



Vuthela

ILEMBE LED PROGRAMME

iLEMBE District Development Model

COMPREHENSIVE ONE PLAN



KWAZULU-NATAL PROVINCE
COOPERATIVE GOVERNANCE AND
TRADITIONAL AFFAIRS
REPUBLIC OF SOUTH AFRICA



WHAT IS THE “ONE PLAN” ALL ABOUT?

The One Plan is a 25- to 30-year strategic plan that aims to align the District’s Integrated Development Plans with this long-term vision:

“By 2050, iLembe will be a sustainable, diverse growing economic hub providing social well-being and equity of access for all its citizens.”

This vision will be achieved by implementing the principles of:

- ▶ a diverse and growing economy
- ▶ a liveable region
- ▶ sustainable development
- ▶ social well being
- ▶ equity of access

These principles form the basis of establishing a holistic long-term developmental vision for the District. As the global and national landscape changes, the key factors that will influence future development in the region include:

- ▶ the global digital transformation of economies and emerging opportunities;
- ▶ the need for sustainable development through long-term plans, especially for renewable energy, responsible infrastructure development, new technology and green initiatives;
- ▶ collaboration between all stakeholders and collective action initiatives; and
- ▶ improving equitable access for women, youth and people living with disabilities.

HOW WILL THE ONE PLAN ACHIEVE THE VISION?

The One Plan has set out the following long-term goals to achieve the vision:

- ▶ a transformed and diversified economy that can provide jobs, attract investment, and create livelihoods for all citizens;
- ▶ economic growth that addresses human needs and makes more efficient use of natural resources;
- ▶ communities that cater for local needs, giving priority to the vulnerable, functional support, participation, and human dignity;
- ▶ a district hub of the future that is a nexus of urban-rural linkages for public transport, accessibility, equity, and land use;
- ▶ healthy biological diversity as a core element of civic space and urban development;
- ▶ robust infrastructure and bankable projects in place that boost social development, health, wealth, access to education, public safety, and standards of living;
- ▶ breakthroughs in computing, mobile connectivity, and advanced intelligence with the ability to provide new services and service delivery systems that benefit everyone;
- ▶ effective, efficient, and reliable public and private institutions to effectively manage problems; and
- ▶ bold policy responses that foster innovation, technological change, social cohesion and increase productivity.

WHAT IS THE DISTRICT DEVELOPMENT MODEL ALL ABOUT?

The District Development Model (DDM) was initiated by President Cyril Ramaphosa in his Budget Speech 2019 and was adopted by Cabinet.

The President identified the trend of operating in silos as a planning and implementation challenge which led to sub-optimal delivery of services and diminished the impact of efforts to challenge poverty, inequality, and employment.

The District Development Model is trying to solve a series of related problems:



The DDM is closely aligned with KZN’s Operation Sukuma Sakhe (OSS) programme. Operation Sukuma Sakhe is a service delivery model which brings together all service delivery stakeholders to provide services in an integrated manner.

The OSS/DDM integration also seeks to optimise the integrated service delivery model in a cost-effective and efficient manner, underpinned by Social Compacting.

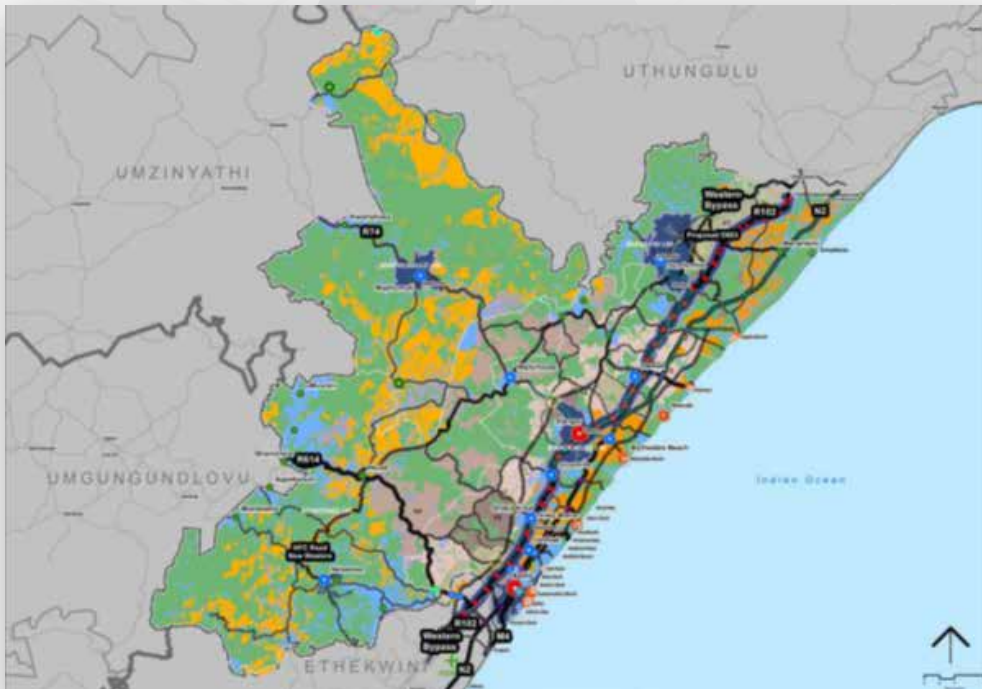
The OSS/DDM integration seeks to avoid the duplication of resources through joint and coordinated planning for a “one window” delivery of services at community level.

