

Draft  
Draft

# KwaDukuza Municipality

## Integrated Development Plan

2007/8 – 2010/12

**KWADUKUZA  
VISION 2015**

By 2015

KwaDukuza

will through

unity and good

governance be,

an economic

powerhouse,

delivering

services in an

affordable and

sustainable

manner within

safe and

healthy

environment



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# **KWADUKUZA MUNICIPALITY**

## **DRAFT INTEGRATED DEVELOPMENT PLAN 2007/8/2010/12**

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# Chapter 1

## KwaDukuza 2007/8 IDP Process

### 1. THE INTEGRATED DEVELOPMENT PLANNING PROCESS

- 1.1. The Integrated Development Planning (IDP) Process is a process through which the municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.
- 1.2. According to the Local Government Municipal Systems Act No. 32 of 2000, all municipalities have to undertake a process to produce IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level.
- 1.3. Section 23 of the Local Government Municipal Systems Act, No. 32 of 2000 determines that a municipality must undertake a development oriented planning in-order to ensure that it strives to achieve the objectives of local government and gives effect to its developmental duties as set out in the Constitution.
- 1.4. Section 25 of the Local Government Municipal Systems Act, No. 32 of 2000 stipulates that immediately after the start of its term, each municipal council must within a prescribed period; adopt a single, inclusive and strategic plan for the development of the municipality.
- 1.5 Section 25 of the Government Municipal Systems Act, No. 32 of 2000 further stipulates that the municipal must on annual basis, review the adopted integrated development plan until the new council come into power, which will then adopt its own integrated development plan.
- 1.6. Section 25 (3) (a) of the Government Municipal Systems Act, No. 32 of 2000 further determines that a newly elected municipal council may adopt the integrated development plan of its predecessor, but must also ensure that it complies with Section 29, which states that
  - (1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must \_
  - (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for \_
- 1.4. the local community to be consulted on its development needs and priorities;
  - © provide for the identification of all plans and planning requirements binding on the municipality in terms of provincial and national legislation; and
  - (d) be consistent with any other matters that may be prescribed by regulation
- 1.7. The IDP for the first five- year term that was adopted in 2002 was reviewed on annual basis in accordance with Section 34 of the Local Municipal Systems Act No. 32 of 2000 and the Municipal Planning and Performance Management Regulations (2001), which stipulates that:

A Municipal Council:-

  - (a) Must review its integrated development plan -

- (i) annually in accordance with an assessment of its performance measurements in terms of section 4 I;
  - (ii) to the extent that changing circumstances so demand; and
  - (b) May amend its IDP in accordance with a prescribed process.
- i** Address, amongst others, the following:
- Address the five steps of IDP preparation, viz, analysis; strategies; projects; integration and approval, and focus on Council's vision, strategies and objectives of the Council while linking it to KwaDukuza Council's mandate.
  - Comments received from the IDP assessment on draft IDP's for 2006/7, especially the seven priority areas that were identified by the Assessment Panel, namely:
    - *Comprehensive communication plan to be developed and put in place.*
    - *Ensure budget allocations for all key performance areas (06/07 budget)*
    - *SEA with Landscape Management Plan to be improved and included in the IDP*
    - *Transport Plan – DOT and municipality to be actively involved and align priorities*
    - *To develop SDF with package of plans and LUMS*
    - *Integration with Sector Departments and strengthen intergovernmental structures*
    - *Municipality to clearly outline ,assigned and devolved powers and functions*
  - MEC Comments on the adopted 2006/7 IDP and various role-players in the assessment of the IDP Review documentation;
  - Areas requiring additional attention in terms of legislative requirements;
  - Consideration, review and inclusion of any relevant and new information;
  - Shortcomings and weaknesses identified through the Presidential Imbizo held on the 10 December 2005 and through self-assessment;
  - The preparation and review of relevant sector plans and their alignment with the IDP;

#### **1.8. IDP REVIEW PROCESS PLAN**

In order to ensure certain minimum quality standards of the IDP Review process, and proper co-ordination between and within spheres of government, municipalities need to prepare IDP review process plans. The preparation of a Process Plan, which is in essence the IDP Review Process set in writing, requires adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP review process; and
- Cost estimates for the review process.

#### **1.9. THE DISTRIBUTION OF ROLES AND RESPONSIBILITIES**

The Municipality has established an IDP Representative Forum that is representative of all stakeholders and interested and affected parties. New role players are continuously added to the list of stakeholders in the IDP Process.

The structures that were utilised during the preparation of the first IDP, and the previous IDP reviews will continue to be used for purposes of doing this fourth revision. The main roles and responsibilities allocated to each of the role players are set out below.

### 1.10. ROLES AND RESPONSIBILITIES - INTERNAL

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> <li>❖ Final decision making</li> <li>❖ Approval of the reviewed IDP documentation</li> </ul>
Councillors	<ul style="list-style-type: none"> <li>❖ Linking the IDP process with their constituencies</li> <li>❖ Organising public participation</li> </ul>
Portfolio Committee (Economic Dev and Planning)	<ul style="list-style-type: none"> <li>❖ Political over-sight of the IDP Process and recommendations to the Executive Committee</li> </ul>
Mayor/ Executive Committee	<ul style="list-style-type: none"> <li>❖ Decide on the process plan.</li> <li>❖ Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP documentation, or delegate this function</li> </ul>
Municipal Manager	<ul style="list-style-type: none"> <li>❖ Accountable for all IDP related administrative processes</li> <li>❖ Decide on planning process.</li> <li>❖ Monitor process.</li> <li>❖ Overall Management and co-ordination</li> </ul>
IDP Manager (may be delegated this function by the Municipal Manager)	<ul style="list-style-type: none"> <li>❖ Day-to-day management of the process</li> </ul>
MANCO (IDP Steering Committee)	<ul style="list-style-type: none"> <li>❖ Assist and support the Municipal Manager/IDP Manager and Representative Forum.</li> <li>❖ Make relevant line function inputs into the various stages of the IDP</li> <li>❖ Information "GAP" identification</li> <li>❖ Oversee the alignment of the planning process internally with those of the local municipality areas.</li> </ul>
Municipal Officials	<ul style="list-style-type: none"> <li>❖ Provide technical/sector expertise.</li> <li>❖ Prepare draft progress proposals.</li> </ul>

### 1.11. ROLES AND RESPONSIBILITIES - EXTERNAL

Role Player	Roles and Responsibilities
Alignment Committee	<ul style="list-style-type: none"> <li>❖ Provide ...</li> </ul>
Representative Forum: consisting of Civil Society, Ward Committees, Traditional Structures and Public and Private Sector entities	<ul style="list-style-type: none"> <li>❖ Representing stakeholder interest and contributing knowledge and ideas</li> </ul>
Government Departments	<ul style="list-style-type: none"> <li>❖ Provide data and information.</li> <li>❖ Budget guidelines</li> <li>❖ Alignment of budgets with the IDP</li> <li>❖ Provide professional and technical support.</li> </ul>
Planning/ Specialist Professionals	<ul style="list-style-type: none"> <li>❖ Methodological guidance</li> <li>❖ Facilitation of planning workshops</li> <li>❖ Support with guidance on Sector Plans (sources of funding and guidelines).</li> <li>❖ Documentation</li> <li>❖ Providing the required specialist services for various</li> </ul>

### 1.12. ROLE PLAYERS

The Municipality will confirm the identification of the role players in the IDP Process by removing/adding to their list of stakeholders in the IDP Process. The organisational structures that were utilised during the IDP preparation and all the previous reviews will be revived for the purpose of this review. The main roles and responsibilities allocated to each of the role players are set out in the following table:

### 1.13. PUBLIC PARTICIPATION

- a. Section 151(1) (e) of the South African Constitution, obliges municipalities to encourage the involvement of communities and community organisations in local government.
- b. Section 16(1) of the Municipal Systems Act 32 of 2000 requires the municipality to develop 'a culture of municipal governance that compliments formal representative government with a system of participatory governance'
- c. Chapter 4 of the Municipal Systems Act spells out how the objectives of participatory governance compliment the formal system of representative local government. Public participation is seen to include:
  - *Preparation, implementation and review of the IDP;*
  - *Implementing and reviewing the performance management systems and performance outcomes;*
- d. Basic assumptions underlying public participation can be summed up as follows:
  - *Public participation is a fundamental right of all people;*
  - *Public participation is designed to narrow the social distance between the electorate and elected institutions;*
  - *Public participation is about investing in our people;*
  - *Public participation is designed to promote the values of good governance and humans rights;*
  - *South Africans are encouraged to participate as individuals or interest groups in order to improve service delivery*
  - *Community is defined as a ward in the context of public participation;*
  - *Ward committees are central in linking up elected institutions and these linkages are reinforced by other forums of communication with communities like the izimbizo, roadshows, the makgotla and so forth.*

### 1.15. FUNCTIONS AND CONTEXT FOR PUBLIC PARTICIPATION

Four major functions can be aligned with the public participation process namely:

- Needs orientation;
- Appropriateness of solutions;
- Community ownership; and
- Empowerment.

In the preparation of the IDP, the public participation process has to be institutionalised in order to ensure all residents have an equal right to participate.

### 1.16. MECHANISMS FOR PARTICIPATION

The following mechanisms for participation are proposed:

#### a) IDP Representative Forum (RF)

This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the RF and ensure their continued participation throughout the process. The representative forum will meet as indicated in the attached programme.

- The first RF meeting will involve a presentation of the Process Plan as well as a Gap analysis identifying areas to be addressed in the IDP Process.

- The other two RF workshops will be held to provide feedback on the IDP Review Process as well as to acquire input from RF members on the Sector Plans.
- Ward Committee meetings

b) Media

- KwaDukuza Municipality will use local newspapers to inform the community of the progress of the IDP process. This will be done from initiation to the completion of the IDP process
- KwaDukuza Municipality shall also publish its IDP in its quarterly magazine called Khuluma Masipala.

## 1.17. MECHANISMS FOR ALIGNMENT

### a) National Linkages

The national sphere should provide a framework for the preparation of the Sector plans, and funding where possible. This will contribute to the creation of a normative framework and consistency between municipalities. The national sphere should also co-ordinate and prioritises programmes and budgets between sectors and the national sphere in line with the framework.

### b) Provincial Level

As with the National Government, Provincial Government should prepare Sectoral Guidelines and funding for the preparation of these plans. The preparation of the Sector plans and programmes and district programmes also need to be co-ordinated and aligned.

### c) Ilembe District Municipality

Ilembe District Municipality will, in consultation with local municipalities within its jurisdiction prepare a framework plan to co-ordinate all planning activities during the review process. Through the IDP Manager, the District Municipality will also organise district level alignment meetings between all the municipalities and as well as between municipalities and service providers. There may be a need for Ilembe to liaise with the Regional Authorities via the Amakhosi Forum.

### d) Local Municipalities

Local municipalities will participate in all district-level alignment events and specific alignment meetings, but will also attempt to draw individual service providers into the local planning processes. The local municipalities will also contribute strategies in addressing district-level issues during the alignment meetings.

### e) The Planning Implementation Management Support (PIMS) Centre

The PIMS Centre will support both the district and the local municipality to ensure that proper alignment takes place through facilitation and guidance where required. The newly established Planning Forum will also be as a discussion forum for all five municipalities.

## 1.18. ACTION PROGRAMME

**a. CORE ELEMENTS OF THE IDP PREPARATION**

The 'core elements' of the IDP review four correspond to the core functions of municipalities as outlined in the Municipal Structures Act and other legislation, the Department of Provincial and Local Government's IDP Guide Pack III and VI, as well as critical elements that have arisen from the preparation of the IDP's over the past years.

