



2018/2019

**INTEGRATED DEVELOPMENT PLAN
REVIEW**

TABLE OF CONTENTS

CHAPTER 1: EXECUTIVE SUMMARY	12
1.1 WHO ARE WE?	12
1.2 DEVELOPING THE ILEMBE IDP	15
1.3 DEVELOPMENT CHALLENGES	16
1.4 MUNICIPAL VISION.....	16
1.4.1 LONG TERM DEVELOPMENT VISION IRSDP 2050	16
1.5 ILEMBE STRATEGIC PLAN	17
1.6 HOW DO WE MEASURE OUR PERFORMANCE?	19
1.7 SPATIAL STRUCTURE OF THE ILEMBE DISTRICT	19
CHAPTER 2	21
: PLANNING AND DEVELOPMENT PRINCIPLES	21
2.1 PLANNING AND DEVELOPMENT PRINCIPLES	21
2.2 NATIONAL PLANNING AND POLICY DIRECTIVES.....	22
2.2.1 SUSTAINABLE DEVELOPMENT GOALS (SDG)	22
2.2.2 THE STATE OF THE NATION ADDRESS 2018.....	23
2.2.3 MEDIUM TERM STRATEGIC FRAMEWORK	25
2.2.4 BACK-TO-BASICS APPROACH.....	26
2.2.5 STATE OF THE PROVINCE ADDRESS 2018	26
2.2.6 DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP).....	27
2.2.7 MUNICIPAL STANDARD CHART OF ACCOUNTS (MSCOA).....	29
CHAPTER 3	30
SITUATIONAL ANALYSIS.....	30
3.1 DEMOGRAPHIC CHARACTERISTICS	30
3.1.1 POPULATION AND HOUSEHOLD PROFILES.....	30
3.1.2 GENDER PROFILE	31
3.1.3 AGE PROFILE.....	33
3.1.4 RACIAL PROFILE	34
3.2 SPATIAL ANALYSIS.....	34
3.2.1 REGIONAL CONTEXT	34
3.2.2 HIERARCHY OF PLANS.....	35
3.2.3 MUNICIPAL SPLUMA IMPLEMENTATION.....	36
3.2.2 LAND RESTITUTION AND LAND CAPABILITY	37
3.3 ENVIRONMENTAL ANALYSIS	40
3.3.1 THE ENVIRONMENTAL MANAGEMENT STRUCTURE	40
3.3.2 PROMOTING INTEGRATED PLANNING	40
3.3.3 BIODIVERSITY MANAGEMENT.....	41
3.3.4 FRESHWATER BIODIVERSITY (HYDROLOGY).....	47
3.3.5 HERITAGE OBJECTS/SITES.....	51
3.3.6 PRESSURES AND OPPORTUNITIES RELATED TO BIODIVERSITY MANAGEMENT	51
3.3.7 COASTAL MANAGEMENT	52
3.3.8 WASTE MANAGEMENT	54
3.3.9 MINING WITHIN THE DISTRICT	56

3.3.10	AIR QUALITY MANAGEMENT	57
3.3.11	RESPONDING TO IMPACTS OF CLIMATE CHANGE.....	57
3.3.12	TOWARDS THE GREEN ECONOMY	59
3.3.13	STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)	59
3.3.14	ENVIRONMENTAL EDUCATION, AWARENESS PROGRAMMES	60
3.3.14	SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS.....	61
3.4	DISASTER MANAGEMENT	61
3.4.1	<i>MUNICIPAL INSTITUTIONAL CAPACITY</i>	61
3.4.2	RISK ASSESSMENT	62
3.4.3	<i>RISK REDUCTION & PREVENTION</i>	62
3.4.4	<i>RESPONSE & RECOVERY</i>	63
3.4.5	<i>FUNDING ARRANGEMENTS</i>	63
3.4.6	<i>DISASTER MANAGEMENT: SWOT ANALYSIS</i>	64
3.5	MUNICIPAL TRANSFORMATION & INSTITUTIONAL ORGANISATIONAL DEVELOPMENT	64
3.5.1	INSTITUTIONAL ARRANGEMENTS	64
3.5.2	POWERS & FUNCTIONS	66
3.5.3	ORGANISATIONAL STRUCTURE	67
3.5.4	HUMAN RESOURCE DEVELOPMENT.....	72
3.5.5	MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS.....	76
3.6	SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS.....	77
3.6.1	WATER & SANITATION	77
3.6.2	PROPOSED WATER AND SANITATION PROJECTS FOR ILEMBE REGION	83
3.6.3	WATER QUALITY MANAGEMENT	86
3.6.5	ENERGY.....	90
3.6.6	HUMAN SETTLEMENTS.....	90
3.6.7	TELECOMMUNICATIONS.....	93
3.7	LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS	95
3.7.1	ENTERPRISE ILEMBE	95
3.7.2	MAIN ECONOMIC AREAS OF FOCUS ON JOB CREATION	96
3.7.3	MAIN ECONOMIC CONTRIBUTORS.....	98
3.8	SOCIAL DEVELOPMENT ANALYSIS.....	116
3.8.1	BROAD BASED COMMUNITY NEEDS.....	116
3.8.2	EDUCATION PROFILE	116
3.8.3	HEALTH PROFILE	118
3.8.4	SAFETY, SECURITY AND JUSTICE ISSUES	122
3.8.5	NATION BUILDING & SOCIAL COHESION	124
3.8.6	COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS.....	125
3.8.7	SOCIAL DEVELOPMENT: SWOT ANALYSIS.....	127
3.9	MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS	127
3.9.1	CAPITAL FUNDING TO ADDRESS SERVICE DELIVERY	127
3.9.2	SUPPLY CHAIN MANAGEMENT (SCM)	130
3.9.3	FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS.....	133
3.10	GOOD GOVERNANCE ANALYSIS.....	134
3.10.1	NATIONAL AND PROVINCIAL PROGRAMMES	134
3.10.2	OPERATION SUKUMA SAKHE (OSS)	134
3.10.3	OSS CHALLENGES.....	135
3.10.4	OSS ACHIEVEMENTS	135
3.10.5	HIV AND AIDS PROGRAMMES.....	135
3.10.6	DISTRICT INTERGOVERNMENTAL STRUCTURES	136
3.10.7	MUNICIPAL STRUCTURES	139
3.10.8	OVERSIGHT COMMITTEES.....	142

3.10.9	STATUS OF MUNICIPAL SECTOR PLANS	143
3.10.10	MUNICIPAL RISK MANAGEMENT.....	144
3.10.11	MUNICIPAL BYLAWS	145
3.11	PUBLIC PARTICIPATION ANALYSIS	145
3.11.1	PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES.....	146
3.11.2	MUNICIPAL HEALTH SERVICES (MHS)	148
3.1.1.3	GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS.....	149
3.11.4	KEY FINDINGS.....	149
CHAPTER 4	152
DEVELOPMENT STRATEGIES.....	152
4.1	STRATEGIC BLUEPRINT	152
4.2	VISION.....	153
4.3	STRATEGIES	153
CHAPTER 5	156
STRATEGIC MAPPING &	156
ENVIRONMENTAL MANAGEMENT	156
5.1	ENVIRONMENTAL MANAGEMENT	156
5.1.1	SUSTAINABLE USE OF NATURAL RESOURCES	156
5.1.2	BIODIVERSITY MANAGEMENT.....	157
5.1.3	FRESHWATER BIODIVERSITY (HYDROLOGY).....	164
5.1.4	HERITAGE SITES WITHIN THE DISTRICT	165
5.1.5	COASTAL MANAGEMENT	165
5.1.6	WASTE MANAGEMENT	168
5.1.7	AIR QUALITY MANAGEMENT.....	170
5.1.8	RESPONDING TO IMPACTS OF CLIMATE CHANGE	170
5.1.8	TOWARDS THE GREEN ECONOMY	173
5.1.9	ENVIRONMENTAL EDUCATION AND AWARENESS PROGRAMMES.....	174
5.1.10	SECTOR PLANS.....	175
5.1.9	ENVIRONMENTAL PROJECT MATRIX	177
5.2	STRATEGIC MAPPING	177
5.2.1	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	178
5.2.2	PRIORITY INTERVENTION AREAS	178
5.2.3	PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK.....	181
5.2.4	ILEMBE REGIONAL SPATIAL DEVELOPMENT PLAN (IRSDP).....	181
5.2.5	SPATIAL DEVELOPMENT FRAMEWORK (SDF).....	187
CHAPTER 6	194
ILEMBE BUSINESS UNIT PLANS.....	194
6.1	MONITORING EVALUATION AND SUSTAINABLE ENVIRONMENT	195
6.2	MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT	197
6.2.1	IMPLEMENTATION PLAN.....	199
6.3	SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	204
6.3.1	IMPLEMENTATION PLAN.....	205
6.4	LOCAL ECONOMIC DEVELOPMENT	209
6.4.1	IMPLEMENTATION PLAN.....	210

6.5	MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	217
6.5.1	IMPLEMENTATION PLAN	220
6.6	GOOD GOVERNANCE & PUBLIC PARTICIPATION	223
6.6.1	IMPLEMENTATION PLAN	225
6.6.1	IMPLEMENTATION PLAN.....	226
CHAPTER 7	234
FINANCIAL PLAN	234
7.1	OVERVIEW OF MUNICIPAL BUDGET	234
7.1.1	<i>THREE YEAR MUNICIPAL BUDGET</i>	234
7.1.2	OPERATING REVENUE & EXPENDITURE FRAMEWORK.....	235
7.1.3	<i>REVENUE GENERATION</i>	236
7.1.4	SCM - LOGISTICS MANAGEMENT	240
7.1.6	SUMMARY OF AG REPORT AND RESPONSES	241
7.1.7	CAPITAL INVESTMENT FRAMEWORK (CIF)	241
CHAPTER 8	242
SECTORAL ALIGNMENT	242
8.1	SECTOR DEPARTMENTS MTEFs	242
8.1.1	DEPARTMENT OF HEALTH	243
8.1.2	DEPARTMENT OF HUMAN SETTLEMENT	245
8.1.3	DEPARTMENT OF EDUCATION	247
8.1.4	DEPARTMENT OF TRANSPORT	252
8.1.5	DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM	254
8.1.6	UMGENI WATER.....	259
8.1.8	SEMBCORP	262
8.1.9	ESKOM.....	264
8.1.10	DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT.....	265
CHAPTER 9:	268
ORGANISATIONAL PERFORMANCE	268
9.1	ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM	268
9.2	ILEMBE ORGANISATIONAL PERFORMANCE SYSTEM	268
9.3	ILEMBE SCORECARD AND SDBIP	270
9.4	ILEMBE BACK TO BASICS	270
9.4.3	PERFORMANCE ASSESSMENT PROCESS	271
CONCLUSION	273
LIST OF ANNEXURES	274
ANNEXURE A:	SPATIAL DEVELOPMENT FRAMEWORK.....	274
ANNEXURE B:	DISTRICT GROWTH AND DEVELOPMENT PLAN	274
ANNEXURE C:	DISASTER RISK MANAGEMENT SECTOR PLAN	274
ANNEXURE D:	LGSETA ACKNOWLEDGEMENT	274
ANNEXURE E:	MASTER WATER AND SANITATION PLAN	274
ANNEXURE F:	LOCAL ECONOMIC DEVELOPMENT PLAN	274

ANNEXURE G: FINANCIAL VIABILITY/SUSTAINABILITY (FINANCIAL RATIO'S).....	274
ANNEXURE H: MUNICIPAL FRAUD RISK REGISTER	274
ANNEXURE I: CAPITAL INVESTMENT FRAMEWORK	274
ANNEXURE J: SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN.....	274

LIST OF FIGURES

FIGURE 1: 5 PILLARS.....	17
FIGURE 2: SUSTAINABLE DEVELOPMENT GOALS.....	22
FIGURE 3: PILLARS OF BACK TO BASICS	26
FIGURE 4: MSCOA.....	29
FIGURE 5: DISTRICT GENDER PROFILE	32
FIGURE 6: HIERARCHY OF SPATIAL PLANS.....	36
FIGURE 7: MUNICIPAL SENIOR MANAGEMENT.....	68
FIGURE 8: ENTERPRISE ILEMBE STRUCTURE.....	70
FIGURE 9: ILEMBE DPSS ORGANOGRAM	71
FIGURE 10: STRATEGIC OBJECTIVES	104
FIGURE 11: STRATEGIC THRUSTS.....	105
FIGURE 12: PRINCIPLES OF THE TOURISM STRATEGY	105
FIGURE 13: BURDEN OF DISEASE PROFILE.....	121
FIGURE 14: BATHO PELE PRINCIPLES.....	134
FIGURE 15: DISTRICT IGR STRUCTURES	137
FIGURE 16: ILEMBE'S STRATEGIC BLUEPRINT.....	152
FIGURE 17: MISSION STATEMENTS	153
FIGURE 20:IRSDP FOCUS AREAS OVER THE SHORT, MEDIUM, LONG TERM PHASES.....	185
FIGURE 22: ILEMBE OPMS	268

LIST OF GRAPHS

GRAPH 1: POPULATION GROWTH 2001 TO 2016.....	30
GRAPH 2: ILEMBE GENDER PROFILE	32
GRAPH 3: AGE PROFILE.....	33
GRAPH 4: RACIAL PROFILE	34
GRAPH 5 : PERCENTAGE OF PEOPLE WITH ACCESS TO QUALITY PIPED WATER	77
GRAPH 6: ILEMBE DM BLUE DROP PERFORMANCE	87
GRAPH 7: ACCESS TO INTERNET	93
GRAPH 8: ACCESS TO A CELL PHONE	94
GRAPH 9: ACCESS TO A LANDLINE TELEPHONE.....	94
GRAPH 10: ILEMBE POVERTY INTENSITY	100
GRAPH 11: EMPLOYMENT LEVELS.....	101
GRAPH 12 : HOUSEHOLD INCOME.....	102
GRAPH 13: ILEMBE DISTRICT SMME'S	103
GRAPH 14:EDUCATION LEVELS	117
GRAPH 15: 2017 GRADE 12 RESULTS.....	118
GRAPH 16:SAPS CRIME STATS 2016-2017	123

LIST OF MAPS

MAP 1: OVERVIEW OF THE ILEMBE REGION	13
MAP 2: ILEMBE TA'S	14
MAP 3: LAND RESTITUTION AND REDISTRIBUTION.....	38
MAP 4: LAND CAPABILITY MAP	39
MAP 5: VEGETATION TYPES IN COMMUNITIES	42
MAP 6: RIVER CLASSES	48
MAP 7 : FRESHWATER ECOSYSTEM	50
MAP 8: ACCESS TO WATER IN THE DISTRICT	81
MAP 9: ACCESS TO SANITATION IN THE DISTRICT.....	82
MAP 10: MOVEMENT NETWORKS.....	89
MAP 11: PUBLIC & PRIVATE DEVELOPMENTS	92
MAP 12: SOCIAL FACILITIES	115
MAP 13: ILEMBE CRITICAL BIODIVERSITY AREAS AND ECOLOGICAL SUPPORT AREAS	159
MAP 14: THREATENED ECOSYSTEM	161
MAP 15:PROPOSED STEWARDSHIP WITHIN THE DISTRICT	163
MAP 16: COASTAL ACCESS POINTS.....	167
MAP 17:ENVIRONMENTAL MANAGEMENT ZONES.....	176
MAP 18: PROVINCIAL SDF.....	179
MAP 19: PRIORITY INTERVENTION AREAS.....	180
MAP 20:KZN SDF.....	181
MAP 21:LONG TERM DEVELOPMENT	186
MAP 22: ILEMBE SDF 2015/16.....	193
MAP 23: DEPT OF HEALTH	244
MAP 24: DEPT OF HUMAN SETTLEMENTS.....	246
MAP 25: DEPT. OF EDUCATION	251
MAP 26: DEPT. OF TRANSPORT	253
MAP 27: UMGENI WATER.....	261
MAP 28: ESKOM	264

LIST OF TABLES

TABLE 1: STRATEGIC OBJECTIVES	19
TABLE 2: ILEMBE'S RESPONSE TO SDG'S	23
TABLE 3: COMMITMENTS OF 2018/19	25
TABLE 4: ILEMBE'S RESPONSE TO THE 14 NATIONAL OUTCOMES.....	26
TABLE 5: DGDP OBJECTIVES.....	27
TABLE 6: POPULATION GROWTH COMPARISON	31
TABLE 7: HOUSEHOLD STATISTICS.....	31
TABLE 8: STATE OF MUNICIPAL SPLUMA READINESS.....	37
TABLE 9: ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS.....	41
TABLE 10:ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS.....	41
TABLE 11: BIODIVERSITY SUMMARY INFORMATION PER LOCAL MUNICIPALITY IN ILEMBE DISTRICT MUNICIPALITY	44
TABLE 12: ENDANGERED ECOSYSTEMS	46
TABLE 13: PROTECTED AREA	46
TABLE 14: WATER RESOURCES WITHIN ILEMBE DISTRICT	47
TABLE 15: ESTUARIES WITHIN ILEMBE DISTRICT	52
TABLE 16: EXPANDED PUBLIC WORK PROGRAMME	54
TABLE 17: STATUS OF WASTE MANAGEMENT WITHIN ILEMBE DISTRICT.....	55
TABLE 18: WASTE COLLECTION/DISPOSAL IN THE DISTRICT	55
TABLE 19: RECORD OF SAND MINING IN THE DISTRICT	57

TABLE 20: RESPONDING TO CLIMATE CHANGE	59
TABLE 21: SPATIAL & ENVIRON. SWOT	61
TABLE 22: DISASTER MANAGEMENT INSTITUTIONAL CAPACITY	62
TABLE 23: DISASTER MANAGEMENT SWOT	64
TABLE 24: POWERS & FUNCTIONS	67
TABLE 25: STAFF COMPLEMENT	69
TABLE 26: EAP 2017/18	74
TABLE 27: MUNICIPAL TRANSFORMATION & INSTITUTIONAL MANAGEMENT SWOT	76
TABLE 28: ILEMBE WATER & SANITATION BACKLOGS	80
TABLE 29: WATER DEMAND PROJECTIONS	83
TABLE 30: UNEMPLOYMENT RATE	101
TABLE 31: TOTAL VISITORS TO ILEMBE IN 2014	105
TABLE 32: SUMMARY OF ACCOMMODATION IN ILEMBE	106
TABLE 33: OVERNIGHT TOURISTS	106
TABLE 34: TYPE OF VISITORS	106
TABLE 35: TOURISM IN THE PROVINCES	106
TABLE 36: TYPES OF ACCOMODATIONS	107
TABLE 37: TYPES OF TOURIST ACTIVITIES	107
TABLE 38: LED PROJECTS	110
TABLE 39: LED SWOT	114
TABLE 40 : ANNUAL TRENDS	120
TABLE 41: SAPS IN ILEMBE.....	123
TABLE 42: SOCIAL DEVELOPMENT SWOT	127
TABLE 43: 3-YEAR SYNOPSIS OF FUNDS.....	127
TABLE 44: CAPITAL EXPENDITURE IN 3 YEARS.....	128
TABLE 45: BORROWING ARRANGEMENTS WITH BANKS.....	129
TABLE 46: ABRIDGED INVESTMENT REGISTER.....	130
TABLE 47: FINANCIAL SWOT	133
TABLE 48: IGR FORUMS	138
TABLE 49: IDP STRUCTURES.....	140
TABLE 50 : COMMUNITY PARTICIPATION MEETINGS.....	142
TABLE 51: SECTOR PLANS	144
TABLE 52: CORPORATE GOVERNANCE SWOT	149
TABLE 53: KEY FINDINGS	151
TABLE 54: ILEMBE STRATEGIC OBJECTIVES	155
TABLE 55: HYDROLOGY.....	165
TABLE 56: STATUS OF COASTAL MANAGEMENT PROGRAMMES.....	166
TABLE 57: TYPE OF RECYCLING	169
TABLE 58: WASTE PROGRAMMES	170
TABLE 59: PROGRAMMES RESPONDING TO CLIMATE CHANGE.....	170
TABLE 60: PROGRAMMES RESPONDING TO CLIMATE CHANGE.....	172
TABLE 61: RENEWABLE ENERGY PROGRAMMES.....	174
TABLE 62: PROJECT MATRIX	177
TABLE 63: ILEMBE ALIGNMENT TO THE NDP GOALS.....	184
TABLE 64: TERMINOLOGY FOR NODAL DEVELOPMENT	188
TABLE 65: PROPOSED CORRIDORS IN SDF.....	189
TABLE 66: DEVELOPMENT TRIGGERS	190
TABLE 67: INSTITUTIONAL TRANSFORMATION AND ORGANISATION IMPLEMENTATION PLAN.....	203
TABLE 68: BASIC SERVICE DELIVERY IMPLEMENTATION PLAN.....	207
TABLE 69: CAPITAL PROJECTS.....	208
TABLE 70: LED IMPLEMENTATION PLAN	216
TABLE 71: FINANCE VIABILITY & MANAGEMENT IMPLEMENTATION PLAN.....	222
TABLE 72: GOOD GOVERNANCE IMPLEMENTATION PLAN	233
TABLE 73: MUNICIPAL BUDGET MTEF	235

TABLE 74: SUMMARY OF BUDGET 2017/2018	235
TABLE 75:SUMMARY OF DEPT. INCOME & EXPENDITURE	235
TABLE 76: SUMMARY OF INCOME & EXPENDITURE.....	236
TABLE 77: DEBTORS PAYMENT RATIO	239
TABLE 78: SUMMARY OF DEBTORS BY AGE & VALUE	239
TABLE 79: HEALTH MTEF	243
TABLE 80: HUMAN SETTLEMENT MTEF 2018/19	245
TABLE 81: DEPT. OF EDUCATION	250
TABLE 82: DEPT. OF TRANSPORT	252
TABLE 83:DRDLR	258
TABLE 84: UMGENI WATER	260
TABLE 85: SEMBCORP	263
TABLE 86:DARD MTEF.....	267
TABLE 87: STATUS OF ILEMBE FAMILY OF MUNICIPALITIES.....	271

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

FOREWORD BY HIS WORSHIP THE MAYOR



HIS WORSHIP THE MAYOR: CLLR S.S GUMEDE

It brings me great pleasure to present to the communities of iLembe, the 2018/19 review of our Integrated Development Plan. This marks the first review of the five (5) year plan adopted by the Council of iLembe in May 2017. This review serves to reaffirm our commitment to the priorities and strategic interventions that serve as the blueprint of our five year plan. We are mandated by the Municipal Systems Act to conduct annual reviews of our plan taking into account the ever changing external environment as well as to ascertain whether the targets we had set for ourselves are still relevant considering the resources at our disposal.

This first review of our IDP continues to illustrate this Council's commitment to eradicating service backlogs for water and sanitation. The capital projects that have been included in this IDP are primarily aimed at ensuring our

communities have access to basic services, unlock economic opportunities, and replacing aged and dilapidated infrastructure.

Ensuring a clean and effective administration is one of the focal areas of Council, therefore one of the targets in this IDP review is the attainment of a clean audit opinion from the Auditor General. Improving the municipality's financial position is of principal importance, in this respect the IDP will highlight the mechanisms we have and will continue to put in place to ensure sound revenue and expenditure management.

During the 2018 State of the Nation Address, His Excellency President Cyril Ramaphosa underscored the urgent need to create jobs, especially for the youth. The Municipality will in the 2018/19 financial year continue the implementation of its procurement policy which has been amended to cater for 30% procurement from local SMMEs owned by Black people. In addition, the Municipality's development agency will implement programmes that aim to grow the local economy and reduce unemployment, particularly amongst the youth. The Vuthela iLembe local economic development partnership with the Swiss government will, during the 2018/19 financial year, progress into the implementation phase, this will ultimately yield long lasting benefits for the District economy.

The year 2018 marks the centenary of two icons of the liberation movement and our Country, Mama Albertina Sisulu and Nelson Mandela. It is therefore befitting that the strategic thrust of our IDP is geared towards securing the well-being and dignity of our people through providing water, decent sanitation services and access to economic opportunities. The Council's commitment to this cause is encapsulated in the IDP vision:

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

CHAPTER 1: EXECUTIVE SUMMARY

1.1 WHO ARE WE?

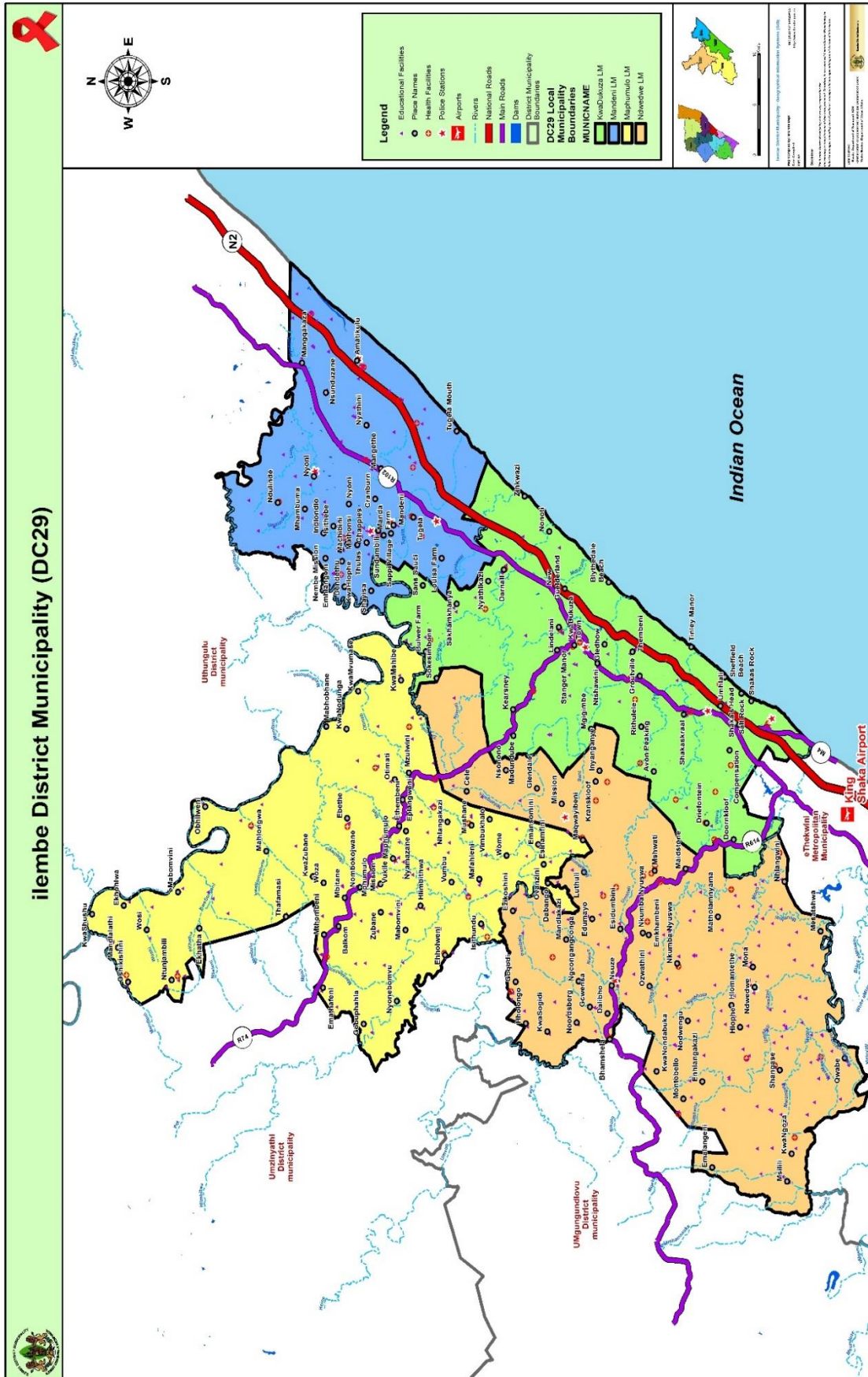
The iLembe District Municipality (DC29) lies on the east coast of KwaZulu-Natal, between eThekweni Metro in the south and King Cetshwayo District in the North. To the west, iLembe is bordered by two Districts; uMgungundlovu and uMzinyathi. At 3 260km², this is the smallest of the 10 KZN District Municipalities with a total population of approximately 657,612 people (Statics 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 kilometres 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.

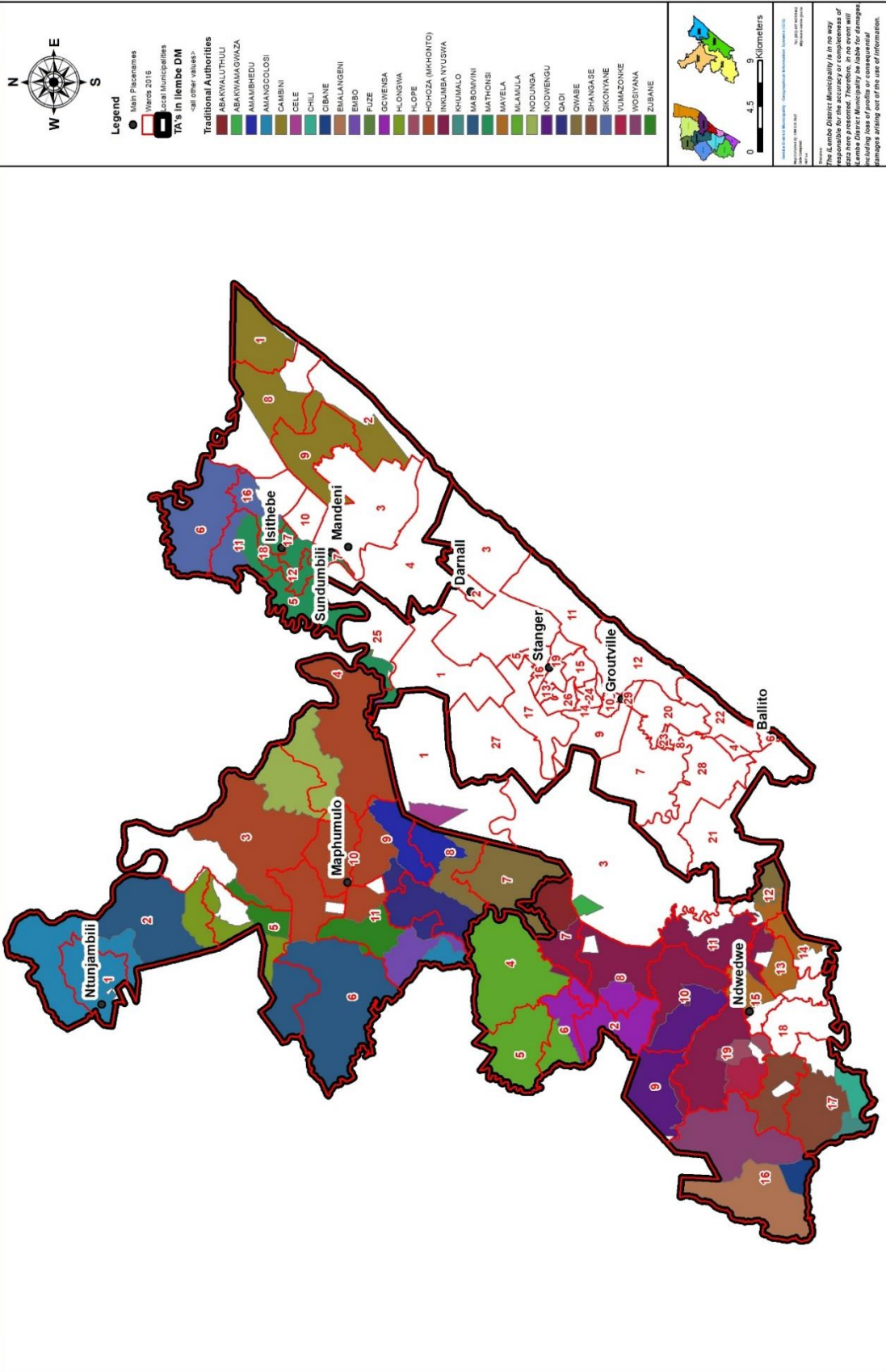
Despite its strategic location, iLembe faces numerous economic challenges such as the high levels of poverty in the rural inland areas, which contrasts with rapid development along its coastal regions. The District has been proactive in developing Enterprise iLembe, a broad based institution aimed at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



MAP 1: OVERVIEW OF THE ILEMBE REGION



iLembe District Municipality - Traditional Authorities and Wards



MAP 2: ILEMBE TA'S

1.2 DEVELOPING THE ILEMBE IDP

This document presents the Integrated Development Plan (IDP) of the iLembe District Municipality for the term 2017/18 to 2020/22. This is the fourth (4) 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 IDP commenced last year 2017/18 and in this, the 2018/19 IDP review, the Municipality is still committed for speedy service delivery, address 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 2018/19 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 2018/19 IDP review was considered and approved by the Council on **3 October 2017**. 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.

Key Elements to be addressed in the 2018/2019 IDP review process:

- **Incorporation of comments from various Role Players:** The comments received, during the previous IDP consultation, from role players will be recorded, considered and incorporated where appropriate to contribute to the incremental improvement of the strategic nature of the IDP review.
- **Incorporate comments from Provincial MEC Panel:** The focus is on the strategic influence of the IDP that is the result of the comments received from the Provincial MEC panel on the previous 2017-2022 IDP and the 2018/19 IDP will aim to address all the outstanding comments as far as possible.
- **Review and inclusion of new information:** This refers to historical information which might not have been available or accessible before, as well as, new statistical, strategic and research information available. As was before, the focus is not on generating a cumbersome volume of development information, but merely to evaluate and extract key information. The 2018/2021 Medium Term Strategic Framework outlines the strategic direction for National and Provincial government for the fifth term.
- **Alignment of Sector Plans:** The alignment of both district wide and municipal sector plans and other relevant research studies always forms part of the IDP review process, especially newly available plans which will be considered and incorporated.
- **Alignment of IDP with Provincial Programmes & Policies:** Through the Provincial Growth and Development Strategy (PGDS), the co-ordination of provincial departmental strategic plans and budgets have become increasingly important. The available Medium Term Expenditure Framework budgets from the various provincial departments will be incorporated within the IDP and budget as far as possible.

1.3 DEVELOPMENT CHALLENGES

The development challenges and key issues that need to be addressed in the iLembe context revolve around the fact that the communities residing in the rural areas are more severely affected by poverty and service backlogs than the urban community.

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

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas needs upgrading and maintenance.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 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.
- In the main urban areas have proper water borne sanitation systems, but rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- Refuse removal is limited to the urban areas. Dumping of refuse has become a major problem, particularly in denser rural settlements. This poses serious environmental problems and risks. Efforts are needed to increase people's awareness of the advantages of good waste management practices.
- Funding for bulk infrastructure remains a significant hindrance to the municipality's ability to execute its legislative obligations to citizens.

1.4 MUNICIPAL 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”

1.4.1 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:

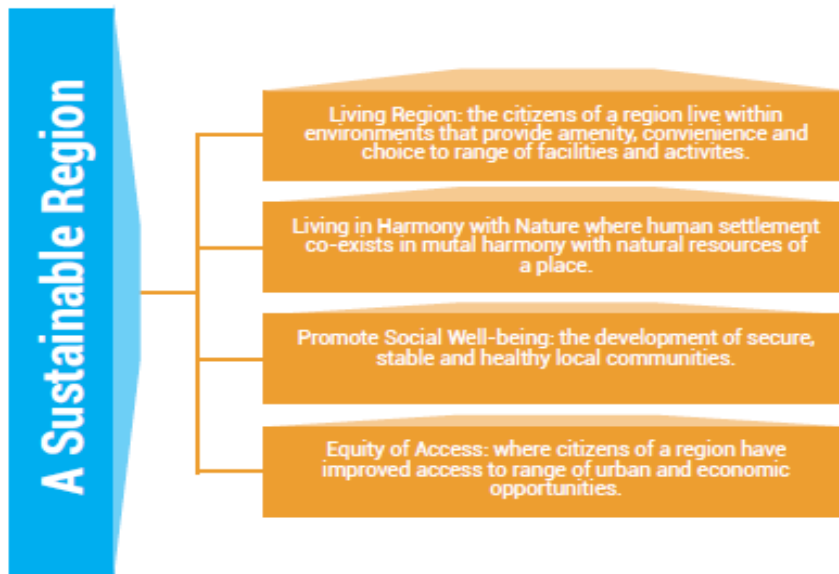


FIGURE 1: 5 PILLARS

1.5 ILEMBE STRATEGIC PLAN

Section 25 of the Municipal Systems Act states that each municipal Council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality. Considering this, iLembe District embarked on a process to review and refine its plans in the context of changing needs and new developments.

The iLembe Strategic Planning session took place on 24 - 27 October 2016, to reflect on the challenges, performance and progress of development initiatives of the previous term of office, consolidate implementation plans for projects, programmes and pave the way for crafting the new five year, 2017-2022 Integrated Development Plan (IDP) with its newly elected Council.

The table below illustrates iLembe's 5 Year strategic objectives aligned to the 14 National outcomes, PGDS and iLembe's DGDP, as follows:

KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP 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 ensure a sustainable and healthy environment
MTI03	5: A Skilled And Capable Workforce To Support An Inclusive Growth	2: Human Resource Development		To provide and maintain an effective Document Management System
MTI04				To ensure effective governance through regular Council meetings
MTI05				To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality
MTI06				To provide an innovative, effective and efficient Information and Communication Technology service.
KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED) & PLANNING				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE

LED01	4:Decent employment through inclusive economic growth 6:An efficient, competitive and responsive economic infrastructure network 7:Vibrant, equitable and sustainable rural communities and food security for all	1:Inclusive economic growth 3:Human & Community Development 5: Spatial Equity 6: Environmental Sustainability	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				To capitalize on tourism potential of the District
LED04				To increase Manufacturing output within the district.
LED05				To ensure job creation
LED06				To create an ICT platform available to everyone
LED07				To facilitate co-ordinated planning and development

KPA 3: BASIC SERVICE DELIVERY

IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
BS01	8: Sustainable human settlements and improved quality of household life 9: Responsive accountable, effective and efficient local government system	1: Inclusive economic growth 4: Strategic Infrastructure	Equity of access A liveable region	To ensure access to potable water for domestic consumption and support local economic development
BS02				To ensure access to basic sanitation for domestic purposes and support local economic development
BS03				Monitor Siza Water concession contract
BS04				Create job opportunities through Infrastructure Project

KPA 4: FINANCIAL VIABILITY & MANAGEMENT

IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP 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 12: An efficient, effective and development orientated public service and an	7: Governance and Policy 3: Human and Community Development	Promote social well-being, effective governance, policy and social partnerships & a liveable region	To strengthen partnership with various stakeholders through communicating municipal business
GP02				To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
GP03				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	<i>empowered, fair and inclusive citizenship</i>			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 that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa

TABLE 1: STRATEGIC OBJECTIVES

1.6 HOW DO WE MEASURE OUR PERFORMANCE?

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

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

- *Monitoring, Evaluation and Sustainable Environment (Office of the Municipal Manager)*
- *Municipal Transformation and Institutional Development (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. The key performance areas are aligned under each directorate in Chapter 6 of the IDP.

1.7 SPATIAL STRUCTURE OF THE ILEMBE DISTRICT

The prevailing settlement structure is influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east–west linkages and particular opportunities of the coast. The main urban and economic settlements of the District are located along the R102 and north-south rail linkage occurring in particular at the main intersections of R102 with the R614 and R74. This

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

Peri-urban settlements have emanated from the urban centres in the District with emerging rural settlements occupying many of the areas west of the commercial agricultural activities. The more inaccessible areas of the west are mostly occupied by a series of low density rural settlements. Coastal settlements situated in accessible areas, primarily in KwaDukuza and Mandeni, have until recently been relatively small and limited, but increased focus on tourism and associated residential accommodation has resulted in a substantial increase in these developments. Physical, social support services and facilities are, in general, mainly located in the urban centres, including the peripheral centres of Ndwedwe and Maphumulo. Smaller existing commercial and light industrial developments are largely of local significance.

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

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

- Ranging from sea level to approximately 1000m above sea level, topographic conditions range from flat and softly undulating in the east to steep and fragmented in the west therefore having a significant impact on the existing and future development of the area.
- While the coast offers significant opportunities for tourism, the topographic conditions in the west include substantial areas of dramatic and scenic rural conditions that have largely remained unused.
- Topographic conditions influence road and rail linkages substantially.
- Movement and accessibility has a significant impact on the urban and economic development of the area with most of the development taking place in the vicinity of the major linkages in the east and along the coast.
- Since much of the remainder of the flat coastal band is utilised for commercial agriculture; semi-rural and rural settlements are largely confined to the western parts.
- Peri-urban development has taken place in the vicinity of major access corridors and economic development nodes.
- There is a substantial concentration of economic, commercial, manufacturing and industrial activities around the major linkages in the eastern part of the District.
- Significant settlement densification has taken place in the vicinity of major access roads and local nodes throughout the District.

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

CHAPTER 2 : PLANNING AND DEVELOPMENT PRINCIPLES

This chapter highlights the strategic path way that guides the development plans for the 2017/18 – 2021/22 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.

2.1 PLANNING AND 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(DFA Principles)
- Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, National Strategy on Sustainable Development)
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- 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).

2.2 NATIONAL PLANNING AND POLICY DIRECTIVES

This section also seeks to highlight some of the international, national and provincial goals and priorities that the District is guided by and where it is relevant, what programmes respond to the different mandates brought forward.

2.2.1 SUSTAINABLE DEVELOPMENT GOALS (SDG)

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 Millenium 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.

SUSTAINABLE DEVELOPMENT GOALS



FIGURE 2: SUSTAINABLE DEVELOPMENT GOALS

SDGS	IDM 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.
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 holdings farmer support • National Schools Nutrition Programme; and • Hydroponic Tunnel projects.
SDG 3: Ensure healthy lives and promote wellbeing for all at 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 municipality's Workplace Skills Plan; and • 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.
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.
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<p>The municipality is implementing various water infrastructure projects to ensure availability of water, these are included in Chapter 6.</p>
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.
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 municipality has concluded a Wetland assessment and the draft action plan is included as part of this IDP.</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: ILEMBE'S RESPONSE TO SDG'S

2.2.2 THE STATE OF THE NATION ADDRESS 2018

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 the economy was quite comprehensive and covered all the major issues to be dealt with as follows:

COMMITMENTS OF 2018/19 SONA	IDM's RESPONSE
Creation of jobs/internships for youth.	The Municipality has amended the SCM policy to include sub-contracting to Enterprises that are owned by Black youth. The infrastructure projects are implemented utilizing labour intensive methodologies in compliance with EPWP principles. As part of this, employment opportunities are targeted mainly at the youth. In addition, IDM offers internships within the different internal departments.
Re-industrialise/stimulate manufacturing through strategic use of incentives.	One of the key resolutions from Councils Lekgotla and is captures in the implementation in Chapter 6 is the development of an incentive scheme. In this regard Enterprise iLembe will be developing this scheme during the 2018/19 financial year.
Radical Economic Transformation – Honour 30% of procurement allocation to small business, co-ops, black women and communities, township enterprises and invest in SMME incubation.	IDM has an SCM policy in place which caters for the subcontracting of 30% to enterprises owned by previously disadvantaged individuals. In addition, Enterprise iLembe is currently developing the SMME incubation programme that will be implementing in partnership with Local Municipalities.
Infrastructure – Need to speed up implementation of new infrastructure projects particularly in the water sector, health facilities and road maintenance.	The technical services department is implementing various water and sanitation project. The District Intergovernmental Forum monitors the expenditure of infrastructure grant of the family of Municipalities- this is to ensure that project are implemented timeously and there is no under expenditure.
Mining - Intensify engagements with all stakeholders on the Mining Charter and stakeholder engagement to deal with mining fatalities.	This function lies with the Department of Mineral Resources.
Land redistribution programme will be accelerated and more land will be made available for cultivation; the expropriation of land without compensation, will take into account food security, agricultural production and growth of the sector.	Land redistribution is a function of the Department of Rural Development and Land Reform. Nevertheless, Enterprise iLembe has various agricultural initiatives in place to address food security and growth of the sector.
Enhancement of support for destination marketing in key tourism markets and take further measures to reduce regulatory barriers and develop emerging tourism businesses.	Enterprise iLembe performs the function of destination marketing for iLembe District area.
Digital Industrial revolution commission to be established; allocation of spectrum to reduce barriers to entry.	Relevant department.
Introduce National Minimum Wage by May 1 benefiting more than 6 million South Africans.	IDM is in compliance with this policy.
HIV/AIDS testing and treating Campaign to be scaled up to get 2 million more people on ARVs by December 2020.	Office of the Premier is assisting the District to raise awareness and assist communities with HIV/AIDS issues. The District Mayor also chairs the District Aids Council.
This year free higher education and training will be available to first year students who meet the requirements; accelerated schools infrastructure delivery initiative programme to continue delivering modern school facilities to rural and underprivileged urban areas across the country.	Department of Education. IDM is also rolling out sanitation infrastructure to schools.

Finalise work on a permanent public sector-led hybrid model, which will allow a set of public and private sector service providers to offer beneficiaries of social grants maximum choice, access and convenience.	Relevant Department.
Initiation of a process to review the configuration, number and size of national government departments. Review the funding model of SOEs and other measures; change the way that boards are appointed and remove board members from any role in procurement.	N/A
Fraud, corruption and collusion are to be addressed in public and private sectors; professional bodies and regulatory authorities are urged to take action against members who are found to have acted improperly and unethically.	IDM has an Anti-fraud policy in place and a Fraud and Corruption hotline.
Batho Pele principles – All public servants should undertake their responsibilities with efficiency, diligence and integrity.	IDM is implementing Batho Pele principles on an ongoing basis.

TABLE 3: COMMITMENTS OF 2018/19

2.2.3 MEDIUM TERM STRATEGIC FRAMEWORK

MTSF OUTCOMES	IDM RESPONSE
1. Improve the quality of basic education	Department of Education
2. A long and healthy life for all South Africans	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.
3. All people in South Africa are and feel safe	South African Police Service
4. Decent employment through inclusive economic growth	Department of Economic Development; Department of Trade and Industry; and Enterprise iLembe.
5. A skilled and capable workforce to support an inclusive growth	Projects and programmes from the department of Education included in Chapter 8; Implementation of the municipality's Workplace Skills Plan; and Implementation of the municipal Bursary Policy.
6. An efficient, competitive and responsive economic infrastructure network	Projects and programmes by Eskom under Chapter 8; and Water and Sanitation Projects by the municipality under Chapter 6.
7. Vibrant, equitable and sustainable rural communities with food security for all	Various agricultural projects implemented by Enterprise Ilembe, including: Small holdings farmer support; National Schools Nutrition Programme; and Hydroponic Tunnel projects.
8. Sustainable human settlements and improved quality of household life	The municipality, through water and sanitation infrastructure projects is facilitating the establishment of sustainable human settlements.
9. A responsive and accountable, effective and efficient local government system	The Implementation plan contained in Chapter 6.
10. Environmental assets and natural resources that is well protected and continually enhanced	The Municipality has concluded the following Environmental plans: The Environmental Management Framework; Wetland Assessment Report; and Coastal Management Programmes (Mandeni and KwaDukuza).
11. Create a better South Africa and contribute to a better and safer Africa and World	All Government Departments.

12. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.	Governance projects included in Chapter 3 and 6.
13. Inclusive and responsive social system	Special projects that are included in Chapter 3.
14. Transforming and unifying the country	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.).

TABLE 4: ILEMBE'S RESPONSE TO THE 14 NATIONAL OUTCOMES

2.2.4 BACK-TO-BASICS APPROACH

“SERVING OUR COMMUNITIES BETTER!!”

The B2B programme outlines governments’ 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 as follows:

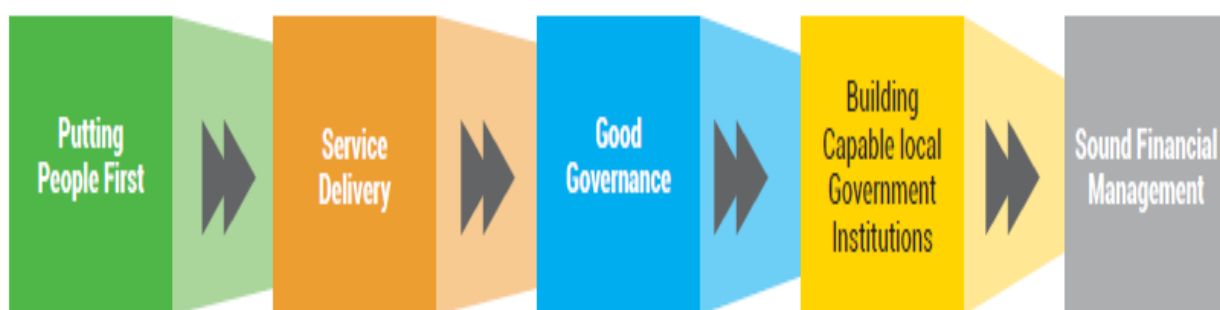


FIGURE 3: PILLARS OF BACK TO BASICS

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.

2.2.5 STATE OF THE PROVINCE ADDRESS 2018

In the State of the Province Address 2018(SOPA 2018) by the Premier of KwaZulu-Natal, the honourable Mr Willies Mchunu stated that the province is working hard to sustain the KZN Provincial Growth and Development Plan to ensure consistent alignment with the NDP and the 14 National Outcomes. The

SOPA 2018 focus was on progress in the implementation of the PGDP and areas that need to be improved moving forward. The PGDS goals have been incorporated into the implementation plan of the District and linked to the 14 national outcomes, the DGDP and the Strategic objectives of the District as adopted by Council.

The SOPA also highlighted the current fiscal and financial forecast and the implications of the SOPA 2018 on government spending, service delivery and filling of vacancies. It acknowledged that municipal budgets have been affected by the overall decrease in equitable share allocations and advised that municipalities fill vacancies that are priority. The Premier further highlighted that the Province is committed and open to being held accountable by citizens, hence the KZN Citizens Satisfaction Survey. He also stated that the Province and government as a whole is committed to partnership to move forward with many programmes of social and economic significance and expressed gratitude to all entities that have contributed.

2.2.6 DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

The iLembe DGDP provides a framework of ensuring the already adopted IDP vision is realized. This will be achieved through a series of goals, strategic objectives, and interventions. All of these are ultimately linked to a set of apex and primary indicators to measure the level of DGDP implementation.

In 2013, Council adopted the iLembe Regional Spatial Development Plan (IRSDP), which essentially provided a blueprint for the District to become a “sustainable region” by 2050. It was therefore necessary that in developing the DGDP, the proposals contained in the IRSDP were considered.

To this end, there is alignment between the five pillars contained in the IRSDP and the six goals of the DGDP as follows:

KZN PGDP GOAL	ILEMBE DISTRICT GOAL
Inclusive Economic Growth	A diverse and growing economy
Human resource development	Promote social well-being
Human and community development	
Strategic infrastructure	Provide equitable access
Spatial equity	A liveable region
Environmental sustainability	Living in harmony with nature
Governance and policy	Effective Governance, Policy and Social Partnerships

TABLE 5: DGDP OBJECTIVES

As evident from the table above, essentially the aim of the DGDP is to ensure synchronization between the District goals and objectives and Provincial goals and objectives. The District goals are an informant to the strategic interventions/projects proposed in the DGDP. These interventions are key to the municipality’s ability to achieve its vision.

In the process of compiling the DGDP, the iLembe family hosted the District Growth and Development Summit. This was a multi-sectoral engagement to devise strategies and projects that would encourage economic growth in iLembe. The resolutions of the summit have been incorporated into the strategic objectives of the DGDP.

Due to the long term nature of this plan (2030 vision aligned to PGDS) it was essential that the interventions were expressed with short, medium, and long term horizons i.e. short term 2016-2020, Medium term 2021-2025, and Long term 2026-2030. A comprehensive copy of the DGDP is contained in the municipality website. The DGDP is attached as **Annexure B** for more details. The DGDP will be reviewed in the 2018/2019 financial year.

2.2.7 MUNICIPAL STANDARD CHART OF ACCOUNTS (MSCOA)

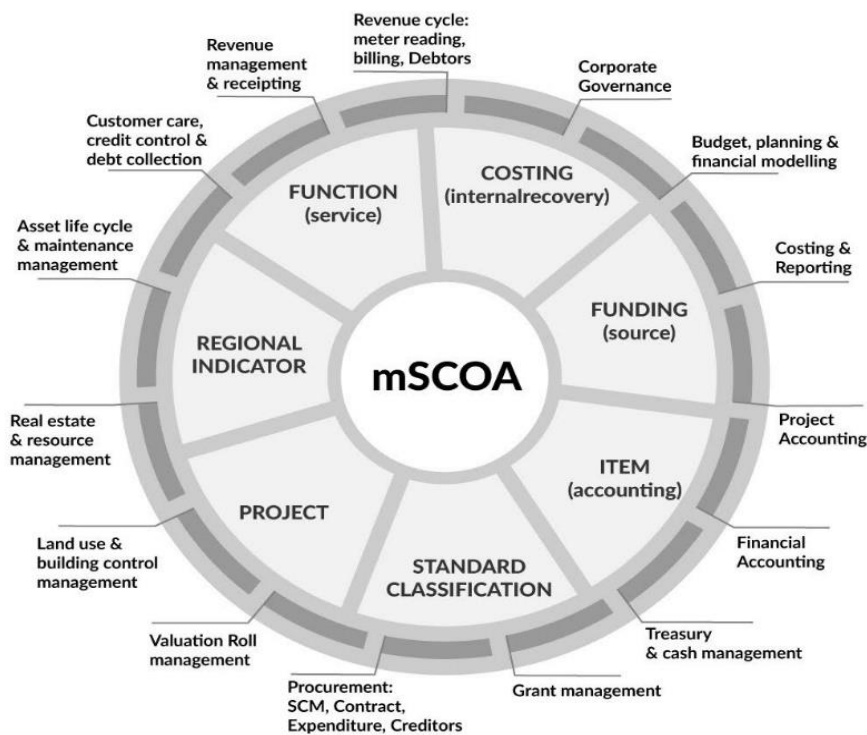


FIGURE 4: MSCOA

The Standard Chart of Accounts (mSCOA) by the South African National Treasury has altered the South African municipal operating environment which is a National reform that has been promulgated by Gazette No. 37577 dated 22 April 2014.

MSCOA is a financial-reporting regulatory reform that came into full effect in South Africa on 1 July 2017. This reform represents a business-process-focused project that standardises all municipal accounting practices and reporting across the country. The regulation on mSCOA indicates that it affects all Municipalities and their entities. Ilembe Family of Municipalities have fully implemented mSCOA as of 1 July 2017.

The concept of mSCOA came about when Government realised the need for comparability of financial statements and reporting of different municipalities. mSCOA aims to strengthen the link between policy priorities, planning, budgeting, implementation and reporting.