LET'S GO INSIDE ILEMBE

iLembe District is situated on the east coast of KwaZulu-Natal and is the smallest of the province's districts. The District consists of four local municipalities: Mandeni, KwaDukuza, Maphumulo, and Ndwedwe.

Ilembe is located about 65 km north of the eThekweni Metropolitan Municipality and is linked by a coastal highway to Durban in the south and Richards Bay in the north, giving it access to the region's two main harbours.

Immediately to the south of iLembe, within eThekweni, is the King Shaka International Airport and the Industrial Development Zone (IDZ) of the Dube TradePort Corporation.



The iLembe District

The District covers approximately 3 269 km² and has a population of about 694 000.

The main areas of urbanisation and industrial development within the District are found within the KwaDukuza and Mandeni Municipalities. Ndwedwe and Maphumulo Municipalities include most of the rural settlements in the District. Most of the rural inland areas are tribal authority areas, characterised by low-income households and subsistence farming. Municipal services are scarce.

iLembe is a leading commercial, industrial, property development and tourism destination in the province. It experienced high urban growth over the last 20 years with the migration of people into the District, placing infrastructure provision and maintenance under pressure.

WHY IS THE ILEMBE DISTRICT ONE PLAN SO IMPORTANT?

The President has called for a new integrated district-based approach to address service delivery challenges, localised procurement and job creation. This approach should promote and support local businesses and involves communities.

The District Development Model requires joint planning at local, district and metropolitan levels by all three spheres of governance. This will result in a single strategically focussed One Plan for each Municipality to implement. The DDM is a practical inter-governmental mechanism that enables all three spheres of government to work together - and to work with communities and stakeholders - to plan, budget and implement the One Plan for each municipality.

The DDM One Plan is a long-term strategic framework that provides a common understanding of the state of development in the district, a shared vision for development over the next 25-30 years and agreed strategies to realise the vision, with agreed implementation commitments.

HOW WILL THE ONE PLAN ALIGN WITH NATIONAL AND PROVINCIAL PLANS?

The iLembe DDM One Plan must align to higher and lower order policies and plans. Many National, Provincial, District and Local Municipal, and sector Department policies, plans, and strategies must be considered in the formulation of the DDM One Plan.

A review of the National, Provincial, District and Local Municipal planning policies and strategies identified the following key development considerations:

HOW WILL THE ONE PLAN ALIGN WITH NATIONAL AND PROVINCIAL PLANS?

| ISSUE | CONSIDERATIONS |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| THE NEED FOR A NEW CONSENSUS / SOCIAL COMPACT | All role-players should contribute towards making South Africa an effective developmental state. Leadership by government is key for policy clarity on critical issues and robust social compacts. |
| INSTITUTIONAL WEAKNESSES LEADING TO POOR ECONOMIC GROWTH | Institutions in South Africa have been weakened over the past decade and do not serve the democracy as intended. The SA economy has been deteriorating over the last 10 years. |
| LOCAL GOVERNMENT FINANCE AND LEADERSHIP | Only 5% of the country's municipalities are financially stable. In iLembe, only KwaDukuza is able to self-finance its operations. The dysfunction is ascribed to poor governance, weak institutional capacity, poor financial management, corruption and political instability. |
| GOVERNMENT DOES NOT CREATE JOBS | The role of the state is to create a conducive environment for business to thrive and create growth and employment. Government does not create jobs. The private sector creates jobs and employs 80% of all employed people. |
| CLIMATE CHANGE | South Africa is one of the regions of the world that is most affected by climate change. The frequency of droughts, floods and other extreme weather events associated with global warming is increasing. Recently floods have affected several provinces, including KwaZulu-Natal, Gauteng, and the Eastern Cape. iLembe should embrace the new trends and develop long-term policies to engage in the carbon price field. |
| INVESTMENT ATTRACTION AND RETENTION | Investment attraction and the need to address investment incentives and developer charges have been identified as key strategic developmental issues in iLembe. |



HOW WILL THE ONE PLAN ALIGN WITH NATIONAL AND PROVINCIAL PLANS?