The core components of the IDP process are grouped as follows:

- i. Status of the implementation process of the 2006/7 IDP (Full term performance report).
- ii. Nine IDP Components as per the MSA
  - a. *the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;*
  - b. *an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;*
  - c. *the council's development priorities for its elected term, including its local economic development aims and its internal transformation needs;*
  - d. *the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
  - e. *spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
  - f. *the council's operational strategies;*
  - g. *applicable disaster management plans;*
  - h. *a financial plan, which must include a budget projection for at least the next three years; and*
  - i. *the key performance indicators and performance targets determined in terms of Section 41 of the Municipal Systems Act.*
- iii. Performance Management System
- iv. Preparation and finalisation of the annual municipal budget and ensuring compliance with the requirements of the Municipal Finance Management Act 2004

**1.19. COST ESTIMATES**

i. Technical Capacity:	R30 000
ii. RF Meetings	R20 000
iii. Advertisements	R25 000
iv. IDP Imbizo	R30 000
v. IDP Information booklets	R50 000
<b>TOTAL</b>	<b>R150 000</b>

# Background & Legal Overview for Developing the Integrated Development Planning

## A. Background

1. Integrated Development Planning is a central process that has become a driving process to ensure the residents of the municipal area are ultimately the recipients of basic services that are provided by the municipality. The Integrated Development Plan is further seen as a consolidated process that provides a framework for the planning of future development in a municipality. In this regard, all other municipal plans must be aligned to the IDP and they must ultimately become annexure to the IDP.
2. The development of Municipal Integrated Development Plans is not just for the purposes of meeting the requirements of the law, but IDP plays a very crucial part in the development of the municipal area. This has prompted His Excellency, the State President, Mr. Thabo Mbeki, during his State of the Nation Address of 2006, to emphasize that municipalities must develop realistic and/or credible Integrated Development Plans, in order to meet the South Africa's development objectives. According to the Department of Provincial & Local Government, the following constitute the *Credible IDP*:
  - a. Consciousness by municipality of its constitutional and policy mandate for developmental local government
  - b. Awareness by municipality of its role and place in the regional provincial and national context and economy
  - c. Awareness by municipality of its own intrinsic characteristics and criteria for success
  - d. Comprehensive description of the area – the environment and its spatial characteristics
  - e. A clear strategy, based on local developmental needs
  - f. Insights into the trade-offs and commitments that are being made re: economic choices, establishment of Sustainable Human Settlements, integrated service delivery etc
  - g. The key deliverables for the next 5 years
  - h. Clear measurable budget and implementation plans aligned to the Service Delivery and Budget Implementation Plan
  - i. A monitoring system (Organisational Performance Management Systems)
  - j. Determines capacity of municipality
  - k. Communication, participatory and decision-making mechanisms
  - l. The degree of intergovernmental action and alignment to government wide priorities
3. KwaDukuza Municipality has already produced five IDP's, viz, IDP's 2002/3; 2003/4; 2004/5; 2005/6 and 2006/7. As required by the law, these IDP's were reviewed on annual basis between the terms 2003/4 to 2006/7.
4. The first KwaDukuza Municipality's Integrated Development Plan was adopted in 2002. This IDP was a product of an intensive community participation process that was able to give a developmental direction to the Council of KwaDukuza Municipality.
5. It is the task of the newly established council to give a developmental vision and direction for the next five years. This will be achieved through Community IDP Izimbizos whose objectives will be to identify community needs in all KwaDukuza 20 wards. The product of the Community IDP Izimbizos shall be KwaDukuza 2007/12 Integrated Development Plan. KwaDukuza Municipality 2007/12 IDP is a five-year strategic plan which is aimed at providing the community of KwaDukuza with an access to basic services, health care, education, food and social security, housing, road infrastructure and safety and security amongst other things.
6. The first IDP for KwaDukuza Municipality adopted a 2010 Vision that states that '**By 2010 KwaDukuza will through unity and good governance be an economic powerhouse, delivering services in an affordable and sustainable manner within safe and healthy environment**'. It must be stated that the in its meeting that took place on \_ , the Executive Committee of KwaDukuza Municipality, resolved to extend the Vision of KwaDukuza with another five years. This means that **the vision of KwaDukuza now reads, *By 2015 KwaDukuza will through unity and good governance be an economic powerhouse, delivering services in an affordable and sustainable manner within safe and healthy environment.***
7. Efforts have been made to align KwaDukuza 2007/12 Integrated Development Plan to NSDPS, KwaZulu Natal Provincial & Growth Strategy, AsgiSA and other national initiatives.

## B. LEGAL OVERVIEW FOR INTEGRATED DEVELOPMENT PLANNING

1. The transformation of Local Government in South Africa has brought about drastic changes in the nature, powers and functions of municipalities. This transformation has placed an emphasis on developmental role of the municipalities, and hence, developmental local government. The notion of developmental local government commits the municipalities to work with the communities in ensuring that they together find sustainable ways of improving the quality of lives of the communities.

2. Section 23 of the Local Government Municipal Systems Act No. 32 of 2000, which determines that all municipalities must undertake a development oriented planning, in order to ensure that they strive to achieve the objects of local government, further enhances the concept of developmental local government. It is through this development oriented planning that the developmental local government can be realized.
3. The development oriented planning that is referred to above, is the integrated development planning, which is a process through which the municipalities prepare strategic development plans which extends for a five-year period. The ultimate product of this planning process is the Integrated Development Plan. KwaDukuza Integrated Development Plan (IDP) is the principal strategic planning instrument that guides and informs all planning, budgeting, management and decision-making processes in KwaDukuza.
4. According to the Local Government Municipal Systems Act No. 32 of 2000, all municipalities have to undertake a process to produce IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level.
5. Section 23 of the Local Government Municipal Systems Act, No. 32 of 2000 determines that a municipality must undertake a development oriented planning in-order to ensure that it strives to achieve the objectives of local government and gives effect to its developmental duties as set out in the Constitution.
6. Section 25 of the Local Government Municipal Systems Act, No. 32 of 2000 stipulates that immediately after the start of its term, each municipal council must within a prescribed period; adopt a single, inclusive and strategic plan for the development of the municipality.
7. Section 25 of the Government Municipal Systems Act, No. 32 of 2000 further stipulates that the municipal must on annual basis, review the adopted integrated development plan until the new council come into power, which will then adopt its own integrated development plan.
8. Section 25 (3) (a) of the Government Municipal Systems Act, No. 32 of 2000 further determines that a newly elected municipal council may adopt the integrated development plan of its predecessor, but must also ensure that it complies with Section 29, which states that *(The process followed by a municipality to draft its integrated development plan, must allow for \_*
- *the local community to be consulted on its development needs and priorities;*
  - *provide for the identification of all plans and planning requirements binding on the municipality in terms of provincial and national legislation; and, be consistent with any other matters that may be prescribed by regulation*
9. The integrated development planning process necessitates the coming together all relevant stakeholders, with an aim of :
- Identifying its key development priorities;
  - Formulating a clear vision, mission and values;
  - Formulating appropriate strategies;
  - Developing the appropriate organizational structure and systems to realise the vision and mission; and
  - Aligning resources with the development priorities
10. The Municipal Systems Act further compels the municipalities to draw up an Integrated Development Plan as a singular, inclusive and strategic development plan that is aligned with the strategic development plans of the surrounding municipalities and other spheres of government. In this regard, KwaDukuza Municipality shall endeavour to align its strategic development plan to that of the Municipalities of Mandeni, Maphumulo, Ndwedwe, Ilembe and eThekweni, as they are all surrounding KwaDukuza Municipality.
11. KwaDukuza IDP shall by all means be made of the following components as required by Municipal Systems Act of 2000:
1. A vision of the long term development of the municipality;
  2. An assessment of the existing level of development in the municipal area which must include an identification of the need for basic municipal services;
  3. The municipal development priorities and objectives for its elected term;
  4. The municipal development strategies which must be aligned with national and/or provincial sectoral plans and planning requirements;
  5. A spatial development framework which must include the provision of basic guidelines for a land use management system;
  6. The municipal operational strategies;
  7. A municipal disaster management plan;
  8. A municipal financial plan, which must include a budget projection for at least the next three years; and
  9. The key performance indicators and performance targets
12. The **Municipal Planning and Performance Management Regulations of 2001**, further set out the following requirements for the Integrated Development Plan:
- a. An institutional framework for the implementation of the Integrated Development Plan and to address municipality's internal transformation
  - b. Investment opportunities that should be clarified;

- c. Development initiatives including infrastructure, physical, social and institutional development; and
  - d. All known projects, plans and programmes to be implemented within the municipality by any organ of state.
13. The **Municipal Finance Management Act (MFMA) of 2003** further provides for a total alignment between the municipal annual budget and the Integrated Development Plan. To ensure this, KwaDukuza Municipality has developed a single process to develop and
- review its annual budget and the integrated development plan.
14. The **Municipal Finance Management Act (MFMA) of 2003** further provides for the development of the Service Delivery and Budget Implementation Plan (**SDBIP**), which is a detailed plan that gives direction as to how the service delivery and annual budget should be implemented. SDBIP includes monthly revenue and expenditure projections, quarterly service delivery targets as well as performance indicators

## Chapter 3

# Situational Analysis

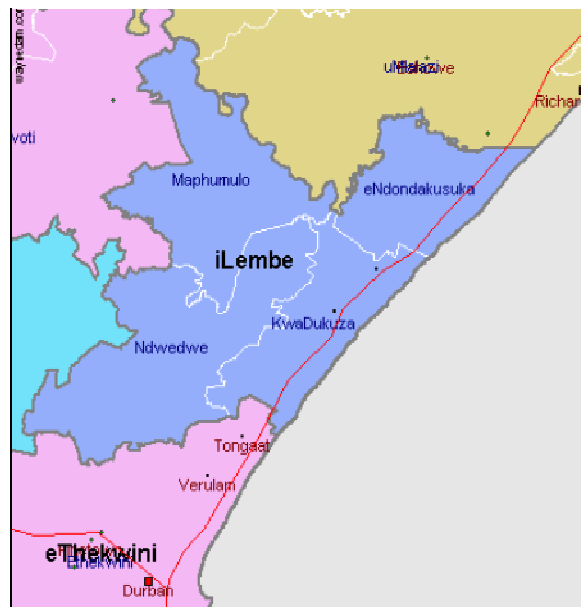
## 3.1 GEOGRAPHICAL CONTEXT

KwaDukuza Municipality is located in the North of eThekweni Municipality in the North Coast. It is one of the four other municipalities that make up Ilembe District, the others being, Mandeni, Maphumulo and Ndwedwe. It shares borders with these municipalities as well as with eThekweni Municipality on the south.

The name KwaDukuza epitomizes the historical background of the area being the home to King Shaka Gravesite and Memorial. The town KwaDukuza is built on the original site of King Shaka's Royal settlement called Dukuza. The KwaDukuza museum is situated opposite the site of King Shaka Memorial and is dedicated to the sugar industry and colonialism, the cultural heritage of the early settlers of the town Stanger.

KwaDukuza Municipal area stretches from the uThongathi River in the south to the just across Zinkwazi River in the north.

KwaDukuza functions as the district node and dominant commercial centre in the Ilembe District. KwaDukuza



## 3.2 SOCIO-ECONOMIC CONTEXT

KwaDukuza Municipal area of jurisdiction is approximately 633 km in extent.