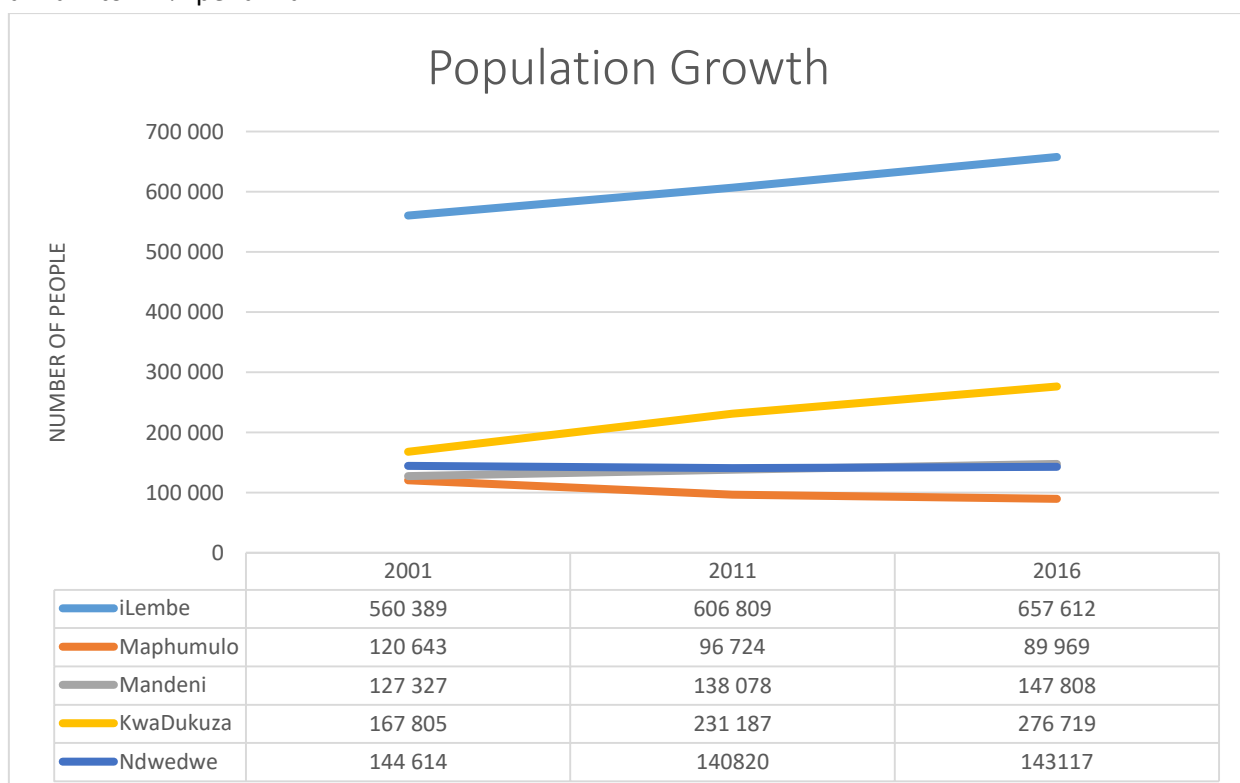
CHAPTER 3 SITUATIONAL ANALYSIS

3.1 DEMOGRAPHIC CHARACTERISTICS

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.

3.1.1 POPULATION AND HOUSEHOLD PROFILES

The recent Community Survey (2016) results show that the population in iLembe District has grown to 657,612 people and has been growing at 1.7% per annum from 2011 to 2016, this is shown in the graph and tables below. In contrast to the previous comparison of 2001 and 2011 results, where both rural municipalities of the district (Maphumulo and Ndwedwe) were seen to have a decrease in population, Ndwedwe is now experiencing an increase but Maphumulo remains on a downward trajectory as portrayed below. Table 3 further depicts how the rate of population growth has increased per annum in three of the four local municipalities of iLembe, the overall growth rate having increased from 0.8% per annum to 1.7% per annum.



GRAPH 1: POPULATION GROWTH 2001 TO 2016
STATISTICS SA CENSUS 2001, 2011 & COMMUNITY SURVEY 2016

Municipality	Population Growth (% p.a. 2001-2011)	Population growth (% p.a. 2011-2016)
iLembe District	0.80	1.7%
Maphumulo	-2.21	-7%
Mandeni	0.81	1.4%
KwaDukuza	3.20	3.9%
Ndwedwe	-0.27	0.3%

TABLE 6: POPULATION GROWTH COMPARISON
STATISTICS SA CENSUS, 2011 & COMMUNITY SURVEY 2016

According to the Community Survey 2016, the number of households within iLembe District has risen to 191,369 from 157,692 in 2011 and is now growing at 4.3% per annum. Households in KwaDukuza have grown at a fairly rapid rate of 6.0% per annum; despite a further decline in the population, the number of households in Maphumulo has risen slightly. One could speculate that the decline in population but with an apparent increase in number of households may be due to further decrease in the average size of households. As per the Community Survey 2016, the average household size in the District has decreased from 3.8 to 3.4 and the percentage of female headed households has risen from 45.8% to 47.1% which is above the national average of 41%.

Municipality	Number (2016)	Household Growth (% p.a.) (2016)	Average Size (2016)	Female Headed % (2016)	Child Headed (2011)	
					Number	%
iLembe	191,369	4.3%	3.4	47.1	614	0.4%
Maphumulo	20,524	0.6%	4.4	61.6	115	0.6%
Mandeni	45,678	3.9%	3.2	51.1	167	0.4%
KwaDukuza	91,284	6.0%	3.0	39.1	113	0.2%
Ndwedwe	33,883	3.2%	4.2	54.6	218	0.7%

TABLE 7: HOUSEHOLD STATISTICS
STATISTICS SA CENSUS, 2011 & COMMUNITY SURVEY, 2016

It is noted that the above population and household statistics fluctuations are implications of the socio-economic conditions prevalent in the different localities of iLembe. Section 3.7 further analyses the status quo of the economies of the different local municipalities, levels of poverty, employment/unemployment and also gives a view on what has been done to stimulate growth, especially in the field of LED. Chapter 6 further illustrates the projects that the different departments of the municipality will be undertaking in terms of service provision for the increasing population and households. Chapter 8 also contains programmes/initiatives that will be undertaken by the different government departments and State owned entities in response to the identified needs of the population.

3.1.2 GENDER PROFILE

The gender profile of the iLembe District population is typical of the trend prevalent throughout other district municipalities in KZN meaning that there is a greater number of females (341,926) residing in the area compared to males (315,686). Although the population has increased, according to the Community Survey of 2016, the gender ratio remains the same as previously highlighted in the 2011 Census.

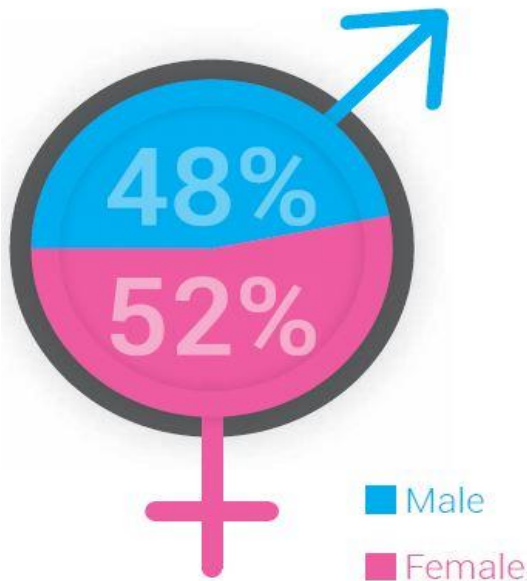
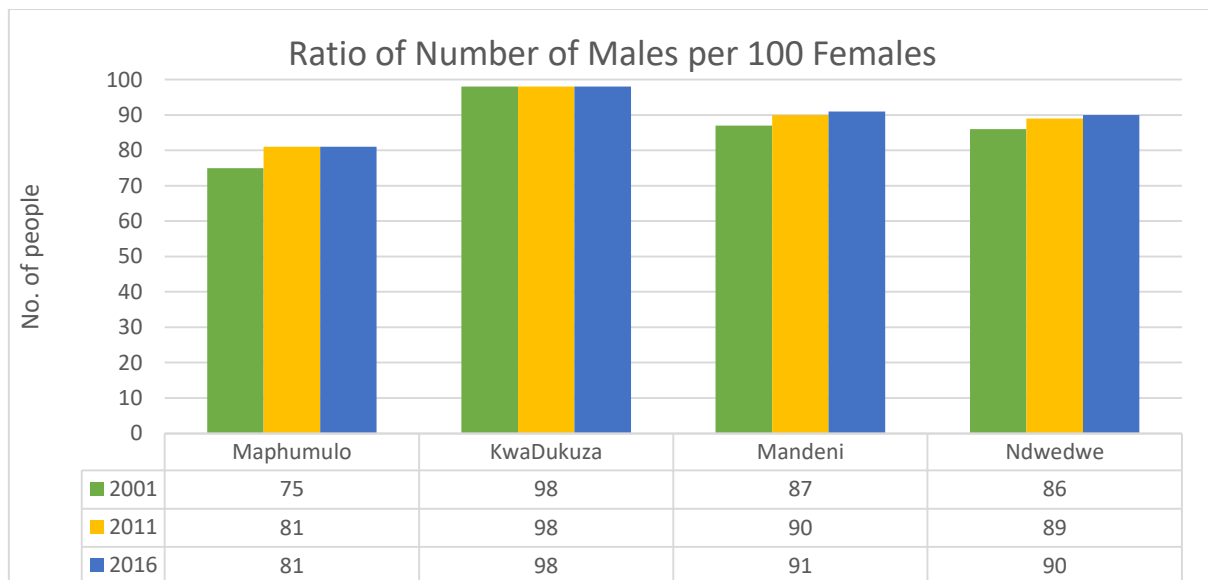


FIGURE 5: DISTRICT GENDER PROFILE
STATISTICS SA CENSUS, 2011 AND COMMUNITY SURVEY, 2016

The graph below displays the gender distribution within local municipalities. In iLembe, for every 100 females there are 92 males. KwaDukuza is the most even at almost an equal split between gender groups, whereas Maphumulo is the most uneven with only 81 males for every 100 females.

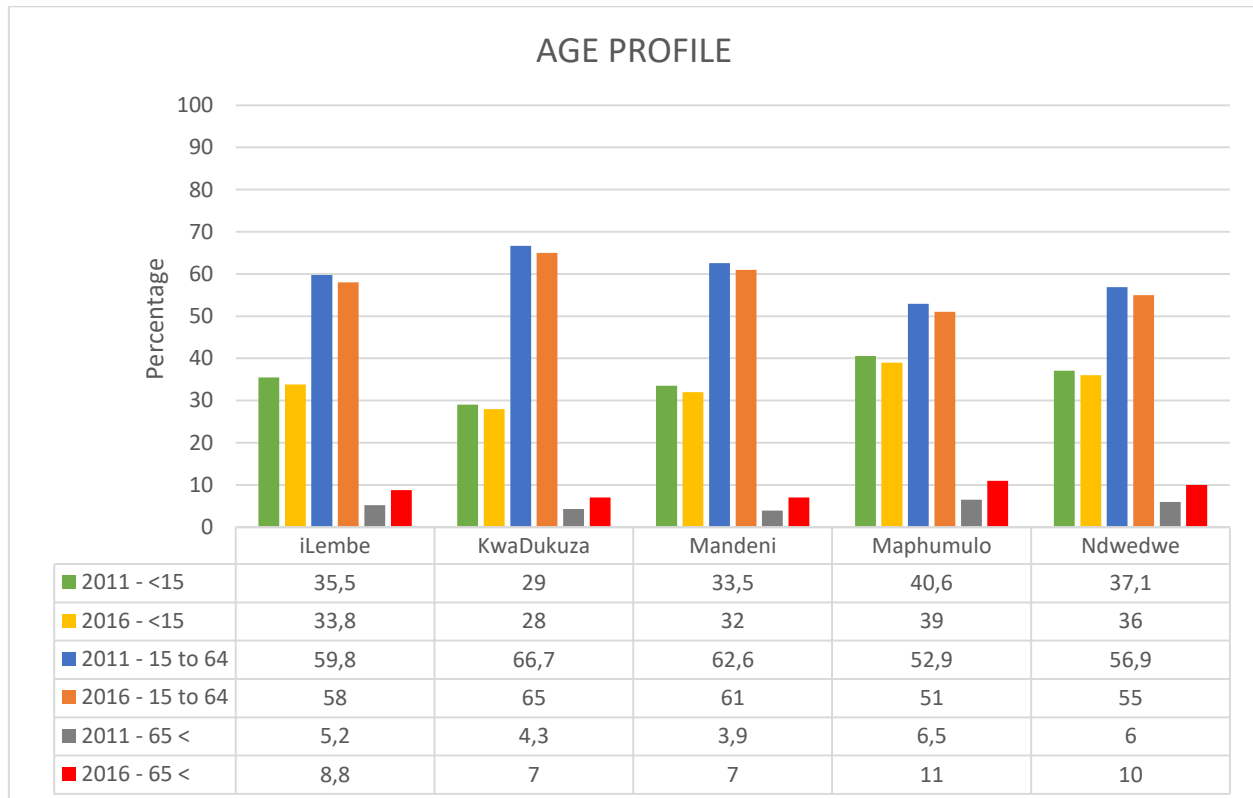


GRAPH 2: ILEMBE GENDER PROFILE
STATISTICS SA CENSUS, 2001, 2011 & 2016

Taking a glance at gender profiles of various municipalities across South Africa, it is evident that the more urban and rapidly growing municipalities such as eThekweni, City of Johannesburg, uMhlatuze, etc. have an even split in terms of gender. Taking the forementioned into consideration, it is apparent that KwaDukuza is the most urban and fast growing municipality within iLembe with 98 males to every 100 females followed by Mandeni and Ndwedwe at 91 and 90 males per 100 females, respectively. Maphumulo seems to be lagging behind in terms of equality in numbers and is showing trends prevalent in rural local municipalities with low economic growth. **Section 3.8** illustrates the status quo of social development within iLembe and associated interventions. This section also highlights specific programmes targeting women of all ages. **Chapter 6** further highlights the plans and projects for the different population groups, specifically gender issues, under Good Governance and Public Participation within the objective of improving quality of life within the district.

3.1.3 AGE PROFILE

The graph below provides an indication of the age distribution within the district as recorded in 2011, compared with the results of the 2016 Community Survey. Within iLembe, 35,5% of the population is under the age of 15, KwaDukuza has the lowest percentage 29% and Maphumulo has the highest percentage of the population under 15 years at 40%. Throughout the district, it seems that all age groups under 65 years have decreased in percentage whilst the percentage of the age group of 65+ has risen. Compared to the other Local Municipalities of the district, KwaDukuza has the highest percentage of the working age group at 66,7% whilst Maphumulo has the lowest at 52,9%. The majority of people within the District are of working age, however the available employment opportunities are not adequate to absorb this high number- this will be further elaborated upon in the employment profile.



GRAPH 3: AGE PROFILE

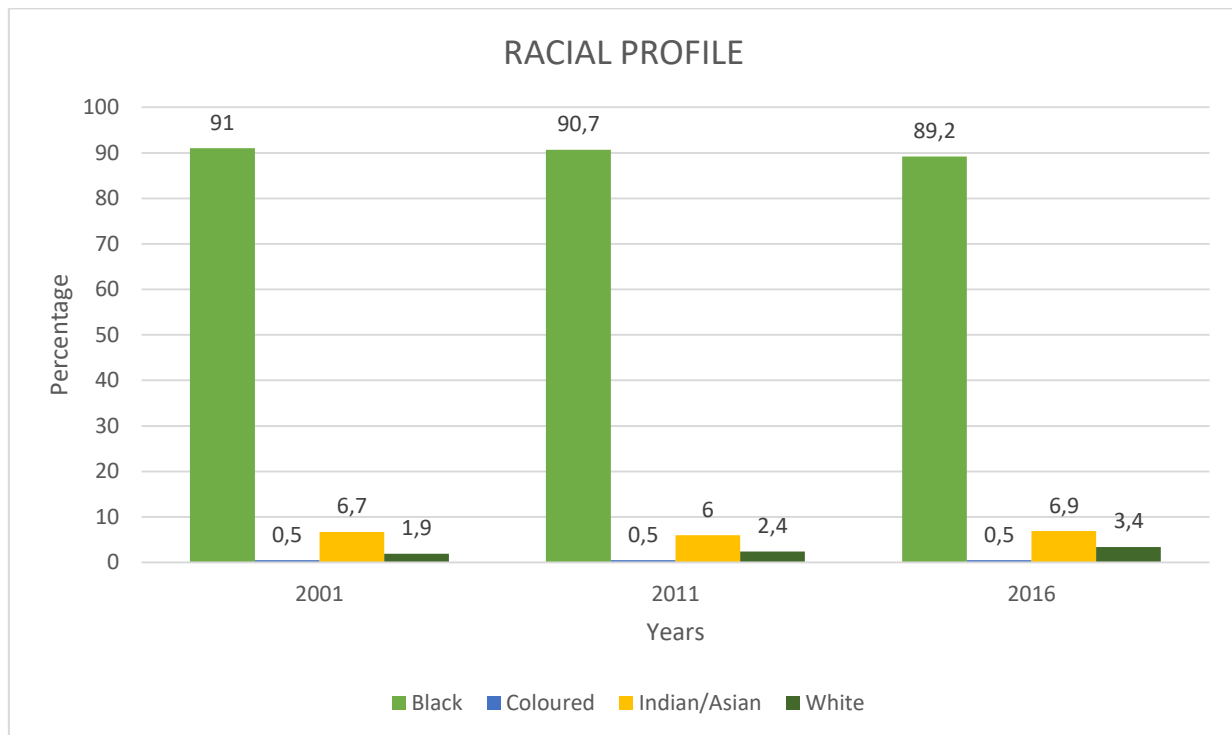
STATISTICS SA CENSUS, 2011 AND COMMUNITY SURVEY 2016

Across the local municipalities, there has been a decrease in the number of children (under age of 15) and in considering the above graph in a holistic manner, it is apparent that iLembe has an ageing population. According to the Gale Group Inc., 2003, a society is considered old when the number of people over 65 exceeds 8 to 10 %, as it appears above. It is also stated that an aging population is an indication of low fertility rates and a decline in mortality of older people.

According to the United Nations, 2015, it is important to plan for increasing numbers of old people in terms of adapting the healthcare systems and pension systems as this is essential to achieving many of the SDGs in terms of achieving poverty eradication, ensuring healthy lives, promoting social protection, etc. **Section 3.8** elaborates on the initiatives the District is undertaking to assist vulnerable groups, **Chapter 6** contains projects to that effect and **Chapter 8** depicts government departments projects for the District.

3.1.4 RACIAL PROFILE

The graph below displays the split of the population of the district by population group from 2001 to 2016. Within the District, the percentage of Black people has shown a slight decrease as the graph depicts that in 2001 the percentage was 91% and at present it is 89, 2% whilst the percentage of White people is steadily increasing from 1, 9 % in 2001 to 3.4% in 2016. Between 2001 and 2011 the Asian population declined slightly, however between 2011 and 2016, the percentage has shown an increase from 6 to 6.9%. The Coloured population remains constant at 0.5% of the population of iLembe District.



GRAPH 4: RACIAL PROFILE
STATISTICS SA CENSUS, 2001 & 2011 AND COMMUNITY SURVEY 2016

In considering the graph above, it is apparent that iLembe is dominated by different races of people who subscribe to different customs and beliefs. Ilembe as an institution supports cultural events that take place within the District as part of promoting nation building and social cohesion, programmes to this effect are included in **Section 3.8**.

3.2 SPATIAL ANALYSIS

3.2.1 REGIONAL CONTEXT

Ilembe District Municipality is strategically located along the Primary development corridor of the Province and between two strategic gateway points into the continent i.e. Durban and Richards bay Harbours. To the South of the District is the King Shaka International Airport (KSIA) and the Dube Tradeport. The Aerotropolis, 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.

3.2.2 HIERARCHY OF PLANS

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 5** of this document further delves into the aspects of spatial development and environmental management.

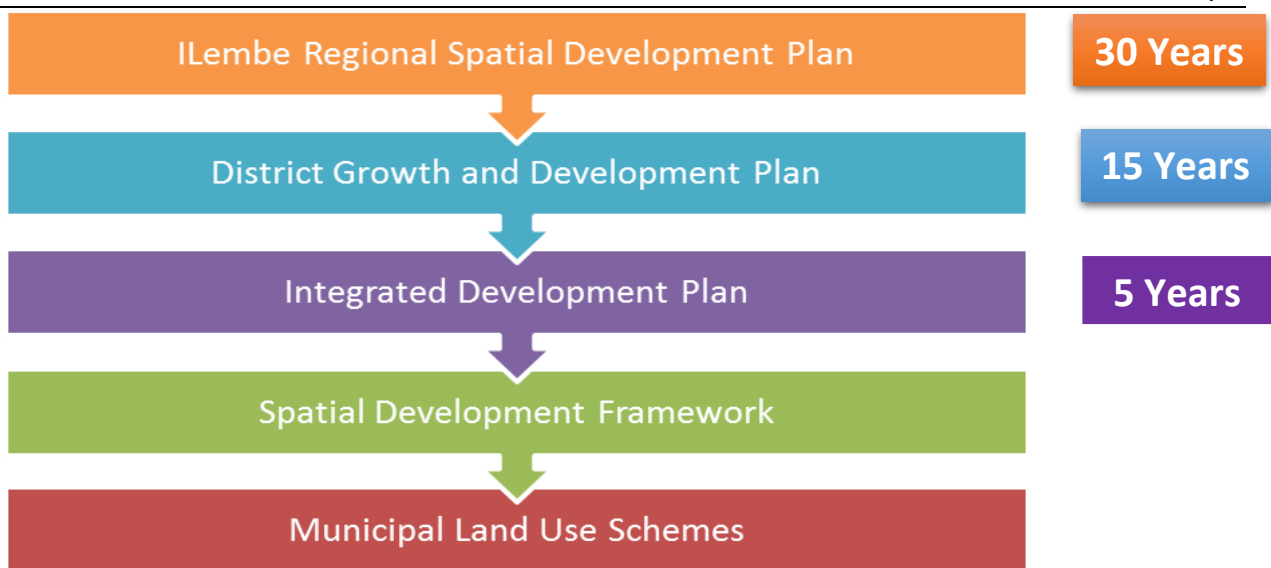


FIGURE 6: HIERARCHY OF SPATIAL PLANS

3.2.3 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 made up of internal and external members specialising in different fields relating to engineering, Town Planning, law and others that are relevant.

3.2.3.1 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.

3.2.3.2 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 J/MPT	BYLAW	DELEGATIONS
Mandeni	The Service Level Agreement was finalised and advertised.	Published in the KZN Provincial Gazette No. 1562, 4 December 2015	Adopted
Maphumulo	The JMPT is functional.	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 8: STATE OF MUNICIPAL SPLUMA READINESS

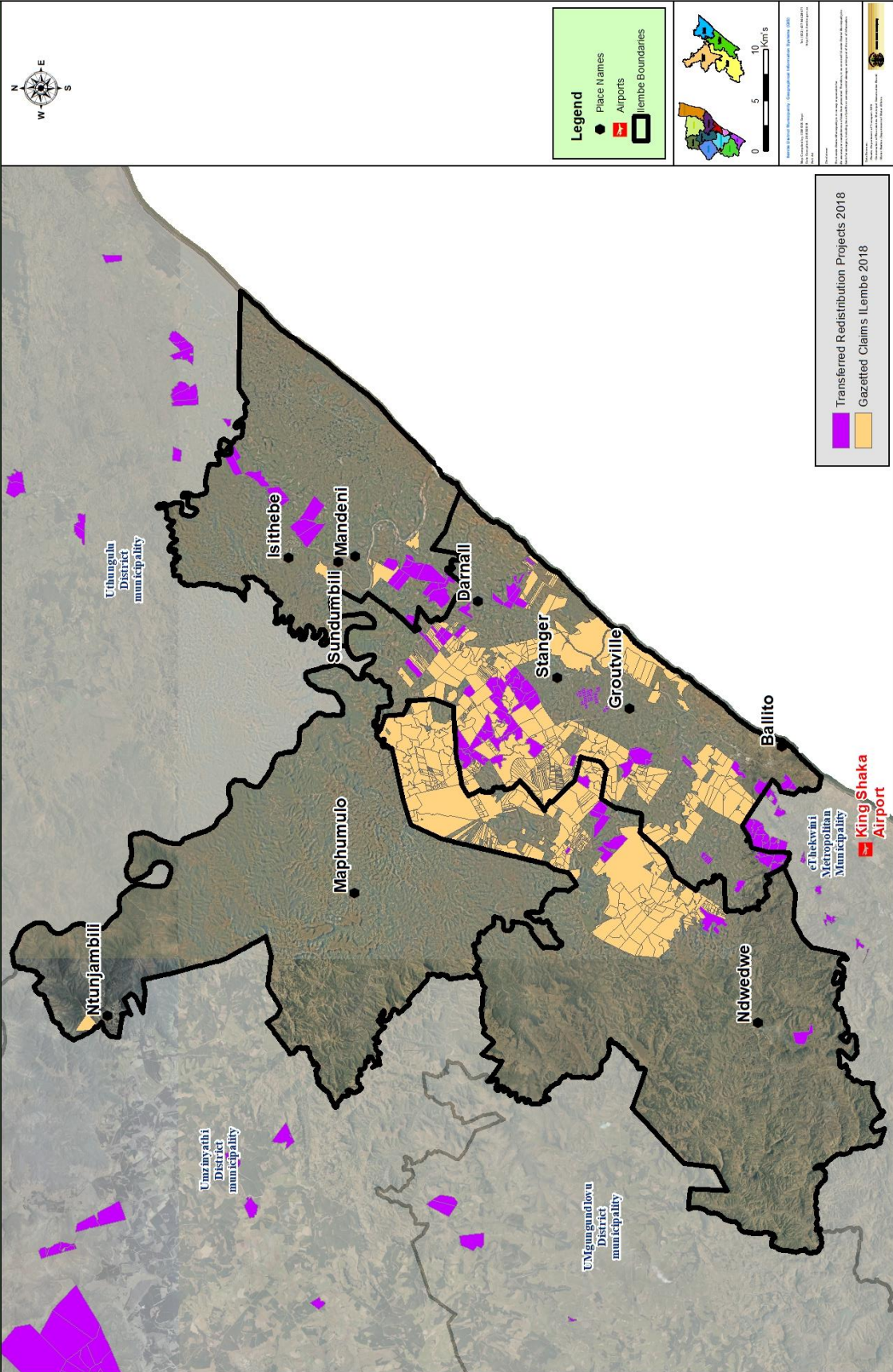
Further information on the spatial aspect of the District is contained in **Chapter 5** and in the **SDF** attached.

3.2.2 LAND RESTITUTION AND LAND CAPABILITY

Map 2 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.



iLembe District Municipality : Land Restitution and Re-Distribution Projects



MAP 3: LAND RESTITUTION AND REDISTRIBUTION

3.3 ENVIRONMENTAL ANALYSIS

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.

3.3.1 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, one Environmental Officer and two Interns. 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.

3.3.2 PROMOTING INTEGRATED PLANNING

In order to meet the objectives of sustainable development it is critical to enhance systems for integrated planning which should include issues of effective governance and institutional structures. This should include the development of forums from national, provincial, and district level. To date, the District is participating in structures indicated in the table below.

STRUCTURE	OBJECTIVE OF THE STRUCTURE	STAKEHOLDERS	FREQUENCY
Planning Development Forum	To discuss wide range of issues affecting Planning and Environmental Management.	DEA, EDTEA, DCOGTA, DMR, DWA, and LMs	Monthly
District Municipal Coastal Committee	To discuss coastal management issues in line with the Integrated Coastal Management Act	EDTEA, DWA, Mandeni and KwaDukuza LMs, NGOs, industries and conservancies	Quarterly
Provincial Coastal Committee	To discuss coastal management issues affecting the KZN Province	DEA, EDTEA, DCOGTA, DMR, DWA, LMs	Quarterly
Provincial Renewable Energy Forum	The forum aims to develop a renewable energy programme and coordinates all renewable energy projects within the KZN Province	DEA, EDTEA, DCOGTA, DMR, DWA, and LMs	Quarterly
District Disaster Management forum	<ul style="list-style-type: none"> ▪ To discuss the Disaster Management issues within the District including the Local Municipality. ▪ To also align Disaster Management issues with the climate change programme 	EDTEA, DCOGTA, and LMs	Quarterly
Lower uMvoti Catchment Forum	To address water quantities, and quality issues within the District	EDTEA, DWA, LMs, NGOs, industries and conservancies	Quarterly
KZN Climate Change Compact	Discusses issues of climate change and impacts to the participating Municipalities	eThekwini, Ugu, King Cetshayo, uMgungundlovu,	Quarterly meetings

		iLembe, uMdoni, KwaDukuza, SALGA, EDTEA	
iLembe District Environmental Management Forum	Discusses amongst other things the following subjects: <ul style="list-style-type: none"> • Biodiversity & conservation management; • Coastal management; • Waste management; • Water management; • Climate change & air quality management; • Growing the Green economy; and etc 	DEA, EDTEA, DCOGTA, DMR, DWA, LMs	Quarterly meetings

TABLE 9: ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS

TABLE 10: ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS

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

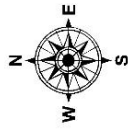
- The integration of environmental issues into municipal planning tool such as SDFs, IDPs, etc.;
- That decision-making is in accordance with NEMA principles and the Environmental Management Frameworks; and
- Municipal compliance with provincial environmental policies and implementation plans.

3.3.3 BIODIVERSITY MANAGEMENT

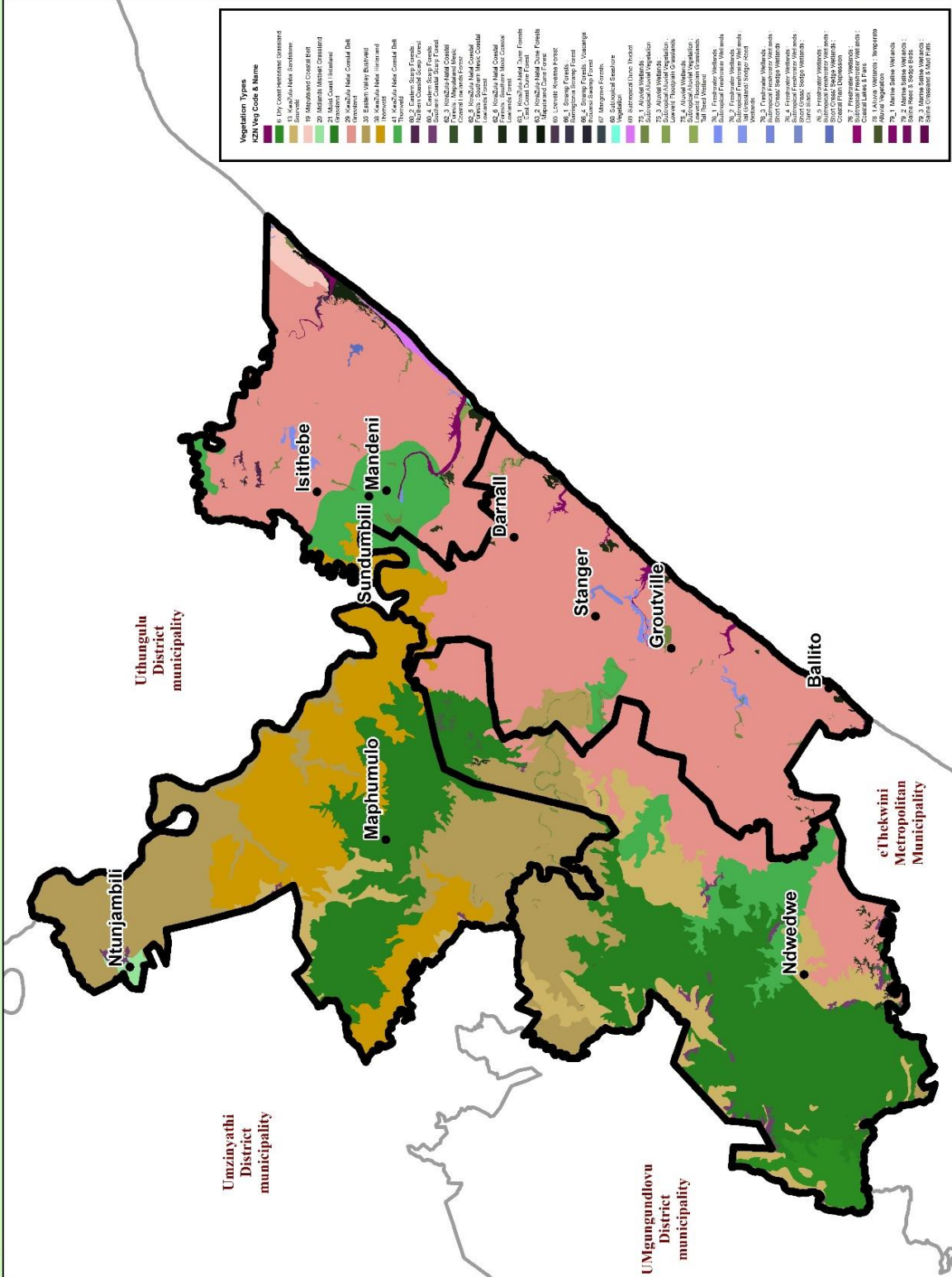
3.3.3.1 TERRESTRIAL BIODIVERSITY

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.

The overleaf map illustrates vegetation within the District.



Vegetation Types within the Ilembé District Municipality



Vegetation Types	KZN Veg Code & Name
1	1.1.1. Coastal Forests
2	2.1.1. Coastal Forests
3	3.1.1. Coastal Forests
4	4.1.1. Coastal Forests
5	5.1.1. Coastal Forests
6	6.1.1. Coastal Forests
7	7.1.1. Coastal Forests
8	8.1.1. Coastal Forests
9	9.1.1. Coastal Forests
10	10.1.1. Coastal Forests
11	11.1.1. Coastal Forests
12	12.1.1. Coastal Forests
13	13.1.1. Coastal Forests
14	14.1.1. Coastal Forests
15	15.1.1. Coastal Forests
16	16.1.1. Coastal Forests
17	17.1.1. Coastal Forests
18	18.1.1. Coastal Forests
19	19.1.1. Coastal Forests
20	20.1.1. Coastal Forests
21	21.1.1. Coastal Forests
22	22.1.1. Coastal Forests
23	23.1.1. Coastal Forests
24	24.1.1. Coastal Forests
25	25.1.1. Coastal Forests
26	26.1.1. Coastal Forests
27	27.1.1. Coastal Forests
28	28.1.1. Coastal Forests
29	29.1.1. Coastal Forests
30	30.1.1. Coastal Forests
31	31.1.1. Coastal Forests
32	32.1.1. Coastal Forests
33	33.1.1. Coastal Forests
34	34.1.1. Coastal Forests
35	35.1.1. Coastal Forests
36	36.1.1. Coastal Forests
37	37.1.1. Coastal Forests
38	38.1.1. Coastal Forests
39	39.1.1. Coastal Forests
40	40.1.1. Coastal Forests
41	41.1.1. Coastal Forests
42	42.1.1. Coastal Forests
43	43.1.1. Coastal Forests
44	44.1.1. Coastal Forests
45	45.1.1. Coastal Forests
46	46.1.1. Coastal Forests
47	47.1.1. Coastal Forests
48	48.1.1. Coastal Forests
49	49.1.1. Coastal Forests
50	50.1.1. Coastal Forests
51	51.1.1. Coastal Forests
52	52.1.1. Coastal Forests
53	53.1.1. Coastal Forests
54	54.1.1. Coastal Forests
55	55.1.1. Coastal Forests
56	56.1.1. Coastal Forests
57	57.1.1. Coastal Forests
58	58.1.1. Coastal Forests
59	59.1.1. Coastal Forests
60	60.1.1. Coastal Forests
61	61.1.1. Coastal Forests
62	62.1.1. Coastal Forests
63	63.1.1. Coastal Forests
64	64.1.1. Coastal Forests
65	65.1.1. Coastal Forests
66	66.1.1. Coastal Forests
67	67.1.1. Coastal Forests
68	68.1.1. Coastal Forests
69	69.1.1. Coastal Forests
70	70.1.1. Coastal Forests
71	71.1.1. Coastal Forests
72	72.1.1. Coastal Forests
73	73.1.1. Coastal Forests
74	74.1.1. Coastal Forests
75	75.1.1. Coastal Forests
76	76.1.1. Coastal Forests
77	77.1.1. Coastal Forests
78	78.1.1. Coastal Forests
79	79.1.1. Coastal Forests
80	80.1.1. Coastal Forests
81	81.1.1. Coastal Forests
82	82.1.1. Coastal Forests
83	83.1.1. Coastal Forests
84	84.1.1. Coastal Forests
85	85.1.1. Coastal Forests
86	86.1.1. Coastal Forests
87	87.1.1. Coastal Forests
88	88.1.1. Coastal Forests
89	89.1.1. Coastal Forests
90	90.1.1. Coastal Forests
91	91.1.1. Coastal Forests
92	92.1.1. Coastal Forests
93	93.1.1. Coastal Forests
94	94.1.1. Coastal Forests
95	95.1.1. Coastal Forests
96	96.1.1. Coastal Forests
97	97.1.1. Coastal Forests
98	98.1.1. Coastal Forests
99	99.1.1. Coastal Forests
100	100.1.1. Coastal Forests

Legend

- Place Names
- DC29_Local_Municipalities
- District Municipalities

MAP 5: VEGETATION TYPES IN COMMUNITIES

The table below provides a summarised data on the District Biodiversity per the Local Municipality.

	MAPHUMULO MUNICIPALITY	MANDENI MUNICIPALITY	KWADUKUZA MUNICIPALITY	NDWEDWE MUNICIPALITY
Municipal Area	89 591 ha	58 226.3 ha	63 311 ha	115 743.8 ha
Remaining natural areas	71 984 ha (80.3%)	19 703.4 ha (33.8% of municipality)	6 322.5 ha (10% of municipality)	65 422.2 ha (56.5% of municipality)
Areas where no natural habitat remains	17 610.5 ha (19.7%)	38 013.9 ha (65.3% of municipality)	56 753.4 ha (89.6% of municipality)	50 316.8 ha (43.5% of municipality)
Biomes	<ul style="list-style-type: none"> - Grassland 719.8ha (0.8% of municipality) - Indian Ocean Coastal Belt 22338.9ha (24.93% of municipality) - Savanna 66532.4ha (74.26% of municipality) 	<ul style="list-style-type: none"> - Indian Ocean Coastal Belt 54050.4ha (92.83% of municipality) - Savanna 3749.8ha (6.44% of municipality) 	<ul style="list-style-type: none"> - Indian Ocean Coastal Belt 62385.3ha (98.54% of municipality) - Savanna 839.3ha (1.33% of municipality) 	<ul style="list-style-type: none"> - Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality) - Savanna 68399.5ha (59.1% of municipality)
Vegetation Types	<ul style="list-style-type: none"> - Eastern Valley Bushveld 28936.8ha (32.3% of municipality) - KwaZulu-Natal Coastal Belt 22339ha (24.93% of municipality) - KwaZulu-Natal Hinterland Thornveld 12888.2ha (14.39% of municipality) - KwaZulu-Natal Sandstone Sourveld 3657.8ha (4.08% of municipality) - Midlands Mistbelt Grassland 665.2ha (0.74% of municipality) - Ngongoni Veld 20900.2ha (23.33% of municipality) 	<ul style="list-style-type: none"> - Eastern Valley Bushveld 3749.8ha (6.44% of municipality) - KwaZulu-Natal Coastal Belt 46984.4ha (80.69% of municipality) - Maputaland Coastal Belt 5479.4ha (9.41% of municipality) - Northern Coastal Forest 1203.8ha (2.07% of municipality) - Subtropical Coastal Lagoons 284.3ha (0.49% of municipality) - Subtropical Dune Thicket 98.5ha (0.17% of municipality) 	<ul style="list-style-type: none"> - Eastern Valley Bushveld 839.2ha (1.33% of municipality) - KwaZulu-Natal Coastal Belt 61500.9ha (97.14% of municipality) - Maputaland Coastal Belt 362.1ha (0.57% of municipality) - Northern Coastal Forest 298.8ha (0.47% of municipality) - Subtropical Coastal Lagoons 105.6ha (0.17% of municipality) - Subtropical Dune Thicket 117.9ha (0.19% of municipality) 	<ul style="list-style-type: none"> - Eastern Valley Bushveld 10447.3ha (9.03% of municipality) - KwaZulu-Natal Coastal Belt 46663.4ha (40.32% of municipality) - KwaZulu-Natal Sandstone Sourveld 9900.3ha (8.55% of municipality) - Midlands Mistbelt Grassland 178.3ha (0.15% of municipality) - Ngongoni Veld 47575.3ha (41.1% of municipality) - Scarp Forest 979.1ha (0.85% of municipality)

	- Scarp Forest 203.9ha (0.23% of municipality)			
Threatened Terrestrial Ecosystems	<p>Critically endangered (2)</p> <ul style="list-style-type: none"> - Eshowe Mtunzini Hilly Grasslands - 516.6ha (0.58% of municipality) - Umvoti Valley Complex - 15.2ha (0.02% of municipality) <p>Endangered (2)</p> <ul style="list-style-type: none"> - KwaZulu-Natal Sandstone Sourveld - 1931.4ha (2.16% of municipality) - Ntunjambili Valley Complex - 773.2ha (0.86% of municipality) <p>Vulnerable (4)</p> <ul style="list-style-type: none"> - Eastern Scarp Forest - 111.8ha (0.12% of municipality) - KwaZulu-Natal Coastal Belt - 19059ha (21.27% of municipality) - Midlands Mistbelt Grassland - 175.4ha (0.2% of municipality) - Ngongoni Veld - 14938ha (16.67% of municipality) 	<p>Critically endangered (2)</p> <ul style="list-style-type: none"> - Eshowe Mtunzini Hilly Grasslands - 16053.2ha (27.57% of municipality) - North Coast Forest Collective - 201ha (0.35% of municipality) <p>Endangered (1)</p> <ul style="list-style-type: none"> - KwaZulu-Natal Coastal Forest - 14.5ha (0.02% of municipality) <p>Vulnerable (1)</p> <ul style="list-style-type: none"> - KwaZulu-Natal Coastal Belt - 529.2ha (0.91% of municipality) 	<p>Critically endangered (5)</p> <ul style="list-style-type: none"> - Eshowe Mtunzini Hilly Grasslands - 440.1ha (0.7% of municipality) - Interior North Coast Grasslands - 493.3ha (0.78% of municipality) - North Coast Forest Collective - 65.1ha (0.1% of municipality) - Northern Coastal Grasslands - 1527.4ha (2.41% of municipality) - Umvoti Valley Complex - 637.6ha (1.01% of municipality) <p>Endangered None</p> <p>Vulnerable (1)</p> <ul style="list-style-type: none"> - KwaZulu-Natal Coastal Belt - 3007.2ha (4.75% of municipality) 	<p>Critically endangered (4)</p> <ul style="list-style-type: none"> - Eshowe Mtunzini Hilly Grasslands - 269.2ha (0.23% of municipality) - Interior North Coast Grasslands - 4948.5ha (4.28% of municipality) - New Hanover Plateau - 7951.1ha (6.87% of municipality) - Umvoti Valley Complex - 4294.3ha (3.71% of municipality) <p>Endangered (1)</p> <ul style="list-style-type: none"> - KwaZulu-Natal Sandstone Sourveld - 3707.3ha (3.2% of municipality) <p>Vulnerable (4)</p> <ul style="list-style-type: none"> - Eastern Scarp Forest - 537.5ha (0.46% of municipality) - KwaZulu-Natal Coastal Belt - 11978.3ha (10.35% of municipality) - Midlands Mistbelt Grassland - 147.9ha (0.13% of municipality) - Ngongoni Veld - 22873.4ha (19.76% of municipality)

TABLE 11: BIODIVERSITY SUMMARY INFORMATION PER LOCAL MUNICIPALITY IN ILEMBE DISTRICT MUNICIPALITY

3.3.3.2 THREATENED ECOSYSTEMS

Chapter 4, Part 2 of the Biodiversity Act provides for listing of species as threatened or protected. If a species is listed as threatened, it must be further be classified as critically endangered, endangered, or vulnerable including protected species.

KWADUKUZA	NDWEDWE	MAPHUMULO	MANDENI
-----------	---------	-----------	---------

<p>Flora</p>	<p><i>Barleria natalensis</i> <i>Diaphananthe millari</i> - Vu <i>Vernonia natalensis</i></p>	<p><i>Diaphananthe millari</i> - Vu <i>Kniphofia pauciflora</i> - Cr <i>Senecio exuberans</i></p>	<p><i>Helichrysum woodii</i> <i>Senecio exuberans</i></p>	<p><i>Barleria natalensis</i> <i>Diaphananthe millari</i> - Vu <i>Kniphofia pauciflora</i> - Cr <i>Senecio exuberans</i> <i>Vernonia africana</i> <i>Vernonia natalensis</i></p>
<p>Fauna</p>	<p>Reptiles</p> <ul style="list-style-type: none"> <i>Scelotes inornatus</i> (Legless Burrowing Skink) <i>Bradypodion melanocephalum</i> (Black-headed Dwarf Chameleon) <p>Amphibian</p> <ul style="list-style-type: none"> <i>Hyperolius pickersgilli</i> (Pickersgill's Reed Frog) E <p>Birds</p> <ul style="list-style-type: none"> <i>Anthropodes paradise</i> Vu <i>Balearica regulorum</i> Vu <p>Mammals</p> <ul style="list-style-type: none"> <i>Philantomba monticola</i> - Blue duiker Rare <p>Invertebrates:</p> <p>Molusca</p> <ul style="list-style-type: none"> <i>Gulella alicae</i> <p>Milipedes</p> <ul style="list-style-type: none"> <i>Centrolobus fulgidus</i> <i>Centrolobus richardi</i> <i>Daratogonus zuluensis</i> <p>Insecta</p> <ul style="list-style-type: none"> <i>Eremidium erectus</i> <i>Parepistaurus eburlineatus</i> <i>Teriomima zuluana</i> (Zulu Buff) <i>Whitea conniceps</i> 	<p>Reptiles</p> <ul style="list-style-type: none"> <i>Scelotes inornatus</i> (Legless Burrowing Skink) <i>Bradypodion melanocephalum</i> (Black-headed Dwarf Chameleon) <p>Amphibian</p> <ul style="list-style-type: none"> <i>Hyperolius pickersgilli</i> (Pickersgill's Reed Frog) E <p>Birds</p> <ul style="list-style-type: none"> <i>Anthropodes paradise</i> - (Blue crane) Vu <i>Balearica regulorum</i> - (Crowned crane) Vu <p>Mammals</p> <ul style="list-style-type: none"> <i>Dendrohyrax arboreus</i> - (Southern tree hyrax) LC <p>Invertebrates:</p> <p>Molusca</p> <ul style="list-style-type: none"> <i>Euonyma lymnaeiformis</i> <i>Gulella euthymia</i> (Warty hunter snail) <p>Milipedes</p> <ul style="list-style-type: none"> <i>Centrolobus tricolor</i> <i>Daratogonus certulatus</i> <i>Daratogonus falcatus</i> <i>Daratogonus natalensis</i> <i>Daratogonus rubipodus</i> <i>Daratogonus peregrinus</i> <i>Gnomeskelus spectabilis</i> <i>Gnomeskelus tuberosus urbanus</i> <i>Patinatius bideramus simulator</i> 	<p>Reptiles</p> <ul style="list-style-type: none"> <i>Scelotes inornatus</i> (Legless Burrowing Skink) <i>Bradypodion melanocephalum</i> (Black-headed Dwarf Chameleon) <p>Amphibian</p> <ul style="list-style-type: none"> <i>Hyperolius pickersgilli</i> (Pickersgill's Reed Frog) E <p>Birds</p> <ul style="list-style-type: none"> <i>Anthropodes paradise</i> - (Blue crane) Vu <i>Balearica regulorum</i> - (Crowned crane) Vu <p>Mammals</p> <ul style="list-style-type: none"> <i>Dendrohyrax arboreus</i> - (Southern tree hyrax) LC <p>Invertebrates:</p> <p>Molusca</p> <ul style="list-style-type: none"> <i>Edouardia conulus</i> <i>Euonyma lymnaeiformis</i> <i>Gulella euthymia</i> (Warty hunter snail) <i>Gulella separata</i> <p>Milipedes</p> <ul style="list-style-type: none"> <i>Camaricoproctus planidens</i> <i>Centrobolus anulatus</i> - (Forest millipede) <i>Centrolobus tricolor</i> <i>Daratogonus certulatus</i> <i>Daratogonus falcatus</i> <i>Daratogonus natalensis</i> (Natal Black Millipede) <i>Daratogonus rubipodus</i> <i>Daratogonus peregrinus</i> <i>Gnomeskelus spectabilis</i> <i>Gnomeskelus tuberosus urbanus</i> <i>Patinatius bideramus simulator</i> 	<p>Reptiles</p> <ul style="list-style-type: none"> <i>Scelotes inornatus</i> (Legless Burrowing Skink) <i>Bradypodion melanocephalum</i> (Black-headed Dwarf Chameleon) <p>Amphibian</p> <ul style="list-style-type: none"> <i>Hyperolius pickersgilli</i> (Pickersgill's Reed Frog) E <p>Birds</p> <ul style="list-style-type: none"> <i>Anthropodes paradise</i> - (Blue crane) Vu <i>Balearica regulorum</i> - (Crowned crane) Vu <p>Mammals</p> <ul style="list-style-type: none"> <i>Dendrohyrax arboreus</i> - (Southern tree hyrax) LC <p>Invertebrates:</p> <p>Molusca</p> <ul style="list-style-type: none"> <i>Allawrenicus complex</i> <i>Cochlitoma semidecussata</i> <i>Edouardia conulus</i> <i>Euonyma lymnaeiformis</i> <i>Gulella alicae</i> <i>Gulella barberae</i> <i>Gulella separata</i> <p>Milipedes</p> <ul style="list-style-type: none"> <i>Centrolobus fulgidus</i> <i>Centrolobus richardi</i> <i>Daratogonus falcatus</i> <i>Daratogonus peregrinus</i> <i>Daratogonus zuluensis</i> <p>Insecta</p>

		<ul style="list-style-type: none"> • Spinotarsus glomeratus <p><i>Insecta</i></p> <ul style="list-style-type: none"> • Eremidium erectus • Odontomelus eshowe 	<ul style="list-style-type: none"> • <i>Spinotarsus destructus</i> • <i>Spinotarsus glomeratus</i> • <i>Spinotarsus maritzburgensis</i> <p><i>Insecta</i></p> <ul style="list-style-type: none"> • <i>Eremidium erectus</i> • <i>Odontomelus eshowe</i> 	<ul style="list-style-type: none"> • Eremidium erectus • Odontomelus eshowe • Parepistaurus eburlineatus • Teriomima zuluana (Zulu Buff) • <i>Whitea conniceps</i>
--	--	--	--	---

TABLE 12: ENDANGERED ECOSYSTEMS

3.3.3.3 ALIEN INVASIVE CLEARANCE PROGRAMME

Research indicates that the number of invasive alien species is on the rise worldwide, including South African and the Ilembe District specifically. A number of alien invasive species have been identified within the Ilembe District and the most common ones within the District are the Blue Gum, Latana Camara, *Chromolaena odorata* and Guava.

There is a need for the District to develop and coordinate an alien control invasive programme, which will identify and spatially reference the areas impacted by alien species. This will allow eradication exercise to be more effective and focus.

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.

3.3.3.4 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 and 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) <ul style="list-style-type: none"> - 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 13: PROTECTED AREA

3.3.4 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 the 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.

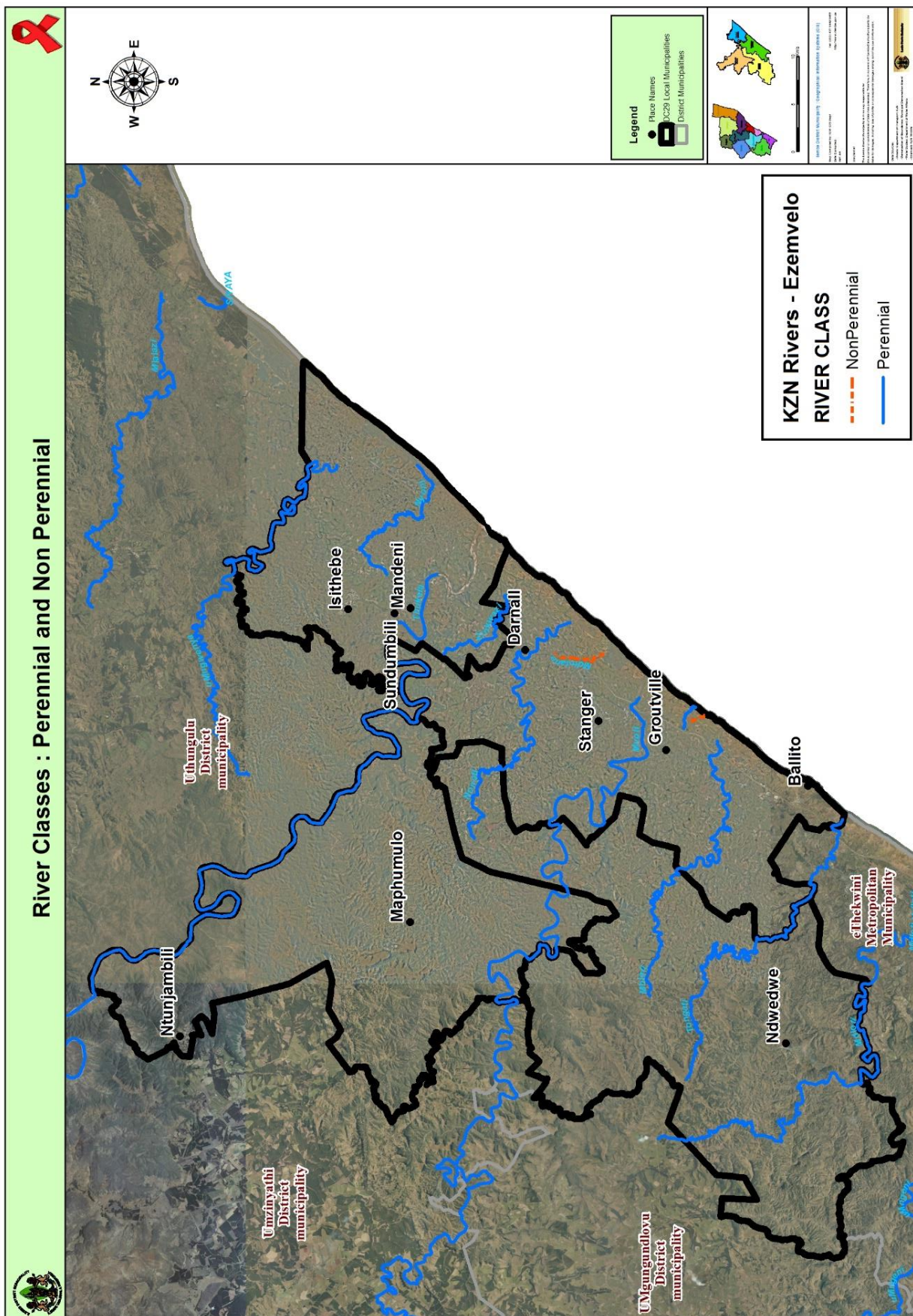
	MAPHUMULO MUNICIPALITY	MANDENI MUNICIPALITY	KWADUKUZA MUNICIPALITY	NDWEDWE MUNICIPALITY
Freshwater Ecosystems	<p><i>Water Management Areas: 2</i></p> <ul style="list-style-type: none"> - MVOTI TO UMZIMKULU 35201.8ha (39.29% of municipality) - THUKELA 54389.1ha (60.71% of municipality) <p><i>Main Rivers:</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 14: WATER RESOURCES WITHIN ILEMBE DISTRICT

3.3.4.1 RIVERS

Research has shown that human activities have a great impact on ecosystems and biodiversity. The impact can be easily noticed with rivers which is lowest point of the landscape. According Driver et al, 2012, such disturbances include alteration of the flow pattern of the river, pollution from various sources, destruction of the river banks by activities such as sand mining, impacts of the alien invasive species, damming of the river, channelizing, dumping of waste, undertaking recreational activities on rivers, and waste from domestic animals. All disturbances often have sever impacts on our rivers, hence programmes must be created to respond to these challenges and to promote clean and healthy rivers.