| ISSUE | CONSIDERATIONS |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INFRASTRUCTURE LED GROWTH AND DEVELOPMENT | The government is committed to an infrastructure-led strategy to rejuvenate the economy as a key pillar of the Economic Reconstruction and Recovery Plan (ERRP) with investments in water, energy, sanitation, housing, roads, health, education, and public transport. This approach is to be adopted by iLembe. |
| CUTTING RED TAPE | Regulatory and administrative conditions for businesses in most municipalities are constraining economic development. There are many regulations that are unduly complicated, costly and difficult to comply with. This prevents companies from growing and creating jobs. |
| INDUSTRIAL POLICY | The industrial sector in South Africa has been contracting in the globally competitive trade environment despite industrial strategies and the various resolutions adopted at job and growth summits. |
| NEW TECHNOLOGICAL DEVELOPMENTS | New technological developments are rapidly taking place on a global scale, often driven by digital transformation and climate change challenges. These developments impact all sectors and functions, including the medical, educational, economic, and social environments. |
| ACCESS TO WATER | The availability and management of water is a key concern of government. |
| ELECTRICITY CRISIS | The energy crisis is being addressed on many fronts and several new energy generation projects will go live over the next few years. |

HOW WILL THE ONE PLAN ALIGN WITH NATIONAL AND PROVINCIAL PLANS?

| ISSUE | CONSIDERATIONS |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EMPOWERMENT OF WOMEN AND GIRLS, YOUTH AND PERSONS WITH DISABILITIES | A fundamental objective of government is to realise gender equality through the empowerment of women and girls, youth and persons with disabilities and disadvantaged communities. |
| CRIME, SECURITY AND CORRUPTION ISSUES | The state of crime and security in the country and iLembe is of great concern. |

WHAT DOES THE ONE PLAN AIM TO CHANGE?

The One Plan aims to bring transformational development in these six key areas:

1. People Development
2. Economic Positioning
3. Spatial Restructuring and Environmental Sustainability
4. Infrastructure Engineering
5. Integrated Service Provisioning
6. Governance and Financial Management

For each of these six focus areas, the One Plan provides details of:

- ▶ an assessment of the current situation;
- ▶ the vision for the future;
- ▶ strategies and interventions needed to move from the current situation and achieve the desired vision; and
- ▶ implementation commitments by all three spheres of government and key stakeholders required to implement the One Plan.

KEY AREA #1: PEOPLE DEVELOPMENT

THE GOAL: To improve the quality of life and overall well-being of people living in the District with an emphasis on vulnerable and marginalised groups.

Key challenges and opportunities:

| KEY CHALLENGES | KEY OPPORTUNITIES |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ A steady increase in the population of iLembe District towards an estimated 1,072,000 in 2055. The population growth places additional pressure on infrastructure creation. ▶ Rural-urban migration is expected to continue with the expected impact of climate change on rural livelihoods and people seeking work. Urban areas should plan for this inward migration and rural areas should provide necessary infrastructure, services and work to enhance sustainable livelihoods. ▶ Outmigration of skills from the district needs to be considered and interventions put in place to retain valuable skills within the local economy. ▶ Most people within the District are of working age, but the available employment opportunities are not adequate to absorb them. ▶ Poverty and unemployment levels are on the increase, especially in the rural municipalities. ▶ Up-skilling of the population should be addressed more pro-actively in future. ▶ iLembe District has more women than men and almost 50% of households are female-headed. About 600 households are child-headed. Policies are needed to address the disadvantaged position of women, youth and persons with disabilities. | <ul style="list-style-type: none"> ▶ Development Programme including an incentive policy will serve as a catalyst for investment into the District. ▶ Municipality is conducting a feasibility study for waterborne sanitation. ▶ Higher education to improve the employability of graduates and to enable business growth. ▶ Interventions to provide work-based experience for graduates. ▶ Encourage local skill development and entrepreneurial development programmes. ▶ Support the development of informal economy opportunities and the provision of support services and infrastructure. ▶ Adoption of a policy that provides for targeted procurement, with 50% of all procurement directed to local entities, and 30% of this to SMMEs that have majority female ownership. ▶ KDM has adopted a tariff policy that includes a discounted water and sanitation rate for the elderly. ▶ Continue roll-out of OSS programmes in conjunction with the DDM. ▶ DOH to develop clinics to provide adequate healthcare services. ▶ Policies that cater for targeted procurement from black-owned entities. |