It has a permanent population of 158 583 people (Stats

		0-6	7-14	15-18	19-34	35-64	65+	Total
Male	Black African	9157	9358	4736	19234	13602	1571	57658
	Coloured	127	146	99	223	262	21	878
	Indian/Asian	1531	2252	1347	4553	5548	757	15988
	White	353	382	204	693	1742	529	3903
	Sub-Total	11168	12138	6386	24703	21154	2878	78427
Female	Black African	9097	9720	4847	18648	13977	2358	58647
	Coloured	98	136	88	187	322	62	893
	Indian/Asian	1538	2391	1381	4379	6081	938	16708
	White	315	396	214	677	1788	503	3893
	Sub-Total	11048	12643	6530	23891	22168	3861	80141
<b>TOTAL POPULATION</b>		<b>22216</b>	<b>24781</b>	<b>12916</b>	<b>48594</b>	<b>43322</b>	<b>6739</b>	<b>158568</b>

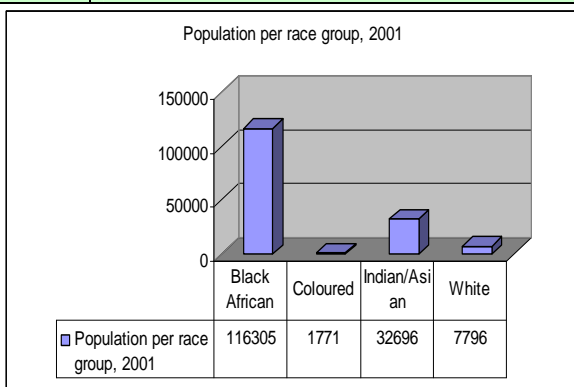
Municipality occupies a coastal and inland stretch of approximately 50 km in length and 14 km in width. It consists of a variety of clustered and ad hoc settlements and small towns that are linked with a well-developed network of roads and rail infrastructure.

The key feature of KwaDukuza Municipality is the N2 Development Corridor that runs through it. KwaDukuza is also strategically located between the two major ports, viz, Durban and Richards Bay Ports. This alone gives KwaDukuza an advantage of strategically re-aligning the district into a competitive and attractive investment destination. The close proximity of the Dube Trade Port is also an added advantage to the area in terms of investment attraction.

SA: 2001). However, the Municipality has recorded its population at approximately 172 000 people. This population increases to over 200 000 during peak holiday seasons.

The population dynamics of KwaDukuza Municipality is highly diverse due its multi-racial composition and rich settlement history. KwaDukuza has a distinct eastern flavour and is linked to the earlier settlement of Indian families who were imported to work on the sugar cane farms of the big sugar barons such as Sir Liege Hullet.

HH Size	Black African		Coloured		Indian or Asian		White		Total HH
	HH	People	HH	People	HH	People	HH	People	
1	7407	7407	53	53	516	516	383	383	8359
2	6239	12478	62	124	1349	2698	1130	2260	8780
3	3933	11799	69	207	1553	4659	450	1350	6005
4	3459	13836	89	356	2079	8316	463	1852	6090
5	2673	13365	66	330	1551	7755	188	940	4478
6	2023	12138	37	222	814	4884	62	372	2936
7	1372	9604	12	84	364	2548	19	133	1767
8	1009	8072	6	48	154	1232	4	32	1173
9	627	5643	5	45	57	513	0	0	689
10+	1351	13510	7	70	77	770	0	0	1435
Total HH	30093	107852	406	1539	8514	33891	2699	7322	41712
<b>Total</b>									<b>150604</b>



#### DIAGRAM 2: AGE DISTRIBUTION IN KWADUKUZA

From Table 2, it follows that the KwaDukuza Population is almost equally balanced between the Male (49.5%) and Female (50.5%) gender segments.

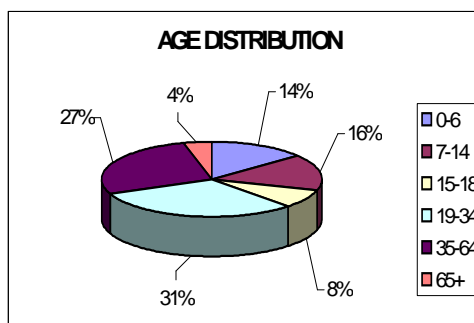
The KwaDukuza youth segment of the population has a large base, and total number of people under the age of 19 years accounts for 37.8% of the total population, and the percentage of the population that is 34 years or younger comprises 68.4% of the total population.

The age group 65+ represents only 6% of the total population. It is interesting to note that the Male

From Table 3 it follows that there are almost 42 000 households in the KwaDukuza Municipal area. The Total population in 2001 was almost 172000 people.

component in the age group 65+ comprises a very small percentage of the total population, i.e. only 1.8%.

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The age group 65+ represents only 6% of the total population. It is interesting to note that the Male component in the age group 65+ comprises a very small percentage of the total population, i.e. only 1.8%.

The African population comprises approximately 71% of the total population, the Indian or Asian group 23%, the White group 5% and the Coloured group approximately 1%. The average household size is approximately 3.6 persons per household

KwaDukuza also boasts to be the home of the first African to win the Nobel Peace Prize, Chief Albert John Mvumbi Luthuli. During the month of August 2004, South African from all lifestyles joined the people of KwaDukuza in celebrating the life and times of this Son of Grootville, KwaDukuza.



KwaDukuza tourism has also been boosted by the declaration of Chief Albert Luthuli's House as a National Monument. Coupled with this was the restoration of Chief Luthuli's Grave as well as the renovation of Church in which Chief Albert Luthuli's body laid in state.

Investment opportunities range from the tourism sector, light industry, communications and IT, transport and specifically agriculture in the form of sub-tropical fruits, vegetables, sugarcane and flowers.

The main economic sectors are tourism, sugar, forestry, agro-industrial manufacturing, furniture manufacturing, clothing, plastic products and paper manufacturing and paper products. Holiday letting and exclusive elite residential and golf estates property development is one of the high prized unique selling propositions of the area.

Concomitant with further development of industry and tourism and up market residential and estate development prospects for commercial investment look promising.

Major developments include the King Shaka Cultural and Tourism Heritage Trail, the Zimbali Golf and Leisure Estate extension, the Zimbali Lakes and Golf Estate development on the Tongaat River, Simbithi Eco-Estate, Ballito Business Park, Seaward Estate Phases I and II, Dunkirk Estate, Sheffield Manor, Brettonwood and Zululami Estate.



The dominant land-use outside of the urban areas of the KwaDukuza Municipality is sugar cane plantations interspersed along the coast and in some inland areas with forestry plantations. Land taken up by other forms of agriculture is limited. The primary rural landform is

agriculture with farmhouses, compounds and smaller rural settlements dispersed throughout the area. The only major traditional settlement within the area is located in the northwest portion of the Municipal Area.

The urban landscape in the KwaDukuza areas is diverse, and the area is home to major formal and informal residential areas. The southern portions of the coastline are formally developed and include areas such as Ballito and Salt Rock. Developments in these areas are generally focused on the middle to high- income (up market) holidaymakers.

The coastline to the north of Salt Rock is relatively underdeveloped with only smaller coastal settlements such as Tinley Manor Beach, Blythedale Beach and Zinkwazi located in this coastal strip. The KwaDukuza Municipality is one of very few municipalities that have such stark economic differences in the area.

According to the KwaZulu-Natal Economic Review published by the Provincial Department of Economic Development and Tourism, the economy of KwaZulu-Natal is looking better than it has in years. A number of influences have also boosted the investor confidence to the Province of KwaZulu Natal.

The province had an annual growth rate of 4.3% from 1995 to 2000. The structure of the provincial economy differs from the structure of the national economy in that it has a much larger manufacturing sector and a smaller mining sector than that of the national economy. The production base characteristic of the provincial economy is large in the secondary industry sectors.

Growth rates in excess of the national average have been driven by high growth in the services sector, in particular, financial, business services, transport, and communication. In the manufacturing sector, growth has been driven by the paper and paper products industry, ferro-alloys (aluminium) and petroleum chemicals.

The agricultural sector is a major contributor to the economy of KwaDukuza, with sugar cane and timber to a smaller degree being the two primary agricultural activities in the area. The tourism industry plays a significant role in the economy of KwaDukuza and has room for growth. The property market is also a major hive of activity, with major developments in the area.

The Gijima Report prepared by the Department of Economic Development regarding the economic analysis of the Ilembe economy draws on many of the opportunities and areas for capitalisation within the KwaDukuza Municipality and must be taken into serious account when preparing its Local Economic Development Plan.

The KwaDukuza Municipality is currently preparing its Local Economic Development (LED) Plan, which will direct the Municipality to the areas that should be focussed on by identifying the viable economic opportunities in the area.

With the financial help from the Development Bank of Southern Africa (DBSA), KwaDukuza Municipality has appointed SIVEST Selatie Moloi Consultants to develop its Environmental Assessment (SEA), which will serve as one of the guides to the development of KwaDukuza Municipality in the future.

### 3.3. ENVIRONMENTAL CONTEXT

The fast pace of development in KwaDukuza places unprecedented pressure on the environment. The findings of the KwaDukuza Strategic Environmental Assessment (research) suggest that the coastal strip of KwaDukuza Municipality requires the greatest attention, as the development is greatest in this area, which is one of the areas of greatest environmental concerns.

### 3.4. BIOPHYSICAL CONTEXT

The majority of the land within KwaDukuza Municipality is highly transformed. Several rivers flow through the area in a west – east direction into the Indian Ocean, these include, from the South to North, the uThogathi, the uMhlali, the uMvoti, Zinkwazi and on the northern boundary of uThukela River which is the largest river in KwaZulu Natal,

A number of land use related factors (especially related to sugar cane cultivation) have caused extensive degradation of wetlands and rivers. This has severely affected both the biological and ecological functioning of these ecosystems in the KwaDukuza area.

The coastline of KwaDukuza comprise of sandy beaches, dune forests and rocky headlands. The demand for sandy beaches and the pressure to provide space, adjacent to bathing beaches and other amenities, both for recreational activities and parking is growing. Degradation of the coastline has negative connotations to the tourism industry, which is considered crucial for economic development in KwaDukuza.

The Beach Recreational Use Plan highlights important coastal areas that still have intact ecological biodiversity worthy of preservation.

There are no proclaimed nature reserves in KwaDukuza, but there is a privately owned Natural Heritage Site (SANHS 166) which encompasses the uMvoti Estuary and is deemed an Important Birding Area (IBA, No. 73) and considered critical for conservation action

Two conservancy areas exist within the KwaDukuza Local Municipality, namely, the Addington Conservancy and the other is a joint protection of natural areas between Rodger Stewart and Prince's Grant Golf Estate (the latter the subject of a DFA application).

Remnant patches of riparian vegetation and coastal forest exist, along with limited examples of coastal grassland. These are important for conservation.

Three fragments of Ngoya Forest and Grassland should be proclaimed as reserves in a joint exercise with Ndwedwe Local Municipality and with the assistance of SANBI and Ezemvelo KZN Wildlife.

Most areas/resources that have not been developed or transformed are inaccessible or difficult to develop. Fragments of remaining natural areas/resources are separated by large tracts of transformed land and therefore may not be able to support and sustain themselves without intensive management and intervention.

There is increasing pressure from land use impacts on biodiversity from land use (e.g. drainage and cultivation of commercial crops, poor burning practices, alien invasive plants, head cut/donga erosion, sand winning, poor livestock grazing management, poor veld management in

upstream catchments, forestry, high demand for coastal residential development urbanisation, and roads). Alien invasive vegetation poses an increasing threat to remaining natural areas and resources, as does injudicious burning and utilisation of the grasslands and the forests as a source of muthi and grazing for livestock.

The establishment of the uMvoti Community Protected Area and Marine Protected Area has been proposed for the area between uMvoti River Mouth inland to the Mnyundwini River near Groutville. Some of the benefits that will emanate from this initiative include eco-tourism initiatives and ecological protection.

### 3.5. INFRASTRUCTURAL CONTEXT

There is a huge disparity in provision of services and there is a major service backlog within the area of KwaDukuza Municipality.

There is also a lack of maintenance of existing infrastructure. This is evident in the poor condition of roads due to poor standard of stormwater management and lack of maintenance.

Transport routes concentrated along north south access. It must be noted that Metrorail is the backbone of public transport in KwaDukuza

Access into the area may be boosted by the future development of King Shaka Airport and related tourism projects.

Water infrastructure is a top priority in KwaDukuza Local Municipality with only half of the population having access to water. There is severe water shortage in the area, which is exacerbated by new development applications. Ways of reducing inefficiencies, waste and water loss need to be investigated.