The overleaf map illustrates river classes within the District.



MAP 6: RIVER CLASSES

3.3.4.2 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.

3.3.4.3 FREE FLOWING RIVERS

A free-flowing river is any river that flows undisturbed from its source to its mouth without encountering any activity such as dams, weirs or barrages. These free flowing rivers are important for aquatic species movement and for migration of species. It is critical that such rivers are protected and managed properly. Within the District there is no free flowing rivers.

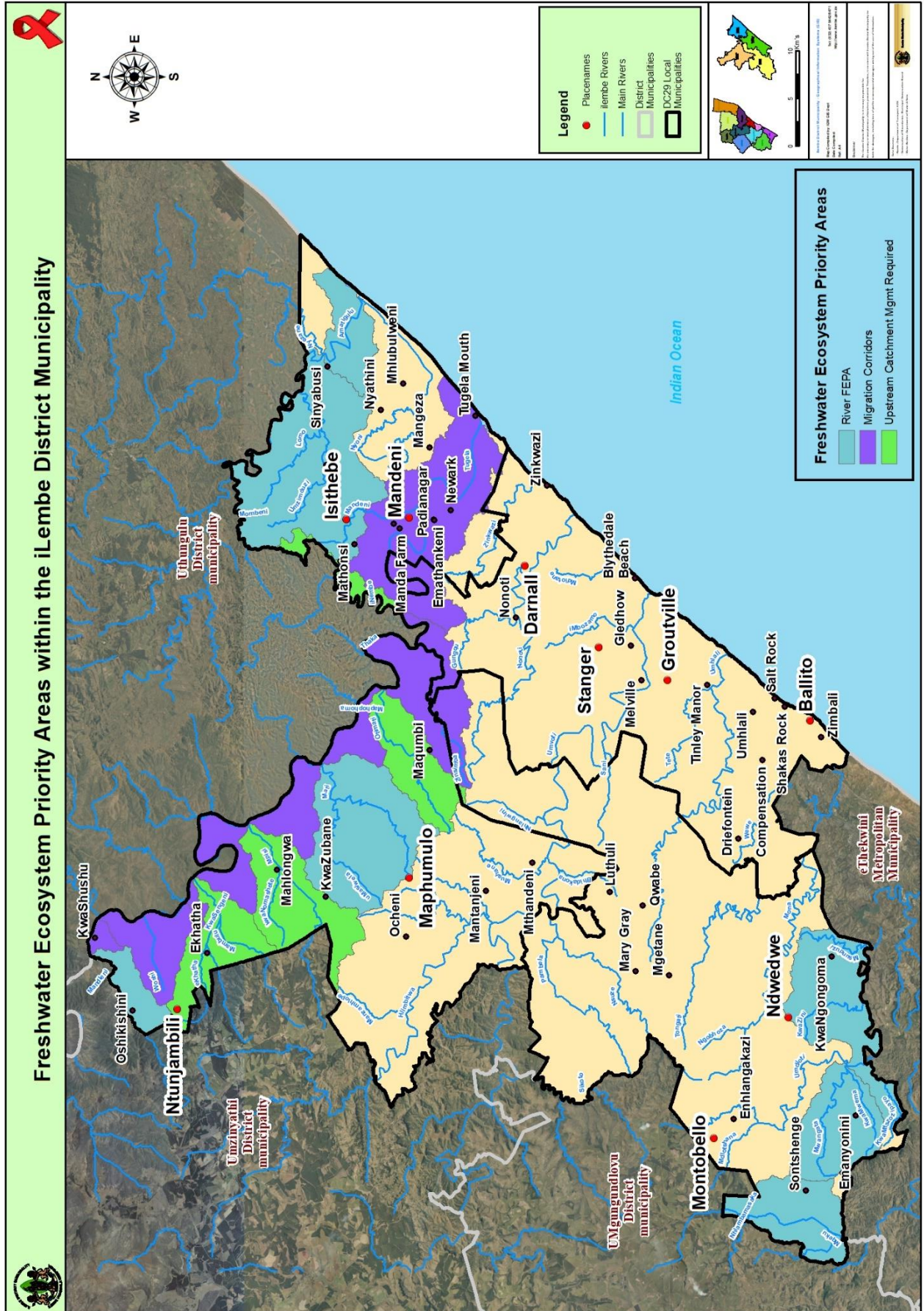
3.3.4.4 WETLANDS

Wetland ecosystems are vital for purifying water and regulating water flows, acting as sponges that store water and release it slowly, filtering pollutants and easing the impact of droughts and floods in the process. In light of the aforesaid, the District, in partnership with the **ICLEI - Local Governments for Sustainability**, through the **Local Action for Biodiversity (LAB): Wetlands South Africa** programme have developed a Wetland Assessment report. The report seeks to guide the Municipality in terms of understanding and managing wetlands, especially since wetlands provide solutions to climate hazards and water shortages. This will in turn assist the Municipality and its family of Local Municipalities to build institutional capacity and develop the Municipal policies aiming at integrating biodiversity issues across Municipal Departments and with other planning tools and processes such as IDP, EMF and SDFs.

3.3.4.5 FRESHWATER ECOSYSTEM PRIORITY AREAS

The Freshwater Ecosystem Priority Areas (FEPAs) were developed through the National Freshwater Ecosystem Priority Areas Project (NFEPA), and are delineated spatial priorities for conserving South Africa's freshwater ecosystems and supporting the sustainable use of water resources (Driver et al, 2011). FEPA maps show Rivers, wetlands and estuaries that need to stay in a good condition in order to conserve freshwater ecosystems and protect water resources for human use. It is important to manage this resource and be supported with good planning, decision-making and management to ensure that human use does not impact on the condition of the ecosystem. Their FEPA status indicates that they should remain in a good condition (A or B category) in order to contribute to national biodiversity goals and support sustainable use of water resources.

The overleaf map illustrates freshwater ecosystem within the District.



MAP 7: FRESHWATER ECOSYSTEM

3.3.5 HERITAGE OBJECTS/SITES

A total of 80 significant heritage resource points have been identified and mapped within the four local municipal areas (Mandeni, KwaDukuza, Maphumulo and Ndwedwe) comprising the 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.

Management of heritage resources contributes to the management of biodiversity management and is the largest contributor to the tourism sector as well. Thus leading to the improvement of the local economy.

3.3.6 PRESSURES AND OPPORTUNITIES RELATED TO BIODIVERSITY MANAGEMENT

The Convention on Biological Diversity sets out that there are 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.

3.3.6.1 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.

3.3.7 COASTAL MANAGEMENT

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

3.3.7.1 COASTAL MANAGEMENT PROGRAMMES

The District is currently developing its own Coastal Management Programme (CMP) which is funded by the Department of Environmental Affairs. KwaDukuza Municipality is also in the process of finalising its own CMP. The Mandeni CMP was completed in 2014 and the Municipality is currently implementing the recommendations from the CMP in line the National Guidelines and the Integrated Coastal Management Act.

3.3.7.2 ESTUARIES

Estuaries are formed where fresh water from rivers runs out to sea, although the mouths of some estuaries periodically close off from the sea. Estuaries provide nursery areas for many commercially important fish species, and deliver sediments that form and maintain beaches and provide nutrients for marine food webs. The table below indicates a list of estuaries found within the iLembe District.

ESTUARY NAME	DESCRIPTION OF SYSTEM	LOCATION
Matigulu /Nyoni	Permanently open estuary – good condition	Mandeni Municipality
Tugela/Thukela	River mouth - 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 15: ESTUARIES WITHIN 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.

3.3.7.3 THE STATUS OF THE COASTAL ACCESS POINTS

Public coastal access is mainly about people's ability to reach the shoreline without any challenges, as the coastal property is viewed as belongs to all citizens. Specific issues attached to coastal access include whether the public can:

- view or physically use the coast
- pass over land legally to reach the coast
- access coastal lands from the water
- afford to access the coast through fees or other expenses
- use coastal areas without placing undue stress on ecosystems

There are two Coastal Municipalities within the District. The Mandeni Municipality has complete the exercise of identification of the coastal access areas and currently consulting the affected parties. Within the KwaDukuza Municipality there are challenges in completing the list, as some of the access areas are to be closed by the Municipality, once a proper assessment has been completed by the responsible units.

3.3.7.4 COASTAL PROGRAMMES IMPLEMENTED WITHIN THE ILEMBE DISTRICT

3.3.7.4.1 BLUE FLAG PROGRAMME

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

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

Through this programme the Wildlife and Environmental Society of Southern Africa (WESSA) has managed to create job opportunities of approximately 5 Beach Assistance to assist in the implementation of activities as developed per each Beach forming part of the Blue Flag Programme.

3.3.7.4.2 WORKING FOR THE COAST PROGRAMME

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

The Department has approved the Business Plan to implement the Working for the Coast Program within iLembe District Coastline in January 2016 with a budget of R 8 650 000.00. The approved deliverables were:

- Daily coastal cleaning,
- Alien invasive clearing and indigenous tree planting, and
- Infrastructure maintenance.

The table below gives details of the above.

DELIVERABLES	ACTIVITY NAME	PLANNED START DATE	PLANNED END DATE	BUDGET
Coastal Daily Coastal Cleaning	<ul style="list-style-type: none"> ▪ Litter Picking in ALL accessible coastal line of 55 km ▪ Refuse Collection and General Cleaning on ALL current operational beaches ▪ Illegal Dumping Monitoring in and around operation and accessible beach 	01/12/2015	29/12/2017	R3 500 000.00
Alien Invasive Cleaning & Indigenous Tree Planting	<ul style="list-style-type: none"> ▪ Alien Invasive Cleaning of 3 Hectares of dry land and Dune Rehabilitation of one (1) Hectare ▪ Indigenous of 400 Tree Planting of 5 litres 	01/12/2015	29/12/2017	R2 500 000.00
Infrastructure Maintenance	▪ Supply and Install 24 Plastics Tables and 12 Plastics Benches	01/12/2015	29/12/2017	R2 650 000.00
	▪ Construction of Six (6) Bricks braai facilities			
	▪ Fixing of 16 square metres Wooden Viewing Deck			
	▪ Relocation of existing four (4) square metre Lapa and refurbishment			
	▪ Supply and Installation of Six (6) information signage boards with size of 600 x 1500 mm			
	▪ Supply and Installation of Six (6) Jojo Tanks with 5000 litres Capacity			

TABLE 16: EXPANDED PUBLIC WORK PROGRAMME

3.3.8 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 polices and legislation governing waste in South Africa. Municipalities and other government institution are compelled to comply with a number of sections of the Act, which are discussed below:

Section of NEM: WA	Description	Status
Section 11	Section 11 of the Act compels institutions responsible for waste management to develop a tool to manage their waste, which is known as the Integrated Waste Management Plan (IWMP) .	<p>Mandeni Municipality has finalised its IWMP and has been approved by council.</p> <p>Maphumulo has completed a draft IWMP and has been approved by council.</p> <p>KwaDukuza Municipality is in the process of drafting its IWMP.</p> <p>At Ndwedwe the Service provider has been employed to undertake the process of developing the IWMP.</p> <p>There is currently no IWMP at Ilembe District Municipality.</p>

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	All LMs within the District, including the District Municipality, have designated WMOs. These designations will now have to be formally communicated to the MEC or Minister, as per the requirements of the Act.
-----------------------	---	--

TABLE 17: STATUS OF WASTE MANAGEMENT WITHIN ILEMBE DISTRICT

3.3.8.1 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	No. of Households per Municipality	No. of households receiving waste collection services at least once a week	No. 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 18: WASTE COLLECTION/DISPOSAL IN THE DISTRICT
Community Survey 2016

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. The Draft IWMPs of the Local Municipalities intends to provide the extension of waste management services to areas which are not currently 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.

3.3.8.2 THE STATUS OF THE LANDFILL SITES WITHIN THE DISTRICT

The iLembe family of municipalities are currently utilising privately owned landfill sites, i.e. the Dolphin Coast Landfill site located at KwaDukuza and the Sappi Landfill site located within Mandeni Local Municipality. 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.

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

3.3.9 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 DMR 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	Thukela mouth	3	Presence of large sandbanks presents potential for future sand mining activity
Zinkwazi		Nil observed	
Mvoti		8-10	Each operation has its own access, increased potential for erosion.
Senteni		Nil Observed	

Mhlali	Temporary open/closed estuary	4	
Thongathi		5	All located just east of the N2 bridge

TABLE 19: RECORD OF SAND MINING IN THE DISTRICT

3.3.10 AIR QUALITY MANAGEMENT

“Air pollution” is listed in Part B of Schedule 4 of the Constitution as a function of municipalities. The main purpose for Air Quality Management is to manage emissions into the atmosphere, improving air and atmospheric quality through the implementation of the National Environmental Management: Air Quality Act, Act 39 of 2004 and other air quality management legislations, policies and systems at provincial level, and supporting Air Quality Management efforts at local, national and international levels. Municipalities influence air quality governance through the introduction of by-laws, which are legally enforceable within the municipality’s jurisdiction. Furthermore, the National Framework for Air Quality Management in the Republic of South Africa has been published by the Minister in terms of section 7 of NEM: AQA. The Framework binds all organs of state in all spheres of government, who must give effect to it when exercising a power or performing a function or duty in terms of this Act or any other legislation regulating air quality management.

3.3.11 RESPONDING TO IMPACTS OF CLIMATE CHANGE

The commonly anticipated impacts associated Climate Change in general include the following:

- a) Warming temperatures and increases in the number, duration and severity of heat waves, which will lead to changes in the growth and distribution of plants, animals and insects; pole ward shifts in the distribution of marine species; and increases in coral bleaching
- b) Impacts on infrastructure such as electricity and transport networks
- c) A warmer atmosphere containing more water vapour which will increase the intensity of the whole hydrological cycle, and change in precipitation patterns in time and space.
- d) The earth is expected to experience more variable weather than now, with a likelihood of more floods and drought, more intense hurricanes or typhoons, and more heat waves
- e) The expected rise in global temperatures will affect human health, life styles, food production, economic activity, and residential and migration patterns
- f) Anticipated disruption in atmospheric circulation and storm patterns, humanity is expected to face a significant rise in global mean sea-level

Some of these impacts have been experienced within the iLembe District in several areas, which then required of the Municipality to make effort in avoiding and adapting to possible climate change impacts. The iLembe District has hosted two **Climate Change Summits** in the years 2009 and 2014, respectively. A number of resolutions were taken during these summits. Some of these resolutions was for the District to: a) Undertake a Risk Assessments at a local level to assess risks to inform risk reduction strategies and planning, and b) undertake a Greenhouse Gas Inventory for the District (including local municipalities) to assist in developing Mitigation programmes, and to move the iLembe District Community to a low-carbon society.

The progress on implementation on the other resolutions taken in 2014 can be summarised below:

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

<p>The District to participate in all Climate Change events at a provincial, national and international levels.</p>	<p>To attend the local, provincial and national fora dealing with climate change such as the following fora:</p> <ul style="list-style-type: none"> a) Green economy b) Renewable energy c) VNAMA d) Energy efficiency e) Climate Change programme in Premier’s Office f) Climate Change Compact 	<p>The District is currently participating in the following:</p> <ul style="list-style-type: none"> ✓ Green economy ✓ Renewable energy ✓ VNAMA ✓ Energy efficiency ✓ Climate Change programme in Premier’s Office ✓ Climate Change Compact
--	--	--

TABLE 20: RESPONDING TO CLIMATE CHANGE

3.3.12 TOWARDS THE GREEN ECONOMY

Our planet is facing challenges, emerging across the planet from climate change and the loss of species to desertification and land degradation, as well as extinction through habitat loss or change. The Rio 1992 Summit provided the world with the vision and important pieces of the multilateral machinery to achieve a sustainable future. This can be only realized if the environmental and social pillars of sustainable development are given equal footing with the economic one: where the often invisible engines of sustainability, from forests to freshwaters, are also given equal if not greater weight in development and economic planning.

Towards a Green Economy is aiming at addressing poverty and delivering on Sustainable Development Goals. In order to realize this direction it is critical make effort in greening certain sectors of the economy in order to shift development and unleash public and private capital flows onto a low-carbon, resource-efficient path. Such sectors are: Agriculture, Fisheries, Water Management, Forest Management, Biodiversity Management, Renewable Energy, Energy Efficiency, Waste Management, Tourism and Management of Buildings in cities.

UNEP defines a green economy as one that results in “improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities” (UNEP 2010). In its simplest expression, a green economy is low-carbon, resource efficient, and socially inclusive. In a green economy, growth in income and employment are driven by public and private investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services.

It is critical for the iLembe District to understand sectors to assist the Municipality in growing the Green Economy thus maximising economic opportunities associated with the Green Initiatives.

3.3.13 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

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

According to the Municipal Systems Act (No. 32 of 2000) the Municipal Council is required to compile a SEA as part of the Spatial Development Framework for the Municipal Integrated Development Plan. The iLembe District has completed its Environmental Management Framework (EMF), as required by the Environmental Impact Assessment regulations (2004), written in terms of the National Environmental Management Act (Act 107 of 1998). EMF is a tool to guide development initiatives from an environmental perspective, that is, the main driver behind the development of the EMF is the need to provide environmental support for decision makers in the municipality.

Therefore it can be concluded that SEA is similar to the EMF in terms of purpose. Hence the iLembe District has finalised and approved the **iLembe Environmental Management Framework** which aim to promote sustainable development within the District. This framework has identified all environmental sensitive features and developed a framework, as management zones, upon which these features are to be managed for the benefit of future generations. The environmental management zones of the EMF takes into consideration in all decision-making processes including the development of other planning tools such Spatial Development Plans and Land Use Schemes. The EMF also caters for the Mandeni Municipality. The EMF provides a framework for environmental decision making by:

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

3.3.14 ENVIRONMENTAL EDUCATION, AWARENESS PROGRAMMES

Environmental matters such biodiversity management and conservation, environmental compliance, Environmental Management Systems (EMS) and related concepts are often poorly understood by key stakeholders and role players within a giving area. It is then critical to constantly capacitate stakeholders to firstly dispel confusion on environmental matters and secondly to encourage common understanding on issues of managing natural resources.

At the heart of the capacity building and awareness program should be to encourage the protection and management of natural resources. Therefore, any capacity building and awareness program should attempt to improve the knowledge of the target audience on matters of environment. Hence capacity building can be defined as a way of building abilities (skills and attitudes), relationships (between role players) and values that will enable organizations, groups or individuals to improve their performance in achieving the known objectives.

The need assessment has been conducted within the District by the DEA in the previous years and have indicated the following:

- a) Lack of the dedicated environmental management units in most municipalities, resulting in Environmental functions placed within varying units of the municipal organizational structure;
- b) Availability of the budget to perform environmental functions within municipalities;
- c) Lack of understanding between Environmental health and Environmental management. Hence this lead to dependence on Environmental Health Practitioners to perform environmental management functions within municipalities;
- d) Environmental management is not regarded as service essential to improving quality of life, leading to no attention given to performing the function;
- e) Lack of general environmental awareness within the municipal structure leading to the lack of environmental management support being received from Municipality; and
- f) Lack of relevant Environmental management tools to guide environmental management within Municipalities.

It is then required of the iLembe District Municipality to develop an Education and Awareness Plan that is responding to the abovementioned findings challenges.

3.3.14 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 21: SPATIAL & ENVIRON. SWOT

3.4 DISASTER MANAGEMENT

3.4.1 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
Disaster Management Centre	Fully Functional
Human Resources (Personnel)	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.
Physical Resources (vehicles)	3 x vehicles are available, but specialized (4x4) vehicles are required to be driven on rural terrain.
Disaster Management Framework Policy	It is available and aligned to both Provincial and National Frameworks.
Disaster Management Plan	It is available and reviewed regularly.

Disaster Management Portfolio Committee	It is fully functional and meets on a monthly basis. The name is Economic Development, Planning, Health and Safety Portfolio Committee (EDP).
Disaster Management Practitioners Forum	It is fully functional and meets on a monthly basis.
Disaster Management Advisory Forum	It is fully functional and meets on a basis quarterly.

TABLE 22: DISASTER MANAGEMENT INSTITUTIONAL CAPACITY

3.4.2 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.

3.4.3 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)

3.4.4 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.

3.4.4.1 OTHER INTERVENTIONS

- **INFORMATION MANAGEMENT AND COMMUNICATION**

As required by the disaster management legislation, iLembe District Disaster Management Centre must act as a conduit and repository for information on disasters and impending disasters within our district. It is in this view that the District has a comprehensive Communication System as per Enabler 1 of the Disaster Management Framework. Currently the system is utilised log, capture and monitor all incidents that are reported within the district and its family of municipalities. 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 e-mails, 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.

3.4.5 FUNDING ARRANGEMENTS

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

3.4.6 DISASTER MANAGEMENT: SWOT ANALYSIS

	HELPFUL TO ACHIEVING THE OBJECTIVE	HARMFUL TO ACHIEVING THE OBJECTIVE
Internal origin (attributes of the system)	<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
External origin (attributes of the environment)	<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 23: DISASTER MANAGEMENT SWOT

3.5 MUNICIPAL TRANSFORMATION & INSTITUTIONAL ORGANISATIONAL DEVELOPMENT

3.5.1 INSTITUTIONAL ARRANGEMENTS

3.5.1.1 COUNCIL SITTINGS

The Council of the iLembe District Municipality consists of 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, the Council meet at least quarterly. However, in order to meet compliance requirements in relation to such issues as Budget approvals, mid-term Budget

Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every month.

3.5.1.2 THE EXECUTIVE COMMITTEE

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

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

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

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

3.5.1.3 PORTFOLIO COMMITTEES

The iLembe District Municipality has established 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 Committee.

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

3.5.1.4 SPECIAL PURPOSE COMMITTEES AND SUB-COMMITTEES

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

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

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

3.5.1.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

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

3.5.1.6 AUDIT, PERFORMANCE MANAGEMENT AND RISK COMMITTEE

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

3.5.1.7 INTERNAL AUDIT CAPACITY AND FUNCTIONALITY

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

3.5.2 POWERS & FUNCTIONS

District Powers & Functions (Chapter 7, Section 156 Of Constitution)	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 24: POWERS & FUNCTIONS

3.5.3 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. The Municipality's organisational structure has five administrative components that are managed and headed by the Municipal Manager as follows:

- Office of the Municipal Manager
- Community Services
- Finance
- Technical Services
- Corporate Services

ILEMBE DISTRICT MUNICIPALITY KZN DC29: MANAGEMENT STRUCTURE

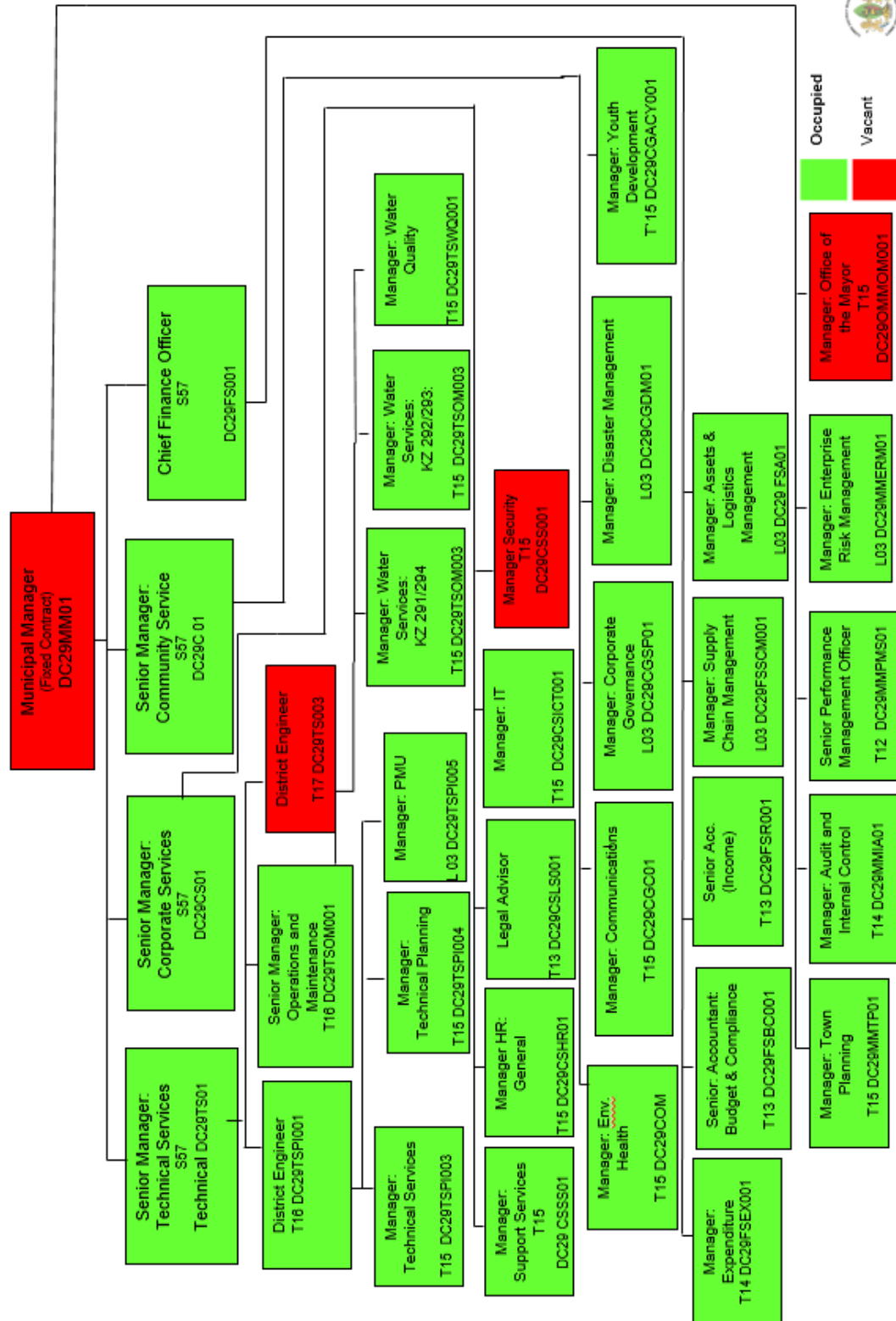


FIGURE 7: MUNICIPAL SENIOR MANAGEMENT

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.

Establishment	Number of post	Post Filled	Shared Service	Vacant Posts	% Vacancy Rate
OMM	39	28	03	07	17%
Corporate Services	90	52	0	38	42%
Finance	129	114	0	15	12 %
Community Services	78	45	0	33	42%
Technical	390	318	0	72	18%
TOTAL	726	562	03	166	23%

TABLE 25: STAFF COMPLEMENT

The approved staff establishment indicates that the Municipality has a total of 726 approved posts, 562 posts filled and 166 vacancies. The vacancy rate remains at 23% as a result of terminations and austerity measures being implemented by the municipality. The recruitment process for the filling the vacant positions is underway. The Senior Manager: Community Services post, previously vacant, has been filled. The post of the Municipal Manager is currently vacant however, Council has respectively appointed an Acting Municipal Manager to perform the relevant functions in the interim. The recruitment process is underway for the MM post and will be concluded before end of 2017/18 financial year.

3.5.3.1 ENTERPRISE ILEMBE ORGANISATIONAL STRUCTURE

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

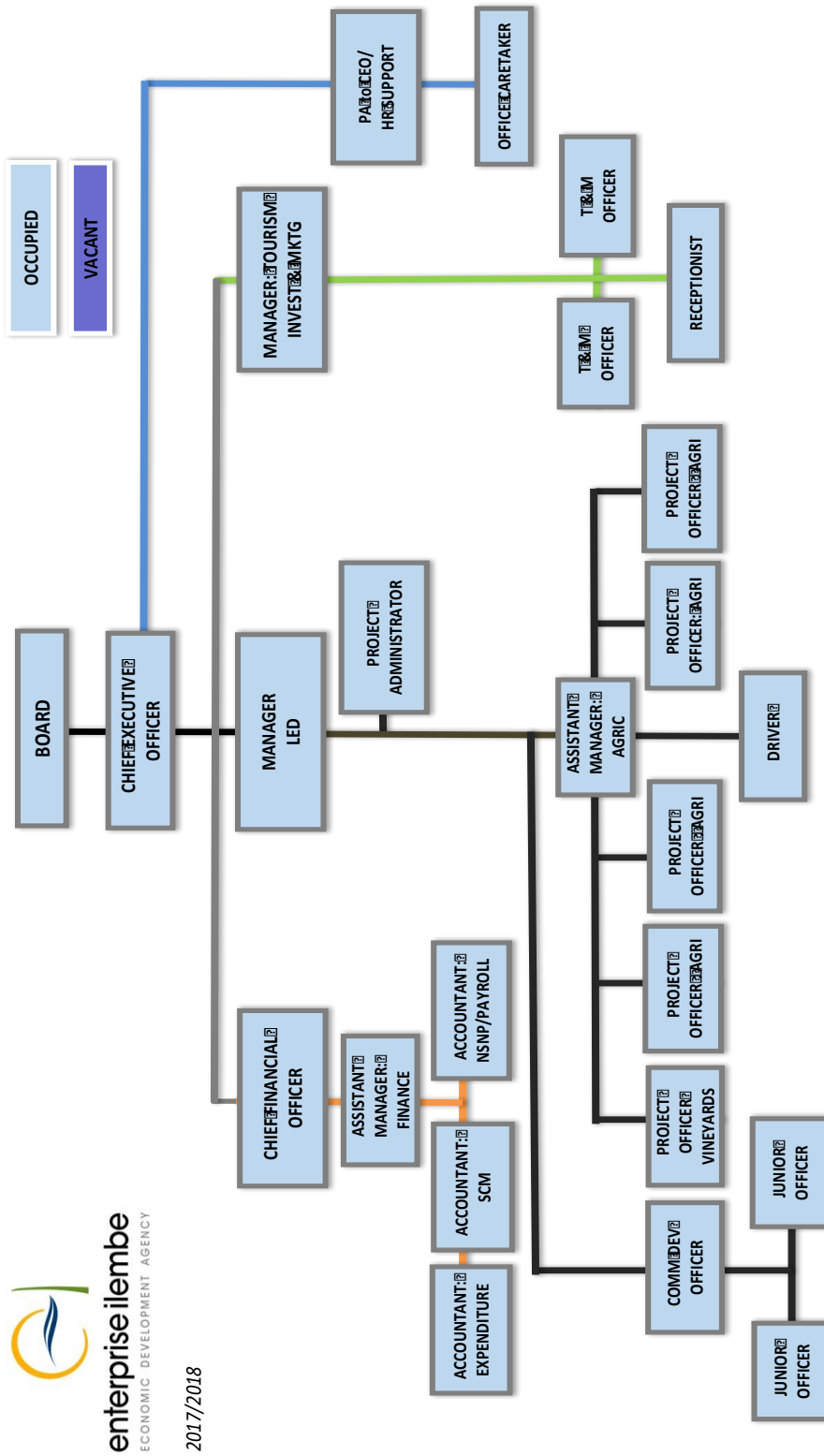


FIGURE 8: ENTERPRISE ILEMBE STRUCTURE

3.5.3.2 ILEMBE DPSS ORGANISATIONAL STRUCTURE

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

The aim is for municipalities to share services at District level in order to optimize limited resources and thereby enhance the quality of planning and development services provided in these areas. The 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, we appointed a new senior planner position shared between Ndwedwe and Maphumulo due to the continued capacity constraints from both locals.

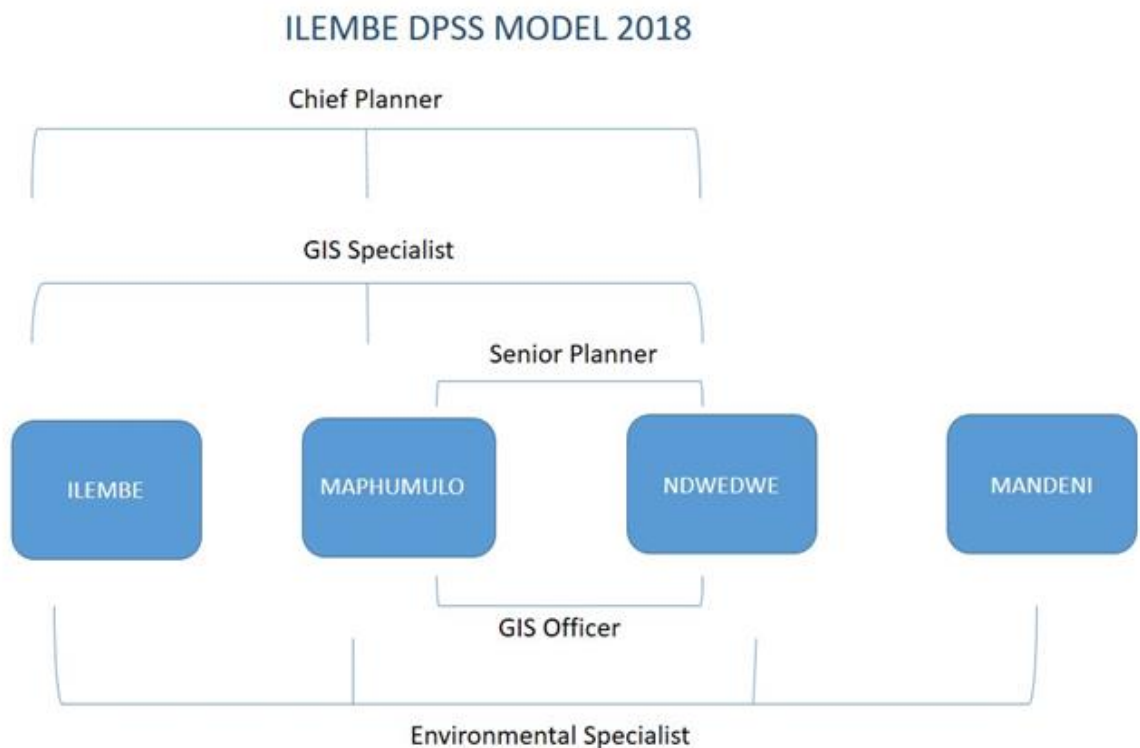


FIGURE 9: ILEMBE DPSS ORGANOGRAM

3.5.4 HUMAN RESOURCE DEVELOPMENT

3.5.4.1 HR DEVELOPMENT STRATEGY

Ilembe Family of municipalities has adopted a district wide approach to enhance, develop and align human resource (HR) practices. The iLembe Family HR Strategy was approved on the 5th August 2015. The 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 introduce the following four (4) policies and the HR Strategy, to be adopted by 30 June 2018, as follows:

a) Amendments to the 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.

b) Municipal External Bursary Scheme Policy

The policy is being introduced for consideration so that it can be implemented.

c) 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 is necessitated by the view to deal with the new developments and to comply with the requirement of the continuous review as prescribed by the Regulations.

d) Occupational Health and Safety Policy

The policy is a compliance matter and is introduced for consideration so that it can be implemented.

e) Human Resource Plan

The HR Plan was considered and adopted by Council on 27 May 2016 (Resolution: C231), it is currently under review to address issues of alignment with the current IDP of the District.

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.

3.5.4.2 EQUITY PLAN

The iLembe District Municipality has an Employment Equity Plan which was adopted in June 2017 and submitted to the Department of Labour (the acknowledgement of Receipt from the Department of Labour is attached), the Plan contains Employment Equity Targets. The District also has a Recruitment and Selection Policy in place, which was adopted in June 2016. The recruitment and selection function, 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 under-represented 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*. Failing to implement our set Employment targets may result to pay a fine of one and half million rand. It therefore, imperative to align recruitment and selection to Employment Equity Targets in order to avoid huge legal and financial implications for non-compliance.

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.

3.5.4.3 RETENTION PLAN

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

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

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

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

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

3.5.4.4 WORKPLACE SKILLS PLAN

The Workplace Skills Plan is developed and adopted on an annual basis and submitted to the LGSETA (as attached at **Annexure D**) 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 269 beneficiaries including 32 councillors/Traditional Leaders in the following programmes:

- Municipal Finance Management Programme
- Water Wastewater Learner ship

- Plumbing Learner ship
- Councillor Development Skills Programme
- Computer Literacy
- Municipal Finance and Administration
- Local Economic Development
- Various undergraduate qualifications

Training areas covered a wide range of fields related to municipal administration and delivery of services. The Municipality is currently conducting a skills audit exercise in order to adequately plan and develop the critical training programmes that will enhance the skills base of the employees.

• **ADULT EDUCATION AND TRAINING PROGRAMME**

The Municipality’s ABET programme for employees has been identified in the current 2017/18 Workplace Skills Plan. The Municipality is aware of a significant number of employees who have advanced knowledge and skills relating to their working, particularly in plumbing, but these cannot progress to become Artisans due to the lack of basic educational merit. The skills audit exercise currently underway in the Municipality is also intended to accurately identify such employees and have a targeted approach to improve their educational condition in order to advance to higher positions.

• **EMPLOYEE ASSISTANCE PROGRAMME**

Employment assistance wellness programmes are in place and well-functioning. The EAP is largely preventative in nature focusing on both primary and secondary prevention. It grew out of the traditional Employee Assistance Programme (EAP).

It is aimed to improve the individual wellness of employees which includes the promotion of physical, social, emotional occupational, spiritual, financial and intellectual wellness of individuals in the world of work:

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

The Employee Assistance Programme within the Human Resources Management Component developed a 2017/2018 EAP Plan that was adopted by LLF, LPA, and Council. The Plan intended to conduct various awareness programmes that were be scheduled as follows:

Event	Venue	Responsible Person
iLembe Prayer Day	iLembe Auditorium	HR Officer: OD, CM and Employee Benefits
SARS Visit	iLembe Auditorium	HR Officer: OD, CM and Employee Benefits
World Aids Day (TB;HIV& Aids; Treatment; Support & Integrated Therapy Education)	Ntshawini	HR Officer: OD, CM and Employee Benefits

TABLE 26: EAP 2017/18

3.5.4.5 OCCUPATIONAL HEALTH AND SAFETY (OHS)

The Occupational Health and Safety function which was initially under the Environmental Unit, was relocated to the Human Resources Unit. The incumbent who performed the duties thereof then, was transferred to the position laterally to the then existing vacant position of Senior Pollution Control Officer. This rearrangement effectively made the position of Officer: Occupational Health and Safety vacant. The recruitment processes for the position ensued and the suitable candidate resumed duties on the 15 May 2017.

The first directive to the appointed Officer: Occupational Health and Safety was that of providing a clear analysis of the Municipality's in relation to situation occupational health and safety. The plan was then devised that the Officer: Occupational Health and Safety (accompanied by a colleague), should visit some workplaces of the Municipality in order to provide an informed situational analysis. On the week of 22 - 26 May 2017, the workplace site visits were undertaken wherein a brief discussion with some employees and Supervisors at depots were held, and also a meeting with the Health and Safety Representatives, and trade unions was held.

The information contained below, is a summary of issues as collected in the various IDM workplaces, observing the issues of the health and safety management system, workplace condition, and employees' compliance:

- a) The Municipality does not have adequate active health and safety policies, procedures, and essential resources, *e.g. first aid box, fire extinguishers, emergency exits/routes, and assembly points.*
- b) There are no Safety files in all Depots.
- c) There is inconsistent allocation of Operators in sites.
- d) Inactive health and safety Committee and SHE Representatives.
- e) First aid and first aid kit not in place
- f) Fire extinguishers are not serviced and many expired long time ago.
- g) Absence of proper PPE for handling chemical substances, chlorine in particular.
- h) Absence and shortage of lights in many workplaces.
- i) Many trucks do not have or have damaged steps.
- j) Some cars have no spare tyres.
- k) OHS Training and induction not implemented accordingly.
- l) Employees' medical checkup intervals for lung function is not implemented consistently.
- m) Poor and slack security services, including the absence a guard house in some instances

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

3.5.4.6 ICT POLICY FRAMEWORK AND STRATEGY

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. A service provider has been appointed to undertake the formulation of the Policy Framework, it is anticipated that it will be adopted by 30 June 2018.

3.5.5 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

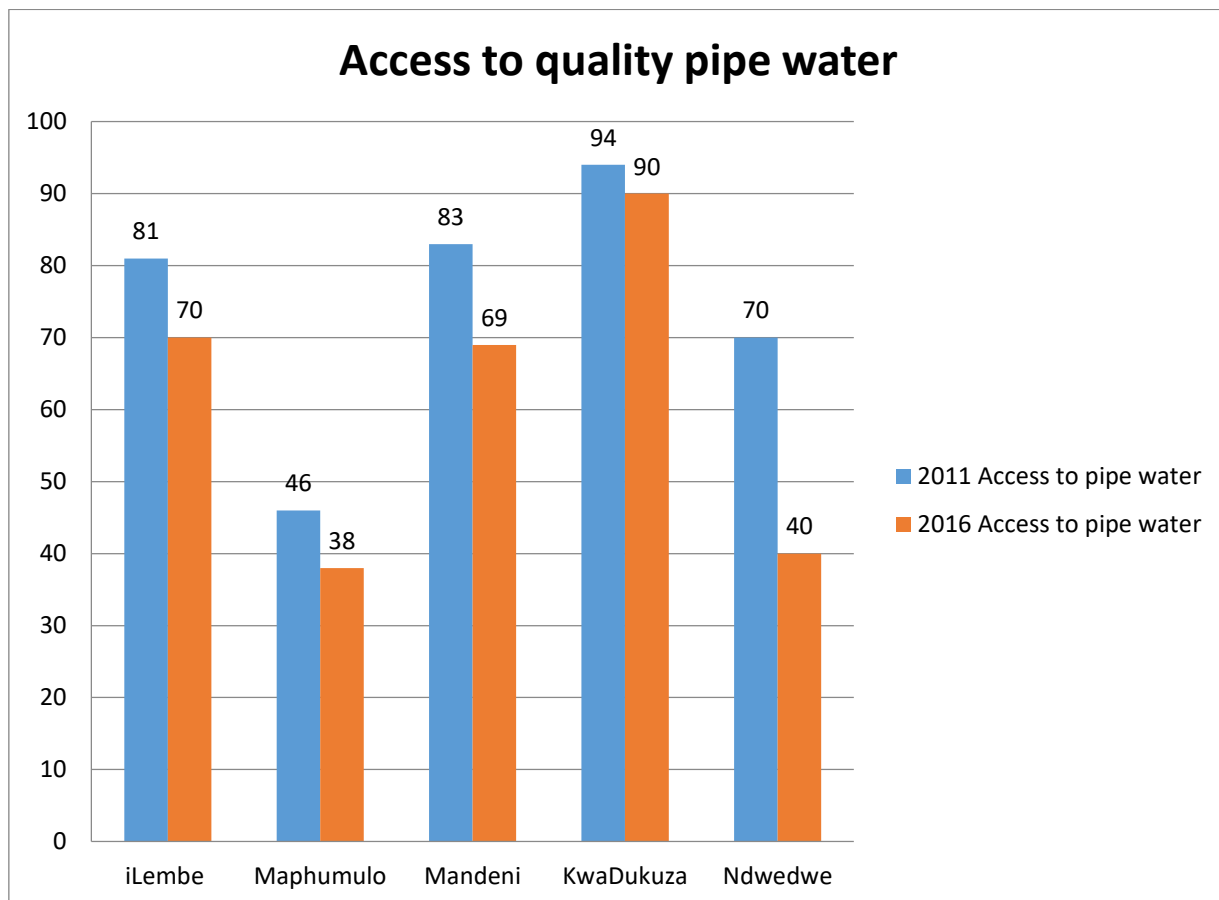
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Access to LGSETA grants • Access to external funding for learner ships e.g. DBSA, Umgeni etc. • The will, on the part of the employees, to be trained 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • A structure that may not be appropriately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

TABLE 27: MUNICIPAL TRANSFORMATION & INSTITUTIONAL MANAGEMENT SWOT

3.6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

3.6.1 WATER & SANITATION

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



GRAPH 5 : PERCENTAGE OF PEOPLE WITH ACCESS TO QUALITY PIPED WATER
STATISTICS SA CENSUS 2011 & COMMUNITY SURVEY 2016

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

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

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas needs upgrading and maintenance, however through grant funding from the Department of Water and Sanitation, particularly MWIG, the municipality is addressing this challenge.

- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- 19% of the population still do not have access to basic sanitation.
- The urban areas have proper water borne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- Ilembe has been severely hampered by drought which has diminished the Municipality's ability to provide water to all inhabitants.

3.6.1.1 SUMMARY OF BACKLOGS AND ACHIEVEMENTS

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2017/2018 2017 for water & sanitation service delivery. The current backlogs in terms of water is 18.66% and sanitation is 19%.

WATER

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Percentage of hh served to date
Mandeni	138 078	38 235	23 031	20 930	20 793	20 741	20 665	19 747	19 613	19 613	
KwaDukuza	231 187	70 284	9 725	7 056	6 859	6 613	6 253	6 253	6 253	6 253	
Ndwedwe	140 820	29 200	6 255	5 346	4 419	4 419	4 419	4 419	4 419	4 419	
Maphumulo	96 724	19 973	11 116	10 369	8 884	8 079	7 160	5 614	1 664	(863)	
	606 809	157 692									
HH without access to Water		31,79%	50 127	43 701	40 955	39 852	38 497	36 033	31 949	29 422	18,66%
Achievements per year			2 350	6 426	2 746	1 103	1 355	2 464	4 084	2 527	
HH served			107 565	113 991	116 737	117 840	119 195	121 659	125 743	128 270	81,34%
<p>Calculation for water backlog:</p> <p>Backlog for 2015/2016 22,53%</p> <p>Backlog for 2016/2017 18,66% (31 949/157 692)</p> <p>% decrease in backlog as at end of June 2017 3,87% (4 084/157 692)</p>											

SANITATION

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
Mandeni	138 078	38 235	8 167	6 767	5 256	3 786	2 919	1 892	1 571	1 171	
KwaDukuza	231 187	70 284	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	140 820	29 200	12 660	11 116	9 395	7 995	6 805	5 053	4 741	4 361	
Maphumulo	96 724	19 973	19 440	18 040	17 169	15 769	14 579	13 182	13 093	12 713	

	606 809	157 692									
HH without access to sanitation		33,34%	52 578	48 234	44 131	39 861	36 614	32 438	31 716	30 556	19,38%
Achievements per year			6 219	4 344	4 103	4 270	3 247	4 176	722	1 160	
HH served			105 114	109 458	113 561	117 831	121 078	125 254	125 976	127 136	80,62%
Calculation for sanitation backlog:											
Backlog for 2015/2016	20,28%										
Backlog for 2016/2017	19,38%	(31 705/157 692)									
% decrease in backlog as at end of June 2017	0,90%	(722/157 692)									

TABLE 28: ILEMBE WATER & SANITATION BACKLOGS

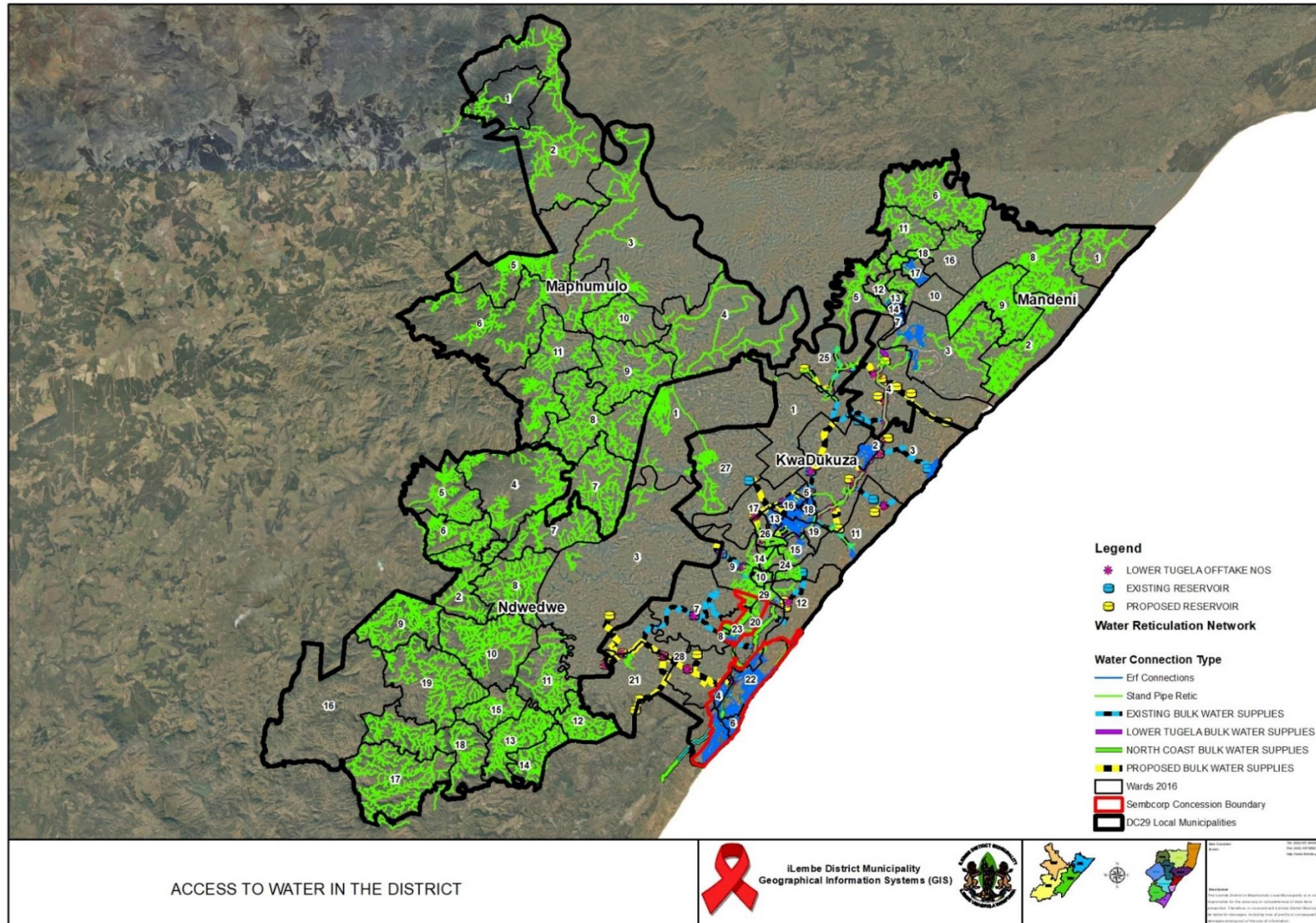
SOURCE: CENSUS 2011

Due to funding constraints the iLembe water and sanitation backlogs will be updated in the current financial year 2018/19.

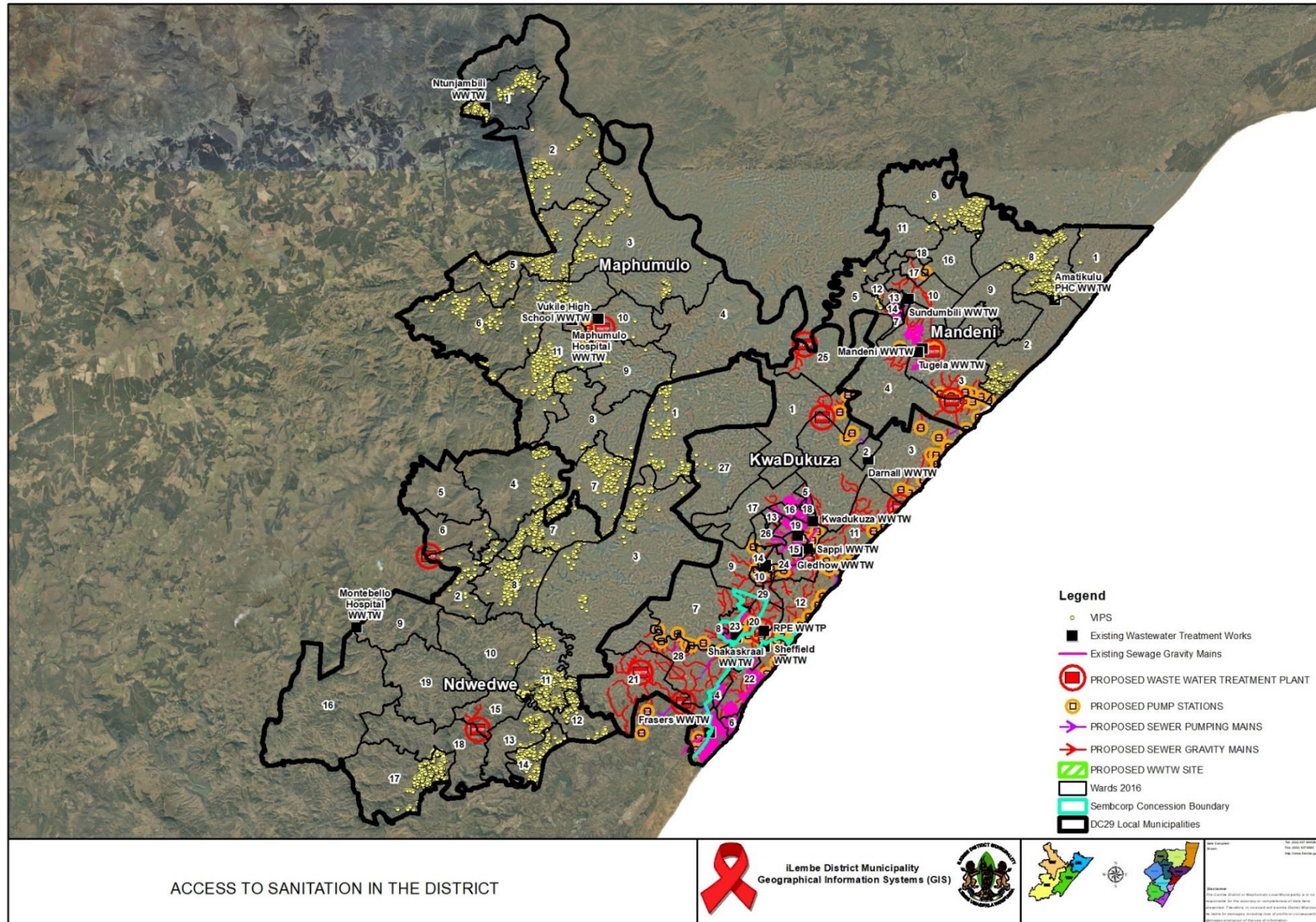
The Maps below depict the status of water and sanitation provision within the District. The map depicting “Access to Water” is portraying stand pipe/community tap reticulation in the predominantly rural parts of iLembe, the western and northern portion; and areas with erf reticulation within the KwaDukuza 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 Waste Water 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.