KEY AREA #1: PEOPLE DEVELOPMENT

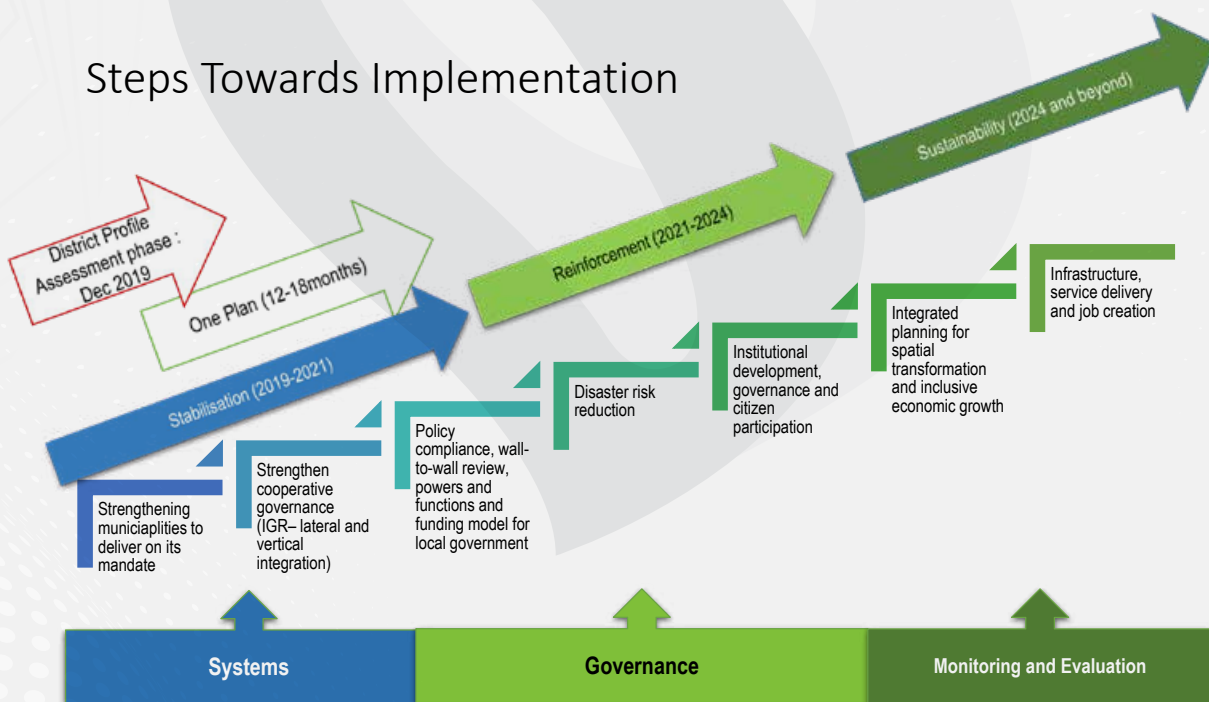
THE VISION: Decent employment for all through inclusive economic growth, and a skilled and capable workforce to support an inclusive growth and the provision of health-care facilities.

THE IMPLEMENTATION COMMITMENTS:

Key programmes required to achieve the vision include:

- ▶ Formulation of a Social Development Policy focusing on the empowerment of women and girls, youth, and persons with disabilities, as opposed to the distribution of social grants.
- ▶ Provision of improved higher education facilities and services.
- ▶ Encouraging local skill development and entrepreneurial development programmes.
- ▶ Informal economy opportunities and the provision of support services and infrastructure.
- ▶ Development of adequate healthcare services.
- ▶ New human settlement development in response to the growing population in mainly KwaDukuza and Mandeni.
- ▶ Household Food Security and farmer support.
- ▶ Expansion of the footprint of existing TVET colleges, especially to rural municipalities, including Isithebe Skills Centre in partnership with TVET College, SETA and Isithebe Industrial Estate.

Steps Towards Implementation



CORE SUCCESS OF BUILDING A CAPABLE AND DEVELOPMENTAL LOCAL GOVERNMENT IS ABOUT ENTERING INTO SOCIAL COMPACTS THAT WILL FOSTER PARTNERSHIPS AT ALL LEVELS THROUGH ENGAGEMENT WITH CIVIL SOCIETY, PRIVATE SECTOR AND CITIZENS.

KEY AREA #2: ECONOMIC POSITIONING

THE GOAL: To define the strategic role of the District in the national economy and build a resilient and transformed regional economy.

Key challenges and opportunities:

| KEY CHALLENGES | KEY OPPORTUNITIES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Skills shortages and other labour-related issues. ▶ Transformation of the economy to diversify, considering decline of the sugar industry. ▶ The high prevalence of HIV and the impacts of the Covid-19 pandemic. ▶ Cost, availability and maintenance of bulk infrastructure and service delivery to support economic growth and development. ▶ Lack of a common vision between the public and private sectors for an economic vision for the District. ▶ Infrastructure constraints for the development of the Compensation Node. ▶ Marketing and product development needs to focus on current and potential tourism market. ▶ Broadband infrastructure required across the district for economic development and job creation. ▶ New developments in the sector such as digital platform use for bookings. ▶ Strategic interventions to assist in transforming the construction sector to bring black businesses into the construction sector. | <ul style="list-style-type: none"> ▶ Diversification of the agricultural economic base away from sugar to bio-fuels and electricity; growth of macadamia industry. ▶ Promote rural agricultural businesses and processing units and assist in promoting food security. ▶ Develop a uniform investment plan with incentives for the District. ▶ Development of a digitally-based knowledge economy: development of SMART Cities. Participation in provincial Action Groups on Renewable Energy and Aerotropolis & Smart Cities. ▶ Industrial and logistically based economic sector development: location of Dube and Richards Bay IDZs and re-development of Isithebe Industrial Estate. ▶ Beach tourism development with expansion to the inland areas; diversification of the tourism offerings: blue flag beaches, Chief Albert Luthuli Museum, Nokukhanya Luthuli Streets. Dokodweni Beach Precinct infrastructure ▶ Develop a heritage plan that covers all the relevant sites and promote sustainable heritage tourism sites. ▶ Recycling economy: to be implemented in all municipalities. Waste to energy projects ▶ Promote renewable energy projects and programs. ▶ Create job opportunities through Infrastructure Project. |

KEY AREA #2: ECONOMIC POSITIONING

THE VISION: A transformed, diversified and developed economy that provides jobs, attracts investment, and creates livelihoods for all citizens, through which poverty eradication is achieved and women, youth and persons with disabilities can fully participate.

IMPLEMENTATION COMMITMENTS

The economy of iLembe is unique. With its location between the two largest port cities in Africa, its proximity to the King Shaka International Airport, the economic networks with the eThekweni metropolitan area and the vast agricultural, industrial and commercial development, iLembe faces significant economic opportunities and challenges in realising the opportunities.

Key economic development challenges include:

- ▶ SMART City development: KwaDukuza, Ballito and Mandeni;
- ▶ Embracing the global digital transformation and ensuring universal access to digital capacity;
- ▶ Engaging the sugar industry and related stakeholders to plan for the long-term transition of the industry to new economies and innovations;
- ▶ The re-development of Isithebe as a key industrial node;
- ▶ Economic infrastructure development;
- ▶ Coastal marine development and protection and green industrial hub development;
- ▶ Low Emission Development Strategy and formulation of a Green Procurement strategy for all municipalities;
- ▶ King Shaka Tourism Route;
- ▶ Beach and heritage developments;
- ▶ Establishing a public-private co-ordinating mechanism to address cost sharing on marketing, product development and transformation;
- ▶ Urban Property development – upgrading and standardisation of municipal processes and management systems to improve assessment and approval processes;
- ▶ Attracting investors with incentives and developer contributions policy; and
- ▶ Standard informal sector policy throughout the District.

KEY AREA #3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY

THE GOAL: To develop a transformed, efficient, and sustainable spatial form as a dynamic platform for the economy and integrated human settlements.

Key challenges and opportunities:

| KEY CHALLENGES | KEY OPPORTUNITIES |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Inadequate financial resources to address spatial planning requirements. ▶ Enticing the correct type of development: preventing ribbon development and encouraging nodal development. ▶ Lack of available data on environmental assets of the District. ▶ Demand for additional coastal settlement. ▶ Climate change: Energy Efficiency strategy. ▶ Management of Coastal Public Property. ▶ Uncontrolled harvesting of marine stocks, specifically off-shore trawling from the Thukela Banks. Illegal fishing problem identified below the Isithebe Industrial Area. ▶ Degradation of natural vegetation due to alien invasive species. ▶ Reduced water quality and degradation of wetland areas. Illegal sand mining impacts on water quality in the ecosystem. ▶ Lack of involvement of the Tribal Authorities and Ingonyama Trust in planning processes. | <ul style="list-style-type: none"> ▶ Develop a Climate Change mitigation and adaptation strategy. ▶ Energy Efficiency programme. ▶ District-wide Coastal Management Programme: Development of the Coastal Access Plans and Estuarine Management Plan. ▶ Blue Flag: investigate the viability of applying for Blue Flag Status. ▶ Implement the PSDF and Small Town Revitalisation Strategy. ▶ Develop open space management plan to encourage biodiversity. ▶ Establish "No Settlement Areas". ▶ Establish high conservation areas in public and private land. ▶ Declare coastal dune thicket as a conservation area. ▶ Adopt wall-to-wall land-use schemes. |

KEY AREA #3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY

THE VISION: To develop iLembe as a social, economic, and environmentally sustainable District of that allows equitable access for all its people and communities to social and economic resources while opening opportunities for urban and rural development through the development of nodes and corridors.

