
- GEPF delays and a difficult system of processing of claims
- Non-registering of beneficiaries by employees

Support Services

- Disregard of the Fleet Management Policy by staff.
- Not conducive office environment
- Lack of accessibility of municipal offices by people that are specially enabled (Lift)
- Lack of Office Space and parking

- Ablution facilities that are over allocated
- Lack of fleet mechanical workshop
- Lack commitment by some of cleaning staff
- Financial constrains to conduct renovation particularly satellite offices and Auditorium
- Lack of a proper Council Chamber
- Poor Attendance of ICT Awareness Sessions by Departments
- Acquisition of ICT Systems by Departments without Involvement Of The ICT Unit
- Lack of Budget for Training of ICT Staff
- Lack of the Consolidated ICT Municipal Systems
- Inability to retain IT Staff
- Legal Services
- Any delay by other departments in alerting the Unit about litigations against the municipality places the municipality at risk;
and
- Lack of access to research tools compromises the work of the Unit.

5.2.1. Implementation Plan

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

KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
ILEMBE DGDP PRIORITIES 2030: EFFECTIVE GOVERNANCE, POLICY AND SOCIAL PARTNERSHIPS															
IDP Ref.	5 Year Strategic Objective	PROJECT	KPI	Baseline	5 Year Target	Year 1 Target 2017/18	Year 2 Target 2018/19	Year 3 Target 2019/20	Year 4 Target 2020/21	Year 5 Target 2021/22	Total Budget	MTEF (2021-2024)			
												2021/22	2022/23	2023/24	
MTI01	To establish an efficient and productive administration	Recruitment	Vacancy rate (as a % of budgeted posts)	14% Vacancy rate	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Salaries	Salaries	Salaries	Salaries	
			Employment equity plan	EE Plan adopted in 2011	Adoption of EE Plan in 2017/18 & annual implementation	formulation, adoption and implementation of EE Plan	Implementation of EE Plan	Implementation of EE Plan	Implementation of EE Plan	Implementation of EE Plan	Implementation of EE Plan	Salaries	Salaries	Salaries	Salaries
			Human Resource Plan	HR Plan adopted in 2015/16	HR Plan adopted in 2017/18	Development and adoption of HR Plan/Strategy	Implementation of HR Plan	Implementation of HR Plan	Implementation of HR Plan	Implementation of HR Plan	Implementation of HR Plan	Salaries	Salaries	Salaries	Salaries

		Retaining a professional, skilled, and dedicated workforce	New measure	a) Reviewed skills retention policy b) Develop scarce skills policy	Review skills retention policy	Research and develop scarce skills policy	a) Adopt scarce skills policy b) Retention Policy	Development and adoption of the Talent Management Policy	N/A	Salaries	Salaries	Salaries	Salaries	
		Municipal bursary policy	New measure	Bursary policy developed and implemented	Develop and adopt bursary policy	Implement bursary policy	Implement bursary policy	Implement bursary policy	Implement bursary policy	Salaries	Salaries	Salaries	Salaries	
		Skills development	Provision of training & development programmes through formal education, COGTA, SALGBC, & SETA approved programmes	87% of approved WSP	100% of approved WSP/ other approved training	90%	70%	95%	97%	100%	TBC	TBC	TBC	TBC
		Wellness programmes	EAP Programmes	4 Annually	20	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries

		Individual PMS	Cascading of Individual PMS	New measure	Adoption of individual PMS Policy by 2017/18 and cascading down to task grade 10	Adoption Individual PMS policy	N/A	Performance evaluations conducted for middle manager's by end June 2020	Cascading of Individual PMS to Task grade 15	Cascading of Individual PMS to Task grade 12 and 13	Salaries	Salaries	Salaries	Salaries
		OH&s Plan	Development and implementation of a sustainable OH&S Plan and policy	New measure	Develop, Adopt & implement Policy and Plan.	Development of policy and plan	Implementation OH&S Plan and policy	Implementation OH&S Plan and policy	Implementation OH&S Plan and policy	Implementation OH&S Plan and policy	Salaries	Salaries	Salaries	Salaries
		Municipal buildings	Conduct Feasibility study for new municipal offices	New measure	Approval of feasibility study by 2020/2021	Appointment of service provider to conduct feasibility	Commence the process of Conducting feasibility study	Complete feasibility study	Approval of feasibility study by MANCO	N/A	TBC	TBC	TBC	TBC
MTI02	To provide and maintain an effective Document Management System	Records management	Fully implemented electronic records Management System	New measure	100%	25%	30%	75%	100%	N/A	TBC	TBC	TBC	TBC
MTI03	To ensure effective governance through regular Council meetings	Coordination of Council oversight Meetings	% of total scheduled oversight meetings of Council that are actually conducted	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries

MTI04	To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality	Legal Matters	Turnaround time for legal matters (formal objection/service level agreements)	1 month	1 month	1 month	1 month	1 month	1 month	1 month	1 month	Salaries	Salaries	Salaries	Salaries
MTI05	To provide an innovative, effective and efficient Information and Communication Technology service.	ICT strategy	Development, adoption and implementation of ICT Strategy	New measure	Development, adoption and implementation of ICT Strategy by 2021/2022	Develop and adopt ICT strategy	Implementation of ICT Strategy	Implementation of ICT Strategy	Implementation of ICT Strategy	Implementation of ICT Strategy	Review and adopt Implementation of ICT Strategy	Salaries	Salaries	Salaries	Salaries
		Governance framework	Review, adopt and implement IT Governance Framework	Adopted in 2012	Review, adopt and implement IT Governance Framework	Implementation of IT governance framework	Implementation of IT governance framework	Implementation of IT governance framework	Implementation of IT governance framework	Implementation of IT governance framework	Review and adopt Implementation of IT governance framework	Salaries	Salaries	Salaries	Salaries
		ICT infrastructure	Assessment and maintenance of ICT infrastructure	Assessment conducted in 2016	Annual Maintenance of ICT infrastructure and assessment conducted in 2019/2020	Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	Assessment and Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	Salaries	Salaries	Salaries

			SDBIP	New measure	Business process automation	N/A	N/A	N/A	N/A	Automation of business services	Salaries	Salaries	Salaries	Salaries
			Fully Effective and efficient telephone management system implemented	New measure	Change: Network Infrastructure	Commencement of procurement processes	Implementation of the telephone management system	Implementation of the telephone management system	Implementation of the telephone management system	Upgrading network (satellite offices)	Salaries	Salaries	Salaries	Salaries

Table 71: KPA1 Municipal Transformation & Institutional Development Implementation Plan

5.3. Local Economic Development

Overview

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

The philosophy that drives Enterprise iLembe is built on global best practice principles in Local Economic Development. “Local Economic Development is a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized.” This is reflected in the Industrial Development Strategy developed around the District.

An iLembe District LED Strategy was developed and adopted by Council in 2015. To this end, the current LED Strategy tracks the development achieved in the previous 5 year period. This Strategy takes into account new socio-economic opportunities and sets the economic development trajectory for the next five year period.