There is also no bulk Municipal waterborne sewerage reticulation system available in areas including Blythedale and surrounds. There is one major sewer treatment works at KwaDukuza that pumps sewerage from other smaller sewer pumps across the Municipality. Septic tank systems are used in many areas for disposal of liquid waste.

Due to extensive housing developments especially along the coast the treatment works requires upgrading, however the Illembembe Municipality have indicated that they are not currently in a position to provide a bulk service supply to upcoming developments

Approximately 59% of households have access to a basic level of formal sanitation service; however, 13% do not have any form of sanitation whilst 28% uses pit latrines. This could result in ground water contamination and could consequentially be detrimental to human health.

Stormwater is managed on a daily basis by the municipality. The biggest problem faced by the department has to do with the current extensive housing development project-taking place along the coast especially in Ballito. The Municipality is finding it increasingly difficult to provide funding to develop all the necessary storm water structures in the area.

There is a lack of space for graveyards within the Municipality. This is characterised by uncontrolled burials especially in the rural areas.

There is a problem of refuse removal especially within the new townships. The Municipality needs to develop a waste and refuse removal. Development of regional waste disposal site awaiting funds

Existing bulk electricity supply in the area is limited; The Stanger 133/33kV In-take substation is deemed "infirm and requires additional capacity" as it cannot support the current extensive developments occurring along the coast. A program of installation of electricity is required. Street lighting should be addressed in order to fight crime in most areas

As at February 2007, there are areas in which the issue of land restitution and redistribution has not yet been resolved.

An important component of the structuring of the future development of the area should focus on locating activities in areas of accessibility, where higher accessibility exists

Because of high in migration patterns in KwaDukuza Municipality, caused by people who come to seek for job opportunities within KwaDukuza, our housing backlog is not decreasing the way the Council wanted it to. On positive note, it must be mentioned that

#### **a. KWADUKUZA PLANNING WITHIN BROADER NATIONAL, PROVINCIAL & DISTRICT**

KwaDukuza integrated planning process is based and influenced by policies and planning processes at local, district, provincial and national levels. It is the intention of KwaDukuza Municipality to contribute to growth and development within Ilembe District, KwaZulu Natal and to South Africa at large.

**Firstly**, the new vision of KwaDukuza Municipality is also based and influenced by the **Government Vision 2014** (ANC 2006 Local Government Elections Manifesto), which amongst other things states that:

- *No community will still be using the bucket system for sanitation by 2007.*
- *All communities will have access to clean water and decent sanitation by 2010.*
- *All houses will have access to electricity by 2012.*
- *There is universal provision of free basic services.*
- *Improve the way government provides housing to ensure better quality houses closer to economic opportunities and combat corruption in the administration of waiting lists.*

❖ **The next Chapter, which is on the Development Strategies, will address how KwaDukuza Municipality intends to address the challenges that have been identified above.**

**Secondly**, through its Mission and Vision KwaDukuza Municipality, intends to contribute at ensuring that the Objectives of the **UN Millennium Development Goals** (MDG's) are realised, especially within KwaDukuza area of jurisdiction. It must be noted that the Vision 2014 that is mentioned above is itself based on the United Millennium Goals. KwaDukuza Municipality will therefore contribute by addressing issues that fall within its powers and functions.



**Thirdly**, KwaDukuza Municipality will endeavour to adapt and localise the goals of **ASGISA** and therefore KwaDukuza Municipality's development strategies, programmes and projects, will be guided by the following:

- **Reduction of poverty within KwaDukuza Municipal Area of jurisdiction;**
- **Contributing to 6% economic growth**
- **Creating employment opportunities by creating enabling environment for investors to come to KwaDukuza and thus contributing to ASGISA's goal of halving unemployment 2014**
- **Bridging the gap between the first and second economy by creating investment opportunities especially around KwaDukuza economic centres, viz, Shakaskraal and KwaDukuza Town**
- **Investing in the infrastructure**
- **Working more closely with women and youth in order to fast tract them out of the second economy. This will be done ensuring that KwaDukuza Supply Chain Management Policy is favourable to women, youth and the people who differently abled.**
- **Implementing the principles of Expanded Public Works Programme (EPWP) in all projects in KwaDukuza**

On the youth front, it worth mentioning the fact that KwaDukuza Municipality is the one of the initial recipient of the ASGISA programmes. **One of the first 100 Youth Advisory Centres (YAC) was implemented in KwaDukuza.** This YAC has already helped many young people by:

- Assisting them to enrol in the National Youth Service
- Link young people with Umsobomvu Youth Fund Programmes
- Assisting the unemployed graduates to access learnership programmes
- Sending the CV's of young people who are looking employment opportunities to CV Scan
- Assisting young people to fill forms and send them to Bursary institutions
- Doing outreach programme teaching youth about life skills
- Educating young people about HIV and AIDS
- Giving young people access to computer and internet
- Teaching young people computer skills
- Encouraging youth to participate in sporting activities

#### b. KWADUKUZA INSTITUTIONAL

##### ARRANGEMENTS

KwaDukuza Municipality is comprised of five Directorates that are aligned to the Integrated Development Plan, viz,

1. **Corporate Services** (Administration, Human Resource, IT, Estates, Corporate Communications);
2. **Economic Development & Planning** (LED, Human Settlement, Youth, Gender, Community Development, Sports & Recreation and Culture, Development Planning, Museums, Libraries);
3. **Finance** (Revenue, Expenditure, Procurement, Financial Management)
4. **Municipal Services** (Traffic & Safety, Traffic Law, Enforcement, Vehicle/Driver Testing and Licensing, Public Safety, Disaster Management, Emergency Services, Beaches, Beach Maintenance, Cemeteries and Crematoria, Waste Management, Parks, Verges & Amenities Maintenance & Primary Health Care).
5. **Technical Services** (Electrical Engineering, Civil Engineering, Fleet Management)



#### c. KWADUKUZA COUNCIL STRUCTURES

KwaDukuza Municipality has 40 Councillors of which 20 are directly elected ward councillors, and 20 are

proportional representative councillors. In terms of the IDP, the core functions of KwaDukuza Council are to give effect to Section 25 of the Municipal Systems Act, which states that:

*“Each Municipal Council must adopt a single inclusive and strategic plan for the development of the municipality which: ...aligns the resources and capacity of the municipality with the implementation of the plan”.*

Section 36 of the Municipal Systems Act also commits the Council to, “give effect to its Integrated Development Plan and conduct its affairs in a manner which is consistent with its Integrated Development Plan”

KwaDukuza Council's Portfolio Committees set policies and guidance towards the implementation of all KwaDukuza Council delivery. These portfolio committees are structured as per the national guidelines. Each Portfolio Committee meets once per month.

These portfolio committees deliberate issues and then make recommendations to EXCO and the full Council, for the latter to take decisions. The following are the KwaDukuza Council Portfolio Committees:

- **Economic Development, Planning and Housing (EDP)**
- **Amenities and Safety**
- **Local Public Administration and HR (LPA & HR)**
- **Infrastructure & Technical**
- **Finance Portfolio Committee**
- **Youth Affairs**

#### d. COMMUNITY PARTICIPATION

Section 151(1) (e) of the South African Constitution, obliges municipalities to encourage the involvement of communities and community organisations in the affairs of local government.

This further emphasised by Section 16(1) of the Municipal Systems Act 32 of 2000, which requires the municipality to develop ‘a culture of municipal governance that compliments formal representative government with a system of participatory governance’

KwaDukuza Municipality has formed various structures that aimed at ensuring that the community and community organisations participate and have input on the delivery of services.

##### These structures or fora are there to:

- Ensure KwaDukuza Councillors remain accountable and work within their mandate;
- Narrow the social distance between KwaDukuza Councillors and KwaDukuza Community
- Promote the values of good governance and humans rights;
- Allow citizens (as individuals or interest groups) to have continuous input into KwaDukuza politics;
- Allow service consumers to have input on the service delivery issues;
- To afford organized civil society the opportunity to enter into partnerships and contracts with KwaDukuza Municipality in order to mobilise additional resources

The following fora\structures exist within KwaDukuza Municipality:

- **IDP Representative Forum**
- **Audit Committee**
- **20 Ward Committees**
- **Health Forum**
- **Electricity Forum**
- **HIV & AIDS Council**

### **KWADUKUZA COMMUNITY NEEDS IDENTIFICATION**

*During the 2007/8 \_ 2011/12 integrated development planning process, KwaDukuza Municipality ensured that there is a 'civil society voice' in its IDP. As part of this process, a ward profiling exercise was conducted. The first objective of this exercise was to assess the level of development in all KwaDukuza 20 wards. The second objective was to identify the key prior needs/projects for 2007/2012 IDP in all the wards. The wards' priorities identified through this exercise, will be addressed between 2007 & 2012 financial years.*

*The following issues were identified by most of the wards:*

- ❖ *Water*
- ❖ *Sanitation*
- ❖ *Road Infrastructure*
- ❖ *Community Centres*
- ❖ *Housing*
- ❖ *Storm water infrastructure*
- ❖ *Sports facilities*
- ❖ *Cemetery sites*
- ❖ *Schools*
- ❖ *Environmental issues*
- ❖ *Job opportunities*

**KWADUKUZA IDP 2007/8 – 2011/12**  
**LIST OF COMMUNITY NEEDS PRESENTED ON THE**  
**IDP REPRESENTATIVE FORUM HELD ON 22 FEBRUARY 2007**