IMPLEMENTATION COMMITMENTS

Attention should be given to the following key programmes:

- ▶ Development of corridors and nodes to ensure access to infrastructure and essential services;
- ▶ A Coastal Management Strategy and Development of Estuarine Management Plan;
- ▶ KwaDukuza Western by-pass;
- ▶ Airport Rapid Rail Transit;
- ▶ Inter-modal facilities Mandeni / KwaDukuza / Ballito;
- ▶ Framework plan for the R102 development corridor - Groutville, Thembeni, eTete and Shaka's Kraal;
- ▶ Development of rural development nodes possibly in the form of Farmer Production Support Units;
- ▶ Regeneration of KwaDukuza CBD;
- ▶ Maphumulo and Ndwedwe Town upgrades;
- ▶ Groutville Economic Node;
- ▶ Nonoti Beach Resort; and
- ▶ Formulation of an approach to the development of Ingonyama Trust land.

KEY AREA #4: INFRASTRUCTURE ENGINEERING

THE GOAL: To mobilise, target, align and manage investment in infrastructure in a sustainable way, supporting the economic positioning and transformed spatial structure.

Key challenges and opportunities:

| KEY CHALLENGES | KEY OPPORTUNITIES |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Establishing sustainable human settlements and improved quality of household life. ▶ Frequency of storm events and increased rates of erosion and greater geotechnical instability of dune systems. ▶ The scarcity of land for human settlement development and limited availability of funds to access land. Unavailability of Council owned land for human settlement. ▶ Invasion of land earmarked for human settlements development. ▶ Slow pace in eradicating informal settlements due to budget constraints. ▶ Roads infrastructure. ▶ Rail transport and infrastructure. ▶ Water and sanitation infrastructure. ▶ Non-revenue water. ▶ Electricity infrastructure. ▶ Non-Revenue Electricity. ▶ Energy provision. ▶ ICT and Broadband Infrastructure. | <ul style="list-style-type: none"> ▶ Intermodal Facilities (Mandeni and KwaDukuza). ▶ Roads infrastructure development and maintenance. ▶ Rail transport and infrastructure. ▶ Sustainable and renewable green energy development. ▶ ICT and broadband connectivity. ▶ Access to potable water for domestic consumption. ▶ Potential for wastewater reuse by domestic, irrigation and / or industrial sectors. ▶ Access to basic and improved sanitation for domestic purposes and to support local economic development. ▶ Potential for energy generation from sludge. ▶ Potential for aquaponic farming. ▶ Create existing and new integrated human settlements. ▶ Waste beneficiation: organic, plastics, e-waste. ▶ Sustainable water use and management. ▶ SMMEs to assist IDM in addressing Non-Revenue Water. ▶ Improved ICT and broadband to attract businesses; to support online learning and education opportunities. |

KEY AREA #4: INFRASTRUCTURE ENGINEERING

THE VISION: Robust infrastructure and bankable projects in place that boost social and economic development, health, wealth, access to education, public safety, and a high standard of living, to meet the needs of the people and enable the sustainable delivery of services while addressing the needs of the marginalised and disadvantaged.

IMPLEMENTATION COMMITMENTS

Attention should be given to the following key programmes:

The long-term development of infrastructure in the District and the delivery of services needs a focus on the following key areas:

- ▶ Umshwathi Regional Bulk Water Supply to augment the water supply to Ndwedwe area that is currently being served through borehole supply;
- ▶ Maphumulo / KwaDukuza Southern Regional Bulk Water and Sanitation Project and construction of new sanitation bulk infrastructure to Nkobongo, Shayamoya, Shaka's Head and Etebe townships;
- ▶ Fibre optic connectivity throughout the District;
- ▶ Cell phone access in the rural municipalities;
- ▶ Inclusionary Housing Policy for all municipalities;
- ▶ Uniform Public-Private Partnerships development policy in all municipalities;
- ▶ Integrated Waste Management Plans;
- ▶ Water and Sanitation Infrastructure Master Plan;
- ▶ Green renewable energy plan;
- ▶ Fire & Emergency Services with satellite centres throughout the District;
- ▶ Non-Revenue Water Strategy, Programme and Implementation;
- ▶ KwaZulu-Natal Renewable Energy HUB development and Sugar Association Renewable Energy Generation Plan implementation;
- ▶ Undertake a Social Facility Audit in all municipalities;
- ▶ New District hospital in Mandeni;
- ▶ Regional municipal-owned waste disposal site and transfer stations;
- ▶ Regional waste disposal site and transfer stations;
- ▶ Bio-resource electricity development at sugar mill and bamboo project in Mandeni; and
- ▶ King Shaka connectivity.

KEY AREA #5: INTEGRATED SERVICE DELIVERY

THE GOAL: To enable residents to experience reliable, cost-effective, viable, sustainable and seamless provisioning of services in functioning places.

The key factors of influence on future development of iLembe District relating to Integrated Service Provisioning in the District are:

- ▶ The maintenance of infrastructure and facilities by provincial and municipalities through which services are provided;
- ▶ Human settlement and housing delivery strategy;
- ▶ Assessing rates and utility services structures;
- ▶ Addressing the financial sustainability of the local and district municipalities and requirements for sustainable operational public finance;
- ▶ Increasing urbanisation and demands for infrastructure development and services;
- ▶ Social development considering the high levels of rural and urban poverty; and
- ▶ Social justice and equitable access to services.