Challenges

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

5.3.1. Implementation Plan

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

KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED)														
ILEMBE DGDP PRIORITIES 2030: A DIVERSE AND GROWING ECONOMY, PROMOTE SOCIAL WELL-BEING & LIVING IN HARMONY WITH NATURE														
IDP Ref.	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target 2017/18	Year 2 Target 2018/19	Year 3 Target 2019/20	Year 4 Target 2020/21	Year 5 Target 2021/22	Total Budget	MTEF (2021-2024)		
												2021/22	2022/23	2023/24
LED01	To improve co-ordination of LED in the District	Shareholder agreement	Shareholder agreement inclusive of Local Municipalities	New measure	Final agreement by end 2017/18	Final agreement	N/A	N/A	N/A	N/A	Salaries	Salaries	Salaries	Salaries
LED02	To upscale Agriculture development in the district	Open Fields Farms.	No. of small scale farmers introduced and supported by the entity	20	100	20	20	20	20	20	TBC	TBC	TBC	TBC

		Ownership model for existing projects (winery, tunnels etc.)	No. of projects handed over to the Co-ops.	iLembe Winery - Sustainability Plan Implemented iLembe Vineyards - Ownership Model was approved on 21 June 2016.	8 projects to be handed over	N/A	N/A	2 projects to be handed over	3 - (2) projects to be handed over To date - no projects have been handed over Y5	2 projects to be handed over	Salaries	Salaries	Salaries	Salaries
		New markets for farmers.	Facilitate access to new markets identified.	New measure	2 new markets secured	engagements with Government departments	Capacitating farmers and govt engagements	Capacitating farmers and govt engagements	Capacitating farmers and govt engagements	2 new market secured	TBC	TBC	TBC	TBC
		Tourism Development	Feasibility studies conducted for New tourism initiatives	New measure	2 Feasibility studies conducted by year 3	Source funding to conduct feasibility study	1 feasibility study conducted	1 feasibility study conducted	N/A	N/A	TBC	TBC	TBC	TBC

		Tourism Performance	Conduct Tourism Research to monitor the performance of the sector (% increase in the number of tourists)	New measure	Annual Tourism Industry Performance report.	N/A	N/A	N/A	1	Annual percentage increase of tourists to iLembe (5%) (3%)	TBC	TBC	TBC	TBC
		Tourism, Marketing and promotion	No of tourism, marketing and promotion activities	5	25 activities	5	5	5	5	5	TBC	TBC	TBC	TBC
LED04	To increase investment within the district.	District wide incentive scheme.	Develop and Adopt District wide incentive scheme	New measure	District wide Incentive scheme developed and adopted by year 3	Consultation with LMs	Develop District wide incentive scheme	Adoption of District wide incentive scheme		Development and adoption of the District wide incentive scheme	Salaries	Salaries	Salaries	Salaries
		Investment promotion strategy	Develop and Adopt investment promotion strategy	New measure	Develop and Adopt Investment promotion strategy by 2018/19	Develop the strategy	Adoption of the Investment promotion strategy	Implementation of the strategy	Implementation of the strategy	Implementation of the strategy SDBIP - report on implementation	TBC	TBC	TBC	TBC
		Investment Attraction & Facilitation	Rand value of investment	New measure (Year 4)	R100 000 000.00 per year	N/A	N/A	N/A	R100 000 000.00	R100 000 000.00	TBC	TBC	TBC	TBC

		The Investor Prospectus Reviewed	Investor Prospectus Reviewed	Last reviewed in 2016	5	1	1	1	1	Review and adopt 2021 Investor Prospectus	TBC	TBC	TBC	TBC
		Compile the Bi-annual Business Confidence Index	Business Confidence Index	New measure	Bi-annually (10)	2	2	2	2	2	TBC	TBC	TBC	TBC
LED05	To ensure job creation	Facilitate training for co-operatives and SMMES	No. of trained co-operatives.	36	100 Co-operative s	20	20	20	20	20	Salaries	Salaries	Salaries	Salaries
		Capacity Building and Mentorship support for small enterprises	No. of programmes	New measure	10	2	2	2	2	2	Salaries	Salaries	Salaries	Salaries
		Facilitate the establishment of District business incubator	Functional District business incubator	New measure	Offices established by 2022	Engagements with Government departments	Source funding and implementation of business incubator	Engagement with other agencies (including SEDA, NYDA) to be part of Incubator	Sustainability of the incubator'	N/A	TBC	TBC	TBC	TBC
		To encourage local businesses to take advantage of government	Number of engagement sessions with local businesses	New measure	9 5 (1 per annum)	1	1	1	5	1	Salaries	Salaries	Salaries	Salaries

		nt programmes (Black Industrialist, Employment Tax incentives, etc.)												
		Conduct District-wide Skills Audit	Completed Skills Audit	New measure	2018/19	Source funding and appointment of service provider	Completed skills audit	N/A	N/A	N/A	Salaries	Salaries	Salaries	Salaries
LED06	To facilitate co-ordinated planning and development	Completion and adoption of the Integrated Development Plan	Adopted Integrated Development Plan	IDP Adopted May 2016	Annually	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Salaries	Salaries	Salaries	Salaries
		District Growth and Development Plan	Reviewed DGDP	DGDP Adopted in 2016	2018/19	Preparing terms of reference and commencement of procurement processes	Preparing terms of reference and commencement of procurement processes	Adoption of the reviewed District Growth and Development Plan	Adoption of the reviewed District Growth and Development Plan	Adoption of DDM ONE PLAN	Salaries	Salaries	TBC	TBC
		District Climate Change Response Strategy	Adopted Climate Change Response Strategy	New measure	2021/22	Preparation of business plans to secure funding	Preparation of business plans to secure funding	Commencement of procurement processes (funding dependent)	Compilation of the District Climate Change Response Strategy (New target)	Adoption of the Climate Change Response Strategy	TBC	Salaries	Salaries	TBC

	Development Planning Shared Services	New model for DPSS	New measure	2018/19	Drafting of the new model for DPSS	Adoption of the new model for DPSS by the Technical Support Forum	Implementation of the new model	Implementation of the new model	Implementation of the new model	Salaries	Salaries	Salaries	Salaries
	Spatial Development Framework	Adopted Spatial Development Framework	2015/2016 Spatial Development Framework	Adopted Spatial Development Framework in 2020/2021	N/A	N/A	N/A	Adopted Spatial Development Framework	Implementation of the plan	R650 000.00	N/A	N/A	R650 000.00
	Integrated Waste Management Plan	Adopted IWMP	New measure	Adopted IWMP by 2019/20	Preparation of the Terms of Reference for the IWMP and securing of funding	Commencement of procurement processes and drafting of the IWMP	Development of the IWMP	Adoption of the IWMP	Implementation of the plan	TBC	Salaries	TBC	TBC

Table 72: KPA2 Local Economic Development Implementation

5.4. Service Delivery & Infrastructure

Overview

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

The Technical Services Department is sub-divided into two divisions:

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

Challenges

AGED INFRASTRUCTURE

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

CAPITAL PROJECTS

- Topography
- Lack of basic bulk water service/sources
- Limited funding
- Insufficient power supply
- Climate change
- Sparse settlement patterns