<p><b><u>Ward 1:</u></b></p> <ul style="list-style-type: none"> <li>• Community Hall</li> <li>• Soccer Field</li> <li>• LED Projects</li> <li>• Grazing Field</li> <li>• Rural Housing Project</li> </ul> <p><b><u>Ward 2</u></b></p> <ul style="list-style-type: none"> <li>• Cemeteries</li> <li>• Community Hall</li> <li>• Upgrade or roads</li> <li>• Upgrade of water &amp; electricity systems</li> <li>• Noise at the beach</li> </ul> <p><b><u>Ward 3</u></b></p> <ul style="list-style-type: none"> <li>• Electricity connections</li> <li>• Housing</li> <li>• Soccer Grounds</li> <li>• Building of High School</li> <li>• Upgrade of roads</li> </ul> <p><b><u>Ward 4</u></b></p> <ul style="list-style-type: none"> <li>• Cemeteries</li> <li>• Renovation of Community Hall</li> <li>• Improve quality of water</li> <li>• Housing</li> <li>• Multi-purpose centre</li> <li>• Sports fields</li> </ul> <p><b><u>Ward 5:</u></b></p> <ul style="list-style-type: none"> <li>• Upgrading of Roads</li> <li>• Community Hall</li> <li>• Places of Worship</li> <li>• High School</li> </ul> <p><b><u>Ward 6</u></b></p> <ul style="list-style-type: none"> <li>• High Rock, Chaka's Rock, Salt Rock, Tidal Pool, Clark Bay, Thompsons Bay (Upgrade of Toilet Facilities)</li> <li>• Upgrade of Promenade</li> <li>• Repairs of roads</li> <li>• Repairs of Pavements</li> </ul>	<p><b><u>Ward 7</u></b></p> <ul style="list-style-type: none"> <li>• Community Hall</li> <li>• Sports Grounds</li> <li>• Additional Houses</li> <li>• Street lights in dark areas</li> </ul> <p><b><u>Ward 8</u></b></p> <ul style="list-style-type: none"> <li>• High School</li> <li>• Poly Clinic</li> <li>• Water and Sanitation</li> <li>• Upgrade for all sports grounds</li> <li>• Industries</li> </ul> <p><b><u>Ward 9</u></b></p> <ul style="list-style-type: none"> <li>• Sanitation</li> <li>• Speed Humps on bus Route</li> <li>• Upgrade of gravel road</li> <li>• Housing Projects</li> <li>• Fencing of graveyards</li> </ul> <p><b><u>Ward 10</u></b></p> <ul style="list-style-type: none"> <li>• Extension of Luthuli Centre Housing Project</li> <li>• Availability of land</li> <li>• Upgrading of sportsfields</li> <li>• Multi purpose centre</li> <li>• Road infrastructure</li> </ul> <p><b><u>Ward 11</u></b></p> <ul style="list-style-type: none"> <li>• Community Centre</li> <li>• Satellite Police Station</li> <li>• Skills Centre</li> <li>• Housing</li> <li>• Upgrade of Roads</li> </ul> <p><b><u>Ward 12</u></b></p> <ul style="list-style-type: none"> <li>• Upgrade of roads</li> <li>• Industries</li> <li>• Waste Removal</li> <li>• Electricity Connection</li> </ul>	<p><b><u>Ward 13</u></b></p> <ul style="list-style-type: none"> <li>• Housing</li> <li>• Roads/Speed Humps</li> <li>• Upgrade of Sport field</li> <li>• Electricity</li> <li>• Community Hall</li> </ul> <p><b><u>Ward 14</u></b></p> <ul style="list-style-type: none"> <li>• Community Centre</li> <li>• Sports Grounds</li> <li>• Building of High School</li> <li>• Clinic</li> </ul> <p><b><u>Ward 15</u></b></p> <ul style="list-style-type: none"> <li>• Housing</li> <li>• Community Hall</li> <li>• Road infrastructure</li> <li>• Sport fields</li> <li>• Sanitation Services</li> </ul> <p><b><u>Ward 16</u></b></p> <ul style="list-style-type: none"> <li>• Sports facilities</li> <li>• Road infrastructure</li> <li>• Cleaning of Industrial area</li> <li>• Sunny park-Storm water/drainage</li> <li>• Design of storm water drains</li> </ul> <p><b><u>Ward 17</u></b></p> <ul style="list-style-type: none"> <li>• Land for Housing</li> <li>• Road infrastructure</li> <li>• Market Stalls</li> <li>• Improve quality of water &amp; electricity</li> <li>• Sanitation</li> <li>• Upgrading of Stanger Manor grounds</li> <li>• Building of a community hall at Stanger Manor</li> </ul>	<p><b><u>Ward 18</u></b></p> <ul style="list-style-type: none"> <li>• Speed Humps-Lindelani</li> <li>• Upgrade of Shakaville Community Hall</li> <li>• 2 Pedestrian Bridges for Mbozamo River</li> <li>• Upgrade of gravel road from the Industrial area to Shakaville</li> <li>• Upgrade of Youth Centre and sporting facilities</li> </ul> <p><b><u>Ward 19</u></b></p> <ul style="list-style-type: none"> <li>• Recreational Facilities</li> <li>• Road Infrastructure</li> <li>• Parking Areas</li> <li>• Job creation</li> <li>• Upgrade of the Civil Centre</li> </ul> <p><b><u>Ward 20</u></b></p> <ul style="list-style-type: none"> <li>• Cemeteries</li> <li>• Clinic</li> <li>• Upgrade of Roads</li> <li>• Community Hall</li> <li>• Sanitation</li> </ul> <p><b><u>General</u></b></p> <ul style="list-style-type: none"> <li>• Environmental Issues</li> <li>• Cleaning of all KwaDukuza beaches</li> <li>• KwaDukuza and Shakaskraal Towns – Urban Renewal</li> <li>• Skills Centre – Further Education &amp; Training) (FET College)</li> </ul>
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### SUMMARY OF KEY ISSUES

- a. KwaDukuza Municipality is very strong on property development, however this development is concentrated on the coastline
- b. KwaDukuza Main Town and Shakaskraal need to be given a facelift in order for KwaDukuza Municipality to attract investment and tourists in these two main towns
- c. Investment opportunities especially in holiday letting, sugar cane, tourism, flowers, light industry, communications, IT and agriculture, etc
- d. There is severe water shortage within KwaDukuza area of jurisdiction. Areas like Blythedale and Zinkwazi rely on boreholes for water
- e. There is high rate of unemployment in the area of KwaDukuza
- f. Level of illiteracy is very high
- g. There is a high rate of HIV/AIDS infections
- h. There is a high rate of environmental degradation and the coastline
- i. Road infrastructure needs to be upgraded
- j. Upgrading of the bulk electricity infrastructure
- k. Storm water drainage needs to be upgraded
- l. Waste management needs to be attended to
- m. There is shortage of space for cemeteries
- n. As at April 2007, there are areas in which the issue of land restitution and redistribution has not yet been resolved

### KWADUKUZA SITUATIONAL ANALYSIS

Level of Development  
Achievements in last five years  
Institutional Arrangements  
Institutional Capacity  
Challenges  
Community Priorities

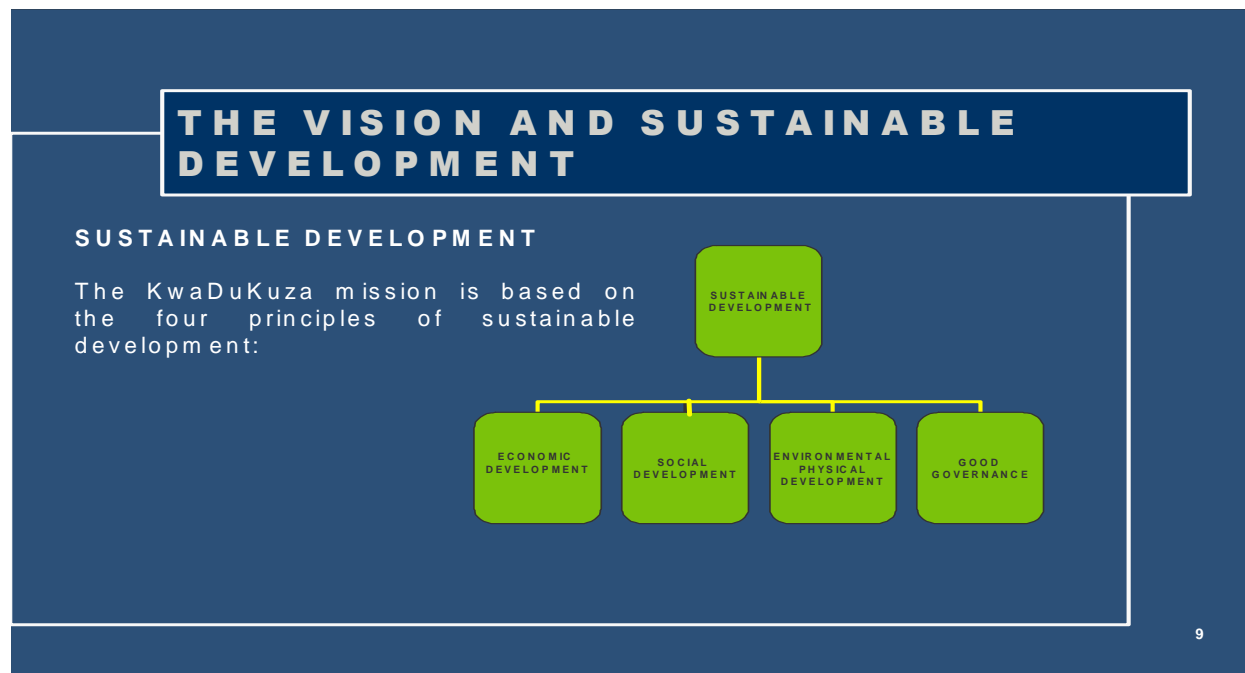
**KWADUKUZA  
DEVELOPMENT  
STRATEGIES**

# Chapter 4

## KwaDukuza Development Strategies

### 4.1. KwaDukuza Municipal Vision 2015

“By 2015 KwaDukuza will, through unity and good governance be an economic powerhouse, delivering services in an affordable and sustainable manner within a safe and healthy environment”



### 4.2. KwaDukuza Municipal Mission Statement

The mission of the KwaDukuza Municipality is to achieve highest economic status through:

- Driving local economic development;
- Delivering a high standard of essential services;
- Encouraging public participation;
- Overcoming debt and achieving cost recovery on services provided.

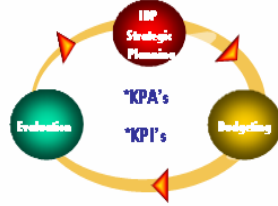
### 4.3. KWADUKUZA MAYORAL PRIORITIES

Based on the situational analysis of KwaDukuza Municipal area of jurisdiction, in his opening remarks of KwaDukuza IDP Representative Forum meeting that took place on the 22<sup>nd</sup> of February 2007, His Worship the Mayor of KwaDukuza Municipality, Councillor Sduzuzo Gumede, undertook to ensure that KwaDukuza Municipality's Development Strategies are based on the following 10 strategies:

- Ensuring economic development and job creation;**
- By-law enforcement and crime prevention;**
- Ensuring Good Governance;**
- Ensuring Service Delivery Excellence;**
- Ensuring Customer care and making Batho Pele a reality;**
- KwaDukuza Main Town regeneration;**
- Fighting against HIV & AIDS pandemic;**
- Clearing of slums in KwaDukuza;**
- Provisioning of sustainable human settlement; and**
- Providing for the indigents;**

## OUTCOMES BASED STRATEGIES

- Kwadukuza moving towards having outcomes-based strategies. These are broken down into programmes and projects.



### 4.4. KWADUKUZA BROAD STRATEGIC FOCUS AREAS

In order to ensure integrated and sustainable development within the municipal area, Kwadukuza Municipality has formulated several strategic focus areas. In undertaking the strategy formulation process the Municipality has moved towards an outcomes based approach.

These strategies cover the entire spectrum of development needs and opportunities in the Municipality. The integration of the strategies and the budgets are also being pursued during this planning cycle, which seeks to guide the development of Kwadukuza over the next five years. Each strategy has a number of programmes and related projects attached to it, which on completion translates into the achievement of the strategic goal.

The situational analysis above has made all attempts to paint picture of the current realities of Kwadukuza Municipality, and therefore these outcome-based strategies are meant to address the problems identified under the situational analysis phase.

The following constitute the broad strategic areas for Kwadukuza Municipality. These broad strategic focus areas will further be broken down into programmes and projects. They are:

#### a. Improve service delivery

Improving the level of service delivery is one of the critical challenges that require serious attention. A proper strategy and programme must be developed in order for the Kwadukuza Municipality to address this challenge. This challenge will be addressed together with challenge on ensuring strict credit control.

#### b. Improve relationships

It is a legal imperative for the municipality to act in a developmental way, and to provide an enabling environment for all its stakeholders to engage in a meaningful partnership with the council to ensure that the needs are met.

#### c. Address poverty and unemployment

At the centre of Kwadukuza development challenges is the need to create employment opportunities and the need to strengthen the economic base of the area. The development that is taking place within Kwadukuza is not incidental but these development initiatives are aimed at creating employment opportunities for community of Kwadukuza. Most of these employment opportunities that are created are temporal, but they are playing a very important role in a fight against poverty and unemployment.

#### d. Good Governance and administration

Kwadukuza Municipality wants to be an institution that continuously improves its government, by ensuring good governance and an institution that has best administration practices.

#### e. Economic Development

A municipal economy that plays a role as the key economic hub on the Ilembe District

#### f. People Development

Kwadukuza Municipality strives to be a place in which there is an advancement of community development, personal growth and social mobility so that at the end of the day challenges pertaining to poverty and vulnerability, inequality and social exclusion are addressed.

#### g. Integrated Sustainable Human Settlements

Kwadukuza Municipality wants to work on integrated sustainable human settlements.

#### h. Provide infrastructure and basic services

The municipal area is characterised by areas where major service backlogs exist.

This is in comparison with areas where the full range of services exists. In Kwadukuza, it is easy for a person to distinguish between the first and the second economy.

It is one of the challenges that Kwadukuza is facing that while property development is promoted along the coast of Kwadukuza, it must be ensured that basic services are adequately provided for the poor communities.