THE VISION: To focus on the people and communities of the District with special reference to the rural and urban poor, disadvantaged and marginalised in the provision of social and economic services, ensuring equity of access and the creation of an inclusive, liveable District.

IMPLEMENTATION COMMITMENTS

- ▶ To provide basic community and social services across the District in the rural and urban areas according to the prescribe norms, standards and standard operating procedures;
- ▶ Achieve universal access to affordable services and decent housing;
- ▶ To innovate the delivery services models and implementation systems through better coordination amongst the local and district municipality;
- ▶ To create one online platform in the District to provide advice, consult and manage social and economic services;
- ▶ To designate priority human settlement areas across the government housing assistance programmes;
- ▶ To design a guiding framework for human settlements and service delivery in iLembe; and
- ▶ To centralise a network system across the District for reporting areas of service delivery failures that allows for a rapid response.

KEY AREA #6: GOVERNANCE AND FINANCIAL MANAGEMENT

THE GOAL: To improve the performance of all three spheres of government to enhance the district and metro developmental impact.

Key challenges and opportunities:

| KEY CHALLENGES | KEY OPPORTUNITIES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ The failure of District and Local Government, financial unsustainability and limited funding and access to funding for upgrading infrastructure. ▶ Weaknesses and eroding financial status of municipalities related to Non-Revenue Water, Non-Revenue Electricity, updating the indigent register and implementation of a data management system to better manage creditors. ▶ Poor ICT broadband capacity and operational effectiveness of all the municipal ICT systems and constrained telecommunications coverage within the district is detrimental to ICT infrastructure provision in remote sites. ▶ The failure of District and Local Government, financial unsustainability and limited funding and access to funding for upgrading infrastructure. ▶ Weaknesses and eroding financial status of municipalities related to Non-Revenue Water, Non-Revenue Electricity, updating the indigent register and implementation of a data management system to better manage creditors. ▶ Poor ICT broadband capacity and operational effectiveness of all the municipal ICT systems and constrained telecommunications coverage within the district is detrimental to ICT infrastructure provision in remote sites. ▶ Lack of compliance and/or enforcement capacity to ensure regulations and procedures are followed. ▶ Lack of institutional capacity and resources with regards to coastal management issues. ▶ Austerity measures (frozen vacant posts, infrastructure maintenance, facilities and buildings). | <ul style="list-style-type: none"> ▶ Revitalise the iLembe District Economic Facilitation Committee which has an existing Memorandum of Agreement. ▶ Institutionalise the Recovery Plan’s Command Council system with Clusters to drive implementation of District priority projects. ▶ Expand the Development Planning Shared Services to incorporate other disciplines and augment human resource capacity. |

KEY AREA #6: GOVERNANCE AND FINANCIAL MANAGEMENT

THE VISION: To put in place a governance structure and systems that promote effective governance, social partnerships, financially viable and effective management practices and to eradicate corrupt practices.

IMPLEMENTATION COMMITMENTS

Key programmes that need urgent attention are related to institutional building and capacitation, including:

- ▶ Formulation of a new Social Compact: Revitalisation of the iLembe Economic Development Facilitation Committee (iEDFC);
- ▶ Institute permanent committees of National, Provincial and Local Government officials, private sector and civil society that aligns to the Cluster Committee structures to plan and monitor implementation of the DDM;
- ▶ Formulation of the DDM One Budget for the family of Municipalities;
- ▶ Address the financial sustainability of the Local and District Municipalities;
- ▶ Formalisation and institutionalisation of the DDM One Plan Procedures and Process in the District;
- ▶ Aligning the Cluster, Technical and Political Hub institutional structure to Municipal decision-making and monitoring; and
- ▶ Align the DDM and IDP Process with specific reference to the full involvement of the National and Provincial Sector Departments in the planning process.