OPERATIONS AND MAINTENANCE

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

5.4.1. Implementation Plan

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

KPA 3: BASIC SERVICE DELIVERY														
ILEMBE DGDP PRIORITIES 2030: EQUITY OF ACCESS & A LIVEABLE REGION														
IDP Ref.	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target 2017/18	Year 2 Target 2018/19	Year 3 Target 2019/20	Year 4 Target 2020/21	Year 5 Target 2021/22	Total Budget	MTEF (2021-2024)		
												2021/22	2022/23	2023/24
BSO 1	To ensure access to potable water for domestic consumption and support local economic development	Water projects to be implemented	% backlog	20%	15% backlog	21%	20%	18%	14.92 % SDBIP target 15%	13%	TBC	TBC	TBC	TBC
		Water Quality and waste water quality reports	No of reports prepared to measure water and wastewater quality	24 reports (12 water and 12 wastewater) in 2015/16 FY	60 Water reports 60 Wastewater reports	24	8	8	8	8	Salaries	Salaries	Salaries	Salaries
		Water Conservation and Demand Management	% unaccounted water (Real Losses)	Real Water Losses 31% (Main leaks,	27,5%	29,50%	29%	28,5%	28%	27,5%	TBC	TBC	TBC	TBC

			service connection leaks, and Reservoir overflows)											
		Implement Telemetry system	% of all new infrastructure (reservoirs) with a telemetry system	New measure	100%	100%	100%	100%	100%	100%	TBC	TBC	TBC	TBC
		Maintain and Replace ageing infrastructure	length of Maintained and/or Replaced ageing infrastructure	49 KM since 2011/12	50km	3km	5km	10km	15km	17km	TBC	TBC	TBC	TBC
		Development of Asset Management Plan - Underground Assets	Approved Asset Management Plan - Underground Assets	New Measure	By 2018/19	Preparation of asset management plan	N/A	Approval of the Asset Management Plan - Underground Assets.	N/A	N/A	TBC	TBC	TBC	TBC
		Development of an Operational and Maintenance Plan	Adopted Operational and Maintenance Plan	New Measure	2018/19	Developing TOR. Procurement of service provider	Develop and Adopt O&M plan	N/A	N/A	Develop and adopt the O&M Plan	TBC	TBC	TBC	Salaries

BS0 2	To ensure access to basic sanitation for domestic consumption and support local economic development	Sanitation projects to be implemented	% backlog	20,28%	14%	20%	19%	17%	15%	14%	TBC	TBC	TBC	TBC
BS0 3	Monitor Siza Water concession contract	Monitor and Review Siza Water Contract	Quarterly monitoring reports	4 reports per year	20	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries
BS0 4	Create job opportunities through Infrastructure Projects	Jobs created through Infrastructure projects	Jobs created through Infrastructure projects	4543	6000	1200	1200	1200	1200	1200	TBC	TBC	TBC	TBC

Table 73 : KPA3 Basic Service Delivery Implementation Plan

5.5. Municipality Financial Viability & Management

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

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

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

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

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

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

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

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

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

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

Challenges

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

BUDGET AND COMPLIANCE MONITORING

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

EXPENDITURE MANAGEMENT

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

SUPPLY CHAIN MANAGEMENT

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

REVENUE MANAGEMENT

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

ASSET MANAGEMENT

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

5.5.1. Implementation Plan

5-Year 2017-2022 Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

KPA 4: FINANCIAL VIABILITY & MANAGEMENT														
ILEMBE DGDP PRIORITIES 2030: EFFECTIVE GOVERNANCE, POLICY AND SOCIAL PARTNERSHIPS														
IDP Ref .	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target 2017/18	Year 2 Target 2018/19	Year 3 Target 2019/20	Year 4 Target 2020/21	Year 5 Target 2021/22	Total Budget	MTEF (2021-2024)		
												2021/22	2022/23	2023/24
FVO 1	To ensure sound revenue management	Monitoring of revenue collection Installation of smart meters	a) % collection rate b) % conversion to smart mete c) Number of unmetered households	a)59% in June 2016 b)50% in June 2016 c)New Measure	a) 95% b) 75% c) 100%	a) 65% b) 55% c) 25%	a) 75% b) N/A c) 20%	a) 85% b) N/A c)1000	a) 60% b) N/A c) 1000	a) 65% b) N/A c) 1000	TBC	TBC	TBC	TBC

		Maintain clean data by enforcing strict controls over DRS master file (Consumer Database) amendments	% accuracy in billing	New Measure	100% accuracy in billing	80%	90%	100%	95%	95%	Salaries	Salaries	Salaries	Salaries
FVO 2	To ensure sound budgeting and compliance principles	Compliance with MFMA regulations	% compliance with MFMA regs	100% compliance	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries
FVO 3	To ensure sound expenditure management	Cash flow management	number of days cash on hand	30 days cash on hand in June 2016	90 days	30 Days	60 Days	30 Days - Previously 90 Days. Target was changed during adjustment.	30 Days	60 Days	Salaries	Salaries	Salaries	Salaries
FVO 4	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework	a) Implementation of demand management b) Implementation of acquisition management	a) % progress in implementing procurement plan b) Turn around for finalization of SCM processes	a) 83% b) 152 days	a) 100% b) 90 days	a) 100% b) 120 days	a) 100% b) 100 days	a)80% b)90 calendar days	a)80% b)90 calendar days	a)80% b)90 calendar days	Salaries	Salaries	Salaries	Salaries

FVO 5	To maintain a clean audit opinion	Maintain Clean Audit	Maintain Clean Audit opinion	Clean audit 2015/2016.	Maintain Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Salaries	Salaries	Salaries	Salaries
FVO 6	To ensure sound and effective asset management	Conduct Asset Verification for Quality and a reliable fixed asset register	Frequency of verification on movable and immovable assets	Done for 2015/16	Movable - Quarterly (20) Immovable - Annually (5)	Movable - Quarterly (4) Immovable - Annually (1)	Movable - Quarterly (4) Immovable - Annually (1)	Movable - Quarterly (4) Immovable - Annually (1)	Movable - Quarterly (4) Immovable - Annually (1)	Movable - Quarterly (4) Immovable - Annually (1)	Movable - Quarterly (4) Immovable - Annually (1)	Salaries	Salaries	Salaries	Salaries

Table 74: KPA Financial Viability & Management Implementation Plan

5.6. Good Governance & Public Participation

Overview

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

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

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

- Communications, Media, Events and Outreach programmes.
- Public Participation.
- Ward Committees functioning.
- Intergovernmental Relations
- Disaster Management
- Speech writing, Civic functions and receptions
- Environmental Health
- Special Projects and Programmes

Challenges

- Communication and Public Participation
- In the district municipality, strategic importance of communications is not adequately recognized.
- The communications unit is responsible for both Communications and Public Participation – this, during busy periods, compromises the work that should be done in each department.
- Limited resources: Budget, Human resources, working space, tools of trade (appropriate cameras, tablets, car, in-design programmes for graphic design).
- Municipal departments delay in the response in relation to media enquiry responses.
- National and provincial government, in some instances, does not adhere to the protocol in terms of events that are brought to the district - which affects our coordination role.
- Alignment of activities e.g. public participation – local municipalities to come together with the district municipality to undertake public participation; and
- Minority groups not participating.
- Public participation is not fully synchronized and is not cost effective within the District Family
- Ward Committees need to upscale input to the IDP and Budget

Special Projects

- Budget constraints
- Inadequate Office Space is a huge challenge
- No Gender Officers in other Local Municipalities which results in other programmes not to be implemented at the level of the LMS.
- Lack of human resources/people to deal with the various programmes i.e. HIV/AIDS, Operation Sukuma Sakhe, Youth Programmes for people with disabilities, programmes for women

Intergovernmental Forum (IGR)

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

Municipal Health Services (MHS)

- The restructuring of the Municipal Health Services Organogram;

- Enforcement of uniform approach throughout the District;
- Equitable sharing of human resources and services throughout the district;
- Non transparency re allocation of equitable share for EHM (Community Services);
- Limited network connectivity at remote Health and Safety offices;
- Shortage of staff in relation to the Department of Health - Norms and Standards; and
- Inadequate funding to perform duties

Disaster Management

- Lack or Insufficient of financial and human resources to some of the Local Municipalities.
- Outdated disaster risk management plans in some Local Municipalities
- Insufficient human resources in the local municipalities
- Lack of specialized vehicles (4X4) suitable for the rural terrain in some local municipalities.
- Poor attendance by the sector departments/other spheres of government (during District Disaster Management Advisory Forum Meetings) posing a risk of not addressing key issues
- The state of readiness is questionable in local municipalities where there are limited budget provisions for disaster management.