This makes it important for the Municipality to forge good working relationships with sector departments and all stakeholders so that they will be able to contribute in as far as the provision of basic services to poor communities.

One of the proposals that the municipality has worked ensures that agreements entered into with property developers along our coast include a clause on social responsibilities. This will ensure that while the upmarket development is going on, the poor communities are also getting something on the other hand.

- i. Environment**  
KwaDukuza Municipality strives to be an environmentally sustainable municipal area that anticipates, manages and reduces its vulnerability to potential global and local environmental shocks, and works consistently to reduce the impact of its own built environment and urban processes on the broader envelop of natural resources.
- j. Spatial form and urban management**  
A spatial form that embraces the principles of integration, efficiency and sustainability, and realizes tangible increases in accessibility, amenity, opportunities and quality of life for all communities and citizens of KwaDukuza Municipality
- k. Safe and secure environment**  
If the area is to meet its vision, the issues of crime, traffic-related offences, fire and emergency services, disaster management and prevention and households subject to flood risks need to be addressed. A place where life, property and lifestyles are safe and secure, so that residents and business can live and operate free of crime, threats to public safety, personal emergencies and disasters.
- l. Financial sustainability:** KwaDukuza Municipality strives to ensure that it is able to finance affordable and equitable delivery and development, and that maintains financial stability and sustainability through prudent expenditure, sound financial systems and a range of revenue and funding sources.
- m. Ensure strict credit control**  
It has been mentioned that KwaDukuza has to deal with huge unemployment and poverty. With this scenario it becomes critical for council to realise what the affordability levels for payment of services are and then to adopt appropriate credit control policies.
- n. Manage the health environment and the HIV/Aids pandemic**  
Council is faced with the major challenge of responding to the issue of HIV/AIDS and AIDS-related issues, such as Aids-orphans. To this regard, the Council has approved a number of projects that are aimed at providing care for AIDS orphans. The Belgian government has also funded an AIDS Orphanage Project. This Orphanage will be incorporated within the Groutville Priority 2 Housing Project.

#### 4.4. STRATEGIES AND PROGRAMMES

The abovementioned strategic focus areas have been further broken down into six strategies to ensure integrated and sustainable development within the Municipality. In undertaking the strategy formulation process the Municipality has moved

towards an outcomes based approach. These strategies cover the entire spectrum of development needs and opportunities in the Municipality.

The integration of the strategies and the budgets are also being pursued during this planning cycle, which seeks to guide the development of KwaDukuza over the next five years. Each strategy has a number of programmes and related projects attached to it, which on completion translates into the achievement of the strategy goal.

#### Strategy 1: Effective Infrastructure

**OBJECTIVE:** This strategy is focussed on the improved maintenance and the provision of new infrastructural services within the Municipality. This is geared to ensure spatial integration of the Municipality and its transportation system. The strategy aims at improved service delivery and ensuring a basic standard of living for all.

#### Strategy 2: Integrated Human Settlements

**OBJECTIVE:** This strategy aims at the provision of human settlements that serve people in a way that is different from simply providing housing. It is premised on the understanding that people deserve to live in an environment suitable for community development and the development of children, which also provides services and amenities to enhance the quality of life. People need to understand the responsibilities that come part of living in formal housing and therefore, capacity building is key.

#### Strategy 3: Economic Development & Job Creation

**OBJECTIVE:** The strategy aims to establish economic growth and development in all economic sectors with a particular focus on agriculture, tourism and trade and industry (SMME), whilst contributing to poverty alleviation in the area. The Municipality will aim at ensuring the control and management of formal and informal business encouraging income growth and employment generation.

#### Strategy 4: Integrated Development

**OBJECTIVE:** The strategy focuses on the co-ordination of the spatial and service delivery component to improve the management of Municipal responsibilities. The strengthening of the nodes of the Municipality while ensuring the equitable development of the rural areas is of utmost importance. Environmental management and spatial integration of development are further components of the strategy to ensure integration and optimum organisational capacities.

#### Strategy 5: People Empowerment

**OBJECTIVE:** The focus of this strategy is social development and community empowerment, which deals with issues ranging from health care to education and the provision of community facilities

e.g. disaster management. The strategy aims at uplifting the community and raising awareness around gender, health care, safety and security thereby ensuring a strong, participatory and inclusive community.

#### **Strategy 6: Good Governance**

**OBJECTIVE:** This strategy encapsulates the Municipality's commitment to the provision of the highest quality of service to its constituents and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable Municipality. This strategy aims at establishing a network of Municipal service delivery throughout the Municipal area.

The approach utilised here is that of outcomes-based planning. That is in order for each strategy to be achieved, a number of actions need to be completed. In the case of the IDP, this means the fulfilment of a number of programmes and their associated projects. The table below highlights the programmes identified for each strategy. The projects are numerous and can be found in the resource allocation tables in latter sections of this document.

RECONCILIATION OF IDP & BUDGET –OPEX		<u>Medium Term Revenue and Expenditure Framework</u>		
		Budget Year 2007/08	Budget Year 2008/09	Budget Year 2009/10
STRATEGIC OBJECTIVES	Action Plan	Budget R	Budget R	Budget R
EFFECTIVE INFRASTRUCTURE	Electricity	152,694.420	161,856,085	171,567,450
	Roads & Storm Water	20,702.250	21,944,385	23,261,048
	Civic Buildings	3,017.640	3,198,698	3,390,620
	Bush Clearing & Pest Control	-	-	-
	Staff Houses and Estates	729,080	772,825	819,194
	Data Processing	3,561.720	3,775,423	4,001,949
	Civil Works Administration	2,130.750	2,258,595	2,394,111
INTEGRATED HUMAN SETTLEMENTS	Housing	11,384.100	12,067,146	12,791,175
ECONOMIC DEVELOPMENT & JOB CREATION	Local Economic Development	4,702.270	4,984,406	5,283,470
INTEGRATED DEVELOPMENT	Town Planning	9,956.280	10,553,657	11,186,876
PEOPLE EMPOWERMENT	Waste Management	20,694.890	21936,583	23,252.778
	Community	21,822.710	23,132,073	24,519,997
	Culture & Sport	768,910	815,045	863,947
	Security	2,250.160	2,385,170	2,528,280
	Public Amenities	5,983.710	6,254,456	6,723,297
	Health	10,696.450	11,338,237	12,018,531
	Road Safety	21,604.300	22,900,558	24,274,591
	Fire & Rescue	5,900.430	6,254,456	6,629,723
	Disaster Management	5,406	5,406	5,730
	Dolphin Park	63,600	63,600	67,416
	Road Verges	-	-	-
	Cemeteries	2,717.190	2,880.221	3,053.035

GOOD GOVERNANCE	Financial Management	26,625,440	28,222,966	29,916,344
	Human Resource Management	1,652,940	1,752,116	1,857,243
	Council General	12,968,140	13,746,228	14,571,002
	Municipal Manager	1,943,200	2,059,792	2,183,380
	Administration General	5,432,980	5,758,959	6,104,496
	Mechanical workshop	1,335,170	1,415,280	1,500,197
	Internal Audit	1,423,530	1,508,942	1,599,478
	Vehicles & Plant-Other	150,000	159,000	168,540
	Corporate Communications Assessment Rates	1,422,590 102,987,600	1,507,945 109,166,856	1,598,422 115,716,867
<b>TOTAL OPERATING EXPENDITURE</b>		<b>457,323,949</b>	<b>484,763,386</b>	<b>513,849,190</b>

RECONCILIATION OF IDP & BUDGET REVENUE	Action Plan	Medium Term Revenue and Expenditure Framework		
		Budget Year 2007/08	Budget Year + 1 2008/09	Budget Year +2 2009/10
STRATEGIC OBJECTIVES		Budget R	Budget R	Budget R
EFFECTIVE INFRASTRUCTURE	Electricity	-156,506.510	-165,896.901	-175,850,715
	Civic Buildings	-6,330	-6,710	-7,112
	Civil Works	-5,710	-6,056	-6,416
	Staff Housing and Estates	-25,000	-26,500	-28,090
	Data Processing	-3,690	-3,911	-4,145
INTEGRATED HUMAN SETTLEMENT	Housing	-53,300	-56,498	-59,888
INTEGRATED DEVELOPMENT	Local Economic Development	-6,23.010	-6,490.391	-6.879.814

<b>RECONCILIATION OF IDP &amp; BUDGET REVENUE</b>		<b>Medium Term Revenue and Expenditure Framework</b>		
		Budget Year 2007/08	Budget Year + 1 2008/09	Budget Year +2 2009/10
<b>STRATEGIC OBJECTIVES</b>	Action Plan	Budget R	Budget R	Budget R
<b>PEOPLE EMPOWERMENT</b>	Health	-3,69.590	-4,207.765	-4.460.231
	Community	-331.930	-351,846	-372.957
	Security	-1,190	-1,261	-1.337
	Fire & Rescue	-176 190	-186,761	-197.967
	Cemeteries	-558,380	-591,883	-627.396
	Public Amenities	-203,560	-215,774	-228,720
	Culture & Sports	-23,310	-24,709	-26,191
	Dolphin Park	-389,580	-412,955	-437,732
	Road Safety	-10,615.130	-11,252.038	-11,927.160
	Waste Management	-25,836.110	-27,386.277	-29,029.453
<b>GOOD GOVERNANCE</b>	Financial Management	-15,692.960	-16,634.538	-17,632.610
	Human Resource Management	-6,390	-6,773	-7,180
	Council General	-20,470.970	-21,699.228	-23,001.182
	Support Services/Fleet	-6,810	-7,219	-7,652
	Assessment Rates	-231,005.510	-244,865.841	-259,557.791
	Municipal Manager	-85,000	-90,100	-95,506
	Administration General	-100,890	-106,943	-113.360
<b>TOTAL OPERATING REVENUE</b>		<b>-472,258.650</b>	<b>-500,594.169</b>	<b>-530,629.819</b>