MAP 8: ACCESS TO WATER IN THE DISTRICT



Map 9: ACCESS TO SANITATION IN THE DISTRICT

3.6.1.2 ILEMBE WATER AND SANITATION MASTERPLAN

The District has been experiencing rapid growth over the past 15 years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial greenfield developments have necessitated a structured infrastructure response, especially for water and sanitation. 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 Executive Summary Water and Sanitation Master plan is attached as **Annexure E**. The tables below indicate the project demands for water and sanitation.

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

TABLE 29: WATER DEMAND PROJECTIONS

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

TABLE 30: SANITATION DEMAND PROJECTIONS

3.6.2 PROPOSED WATER AND SANITATION PROJECTS FOR ILEMBE REGION

MANDENI LOCAL MUNICIPALITY

The **Ndulinde Sub-Regional Water Supply Scheme** fall 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 to serve a total of 42,752 people residing in some 10,691 households with potable water through communal standpipes at a 200m walking

distance radius. The scheme was initially estimated to cost R 116,579,664 and would have been implemented in phases until 2015/2016 financial year when it would have been fully commissioned.

Due to a high rate of illegal connections in the area, the municipality has decided to upgrade the infrastructure from communal standpipes to individual yard connections per household. This has pushed up the cost of the water scheme from R 116,579,664 to R 270,197,304.71. The total number of households to be served is 7213 with a population of 44641. The revised completion date is now October 2019- subject to funds being made available from the Department of Water and Sanitation.

The Macambini Sub-Regional Water Supply Scheme fall within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide potable water supply in house connections the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The scheme will also augment the current supply from the Mlalazi Water Scheme that is under 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 58,480 people residing in some 7,310 households. The scheme is estimated to cost R616 572 540.31 and will be implemented in phases until 2018/2019 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 will cost R 24,197,304.71 and R 9,367,407.00 for Bulk Sanitation. The project will be completed during the 2018/2019 financial year.

KWADUKUZA LOCAL MUNICIPALITY

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

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

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

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

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

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

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

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

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

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

NDWEDWE LOCAL MUNICIPALITY

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

In the interim the municipality has implemented the Nsuzi bulk abstraction to augment water supply to the above wards. The Nsuzi Bulk abstraction scheme involves a Weir across Nsuzi River, Raw water

storage, Package treatment plant with a capacity of 1Ml/day, a rising main and tie in to existing reservoirs.

MAPHUMULO LOCAL MUNICIPALITY

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

The Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme is co funded by iLembe District Municipality and Umgeni Water, where Umgeni Water will focus on the implementation of the bulk system (including the dam) and iLembe District Municipality will focus on the reticulation networks up to yard connections. The scheme will cover wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme will serve a total of 77,900 people residing in some 17,084 households. I Lembe District Municipality will contribute R326, 474,169 towards this scheme. The scheme is expected to be complete by 2020/2021 financial year.

The Maphumulo Town Bulk Water Borne Sanitation Project.

The provision of bulk waterborne sanitation to the town of Maphumulo is at feasibility stage. The Maphumulo Local Municipality has made available R 1 000 000.00 to iLembe District Municipality, as the Water Services Authority, to kick start the process of planning for the provision of waterborne sewer to the town.

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.

3.6.3 WATER QUALITY MANAGEMENT

3.6.2.1 RESULTS OF BLUE AND GREEN DROP 2014

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

The Green drop results was for the period 1 July 2012 to 30 June 2013 and evaluated the wastewater treatment works (WWTW) facilities within I Lembe District municipality. The green drop audits was a partial audit (progressive assessment tool – PAT) which evaluate the cumulative risk rating (CRR).This

evaluates whether the risk of such treatment works has increased or decreased from previous period of assessment (2013).

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

3.6.2.1.1 GREEN DROP – 2014

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

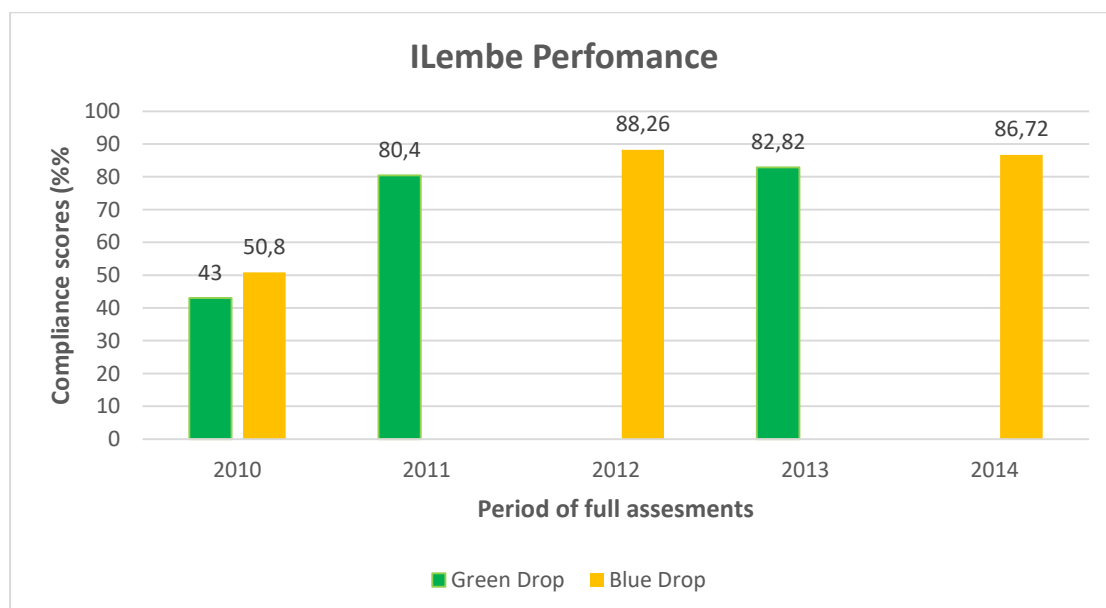
The 2014 results indicated that 7 of the 12 plants assessed had their risk deteriorate from the previous period (2013) indicating an increase in risk being posed by those facilities. All these facilities are under the management of IDM. Of the 7, Maphumulo WWTW, Montebello WWTW and Vukile WWTW were the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

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

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

3.6.2.1.2 BLUE DROP - 2014

IDM achieved an overall score of **86.72%** in the **2014** audited results. This was a **minor drop** (1.54%) from the 88.26 % achieved in the 2012 audited results. The overall risk rating was **39%**, making IDM **the 4th best performance within KZN**. The graph below depicts the iLembe blue and green drop performance.



GRAPH 6: ILEMBE DM BLUE DROP PERFORMANCE

Among the issues that contributed to the slight drop in the blue drop score included:

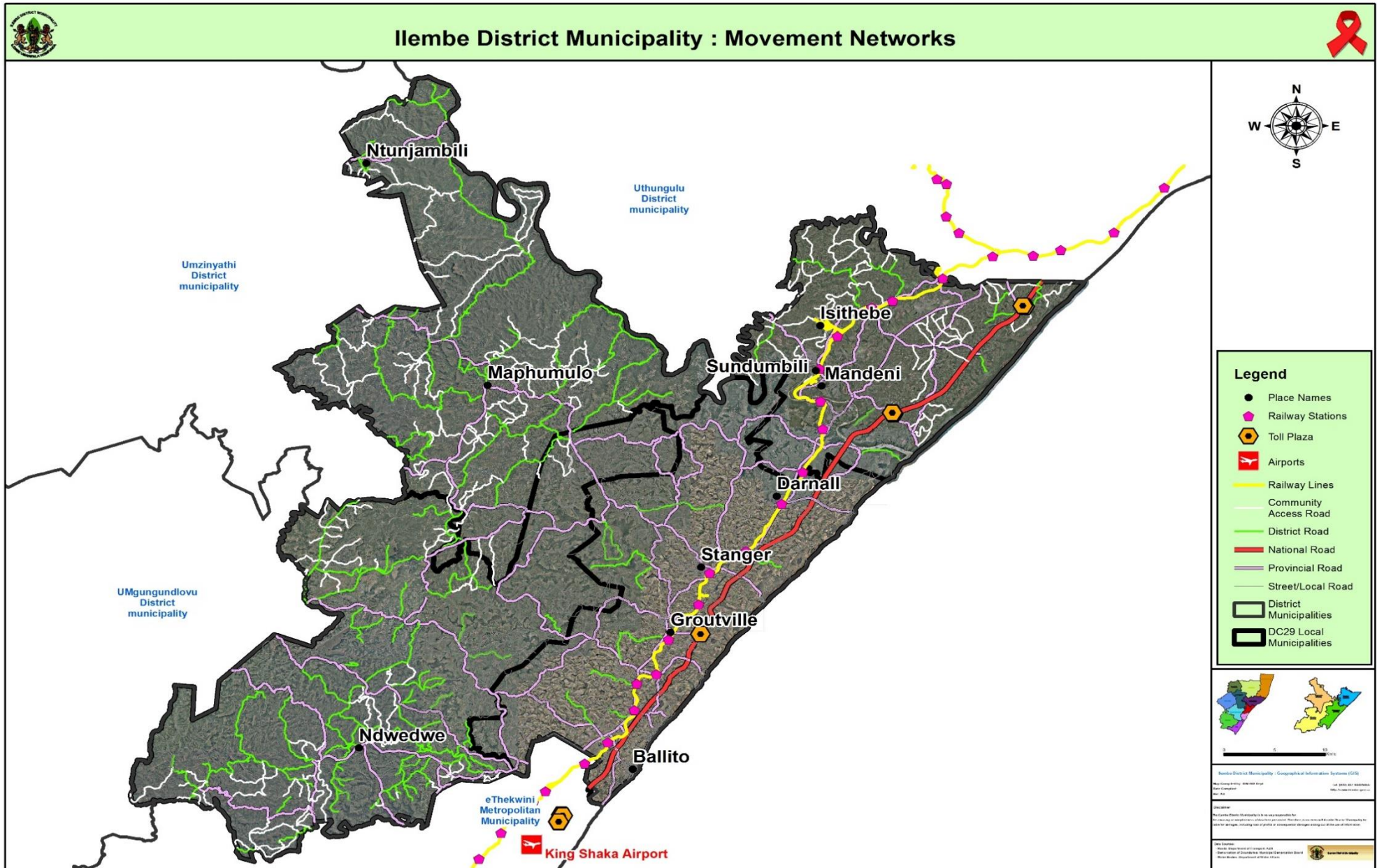
- Inadequate risk based planning through the water safety plan(WSP)
- Poor microbiological quality of final water especially on smaller plants (poor disinfection)
- Insufficient manning and monitoring of borehole and other smaller plants
- Inadequate incident monitoring system
- Lack of communication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

However, no further audits have been conducted in the last two financial years by the Department of Water and Sanitation (DWS) throughout the country. Ilembe is currently monitoring their water quality performance on a monthly basis and reporting regularly to various Committees for deliberation.

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

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

Ilembe has developed a Master Water and Sanitation plan which has been approved by Council.



MAP 10: MOVEMENT NETWORKS

3.6.5 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 31: ENERGY SOURCE USED BY HOUSEHOLDS

SOURCE: STATISTIC SA COMMUNITY SURVEY, 2016

3.6.5.1 ILEMBE RENEWABLE ENERGY HUB

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

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

3.6.6 HUMAN SETTLEMENTS

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

Notwithstanding that provision of housing remains an important part of human settlements and is now common because liveable human settlements require integrated planning. In line with the notion of integrated human settlements the district has established a Planning and Infrastructure Alignment

Committee. The Committee meets to provide technical and planning comment on proposed housing projects. The meetings attempt to provide technical and planning comments to proposed housing projects. The district has set 5 year strategic objectives to culminate in improved access to basic services.

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

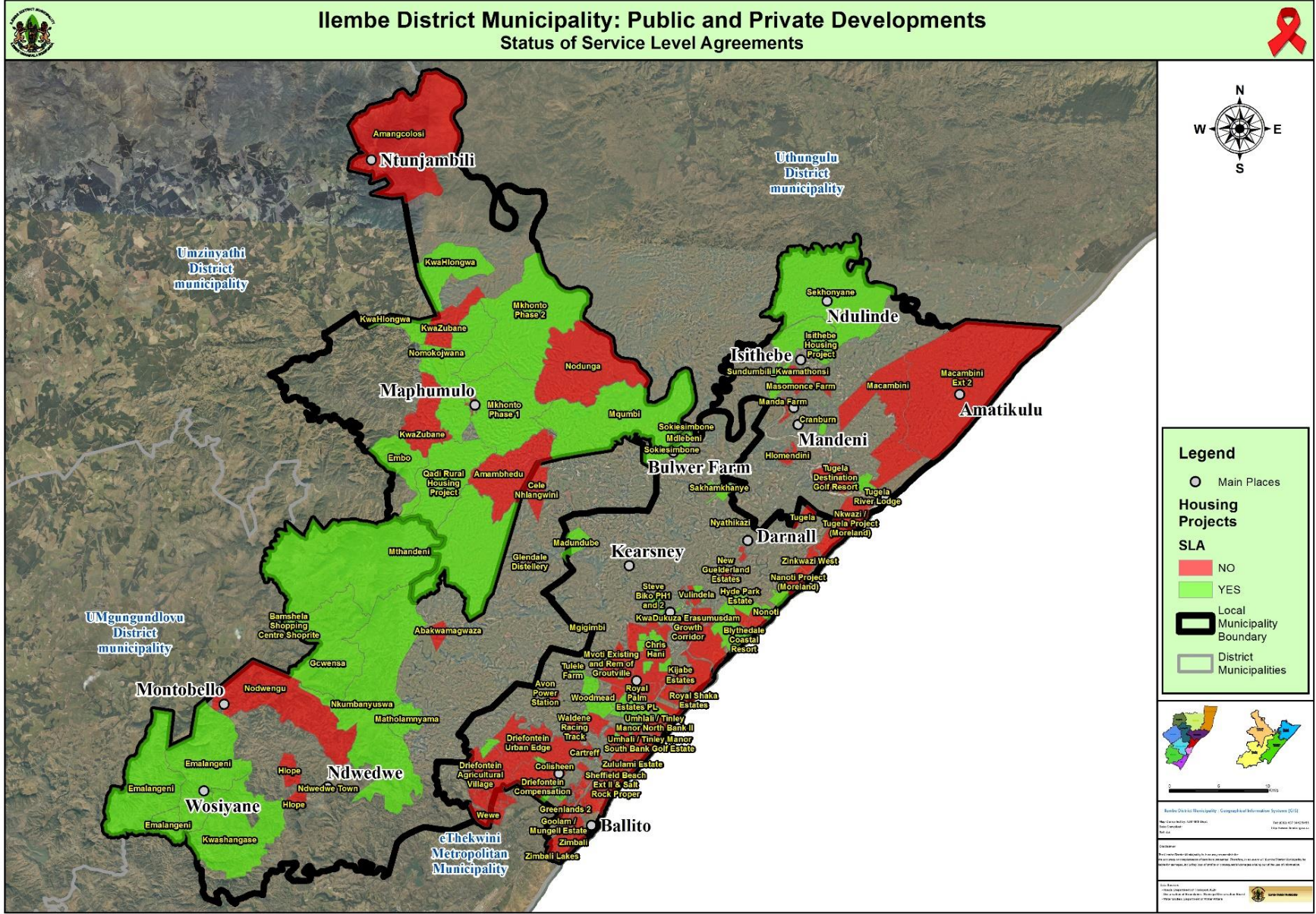
	KZN294: Maphumulo	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	Total
Formal (Built with concrete/bricks)	8 987	38 512	74 936	18 949	141 384
Traditional (Built with traditional materials, e.g. huts)	10 916	4 763	3 858	12 577	32 114
Informal (temporary structures)	621	1 631	11 628	2 290	16 170
Other	-	749	863	67	1 679

TABLE 32: TYPE OF MAIN DWELLING

Source: Statistic SA Community Survey, 2016

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

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



MAP 11: PUBLIC & PRIVATE DEVELOPMENTS

3.6.6.1 ROLE OF THE ILEMBE DISTRICT MUNICIPALITY

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

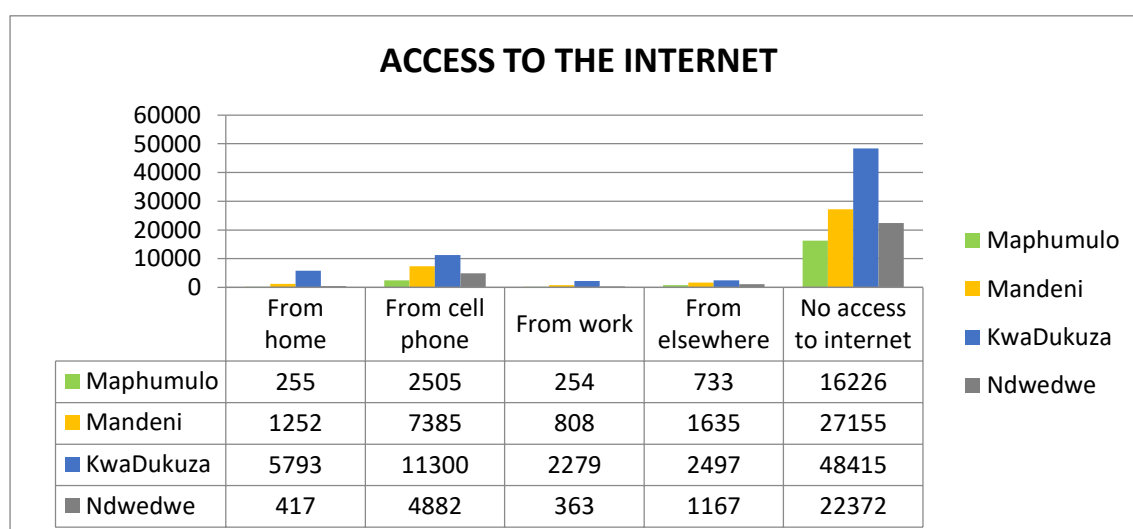
The housing projects as detailed in Chapter 8: Sector Alignment is reflected in both the Department of Human Settlement MTEF and Local Municipalities Housing Sector Plans. The District is requesting the spatial data for these projects to align with their bulk infrastructure plan.

3.6.7 TELECOMMUNICATIONS

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

3.6.7.1 ACCESS TO THE INTERNET

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

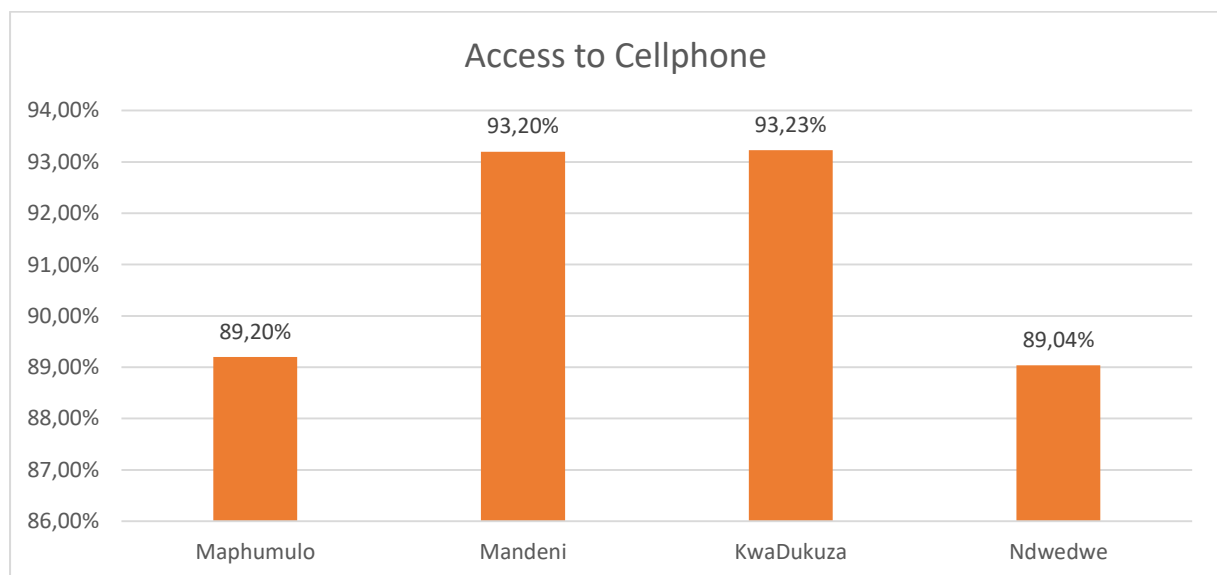


GRAPH 7: ACCESS TO INTERNET

Source: *Statistic SA Census, 2011*

3.6.7.2 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.

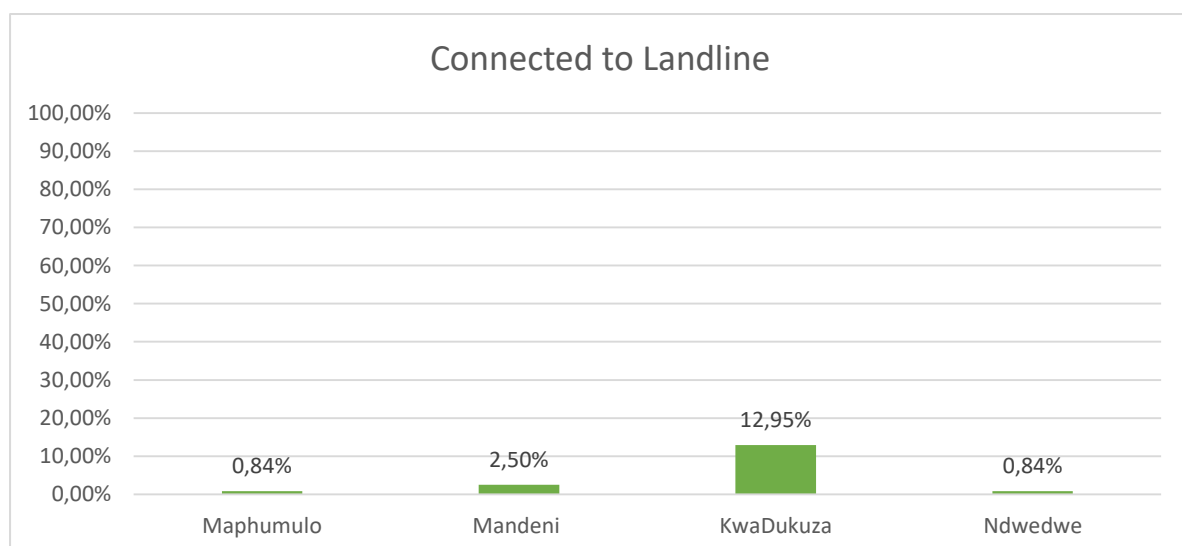


GRAPH 8: ACCESS TO A CELL PHONE

SOURCE: STATISTIC SA COMMUNITY SURVEY, 2016

3.6.7.3 ACCESS TO A LANDLINE TELEPHONE

The graph below displays the very low percentage of households connected to a Land line telephone, compared with the graph above depicting access to cellphones, it would seem that over the years landline usage has declined whilst cellphone usage has risen. KwaDukuza has the highest percentage of households connected to a land line.



GRAPH 9: ACCESS TO A LANDLINE TELEPHONE

Source: Statistic SA Census, 2011

3.6.7.4 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 33: SERVICE DELIVERY SWOT

3.7 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

3.7.1 ENTERPRISE ILEMBE

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

3.7.1.1 LED STRATEGY

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

The purpose of the LED Strategy attached as **Annexure F**, is to utilise the outcomes of the DGDS and DGDP report to formulate and implement a LED Strategy for the next 5 years, to achieve economic growth and development. It aims to bring about higher levels of economic activity in iLembe by placing a great emphasis on the role of the District Municipality in making this possible and in so doing, address those issues addressed by the DGDS. The 2015 iLembe LED strategy is also formulated within the

context of the relevant national and provincial economically related policies and programmes, the LEDs of the four Local Municipalities as well as the sector specific strategies that have been formulated for this purpose. The process of formulating the 2015 LED Strategy reflects the bottom up approach adopted where the District LED is to build on the Local Municipal LED Strategy. The following Local LED Strategies were consulted:

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

3.7.1.1.1 LED STAKEHOLDER PARTICIPATION

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

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

3.7.2 MAIN ECONOMIC AREAS OF FOCUS ON JOB CREATION

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

- Manufacturing, retail, trade and accommodation, finance and business services.
- Total employment has been decreasing on average annually by 1.8% which in part can be explained by the fact that the major economic industries of manufacturing and agriculture are declining nationally.
- Tourism, commercial and property development is booming in the coastal and inland corridor regions.
- The expanded rate of unemployment is higher in iLembe than in KZN largely due to very high unemployment figures for Ndwedwe and Maphumulo (over 80%). This is largely due to the lack of employment opportunities outside of urban nodes (predominantly on the Ingonyama Trust land). However, job creation is at the core of iLembe's 5 year service delivery strategy (for a description of this see below in the IDP)
- The highest growth in employment has been in the business services sector and the government sector; and the highest employment is in the trade, catering and accommodation industry.
- Manufacturing and agriculture were previously the two biggest employment sectors, but both have been experiencing a decline nationally. This accounts for iLembe's decline in employment being higher than that of KZN.
- With regards the distribution of sectors by LM, the majority of employed people in Maphumulo are employed in the government services sector, while the majority of Ndwedwe's employed population are employed in agriculture and trade. Ndwedwe will, therefore, be more negatively affected by the national decline in employment in the agricultural sector.

- The majority of people in Mandeni are employed in the manufacturing and trade industries, while KwaDukuza experiences a healthy diversification of employment across all industries.
- Mandeni is the only local municipality with more skilled than unskilled people employed. This is mainly attributable to the industrial development within the Isithebe Industrial Estate which attracts a greater number of higher-skilled workers to the area.
- Overall, skills levels in Ilembe are congruent with those for the province. Just less than 50% of those employed in Ilembe are semi or unskilled workers.

3.7.2.1 KEY AREAS OF INTERVENTION FOR VARIOUS ECONOMIC SECTORS

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

AGRICULTURE:

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

MANUFACTURING:

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

TOURISM:

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

THE GREEN ECONOMY:

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

3.7.2.2 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.

3.7.3 MAIN ECONOMIC CONTRIBUTORS

3.7.3.1 GVA LEVELS

The tertiary sector contributes the highest to the gross value add (GVA) within the district followed by the secondary sector and lastly the primary sector. Manufacturing contributed the highest to gross value add at 29.17% in 2010 followed by the Finance, Insurance, Real Estate and Business services sector at 19.85%. This, however, changed in 2011 with the latter sector contributing 18.37% and the manufacturing sector

18.18% indicating a decline in the manufacturing fortunes within the period. This has implications on the jobs creation trajectory and policy & planning focus areas: the productive base of the district needs to be supported (agriculture, manufacturing) – only this can ensure sustained growth in services and retail.

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

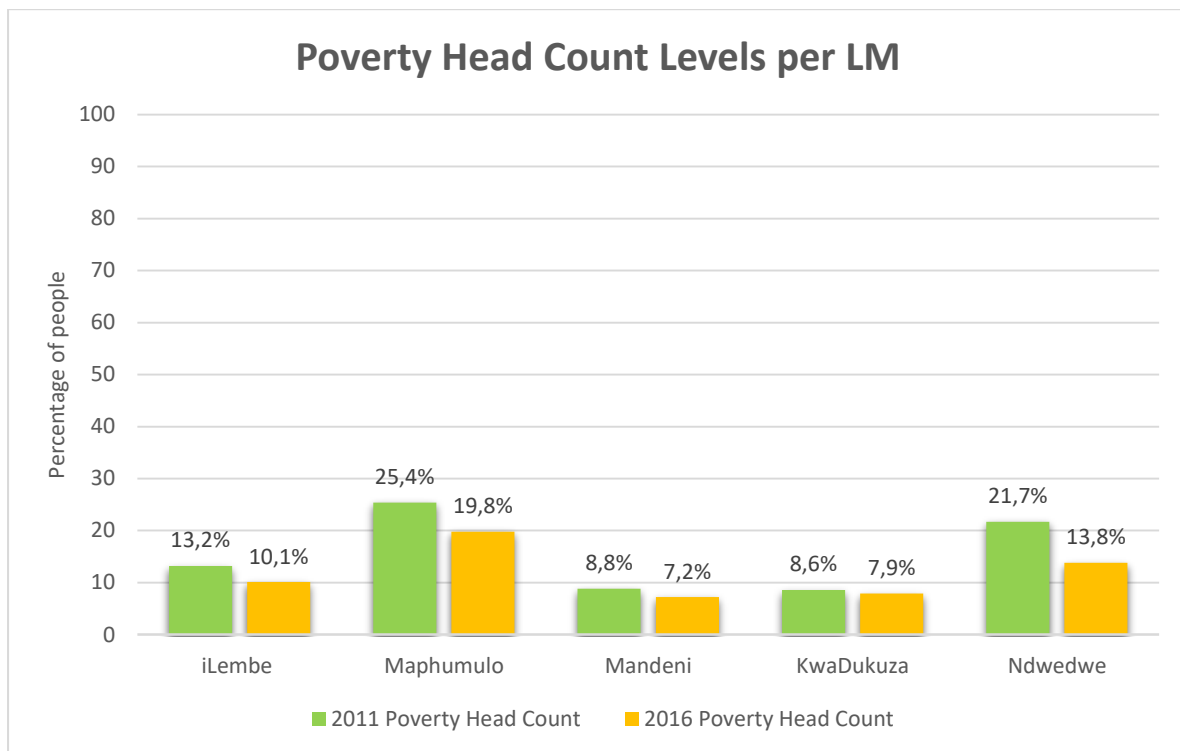
Taking cognisance of the anticipated economic development trends, the GVA contribution per sector for the district as illustrated in the table below.

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

TABLE 34: QUANTEC STANDARDIZED REGIONAL DATASET 2010 & STATISTICS SA CENSUS, 2011

3.7.3.2 POVERTY LEVELS AND INTENSITY

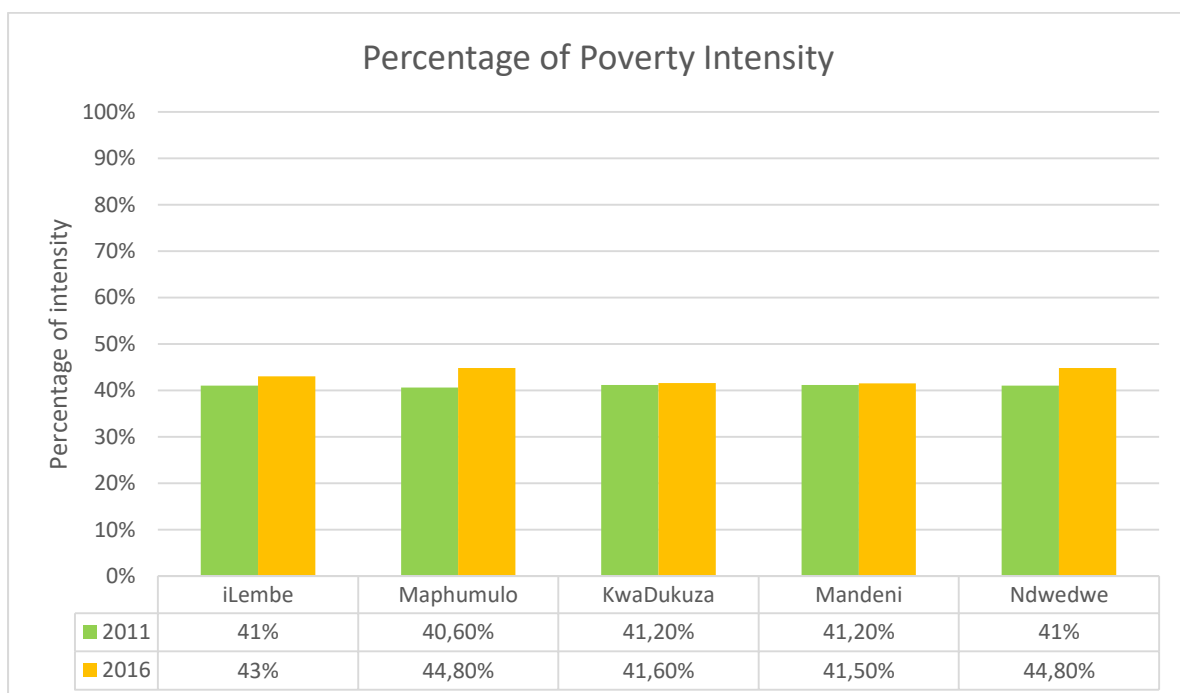
The graph below portrays the percentages of people living below the national poverty line within iLembe District Municipality and its Local Municipalities. Within the district there is an overall decrease in the number of people experiencing such poverty as per the South African Multidimensional Poverty 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 35: ILEMBE POVERTY HEAD COUNT

STATISTICS SA CENSUS 2011 & COMMUNITY SURVEY 2016

The graph 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 above) portray a decrease, the graph below depicts an increase in the intensity of poverty throughout iLembe. According to the graph below, KwaDukuza and Mandeni have experienced minimal intensification of poverty whilst in Maphumulo and Ndwedwe it has risen by almost 5 %.

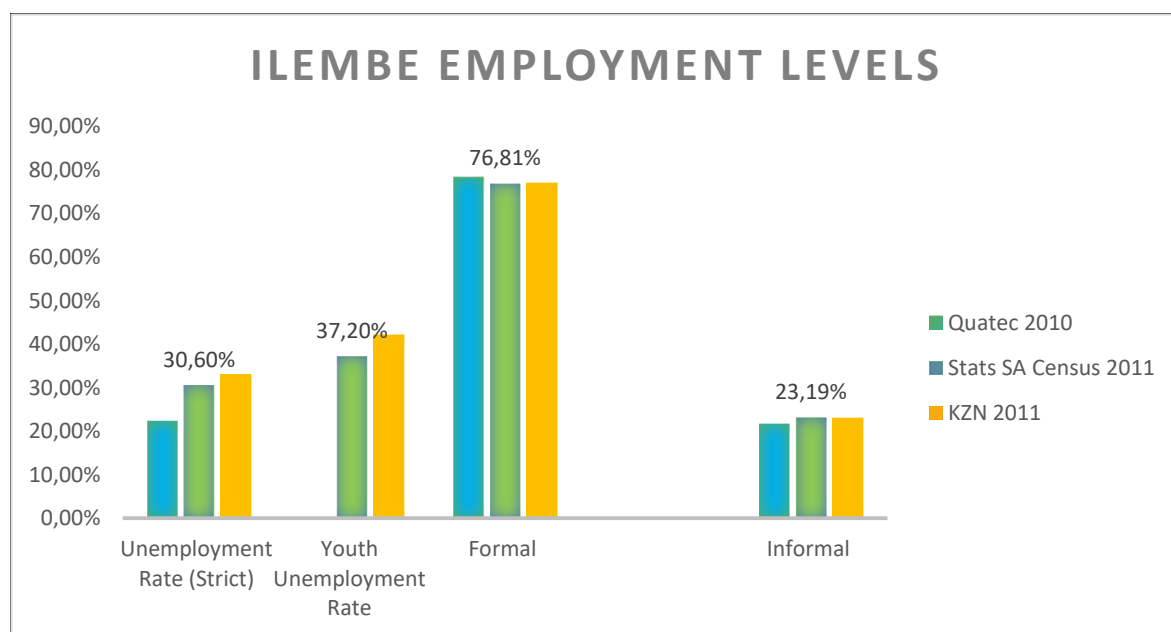


GRAPH 10: ILEMBE POVERTY INTENSITY

STATISTICS SA CENSUS 2011 & COMMUNITY SURVEY 2016

3.7.3.3 EMPLOYMENT/ UNEMPLOYMENT LEVELS

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



GRAPH 11: EMPLOYMENT LEVELS

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

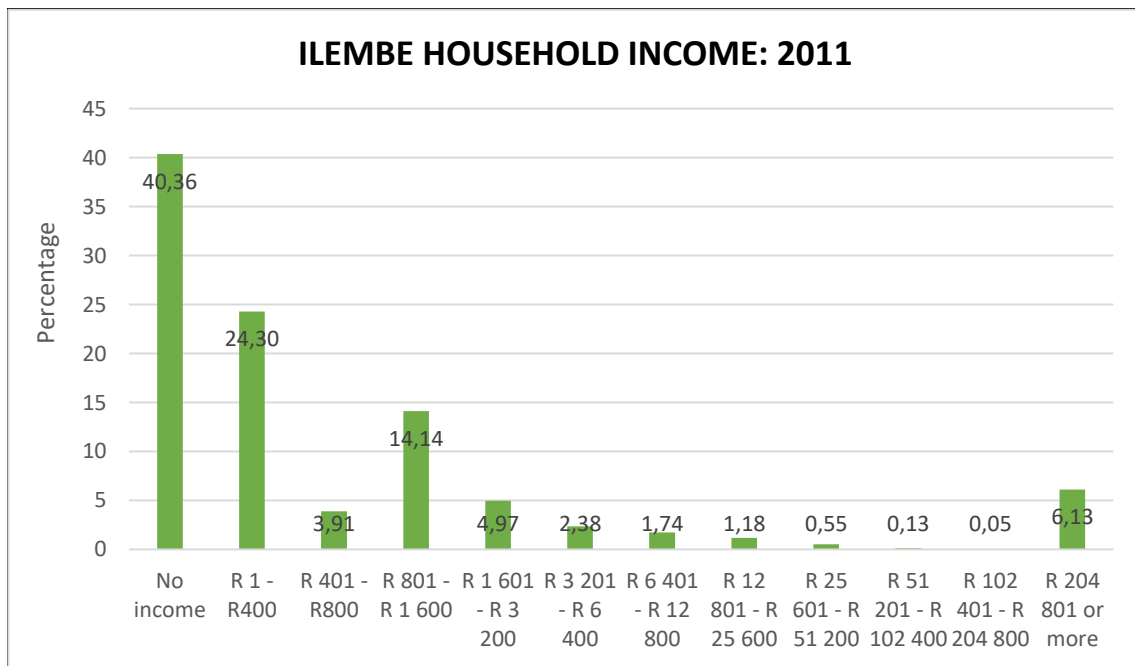
Municipal Municipality	Unemployment Rate			Youth (15-34) Unemployment Rate		
	2001	2011	% change	2001	2011	% change
ILEMBE	48.0	30.6	-36%	55.8	37.2	-33%
MAPHUMULO	75.9	49.0	-35%	83.3	58.4	-30%
MANDENI	45.1	28.6	-37%	51.5	34.6	-33%
KWADUKUZA	34.3	25.0	-27%	42.6	30.8	-28%
NDWEDWE	67.8	48.7	-28%	76.4	58.3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

TABLE 30: UNEMPLOYMENT RATE

SOURCE: STATISTIC SA CENSUS, 2001 & 2011

3.7.3.3 HOUSEHOLDS INCOME LEVELS

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



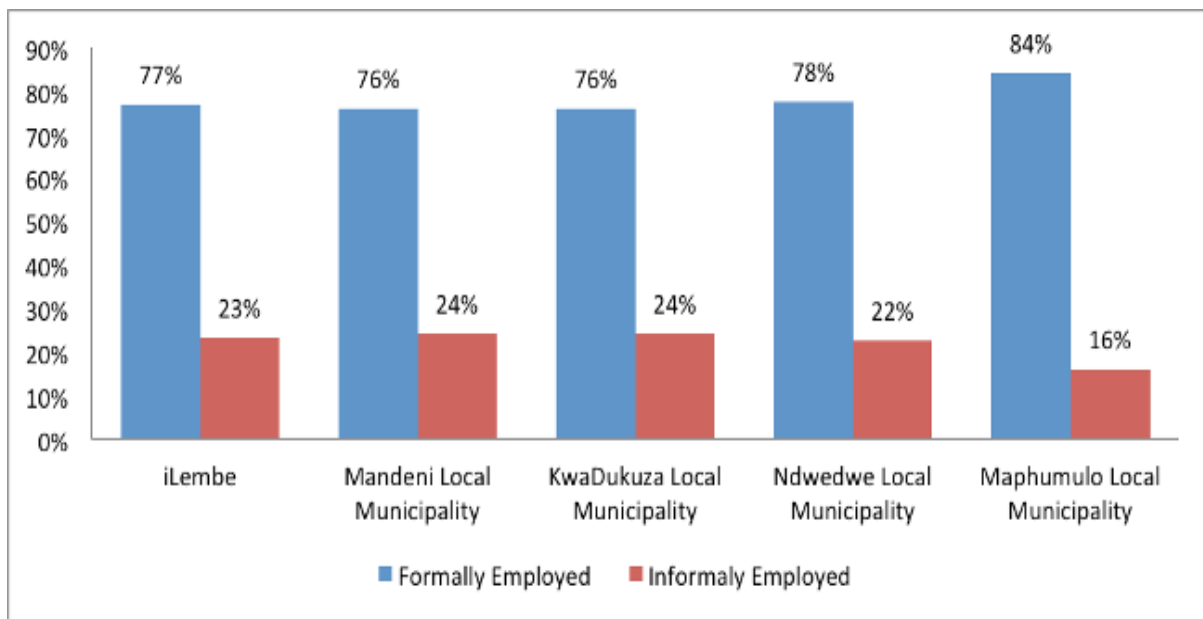
GRAPH 12 : HOUSEHOLD INCOME

SOURCE: STATISTIC SA CENSUS, 2011

3.7.3.4 SMMES

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

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



GRAPH 13: ILEMBE DISTRICT SMME'S

SOURCE: QUANTEC REGIONAL DATASET, 2012

3.7.3.5 AGRICULTURE

The sugar industry makes an important contribution to the local and national economy, given its industrial and agricultural investment, foreign exchange earnings and high employment linkages with major suppliers, support industries and customers. It also makes an important contribution to direct employment in cane production and processing and provides indirect employment for numerous support industries. Supporting agricultural activities include forestry, fruit and vegetable farming, tunnel farming, and fresh cut flowers. The National Schools Nutrition Programme with the Department of Education has seen a significant increase in agricultural activity targeting local co-operatives and small scale farmers not just in iLembe District but across the KwaZulu-Natal province.

VINEYARD AND WINERY PROJECT: this project is mainly focusing on development of wine production in the north coast, the pilot started in 2010 with three vineyards successfully planted, harvested and processed in a cooperative winery situated in Ballito. For long term sustainability, Enterprise iLembe has introduced a different cultivar at Ndwedwe, in 2016, which is merlot to blend with the existing Villard Blanc and be able to produce red wine, first harvest in 2019. The winery which is currently producing white wine is situated in a tourism precinct at Sugar Rush Park.

HYDROPONIC TUNNELS PROJECT: Enterprise iLembe again has establish 8 hydroponic tunnels projects that are each 2500m² spread across all four local municipalities, two in Mandeni, KwaDukuza, Ndwedwe, and Maphumulo. This project mainly focused on planting high value crops such as patty pans, peppers, and cucumbers. In 2014 the project was faced with operational challenges and seized to operate. In addition, Enterprise Ilembe is raising funds to build additional greenhouses which will ensure economies of scale and long term sustainability of this project. Besides the NSNP, the RASET and Agriparks Programmes are in addition going to open up opportunities for intensified production in the district to supply other markets such as Department of Health and Department of Correctional Services.

NATIONAL SCHOOL NUTRITION PROGRAM: A number of farmers and cooperatives have been assisted by Enterprise Ilembe in collaboration with the Department of Agriculture with production inputs and

extension services to grow vegetables for this programme. Enterprise iLembe then procures the vegetables from these farmers and transports the vegetables for supply to the schools in the district.

This programme supplies approximately 50 tons of vegetables per week to schools in the district. Vegetables that cannot be sourced from within the District are purchased from the Durban Fresh Produce Market. Over 800 hectares of new vegetable farms have been developed by 50 new co-operatives sustaining jobs in the farming industry. 50 transporters are appointed for transportation of the vegetables to schools. This contributes to job creation, poverty alleviation, inequality and the creation of sustainable community driven projects.

3.7.3.6 TOURISM

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



FIGURE 10: STRATEGIC OBJECTIVES

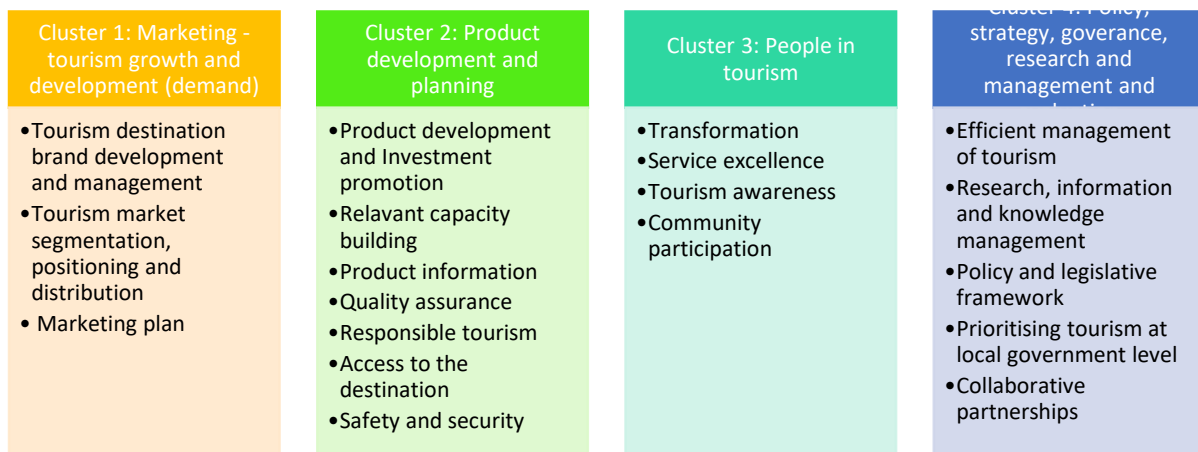


FIGURE 11: STRATEGIC THRUSTS

Enterprise iLembe has recognised the importance of tourism for the economic development of the area and has embarked on the development of a tourism strategy.

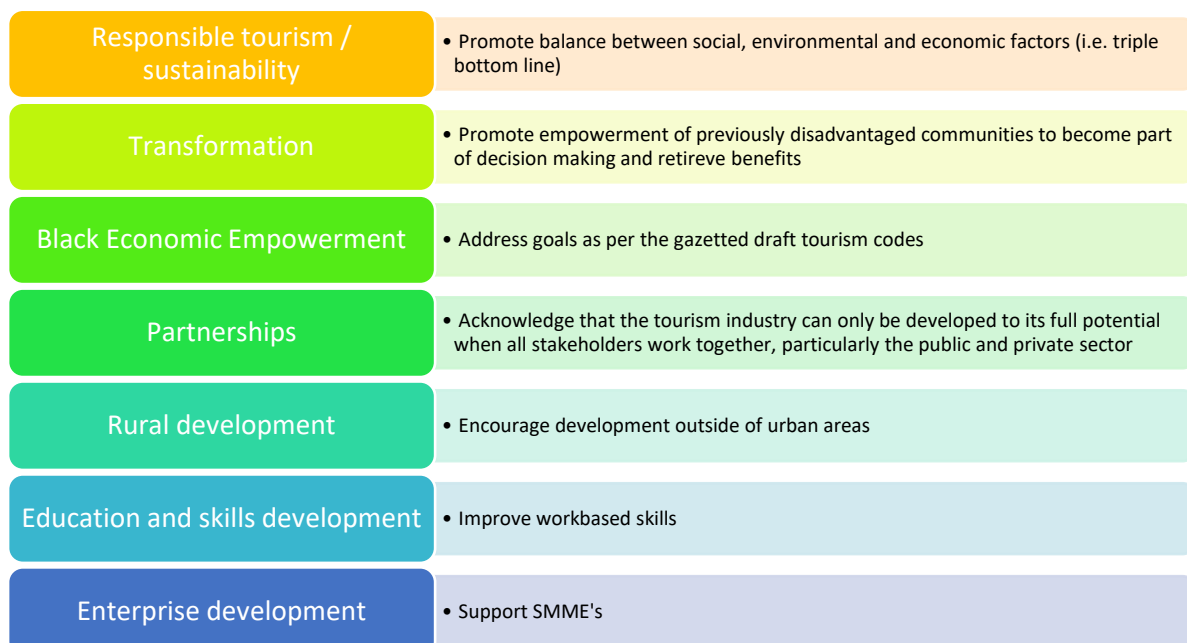


FIGURE 12: PRINCIPLES OF THE TOURISM STRATEGY

3.7.3.6.1 TOURISM MARKET ASSESSMENT

Description	Foreign	Domestic	Total
Total overnight tourists staying in formal accommodation	112 253	355 513	467 767
Total overnight tourists staying with family & friends	4 145	53 327	57 472
Total overnight tourists	116 398	408 840	525 238
<i>% of KZN overnight</i>	15,2%	9,5%	
% day visitors	5%	30%	
Number of day visitors	5 820	122 652	128 472
Total visitors	122 218	531 492	653 710
	22%	78%	
	0,239977388		

TABLE 31: TOTAL VISITORS TO ILEMBE IN 2014

	KwaDukuza	Mandeni	Total
Number of establishments	251	16	267
Number of rooms/units/sites	2903	219	3122
Number of beds/sleepers	6683	356	7039
Number of graded establishments	41	1	42

TABLE 32: SUMMARY OF ACCOMMODATION IN ILEMBE

3.7.3.7.2 TOURISM STATISTICS IN ILEMBE

- It is estimated that 576 768 overnight tourists and 246 054 day visitors visited iLembe in 2017.
- Of the total arrivals (822 823), 63% were domestic overnight tourists, 7% were foreign overnight tourists and 30% were day visitors:

	12 Months Projected
Domestic Overnight	522 185
Foreign Overnight	54 583
Total Overnight	576 768
Day Visitors	246 054
Total Visitors	822 823

TABLE 33: OVERNIGHT TOURISTS

- Domestic overnight tourists stayed on average for 3.8 nights in iLembe and foreign overnight tourists stayed on average 4.9 nights.
- The total direct spend of visitors to iLembe in 2017 is projected at R1.7 billion with a contribution to iLembe's GDP of R2.7 billion. As a result of the direct spend in iLembe, 5 731 employment opportunities were sustained/created in iLembe in 2017.
- Most visitors visited iLembe for holiday/leisure purposes in 2017 (78% of domestic overnight and 47% of foreign overnight).

TYPE OF VISITORS	Domestic	Foreign
Holiday / Leisure	78%	47%
Visiting friends and family	13%	19%
Wedding or Function	3%	6%
Conference or Exhibition	0.2%	0%
Business travel	3%	6%
Other	3%	22%

TABLE 34: TYPE OF VISITORS

- The main source market of domestic overnight tourists to iLembe in 2017 was KZN (42.2%), followed by Gauteng (22.9%)

Eastern Cape	2.0%
Free State	8.6%
Gauteng	22.9%
Limpopo	2.0%
Mpumalanga	4.6%
North West	4.0%
Northern Cape	2.1%
Western Cape	11.6%
KZN	42.2%

TABLE 35: TOURISM IN THE PROVINCES

- The sample size of foreign visitors was too small to reliably determine the main markets to iLembe but visitors from the UK, USA and Germany were interviewed the most times during the survey period. This implies that they are the core foreign markets to iLembe.
- 24% of domestic overnight tourists stayed with family and friends (23% at guesthouses), while 40% of foreign overnight tourists stayed at hotels (27% with family and friends):

	Domestic	Foreign
Hotel	16%	40%
Guest House	23%	13%
Timeshare	3%	13%
With Family & Friends	24%	27%
Camping	6%	0%
Rented house/flat	3%	0%
Backpacker / Hostel	3%	3%
Self-catering	23%	3%

TABLE 36: TYPES OF ACCOMODATIONS

- Eating out at local restaurants is the most popular activity undertaken by tourists to iLembe. Going to the beach is also very popular:

	Domestic	Foreign
Adventure	3%	10%
Eating at local restaurants	22%	18%
Going to the beach	21%	19%
Nightlife	11%	11%
Shopping	17%	12%
Sports	1%	4%
Visiting heritage attractions	13%	12%
Visiting natural attractions	13%	13%

TABLE 37: TYPES OF TOURIST ACTIVITIES

- The main aspects of iLembe that tourists enjoy are the excellent beaches, safe destination, relaxed atmosphere, great weather and beautiful scenery.

3.7.3.7 MANUFACTURING (INDUSTRIAL)

The manufacturing sector is clustered in Isithebe and is surrounded by informal settlements created by employment opportunities within the area. The manufacturing sector processes raw materials into finished products such as paper, clothing, furniture and electrical appliances. The sector comprises of heavy industries such as sugar and paper mills. The Compensation/Ballito area north of the new King Shaka International Airport has been identified as a special economic opportunity zone. Several light industrial parks such as Imbonini offer high quality mini - factories and stand-alone factory ware- house developments for lease or purchase.

RENEWABLE ENERGY:

iLembe District has been identified as a Renewable Energy Hub by the Provincial Department of Economic development, Tourism and Environmental Affairs. The hub will focus of manufacturing renewable energy components such as solar panels. In support of the Bioenergy in the district, various studies have been conducted which include Biomass Scoping and feasibility study. This investigated opportunities for processing sugar cane waste into bioenergy.

SERVICES, RETAIL AND ICT:

The commercial and services sector is found in all the main urban centres throughout the district especially in KwaDukuza and Ballito. These incorporate: Wholesale / retail trade; Transport / storage; Communication; Financial / Insurance; Real estate; Business / community / social / personal services; and Government services.

3.7.3.9 RENEWABLE ENERGY

Ilembe has also been identified as the renewable energy hub in the province. The renewable energy components manufacturing hub is one of the sectorial development hubs in the province of KwaZulu-Natal. Each district is targeted to house an industrial hub to support the provincial industrial development zones based on its comparative advantage. The envisaged location for the hub is within Isithebe Industrial Estate in Mandeni, on a serviced 50 ha piece of land. The targeted markets for the hub will be, among others, green industry project developers, manufacturers, energy services companies, consultancies, SMMEs, cooperatives, youth enterprises, research institutions, test laboratories, training providers and engineering companies. Related investments will thus be necessitated by the renewable hub project in the district as informed by the targeted markets.