ARTS, CULTURE, SPORTS AND YOUTH DEVELOPMENT

- Budgetary constraints
- Human Resources Constraints

5.6.1. Implementation Plan

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

KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION														
ILEMBE DGDP PRIORITIES 2030: PROMOTE SOCIAL WELL-BEING, EFFECTIVE GOVERNANCE, POLICY AND SOCIAL PARTNERSHIPS & A LIVEABLE REGION														
IDP Reference	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target 2017/18	Year 2 Target 2018/19	Year 3 Target 2019/20	Year 4 Target 2020/21	Year 5 Target 2021/22	Total Budget	MTEF (2021-2024)		
												2021/22	2022/23	2023/24
GP01	To strengthen partnership with various stakeholders through communicating municipal business	Communication Strategy	Develop, Adopt and Implement Communication Strategy	New measure	Develop, Adopt and Implement communication strategy by June 2018 and reviewed annually.	Development and adoption of a 5 year Communication Strategy to be adopted	Review communication strategy	Review and adoption of the communication strategy	Review and adoption of the communication strategy	Review and adoption of the communication strategy	Salaries	Salaries	Salaries	Salaries
		Development of a Language Policy	Develop, Adopt and Implement Language Policy	New measure	Develop, Adopt and implement the language policy.	Conduct research and develop the language policy	Implementation of the language policy	Implementation of the language policy	Implementation of the language policy	Implementation of the language policy	Salaries	Salaries	Salaries	Salaries

		Municipal Newsletters	No. of Newsletters produced.	New measure	a) 12 external newsletter b) 22 Internal newsletters	a) 2 b) 4	a) 4 b)6	a) 2 b) 4	a) 2 June and Dec b)4	a) 2 b)6	TBC	TBC	TBC	TBC
		Media Engagement Strategy	Develop , Adopt and Implement Media Engagement Strategy	New measure	Develop, Adopt and Implement the Media Engagement Strategy to be reviewed annually.	Develop and Adopt a media engagement Strategy	Review and adoption of the media engagement strategy	Review and adoption of the media engagement strategy	Review and adoption of the media engagement strategy	Review and adoption of the media engagement strategy	Salaries	Salaries	Salaries	Salaries
		Hosting of Municipal events/Mayoral public meetings	a) Number of events held (Council meetings open to the public held in local municipalities) b) Percentage of public participation meetings requested that are held	New measure	a)40 annual events (in line with events calendar of the municipality) b)100% PP meetings requested that are held.	-	a) 40 b)100%	a) 40 b) 100%	a) 40 b) 100%	a) 40 b) 100%	TBC	TBC	TBC	TBC

		CoC9:L10mm unity Outreach Programmes	No. of Community Outreach Programme s	New measure	10 Community Outreach programm es held	2	2	2	2	2	Salarie s	Salari es	Salar ies	Salarie s
GP03	To ensure prevention and mitigation against disasters	Review of Disaster Risk Management Plan	Annual Review of the Risk Reduction Plan (Disaster Risk Managem ent Plans) for IDM	Adopted in 2018/20 19 (Y5)	Disaster Managem ent Plan reviewed annually. (Disaster Managem ent reviewed and adopted annually)	N/A	Review and adopt the Disaster Managem ent Plan	Annual Review and adoption of the Disaster Managem ent Plan	Annual review Annual Review and adoption of the Disaster Managem ent Plan (Y4)	Annual review Annual Review and adoption of the Disaster Managem ent Plan (Y4)	Salarie s	Salari es	Salar ies	Salarie s
		Monthly incident reports (New target Year 5)	Number of reports	New target	12 (Y5)	N/A	N/A	N/A	N/A	12	Salarie s	Salari es	Salar ies	Salarie s

		Develop and implement the Volunteer Framework	Number of Workshops Utilised To Roll Out The Volunteer Strategy in Local Municipalities	New measure	12 Workshops Utilised To Roll Out The Volunteer Strategy in Local Municipalities	N/A	N/A	4 Workshops utilised To Roll Out The Volunteer Strategy In Local Municipalities	4 workshops utilised to roll out the volunteer strategy In local municipalities	4 workshop s utilised to roll out the volunteer strategy In local municipalities	TBC	TBC	TBC	TBC
		Disaster Management Community Awareness Campaigns	Number of Community Awareness campaigns	146 Disaster Management Awareness Campaigns	125 Community Awareness campaigns	20	24	25	24	24	Salaries	Salaries	Salaries	Salaries
		Disaster Management Capacity Building Programmes	Number of capacity building programmes conducted	60 Capacity Building Programmes held during the past 5 year term	62 Capacity Building Programme conducted	12	14	12	12	12	Salaries	Salaries	Salaries	Salaries
		Conduct District Disaster Management Advisory Forum Meetings	Number Of Quarterly Disaster Management Advisory Forum Meetings held	18 Advisory Forum Meetings held.	20	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries

		Fire fighting Unit	Establishment of Fire fighting Unit by deadline	New measure	Established firefighting unit at one local municipality by 2021 (Target was initially for IDM only. Intention is to establish/s support NDW and MLM)	N/A	N/A	N/A	N/A	Established firefighting Unit in Ndwedwe Local Municipality	TBC	TBC	TBC	TBC	
GP04	To improve the quality of life within the district	Gender plan	Annual review and implementation of gender plan	Reviewed 2016/17	Annual review and implementation of gender plan	Review and implementation	Review and implementation	Review and implementation	Review and adoption of the Gender Plan	Review and adoption of the Gender Plan	Salaries	Salaries	Salaries	Salaries	
		Operational plan integrated into senior manager agreement	% of senior manager's performance agreements with OSS indicators and targets	New measure	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries
		Operation Sukuma Sakhe	No. Of District Task Teams meetings	New measure	12 meetings per year.	-	12	12	12	12	12	Salaries	Salaries	Salaries	Salaries