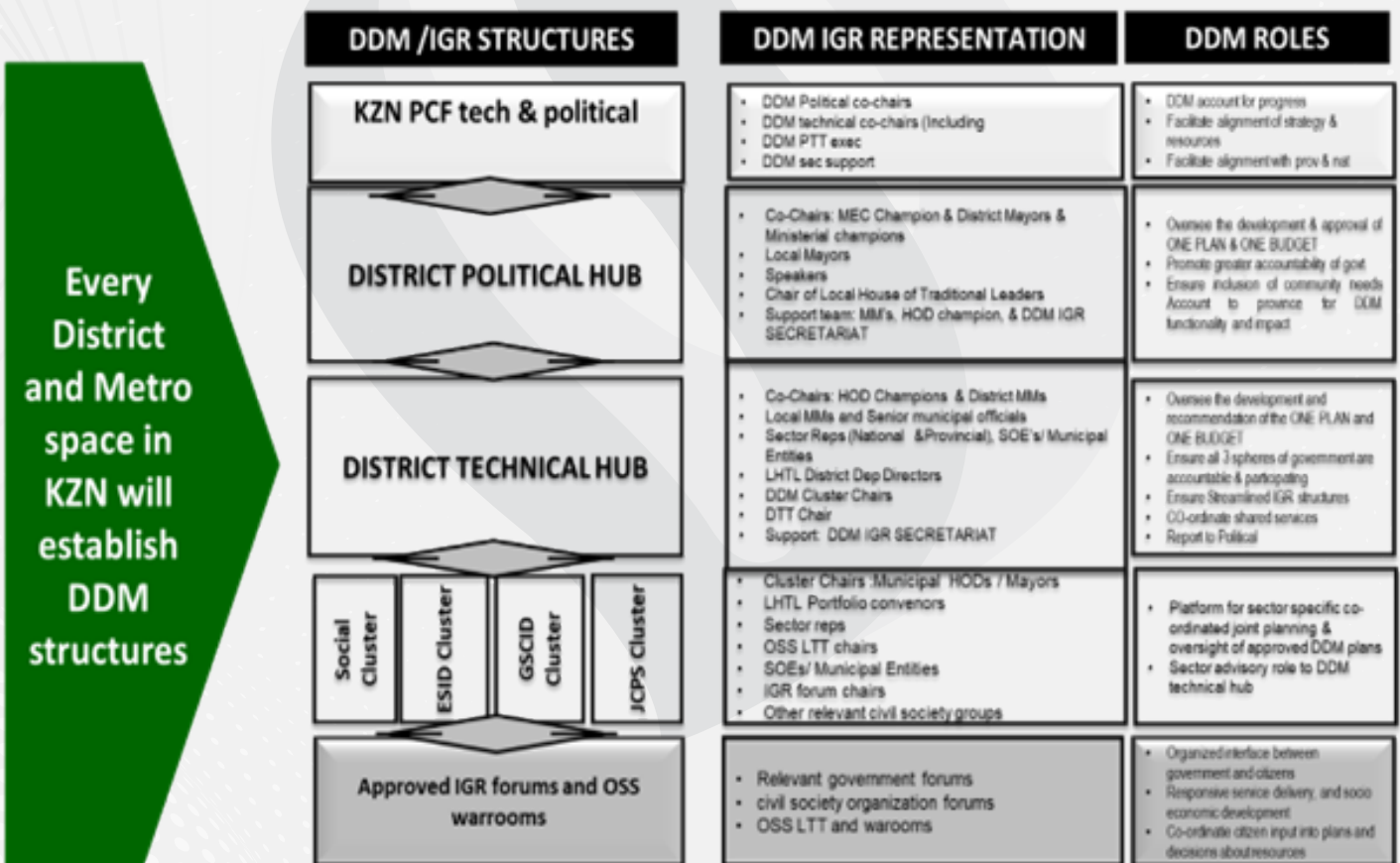
MONITORING AND EVALUATION FRAMEWORK

The purpose of monitoring and evaluations is to:

- objectively assess policies, programmes and systems
- make judgements about the achievement of intended results
- assess the causal links between implementation and observed results

Monitoring must be planned and conducted continuously by collecting data on specified indicators, verifying, storing the data, analysing, and reporting the findings. The set of Key Performance Indicators for the monitoring and evaluation of the iLembe One Plan must be developed after the adoption of the One Plan by the Political Hub. The monitoring and evaluation of the One Plan is to take place through the IGR structures put in place for the purpose of the DDM which includes the quarterly report by the iLembe District Core Team to the respective Clusters, Technical and Political Hubs.

The DDM IGR Structure to be used for Monitoring and Evaluation



MONITORING AND EVALUATION FRAMEWORK

The Hubs are not municipal structures falling under municipal administration. They are accountable to National and Provincial CoGTA. They are inclusive and collaborative and thus steered by intergovernmental functions of the District Municipality.

The Hubs are therefore not able to assume any powers, functions or responsibilities of the District in the implementation of the goals, objectives and catalytic projects of the One Plan. The Hubs' powers and functions are entirely dependent on the collaboration and operations of the respective Clusters within the District.

PRIORITISATION AND IMPLEMENTATIONS OF CATALYTIC PROJECTS

The catalytic projects identified in the tables in Annexure A have been identified from local and provincial sector plans.

Some of the projects are only in conception phase and no feasibility studies have been undertaken yet, whereas others are already in the initial stages of implementation.

The catalytic projects will be reviewed and re-prioritised annually.

While the complete list of programmes is extensive and cannot be reproduced in full here, they are included as Annexure A, which details the status of the programmes for each of the Key Areas described in the One Plan. Ultimately, the success of the One Plan will depend on the successful implementation of as many of these programmes as possible.