The recently completed iLembe District Growth and Development Plan has also identified some catalytic projects that will have a bearing on the type and scale of investment to support these catalytic projects. Catalytic projects are defined as large-scale development projects, which have potential to directly stimulate and leverage much higher levels of development and initiate further projects. These projects can be read in the iLembe District and Growth and Development Plan accessible on <http://www.iLembe.gov.za>.

3.7.3.9.1 PLANNED RENEWABLE ENERGY HUB

This is to be located in Isithebe Industrial Park, Mandeni on a serviced 50 ha piece of land. There will be 250 MW of renewable energy generation and in excess of 4000 jobs from 2020 are expected.

Detailed business planning, investor facilitation and systems planning are scheduled for 2016 – 2018. A value of R 5 billion estimated for the hub.

The KZN Provincial Growth and Development Strategy has set a target of alternative energy generation of 5 000 MW and a 9 000 Gwh energy saving by 2030. The development of renewable energy is not only critical in terms of lowering greenhouse gas emissions but forms the backbone of achieving provincial energy security and self-sufficiency; improved access to energy among the poor and stimulating decent and sustainable job creation.

The proposed institutional model for the hub is that of public-private partnership between the provincial government and one or two private sector anchor tenants. The key proviso for tenancy will be involvement in the green industry, which is an emergent sector in the country and the province.

The Department of Economic Development Tourism and Environmental Affairs (EDTEA) in KZN is in the process of establishing an agency that will ensure that the space in Isithebe is efficiently utilized for the manufacturing of renewable energy components. EDTEA has indicated that this agency will be implemented by 2018. The Agency developed will work closely with Mandeni Local Municipality and Enterprise iLembe.

3.7.3.9.2 SUGAR ASSOCIATION RENEWABLE ENERGY GENERATION PLAN

Sugar cane is the leading agricultural product in KZN and in iLembe. The Sugar Association has developed facilities for bioethanol production and renewable energy creation from biomass/organic waste. Still in planning, this cluster of projects is expected to create 900MW of renewable energy generation - creating 34 406 jobs. The sugar industry produces 600 000 to 1 million tons of surplus sugar and this could potentially be converted to 360 to 600 million litres of bioethanol.

3.7.3.10 VUTHELA ILEMBE LED PROGRAMME

The Swiss government, through the State Secretariat for Economic Affairs (SECO), has partnered with iLembe District Municipality, KwaDukuza Municipality, and Mandeni Municipality on a programmatic approach for Local Economic Development. The programme is a 57 month long intervention with the overarching purpose of contributing to the improvement of the iLembe District and the quality of life for its inhabitants. The programme comprises a series of interventions to build capacity for the local area for economic activity, job creation and urban development. The programme was officially launched in November 2017.

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

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

Components	Expected Outcomes
Public financial management	1. Empowerment of Municipal Councils that exercise robust oversight of PFM functions, especially in relation to the budget, in year budget reports, risk management, procurement and annual financial statements
	2. Target municipalities mobilize more revenue through higher efficiency and cooperation
	3. Improved budgeting for capital investment and maintenance of municipal assets
	4. Legal, transparent and efficient management of municipal procurement process
Municipal Infrastructure	1. Reduced infrastructure constraints (improved scope and quality of basic infrastructure services)
	2. Enhanced planning and management of key infrastructure sectors
	3. Increased planning capacity and financing strategies for an integrated and systematic expansion of (urban) infrastructure, as a basis for sustainable development of regional centres
Private Sector development	1. Improved environment for doing business
	2. Enhanced access to finance for iLembe SMEs
	3. Improved access to business and technical skills for iLembe District SMEs
Value chain development	1. SMEs have been integrated into selected value chains and/or clusters, are more productive (reduced waste and inefficiencies) are more eco-efficient (reduced water and carbon footprint), produce better quality products, engage in more sustainable business practices and comply with national/international standards and buyer requirements.
Partnership and cooperation	1. Improved and sustained partnership and capacity for local economic development in the iLembe District
	2. Improved national and provincial context for LED

TABLE 38: KEY PARTNERS IN THE SECO PROGRAMME

3.7.3.11 EXISTING AND FUTURE PROJECTS

The strategic objectives of Enterprise iLembe are:

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

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

NO.	PROJECT	AMOUNT	FUNDING APPLICATION
1	Feasibility Study for Nokukhanya Luthuli Street Tourism Precinct	R250 000	Enterprise iLembe
2	Open Fields	R880 000	Enterprise iLembe
3	National Schools Nutrition Programme	R18 217 000	DOE
4	Business Incubator & Development of SMME Programme	R1 000 000	Enterprise iLembe

TABLE 38: LED PROJECTS

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

PROJECT / BUSINESS NAME	BRIEF DESCRIPTION	INDUSTRY	LOCATION
NUMZ Adventure Island	Numz Adventure Island is a 30 ha development comprising of fun-filled activities and action-packed entertainment for the whole family. The development consists of five phases with a 5 year roll-out plan which will include restaurants, waterpark infrastructure, golf driving range and souvenir shop.	Tourism	Tinley Manor, Dolphin Coast
Ebandla Boutique Hotel	The Ebandla Boutique Hotel is an existing luxury hotel, nestled in the tranquil rolling hills of Compensation in Ballito	Tourism/ Hotel & Catering	Ballito, KwaDukuza
Serengeti Glades Resort	Serengeti Glades Resort is a full service five (5) star luxury resort in Ballito. The project is designed by a London company, WATG architects. The hotel overlooks the magnificent Indian Ocean and is within walking distance from Ballito's legendary beaches.	Tourism	Ballito, KwaDukuza
Sovereign Sands Hotel	The Sovereign Sands Hotel development is planned for 220 rooms. The total floor area of the proposed hotel (rooms and common areas) is currently estimated at 12 800m ² plus a basement parking lot of 2 000m ² . Within the development site there are fully developed villas.	Tourism	Stanger/KwaDukuza, next to Princes Grant
Thukela Health & Wellness Centre	This multi-phase development has a medical and health focus: the long-term development concept is for a step-down facility or as it is known today Sub-Acute Hospital Care: a hospital nursing unit providing care for intermediate stage between that of an intensive care unit and a normally-staffed in-patient division.	Medical Tourism	Mouth of the Tugela River, Mandeni
Nonoti Beach Tourism Resort	This proposed development comprises a Beach Resort on a 195 ha site. This project is wholly owned by the community of Nonoti, which is formed by 300 households. The community is represented by the Inqaba Community Trust. The Trust acquired the land through a successful negotiated land restitution settlement pursuant to a land claim that was lodged by the community.	Tourism	KwaDukuza, next to Princes Grant
IFA Hotels and Resorts	IFA Hotels & Resorts (IFA HR) is a worldwide leader in the development of mixed-use hotel and residential resort projects as well as luxury leisure services. The company's main shareholder is Kuwait-based International Financial Advisors and it currently has a market capitalisation of \$US1billion.	Tourism, Hotel, Residential and Real Estate Development	Ballito, KwaDukuza
Blythedale Coastal Resort	This mixed use development incorporates 5123 residential units ranging from low, middle to high income developments, 40 000 m ² commercial & retail space, 1200 sleeper hotel	Tourism, Retail, Residential and	Blythedale area, KwaDukuza

	& resort establishments, a water theme park, a school of golf and a sporting school of excellence.	Commercial Development	
Ballito Services Park	Industrial property development, sales and rental	Industrial Property	Ballito, KwaDukuza
Isithebe Industrial Park Expansion	Ithala in Isithebe has over 500 000 m ² of lettable industrial property of various sizes located at Mandeni halfway between Durban and Richards Bay.	Industrial Property Leasing	Isithebe, Mandeni
Indian Ocean Film Studios	Feature Film & Television Production Facilities	Film	Tinley Manor, Dolphin Coast
	Post Production Facilities		
	Animation		
	Film Tourism/Theme Park		
	Skills Development		

TABLE 40: ILEMBE LED CATALYTIC PROJECTS

3.7.3.11 BUSINESS CULTURE

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

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

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

Amongst smaller businesses, (< R1m annual turnover), access to finance was identified as the biggest constraint to business. While there needs to be specific initiatives and targeting of particular sectors for employment generation schemes and job creation, it also remains incumbent on the local

municipalities to ensure that the basic services required to affect these opportunities are adequately provided.

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

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

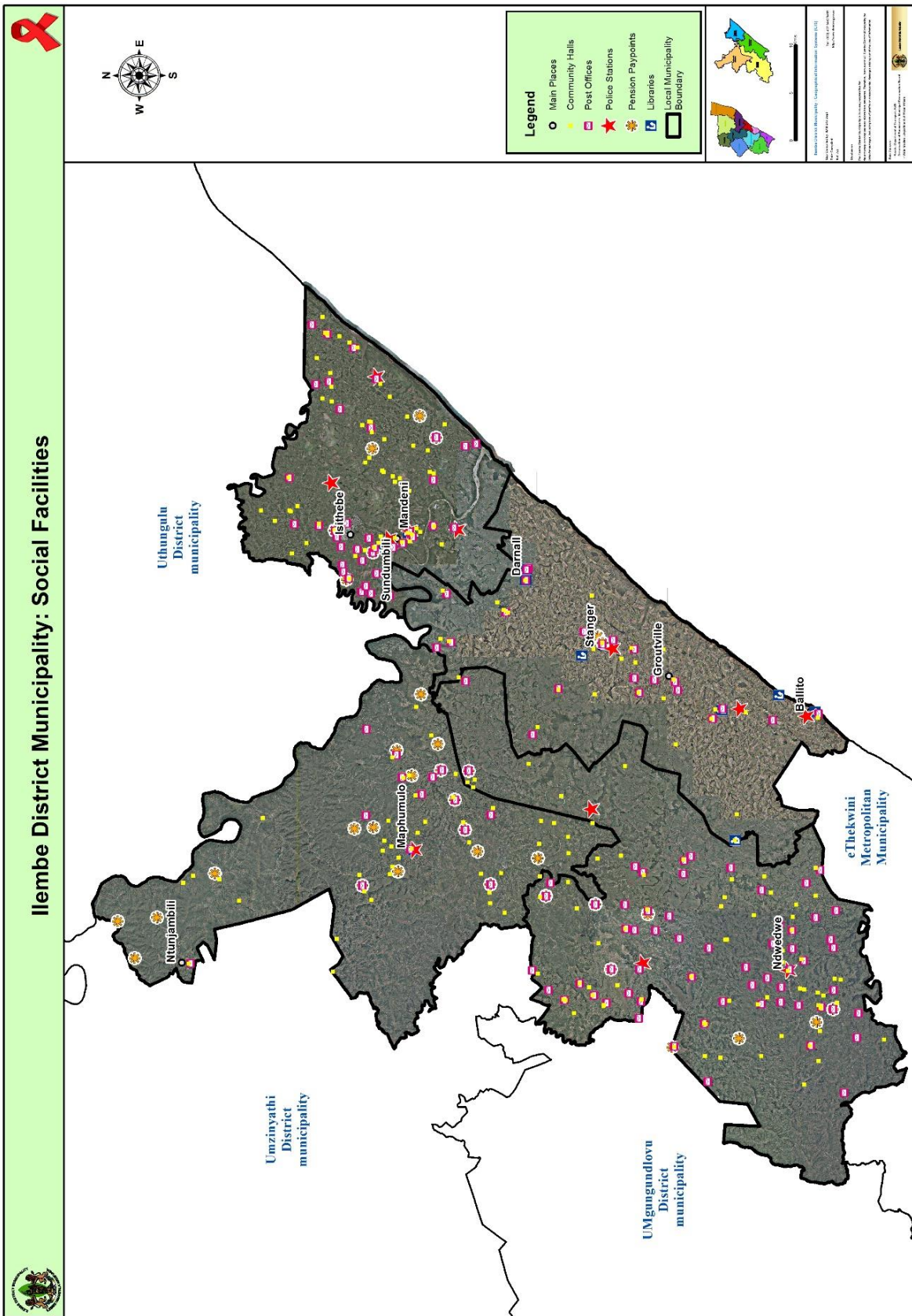
3.7.3.12 LED SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Overall the District is ahead of the average provincial average, for all listed development indicators. • The agricultural projects implemented through the development agency are innovative and leverage off the competitive advantages of the District economy • Enterprise iLembe indicates clear implementation strength, with 65% of all projects from the 2008 LED Strategy having been implemented. With non-applicable projects excluded, this amounts to 61% of all implementable projects having been successfully implemented. • Enterprise iLembe is well skilled at attracting investors, even to its rural regions. This indicates good networking ability, and the ability to sell the District. • While coastal regions and nodes such as Ballito are more attractive for investment, the development agency has managed to spread investment throughout the District, including throughout its rural communities. In many cases, the projects which Enterprise iLembe has implemented in its local municipalities, through partnership with them, are the only functional LED projects in that particular LM. • Enterprise iLembe works in partnership with the local municipalities, affording them the opportunity to be involved in their own LED, where they would otherwise not have the resources to initiate projects. For most LMs this relationship has proven successful. • Enterprise iLembe is pioneering within the agricultural field, in as far as implementing the latest agri technology. This can be attributed to their networking skills. • Enterprise iLembe displays pioneering thought and vision in the range of projects which it has implemented. 	<ul style="list-style-type: none"> • The socio-spatial status of the District is uneven, where the rural hinterland is characterised by little to no development and infrastructure, and structural poverty. This is due to a lack of services and bad topography. • Maphumulo grew from an average index score in the previous period, to 55 from 2008 to present. This indicates its increased dependence on and vulnerability to the transport sector, presumably due to the long travel distances required to access services in other District nodes. This indicates a need for services and retail in the Municipality. • When reviewing the projects which Enterprise iLembe aims to undertake, capacity exists for only 39% of the projects, meaning that the rest will need to be juggled within existing capacity or not be implemented. • Projects implemented by Enterprise iLembe are heavily focussed on agriculture; which reflects on the focus of the staff. Many opportunities exist in other industries. • Communities in which projects are implemented (or Cooperatives with and for which projects are implemented) often require business skills training from the onset, which they do not receive. This is necessary so that when the project handover time arrives they are able to handle the project, making it a sustainable venture. • Projects implemented are often based on vision and innovation, but lack sufficient risk and sustainability planning from their conception. This is often only realised after the project is well in its operation. This may point to the fact that Enterprise iLembe staff are implementation focussed, but there is a lack of research and risk assessment skills within its structure.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The finance and businesses sector in iLembe displays above provincial and national growth rates, indicating above average potential of the District industry. • The iLembe Coast, particularly around Ballito in KwaDukuza, has potential to become an ICT hub of provincial and national significance, due amongst other factors, to the technology installed, the growth of the industry, and its proximity to the King Shaka Airport. • Hot Ballito, recently rolled out by the iLembe Business Chamber, will likely have a significant impact on the wholesale and retail trade sector in the District, although mainly on KwaDukuza's economy. • Successful diversification away from its reliance on sugar cane is required, and has been implemented mainly through Enterprise iLembe. • To date local municipalities have benefitted significantly from interaction with Enterprise iLembe, and most projects implemented have been through EI. There is opportunity to work more closely with Enterprise iLembe to provide the agency with more capacity, and the LMs with more resources. 	<ul style="list-style-type: none"> • Agricultural projects piloted through Enterprise iLembe often inherently rely heavily on subsidised inputs, particularly where new forms of technology are involved. This is a concern for when they are handed over to their communities for management. • Tourism progress is hindered by institutional challenges at present, and the lack a tourism management champion • Agriculture is a significantly fluctuant sector with growth rate highs of 7.4%, and lows of -10.8% since 2008. • Numerous projects have been implemented through Enterprise iLembe, but more focus on sustainability business and mentorship is required, in order to ensure long term success. • Mandeni Municipality, where the tress index is highest at 68. This is undoubtedly indicative of Mandeni's dependence on manufacturing, (e.g. Isithebe), where manufacturing in 2011 accounts for 41% of the economy; way above the District average of 30%. The impact of a decline in manufacturing is therefore much more notable than in the rest of the District, for example, a 25% decline in manufacturing jobs being noted due mainly to increased manufacturing imports. • Partners which Enterprise iLembe chooses for initiatives may often not deliver on projects, and this is out of EI's control. • Frictions exist between Economic Development at the District level, and that at KwaDukuza LM, which was not available for input for this strategy. This can hamper economic development progress, and recommendations which come out of this Strategy. • There remains the threat that when project contacts change, projects are not properly handed over from the previous project champion to the next. Communication with stakeholders is important, particularly when handing projects over from one champion to another.

TABLE 39: LED SWOT

The overleaf map spatially illustrates Social Development Analysis.



MAP 12: SOCIAL FACILITIES

3.8 SOCIAL DEVELOPMENT ANALYSIS

3.8.1 BROAD BASED COMMUNITY NEEDS

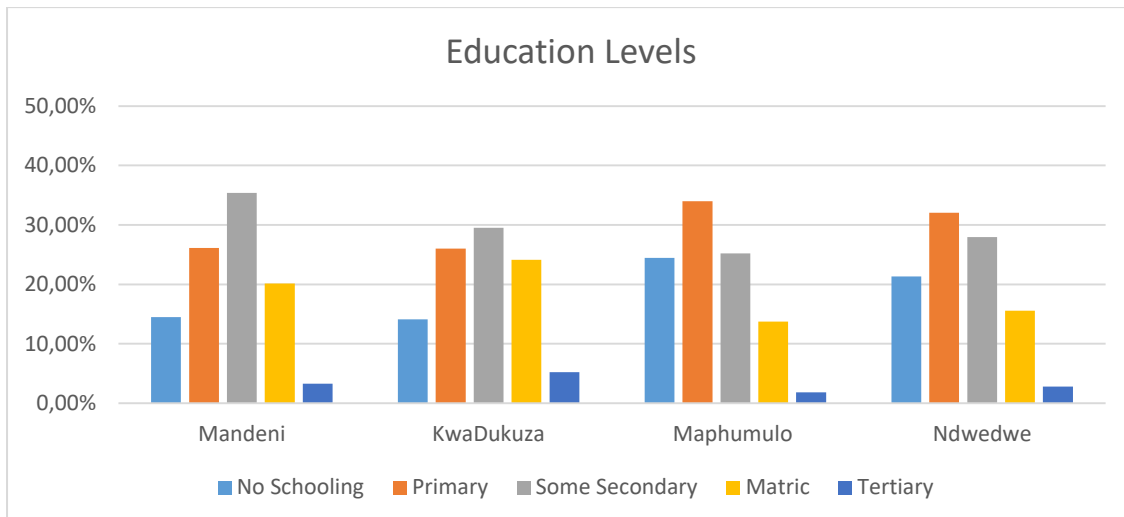
Integrated Development Plan (IDP) public participation meetings were held in the Local Municipalities with their Representative Forums on matters related to the IDP reaffirmed the needs and challenges that emerged from this IDP status quo analysis. These need to be taken up and addressed through the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

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

TABLE 42: COMMUNITY PRIORITY NEEDS

3.8.2 EDUCATION PROFILE

Although the number of people with no schooling has declined in recent years, it remains high in Maphumulo, where 24% of the population have not received any schooling. However, the number of people with higher education has decreased further from 3.5% in 2001 to 3.1% in 2011 and now 1,83%, an alarming indicator of out-migration of highly skilled workers. The proportion of the iLembe population with matric decreased from 26.6% at 2011 to 18, 39% in 2016, which is dramatic drop and is a cause for concern.



GRAPH 14: EDUCATION LEVELS

SOURCE: STATS SA COMMUNITY SURVEY 2016

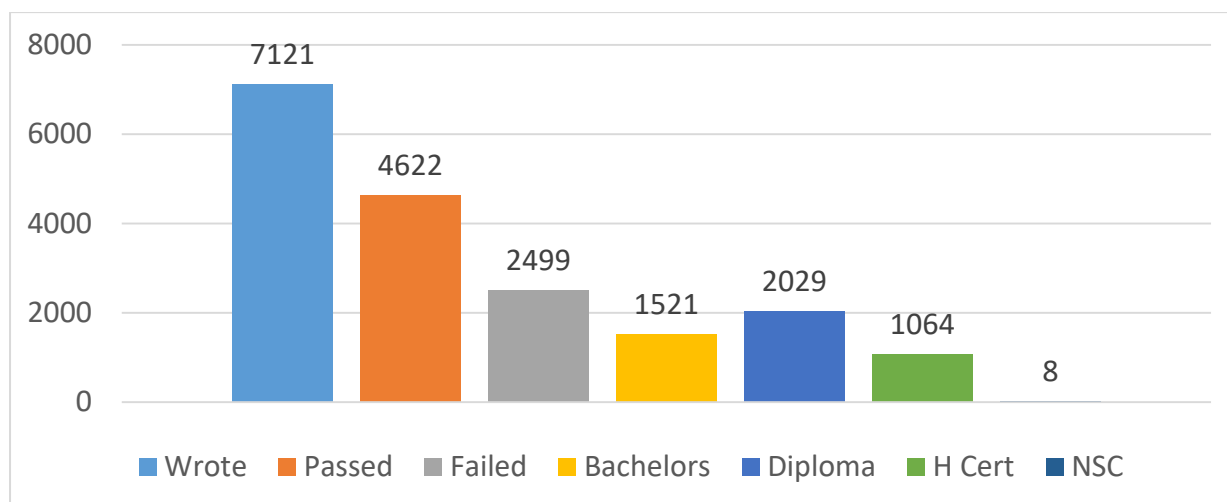
The iLembe Business Confidence Index Reviews of quarters Q1 and Q2 in 2015 show that one of the top two constraints to business in the district municipality is perceived to be skills shortages and other labour-related issues (Q1: 34%; Q2: 29%)¹. The shortage of skills that are required for an efficient 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.

3.8.2.1 ILEMBE 2017 NSC STATISTICS

“ILEMBE DISTRICT SHOWS IMPROVEMENT IN MATRIC RESULTS”

The iLembe District Department of Education received praise from various spheres and local organisations for its improvement in the 2017 matric results. iLembe’s top pupils received awards at the Durban ICC after the results were released on Friday, January 5 2018.

The District ranked last for the past two years in KZN, but has improved from the 52.42% slump in 2016 to 64.91% in 2017. The results below illustrates a **12.49%** improvement from 2016 being the most improved District.



GRAPH 15: 2017 GRADE 12 RESULTS

This has given iLembe provincial recognition as one of the top performing Districts in the province. The top five schools in the iLembe and KwaDukuza Circuit are iNhllokozi High for obtaining 100%, Sinenhlanhla Secondary with 94.9%, Tugela Secondary obtaining 93.7%, Groutville High School with 91.8% and Mandini Academy with 91.3% pass rates.

The schools have put in place and implemented strategies to improve the overall performance of matric pupils and have started with their programmes earlier this year.

Another feat achieved was that of the most improved school in the District, Sinenhlanhla Secondary School, is in rural Ndwedwe. The school obtained an impressive 94.9% from a disappointing 56.67% in 2016.

This initial analysis immediately suggests that educational performance is best in the LM that also performs well in other sectors. The challenge for government (all three spheres) will be to allocate resources most appropriately, without resulting in a negative impact on the high-performing secondary schools.

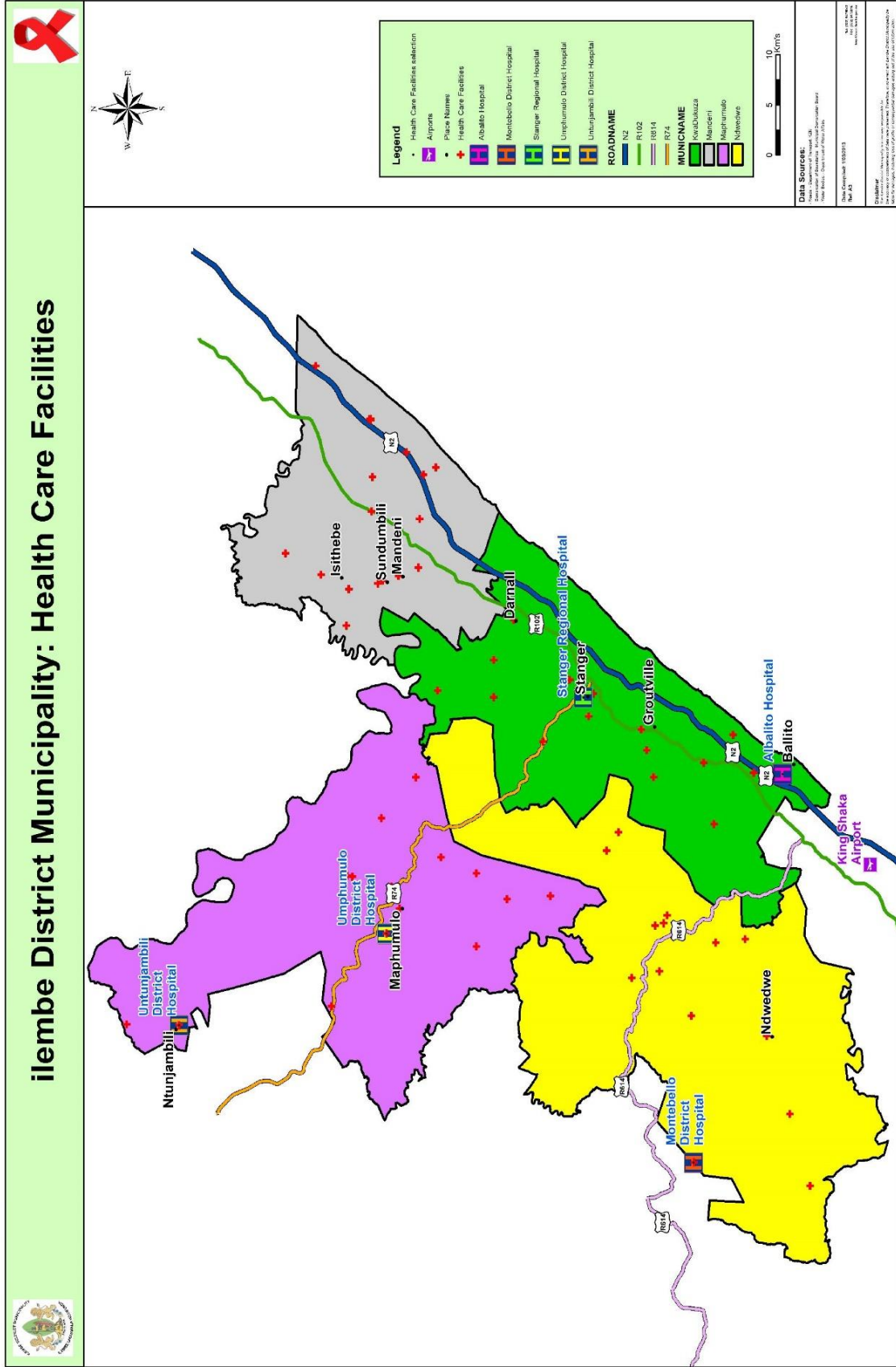
The specific issues relating to education that require attention are:

- the quality of education facilities
- the infrastructure available at such facilities
- the inability of rural areas to attract high quality educators
- the subjects offered at schools that do not prepare school leavers for the job market
- the lack of coordinated and targeted adult education and literacy programmes.

3.8.3 HEALTH PROFILE

iLembe has 55 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.

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



MAP 1:HEALTH CARE FACILITIES

3.8.3.1 ANNUAL TRENDS DEATHS AND PATIENT DAY EQUIVALENT, 2014/15 - 2016/17

Data Element (Number)		2015/16					2016/17					
		PHC / CHC / MOU	District Hospital	Regional Hospital	Central/tertiary Hospital	District Total	PHC / CHC / MOU	District Hospital	Regional Hospital	Central/tertiary hospital	District Total	
Maternal deaths		1	3	8	-	12	-	-	6	-	6	
Live births		1 531	2 629	6 121		10 281	1 476	2 421	5 786	-	9 683	
Still births		25	45	160		230	11	41	159	-	211	
Child (under 5 years)	Infant under 1 year	Neonatal	4	32	84	-	120	3	17	99	-	119
		Death in facility 0-7 days	-	2	18	-	20	-	3	18	-	21
		Death in facility 828 days	-	4	21	-	25	-	4	21	-	25
		Death in facility 29 days - 11 months	-	11	15	-	26	-	5	8	-	13
Diarrhoea death under 5 years			1	10	-	12	-	6	6	-	12	
Pneumonia death under 5 years		-	2	9	-	11	-	5	6	-	11	
Severe acute malnutrition death under 5 years		-	5	20	-	25	-	3	6	-	9	
TB Deaths			432	176	240	-	848	-	-	-	-	
Inpatient death total		44	850	1 208	-	2 102	261	716	1 240	-	2 217	
Patient day equivalent		8 114	100 570	206 789	-	315 473	8 226	93 572	206 908	-	308 706	

TABLE 40 : ANNUAL TRENDS

SOURCE: DHIS. *MOU – MATERNAL OBSTETRIC UNIT

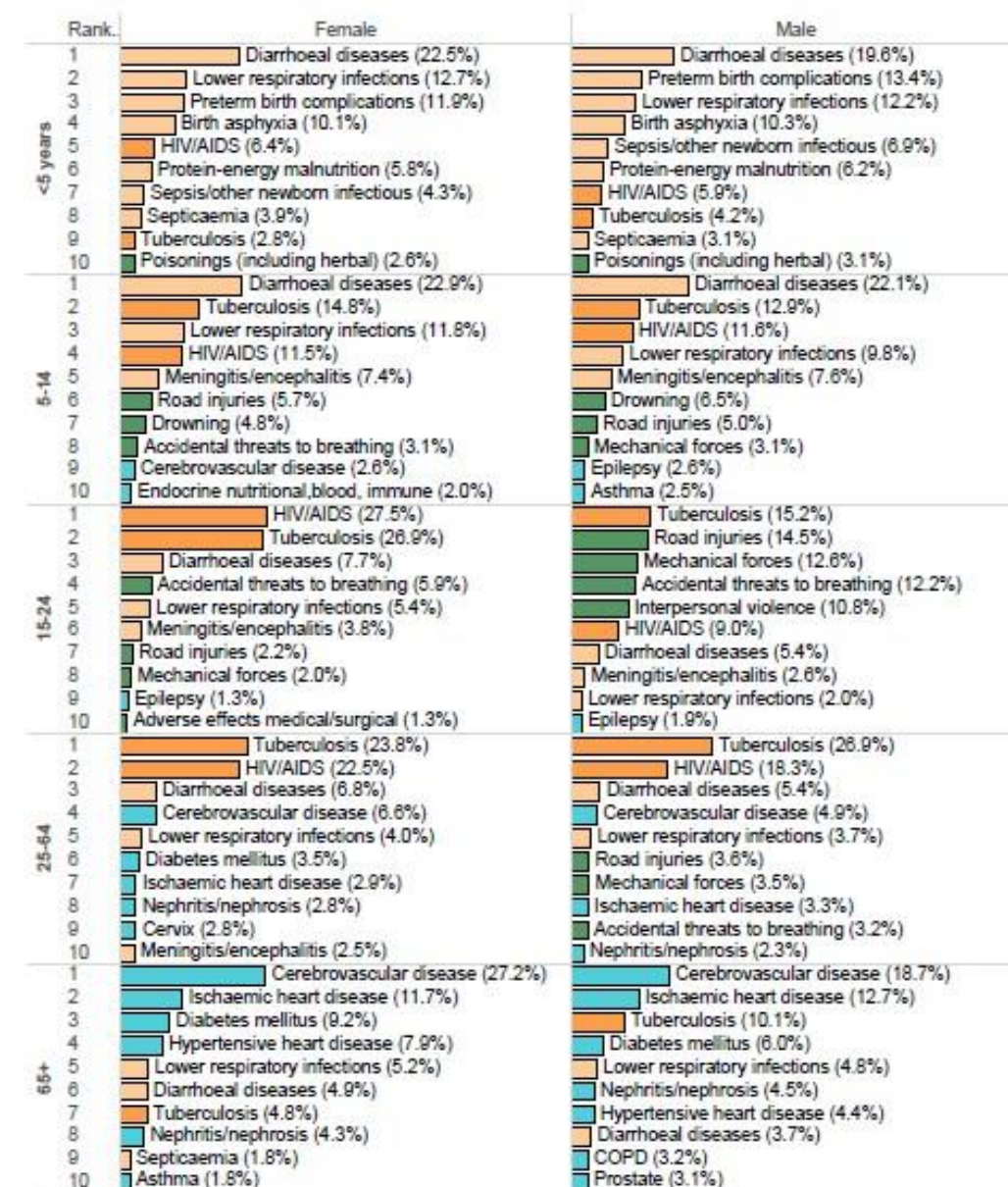
3.8.3.2 BURDEN OF DISEASE PROFILE

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.

KZN, iLembe: DC29, 2010 - 2015

AgeGroup..	Female					Male				
<5 years	75%	9%	10%	7%		75%	10%	9%	7%	
5-14	44%	24%	16%	17%		43%	23%	11%	22%	
15-24	21%	53%	13%	13%		11%	23%	10%	56%	
25-64	16%	46%	33%	5%		13%	45%	27%	15%	
65+	12%	6%	79%	3%		10%	12%	74%	4%	
Total	20%	29%	45%	5%		18%	34%	34%	15%	

Percentage of deaths by broad causes and single leading causes



Broadcause
■ Injury
■ NCD
■ HIV and TB
■ Comm_mat_peri_nut

Prov, District
 KZN, Ilembe: DC29
 Show history

Percentages are shown according to all the deaths within the age/gender category of each box, although only the leading 10 causes are displayed.

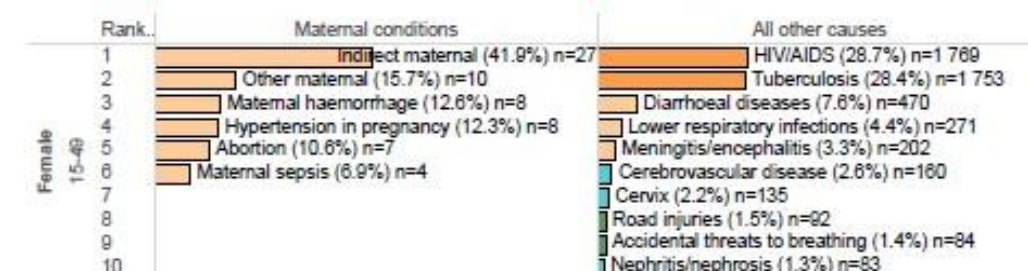


FIGURE 13: BURDEN OF DISEASE PROFILE

In the above figure 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.

3.8.4 SAFETY, SECURITY AND JUSTICE ISSUES

3.8.4.1 FIRE PROTECTION

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

The draft conceptual document will ensure that there establishment of Fire fighting 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 fire fighting 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 fire fighting capacity is enhanced throughout iLembe District. The district is also one of the stakeholders that are involved towards the establishment of the North Coast Fire Protection Association, as it is non-existent at this stage. One of the key stakeholders at this stage is Zululand Fire Protection Association who are sharing some of their best practices.

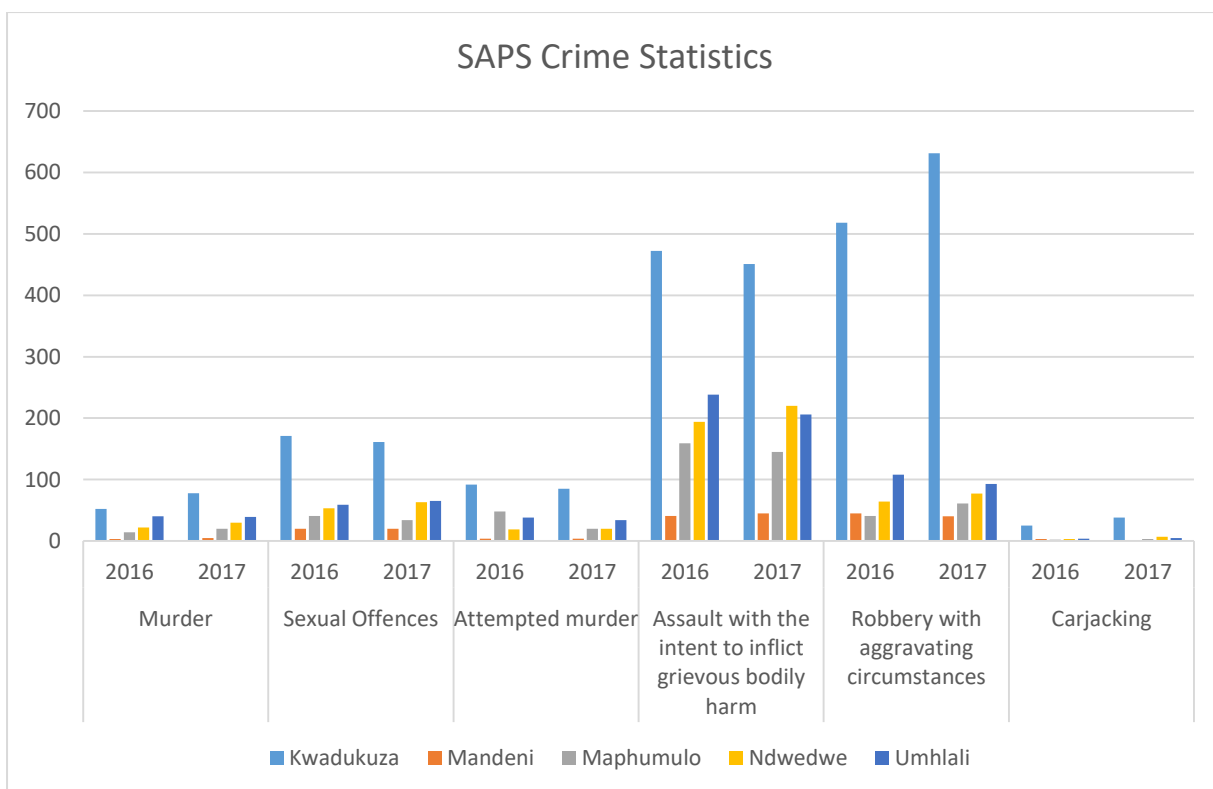
3.8.4.2 SOUTH AFRICA POLICE SERVICES (SAPS)

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

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

TABLE 41: SAPS IN ILEMBE

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



GRAPH 16: SAPS CRIME STATS 2016-2017

SOURCE: CRIME STATISTICS SA

The above figure illustrates statistics on crime from 2016 to 2017. In 2006 robbery with aggravated circumstances was the highest incidence and still remains. The trend shows an encouraging decline in incidents over the period from 2016-2017. Nevertheless, the crimes have been reducing over the period from 2016-2017 in Mandeni municipal area. An increase in some types of crime such as residential burglary and drug-related crimes and driving under the influence of drugs and alcohol increased since 2009 was recorded. Municipalities therefore need to increase services to mitigate/ reduce these types of crime.

KwaDukuza have higher incidences of these crimes than other municipalities in the District because of more people moving to the municipal area, closer to services.

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

3.8.5 NATION BUILDING & SOCIAL COHESION

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

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

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

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

3.8.6 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

3.8.6.1 PROGRAMMES FOR PEOPLE WITH DISABILITIES

- **Sports Day for People with Disabilities**

The annual District programme was held in 2016/2017 financial year. People with Disabilities participated in different sport codes. The speakers from the Department of Health presented on the importance of a healthy lifestyle.

- **Ndwedwe LM**

In May 2017, 87 people were assisted in terms of Psychological assessments, Support group at ward 19, Caregivers were given training on dealing with kids that live with a disability; 11 wheel chairs were given to kids with disabilities and an awareness campaign for people with albinism was conducted.

- **Maphumulo LM**

In April 2017, 57 individuals were assisted to obtain their Disability Grants. A number of individuals were provided with assistive devices, Mphumulo – 11 , Ntunjambili - 52 (walking sticks – 18 , walking frames – 20 ; auxiliary crutches – 02 , ELB crutches – 11 and 01 Wheel Chair).

- **KwaDukuza LM**

In February 2017, Food hampers and sanitation/vanity packs were distributed in Inqolobane Home for those living with disability; and in March 2017, 73 individuals were assisted to obtain their Disability Grant. On the 22nd of May 2017, a Disability and Senior Citizens Forum meeting was held at KwaDukuza Town Hall.

- **Mandeni LM**

In May 2017, 17 people with disabilities were referred to a funded residential facility; and Ikhwezi Centre for people with disabilities received their funding from the DSD.

3.8.6.2 PROGRAMMES FOR WOMEN

- **Sewing Programme for Women in KwaDukuza LM**

In February 2017, KwaDukuza LM hosted a Sewing programme for women within Ward 15.

- **Prayer against Women and Child Abuse**

On the 26th of May 2017 a prayer event was held in Ward 8 of KwaDukuza LM in light of recent tragic events highlighting domestic violence against women and children as well as human trafficking.

- **Maidens Camp in Maphumulo LM**

On the 12th to the 13th of May 2017 a Maidens Camp was held at Maphumulo Town Hall, the programme hosted 500 young women.

- **Take a girl child to work**

30 Young girls were placed in all four Local Municipalities and the District offices during the Take a girl child to work campaign. They were mainly interested on the functionality of the Municipalities.

3.8.6.3 PROGRAMMES FOR CHILDREN AND YOUTH

- **Child Protection Week Programmes**
Various Child Protection Week Programmes were held within the four local municipalities in May 2017.
- **Back to School Campaign**
KwaDukuza LM held a Back to School Campaign in February 2017.
- **Integrated Community Relief Outreach Programme**
In May 2017 within Ndwedwe LM, children from different wards were recipients of school uniform and food parcels through ICROP.
- **Skills Development programmes & Carpentry**
A programme to develop the skills of youth within Ndwedwe was undertaken and in April 2017, the youth involved received the relevant certificates.
- **Recruitment of Youth for Job Placement**
In April 2017 a drive was undertaken to recruit 700 youth through the Harambee programme for job placement and training involving all wards of Ndwedwe LM.
- **Youth Summit**
A Youth Summit was held in April 2017 at the Hampshire Hotel to deal with various issues faced by Youth and devise solutions.

3.8.6.4 PROGRAMS FOR SENIOR CITIZENS

- **Golden Games**
The Golden Games is a sporting tournament that seeks to encourage senior citizens who are above the age of 60 years to participate in sport and active living. Ilembe District was represented by a number of senior citizens at the Golden Games at Peter Mokaba Stadium from the 24th to the 28th of October 2016.
- **Assisting Senior Citizens to obtain grants**
A number of senior citizens were assisted to obtain their old age grants within the various local municipalities.
- **Disability and Senior Citizens Forum meeting**
A Disability and Senior Citizens Forum meeting was held in KwaDukuza on the 22nd of May 2017 where issues affecting senior citizens were raised and possible solutions brought forward.

3.8.7 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. 	<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 42: SOCIAL DEVELOPMENT SWOT

3.9 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

3.9.1 CAPITAL FUNDING TO ADDRESS SERVICE DELIVERY

3.9.1.1 3-YEAR SYNOPSIS OF FUNDS

A 3-year synopsis of funds received, funds spent, 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
2015/16	R452 944 000	R500 714 000	R0.00
2016/17	R326 324 000	R362 370 000	R0.00
2017/18	R337 303 000	R205 711 000	NYA
Totals	R1, 116, 571 000	R1, 068, 795 000	R0.00

TABLE 43: 3-YEAR SYNOPSIS OF FUNDS

3.9.1.2 CAPITAL PROJECTS

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

Capital Projects	2014/15 R352 453 000	2015/16 R500 378 255	2016/17 R362 369 624
	95%	109%	111%

TABLE 44: CAPITAL EXPENDITURE IN 3 YEARS

3.9.1.1 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 kind in respect of basic municipal services e.g. water, sanitation, electricity, and refuse removal known as indigent support. The iLembe District Municipality has an Indigent Policy in place; the indigent support entails:

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

The household income beneficiary threshold qualification for indigent support is R 3 500 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 2017 of the total of 54 916 (2016: 51 625) consumers, 2 346 (2016: 1 977) were registered as indigent with a book debt of R 2 662 668 (2016: R2 519 150).

3.9.1.2 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.

3.9.1.3 MUNICIPAL CONSUMER DEBT POSITION

Total debtors book as at **31 December 2017** before write-offs was R 274 022 485 (2016: R 231 177 615) and debtors with credit balances of R 9 690 955 (2016: R 7 236 456). Total write-off was as follows:

Indigent write offs as at 31 December 2017 R 729 518.

The revenue collection rate as at 31 December 2017 was 77% (2016: 70%).

3.9.1.4 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

3.9.1.5 GRANTS & SUBSIDIES

The unspent grants balance as at 30 June 2017 was R 6 558 917 versus cash and cash equivalents of R6 295 610 and R 4 487 482 for the 2015/2016 financial year versus cash available of R 35 916 287. All unspent conditional grants were cash backed.

3.9.1.6 CURRENT & PLANNED BORROWINGS

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

Institution	Principal Debt	Current Loan Balance as at 30 June 2017	Expiry Date
DBSA	R77 267 500.00	R53 281 994.40	2025
ABSA	R30 000 000.00	R30 000 000.00	2020

TABLE 45: BORROWING ARRANGEMENTS WITH BANKS

The ABSA Loan is only redeemable at the expiry of term loan and is secured by a Zero Coupon Investment held with ABSA which is currently valued at R 25 809 873. 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.

3.9.1.7 SUMMARIZED INVESTMENT REGISTER AS AT 31 DECEMBER 2017

BANK	TYPE OF ACCOUNT	ACCOUNT NO.	GRANT/FUNDING SOURCE	INTEREST FOR THE YEAR	C/BAL. PER STATEMENT 31/12/2017
First National Bank	Call account	62129309937-000022	RBIG	723,378.83	20,106,645.07
		61085067093-000023	MIG	503,145.13	31,445,539.80
		62313562309-000024	WSIG/FMG/ENERGY/EFFICIENCY/RBIG	367,250.81	79,544,043.01
TOTAL SHORT TERM INVESTMENTS				1,593,774.77	131,096,227.88

TABLE 46: ABRIDGED INVESTMENT REGISTER

3.9.2 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.

3.9.2.1 IMPLEMENTATION OF THE TREASURY'S CENTRAL SUPPLIER DATABASE (CSD)

Prospective suppliers or service providers wishing to do business with the council 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.

3.9.2.2 PREFERENTIAL PROCUREMENT REGULATIONS (2017)

The current SCM Policy is being reviewed to incorporate the recent amendment of the B-BBEE Regulations coming into effect on the 1st of April 2017 to address the issue of set asides and radical economic transformation. This includes subcontracting of the portion of the project scope to local emerging entities owned by persons from the historically disadvantaged groups.

- **Amendment of the SCM Policy**

In order to give effect to the implementation of the radical economic transformation as contained in the Government Gazette, the SCM Policy was amended to incorporate these changes with effect from the 1st of July 2017.

- **Establishment of the SMMEs Database**

The Municipality has established the SMMEs database covering entities from all local municipalities within the District. This database will be used for implementing radical economic transformation.

- **SMMEs Workshop**

On the 30th of October 2017, the iLembe District Municipality facilitated an SMME Workshop to launch the drive for local SMME to register on the District SMME Database so to take advantage of opportunities presented and ensure a successful implementation of RET programs.

- **District SCM/LED Forum**

The District SCM/LED Forum has been established to ensure a standardised & uniform approach within the district towards addressing some of the challenges highlighted by the started process. The Forum is to be administered by Enterprise iLembe, and will be reporting to appropriate Council structures (including IGR) of progress made in each municipality on RSET Targets & addressing identified issues.

Furthermore, apart from focusing on achieving local procurement targets; specific SMME development and exposure to the district's business economy is to be a high priority so to ensure that these companies grow, ultimately leading to stimulated local economic growth and job creation.

3.9.2.3 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. This has assisted in ensuring that the SCM Unit eliminates all issues of non-compliance with the SCM Policy and has for three consecutive years not had a single audit finding in the AG report.

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

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 capital projects will be subject to the subcontracting requirements as contained in the SCM Policy.

3.9.2.4 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.

3.9.3 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

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

<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>OPORTUNITIES</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 47: FINANCIAL SWOT

3.10 GOOD GOVERNANCE ANALYSIS

3.10.1 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:

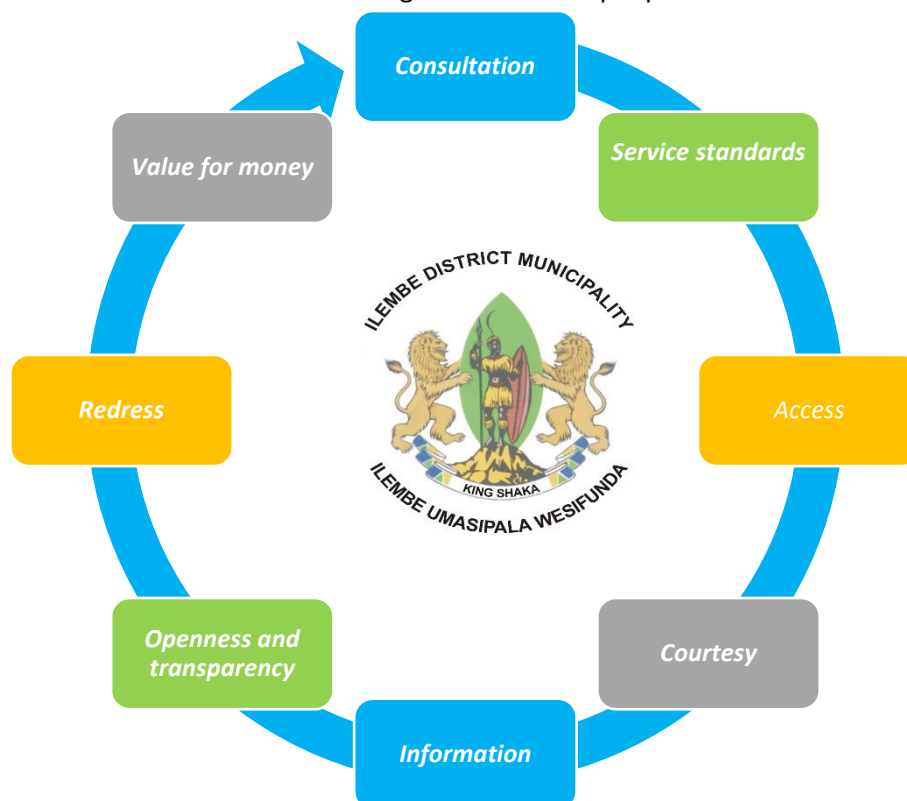


FIGURE 14: BATHO PELE PRINCIPLES

3.10.2 OPERATION SUKUMA SAKHE (OSS)

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

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

Ilembe District Municipality has established a total of 77 war rooms to date, a total of 19 houses have been built and various interventions done to achieve the set OSS objectives. OSS encourages the coordination of comprehensive services of different service providers such as Government Departments, State-Owned Enterprises and Civil Society as it views the delivery of anti-poverty programmes as a collective responsibility.

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

3.10.3 OSS CHALLENGES

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

3.10.4 OSS ACHIEVEMENTS

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

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

3.10.5 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.

3.10.6 DISTRICT INTERGOVERNMENTAL STRUCTURES

The MSA S3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Constitution S41. 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 KZNCOGTA 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 for a such as the MuniMEC, the Provincial Co-ordinating 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.

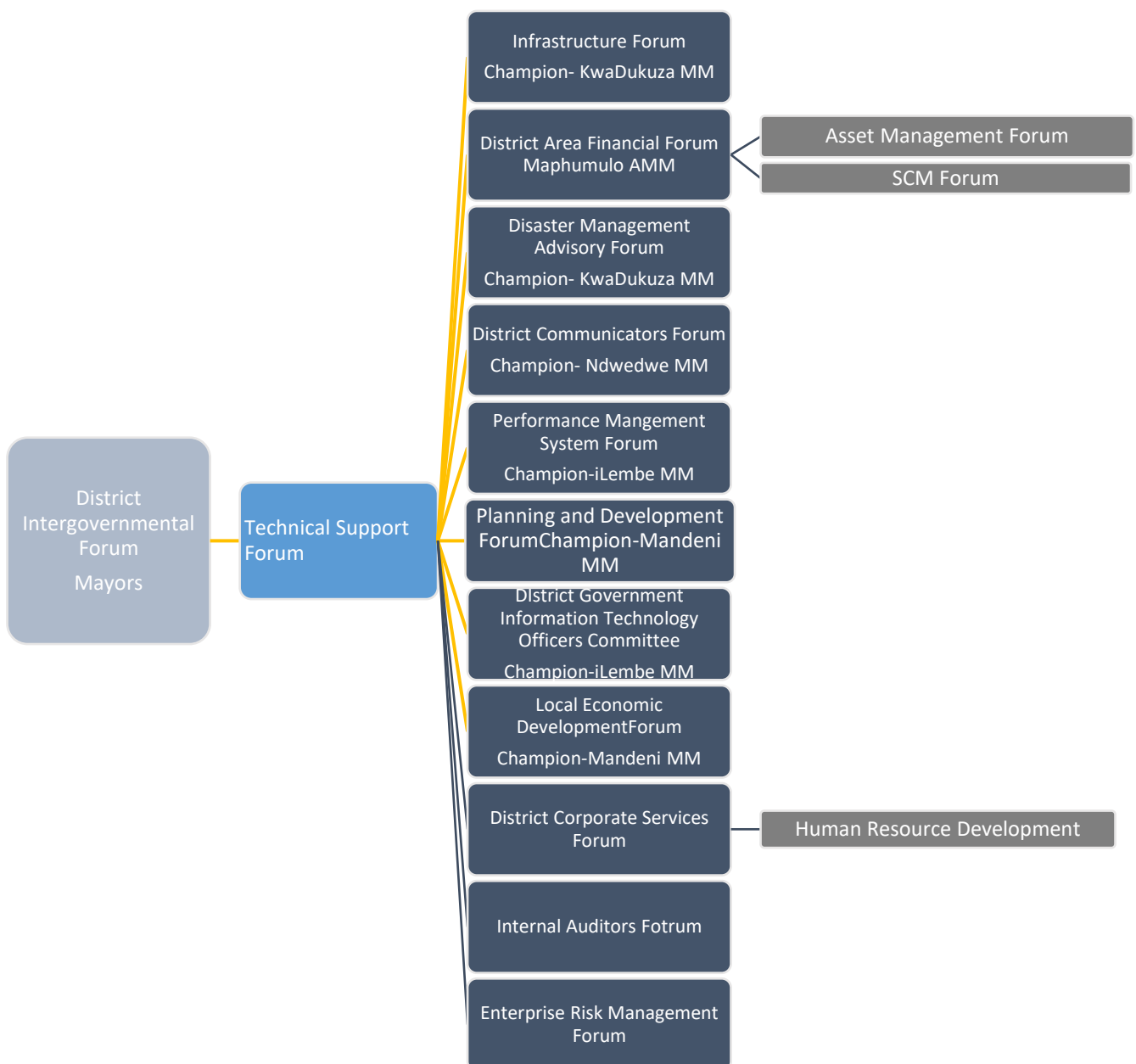


FIGURE 15: DISTRICT IGR STRUCTURES

IGR in the IDM was initially introduced in 2006 and has since developed fully. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the 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/outcomes.