GP05	To preserve our History and heritage	Heritage events	No. of heritage events	Number of heritage celebrations :21	42	9	5	9	6	4 9(Y5)	TBC	TBC	TBC	TBC
GP06	Compliance and good Governance	Annual Report	Annual report submitted by 31 January	All Annual reports were submitted within the legislated timeframe,	Annually	Submission by due date	Submission by due date	Submission by due date	Submission by due date	Submission by due date	TBC	TBC	TBC	TBC
GP07	To provide independent , objective assurance and consulting services designed to add value and improve the municipality' s operations.	Functional internal audit unit	Develop internal audit plan	Audit plans developed annually	Audit plan developed and submitted for approval by the first quarter of the financial year	Audit plan approved by first quarter of the financial year	Audit plan approved by first quarter of the financial year	Audit plan developed and submitted for approval by the first quarter of the financial year	Audit plan developed and submitted for approval by the first quarter of the financial year	Audit plan developed and submitted for approval by the first quarter of the financial year	Salaries	Salaries	Salaries	Salaries
		Functional internal audit unit	Undertake Internal Audits assignments as approved by the Audit Committee	All assignments are conducted as per approved audit plan	Conduct all assignments as per approved audit plan	N/A	N/A	Conduct all assignments as per approved audit plan	Conduct all assignments as per approved audit plan	Conduct all assignments as per approved audit plan				

		Capacitate the internal audit unit	Procurement of IT audit systems	New measure	Procurement of IT audit systems by year 3	Research on the appropriate Internal Audit IT system	Research on the appropriate Internal Audit IT system	Procurement of appropriate IT systems	Implementation of IT systems	Implementation of IT systems	TBC	TBC	TBC	Salaries
GP08	To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Conduct awareness for all staff and Councillors on ERM processes and policies	No. of ERM workshops held	New Measure	10 ERM Workshops	2	2	2	2	2	Salaries	Salaries	Salaries	Salaries
To conduct a comprehensive strategic, operational, ICT and Fraud Risk Assessment		Number of Risk Assessment finalised by deadline	Risk Assessment done in March and April 2016	5 assessments	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries	
Monitoring performance of effective enterprise risk management		a) Number of risk registers updated	a) 4 annually	20 risk registers updated	4	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries

			b) Number of ethics/Risk Committee meetings held	b) 4	20 Ethics/Risk Committee meetings held	4	4	4	4	4	R 80 000,00			
	Enterprise Risk Management Policy and Strategy	Reviewed Enterprise Risk Management Framework and Strategy	Last reviewed June 2016	5 Reviewed Enterprise Risk Management Framework and Strategy	1	1	1	Review and adoption of the Enterprise Risk Management Framework and Strategy	Review and adoption of the Enterprise Risk Management Framework and Strategy	Salaries	Salaries	Salaries	Salaries	
	Anti-Fraud and Corruption Strategy & Policy	Reviewed Anti-Fraud and Corruption Strategy & Policy	New Target	5 Reviewed Anti-Fraud and Corruption Strategy & Policy	1	1	1	Review and adoption of the Anti-Fraud and Corruption Strategy & Policy	Review and adoption of the Anti-Fraud and Corruption Strategy & Policy	Salaries	Salaries	Salaries	Salaries	
	Business Continuity Plan	Implementation and Review of the Business Continuity plan	The Business Continuity Plan was adopted in 2017/18.	Implementation and Bi-Annual reviews	Implementation	Review and implementation	Implementation	Review and adoption of the Business Continuity Plan	Review and adoption of the Business Continuity Plan	Salaries	Salaries	Salaries	Salaries	

GP09	To improve the quality of life within the district	Sports event	No of sporting events participated /hosted	New measure	40 sporting events participated/hosted	8	8	8	5 8	5 8	TBC	TBC	TBC	TBC
		Youth development strategy	Develop, Adopt and implement youth development strategy	New measure	Develop, Adopt and implement the youth development strategy	Develop and adopted youth development strategy	Develop and adopt Youth Development Strategy	Implement the youth development strategy	Development of Terms Of Reference to develop the Youth Strategy	Develop, adopt and implement the Youth Development Strategy	Salaries	Salaries	Salaries	Salaries
GP010	To ensure effective Performance Management	Performance Management Framework	Reviewed Performance Management Framework	Last reviewed June 2016	5 Reviewed Performance Management Framework	Review PMS framework	Review PMS framework	Review PMS framework	Review and adopt the PMS framework	Review and adopt the PMS framework	Salaries	Salaries	Salaries	Salaries
		Annual Municipal Performance Report	Annual Municipal Performance Report prepared and submitted to Auditor - General by legislated deadline	Last submitted in 31 August 2016	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	Salaries	Salaries	Salaries

G011	To ensure a sustainable and healthy environment	Water samples	Number of water samples taken and analysed	297 annually (2015/16)	1000	200	200	200	200	200	200	44800	49280	54208	59700		
		Municipal Health services	% of all applications received and processed within 14 working days	100%	100%	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries	
			Number of food handling premises inspected	600	3000	600	600	600	600	600	600	600	600	Salaries	Salaries	Salaries	Salaries
			Number of health education awareness campaign held	48	250	50	50	50	50	50	50	50	50	6720	7392	8130	8950

			Number of vector control sites serviced	300	1500	300	300	300	300	300	300	20000	22000	24200	26400
			% of reported notifiable diseases investigated	New measure	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries

Table 75: KPA 5 Good Governance & Public Participation Implementation Plan

Chapter 6: Performance Management and Financial Plan

6.1. Overview of Municipal Budget

This chapter provides an overview of the municipal budget and Performance Management.

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

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the iLembe District Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and “pie in the sky”. The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger. Ilembe District Municipality is faced with the enormous task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

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

- Further improving the Municipality’s image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality’s cash flow position.
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers in line with developed ‘golden rules’.
- Further enhancing public participation in the next budget cycle.
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen’s expectations.
- Adjusting the organisation in line with information produced from the performance management system.

6.2. Three Year Municipal Budget

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

	OPERATING BUDGET (R)	CAPITAL BUDGET (R)
Annual Budget 2021/2022	958 689 000	228 259 000
Indicative Budget 2022/2023	1 002 873 000	240 311 000
Indicative Budget 2023/2024	1 063 328 000	318 371 000

Table 76: Municipal Budget MTEF

6.3. Operating Revenue and Expenditure Framework

The table that follows indicates the expected operating revenue and expenditure for the iLembe District Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The “bottom line” is the disposable operating revenue, i.e. the amount that the Municipality would have to allocate in terms of this.

	OPERATING BUDGET (R)	CAPITAL BUDGET (R)
Original Budget 2020/2021	909 190 000	202 796 000
Adjusted Budget 2020/2021	944 792 000	258 242 000
Original Budget 2021/2022	953 738 000	228 259 000

Table 77: Summary of Budget 2020/2021

A summary of expenditure and income by Department in respect of the operating budget as follows:

DEPARTMENT	ORIGINAL BUDGET 2020/2021	ADJUSTED BUDGET 2020/2021	ORIGINAL BUDGET 2021/2022	INDICATIVE BUDGET 2022/2023	INDICATIVE BUDGET 2023/2024
TOTAL INCOME	912 768 000	1 012 468 000	958 689	1 012 577 000	1 071 580 000
<i>CORPORATE SERVICES DIRECTORATE</i>	56 234 000	58 923 000	58 904 61	60 417 392	62 220 496
<i>BUDGET AND TREASURY OFFICE</i>	123 317 000	115 484 000	125 104 594	134 367 890	140 625 854
<i>ACCOUNTING OFFICER'S OFFICE</i>	13 489 000	13 489 000	14 285 166	15 438 336	15 898 953
<i>LED AND PLANNING</i>	33 775 000	43 078 000	10 062 080	10 805 302	11 345 447
<i>TECHNICAL SERVICES DIRECTORATE</i>	836 286 000	887 160 000	903 858 421	969 970 270	1 029 988 711
<i>COMMUNITY SERVICES AND COUNCIL GENERAL (EXECUTIVE AND COUNCIL)</i>	74 896 000	143 209 000	79 305 966	85 707 807	88 265 513
TOTAL EXPENDITURE	909 190 000	968 305 000	884 891 000	965 197 000	965 197 000