# Chapter 5

## KwaDukuza Projects

NO.	IDP CODE	PROJECT	MTEF		
			2007/08	2008/09	2009/10
1.	INFRA/E001/ADM	Administration	1 172.00	651 000	720 000
2.	INFRA/E002/SL	Streetlighting	400 000	400 000	400 000
3.	INFRA/E003/MAIN	LT Mains	340 000	0	0
4.	INFRA/E004/NET	MV Network	13 250 000	20 870 000	11 860 000
5.	INFRA/E006/SUBS	Substation (C&Y)	400 000	400 000	400 000
6.	INFRA/E005/NYATHI	Nyathikazi Elect Project			
7.	INFRA/E007/ABSA	Eskom KwaDukuza S/S (DBSA)	15 000 000	0	0
8.	INFRA/E008/SSUPG	Substation Upgrade	15 776 343	850 000	1000 000
9.	INFRA/E009/POLER	Pole Replacement	90 000	70 000	70 000
10.	INFRA/E010/DUBE	Dube Village Electrification Project	1110 000	1544 400	1627 940
11.	INFRA/E011/NTSHA	Ntshawini Electrification Project	0	6435 000	7 078 000
12.	INFRA/E012/SIYEMBEZI	Siyembezi Electrification Project	1110 000	1544 400	1 627 940
13.	INFRA/E013/x36	Ext 36 Electrification Project	277 500	0	0
14.	INFRA/E014/infills	Electrification Infills	814 208	1 946 450	1 415 600
15.	INFRA/E015/Shayamoya	Shayamoya Electrification Project	0	1 544 400	1 627 940
16.	INFRA/E016/Aldinville	Aldinville Electrification Project	1 110 000	1 544 400	1 486 380
17.	INFRA/E017/Shakashead	Shakashead Electrification Project	1 110 000	1 627 946	1 627 940
18.	INFRA/E018/Chief Albert	Chief Albert Luthuli	1 110 000	1 608 750	1 946 450
19.	INFRA/E019/Sector Plan	Electrification Sector Plan	300 000	0	0
20.	INFRA/E020/Mgigimbe	Mgigimbe Electrification Project	0	1 939 500	0
21.	INFRA/E021/Steve Biko	Steve Biko 2 Electrification Proj	0	0	7 078 000
22.	INFRA/E022/Shisampama	Shisampama Electrification Proj	172 050	0	0
23.	INFRA/E023/Nonoti	Nonoti Electrification Project	1 110 000	1 930 500	2 123 400
24.	INFRA/E024/Etsheni	Etsheni/Njekane Electrification Pro	0	1 930 000	2 477 300
25.	INFRA/E025/MNY	Mnyundwini Electrification Project	0	1 930 000	2 477 300
26.	INFRA/E026/Charl	Charlottedale Electrification Proj	0	0	707 800
27.	INFRA/E027/Thafeni	Ethafeni Electrification Project	1 110 000	1 608 750	1 946 450
28.	INFRA/E028/Etete	Etete Electrification Project	0	6 435 000	7 078 000
29.	INFRA/E029/Drie	Driefontein Electrification Project	0	6 435 000	7 078 000
30.	INFRA/E030/pt	Electrification of private township	43 762 093	57 605 950	65 610 180
31.	INFRA/A001/gch	Glenhills Community hall	800 000	0	0
32.	INFRA/A002/halls	Improvements to Comm Hall	1000 000	1000 000	1000 000
33.	INFRA/A003/etete	Etete Community Hall	2000 000	2000 000	0
34.	INFRA/A004/Shead	Shakashead Community Hall	1200 000	0	0
35.	INFRA/A005/nk	Nkukuwini Hall	0	500 000	0
36.	INFRA/A006/nyt	Nyathikazi Hall	0	800 000	0
37.	INFRA/A007/civicb	Civic Building	2 305 000	2 050 000	1 880 000
38.	INFRA/R001/roads	Roads Infrastructure	7 998	6 766 000	5 996 000
39.	INFRA/A008/Beaches	Beach Amenities	760 000	350 000	210 000
40.	INFRA/R002/Bus & Taxi	Bus Bays & Taxi Rank	2600 000	1650 000	1500 000
41.	INFRA/R003/Kerbs	Roads & kerbing Sidewalks	410 000	470 000	455 000
42.	INFRA/R004/Roads	Roads Infrastructure General	430 000	300 000	300 000
43.	INFRA/STO1/st	Storm Water Infrastructure	4152 000	1725 000	1315 000
44.	MIG/001/07	Albert Luthuli Bus Route	1130 346	0	0
45.	MIG/002/07	Sakhamkhanya Road	156 919	0	0
46.	MIG/003/07	Mnyundwini	171 695	0	0
47.	MIG/004/07	Etsheni Retentions	306 118	0	0

48.	MIG/005/07	Chris Hani	4775 615	0	0
49.	MIG/006/07	Mgigimbe Access Road	1072 668	0	0
50.	MIG/007/07	Shakashead	131 285	0	0
51.	MIG/008/07	Ohlange/Sokesimbone	4 504 759	0	0
52.	MIG/009/07	Siyembezi	3 437 866	0	0
53.	MIG/010/07	Driefontein (retentions)	190 218	0	0
54.	MIG/011/07	Driefontein Bus Route	1524 000	0	0
55.	MIG/012/07	Aldinville Bus Route	110 731	0	0
56.	MIG/013/07	Siyembei P1 (retentions)	233 541	0	0
57.	INFRA/P/G001/01	Parks & Gardens	4 296 500	0	0
58.	INFRA/sports/01	Shakaville Sports Ground	40 000	40 000	40 000
59.	INFRA/Sports/02	Glenhills Sports Ground	98 000	0	0
60.	INFRA/Sports/03	Gledhow Sports Ground	113 000	0	0
61.	INFRA/Sports/04	Shakaville Tennis Courts	95 000	0	0
62.	INFRA/Sports/05	Sakhuxolo Sports Centre	60 000	0	0
63.	INFRA/Sports/06	Darnall Soccer Grounds	40 000	0	0
64.	INFRA/Sports/07	Nkobongo Soccer grounds	50 000	0	0
65.	INFRA/Sports/08	Townsend Park Tennis Court	70 000	0	0
66.	INFRA/Sports/09	Driefontein Soccer Grounds	86 000	0	0
67.	INFRA/sports/10	Shakashead Sports Ground	86 000	0	0
68.	INFRA/sports/11	Velani Sports Ground	86 000	0	0
69.	INFRA/sports/12	Groutville Ward 9	86 000	0	0
70.	INFRA/sports/13	Groutville Ward 10	86 000	0	0
71.	INFRA/Sports/14	Groutville Ward 11	176 000	0	0
72.	INFRA/sports/15	Stanger Swimming Pool	80 000	0	0
73.	INFRA/sports/16	Bird Sanctuary	100 000	0	0
74.	INFRA/sports/17	Grand stand recreation ground	200 000	0	0
75.	INFRA/sports/18	Concrete pallasaid stands/fence c/club	200 000	0	0
76.	INFRA/Sports/19	Rocky Park Ground	30 000	0	0
0	DP/001/07	KwaDukuza IDP	259 950	0	0
78.	DP/002/07	GIS	150 000	0	0
79.	DP/003/07	Development/Implementation	25 000	0	0
80.	DP/004/07	Strategic Environment Assessment			
81.	DP/005/07	KwaDukuza CBD	250 000	0	0
82.	DP/006/07	Ballito old CBD	80 000	0	0
83.	DP/007/07	KwaDukuza LUMS	250 000	0	0
84.	IHS/1/Stevebiko	Steve Biko Housing	250 000	0	0
85.	IHS/2/Luthuli	Albert Luthuli Housing Project	16 584 890	0	0
86.	IHS/3/Sokesimbone	Sokesimbone Housing Project	100 000	0	0
87.	IHS/4/Rocky Park	Rocky Park Housing Project	6 000 000	0	0
86.	IHS/5/Ntshawini	Ntshawini Housing Project	100 000	0	0
89.	IHS/6/Dube V	Dube Village Housing Project	6 000 000	0	0
90.	IHS/7/Melville	Melville Housing Project	100 000	0	0
91.	IHS/8/Etete	Etete Housing Project	250 000	0	0
92.	IHS/9/nonoti	Nonoti Mouth Housing	100 000	0	0
93.	LED/500/07	Sports Equipment	200 000	0	0
94.	LED/501/07	Youth Development Strategy	200 000	0	0
95.	LED/400/07	KwaDukuza Tourism Strategy	300 000	0	0
96.	LED/401/07	Chief Luthuli Legacy Project	7 500 000	0	0
97.	LED/402/07	Groutville Market	250 000	0	0
98.	LED/403/07	King Shaka Tourism Route Infra Dev	600 000	0	0
99.	LED/404/07	KwaDukuza Agricultural Plan	250 000	0	0
100.	LED/405/07	Informal Trading Stalls	120 000	0	0
101.	LED/406/07	Dube Trade Port Plan	250 000	0	0
102.	LED/407/07	Informal Trading Policy	250 000	0	0

# Chapter 6

## Performance Management System

1. Performance management is a systematic process by which a municipal organisation involves elected representatives, residents and communities and its employees in improving organisational effectiveness in the accomplishment of legislative mandates and strategic imperatives.
2. Performance Management System is a system that is intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. It is a system through which the municipality sets targets, monitors, assesses and reviews the organisational and individual's employees performance, based on municipality's priorities, objectives and measures derived from the municipal integrated development plan
3. Performance Management System enables the municipality to conduct a proper planning, measuring, monitoring, reviewing and reporting on its performance
4. The principles of Performance Management System are that it should
  - a. Drive change and improve the performance of the organisations
  - b. Focus the organisations work on its priorities
  - c. Measure the organisations overall performance against set objectives
  - d. Align strategic objectives and priorities with individual work plans
  - e. Identify success as well as failure and ,
  - f. Identify good practice and learning from other successes.
5. KwaDukuza Municipality believes that its Performance Management System Act is a vehicle that is aimed at:
  - Promoting accountability;
  - Ensuring certainty and predictability;
  - Correcting lack of performance; and
  - Rewarding excellent performance
6. The Municipal Systems Act (32 of 2000) and the Municipal Planning and Performance Regulations, (796 of 2001) are the core pieces of legislation that reinforce the institutionalisation of a performance management culture in South African local government.
7. The Municipal Systems Act embeds the need for performance management in local government and requires municipalities to develop a Service Delivery and Budget Implementation Plan (SDBIP)
8. The Local Government Municipal Planning and Performance Management Regulations (No. R.796 of 24 August 2001) requires local government to :
  - Develop a performance management system,
  - Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP)
  - Publish an annual report on performance management for the Councilors, staff, the public and other spheres of government;
  - Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government.
  - Conduct an internal audit on performance before tabling the report;
  - Have the annual performance report audited by the Auditor-General and;
  - Involve the community in setting indicators and targets and reviewing municipal performance.
9. The following Key Performance Areas (KPA's) as outlines in the Local Government Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives of the City Manager's Performance Plan:
  - a. *Municipal Transformation and Organisational Development*
  - b. *Infrastructure Development & Service Delivery*
  - c. *Local Economic Development (LED)*
  - d. *Municipal Financial Viability and Management*

*Good Governance and Public Participation*

10. In terms of the Municipal Finance Management Act (MFMA) and the Municipal Systems Act (MSA), the KwaDukuza Municipality must:
  - Have a five year strategic plan that is measurable;
  - Develop departmental business plans based on the five year strategic plan;
  - Budget based on the objectives and targets set in the business plan;
  - Report quarterly and annually on performance against these plans and;
  - Support all reporting with credible information and evidence of performance
11. In accordance to the legislative requirements and good business practices, the KwaDukuza Municipality has developed and implemented a performance management system. The main objectives of the system are to guide and manage the performance of the municipality (as an organisation) and employees (as individuals) throughout KwaDukuza.
12. Performance management can be broadly defined as a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities, both at an organisational and individual level.

### **The Balanced Scorecard Approach to Kwadukuza Municipality Performance Management System**

1. KwaDukuza Municipality uses the Balanced Scorecard Model of Performance Management System. This model is aimed at measuring the performance of municipality using four perspectives, ie,
  - Customer Perspective,
  - Internal Business Processes,
  - Financial Perspective, and
  - Learning and Growth
2. The Balances Scorecard Model stresses the importance of being able to assess the organization from all four perspectives at the same time.
3. Each perspective is regarded as essential for translating the Vision, Mission and Strategy into performance. Each perspective is given a weighting at the planning stage that indicates what level of priority it represents for the organization. This enables the organization to assess how well it is doing on that dimension. These perspectives finally enable a review of the strategy.
4. To date, the model has been implemented at an organizational level, with the development of City and Departmental Scorecards, as well ad at an individual level, with the development of scorecards for fixed-term (section 57) employees, ie
  - Municipal Manager,
  - Chief Financial Officer,
  - Executive Director: Economic Development & Planning;
  - Executive Director: Municipal Services,
  - Executive Director: Corporate Services,
  - Executive Director: Technical Services

### **Linking Strategy to Action through the Balanced Scorecard**

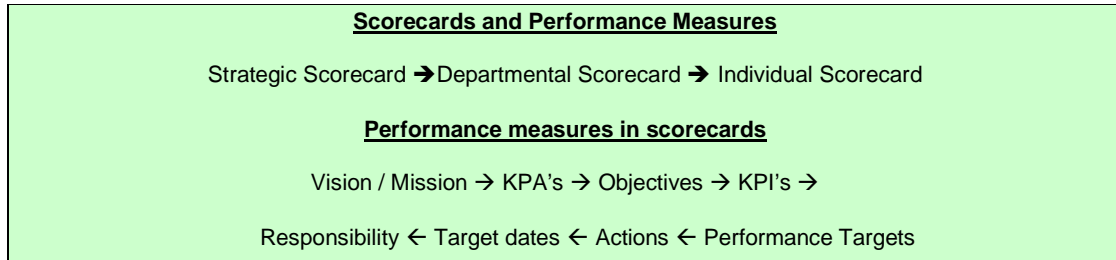
The Balanced Scorecard is used to achieve the following:

- Clarify and translate vision and strategy;
- Plan, set targets, and align strategic initiatives;
- Communicate and link strategic objectives and measures throughout the organization,
- Enhance strategic feedback and learning;
- Align departmental and personal goals to the strategy;
- Link strategic objectives to long-term targets and annual budgets and ensuring that the strategy is continuous;
- Identify and align strategic initiatives;
- Perform periodic and systematic strategic reviews and;
- Provide feedback to learn about and improve strategy.