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).

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 48: 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.

3.10.7 MUNICIPAL STRUCTURES

3.10.7.1 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.

	<ul style="list-style-type: none"> - 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	Engage with Provincial and National sector departments for alignment of programmes with Municipal plans
Councillors, Traditional Councils and Ward Committees etc.	<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 49: IDP STRUCTURES

3.10.7.2 IDP REPRESENTATIVE FORUM

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

The IDP Public Participation and Road Shows were held in August/September/October 2017, details are as follows:

MUNICIPALITY	DATE	WARD	VENUE	TIME
Mandeni	30 August 2017	Traditional Council Ward Committees	Ithala	10h00
	05 September 2017	05, 10 & 12	Machibini	12h00 Midday
	06 September 2017	06, 10, 11, 16, 17 & 18	Steel Window/ Makhemphini Open Space	12h00 Midday
	12 September 2017	1, 2, 03, 08 & 09	Kwachili Sports Field / Multi-Purpose	13h00

	13 September 2017	Hlomendlini / Novas Farm (Ward 04)	Hlomendlini Open Space	12h00 Midday
		Ratepayers, Farmer Association Etc (Tugela Mouth, Kwatas, Padianagar, Highview Park	Mandini Golf Club	17h00
	20 September 2017	Mandeni Youth	Sbusisiwe Hall	12h00 Midday
	17 September 2017	07, 13, 14 & 15	Ngcedomhlophe	13h00
	05 April 2018	2,3 & 4	Mandeni Golf Club	17h00
	11 April 2018	1,2,3,8 & 9	Macambini Multipurpose hall	10h00
	18 April 2018	Sibusisiwe Hall	IDP : Youth	11h00
	21 April 2018	4,5,07,13,14 &15	Sibusisiwe Hall	11h00
	15 April 2018	5,6,10,11,12,16,17 & 18	Makhempini	13h00
Kwadukuza	21 October 2017	16	Nyoniyamanzi	14h00
	22 October 2017	29, 14 & 29	Charlottedale Open Space Lloyd Community Hall Dube Village Open Space	09h00 12h00 15h00
	24 October 2017	KDM Council Chambers	Ratepayers And Civic Organisation	18h00
	25 October 2017	KDM Council Chambers	Business Community/Local Business Organisations	18h00
	26 October 2017	KDM Council Chambers	Kwadukuza House Of Traditional Leaders	14h00
	27 October 2017	KDM Town Hall/ KDM Council Chambers	Youth & Sports Structures	14h00
	15 April 2018	1,2,3,25 & 27	Vulingqondo Community Hall	13h00
	25 April 2018	7,8,20,23 & 28	Shayammoya	13h00
Ndwedwe	24 October 2017	2,4,5,6 & 9	Deda Sport Ground	09h00
	26 October 2017	10,11,12,13 & 14	Sonkombo Sport Ground	09h00
	01 October 2017	15,16,17,18 & 19	Tahfamasi Sport Ground	09h00
	02 April 2018	15,16,17,18 & 19	Mzunge Sports Ground	10h00
	22 April 2018	9,10,11,12,13,14,15,16,17,18 & 19	Nombika Sport Ground	10h00
	25 April 2018	9,10,11,12,13 & 14	Mwolokohlo	10h00
Maphumulo	31 October 2017	9,4 & 10	Mandelu	09h00
	07 November 2017	3,1,2 & 5	Mphise	09h00

	24 April 2018	4,6 & 10	Maqumbi Hall	10h00
	4 May 2018	1,2,3 & 5	Wosiyane Sports ground	10h00
	08 May 2018	7, 8, 9 & 11	Mushane Primary School Sports ground	10h00

TABLE 50 : COMMUNITY PARTICIPATION MEETINGS

3.10.8 OVERSIGHT COMMITTEES

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

3.10.8.1 A MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The committee consists of 6 councillors of the municipality, who are not members of the executive committee. The 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.

3.10.8.2 THE AUDIT COMMITTEE

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

3.10.8.3 INTERNAL AUDIT UNIT

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

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

3.10.8.4 MUNICIPAL BID COMMITTEES

i. Bid Specifications Committee

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.

ii. 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: Assets
- Manager: Expenditure
- Manager: Technical Services
- Manager: ICT

iii. 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
- Senior Manager: Technical Services
- Acting Senior Manager: Community Services
- Manager: HR

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.

3.10.9 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	Gender Equity Plan	Y	Y	2015
2	Employment Equity Plan	Y	Y	2015
3	Water Services Master Plan	Y	Y	2008
4	Water Supply and Sanitation Services Implementation Plan	Y	Y	2009
5	Strategic Environmental Atlas	Y	Y	2010
6	Transport Infrastructure Plan	Y	Y	2010
7	Risk Management Policy and Framework	Y	Y	2016
8	Ilembe Spatial Economic Development Strategy (ISEDS)	Y	Y	2012
9	Water Services Delivery Plan	Y	Y	2012
10	Ilembe Regional Spatial Development (IRSDP)	Y	Y	2014
11	Environmental Management Framework (EMF)	Y	Y	2014
12	Disaster Risk Management Plan	Y	Y	2015
13	Local Economic Development Strategy	Y	Y	2015
14	ICT Strategy	Y	Y	2015
15	Disaster Management Plan	Y	Y	2015
16	Spatial Development Framework	Y	Y	2016
17	District Growth and Development Plan	Y	Y	2016
18	Master Water and Sanitation Plan	Y	Y	2016

TABLE 51: SECTOR PLANS

3.10.10 MUNICIPAL RISK MANAGEMENT

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

Risk Assessment workshops with Management 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.

3.10.11 MUNICIPAL BYLAWS

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered to. Businesses and developments within the municipal area are expected to operate within the municipal bylaws. 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. The objective of the plan is to improve communication with the local community as well as other organs of state within the local and provincial spheres of government; enhance accountability, openness, transparency and responsive local government; inform the community of the activities and intentions of the municipality.

3.11.1 PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES

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

3.11.1.1 SPEAKERS FORUM

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

3.11.1.2 WARD COMMITTEE

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

iLembe District Municipality have elected the wards committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. iLembe District has *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.

3.11.1.3 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.

3.11.1.4 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.

3.11.1.5 DISTRICT COMMUNICATORS FORUM (DCF)

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

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

3.11.1.6 DISTRICT PUBLIC PARTICIPATION FORUM (DPPF)

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

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

3.11.2 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 be 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.

3.1.1.3 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Effective Speakers Forum • District Communicators Forum • Audit Committee, hence clean audit • Conventional communications tools in place e.g. SMS system • Strong management team 	<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 • District Wide Ward Forum to advocate on water and sanitation issues at ward level is not capacitated.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Capacitated employees to be used instead of consultants for institutional memory and limiting expenditure 	<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 KWANALOGA games business plan- selection of service providers • Councillors' not aware of the SCM policy and processes • Communication through cellphones 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 52: CORPORATE GOVERNANCE SWOT

3.11.4 KEY FINDINGS

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

3.1 KEY FINDINGS	ILEMBE'S RESPONSE
<ul style="list-style-type: none"> • In the last 7 years, 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

	<p>programmes targeting Women e.g. Wonderbag programme, Women's parliament, teenage pregnancy awareness, take a girl child etc)</p> <ul style="list-style-type: none"> 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.
3.2 KEY FINDINGS	
<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.
3.3 KEY FINDINGS	
<ul style="list-style-type: none"> Many areas are overrun by alien invasive plants. 	<ul style="list-style-type: none"> A 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 submitted an application 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.
3.5 KEY FINDINGS	

<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.
3.6 KEY FINDINGS	
<ul style="list-style-type: none"> 22% of the population 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.
3.7 KEY FINDINGS	
<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.
3.8 KEY FINDINGS	
<ul style="list-style-type: none"> The proportion of the iLembe population with matric decreased from 26.6% in 2011 to 18,39% in 2016. 	<ul style="list-style-type: none"> There's a need for greater engagement with the Department of Education. The Department's capital project are 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.
3.9 KEY FINDINGS	
<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 53: KEY FINDINGS

CHAPTER 4 DEVELOPMENT STRATEGIES

4.1 STRATEGIC BLUEPRINT

This chapter highlights the strategic blueprint that guides the development plans for the 2017-2022 IDP. It depicts internal and external factors that have shaped strategies for the current term of Council and for the future development. Among these is the iLembe's commitment to align to national and provincial government plans (as seen in Chapter 2) as they relate to local government as follows:



FIGURE 16: ILEMBE'S STRATEGIC BLUEPRINT

4.2 VISION

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



FIGURE 17: MISSION STATEMENTS

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

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

4.3 STRATEGIES

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 DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
MTI01	4: Decent Employment Through Inclusive Economic Growth 5: A Skilled And Capable Workforce To Support An Inclusive Growth 9: Responsive, Accountable, Effective And Efficient Local Government	1: Inclusive Economic Growth 2: Human Resource Development	Effective Governance, Policy and Social Partnerships	To establish an efficient and productive administration
MTI02				To ensure a sustainable and healthy environment
MTI03				To provide and maintain an effective Document Management System
MTI04				To ensure effective governance through regular Council meetings
MTI05				To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality
MTI06				To provide an innovative, effective and efficient Information and Communication Technology service.
KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED) & PLANNING				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
LED01	4: Decent employment through inclusive economic growth 6: An efficient, competitive and responsive economic infrastructure network 7: Vibrant, equitable and sustainable rural communities and food security for all	1: Inclusive economic growth 3: Human & Community Development 5: Spatial Equity 6: Environmental Sustainability	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				To capitalize on tourism potential of the District
LED04				To increase Manufacturing output within the district.
LED05				To ensure job creation
LED06				To create an ICT platform available to everyone
LED07				To facilitate co-ordinated planning and development
KPA 3: BASIC SERVICE DELIVERY				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
BS01	8: Sustainable human settlements and improved quality of household life 9: Responsive accountable, effective and efficient local government system	1: Inclusive economic growth 4: Strategic Infrastructure	Equity of access A liveable region	To ensure access to potable water for domestic consumption and support local economic development
BS02				To ensure access to basic sanitation for domestic purposes and support local economic development
BS03				Monitor Siza Water concession contract
BS04				Create job opportunities through Infrastructure Project

KPA 4: FINANCIAL VIABILITY & MANAGEMENT				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
FV01	<i>9:Responsive accountable, effective and efficient local government system</i>	<i>7:Governance and Policy</i>	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	<i>9:Responsive accountable, effective and efficient local government system</i>	<i>7:Governance and Policy</i>	Promote social well-being, effective governance, policy and social partnerships & a liveable region	To strengthen partnership with various stakeholders through communicating municipal business
GP02				To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
GP03	<i>12:An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship</i>	<i>3:Human and Community Development</i>		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 that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa

TABLE 54: ILEMBE STRATEGIC OBJECTIVES

CHAPTER 5

STRATEGIC MAPPING & ENVIRONMENTAL MANAGEMENT

This chapter provides a brief overview of the municipal spatial development framework as well as other national, provincial and regional spatial plans that influence it, such as the iLembe Regional Spatial Development Plan, the Provincial Growth and Development Plan 2016 and the District Growth and Development Plan. This chapter also provides more insight into the environmental management priorities and plans such as the Environmental Management Framework and supporting Coastal Management Plan.

5.1 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 practise this definition encompasses the social, environmental and economic pillars. Therefore, the National Environmental Management Act, (Act 107) of 1998 came into existence to assist institutions responsible for environmental management to achieve the objective of Section 24 and 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 Environmental Affairs developed a strategy (National Strategy for Sustainable Development), with goals to achieve objectives of sustainable development, which consists of the following themes:

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

5.1.1 SUSTAINABLE USE OF NATURAL RESOURCES

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. Therefore in order to achieve sustainable development, the following must be done:

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

5.1.2 BIODIVERSITY MANAGEMENT

The key issues affecting biodiversity management within the iLembe District may 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.

5.1.2.1 LEGAL CONTEXT

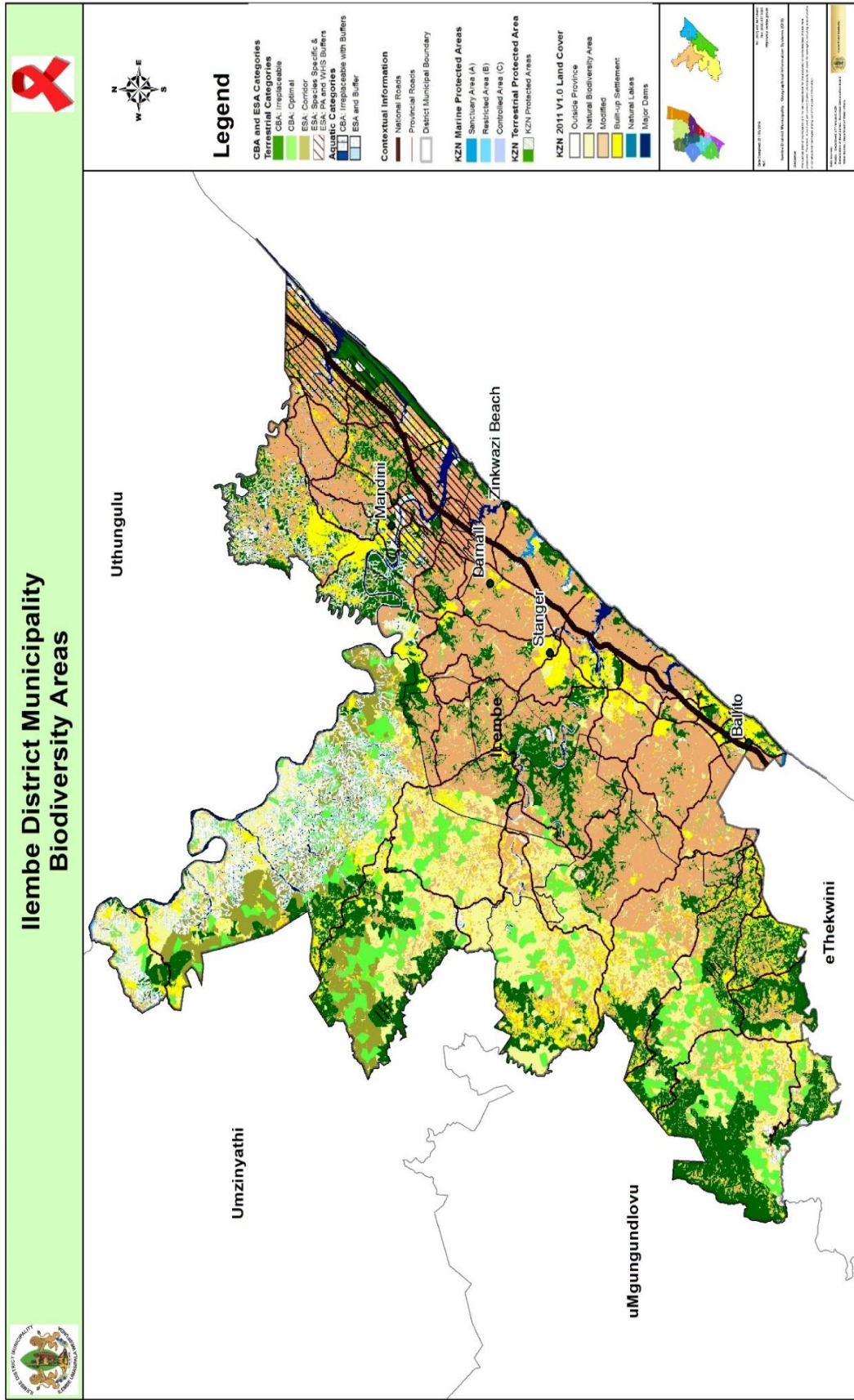
The National environmental Management: Biodiversity Act, 2004 provides for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act, 1998. In terms of Section 76 (2) (a) states that all organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with section 11 of the National Environmental Management Act. Such plan must be included as a sector plan in the IDP. 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.

5.1.2.2 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 illustrates the iLembe Critical Biodiversity Areas and Ecological Support Areas.

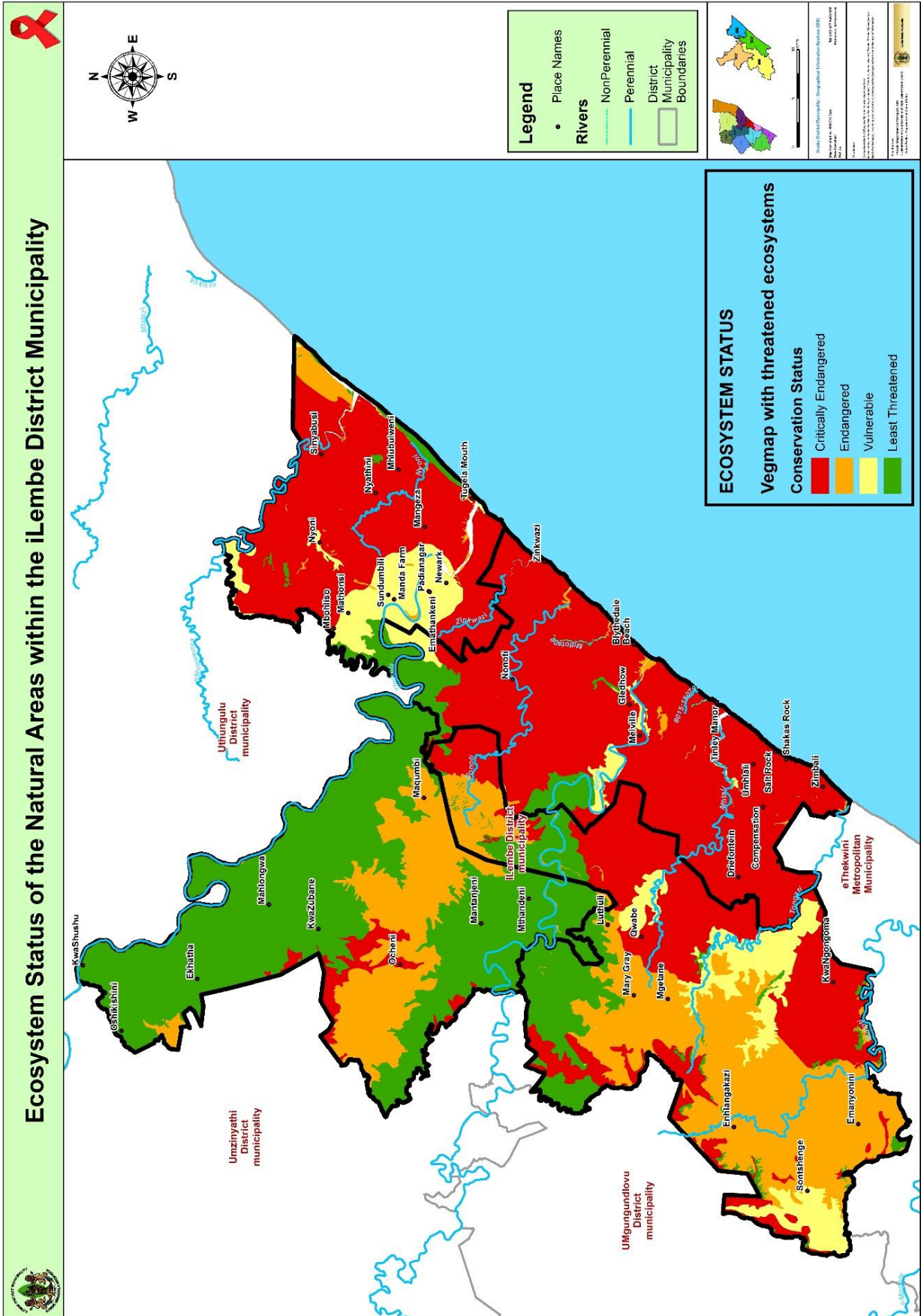


MAP 13: ILEMBE CRITICAL BIODIVERSITY AREAS AND ECOLOGICAL SUPPORT AREAS

5.1.2.3 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 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.

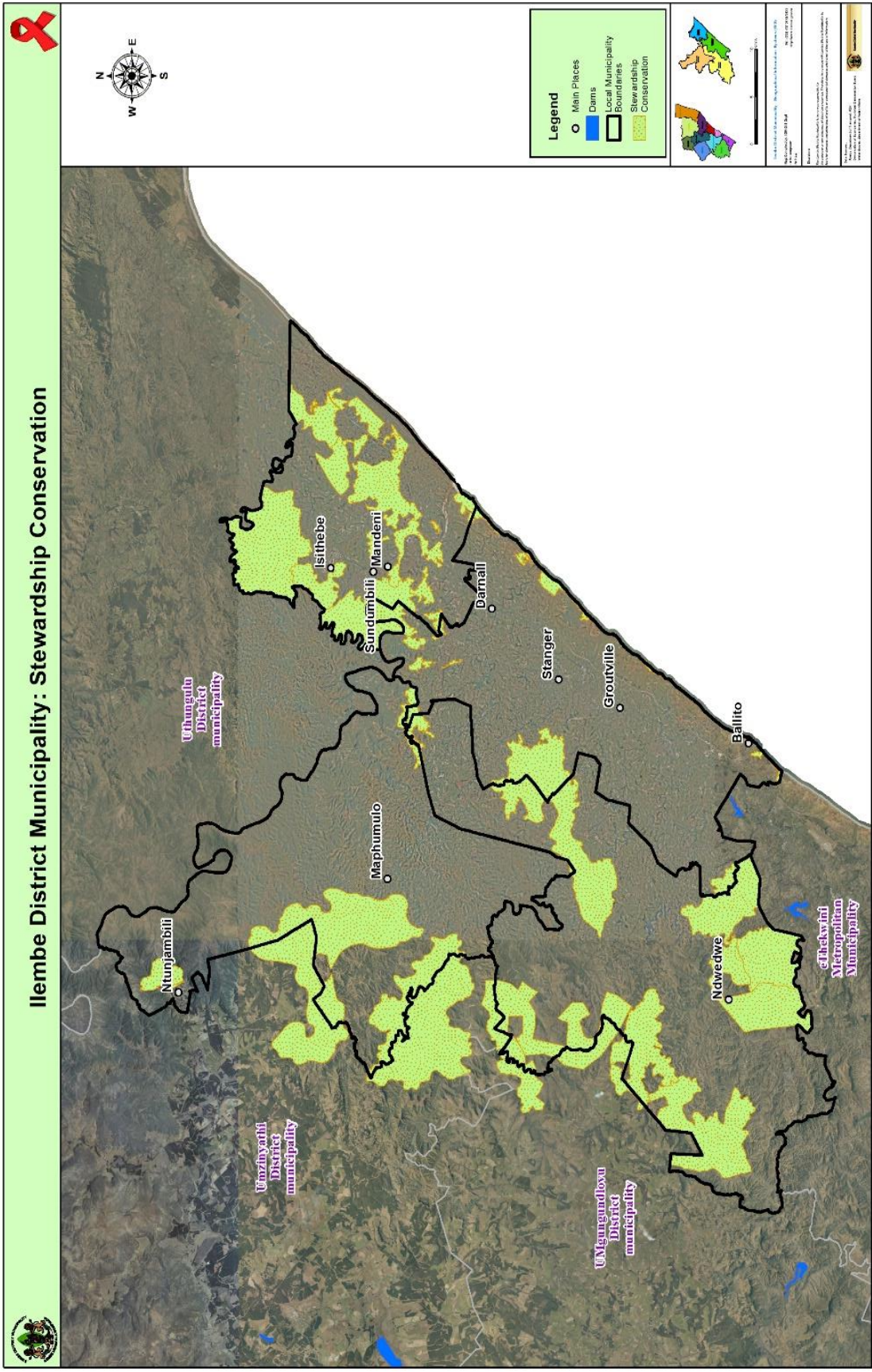


MAP 14: THREATENED ECOSYSTEM

5.1.2.4 STEWARDSHIP PROGRAM

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.

The overleaf map illustrates the four sites proposed within the District.



MAP 15: PROPOSED STEWARDSHIP WITHIN THE DISTRICT

5.1.2.5 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.

5.1.2.6 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 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. However, due to financial challenges the District is unable to develop this plan and has requested assistance from the Provincial and National Departments.

Although currently there is no alien clearance programme implemented by the iLembe Municipality, other institutions, such as Ezemvelo KZN Wildlife and SANBI are implementing their alien clearance programme within the District, targeting mostly the famine weed (*Parthenium hysterophorus*), which is one of the 559 invasive species listed in the Regulations. Furthermore, the Department of Environmental Affairs, through their EPIP programme, has allocated a funding for an alien clearance programme for three years. In this funding the Municipality will target wetlands and other water resources will be targeted by the programme.

5.1.3 FRESHWATER BIODIVERSITY (HYDROLOGY)

HYDROLOGY	CHALLENGES	POSSIBLE PROJECTS	FUNDING
Rivers	Challenges include: alteration of the river flow pattern, pollution from various sources, river bank destruction by activities such as sand mining, impacts of the alien invasive species, damming of the river, channelizing, dumping (littering) of waste, undertaking recreational activities on rivers such as fishing or horse riding, waste from domestic animals	<ul style="list-style-type: none"> Rehabilitation of uMvoti River, Removal of alien species along the uMhlali River Dumping on the Mavivane River 	To be sourced
Wetlands	Wetland ecosystems are vital for purifying water and regulating water flows, acting as sponges that store water and release it slowly, filtering pollutants and easing the impact of droughts and floods in the process.	<ul style="list-style-type: none"> Working for Wetlands / water Wetland Rehabilitation Alien plants clearance 	To be sourced

Freshwater Ecosystem Priority Areas (FEPAs)	FEPA maps show Rivers, wetlands and estuaries that need to stay in a good condition in order to conserve freshwater ecosystems and protect water resources for human use	Development and River Strategy	Wetland Conservation	To be sourced
---	--	--------------------------------	----------------------	---------------

TABLE 55: HYDROLOGY

5.1.4 HERITAGE SITES WITHIN THE DISTRICT

The South African Heritage Resources Agency (SAHRA) is mandated by the National Heritage Resources Act (NHRA), No 25 of 1999 to carry out the intent of the NHRA: to promote good management of the national estate, and to enable and encourage communities to nurture and conserve their legacy so that it may be bequeathed to future generations: defined in section 1 (xiv) of the National Archives of South Africa Act, 1996 (Act No. 43 of 1996). Objects are often produced for a specific purpose: a chair for sitting on, a weapon for defense, an artwork that expresses creativity, or jewelry for personal adornment.

Heritage objects may be found in places as diverse as homes, churches, schools, sports facilities, farms, factories or museums, and may be in either public or private ownership. Types of heritage objects may include:

- Objects recovered from the soil or waters of South Africa, including archaeological and paleontological objects, meteorites and rare geological specimens;
- Objects to which oral traditions are attached and which are associated with living heritage;
- Cultural objects including those sometimes referred to as decorative or fine arts, ethnographic and cultural objects;
- Military objects;
- Objects associated with leaders and events in the history of South Africa;
- Objects of scientific or technological interest; and
- Books, records, documents, photographic positives and negatives, film or video material or sound recordings, excluding those that are public records as defined in section 1 (xiv) of the National Archives of South Africa Act, 1996 (Act No 43 of 1996).

A total of 80 significant heritage resource points have been identified and mapped within the four local municipal areas, which is Mandeni, KwaDukuza, Maphumulo and Ndwedwe of the iLembe District. These heritage need to be documented properly and in consultation with the affected parties such as Amafa and other key Departments.

5.1.5 COASTAL MANAGEMENT

5.1.5.1 COASTAL MANAGEMENT PROGRAMMES

The management of coastal resources is governed by the National Environmental Management: Integrated Coastal Management Act, 2008, which aims to promote the integrated approach in the management of coastal resources in South Africa. The act encourages the protection of the coastal environment through the development of area-specific policies such as the Coastal Management Programmes (CMPs), Estuarine Management Plans and Coastal Access Plans. The Coastal Management Programme, for instance, assist the Municipality in promoting land-uses that are not in conflict with the management of coastal resources. The

development of CMPs by the Municipalities within the District are currently underway and the status is as follows:

MUNICIPALITY	STATUS OF THE PLAN	COMMENTS
Ilembe District	Preparation of the Vision of the CMP	To be finalised end of 2018/19 financial year
Mandeni Municipality	Completed and approve by council	Completed 2015
KwaDukuza Municipality	Undergoing Public Participation Process	To be completed 2017/2018

TABLE 56: STATUS OF COASTAL MANAGEMENT PROGRAMMES

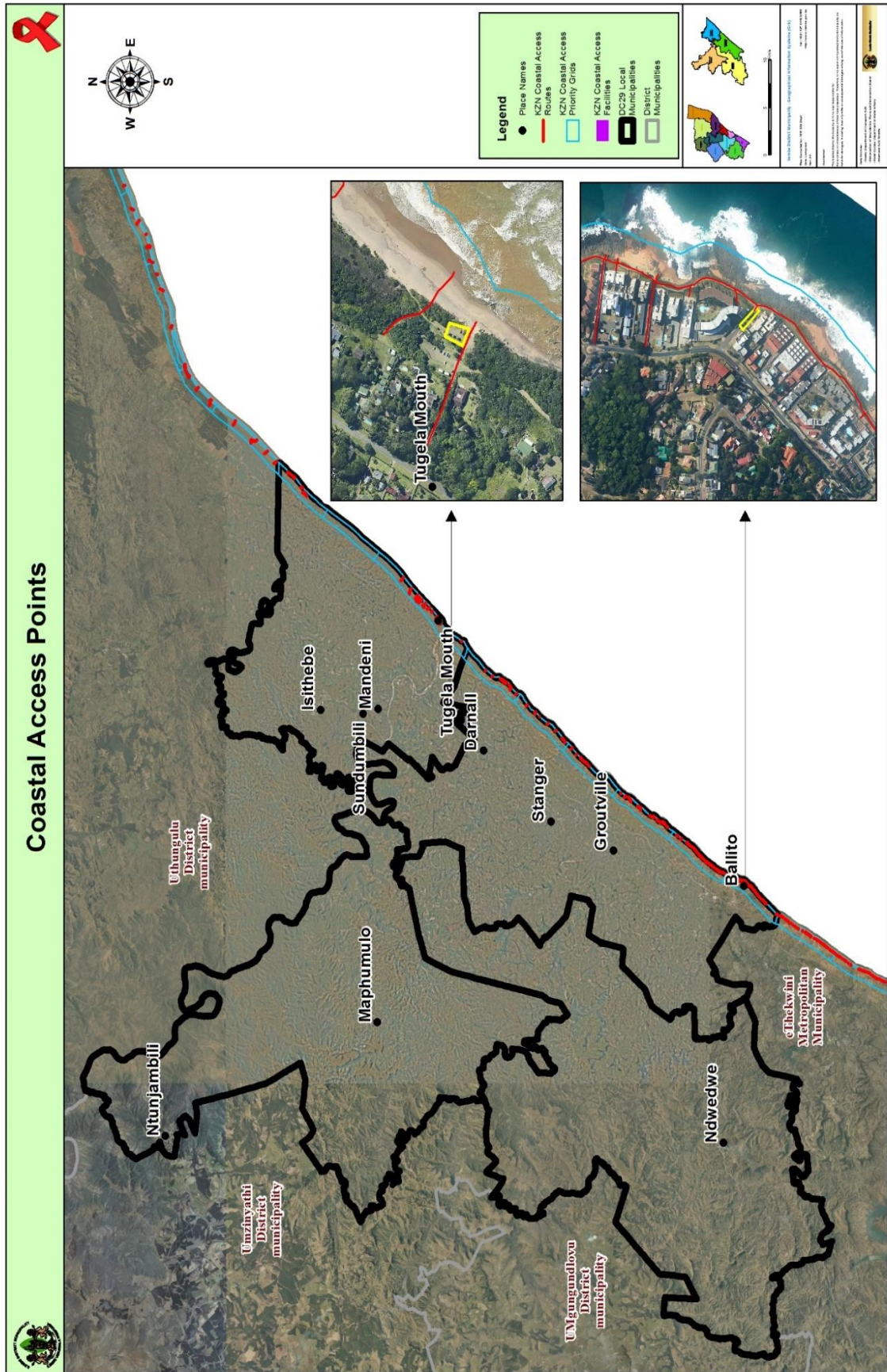
5.1.4.3 ESTUARIES AND THE DEVELOPMENT OF THE ESTUARINE MANAGEMENT PLANS

Estuaries are important ecosystems and efforts should be made to ensure that they are used sustainably with appropriate protection to ensure their sustainability. It has been recently discovered that estuaries are susceptible to climate change events as a result of their location. Activities around the estuary and its catchment must be developed so as to reduce greenhouse gas emissions. Therefore it is critical for the iLembe District Municipality to coordinate the development of the Estuarine Management Plans by the Mandeni and KwaDukuza Local Municipalities, which will assist in the holistically approach in Estuaries management. From a holistic perspective the estuary contains a diversity of habitats. As a consequence it contains a reasonable level of biodiversity that must be considered under the estuary management plan. Actions to address variables and activities that degrade the marine environment should be considered in estuary planning processes. These include climate change, coastal development, industrial wastewater, solid waste disposal and agricultural practices.

5.1.4.4 DEVELOPMENT OF THE COASTAL ACCESS PLANS

Coastal Access generally means the ability of the public to reach, use the shoreline of coastal waters, commonly for swimming or any other recreational purposes. Section 18 (1) of ICMA states that each municipality, whose area includes coastal public property, must within four years of the commencement of this Act, make a by-law that designates strips of land as coastal access land in order to secure public access to that coastal public property. Mandeni and KwaDukuza are currently finalising their respective plans and which will be sent to the Department of Economic Development, Tourism and Environmental Affairs, once completed.

The overleaf map illustrates the iLembe Coastal access points.



MAP 16: COASTAL ACCESS POINTS

5.1.6 WASTE MANAGEMENT

5.1.6.1 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.

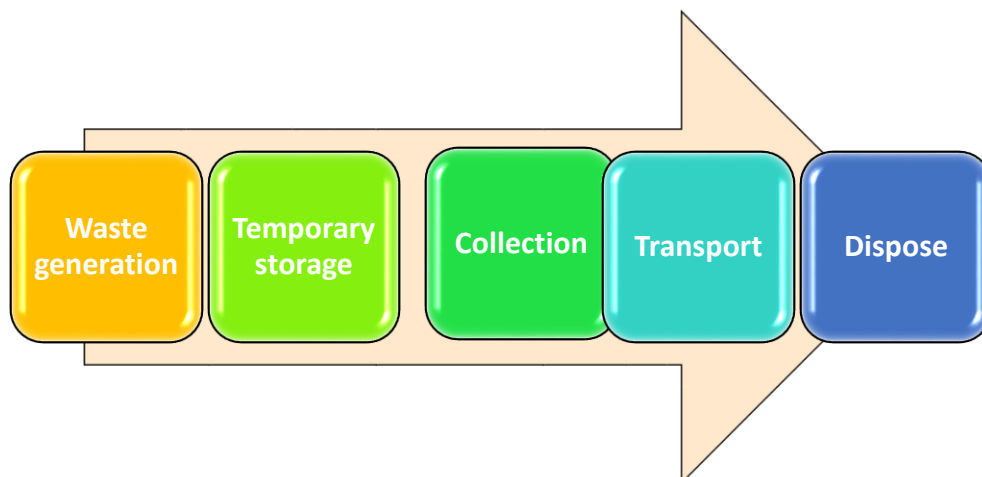


FIGURE 18:WASTE MANAGEMENT SYSTEM

It is the intention of the iLembe District to develop a Public Regional Landfill site, to services all people within the District and the Local Municipality within the iLembe. To date applications have been to different Government Departments, looking for funding. The Municipality is also looking funding internally.

5.1.6.2 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). There are four Local Municipalities under the iLembe District that is Mandeni, Maphumulo, Ndwedwe and KwaDukuza. Some of these Municipalities have developed their own IWMP but have not, including the District Municipality. It is the intention of the iLembe District Municipality to develop its IWMP in the 2018/19 financial.

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.

5.1.6.3 WASTE MANAGEMENT AND RECYCLING

One of the main objectives of the NEM: Waste Act is to reduce the amount of recyclable material such as plastic, cans, paper and glass, going to landfills by 70% in the next decade. To meet this target, households and businesses should come into the part by helping government achieve this objective, stop throwing away rubbish and start implementing the three Rs: Reduce, Reuse and Recycle. Currently South Africa recycles the following:

- a) Steel beverage cans: 69%

- b) Paper: 59%
- c) Glass: About 25%
- d) Plastic: About 17%

Generally, the following material can be recycled:

RECYCLABLE MATERIAL TYPE	AVAILABLE RECYCLABLES	COMMENT
Metal	Cold drink and beers cans, food tins, aluminum foil, paint tins and aerosol cans, steel food and beverage cans.	In Southern Africa more than two billion steel, beverage cans are used every year, according to the National Recycling Forum, and 72% of them are recovered. Those that are collected are taken to steel mills and melted down to make new steel, according to Collect-a-Can, a non-profit used beverage and steel can recovery organization.
Glass	Glass containers such as tomato sauce, jam and mayonnaise bottles, juice bottles and wine bottles, no matter what the colour, can be recycled.	According the Glass Recycling Company, in South Africa only 25% of all non-returnable glass containers produced annually are retrieved for recycling, the rest, about 550 000 tons, end up in our landfill sites.
Paper	There are different grades of paper that you can collect for recycling, such as: high-grade white office paper, Kraft paper, corrugated board, cardboard boxes for packing and food, magazines, Newspapers, scrap paper such as junk mail, envelopes, wine bottle sleeves, pamphlets and telephone directories.	Paper is a renewable resource (because it's made from trees) and most paper can be recycled (thus less trees need to be chopped down and less land and water is needed to grow them).
Plastics	Ice cream and milk containers, fabric softener bottles, plastic bags and even cling-wrap can all be recycled	A total of 562-million PET bottles (plastic bottles) were recovered for recycling in 2007 alone
Electronic waste	E-waste includes computers, cellphones, iPods, iPads and other tablets, gaming consoles, fridges and other household appliances, batteries and fluorescent light bulbs.	E-waste describes discarded appliances that use electricity.
Motor oil	The Rose Foundation collects, stores and recycles used lubricating oil.	Rose stands for Recycling Oil Saves the Environment. Used oil released into environment can contaminate water.
Biodegradable material	Involves compost heap consisting of food scraps (except meat), garden waste and paper that's too dirty to recycle onto it.	Food waste in landfill sites creates methane, a greenhouse gas that is worse than carbon dioxide when it comes to causing global warming.

TABLE 57: TYPE OF RECYCLING

All of the above listed waste type have a potential within the iLembe District. To date, a recycling initiatives is currently happening within the Municipal offices, include offices of the Local Municipalities. Therefore,

once the District IWMP is finalised recycling should be elevated into a District Project, suggesting that the role of Local Economic Development Sections will be critical in guiding such initiatives.

5.1.6.4 WASTE MANAGEMENT PROGRAMMES

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

PROGRAMME	SCOPE	ALLOCATED BUDGET	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 58: WASTE PROGRAMMES

5.1.7 AIR QUALITY MANAGEMENT

It is a legal requirement that the District develop its Air Quality Management Plan, and the District should prioritise the development of such a plan. Another key responsibility is to have District Emission inventory, which is required as a building block for air quality management within the District. Such inventory should include point sources, area sources, and mobile sources.

5.1.8 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
Technological need assessment	Identify a list of technologies for the water (adaptation) and energy (mitigation) sector	January to December 2017
Local Action for Biodiversity (LAB): Wetlands South Africa	Identification of wetlands and management	2015 to 2018
South africa's low emission programme	Identify energy efficeincy opportunities within treatment plants and office buildings	2016 to 2020
Energy Efficiency programme	Implementing the energy efficiency programme within municipal facilities including buildings	2017/2018 financial year
Recycling programme	to promote recycling within the municipal offices	on-going

TABLE 59: PROGRAMMES RESPONDING TO CLIMATE CHANGE

Due to financial challenges, the Municipality has been battling with developing a Climate Change Response Strategy for the District, 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 has been

identified as one 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.

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

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	2020-2021	DAFF, EDTEA, Ilembe District Municipality, DEA

		due to the vegetation that will act as a barrier		
	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 60: PROGRAMMES RESPONDING TO CLIMATE CHANGE

5.1.8 TOWARDS THE GREEN ECONOMY

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

SECTOR	SUBSECTOR	STATUS	COMMENTS
RENEWABLE ENERGY	WIND SOLAR PV Biomass combustion Biofuels Small Hydro GO-GENERATION LANDFILL OCEANIC	Partly the sector is established, looking into a number of established firms, but there are further opportunities to be explored. A biodiesel project has been initiated by the iLembe District and aims to establish a biodiesel processing plant, delivering vehicle-grade diesel from used oil (initially) and ultimately from Moringa seed.	South Africa is one of the fastest growing renewable energy markets in the world. The iLembe has been identified as the Renewable Hub. This programme present various opportunities for the iLembe Community. A Renewable Energy Components Hub focusing on the manufacturing of renewable energy and energy efficiency components and services aligned thereto.
WASTE RECYCLING	PAPER PLASTICS CANS GLASS E-WASTE TYRE METALS	Established private sector component, opportunities in private / public cooperation	<ul style="list-style-type: none"> Facilitate improved access to waste (incentives) Develop understanding of waste streams Green procurement Research opportunities for local beneficiation Consider job creation (EPWP type) in sector
NATURAL RESOURCES	Plant wholesale Plant retail Landscaping Rehabilitation Establishment of nurseries		
OPERATION PHAKISA	Operation Phakisa has been initiated as an integrated programme designed to unlock growth and delivery in the oceans or blue economy as it is famously known. The programme focuses on four areas, which are: <ul style="list-style-type: none"> Oil and Gas Exploration (OG), Marine Transport and Manufacturing (MTM), Aquaculture, and 	The uThukela MPA has been identified to assist the Operation Phakisa within the District.	

	<ul style="list-style-type: none"> Maritime Protection and Governance 		
--	--	--	--

TABLE 61: RENEWABLE ENERGY PROGRAMMES

5.1.9 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 plan is attached below:

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.

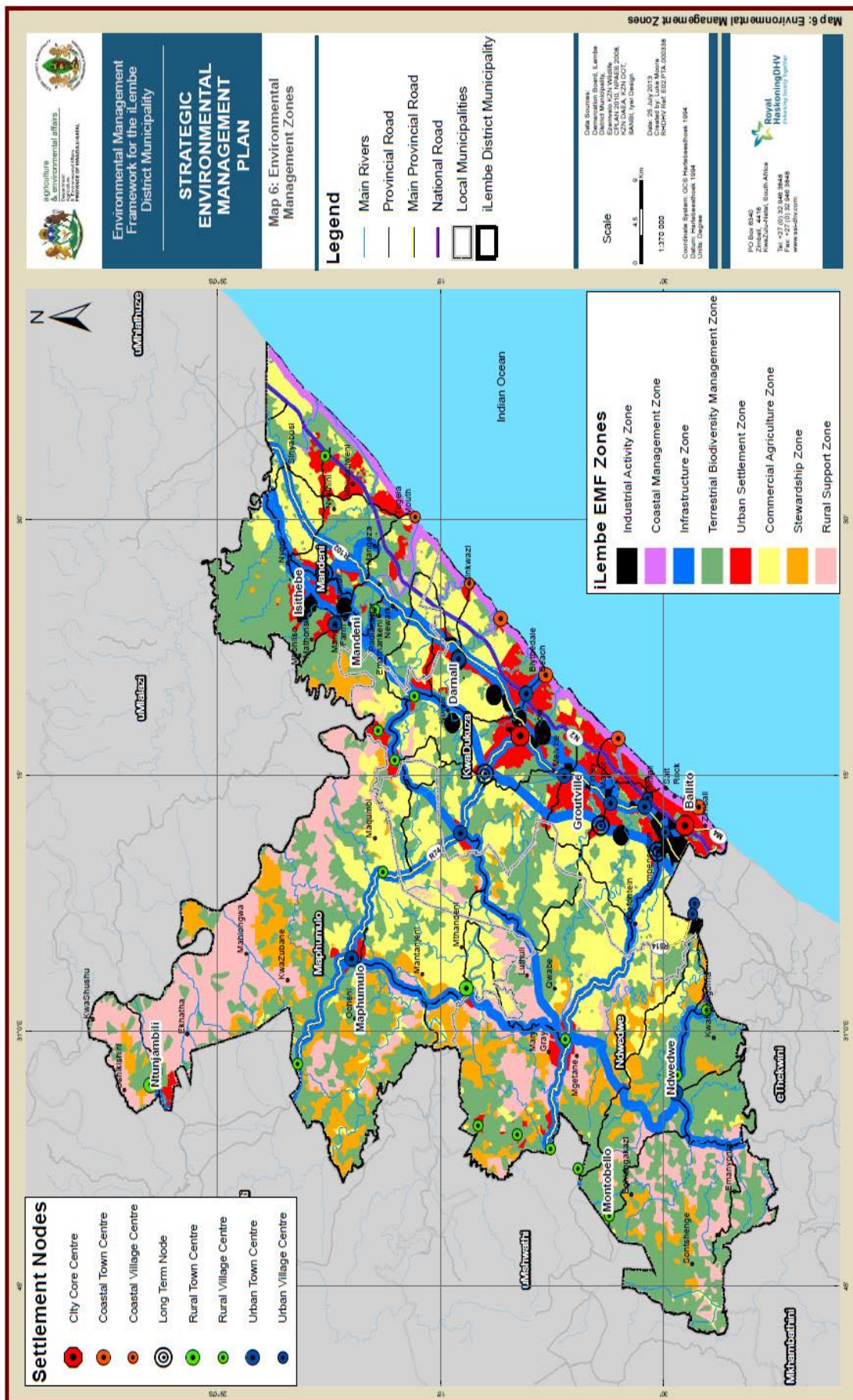
5.1.10 SECTOR PLANS

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.

5.1.10.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The iLembe Environmental Management Framework (EMF) was finalised in 2014 and forwarded to the Department. 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 17: ENVIRONMENTAL MANAGEMENT ZONES

5.1.9 ENVIRONMENTAL PROJECT MATRIX

The following projects will be implemented within the iLembe District.

FOCUS AREA	STRATEGIES	PROJECTS	WARD NO.	BUDGET (R)	DURATION	FUNDING SOURCE
Environmental awareness	Provide capacity building programs to all relevant officials, councillors, and communities	Environmental Education and awareness, Environmental events	District wide	R50000		IDM
Coastal Management Management	community development and sustainability	Working for the Coast (WFTC)	iLembe coastal strip (KDM, Mandeni)	R8.5 Million		DEA
	Management of Coastal Public Property	District-wide Coastal Management Programme	iLembe District	R500 000		DEA
	Management of coastal resources	Blue Flag	Both KwaDukuza and Mandeni	R1. 6m		DEDTEA
Waste Management	Development of the IWMPs	IWMPs	iLembe	TBC		iLembe
Climate change	Wetland management strategy	Local Action for Biodiversity (LAB): Wetlands South Africa	iLembe District wide	TBC	3 years	USAID
	Energy Efficiency strategy	Energy Efficiency programme	iLembe Treatment plants and facilities	6 m	12 months	National Department of Energy
	Technological need assessment	Technological need assessment		50 000 \$	12 months	UNEP
Biodiversity Management	Alien Plants clearance programme	Alien Plants clearance programme	iLembe District wide	TBC	Ongoing	TBC

TABLE 62: PROJECT MATRIX

5.2 STRATEGIC MAPPING

The spatial context of the District presents both challenges and opportunities that exists within the district. In terms of the iLembe package of plans; the iLembe Regional Spatial Development Plan, which was adopted in February 2014, is the overarching framework providing the strategic development direction for iLembe and its family of local municipalities. This plan is underpinned by the Environmental Management Framework, which is a spatial environmental plan that guides decision making. The iLembe Regional Spatial Development Plan is informed by the Provincial Growth and Development Strategy and the iLembe District Spatial Economic Development Strategy. The iLembe Spatial Development Framework, which is a legislative obligation in terms of the Municipal Systems Act, was reviewed and adopted in May 2016 taking into consideration the spatial vision as illustrated the Regional Spatial Development Plan. The iLembe SDF is provided as an Annexure to this document. It is anticipated that the iLembe SDF will be reviewed in next financial year.

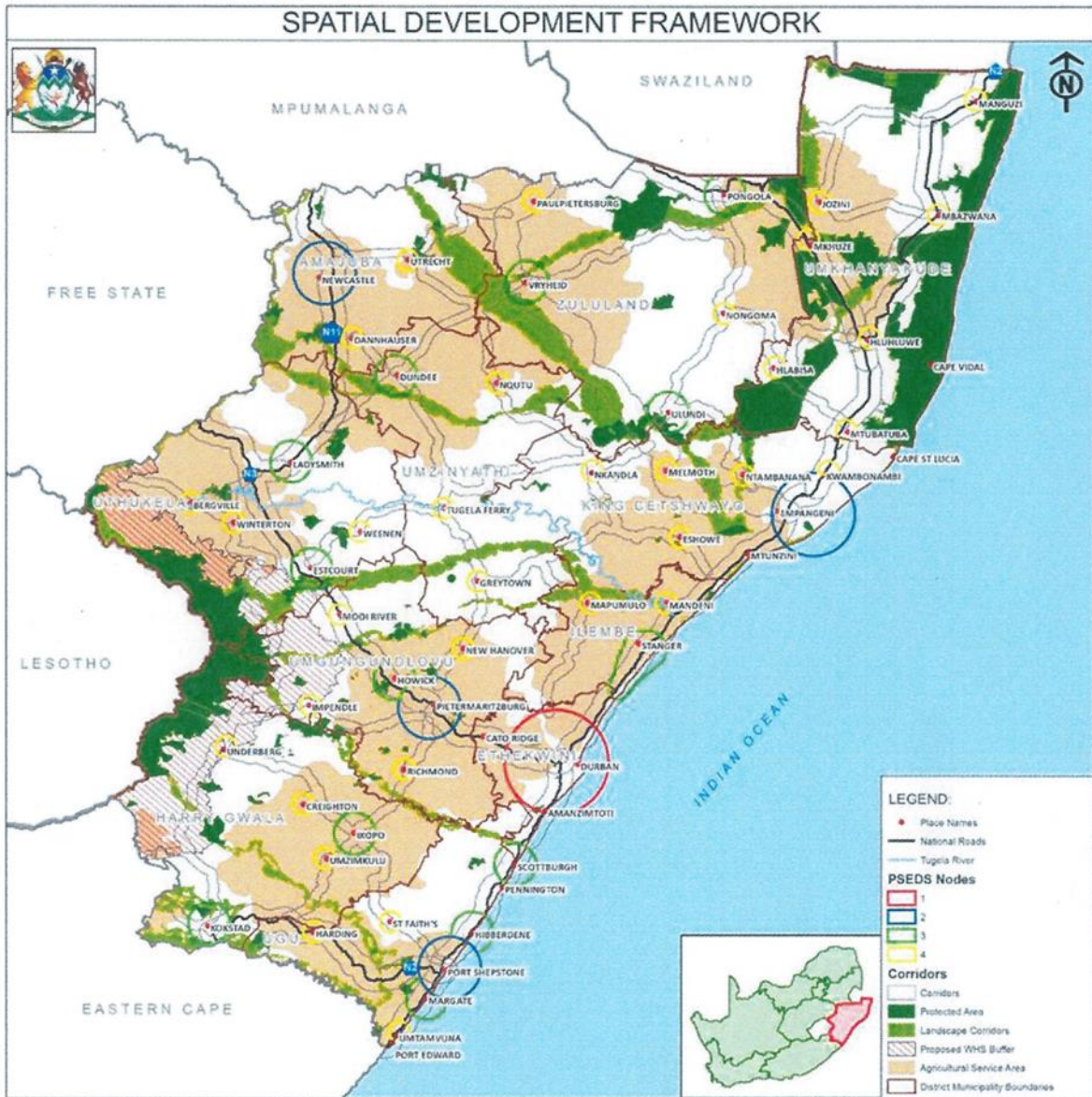
5.2.1 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

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

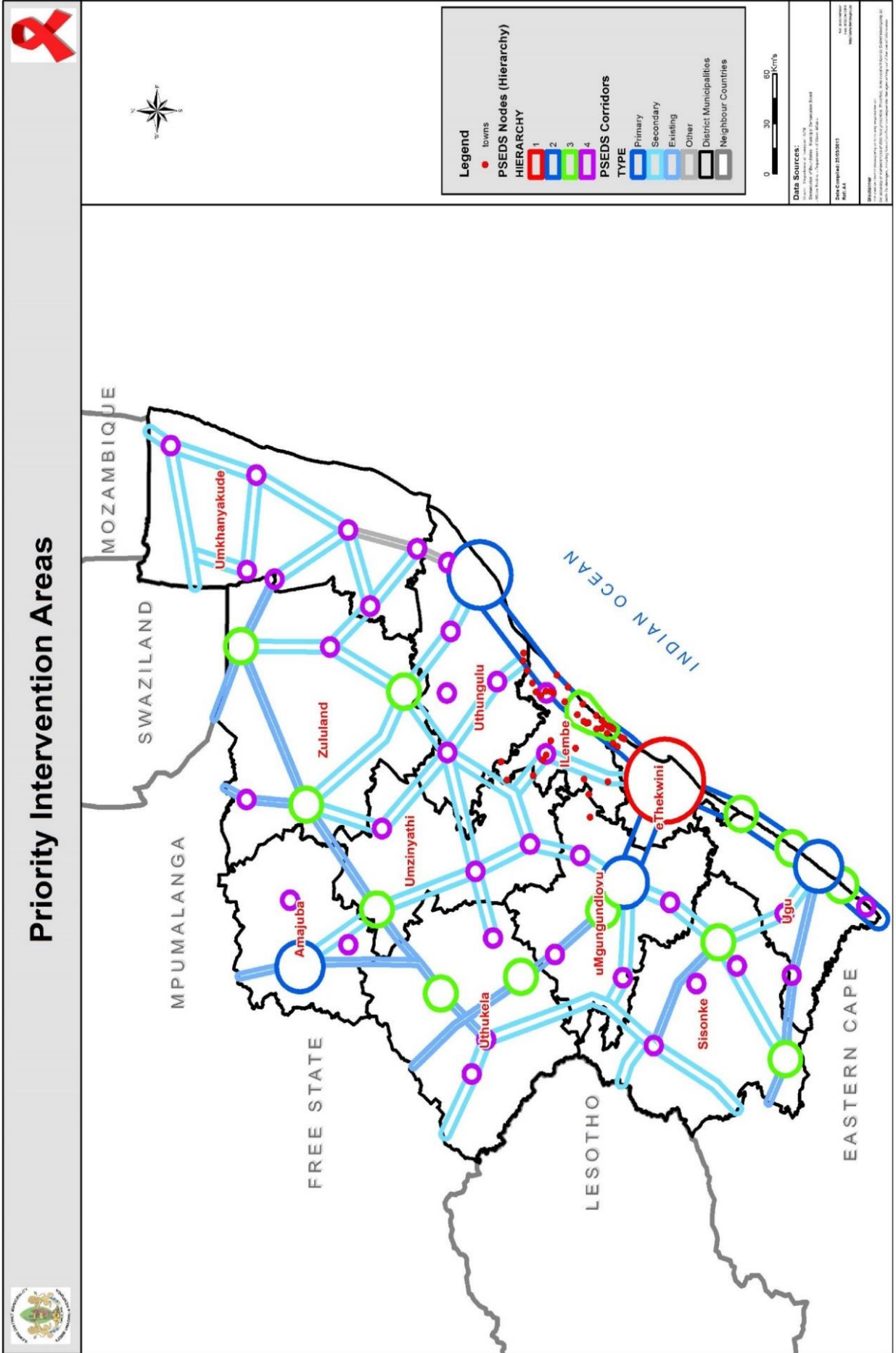
- Be the primary strategy for KZN that drives growth and development in the Province to 2035;
- Mobilize and synchronize strategic plans and investment priorities of all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners towards achieving the desired growth and development goals, objectives and outcomes;
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Develop clearly defined institutional arrangements ensuring decisive leadership, robust management, implementation and on-going reviewing of the growth and development plan.
Provide a firm basis for monitoring, evaluation and reporting, as well as a framework for public accountability.