Table 78: Summary of Dept. Income and Expenditure

A summary of expenditure and income per category in respect of the operating budget as follows:

Category	ORIGINAL BUDGET 2020/2021	ADJUSTED BUDGET 2020/2021	ORIGINAL BUDGET 2021/2022	INDICATIVE BUDGET 2022/2023	INDICATIVE BUDGET 2023/2024
Income	912 768 000	1 012 468 000	958 689 000	1 027 577 000	1 017 580 000
Expenditure	909 190 000	944 792 000	953 738 000	1 002 873 000	1 063 328 000
Employee Related .Costs	274 983 000	262 441 000	270 059 000	285 462 000	303 761 000
Remuneration of Councillors	9 819 000	9 835 000	10 474 000	11 155 000	11 880 000
Debt Impairment	18 301 000	18 301 000	19 852 000	20 952 000	22 419 000
Depreciation & Asset Impairment	81 631 000	81 512 000	116 457 000	121 731 000	127 208 000
Finance Charges	12 691 000	7 817 000	6 875 000	3 799 000	7 779 000
Bulk Purchases	216 200 000	243 597 000	247 355 000	264 670 000	283 197 000
Repairs and Maintenance	23 668 000	12 202 000	12 682 000	13 240 000	13 823 000
Contracted Services	152 887 000	194 832 000	142 450 000	148 571 000	152 212 000
Transfers & Grants					
Other Expenditure	119 012 000	114 257 000	127 804 000	133 113 000	141 048 000

Table 79: Summary of Income & Expenditure

The most significant source of internal income is the income from the water and sanitation services. The current budgeted percentage of internal revenue is 29%. The collection rate for the water and sanitation services income still requires improvement to ensure the achievement of the service delivery targets set on this budget. The iLembe District Municipality is implementing its credit control and debt management policy to ensure that this is achieved and that all outstanding debts are collected. The collection of these outstanding debtors is a priority of the District Municipality and is receiving the most urgent attention. The Municipality has initiated the following interventions to address revenue collection challenges, namely data cleansing exercise, changing faulty meters, restriction and/or disconnection of services where applicable and assessment of water meters throughout the district. These interventions address the challenges around the billing system including the accuracy thereof as well as the use of arrears from the past to encourage and reward payment of the current account.

6.4. Revenue Generation

Data Cleansing

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

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

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

Another strategy of data cleansing started in 2015/2016. That was in the form of a meter audit. There were students and meter readers who were trained and furnished with devices to collect consumer data and also verify each meter at each household. That

data is extracted and populated and updated on the financial system. The data cleansing and meter auditing project will improve the quality of data on the system and also improve the functioning of the section as a whole.

Further to that in 2018/2019, there was a data cleansing exercise that is ongoing in the form of Crosscheck where data profiling does take place and also Venn's Attorneys who also obtains the latest data for the municipality. That data is interrogated and is the uploaded onto the financial system.

Training Staff on Revenue Related Policies

There are Credit Control and Debt Collection and Revenue related policies that are adopted by Council and are reviewed on an annual basis. The aim of the policies is to ensure that Revenue Management, Credit control and Debt Collection is governed by set processes and procedures. It is important that staff is properly trained to enable them to apply and implement such policies.

- A Customer Care and Management Policy was adopted by Council for implementation for the 2018/19 and 2019/2020 financial year. The policy is aimed at ensuring that whenever consumers raise concerns, they will be attended to efficiently. A structure has been set and adopted in order to enable proper implementation. Training on the financial system took place and Customer Care training aligned to the policy and standard operating procedures are in implementation and also on an on-going basis.
- Staff are trained on a weekly and monthly basis and sometimes on a daily basis on the different aspects of revenue. This may include queries, policy interpretation. This is also treated as "on the job training"

Billing

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

The current challenges that affect billing integrity are:

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

The installation of flow limiters will reduce some of the above challenges. The new connection and replacement challenges will be sorted by meters being recorded in our financial system when they are received and when they are replaced and or removed and allocated to a property which will enable us to track outstanding documents. Data Cleansing will also enable us to reconcile our data to the local municipal valuation rolls.

Collection Rate

Table 69 mentioned above illustrates the payment ratio as based on total billings for the year and total receipts for the year. Though the Credit Control and Debt Collection Policy are being implemented, a plateau has been reached in terms of monthly receipts as we are receiving on average about R10.5 million a month.

There was a high level of tampering with the restrictors and unfortunately it cannot be proved as they are not uniquely identifiable and proving whether it was taken out or not is a great challenge. Therefore, a new way of restricting was adopted and that one has a challenge that consumers are not coming forward once they are replaced with the smart meter, therefore it was resolved by a council resolution that should there be a problem, query, the consumer will be converted to a conventional metering system.

Debtors Book

From Table 78 below it is evident that there is still a challenge of increasing debt and our objective is to first contain the debt and then reduce it. Indigent consumers still receive the 10 KL allocation as per Indigent policy. Consumers with debt will be able to access water upon entering into payment arrangements for the outstanding debts in accordance with the Credit Control and Debt Collection Policy. This will assist the municipality to contain the debt as well as reduce debt where payment arrangements are entered into. Currently about 35% of the debt is handed over to attorneys and collection agents. However as litigation is a long process, the impact is not evident at this stage.

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

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

Water Losses

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

To reduce the unbilled water losses due to incorrect meter reading, illegal water connections and unmetered water connections, the supply area is to be zoned into smaller control areas and bulk meters installed. The reading routes will then be aligned to the supply zones and reading of both the individual meters and the bulk meter will be aligned for each zone to facilitate water balancing. Variances will be analysed so as to identify the reason for losses. The Municipality has embarked on a water loss monitoring exercise where the different areas are being monitored using the bulk meters, so as to identify areas where there are excessive water losses, and when identified a plan of action is put in place to reduce the water losses.

ITEM	2017/18	2018/19	2019/20	2020/21
Billing	66 590 049	85 451 102	116 854 986	238 867 710
Receipts	51 322 149	49 011 069	63 003 497	117 251 361
Payment Ratio	77%	66%	58%	53%

Table 80: Debtors Payment Ration

ITEM	2017/18	2018/19	2019/20	2020/2021
Value of current Outstanding Debtors	274 022 485	304 359 132	402 216 595	410 497 493
Value of Debtors aged <30 days	9 667 505	11 303 698	12 896 270	21,030,159
Value of Debtors aged 30-60 days	15 485 754	16 725 436	25 061 847	13,725,036
Value of Debtors aged 60-90 days	12 034 918	13 697 096	19 997 912	11,836,051
Value of Debtors aged 90-120 days	10 480 307	12 276 270	19 808 211	15,549,298
Value of Debtors aged >120 days	243 811 135	264 053 727	337 310 239	348 356 947

Table 81: Summary of Debtors by Age & Value

6.5. SCM & Logistics Management

Stores Management

The Municipality has its main stores warehouse at KwaDukuza and satellite stores in Mandeni, Ndwedwe and Maphumulo. All stores material are received at KwaDukuza Stores and issued to satellite stores as the need arises. Materials that are required for KwaDukuza area are issued directly to plumbers and contractors from the main store. Currently only the Main Stores is operating on an on-line system, whilst the Satellite stores are still on a manual system.