### **Performance Reporting**

1. The Municipal Systems Act requires that a municipality prepare for each financial year an Annual Report consisting of a performance report reflecting the Municipality's performance during the year in question, which report must then be made available to the community.

2. KwaDukuza is in the process of finalising the revision of its Performance Management System in order to align the IDP Strategies and Programmes to that of the PMS. The approach is aimed at focusing the senior managers on achieving KwaDukuza Vision 2015, and revision of the organisational balanced scorecard. Strategic objectives will then be cascaded into departmental plans.
3. In the process of reviewing the departmental plans, the various performance targets will be allocated to members of the management team. These allocated responsibilities will then be incorporated into the individual performance plans that will be attached as an annexure to the performance agreements of section 57 employees. The process is depicted in the diagram here below.



4. This approach facilitates the cascading of the PMS to the rest of the staff of the organisation. Included in this process is the compilation of job descriptions for all staff in all departments. The performance plans will be the same format as those compiled for the section 57 employees and will contain performance measures as reflected in the diagram below.
5. The process of cascading the PMS to the rest of the organisation will involve all staff. All relevant documentation such as the organisational structure, workplace skills plan and existing job descriptions will be revisited.
6. The revised KwaDukuza PMS will therefore comprise of the following:
  - A review of the current PMS system
  - Cascading the system throughout the Municipality hierarchy

# Chapter 7

## KwaDukuza Financial Plan

### 7. INTRODUCTION

7.1. KwaDukuza Municipality's Financial Plan forms part of both KwaDukuza Budgeting and integrated development planning processes. KwaDukuza Financial Plan outlines the key parameters, the anticipated operating and capital spending for the next five years. The Medium Term Budget for the period 2007/8 – 2009/10 is based on this financial plan, which of course covers the next five years.

7.2. KwaDukuza Budget, which is key financial planning tool, provides for the allocation of resources to KwaDukuza Strategies, Programmes and Projects

7.3. KwaDukuza Budget is both aligned and based to KwaDukuza Municipality Integrated Development Plan

#### 7.4. Sources of Funding

The following are the sources of funding for KwaDukuza Budget

Property Rates	R231 005 510
Sale of Electricity	R156 506 510
Refuse Removal	R25 838 110
Grants and Subsidies	R30 275 000
Income from Tariffs (building plans, traffic fines etc)	R22 518 540

#### 7.5. The Capital Expenditure Budget is as follows:

Municipal Services	R31 042 150
Economic Development	R16 807 250
Electrification Projects	R28 530 093
Roads & Stormwater	R43 393 766
Housing	R23 464 890
Infrastructure Services	R17 274 500
Finance & Administration	2 142 220

#### 7.6. Equitable Share will be used as follows

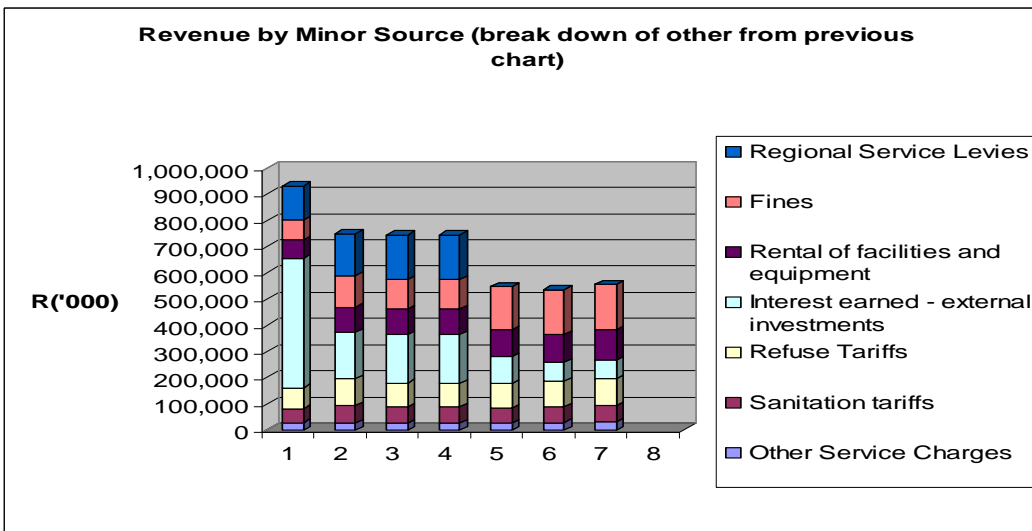
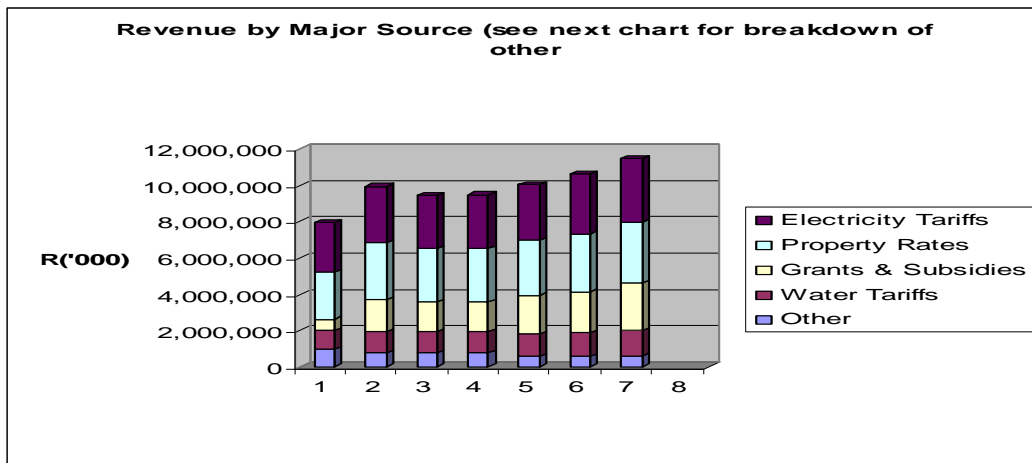
Free Basic Services	R8 000 000
LED & Poverty Alleviation	R8 000 000
Subsidizing of increase in rates & tariffs	R8 000 000

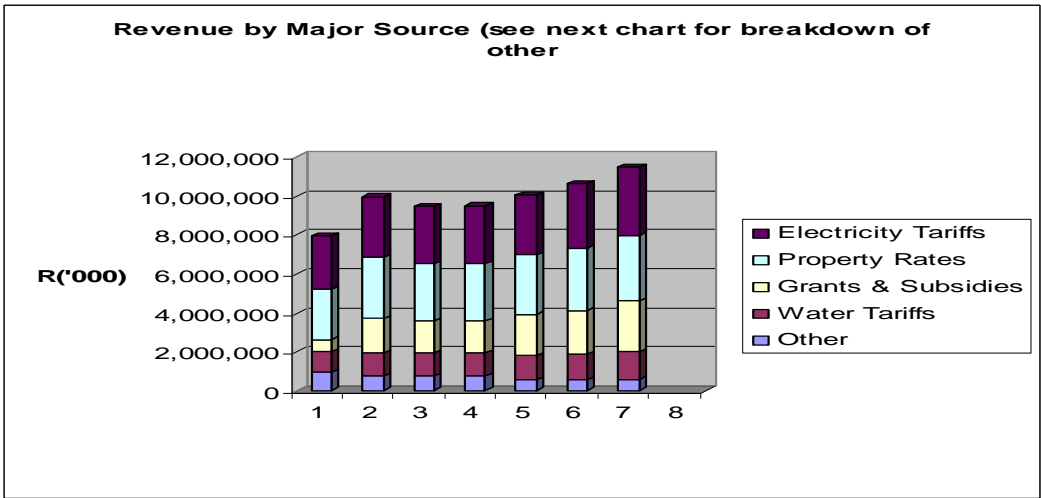
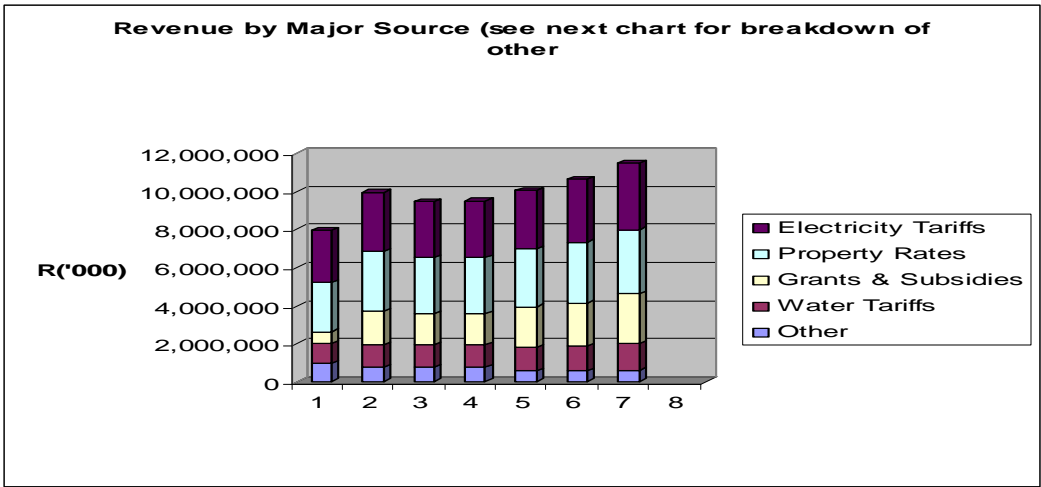
7.7. The draft budget for 2007/8 is as follows

<b>OPERATING</b>	<b>EXPENDITURE</b>	<b>INCOME</b>
Rates & General Services	R304 629 529	R315 752 140
Electricity Service	R152 694 420	R156 506 510
<b><u>Total</u></b>	<b><u>R457 323 949</u></b>	<b><u>R452 258 650</u></b>

<b>CAPITAL EXPENDITURE</b>	
Rates & General Services	R69 797 026
Electrification	R36 452 093
Grants & Subsidies	R56 405 750
<b><u>Total</u></b>	<b><u>R162 654 869</u></b>

**TOTAL BUDGET R616 978 818**





# Chapter 8: Sector Plans

The status of the sectors plans in KwaDukuza Municipality is as follows:

<b>Sector plan</b>	<b>Status</b>
1. Disaster Management Plan	In place
2. Strategic Environment Assessment	The Municipality received Funding and Grant from DBSA to develop this plan. Draft is in place. Consultants have not yet completed it
3. Financial Plan	In place
4. Municipal Infrastructure Plan	Not in place
5. Electricity Plan	In place
6. HIV & AIDS Plan	In place
7. Waste Management Plan	To be developed during 2007/8
8. Water Services & Sanitation Plan	Not in place
9. Skills Development Plan	In place
10. Geographical Information System	In place
11. Land Reform Plan	Not in place
12. Tourism Development Plan	To be developed during 2007/8/9
13. Agriculture Plan	To be developed during 2007/8/9
14. LED Plan	In place
15. Cemetery & Crematoria Plan	To be developed during 2007/8/9
16. Transport & Roads Master Plan	To be developed during 2007/8/9
17. Housing Plan	In place
18. Integrated Water Services Plan	Not in place