5.2.2 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.



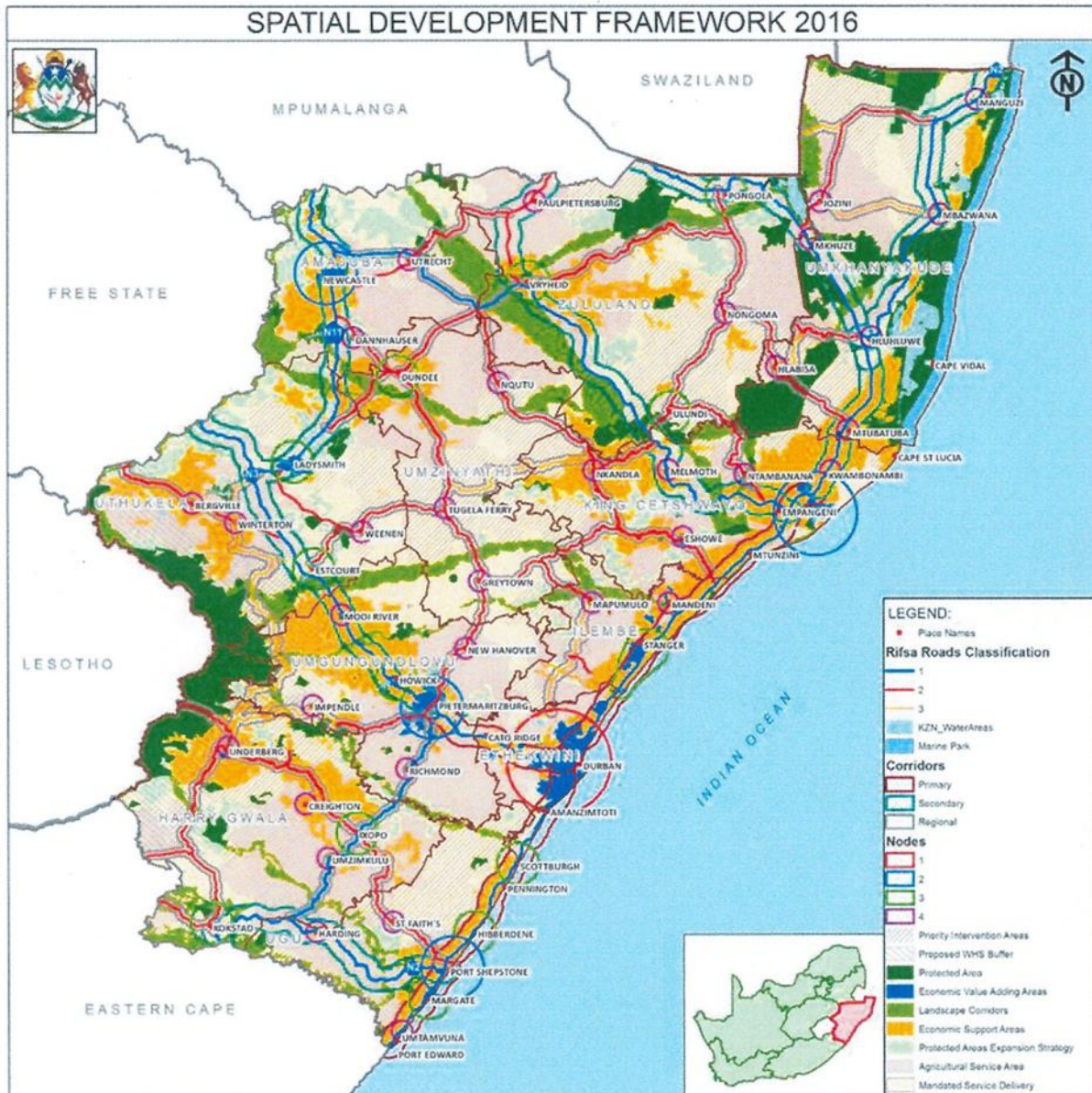
MAP 18: PROVINCIAL SDF



MAP 19: PRIORITY INTERVENTION AREAS

5.2.3 PROVINCIAL SPATIAL 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.



MAP 20:KZN SDF

5.2.4 ILEMBE REGIONAL SPATIAL DEVELOPMENT PLAN (IRSDP)

The iLembe Regional Spatial Development Plan (IRSDP) is the principal planning tool of the municipality for guiding long term development and growth. The IRSDP forms part of a package of

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

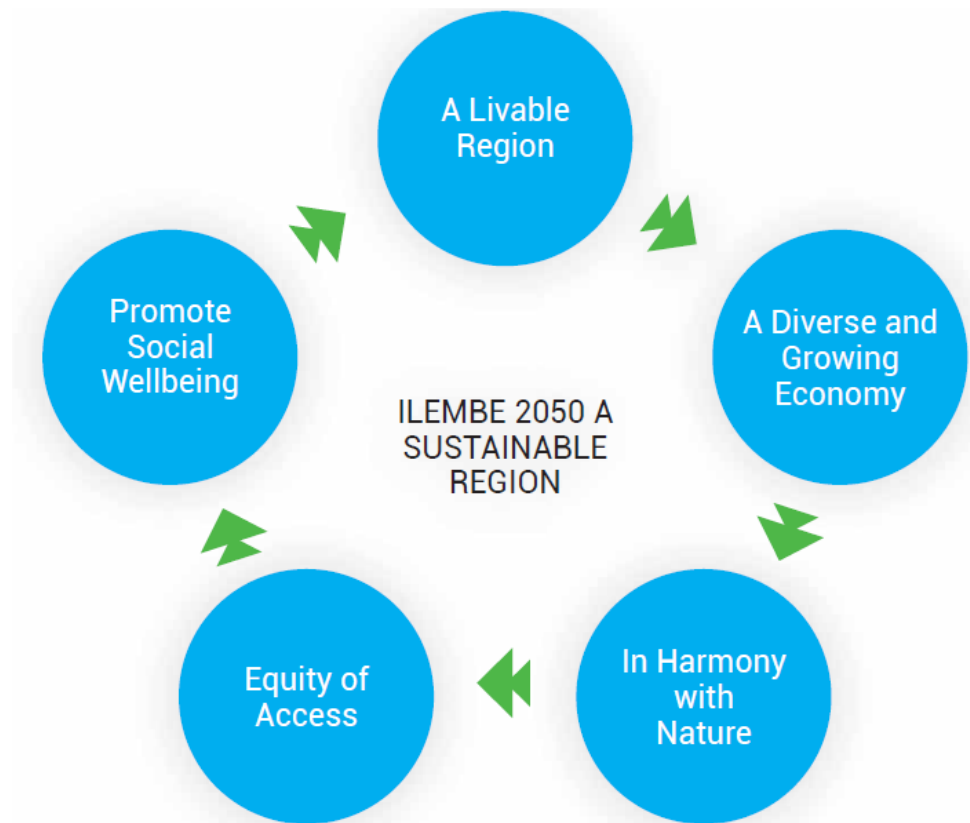


FIGURE 19:5 PILLARS OF THE ILEMBE IRSDP

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

OBJECTIVE	Key Performance Indicators	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
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 employed workforce	94% of workforce employed (formal and informal sector)	6% unemployment
1.4	livable household incomes	95% of households above household subsistence level	Increase proportion of national income for poor
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 kilometer	Target for land under protection
3.2	Management of key threatened and endangered landscapes	100% of endangered and threatened landscapes under management (otherwise referred to as critical biodiversity areas and ecological support areas)	Target for land under protection
3.3	Green development	By 2025, all new development and existing structures are 40% less carbon intensive than 2010 footprints and all will be 70% less carbon intensive by 2050.	Zero emission building standards
3.9	Control of Alien Invasive	Alien plant infestation is reduced by 50% by 2020 and 100% by 2050.	

OBJECTIVE	Key Performance Indicators	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
3.5	Green Jobs and Employment	10 000 new green jobs created by 2030 and 20 000 new green jobs created by 2050	
3.9	Climate Change Risk Assessment	By 2015 all climate change related risks will be identified, with clear mitigation and adaptation plans in place.	
3.5	Recycling and Waste Minimisation	All waste will be recycled and/or biodegradable such that no waste enters landfill sites by 2050.	Reduction in waste to landfill
4: EQUITY OF ACCESS			
4.1	Access to urban infrastructure	100% off households in settlement areas have access to urban infrastructure (grid or off-grid)	90% access to electricity grid, all access to water
4.2	Ease of access to amenities	80% of population within 15 minute walk from range of amenities (permanent or periodic)	Better quality public transport
4.3	Ease of access to work opportunities	100% of the population will be within an average of 30 minutes travel time to places of employment.	People living closer to work
4.4	Promoting global connectivity	Universal access to ICT and broadband within 15 minutes travel	
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 63: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.

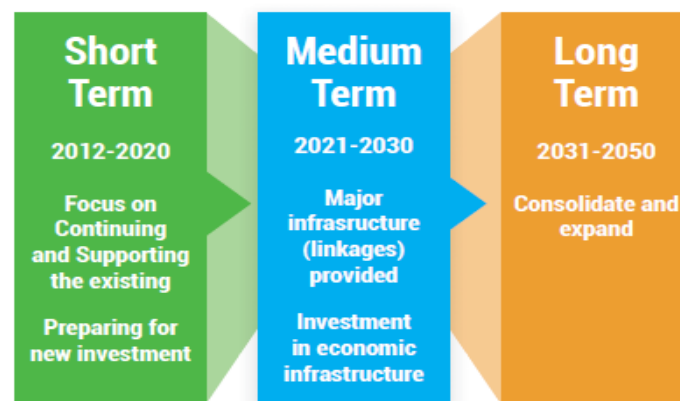


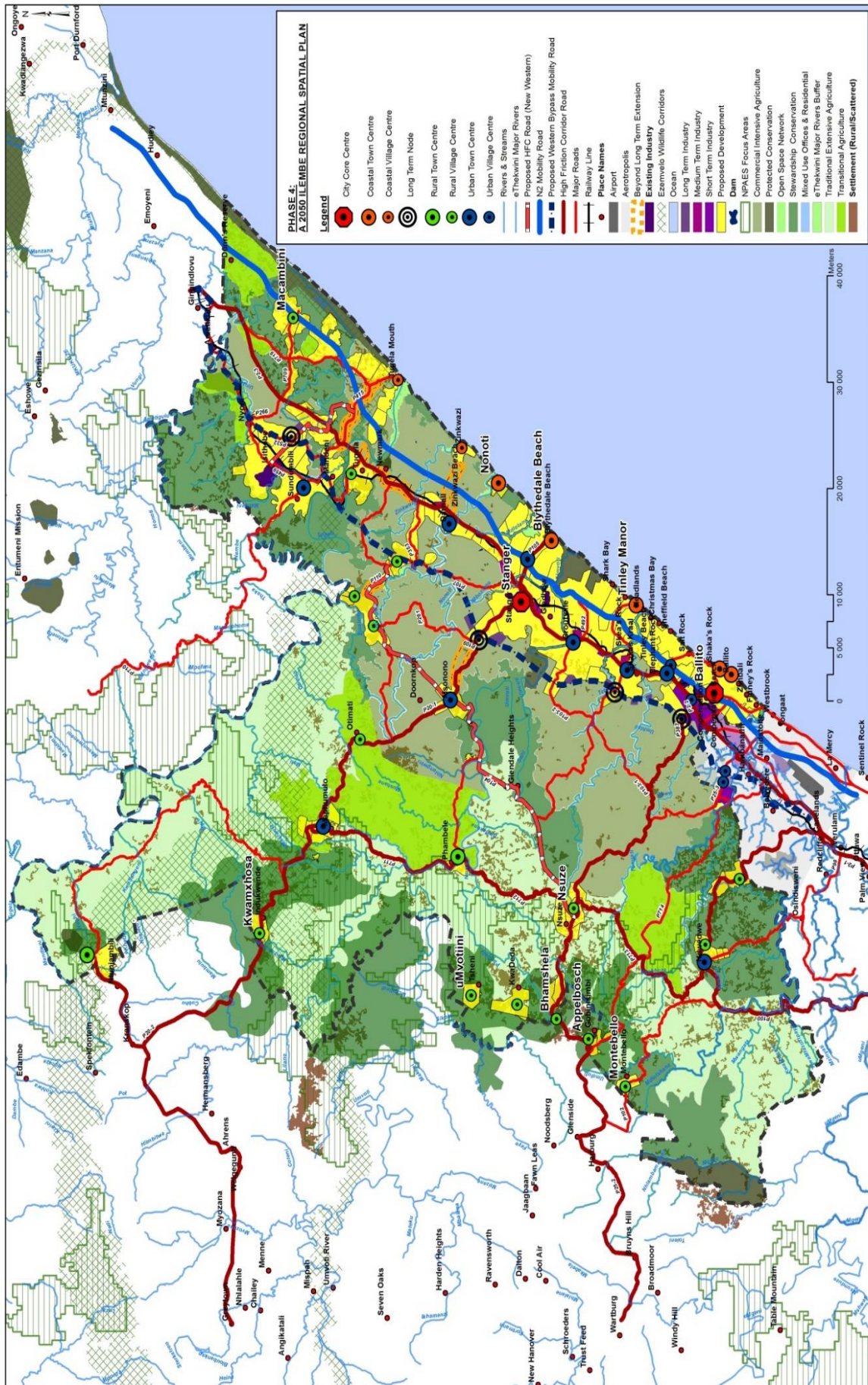
FIGURE 20:IRSDP FOCUS AREAS OVER THE SHORT, MEDIUM, LONG TERM PHASES

URBAN GROWTH BOUNDARY

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

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

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



MAP 21: LONG TERM DEVELOPMENT

5.2.5 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Spatial Development Framework (SDF) is the legislated component of the iLembe’s IDP that prescribes development strategies and policy guidelines. The iLembe Council adopted their reviewed spatial development framework on the 31 May 2016. The SDF serves as the basis upon which the District evaluated all planning applications as well as determines the current and future bulk infrastructure supply. Below are some of the key policy and spatial issues that have been extracted from the iLembe SDG.

5.2.5.1 SPATIAL DEVELOPMENT PRINCIPLES

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

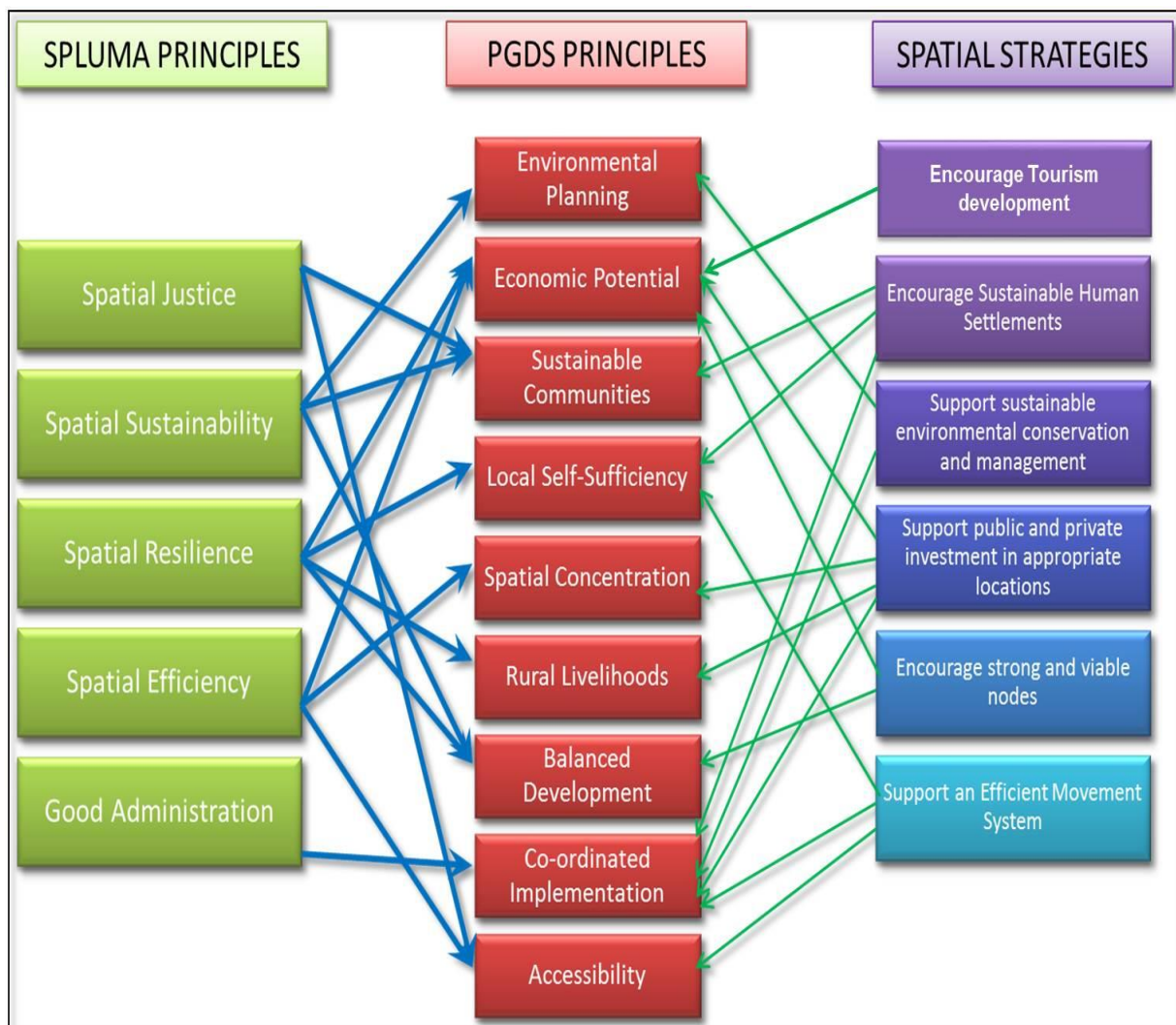


FIGURE 21: SPATIAL STRATEGIES

5.2.5.2 PROPOSED NODES

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

The following terminology for nodal development has been proposed:

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

NODE	DESCRIPTION	IDENTIFIED AREAS
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.	Maphunulo 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.	Umhlati 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 64: TERMINOLOGY FOR NODAL DEVELOPMENT

5.2.5.3 PROPOSED CORRIDORS

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

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

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

TABLE 65:PROPOSED CORRIDORS IN SDF

5.2.5.4 STRATEGIC INVESTMENT AREAS

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

5.2.5.5 URBAN AND DEVELOPMENT EDGES

The District SDF has set in place some basic principles and guidelines for urban edges which will be further developed in the review of the current plan.

Although the district SDF can set in place guidelines for the delineation of urban edges, local municipalities should essentially undertake the process especially in areas currently experiencing development pressure. Local municipalities should firstly identify areas that are experiencing pressure and then identify the development triggers which can be subdivided into the sub categories identified in TABLE 66.

SHORT TERM TRIGGERS – 8 YEARS
<p>THE BASICS</p> <ul style="list-style-type: none"> • Population increase: 210,594 (34% increase from 2010 base) • Housing units required: 55,419 housing units (excluding 2010 backlog) • Industrial land required: 800 hectares
INFRASTRUCTURE TRIGGERS
<ul style="list-style-type: none"> • Major rural linkages • Addressing Bulk Water (North Coast Pipeline)
DEVELOPMENT AREAS
<ul style="list-style-type: none"> • Ballito N2 Area Expansion • Rural Town (re)development, e.g. Ndwedwe, Maphumulo and Bamshela • Driefontein Development Area • Infill of existing laid-out areas including Gledow, Groutville and Coastal Towns • City development strategy (KwaDukuza) • Industrial development areas • Commercial intensive agriculture
INSTITUTIONAL TRIGGERS
<ul style="list-style-type: none"> • District / Enterprise iLembe Adopts 2050 Plan • Re-demarcation Approved (inclusion of ward 4 and 5 of Umzinyathi into Maphumulo)
ECONOMIC TRIGGERS
<ul style="list-style-type: none"> • Agri- hub Development • Co-generation Projects by sugar and timber industries • Compensation Flats Industrial • Major Industry attracted (e.g. motor vehicle manufacturer) • Development of the tourism sector (development along the coast.

TABLE 66: DEVELOPMENT TRIGGERS

SOURCE: IRSDP

Taking into consideration the recommendations made in the Regional Spatial Development Plan, iLembe should essentially comprise of a series of Urban growth Boundaries in order to manage growth over the projected time period. In other words, 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.

The principles embodied in the application of the UGB concept is that:

- “Urban sprawl” and “leap-frogging” of development is to be avoided and resisted
- Growth and development is to be consolidated to achieve appropriate densities and thresholds to support social infrastructure
- For each Phase, no growth is encouraged or permitted beyond each line for each Phase.

- Only once at least 75% (or 80%) of the area contained within an UGB is attained will development be permitted beyond each particular Phase UGB
- Only plans for development submitted and in alignment with the UGB will be supported and encouraged by the municipality
- Any plans submitted for an area beyond the UGB of each particular phase will not be supported and will have to possess a major motivation to justify/rationalise its possible support.
- Any submission for development for an area beyond a particular UGB will need to take responsibility for its own provision of infrastructure, as these areas will not be supplied as a matter of course by the municipality. In this sense the UGB is takes the form of an “Urban Development Line” (as in the case of eThekweni).
- The greater the distance a proposed development is from an UGB, the greater will be the resistance to acquiesce to its support. Consequently, for example, should a development be proposed during the Short-term Phase in an area demarcated within a Long-Term Phase UGB, the greater will be the resistance to support the application. Only if a proposed development can establish that it will not “skew” the provision and maintenance of both engineering and social infrastructure and any budgeting by/for the municipality/District/Province can such a proposal be considered.
- The issue of ensuring that new (“Greenfields”/Infill) should serve to achieve viability (thresholds), **where possible**, at the level of an appropriate Tier level. For example, a Village should achieve the size that can support the appropriate level of Local (first Tier) facilities; while a Town should be of sufficient size to support a two-tier set of facilities. Note that it simply not viable or sustainable to build half a school, half a Library, etc.

COASTAL EDGES

The coastal strip is a dynamic zone with numerous sensitivities that need to be taken into account when developing in this region. The development of coastal set-back lines (no-development area along the coastal edge) in terms the EIA Regulations and the Integrated Coastal Management Act, is essential to the management of this zone.

With careful consideration, set-back lines can assist the management of sensitive environments within the existing built environment, mitigate loss of biodiversity, and prevent or limit damage to infrastructure through coastal erosion processes. New developments must be evaluated in terms of the same sensitivity considerations as those that are used to determine coastal set-backs, or comply with the management guidance provided by defined set-back lines.

The following coastal management principles should be taken into consideration:

- Enhance Value by Protecting and Conserving Natural Systems
- Identify Natural Hazards and Reduce Vulnerability
- Apply Comprehensive Assessments to the Region and Site
- Lower Risk by Exceeding Standards for Siting and Construction
- Adopt Successful Practices from Dynamic Coastal Conditions
- Use Market-Based Incentives to Encourage Appropriate Development
- Address Social and Economic Equity Concerns
- Balance the Public’s Right of Access and Use with Private Property Rights Protect Fragile Water Resources on the Coast
- Commit to Stewardship That Will Sustain Coastal Areas

A. AGRICULTURAL SECTOR

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

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

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

B. TOURISM INVESTMENT AREAS

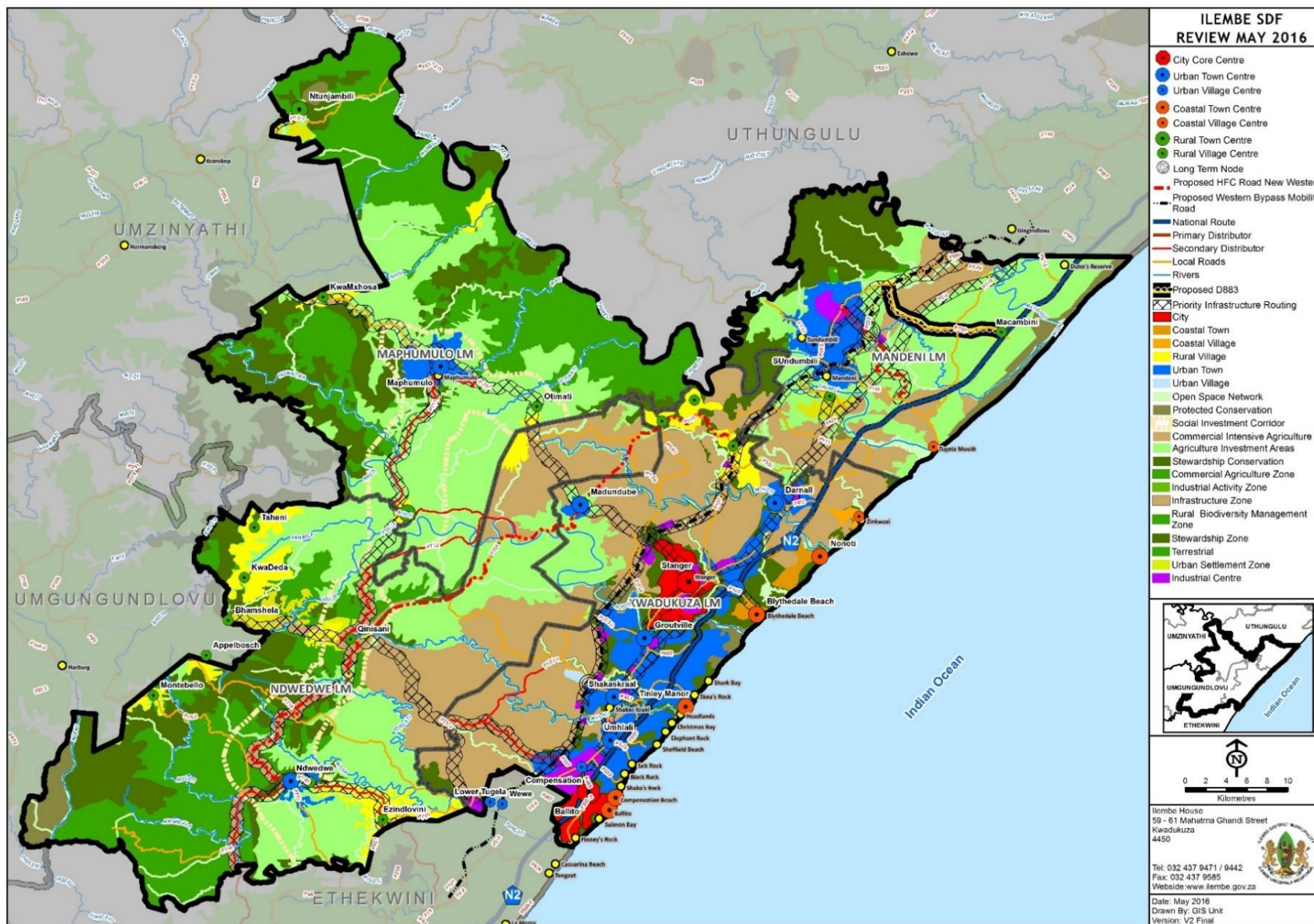
The focus of the municipality is to promote tourism development especially along the nodes and corridor where they would be easily accessible. Therefore, tourism infrastructure and product development should be focused on themed routes and nodes which could include: -

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

C. INDUSTRIAL INVESTMENT AREAS

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

The overleaf Map illustrates the Ilembe SDF 2015/16.



MAP 22: ILEMBE SDF 2015/16

CHAPTER 6

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:

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

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

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

6.1 MONITORING EVALUATION AND SUSTAINABLE ENVIRONMENT

OVERVIEW

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

CHALLENGES

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

Planning and IDP (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.

The following each Department, has a detailed table presenting the summarised five years Implementation Plan for the iLembe District Municipality with committed departmental financial resources.

6.2 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

OVERVIEW

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

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

The 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

ICT

- 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.

DEPARTMENTAL OBJECTIVES

- To establish an efficient and productive administration
- To ensure a sustainable and healthy environment
- To provide and maintain an effective Document Management System
- To ensure effective governance through regular Council meetings
- To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality
- To provide an innovative, effective and efficient Information and Communication Technology service.

6.2.1 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 (2018-2021)		
												2018/19	2019/20	2020/21
MTI 01	To establish an efficient and productive administration	Recruitment	Vacancy rate	14% Vacancy rate	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Reduce vacancy rate to 18%.	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	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	Salaries	Salaries	Salaries	Salaries
		Skills retention	Retaining a professional, skilled, and dedicated workforce	New measure	a) Reviewed skills retention policy b) Develop	Review skills retention policy	Research and develop scarce skills policy	Adopt scarce skills policy	N/A	N/A	Salaries	Salaries	Salaries	Salaries

				scarce skills policy									
		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	R 2 607 284	TBC	TBC
	Wellness programmes	EAP Programmes	4 Annually	20	4	4	4	4	4	Salaries	R134 504	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	Cascading of Individual PMS to Task grade 15	Cascading of Individual PMS to Task grade 12 & 13	Cascading of Individual PMS to Task grade 11 & 10	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	N/A	TBC	R120 000	TBC	TBC
MTI 03	To provide and maintain an effective Document Management System	Records management	Fully implemented electronic records Management System	New measure	100% by year 4	25% electronic	30%	75%	100%	N/A	TBC	TBC	TBC	TBC
MTI 04	To ensure effective governance through regular Council meetings	Coordination of Council Meetings	% of total scheduled meetings of Council that are actually conducted	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries
MTI 05	To provide legal advice and ensure resolution of legal matters against	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	Salaries	Salaries	Salaries	Salaries

	and/or on behalf of the municipality														
MTI 06	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 2021/22	Develop and adopt ICT strategy	Implementation of ICT Strategy	Implementation of ICT Strategy	Implementation of ICT Strategy	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	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	Salaries	Salaries	Salaries	Salaries
			Fully Effective and efficient telephone management system implemented	New measure	Fully effective and efficient telephone management system implemented	Commencement of procurement processes	Implementation of the telephone management system	Implementation of the telephone management system	Implementation of the telephone management system	Implementation of the telephone management system	Fully effective and efficient telephone management	Salaries	R500 000	TBC	TBC

									system implemented					
			Fully functional Biometrix System	New measure	Development, Installation and implementation of biometrix system	Consultation with stakeholders	Development, Installation and configuration of system	Implementation of biometrix system	Implementation of biometrix system	Implementation of biometrix system	TBC	TBC	TBC	TBC

TABLE 67: INSTITUTIONAL TRANSFORMATION AND ORGANISATION IMPLEMENTATION PLAN

6.3 SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

OVERVIEW

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

The 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 to the drought condition that is prevalent in the area. The planning of a dam on uMvoti is being addressed by Water Affairs. The UThukela River is the only river that seems viable as a Regional Bulk Water Source to serve KwaDukuza and Mandeni Municipalities but it is also constrained by upstream abstractions that limit the amount of water that can be used by the DM.
- **Skills Migration** – Most of the skilled people from the region move to work in urban areas, live in the area with less skilled professional.
- Drought

Capital Projects

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

Operations and Maintenance

- Cable theft and Vandalism in general
- Difficult topography
- Lack of community awareness
- Absence of power supply mostly in rural areas
- Funding
- Mechanical and electrical maintenance/repairs

- Telemetry system
- Unavailability of an effective reporting tool
- Customer services

DEPARTMENTAL OBJECTIVES

- To ensure access to potable water for domestic consumption and support local economic development
- To ensure access to basic sanitation for domestic purposes and support local economic development
- Monitor Siza Water concession contract
- Create job opportunities through Infrastructure Project

6.3.1 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 (2018-2021)		
												2018/19	2019/20	2020/21
BS01	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%	17%	15%	TBC	R463 908 696	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 Waste water reports	24	8	8	8	8	Salaries	Salaries	Salaries	
		Water Conservation and Demand Management	% unaccounted water (Real Losses)	Real Water Losses 31% (Main leaks, service connection leaks, and Reservoir overflows)	27,5%	29,50%	29%	28,5%	28%	27,5%	TBC	R10 434 783	TBC	TBC
		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	49 KM since 2011/12	50km	3km	5km	10km	15km	17km	TBC	TBC	TBC	TBC

			infrastructur e											
		Development of Asset Management Plan - Underground Assets	Approved Asset Management Plan - Underground Assets	New Measure	By 2018/19	Preparati on of asset manage ment plan	N/A	Approval of the Asset Manage ment Plan - Undergrou nd 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	Developi ng TOR. Procure ment of service provider	Develop and Adopt O&M plan	N/A	N/A	N/A	TBC	TBC	TBC	Salaries
BS02	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	R146 217 391	TBC	TBC
BS03	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	Salarie s	Salarie s	Salaries
BS04	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 68: BASIC SERVICE DELIVERY IMPLEMENTATION PLAN

INFRASTRUCTURE PROJECT SUMMARY					
Project Name	Area	Funder	2018/2019 Budget	2019/2020 Budget	2020/2021 Budget
Lower Thukela Bulk Water Supply Scheme	KwaDukuza	RBIG	R 75 446 000	R 0	R 0
Ngcebo/KwaDukuza Water Supply Scheme	Maphumulo	MIG	R 7 885 000	R 2 000 000	R 5 000 000
Ozwathini / Phambela Water Supply (Nondabula Emergency Water Project)	Maphumulo	MIG	R 13 418 000	R 10 500 000	R 2 500 000
Macambini Water Supply Scheme	Mandeni	MIG	R 34 000 000	R 35 000 000	R 29 568 000
Balcome/KwaSizabantu Water Supply Scheme	Maphumulo	MIG	R 2 700 000	R 0	R 0
Ntunjambili Bulk Water Supply Scheme	Maphumulo	MIG	R 3 000 000	R 5 000 000	R 10 000 000
Ndulinde Water Supply Scheme	Mandeni	MIG	R 13 000 000	R 8 500 000	R 10 950 000
Swayimane, Msilili, Ndaka and Hoqweni Community Water Supply Scheme (Wosiyane)	Ndwedwe	MIG	R 5 000 000	R 10 000 000	R 10 000 000
Groutville D: Chris Hani, Lloyds, Ntshaweni, Etsheni & Njekane Sanitation Phase 2	KwaDukuza	MIG	R 33 000 000	R 42 096 000	R 22 200 000
Inyoni Bulk Sewer	Mandeni	MIG	R 1 000 000	R 0	R 0
Inyoni Bulk Water	Mandeni	MIG	R 1 000 000	R 0	R 0
Mdlebeni Housing Bulk Sewer	KwaDukuza	MIG	R 1 000 000	R 3 000 000	R 5 000 000
Driefontein Housing Bulk Sewer	KwaDukuza	MIG	R 2 000 000	R 5 000 000	R 10 000 000
Southern Regional Bulk Water and Sanitation Scheme	KwaDukuza	MIG	R 27 500 000	R 33 500 000	R 21 700 000
Sundumbili WWTW Upgrade	Mandeni	MIG	R 3 000 000	R 5 000 000	R 10 000 000
Darnal WWTW Upgrade and Reticulation	KwaDukuza	MIG	R 3 000 000	R 8 000 000	R 10 000 000
KwaDukuza Regional Wastewater Works	KwaDukuza	MIG	R 3 000 000	R 5 000 000	R 20 000 000
VIP Sanitation Program	District Wide	MIG	R 30 000 000	R 15 000 000	R 27 000 000
Mandafarm Waterborne Sewer	Mandeni	MIG	R 5 000 000	R 5 000 000	R 10 000 000
Schools Sanitation	District Wide	MIG	R 0	R 0	R 0
PMU Top Slice	PMU	MIG	R 0	R 0	R 0
Water Conservation/Water Demand Management	District Wide	WSIG	R 12 000 000	R 12 000 000	R 15 000 000
Masibambisane Water Supply Refurbishment	Maphumulo	WSIG	R 8 500 000	R 20 000 000	R 30 000 000
Old Infrastructure Replacement/Upgrade	District Wide	WSIG	R 80 000 000	R 75 105 000	R 67 996 000
RRAMS	District Wide	RRMS	R 2 271 000	R 2 405 000	R 2 544 000
EPWP	District Wide	EPWP	R 1 731 000	R 0	R 0
Maphumulo Waterborne Sewer	Maphumulo		R 0	R 0	R 0
TOTAL INCLUDING VAT			R 368 451 000	R 302 106 000	R 319 458 000

TABLE 69: CAPITAL PROJECTS

6.4 LOCAL ECONOMIC DEVELOPMENT

OVERVIEW

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

DEPARTMENTAL OBJECTIVES

- To improve co-ordination of LED in the District
- To upscale Agriculture development in the district
- To capitalize on tourism potential of the District
- To increase Manufacturing output within the district.
- To ensure job creation
- To create an ICT platform available to everyone
- To facilitate co-ordinated planning and development

6.4.1 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 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 (2018-2021)		
												2018/19	2019/20	2020/21
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	National Schools Nutrition Programme	% of produce procured from local iLembe farms	2015/16 - 42% of produce was procured from local iLembe farms	NSNP - 100% produce from local farmers.	60%	70%	80%	90%	100%	TBC	R11 631 102	TBC	TBC

	Open Fields Farms.	No. of small scale farmers introduced and supported by the entity	20	100	20	20	20	20	20	TBC	R1 000 000	TBC	TB C
	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 projects to be handed over	3 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	1 new market secured	1 new market secured	Salaries	Salaries	Salaries	Salaries

LED03	To capitalize on tourism potential of the District	Community Tourism Organisations (CTOs)	Facilitate the establishment of Functional CTOs	New measure	Established 2 CTOs by 2019/20 (KDM and Mandeni LM)	Consultation with LMs	1 CTO established	1 CTO established	N/A	N/A	Salaries	R1 950 000	TBC	TBC
		Tourism initiatives	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	Salaries	Salaries	Salaries	Salaries
		Tourism, Marketing and promotion	No of tourism, marketing and promotion activities	5	25 activities	5	5	5	5	5	Salaries	Salaries	Salaries	Salaries
LED04	To increase Manufacturing output 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	N/A	N/A	Salaries	Salaries	Salaries	Salaries
		Investment promotion strategy	Develop and Adopt investment	New measure	Develop and Adopt Investment	Develop the strategy	Implementation of the Investment	Implementation of the strategy	Implementation of the strategy	Implementation of the	Salaries	Salaries	Salaries	Salaries

			promoti on strategy		promoti on strategy by 2018/19		promoti on strategy			strateg y				
		The Investor Prospectus	Investor Prospectus Reviewed	Last reviewed in 2016	5	1	1	1	1	1	TBC	R60 000	TBC	TBC
		Compile the Bi-annual Business Confidence Index	Business Confidence Index	New measure	Bi-annually (10)	2	2	2	2	2	TBC	R55 000	TBC	TBC
LED05	To ensure job creation	Facilitate training for co-operatives and SMMES	No. of trained co-operatives.	36	100 Co-operatives	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	R3 980 000	TBC	TBC
		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	Fully functional business incubator	N/A	TBC	TBC	TBC	TBC

								Incubator						
		To encourage local businesses to take advantage of government programmes (Black Industrialist, Employment Tax incentives, etc)	Number of engagement sessions with local businesses	New measure	5 (1 per annum)	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries
		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	R500 000	Salaries	Salaries
LED06	To create an ICT platform available to everyone	Broadband project	Implementation of Broadband Project	Finalised business plan for Broadband Phase 2 for funding in June 2016.	Implemented by 2022	Source funding for phase 1	source funding and roll-out of broadband project	source funding and roll-out of broadband project	source funding and roll-out of broadband project	source funding and roll-out of broadband project	Salaries	Salaries	Salaries	Salaries

LED07	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	Adoption of the reviewed District Growth and Development Plan	N/A	N/A	N/A	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	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

		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	Adoption of the IWMP by Council	Implementation of the plan	Implementation of the plan	TBC	Salaries	TBC	TBC
--	--	----------------------------------	--------------	-------------	-------------------------	--	--	---------------------------------	----------------------------	----------------------------	-----	----------	-----	-----

TABLE 70: LED IMPLEMENTATION PLAN

6.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

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

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

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

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

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

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

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

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

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

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

- Expenditure Management and
- Assets Management

CHALLENGES

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

Budget and Compliance Monitoring

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

Expenditure Management

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

Supply Chain Management

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

Revenue Management

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

Asset Management

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

DEPARTMENTAL OBJECTIVES

The following are the strategic objectives of the finance department:

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

6.5.1 IMPLEMENTATION PLAN

5-Year 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 (2018-2021)		
												2018/19	2019/20	2020/21
FV01	To ensure sound revenue management	Monitoring of revenue collection Installation of smart meters	a) % collection rate b) % conversion to smart meters c) % Reduction 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) 75%	a) 90% b) N/A c) 100%	a) 95% b) N/A c) 100%	TBC	a)Salarie s b) c)	a)Salarie s	a)Salari es

		Maintain clean data by enforcing strict controls over DRS masterfile (Consumer Database) amendments	% accuracy in billing	New Measure	100% accuracy in billing	80%	90%	100%	100%	100%	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	Cashflow management	number of days cash on hand	30 days cash on hand in June 2016	90 days	30 Days	60 Days	90 Days	90 Days	90 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)100% b)100 days	a)100% b) 90 days	a) 100 % b) 90 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	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)	Salaries	Salaries	Salaries	Salaries

TABLE 71: FINANCE VIABILITY & MANAGEMENT IMPLEMENTATION PLAN

6.6 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

DEPARTMENTAL OBJECTIVES

- To strengthen partnership with various stakeholders through communicating municipal business
- To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
- To ensure prevention and mitigation against disasters
- To improve the quality of life within the district
- To preserve our History and heritage
- Compliance and good Governance
- To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations.
- To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.

To improve the quality of life within the district

- To improve the quality of life within the district To ensure effective Organisational Performance Management
- To ensure that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa
- Play the role of environmental health services as result of the devolution of this service from Provincial to Local Government in 2014.
- Installation of the Pollution detection tool at Haysom Road close to Disaster Management Building
- Constantly update Council (reports to the portfolio committee) on the issues of Environmental Health within the District
- Constant monitoring of water quality and reporting abnormalities timeously.

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.
- Inadequate knowledge of peace office status
- Lack of Air Quality Management Plan

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

6.6.1 IMPLEMENTATION PLAN

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

6.6.1 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 (2018-2021)		
												2018 /19	2019 /20	2020 /21
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 of a 5 year Communication Strategy to be adopted	Review communication strategy	Review communication strategy	Review communication strategy	Review communication strategy	TBC	R2 379 004	TBC	TBC
		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				

		Municipal Newsletters	No. of Newsletters produced.	New measure	a) 10 external newsletters b) 20 Internal newsletters	a) 2 b) 4	a) 4 b)6	a) 2 b)4	a) 2 b)4	a) 2 b)4				
		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 implementation of the media engagement strategy	Review and implementation of the media engagement strategy	Review and implementation of the media engagement strategy	Review and implementation of the media engagement strategy				
		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	R500 000	TBC	TBC
GP02	To promote accountability and deepen democracy through capacity	Conduct a Citizen Satisfaction Survey	Number of Citizen Satisfaction Surveys conducted	Citizen Satisfaction Survey conducted in 2013/2014 financial years.	Conduct 2 x Citizen Satisfaction Surveys	Conduct the Citizen Satisfaction Survey		Conduct the Citizen Satisfaction Survey	N/A	N/A	TBC	TBC	TBC	TBC

	ng the community to participate and support municipal business.	Community Outreach Programmes	No. of Community Outreach Programmes	New measure	10 Community Outreach programmes held	2	N/A	2	2	2	Salaries	Salaries	Salaries	Salaries
GP03	To ensure prevention and mitigation against disasters	Review of Disaster Risk Management Plan	Review and adopt Risk Reduction Plan (Disaster Risk Management Plans) for IDM	The Draft Disaster Management Plan is in place	Disaster Management Plan reviewed and adopted annually.	N/A	Review and adopt the Disaster Management Plan	Review and adopt the Disaster Management Plan	Review and adopt the Disaster Management Plan	Review and adopt the Disaster Management Plan	TBC	R378 242	TBC	TBC
		Timeous response to all reported incidents within 48 hours	% of incidents/disasters responded to within 48 hours of being reported to the IDM	100% of response to all incidents that are reported in local municipalities	100 % response to all reported incidents within the expected turnaround time of 48 hours.	100 % response to all reported incidents within 48 hours.	80% response to all reported incidents within 48 hours.	100 % response to all reported incidents within 48 hours.	100 % response to all reported incidents within 48 hours.	100 % response to all reported incidents within 48 hours.	TBC	R221 604	TBC	TBC
		Develop and implement the Volunteer Framework	Number of Units Of Volunteers established in Local Municipalities	New measure	4 Units Of Disaster Management Volunteers established per Local Municipality	N/A	N/A	1 Unit Of Volunteers Developed	1 Unit Of Volunteers Developed	1 Unit Of Volunteers Developed	Salaries	Salaries	Salaries	Salaries

		Disaster Management Community Awareness Campaigns	Number of Community Awareness campaigns	146 Disaster Management Awareness Campaigns	125 Community Awareness campaigns	20	24	25	28	30	Salaries	R136 167	TBC	TBC
		Disaster Management Capacity Building Programmes	Number of capacity building programmes conducted	60 Capacity Building Programmes held during the past 5 year term	87 Capacity Building Programme conducted	12	14	17	20	24	Salaries	R50 433	TBC	TBC
		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 fire fighting Unit by 2021	N/A	N/A	N/A	Established fire fighting Unit	N/A	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 implementation	Review and implementation	TBC	R580 000	TBC	TBC
		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

		Operation Sukuma Sakhe	No. Of District Task Teams meetings	New measure	12 meetings per year.	-	12	12	12	12	TBC	R60 000	TBC	TBC
GP05	To preserve our History and heritage	Heritage events	No. of heritage events	Number of heritage celebrations :21	45	9	5	9	9	9	TBC	R480 392	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	R56 000	TBC	TBC
GP07	To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations	Internal audit plan	Approval of the audit plan	New measure	Audit plan approved by 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 approved by 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	Salaries	Salaries	Salaries	Salaries
		Capacitate the internal audit unit	Procurement of IT system	New measure	Procurement of IT system by year 2	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	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	1	1	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	1	1	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 implementation	Implementation	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	8	8	TBC	R2080000	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	Implement the youth development strategy	Implement the youth development strategy	TBC	R700000	TBC	TBC
GP010	To ensure effective Performance Management	Performance Management Framework	Reviewed Performance Management Framework	Last reviewed June 2016	5 Reviewed Performance Management Framework	1	1	1	1	1	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

GP011	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	TBC	150 000	TBC	TBC	
		Municipal Health services	% of all applications received and processed within 14 working days	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	Salaries	Salaries	Salaries	Salaries
			Number of health education awareness campaign held	48	250	50	50	50	50	50	50	TBC	100 000	TBC	TBC
			Number of vector control sites serviced	300	1500	300	300	300	300	300	300	TBC	100 000	TBC	TBC
			% of reported notifiable diseases investigated	New measure	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries

TABLE 72: GOOD GOVERNANCE IMPLEMENTATION PLAN

CHAPTER 7

FINANCIAL PLAN

This chapter provides an overview of the municipal budget.

7.1 OVERVIEW OF MUNICIPAL BUDGET

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

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

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

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

7.1.1 THREE YEAR MUNICIPAL BUDGET

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

	<i>Operating Budget (R)</i>	<i>Capital Budget (R)</i>
<i>Annual Budget 2018/2019</i>	720 092 000	364 303 000
<i>Indicative Budget 2019/20</i>	757 480 000	324 868 000
<i>Indicative Budget 2020/2021</i>	825 655 000	380 345 000

TABLE 73: MUNICIPAL BUDGET MTEF

7.1.2 OPERATING REVENUE & EXPENDITURE FRAMEWORK

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

A summary of the 2018/2019 budget as follows:

	<i>Operating Budget (R)</i>	<i>Capital Budget (R)</i>
<i>Original Budget 2017/2018</i>	641 946 793	354 720 173
<i>Adjusted Budget 2017/2018</i>	653 000 000	337 303 000
<i>Original Budget 2018/2019</i>	720 092 000	364 303 000

TABLE 74: SUMMARY OF BUDGET 2017/2018

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

<i>Department</i>	<i>Original Budget 2017/2018</i>	<i>Adjusted Budget 2017/2018</i>	<i>Original Budget 2018/2019</i>	<i>Indicative Budget 2019/2020</i>	<i>Indicative Budget 2020/2021</i>
TOTAL INCOME	645 833 000	654 459 000	722 943 000	773 081 000	865 282 000
<i>Corporate Services Directorate</i>	78 875 000	85 017 000	80 737 000	89 648 000	98 760 000
<i>Budget and Treasury Office</i>	56 145 000	133 966 000	146 878 000	158 203 000	167 618 000
<i>Accounting Officer's Office</i>	15 026 000	14 335 000	17 001 000	18 232 000	19 555 000
<i>LED and Planning</i>	44 967 000	50 746 000	62 826 000	61 546 000	65 084 000
<i>Technical Services Directorate</i>	387 153 000	323 862 000	335 761 000	347 870 000	387 205 000
<i>Community Services and Council General(Executive and Council)</i>	59 781 000	45 074 000	76 888 000	81 981 000	87 433 000
TOTAL EXPENDITURE	641 947 000	653 000 000	720 092 000	757 480 000	825 655 000

TABLE 75: SUMMARY OF DEPT. INCOME & EXPENDITURE

Operations and Maintenance Costs of **municipal fixed assets** amounts to R 50.1 million (2018/19 Original budget).

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

<i>Category</i>	Original Budget 2017/2018	Adjusted Budget 2017/2018	Original Budget 2018/2019	Indicative Budget 2019/2020	Indicative Budget 2020/2021
<i>Income</i>	645 833 000	654 459 000	722 943 000	773 081 000	865 282 000
<i>Expenditure</i>	641 947 000	653 000 000	720 092 000	757 480 000	825 655 000
<i>Employee Related Costs</i>	204 889 000	204 276 000	238 042 000	245 146 000	276 179 000
<i>Remuneration of Councillors</i>	11 809 000	9 516 000	9 952 000	10 546 000	11 175 000
<i>Debt Impairment</i>	44 232 000	44 232 000	21 826 000	23 899 000	26 169 000
<i>Depreciation & Asset Impairment</i>	76 970 000	77 281 000	82 285 000	89 948 000	98 372 000
<i>Finance Charges</i>	10 906 000	9 462 000	9 928 000	9 396 000	5 458 000
<i>Bulk Purchases</i>	84 466 000	80 500 000	99 546 000	114 477 000	127 642 000
<i>Repairs and Maintenance</i>	54 377 000	51 925 000	50 153 000	53 966 000	56 935 000
<i>Contracted Services</i>	42 160 000	60 429 000	76 532 000	85 013 000	93 558 000
<i>Transfers & Grants</i>	15 789 000	31 579 000	26 087 000	13 043 000	23 688 000
<i>Other Expenditure</i>	96 347 000	83 800 000	105 742 000	101 046 000	106 688 000

TABLE 76: 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 32%. The collection rate for the water and sanitation services income still requires a lot of improvement to ensure the achievement of the service delivery targets. The iLembe District Municipality is implementing its credit control and debt management policy to ensure that this is achieved and that all outstanding debts are collected. The collection of these outstanding debtors is a priority of the District Municipality and is receiving the most urgent attention. The Municipality has initiated the following interventions to address revenue collection challenges, namely data cleansing exercise, changing faulty meters, restriction and/or disconnection of services where applicable, the rand for rand incentive scheme and intelligent meter installation project. These interventions address the challenges around the billing system including the accuracy thereof as well as the use of arrears from the past to encourage and reward payment of the current account.

7.1.3 REVENUE GENERATION

7.1.3.1 DATA CLEANSING

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

In the 2012/13 financial year a 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.

7.1.3.2 TRAIN STAFF ON REVENUE RELATED POLICIES

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

7.1.3.3 BILLING

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

The current challenges that affect billing integrity are:

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

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

7.1.3.4 COLLECTION RATE

Table 77 below illustrates the payment ratio as based on total billings for the year and total receipts for the year. Though the Credit Control and Debt Collection Policy are being implemented, a plateau has been reached in terms of monthly receipts as we are receiving on average about R8.88 million a month.

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

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

7.1.3.5 DEBTORS BOOK

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

The municipality is also in communication with National and Provincial Treasury in regards to various Government Departments debts. We are disconnecting water supply however this poses as a challenge as some are used by the public and lack of water raises high criticism. National and Provincial Treasury have requested invoices and age analysis of Government Departments in arrears especially sewer accounts in order to assist with debt collection. This process is 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.

7.1.3.6 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	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2016/18
Billing	122 097 108	131 386 366	120 968 288	159 188 062	80 785 739	75 271 848	66 590 049
Receipts	81 675 087	89,085,271	90 628 409	88 002 160	45 232 458	-52 936 353	51 322 149
Payment Ratio	67%	68%	75%	55%	56%	70%	77%

TABLE 77: DEBTORS PAYMENT RATIO

ITEM	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2016/18
Value of current Outstanding Debtors	169 331 979	212 092 026	189 692 027	200 977 705	204 376 287	231 177 615	274 022 485
Value of Debtors aged <30 days	11 698 180	9 080 294	16 724 128	11 629 632	8 247 308	9 504 122	9 667 505
Value of Debtors aged 30-60 days	6 807 099	11 782 474	17 925 200	7 359 694	9 954 976	8 526 260	15 485 754
Value of Debtors aged 60-90 days	6 888 772	12 243 749	6 805 065	6 135 623	5 169 927	5 857 728	12 034 918
Value of Debtors aged 90-120 days	5 682 003	4 796 127	4 559 526	6 890 533	8 695 064	7 094 103	10 480 307
Value of Debtors aged >120 days	38 255 923	174 788 830	143 678 109	156 504 460	158 635 75	191 608 323	243 811 135

TABLE 78: SUMMARY OF DEBTORS BY AGE & VALUE

7.1.4 SCM - LOGISTICS MANAGEMENT

7.1.4.1 STORES MANAGEMENT

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

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

7.1.5 ASSETS MANAGEMENT

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

The following functions are performed:

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

7.1.6 SUMMARY OF AG REPORT AND RESPONSES

The strategic objective of the Ilembe District Municipality was to achieve clean audit by 2015 as announced by the Minister of COGTA and the Auditor General. This objective was achieved in 2015 and maintained for 2016. In 2017 financial years the municipality got an unqualified Audit opinion.