Assets Management

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

The following functions are performed:

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

Challenges with Assets Section:

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

Proposed Solutions:

- External grant funding is to be sought to address the minimal repairs and maintenance due to our revenue base being predominantly rural/indigent.
- An Integrated Asset Management System is to be investigated and cost taking into consideration growing municipal assets base.

Achievements:

- Ensuring that all completed projects in prior years were capitalised i.e. recorded on the Asset Register so to ensure all Infrastructure Assets are recorded accurately, including those still in work-in-progress.
- Developing and maintaining working relationships with key Department/Units within the Municipality, especially the Technical Services Department.
- Procurement of barcode scanners for the verification of movable assets for more accurate and faster data entry.

6.6. Summary of AG Report

Every municipality has a strategic objective to achieve clean audit. The municipality obtained unqualified audit opinions with emphasis of matter for the 2017, 2018, 2019 and 2020 financial years. The municipality has however obtained in the past, clean audit opinion for three consecutive years, 2014, 2015, and 2016, and continue to aim for clean administration.

2019/2020 Audit Outcome

The municipality obtained an unqualified audit opinion with emphasis of matter:

- Material water losses
- Material impairment- Trade receivables from exchange transactions

The financial year 2019/20 became the third year of audit after the implementation of the financial reform, Municipal Standard Chart of Accounts (mSCOA), which brought about major changes to the way reporting is done in the local government. Material water losses were incurred as a result of illegal connection, main leaks (ageing infrastructure), reservoir outflows and service connection leaks. As a result of restricted inactive accounts, pensioner accounts and deceased consumer accounts the iLembe District Municipality incurred material debt impairment losses. Material findings included changes to the annual financial statements, money owed to creditors not always paid within 30 days. An audit Action plan with plans to address the audit findings is monitored on a monthly and matters are from time to time monitored at all committee meetings of council including MANCO, EXCO, FPC, Risk Management Committee and Council. The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

The material impairment on Trade and Other Receivables Transactions was resulted from the pandemic has resulted in job losses, however, the employment status of the IDM debtors was not considered in reaching the conclusion of not writing off any debt and the increase in the provision for bad debts for 2019/20. Due to this, the provision for bad debts and bad debts written-off may be misstated.

An Audit Action Plan (see **Annexure Q**), plans to address the audit findings is monitored on a monthly and matters are from time to time monitored at all committee meetings of council including MANCO, EXCO, FPC, Risk Management Committee and Council. The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

2018/2019 Audit Outcome

The municipality obtained an unqualified audit opinion with emphasis of matter:

- Material water losses

The financial year 2018/19 became the second year of audit after the implementation of the financial reform, Municipal Standard Chart of Accounts (mSCOA), which brought about major changes to the way reporting is done in the local government. Material water losses were incurred as a result of illegal connection, main leaks (ageing infrastructure), reservoir outflows and service connection leaks. As a result of restricted inactive accounts, pensioner accounts and deceased consumer accounts the iLembe District Municipality incurred material debt impairment losses. Material findings included changes to the annual financial statements, money owed to creditors not always paid within 30 days. An audit Action plan with plans to address the audit findings is monitored on a monthly and matters are from time to time monitored at all committee meetings of council including MANCO, EXCO, FPC, Risk Management Committee and Council. The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

2017/2018 Audit Outcome

The municipality received an unqualified audit opinion with following emphasis of matter:

- Materials Water Losses

The 2017/18 was the first year of audit after the implementation of the financial reform, Municipal Standard Chart of Accounts (mSCOA). Material water losses were incurred as a result of illegal connection, main leaks (ageing infrastructure), reservoir outflows and service connection leaks. As a result of restricted inactive accounts, pensioner accounts and deceased consumer accounts the iLembe District Municipality incurred material debt impairment losses. The material findings included changes to the annual financial statements, money owed to creditors not always paid within 30 days and funds were invested for a week at iThala SOC, in contravention of municipal investment regulation. These are matters are from time to time monitored at all committee meetings of council including MANCO, EXCO, FPC and Council. The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

6.7. Capital Investment Framework

The Capital Investment Programme and Framework as attached hereto at Annexure I focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the iLembe Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area of urgency and in financial terms.

6.8. Organisational Performance Management System

This chapter details how the implementation of the IDP will be measured. It provides an overview of the municipality's Organisational Performance Management System and Back to Basics which includes the functionality ratings of the iLembe family of municipalities.

6.9. iLembe Organisation Performance System

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

iLembe Organisational Performance System

The iLembe District Municipality's adopted an Organisational Performance Framework in June 2012 and it is thereafter reviewed annually. The model used by iLembe District Municipality in terms of PMS implementation is as depicted in the diagram below:



Figure 20: iLembe Organisational Performance System OPMS

The components of the iLembe PMS are as follow:

Planning: Planning for performance simply means developing and reviewing the IDP annually in preparation for continuous implementation. Municipal performance planning is part of the IDP strategic planning processes. The IDP process and the performance management process are seamlessly integrated. Integrated development planning fulfils the planning phase of performance management. Performance management fulfils the implementation management, monitoring and the evaluation of the IDP process.

Monitoring: Monitoring of performance will be an ongoing process throughout the year. The iLembe District Municipality will use both paper-based and electronic report-based monitoring mechanism. Different role players are allocated tasks to monitor and gather information that would assist the municipality to detect early indications of under-performance and take corrective measures on time. Information management plays a central role during this phase. The iLembe District Municipality's monitoring system places responsibility on each Department, Division/Section and Individual employee to collect relevant data and information to support the monitoring process. Evidence of performance will be gathered, stored by each department and presented to

substantiate claims of meeting (or not meeting) performance standards. This evidence is stored on files (both manual filing and digital filing, where possible). These files will be regarded as portfolio of evidence kept for purposes of performance measurement, performance review and audit in the other phases.

Measurement and Analysis: Performance Measurement is essentially the process of analysing the data provided by the above Performance Monitoring System in order to assess performance. At organisational level, Performance Measurement is formally executed on a quarterly basis, whilst Performance Measurement at departmental level is done on a quarterly basis with monthly progress reports prepared.

Performance Reviews: Performance review is a process where the municipality, after measuring its own performance as detailed in the previous phase, assesses whether it is giving effect to the IDP. It is a phase where it will assess whether it is doing the right thing, doing it right and better, or not. Performance reviews will be conducted through the municipality's scorecard model by assessing performance against the 5 Key Performance Areas (KPA's), indicators, and targets.

The iLembe PMS does the following:

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

The key outputs identified for the iLembe PMS are:

- Assessed reality in terms of existing systems and models.
- Gaps analysed between IDP and PMS requirements.
- Communication with internal stakeholders and Local Municipalities, i.e. one-on-one input sessions, internal and external workshops with various stakeholders.
- Development of the Municipality and Departmental scorecard templates.
- Stakeholder input to the draft scorecards.
- Finalised scorecards for Council approval as a performance planning and measurement tool.
- Verification of the Portfolios of evidence against reported actuals before submission to the Internal Auditors for auditing purposes.
- Credible information reported to the public.

6.10. Ilembe Score Card & SDBIP

The Service Delivery and Budget Implementation Plan, (SDBIP) is aligned to the IDP and budget. The legislation requirement for the SDBIP is stated in the MFMA, and Chapter 6 of the MSA.

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

The SDBIP requires a detail of five necessary components and these are:

- Monthly projections of revenue to be collected for each source.
- Monthly projections of expenditure (operating and capital) and revenue for each vote.
- Quarterly projections of service delivery targets and performance indicators for each vote.
- Ward/Local Municipality information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward/Local Municipality over three years.

The municipality embarked on a strategic planning session in October 2016, where a five (5) year strategic plan was developed and included Indicators and targets for the 5 years for each business Unit. The SDBIP is attached as Annexure J to this document.

6.11. Ilembe District Municipality Back to Basics

The iLembe family of municipalities have committed to implementing the Back to Basics Programme which aims to meet the Back to Basic delivery. The programme is about serving the people at a basic level through the five pillars of putting people first, promoting good governance, sound financial management, building institutional capacity and delivering basic services as per the provincial priorities (State of the Province Address 2020).

The 2020/21 action plan has been implemented and monitored with progress reports to national on a monthly basis and provincial on a quarterly basis. Feedback sessions are held quarterly between the iLembe family of Municipalities and COGTA to indicate progress and scoring of the B2B assessment.

The scoring system is based on the quarterly provincial B2B assessment tool, which consists of 39 key indicators with related secondary indicators and qualitative data inputs per indicator. These indicators are weighted and scored according to predetermined norms and standards. These scores are calculated per B2B pillar and in total on a quarterly basis as part of the municipal B2B performance assessment. The four quarterly scores are added up and divided into 4 to determine the annual scoring and rating of municipalities. The final results are categorised as follows:

- Functional – 70% and above
- Challenged -50% - 69%
- Requiring Intervention – 0-49%

The table below illustrates the latest B2B status for iLembe family of municipalities.

MUNICIPALITY	NATIONAL CATEGORISATION AS AT SEPTEMBER 2014	MUNICIPAL B2B CATEGORISATION (JUNE 2017 – JUNE 2018): ILEMBE DISTRICT				
		KZN COGTA SEPT 2017	KZN COGTA DEC 2017	KZN COGTA MAR 2018	KZN COGTA JUN 2018	KZN COGTA SEP 2018 (Prelim)
Ilembe	Functional	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Challenged
KwaDukuza	Functional	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Challenged
Mandeni	Functional	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Challenged
Ndwedwe	Challenged	Functional (Improved)	Functional (Unchanged)	Challenged (Regressed)	Requiring Intervention	Challenged
Maphumulo	Challenged	Requiring Intervention (Regressed)	Functional (Improved)	Functional (Unchanged)	Challenged (Regressed)	Functional

Table 82: B2B Status of Ilembe Family of Municipality

Furthermore, the Back to Basics is cascaded down to the municipal SDBIP by:

- Through incorporating the Back to Basics reporting template with the municipal scorecards to ensure coordination and implementation of the programme.
- The B2B support plan is aligned to the SDBIP and IDP.
- The performance indicators are aligned to the B2B pillars and are part of the SDBIP's, most of the KPI's are relating to the finance department.
- The programme will ensure that we continue to improve the lives of our people through service delivery while at the same time ensuring good governance and consultation with our communities.

Performance Assessment Process

The programme is measured on an assessment that is main questions, scored and supplementary questions considered. The B2B action plan is developed, implemented and monitored on a quarterly basis. The feedback assessments are done on a quarterly basis by COGTA.

The following actions and steps are followed when the performance assessment model is applied for the quarterly assessment, scoring and categorisation:

- Circulation of the template to all municipalities
- Submission of the completed reporting template to COGTA by municipalities
- Further collection and/or verification of the municipal performance information from various COGTA business units responsible for certain specialist's indicators.
- Assessments and gap analysis conducted based on performance standard and weighting that was developed per indicator and portfolio of evidence identified to determine the level of functionality.

- The key performance indicators are assessed under each pillar on a quarterly basis. The functionality scoring is done based on the relevant standards achieved together with portfolio of evidence submitted.
- Presentation of results and gap analysis presented to municipalities
- All financial indicators are accumulative – assistance in respect to the financial indicators provided by the COGTA: Municipal Finance Unit
- Any Municipality that is currently under the COGTA intervention will be categorised as “Requiring intervention” regardless of the scoring on the template

6.12. Conclusion

The IDP Review 2021/2022 has been compiled incorporating the following elements:

- Comments from various Role Players
- Comments from Provincial MEC Panel
- Reviewed and included new information
- Aligned Sector Plans
- Aligned IDP with National and Provincial Programmes & Policies
- Emphasised on revenue enhancement
- Outlined the Covid-19 recovery plan

Despite the fact that 2021 is an election year, the Municipality remains committed to delivering swift service, addressing poverty, fulfilling people's needs, and creating jobs. Within the sense of the Credible IDP Framework, the IDP review aimed to better align the Local Municipalities' IDPs and ensure cross-sectoral coordination and vertical and horizontal alignment in respect of national and provincial government programs, strategic guidelines, policies and procedures. The iLembe 2021/22 IDP has performed a systematic review and study of the iLembe District Municipality as an entity and the area under its jurisdiction for the purposes mentioned above.

In ensuring that job creation through an accelerated service delivery strategy does not compromise a fragile green environment of iLembe as whole, the District has adopted its Environmental Management Framework (EMF) and it adheres to all NEMA requirements, in its endeavour to fast track service delivery. The current IRSDP and SDF are aligned to the EMF that will create the foundation for more efficient development approval process

In conclusion iLembe District Municipality is aligning all its strategic plans (5 year plans, Key Performance Areas, business plans etc.) in order to ensure adequate alignment with government programmes on job creation. iLembe will surely create an environment for domestic and international investors to see this vast area as an investment destination that can rival any part of South Africa, Africa and the World.

List of Annexures

- ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK
- ANNEXURE B: DISTRICT GROWTH AND DEVELOPMENT PLAN
- ANNEXURE C: DISASTER RISK MANAGEMENT SECTOR PLAN
- ANNEXURE D: LGSETA ACKNOWLEDGEMENT
- ANNEXURE E: MASTER WATER AND SANITATION PLAN
- ANNEXURE F: LOCAL ECONOMIC DEVELOPMENT STRATEGY
- ANNEXURE G: FINANCIAL VIABILITY/SUSTAINABILITY (FINANCIAL RATIO'S)
- ANNEXURE H: MUNICIPAL FRAUD RISK REGISTER
- ANNEXURE I: CAPITAL INVESTMENT FRAMEWORK
- ANNEXURE J: WETLAND STRATEGY AND ACTION PLAN
- ANNEXURE K: ICT POLICY FRAMEWORK
- ANNEXURE L: RECRUITMENT AND SELECTION POLICY
- ANNEXURE M: INDIGENT POLICY
- ANNEXURE N: INTEGRATED WASTE MANAGEMENT PLAN
- ANNEXURE O: SUPPLY CHAIN MANAGEMENT POLICY
- ANNEXURE P: SDBIP'S
- ANNEXURE Q: AUDIT ACTION PLAN
- ANNEXURE R: ILEMBE WATER AND SANITATION PROJECTS