2016/2017 AUDIT OUTCOME

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

- Material impairment – Trade Debtors
- Materials Water Losses
- Unauthorised Expenditure

2015/2016 AUDIT OUTCOME

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

- Material debt impairment losses
- Materials Water Losses

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. 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.

2014/2015 AUDIT OUTCOME

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

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

7.1.7 CAPITAL INVESTMENT FRAMEWORK (CIF)

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.

CHAPTER 8

SECTORAL ALIGNMENT

8.1 SECTOR DEPARTMENTS 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.

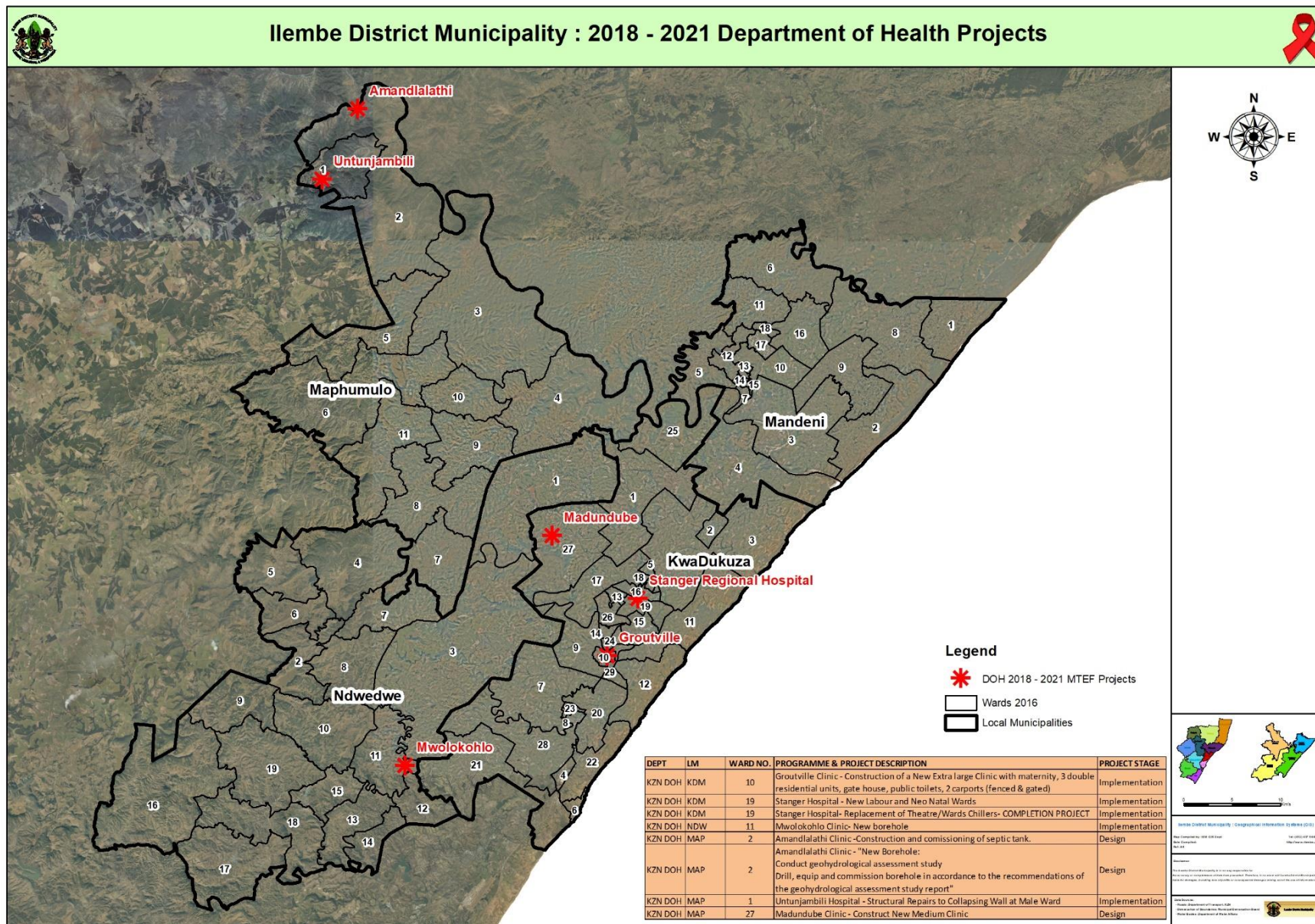
The District has the responsibility to play a coordinating role in the delivery of government's programmes and projects. In an effort to achieve this, the District has held several Sector alignment meetings bi-annually to coordinate these sector plans. The engagements with the stakeholders, through the central facilitation and coordination of KZN COGTA, took place on 9 November 2017. 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 not successful, due to non-attendance and participation of the majority of provincial departments. The meeting could not reach its intended objectives since attendance and participation by the provincial sector departments was not satisfactory. The iLembe will continue to engage with the provincial departments including SOE's in order to strengthen Intergovernmental Relations.

The following MTEFs have been incorporated into the iLembe District Municipality Capital Investment Framework (CIF) over the next 3 years.

8.1.1 DEPARTMENT OF HEALTH

2018/19 - 2020/21 MULTI-YEAR CAPITAL BUDGET - DETAILED PROJECT LIST PER WARD						
MUNICIPALITY	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	BUDGET YR 2	BUDGET YR 2	BUDGET YR 2
				2018/19	2019/2020	2020/2021
	10	Groutville Clinic - Construction of a New Extra-large Clinic with maternity, 3 double residential units, gate house, public toilets, 2 carports (fenced & gated)	Implementation	41000 000	23815000	2200 000
	19	Stanger Hospital - New Labour and Neo Natal Wards	Implementation	14000 000	300 000	-
	19	Stanger Hospital- Replacement of Theatre/Wards Chillers- COMPLETION PROJECT	Implementation	360 000		
NDWEDWE	11	Mwolokohlo Clinic- New borehole	Implementation	559 000	-	-
MAPHUMULO	1	Amandlalathi Clinic - Construction and commissioning of septic tank.	Design	604 000	-	-
	1	Amandlalathi Clinic - "New Borehole: Conduct geohydrological assessment study Drill, equip and commission borehole in accordance to the recommendations of the geohydrological assessment study report"	Design	583 000	-	-
	1	Untunjambili Hospital - Structural Repairs to Collapsing Wall at Male Ward	Implementation	139	-	-
	27	Madundube Clinic - Construct New Medium Clinic	Design	-	500 000	-

TABLE 79: HEALTH MTEF

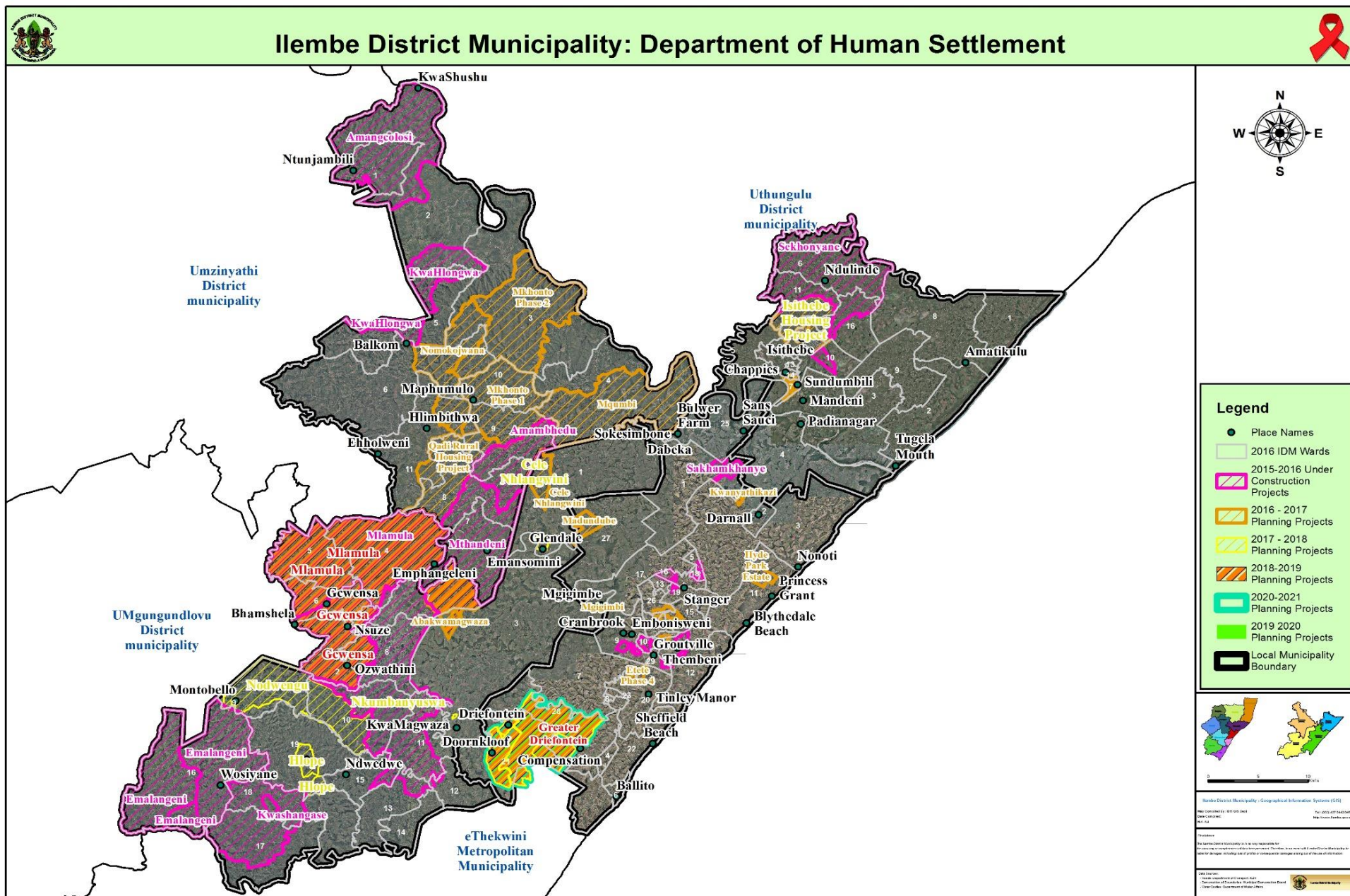


MAP 23: DEPT OF HEALTH

8.1.2 DEPARTMENT OF HUMAN SETTLEMENT

MUNICIPALITY	PROJECT NAME	WARD NO.	TOTAL YIELD	PROJECT TYPE	2018/2019 BUDGET ALLOCATION
KWADUKUZA	Greater Driefontein Ph 2 & 3	21	10 000	IRDP	R 10 000 000
NDWEDWE	Qwabe/Waterfall	3	602	Rural	R 700 000
	Gcwensa Phase 2	2,6	616	Rural	R 1 800 000
	Mlamula Phase 2	2, 4, 5 & 6	1 083	Rural	R 2 900 000

TABLE 80: HUMAN SETTLEMENT MTEF 2018/19



MAP 24: DEPT OF HUMAN SETTLEMENTS

8.1.3 DEPARTMENT OF EDUCATION

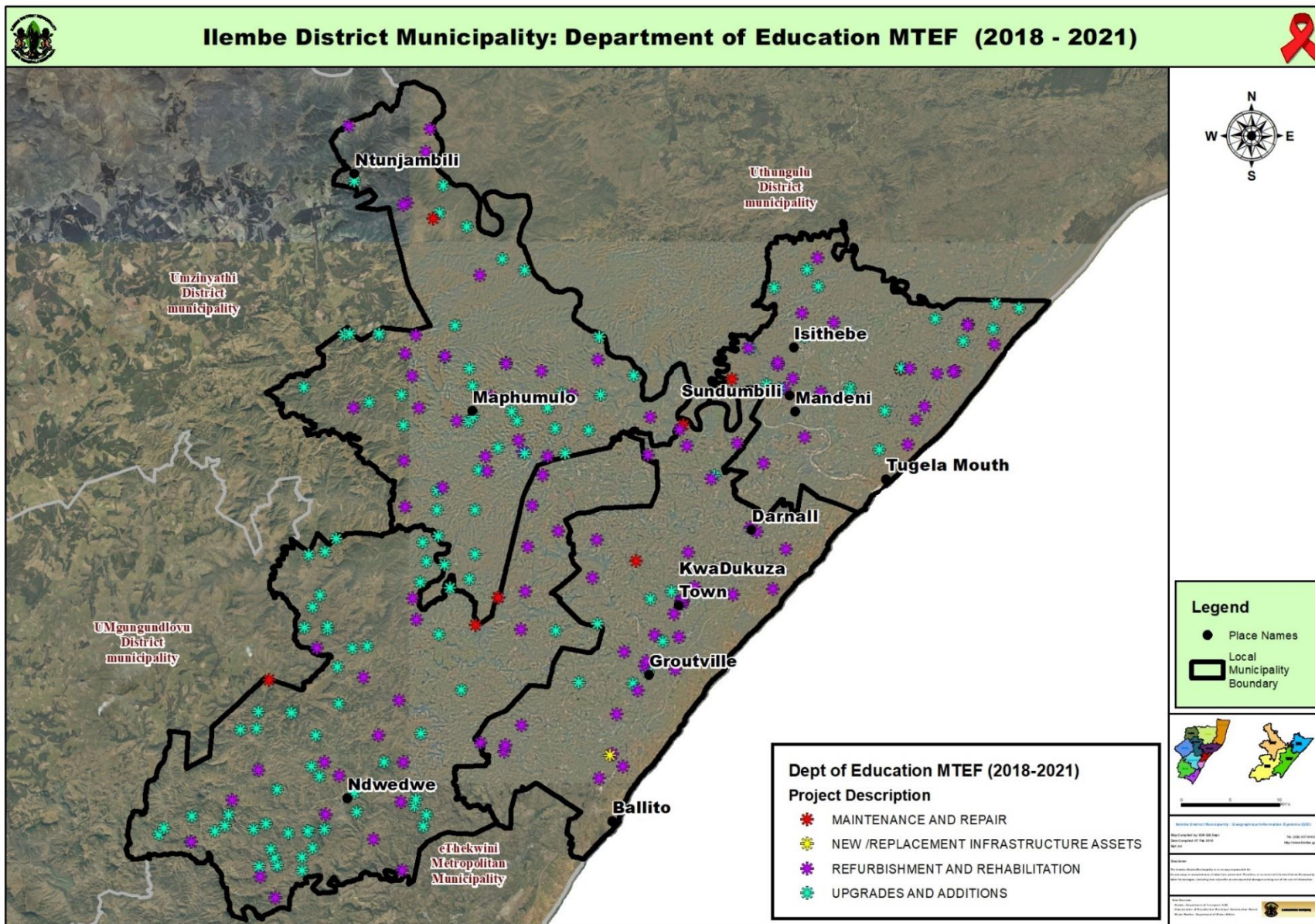
2018/19 - 2020/21 MULTI-YEAR CAPITAL BUDGET - DETAILED PROJECT LIST PER WARD					
PROJECT NAME	PROJECT STAGE	IMPLEMENTER	BUDGET YR 2	BUDGET YR 3	BUDGET YR 4
			2018/19	2019/2020	2020/2021
ZUBANE PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R508,000	R0,000	0,000
WOSIYANE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
WATERFALL COMBINED SCHOOL	UPGRADES AND ADDITIONS	DoPW	R315,977	R0,000	0,000
UNYAZI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R205,000	770,000
UMSUNDUZE SENIOR PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R0,000	R0,000	368,000
UKUZAMAKWETHU SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	dbsa	R0,000	R123,000	51,500
UBUHLEBESIZWE JUNIOR SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R80,000	0,000
UBUHLEBEPHUPHO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R81,000	R0,000	0,000
SOTOBÉ SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R117,316	R0,000	0,000
SONTSHENGE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
SIYAPHUMULA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	Independent Development Trust	R163,800	R0,000	0,000
SITHELOSETHU PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R80,000	0,000
SISEBENZILE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 225,000	445,000
SIQONDOKUHLE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
SIPHIWE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
SINENHLANHLA SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R0,000	R123,000	51,500
SIMUNYE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R400,000	215,000
SAKHUMUZI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R78,000	R0,000	0,000
QHUBAKAHLE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
QALINDLELA JUNIOR PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R179,000	R0,000	0,000
QALAKAHLE HIGH SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R400,000	215,000

PHAMBELA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
PARUKABAD PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R343,000	R0,000	0,000
OZWATHINI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R80,000	0,000
NTENDENI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R78,000	R0,000	0,000
NTATHAKUSA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
NTABAKAKHATHAZA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R80,000	0,000
NSONONO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R343,000	R0,000	0,000
NQAKATHELA SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R0,000	R523,000	125,000
NOVIMBA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	R0,000	R0,000	2805,940
NOODSBERG PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	R0,000	R5 243,000	12647,880
NONDABULA PRIMARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	R237,000	R0,000	0,000
NOMBIKA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R35,000	313,000
NHLANGAKAZI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
NDODEMBI PRIMARY SCHOOLS	REFURBISHMENT AND REHABILITATION	DoPW	R78,000	R0,000	0,000
NDABENHLE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R400,000	215,000
MSHIYANE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R75,000	419,000
MQEDI SENIOR PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 000,000	0,000
MLAMULANKUNZI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R400,000	215,000
MEPHO PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
MCATHU PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R0,000	R0,000	75,000
MAYELESWENI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R400,000	215,000
MASIMDUMISE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	R0,000	R973,000	215,000
MASHIZA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
MANZINI SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R560,324	R0,000	0,000
MANQONDO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R0,000	R0,000	400,000

MANGONGO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R78,000	R0,000	0,000
MANABA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R55,000	408,000
MAHLUBE SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R343,000	R0,000	0,000
MAGUDWINI J SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R470,000	R0,000	0,000
MABAYANA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R65,000	338,000
M L SULTAN KRANTZKLOOF PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R76,000	R0,000	0,000
M I PARUK PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
LIHLITHEMBA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	Independent Development Trust	R3 259,000	R427,000	0,000
KWASIMAMANE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 000,000	0,000
KWASHANGASE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R2 000,000	0,000
KWANOKUSHO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R75,000	R0,000	0,000
KWANGOZA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	R0,000	R0,000	5524,660
KHANYISA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R70,000	328,000
ITSHELENCWADI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R50,000	128,000
ISNEMBE SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R0,000	R123,000	51,220
ISIGUDU JUNIOR PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 474,000	128,000
ISIFISOSETHU SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	Independent Development Trust	R11 046,090	R1 586,000	0,000
ISAVIYO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R174,000	R0,000	0,000
INYANGANYE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 474,000	123,000
IGUGULAMANYONI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R400,000	215,000
HLALAKAHLE PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R75,000	R0,000	0,000
GOGOVUMA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 000,000	123,000
GLENDALE PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R0,000	R123,000	51,240
GEM PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 474,000	123,000

GCINIMFUNDO SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R160,000	R0,000	0,000
GASELA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 474,000	120,000
EZINDLOVINI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R120,000	320,000
EMKHAMBENI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R3 000,000	2068,000
EMBUYENI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R1 222,000	120,000
EMANYONINI SENIOR PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R143,000	R0,000	0,000
EMAKHULUSENI SENIOR PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R88,000	295,000
EMAKHASINI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R75,000	R0,000	0,000
DUMANE COMM SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R4 526,000	215,000
DULINI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	Coega Development Corporation	R583,000	R0,000	0,000
DALIBO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	R153,000	R0,000	0,000
CHIEF NGONYAMA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R50,000	323,000
BHIDAKONA PRIMARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	R3 456,718	R326,000	0,000
A M MOOLA SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	R0,000	R250,000	120,000

TABLE 81: DEPT. OF EDUCATION

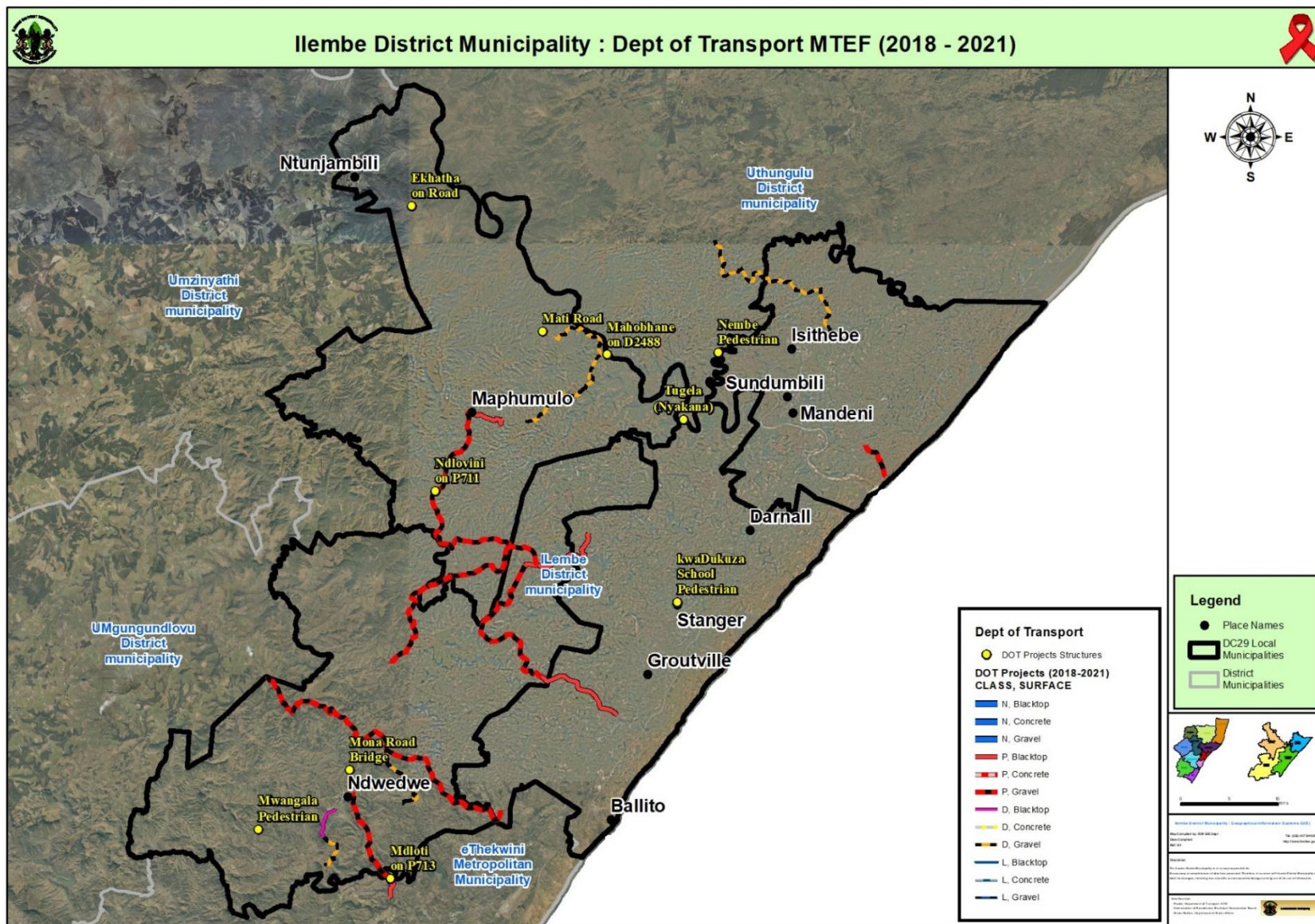


MAP 25: DEPT. OF EDUCATION2

8.1.4 DEPARTMENT OF TRANSPORT

2018/19 - 2020/21 MULTI-YEAR CAPITAL BUDGET - DETAILED PROJECT LIST PER WARD					
AREA	PROJECT NAME	PROJECT STAGE	BUDGET YR 2	BUDGET YR 3	BUDGET YR 4
			2018/19	2019/2020	2020/2021
Mandeni	D883	Road Upgrade		R 11 400 000	R 11 400 000
Ndwedwe	D1514	Road Upgrade			
Ndwedwe	P713	Road Upgrade			
Maphumulo	D1533	Road Upgrade			
Ndwedwe	P104	Road Upgrade		R 11 430 000	R 11 430 000
Ndwedwe	P711	Road Upgrade		R 22 800 000	R 22 800 000
Maphumulo	P712	Road Upgrade	R 18 395 453	R 22 800 000	R 22 800 000
Ndwedwe	P714	Road Upgrade	R 42 653 945	R 22 800 000	R 22 800 000
Ndwedwe	D865	Road Upgrade			
Maphumulo / uMlalazi	MABHOBHANE RIVER BRIDGE	Vehicular Bridge			
Ndwedwe	3425 L1960 MONA RIVER BRIDGE	Vehicular Bridge			
Ndwedwe	3601 - Mdloti River Bridge on Main Road P713	Vehicular Bridge			
Maphumulo	3621-Mati Road Bridge	Vehicular Bridge		R 5 700 000	
KwaDukuza	Kwadukuza Pedesrtiane Bridge	Pedestrian Bridge		R 2 280 000	
Mandeni / uMlalazi	Nembe Pedestrian Bridge	Pedestrian Bridge		R 2 280 000	
Ndwedwe	Mwangala River Bridge	Pedestrian Bridge		R 2 280 000	
Maphumulo	3542- Ndlovini Road Bridge	Vehicular Bridge			R 5 700 000
Maphumulo	3658- Ekhatha Road Bridge	Vehicular Bridge			R 5 700 000
uMlalazi / KwaDukuza	Construction of Tugela River Bridge No. 3252	Vehicular Bridge		R 5 700 000	

TABLE 82: DEPT. OF TRANSPORT



Map 26: DEPT. OF TRANSPORT

8.1.5 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

2018/19 - 2020/21 MULTI-YEAR CAPITAL BUDGET - DETAILED PROJECT LIST PER WARD					
MUNICIPAL REGION	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	BUDGET YR 2	BUDGET YR 3	BUDGET YR 4
			2018/19	2019/20	2021/2021
iLembe District	Appointment of contractor for the construction of Mthandeni Extension Irrigation	Contractual Obligation		1 841 759,17	
iLembe District	Appointment of contractor for the construction of REID Irrigation Projects- Dedabuse	Commence 2017/2018		1 530 000,00	
iLembe District	Appointment of Service Provider for the Design & feasibility PSP Vukuzenzele Co-op Irrigation (Jikijela - Vukuzakhe)	Commence 2017/2018		1 750 000,00	
iLembe District	Appointment of contractor for the construction of Vukuzenzele Co-op Irrigation (Jikijela -Vukuzakhe)	NEW		1 000 000,00	
iLembe District	Appointment of Service Provider for the Design & feasibility Tulele Irrigation Schemes	NEW		1 000 000,00	
iLembe District	Appointment of contractor for the construction of Tulele Irrigation	NEW		50 000,00	
iLembe District	Appointment of Service Provider for the Design & feasibility Makhuliseni Irrigation Schemes	NEW		1 000 000,00	
iLembe District	Appointment of contractor for the construction of Makhuliseni Irrigation	NEW		50 000,00	
iLembe District	Appointment of Service Provider for the Design & feasibility Esnothweni Nursery Irrigation	NEW		250 000,00	
iLembe District	Appointment of contractor for the construction of Esnothweni Nursery Irrigation	NEW		50 000,00	
iLembe District	Appointment of contractor for the construction of Re advert Ilembe & Umgungundlovu Livestock Diptanks Southern Region	Contractual Obligation		311 075,39	

iLembe District	Appointment of contractor for the construction of Ugu & Ilembe Boreholes - Readvertisement	Contractual Obligation		42 057,54	
iLembe District	Appointment of contractor for the construction of Ugu & Ilembe Earth Dams- Readvertisement	Commence 2017/2018		300 000,00	
iLembe District	Appointment of Service provider for design and feasibility of Tulele Farm Agri Hub	New		100 000,00	
iLembe District	Appointment of Service provider for construction Tulele Farm Agri Hub Tunnels Agri Hub	New		50 000,00	
iLembe District	Appointment of contractor for the construction of Ilembe, Ugu, Harry Gwala FPSU - Prof fees	Contractual Obligation		20 000,00	
iLembe District	Appointment of contractor for the construction of Manchester FPSU	New		2 500 000,00	
iLembe District	Appointment of Service Provider for the Design & feasibility PSP FPSU:KwaDukuza sub FPSU	New		300 000,00	
iLembe District	Appointment of Service Provider for the construction FPSU: KwaDukuza sub FPSU	New		500 000,00	
iLembe District	Supply and delivery of fertilizers and chemicals for Mandeni Secondary Coop based for Manchester Farm FPSU	PLANNING		R520 000	
iLembe District	Supply and delivery of seeds and seedlings for Mandeni Secondary Coop under Manchester FPSU	PLANNING		R380 000	
iLembe District	Supply and delivery of tractor and implements and for Mandeni Secondary Coop under Manchester FPSU	PLANNING		R1200 000	
iLembe District	Supply and delivery of storage containers Mandeni Secondary Cooperative	PLANNING		R 900 000	

iLembe District	Supply equipments and containers for Mambulu FPSU	PLANNING		R 835 460	
iLembe District	Tractor and implements for Indwedwe Markerts FPSU	PLANNING		R1 000 000	
iLembe District	Supply for Esinothweni Nursery chemicals and fertilisers for Esinothweni Nursery	PLANNING		R 299 000	
iLembe District	Supply for Esinothweni Nursery inputs seeds and seedlings	PLANNING		R200 000	
iLembe District	Supply and Delivery material and implements for Esinothwei Nursery	PLANNING		R 300 000	
iLembe District	Qhubekela Phambili Secondary implements/equipment for Qhubekela Phambili Secondary	PLANNING		R501 000	
iLembe District	Number of existing Agricultural enterprises supported in the 44 priority districts				
iLembe District	Supply and delivery of inputs, equipment, training , construction and maintenance of KwaNgcolosi Red Meat	IMPLEMENTATION		R1000 000	
iLembe District	Supply and Delivery of Art and Craft Materai and equipment for Siyethemba Esihlushweni Women Organisation	PLANNING		R100 000	
iLembe District	Supply and Delivery of Art and Craft Materail and equipment for Zilungile Multipurpose	PLANNING		R100 000	
iLembe District	Supply and Delivery of Art and Craft Materail and equipment for Isineke Multipurpose	PLANNING		R100 000	
iLembe District	Supply and Delivery of Art and Craft Materail and equipment for Ndima Primary Coopreative	PLANNING		R100 000	
iLembe District	RID/REID SKILLS DEVELOPMENT & TRAINING (NARYSEC/SOYD STIPEND)	N/A		1 009 420,00	

iLembe District	RID/REID SKILLS DEVELOPMENT & TRAINING (TOP UP ALLOWANCE)	N/A		1 082 680,00	
iLembe District	RID/REID SKILLS DEVELOPMENT & TRAINING(NARYSEC/SOYD SUBSISTANCE & TRAVEL)	N/A		51 500,00	
iLembe District	RID/REID SKILLS DEVELOPMENT & TRAINING(NARYSEC/SOYD SUBSISTANCE & TRAVEL)	N/A		17 000,00	
iLembe District	NARYSEC/SOYD TRAINING Leadership Training (Thaba Nchu and Uniforms)	N/A		100 000,00	
iLembe District	NARYSEC/SOYD TRAINING ND: Financial Management L5	N/A		1 020,00	
iLembe District	NARYSEC/SOYD TRAINING ND: Human Resources Management L5	N/A		1 020,00	
iLembe District	NARYSEC/SOYD TRAINING ND: Business Management L5	N/A		1 020,00	
iLembe District	NARYSEC/SOYD TRAINING ND: Mechanical Engineering L5	N/A		1 020,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Plant Production Level 4 (48)	N/A		59 520,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Animal Production Level 4 (22)	N/A		27 280,00	
iLembe District	NARYSEC/SOYD TRAINING FETC: Information Technology: Technical Support Level 4 (28)	N/A		33 040,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Generic Management (RDMS) Level 5 (14)	N/A		14 887,50	
iLembe District	NARYSEC/SOYD TRAINING NC: Plant Production Level 4 (22)	N/A		27 280,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Animal Production Level 4 (20)	N/A		24 880,00	

iLembe District	NARYSEC/SOYD TRAINING FETC: Business Administration Services Level 4 (16)	N/A		16 000,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Occupation Directed - Education Training Development Programme Level 5 (30)	N/A		36 000,00	
iLembe District	NARYSEC/SOYD TRAINING FETC: Management and Administration Level 4 (27)	N/A		27 000,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Occupational Hygiene and Safety Level 3 (24)	N/A		25 800,00	
iLembe District	NARYSEC/SOYD TRAINING FETC: Early Childhood Development Level 4 (36)	N/A		46 260,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Environmental Practices Level 3 (12)	N/A		12 300,00	
iLembe District	NARYSEC/SOYD TRAINING FETC: Fire and Rescue Operations Level 4 (33)	N/A		33 825,00	
iLembe District	NARYSEC/SOYD TRAINING FETC: Professional Cookery Level 4 (23)	N/A		25 530,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Road Transport Level 3 (40)	N/A		49 000,00	
iLembe District	NARYSEC/SOYD TRAINING NC: Freight Handling (Logistics) Level 3 (25)	N/A		31 625,00	
iLembe District	NARYSEC/SOYD TRAINING FETC: Transport Operations Level 4 (28)	N/A		38 850,00	
iLembe District	NARYSEC/SOYD TRAINING July/August 2017 intake	N/A		123 022,50	
iLembe District	NARYSEC/SOYD TRAINING March 2018 intake	N/A		50 000,00	

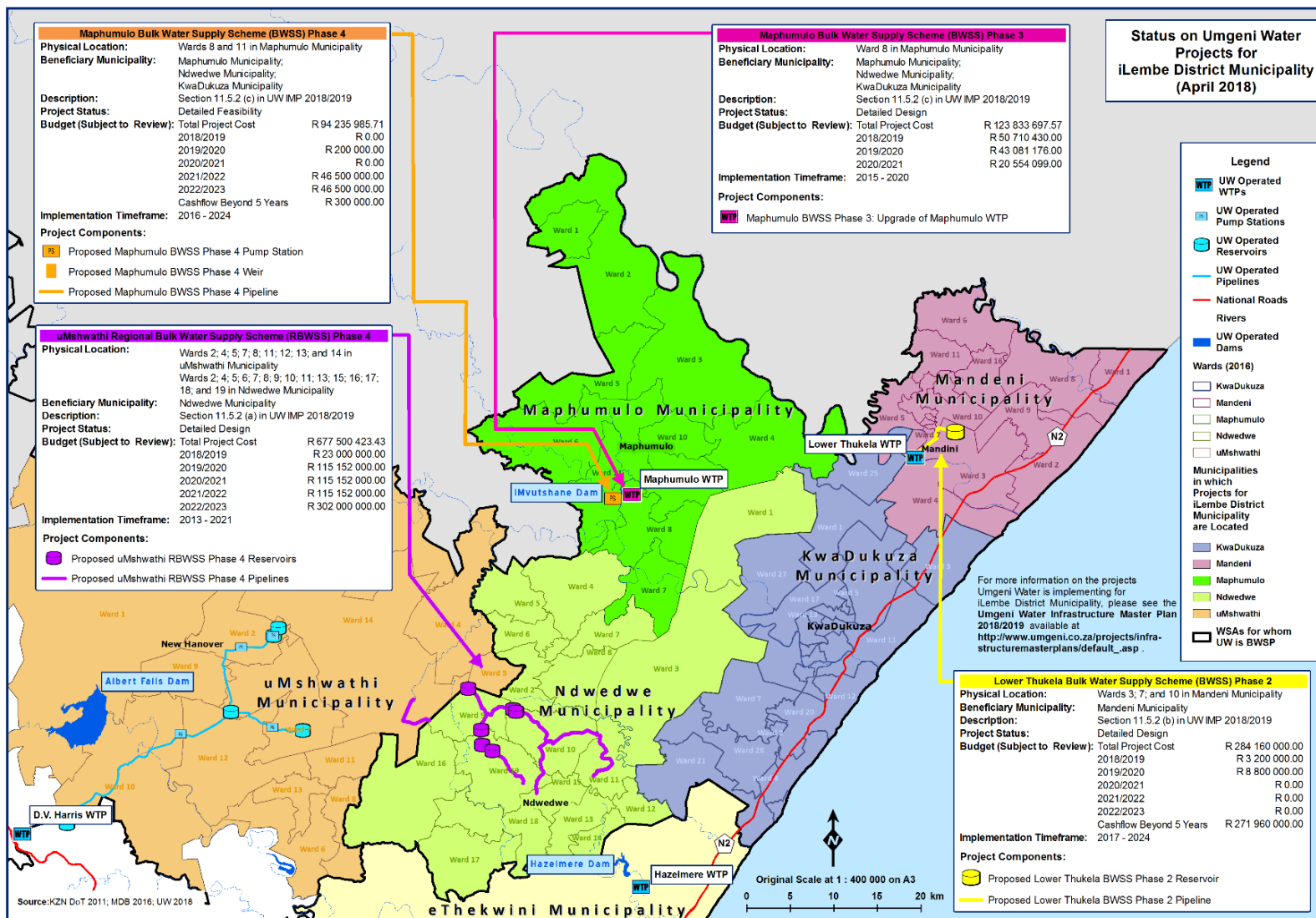
TABLE 83:DRDLR

8.1.6 UMGENI WATER

MUNICIPALITY	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2018/2021)		
				2018/19 R (000)	2019/2020 R (000)	2020/2021 R (000)
MANDENI	3; 7; and 10	Lower Thukela Bulk Water Supply Scheme Phase 2. See Section 11.5.2 (b) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R 3 200 000	R 8 800 000	R 0
KwaDukuza and Maphumulo	8 and 11 in Maphumulo Municipality. KwaDukuza Municipality is a beneficiary.	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4. See Section 11.5.2 (c) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R 0	R 200 000	R 0
Ndwedwe	2; 4; 5; 6; 7; 8; 9; 10; 11; 13; 15; 16; 17; 18; and 19	uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 4. See Section 11.5.2 (a) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R 23 000 000	R 115 152 000	R 115 152 000
Maphumulo and Ndwedwe	8 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary.	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 3. See Section 11.5.2 (c) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R 50 710 430	R 43 081 176	R 20 554 099
Maphumulo and Ndwedwe	8 and 11 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary.	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4. See Section 11.5.2 (c) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R 0	R 200 000	R 0

Maphumulo	8	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 3. See Section 11.5.2 (c) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R 50 710 430	R 43 081 176	R 20 554 099
Maphumulo	8 and 11	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4. See Section 11.5.2 (c) in the Umgeni Water Infrastructure Master Plan 2018/2019.	Design	R 0	R 200 000	R 0

TABLE 84: UMGENI WATER



MAP 27: UMGENI WATER

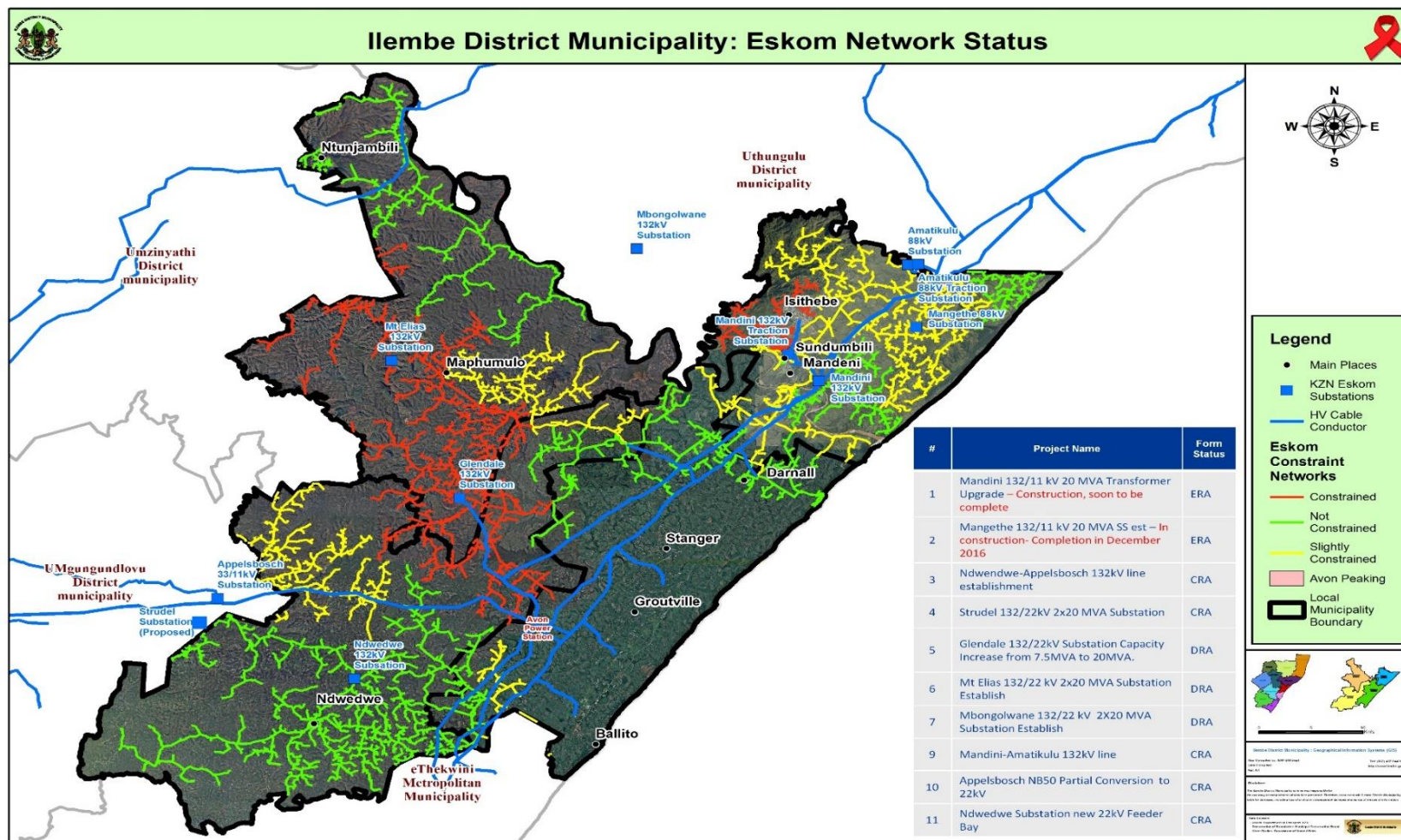
8.1.8 SEMBCORP

2018/19 - 2020/21 MULTI-YEAR CAPITAL BUDGET - DETAILED PROJECT LIST PER WARD					
WARD/AREA	PROJECT NAME	PROJECT STAGE	BUDGET YR 2	BUDGET YR 3	BUDGET YR 4
			2018/19	2019/2020	2020/2021
T/Manor	Upgrade of 1450m OF 75mm AC water main with 110mm HDPE - T/Manor Station	Planning	392 000		
Hill Lane & Ocean Drive	Upgrade of 1100m of 100mm AC water main with 110mm UPVC - Chakas Rock Outlet to Ocean Dr (Phase 1 of 2)	Planning	931 000		
Etete (Martins)	Installation of 110mm x 280m water mains - Martins Area, Etete	Planning	120 000		
Various Areas	Raise& Replace Meters - various areas	Implementation	350 000		
Various Areas	New Installation, Relocation Removal of Standpipes - Various Areas	Implementation	180 000		
Various Areas	Raise and Replace sewer manholes - Various Areas	Implementation	330 000		
Ballito	New dour control chamber - Ballito Business Park	Implementation	320 000		
Simbithi SPS	Installation of Odour Control Chamber at Simbithi SPS	Planning	289 250		
Hugh Dent SPS	Installation of Odour Control Chamber at Hugh Dent SPS	Planning	300 000		
Ext 3 SPS	Replace 1 x pump with new impeller and wear plate, 2 x VSD's at Ext 3 SPS	Planning	364 000		
Simbithi SPS	Install 2 x new immersible pumps (55kW (Hard Iron) - Simbithi SPS	Planning	900 000		
Various SPS	Replacing lifting Beams at various SPS	Planning	400 000		
Frasers	Purchase new equipment for workshop	Planning	29 985		
Thompsons Bay SPS	Thompsons Bays SPS- New pump(2nd) & Valves	Planning	160 000		
Shakaskraal WWTW	Replace NRV OF Raw Sewage Sump	Planning	25 000		
Shakaskraal WWTW	REMOVE SLUDGE FROM SLUDGE PONDS 1- 3	Planning	190 000		
Shakaskraal WWTW	Replace Motor and Gearbox of Clarifier 1	Planning	50 000		
Shakaskraal WWTW	Replace Panel isolators of all equipment	Planning	45 000		
Frasers WWTW	Monitoring of the water quality out of Apollo ,connecting to RW Scada	Implementation	160 000		
Frasers WWTW	Monitoring of the water quality from Chlorine Contact tank to Apollo RAW (MINI)	Implementation	185 000		
Frasers WWTW	1 Meg/dag RO Plant	Planning	1 661 040		

Frasers WWTW	Flow meter to measure flow at MINI Apollo IN -Magflow meter -Back to RW Scada	Planning	82000		
Frasers WWTW	Replace Balancing Tank Pump with a IMMERSIBLE PUMP	Planning	65 000		
Frasers WWTW	Replace 200 mm NRV of RAS Pump 3	Planning	15 000		
Frasers WWTW	Replace main incomer switch to math cascade system	Planning	160 000		
Sheffield WWTW	Upgrade of Road	Planning	150 000		
Sheffield WWTW	Replace motors and gearboxes for 2 Clarifiers	Planning	160 000		
Frasers WWTW	Solar Panel Frasers WWTW	Planning	1 500 000		
Various Areas	Raise and replace meters	Planning		260 000	
Various Areas	Removal and Installation of Standpipes	Planning		200 000	
Various Areas	Raise and replace Sewer Manholes	Planning		380 000	
Salt Rock (22)	Installation of Gravity Sewers in 4 Phases	Planning		2 350 000	
Salt Rock (22)	Rising Main Salt Rock to Hugh Dent	Planning		2 500 000	
Frasers WWTW (6)	Replace Raw Sewerage Pump 1	Planning		260 000	
Compensation Beach Rd	Installation of Isolation Valves	Planning		200 000	
Michelle St (Ballito)	Upgrade of 450m of 110mm Upvc Water main	Planning		180 000	
Graland Rd, Salt Rock	Relocate 350m of 160mm sewer mains	Planning		800 000	
Balito Business Park	Relocate 650m of 160mm sewer mains	Planning		700 000	
Shakaskraal SPS	New Pumps, Electrical Panel & Security Fencing	Planning		555 000	
Chakas Cove & Zimbali Lakes	Access Roads for SPS	Planning		100 000	
Frazers WWTW	Replace Raw Sewerage Pump 1	Planning		75 000	
Frazers WWTW	Replace Ladders & Fridge	Planning		11 000	
Frazers WWTW	Replace standby House Furniture	Planning		20 000	
Sheffield WWTW	Replace portable PH Conductor Meter	Planning		12 000	

TABLE 85: SEMBCORP

8.1.9 ESKOM



MAP 28: ESKOM

8.1.10 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

MUNICIPALITY	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2018/2021)		
				Budget Yr 2	Budget Yr 3	Budget Yr 4
				2018/19	2019/2020	2020/2021
Mandeni		Fencing of 5 km	Planning	R500 000,00	R500 000,00	R500 000,00
	9	Construction of new fish ponds, rehabilitation of existing fish ponds	Planning	R1'500'000. 000	R1'500'000. 000	R1'500'000. 000
	6&9	Material for goat shed and breeding stock	Planning	R104 852,00	R104 852,00	R104 852,00
	5,14,3,7,11 &2	Fencing material, production inputs, working tools	Planning	R155 021.6 0	R155 021.6 0	R155 021.6 0
	5,311,9&16	Fencing material, production inputs, working tools	Planning	R60 574.85	R60 574.85	R60 574.85
	5	Fencing material, production inputs	Planning	R60 574.85	R60 574.85	R60 574.85
	1	Fencing material, working implements	Planning	R11 100,00	R11 100,00	R11 100,00
	13,5,10,1,4,7,11,9,8&2	Fruit trees, fertilizer	Planning	R29 765.25	R29 765.25	R29 765.25
	8	Erect fencing	Planning	R75 000.00	R75 000.00	R75 000.00
	8	Installation of borehole	Planning	R120 000,00	R120 000,00	R120 000,00
	2	Installation of borehole	Planning	R120 000,00	R120 000,00	R120 000,00
	KwaDukuz a	27	construction of 2x50 sow unit structure, supply of breeding stock, feed and medication	Planning(will be implemented in phases)	R1'000'000. 00	R1'500'000. 000
25		Material for goat shed and breeding stock	Planning	R52 426,00	R52 426,00	R52 426,00
25		Fencing material, production inputs, working tools	Planning	R77 510,80	R77 510,80	R77 510,80

	27,25&11	Fencing material, production inputs, working tools	Planning	R36 344,91	R36 344,91	R36 344,91
	24	Fencing material, production inputs	Planning	R80 000,00	R80 000,00	R80 000,00
	25	Fencing material, working implements	Planning	R11 100,00	R11 100,00	R11 100,00
	25,26,2&13	Fruit trees, fertilizer	Planning	R29 765,25	R29 765,25	R29 765,25
	15	Installation of Dip tank	Planning	R500 000,00	R500 000,00	R500 000,00
	25	Installation of Borehole	Planning	R120 000,00	R120 000,00	R120 000,00
	7	Installation of Borehole	Planning	R120 000,00	R120 000,00	R120 000,00
Ndwedwe	12	Production inputs & Water Tank	Planning	R179 000,00	R179 000,00	0
	11	Fencing & Production Inputs	Planning	R 100,000.00	R 100,000.00	0
	10,16,19,7,8&4	Material for goat shed and breeding stock	Planning	R209 704,00	R209 704,00	R209 704,00
	4,8,10,16,1977	Fencing material, production inputs, working tools	Planning	R290 665,50	R290 665,50	R290 665,50
	4,8,10,16,19&7	Fencing material, production inputs, working tools	Planning	R109 034,73	R109 034,73	R109 034,73
	16	Fencing material, production inputs	Planning	R80 000,00	R80 000,00	R80 000,00
	9	Fencing material, working implements	Planning	R11 100,00	R11 100,00	R11 100,00
	4,8,10,16,19&7	Fruit trees, fertilizer	Planning	R29 765,25	R29 765,25	R29 765,25
	15	Erect Fencing	Planning	R150 000,00	R150 000,00	R150 000,00
	9	Rehabilitation of Dam	Planning	R350 000,00	R350 000,00	R350 000,00
	18	Rehabilitation of Dam	Planning	R350 000,00	R350 000,00	R350 000,00
	19 &2	Fencing of Grazing camp	Planning	R 300 000,00	R 300 000,00	R 300 000,00
	16	Fencing of Grazing camp	Planning	R 300 000,00	R 300 000,00	R 300 000,00

	16	Installation of borehole	Planning	R120 000,00	R120 000,00	R120 000,00
	18	Installation of borehole	Planning	R120 000,00	R120 000,00	R120 000,00
Maphumulo	2	Installation of an irrigation system	Planning	R 350 000,00	R 350 000,00	R 350 000,00
	11	Construction of 3x1000 layers unit structure	Planning	R 1 800 000,00	R 1 800 000,00	R 1 800 000,00
	2	Installation of an irrigation system	Tender(Site briefing was done)	R700'000.0 0	R700'000.0 0	0
	2,3&8	Material for goat shed and breeding stock	Planning	R157 278,00	R157 278,00	R157 278,00
	11,4,6,7&9	Fencing material, production inputs, working tools	Planning	R223 812,00	R223 812,00	R223 812,00
	2,1,7,11,10,6,4,9&3	Fencing material, production inputs, working tools	Planning	R84 804,79	R84 804,79	R84 804,79
	1	Fencing material, production inputs	Planning	R80 000,00	R80 000,00	R80 000,00
	7	Fencing material, working implements	Planning	R11 100,00	R11 100,00	R11 100,00
	7,11,4,10,6 &3	Fruit trees, fertilizer	Planning	R29 765,25	R29 765,25	R29 765,25
	2	Erect fencing and Install irrigation	Planning	R743 000.0 0	R743 000.0 0	R743 000.0 0
	3	Erect fencing and Install irrigation	Planning	R250 000.0 0	R250 000.0 0	R250 000.0 0
	1	Installation of borehole	Planning	R120 000,00	R120 000,00	R120 000,00
	5	Installation of borehole	0	R120 000,00	R120 000,00	R120 000,00

TABLE 86:DARD MTEF

CHAPTER 9: ORGANISATIONAL PERFORMANCE

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.

9.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

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

9.2 ILEMBE ORGANISATIONAL PERFORMANCE SYSTEM

The iLembe District Municipality's adopted an Organisational Performance Framework in June 2012 and 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 22: ILEMBE 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.

9.3 ILEMBE SCORECARD AND 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.

9.4 ILEMBE 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 2017).

The iLembe 2017/2018 Support Plan for B2B has been approved by Council on the 30 August 2017. The 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 35 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 MARCH 2017 – DECEMBER 2017: ILEMBE DISTRICT			
		KZN COGTA MARCH 2017	KZN COGTA JUNE 2017	KZN COGTA SEPTEMBER 2017	KZN COGTA DEC 2017 PRELIM
iLembe	Functional	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)
KwaDukuza	Functional	Functional (Improved)	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)
Mandeni	Functional	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)	Functional (Unchanged)
Ndwedwe	Challenged	Challenged (Unchanged)	Challenged (Unchanged)	Functional (Improved)	Functional (Unchanged)
Maphumulo	Challenged	Challenged (Improved)	Challenged (Unchanged)	Requiring Intervention (Regressed)	Functional (Improved)

TABLE 87: STATUS OF ILEMBE FAMILY OF MUNICIPALITIES

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.

9.4.3 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.

CONCLUSION

This 2018/2019 IDP review of iLembe District Municipality seeks to simplify IDP rhetoric and focus on the outcome and impact of service delivery. It is imperative to note that for next four years iLembe District Municipality will upscale service delivery aligned with the call from the President to induce service delivery through methods that ensure employment and reduce poverty levels thus improving quality of life for iLembe residents.

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

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

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

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

In conclusion iLembe District Municipality is aligning all its strategic plans (5 year plans, 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 private and international investors to see this vast area as an investment destination that can rival any part of South Africa, Africa and the World.

LIST OF ANNEXURES

ANNEXURE A: 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 PLAN

ANNEXURE G: FINANCIAL VIABILITY/SUSTAINABILITY (FINANCIAL RATIO'S)

ANNEXURE H: MUNICIPAL FRAUD RISK REGISTER

ANNEXURE I: CAPITAL INVESTMENT FRAMEWORK

ANNEXURE J: SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN