

Zululana

DISTRICT MUNICIPALITY / UMKHANDLU WESIFUNDA

DRAFT INTEGRATED DEVELOPMENT PLAN: 2012 – 2016

MARCH 2012



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ABBREVIATIONS

BBBEE	:	Broad Based Black Economic Empowerment
BP	:	Business Plan
DBSA	:	Development Bank of Southern Africa
DPLG	:	Department of Provincial and Local Government
DMP	:	Disaster Management Plan
DM	:	District Municipality
DWA	:	Department of Water Affairs
EE	:	Employment Equity
EEP	:	Employment Equity Plan
EMP	:	Environmental Management Plan
EXCO	:	Executive Committee
FMG	:	Finance Management Grant
GAAP	:	General Acceptable Accounting Practice
HH	:	Households
IDP	:	Integrated Development Plan
ITP	:	Integrated Transport Plan

KPA	:	Key Performance Area
KPI	:	Key Performance Indicator
LED	:	Local Economic Development
LUMS	:	Land Use Management System
LM	:	Local Municipality
MIG	:	Municipal Infrastructure Grant
MFMA	:	Municipal Finance Management Act
MPAC	:	Municipal Public Accounts Committee
MANCO	:	Management Committee
NEMA	:	National Environmental Management Act
NPA	:	National Prosecuting Authority
OHS	:	Occupational Health and Safety
PMS	:	Performance Management System
PGDS	:	Provincial Growth and Development Strategy
RDP	:	Reconstruction and Development Plan
SDBIP	:	Service Delivery and Budget Implementation Plan
SDF	:	Spatial Development Framework
SMMEs	:	Small Medium and Micro Enterprises
SCM	:	Supply Chain Management
SALGA	:	South African Local Government Association
WSDP	:	Water Services Development Plan
ZDM	:	Zululand District Municipality

A. EXECUTIVE SUMMARY

1. INTRODUCTION

This report represents the third **IDP** for the Zululand District Municipality, prepared for the period 2012/2013 – 2016/2017. IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- i. Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- ii. Aligns the resources and capacity of the municipality with the implementation of the plan;*
- iii. Complies with the provisions of this Chapter; and*
- iv. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”*

The document is structured as follows:

- **Section A** provides an Executive Summary with an overview of the district, key challenges, the municipal vision and mission as well as its 5 year strategic plan.
- **Section B** outlines the IDP preparation process.
- **Section C** contains the situational analysis.
- The Situational Analysis (Section C above) contains the following:
 - Legal, Strategy and Policy Framework Analysis

- Regional Context
- Demographic characteristics
- Institutional and Governance Analysis
- Social and Community Development Analysis
- Economic Analysis
- Environmental Analysis
- Infrastructure Analysis
- Spatial Analysis
- Financial Analysis
- Performance Management Analysis
- Combined SWOT Analysis
- Key Challenges

2. OVERVIEW OF THE MUNICIPALITY

The Zululand District is located on the northern regions of the KwaZulu-Natal Province and it covers an area of approximately **14 810 km²**. Approximately half of the area is under the jurisdiction of traditional authorities while the remainder is divided between commercially-owned farms and conservation areas. The District comprises the following five local municipalities:

● eDumbe	(KZ 261)
● uPhongolo	(KZ 262)
● Abaqulusi	(KZ 263)
● Nongoma	(KZ 265)
● Ulundi	(KZ 266)

Vryheid and Ulundi are the major towns and the seat of Zululand is Ulundi. Vryheid is a commercial and business centre, while Ulundi is an administrative centre with the seat of the District Municipality and a well-equipped airport. Zululand has a population of 964 005 living in isolated rural settlements and the six urban areas. Most of the rural settlements are small, making service delivery costly. The potential for economic growth in Zululand lies in tourism and agriculture. The district experiences high levels of poverty and has a high

incidence of HIV/AIDS infection. Another major setback is poor accessibility to basic services and facilities. Zululand remains one of the poorest districts in South Africa in part due to its history as a marginalised homeland area. Zululand is surrounded by: Amajuba, Gert Sibande in Mpumalanga, the kingdom of Swaziland, Umkhanyakude, Umzinyathi and uThungulu.



The District is well endowed with **natural water resources**, notably:

- Pongola River in the North,
- Mhlathuze in the South,
- Black Mfolozi, White Mfolozi, and the Mkhuze rivers in the central areas.

There are a number of areas of conservation value and sensitivity, i.e.:

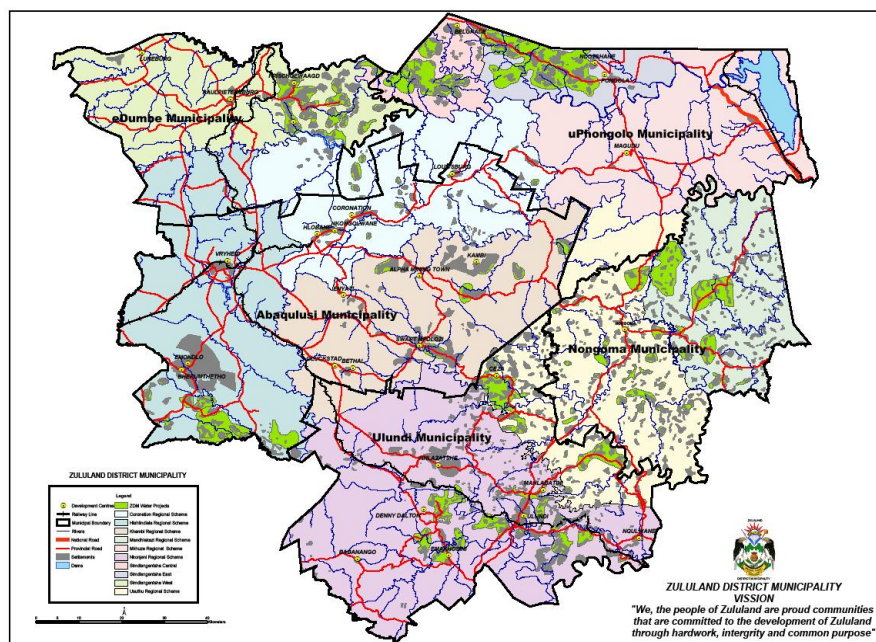
- Ithala Game Reserve
- Ngome State Forest
- Pongolapoort Nature Reserve
- Klipfontein Nature Reserve

- Vryheid Nature Reserve
- Pongola Bush Nature Reserve
- Emakhosini Ophathe Heritage Park

A number of **environmental linkages** throughout the District have also been identified, mainly related to the river systems, the Paris dam, Ithala Game Reserve, Pongolapoort Biosphere Reserve as well as the eMakhosini/Ophathe Hluhluwe-Umfolozi Park cross border.

There are 10 regional **water schemes** that have been developed to roll-out water supply to the whole district as shown hereunder. The schemes are listed hereunder and shown on the map herewith:

- | | |
|----------------|-------------------------|
| ● Coronation | ● Simdlagentsha East |
| ● Hlahlindlela | ● Simdlagentsha Central |
| ● Khambi | ● Simdlagentsha West |
| ● Mandlakazi | ● Usuthu |
| ● Nkonjeni | ● Candover |



Each regional scheme footprint has a sustainable water source from where infrastructure is progressively being rolled out to all households within the supply area. The supply footprints have been identified such that water can be provided to all households within the area in a sustainable manner and at the lowest possible cost (R/kl).

Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets and the strategy is to implement these simultaneously with the roll-out of water services. This ensures a more effective impact with health and hygiene awareness training.

The following should be noted:

- Rudimentary water supply provides 5l per capita per day within a distance of 800m.
- RDP water supply roll-out (Regional Water Supply). Provides for 25l per capita per day within a distance of 200m.

- Rural Sanitation to the RDP standard of 1 dry-pit VIP per household.

The following table provides a summary of the backlogs in the District in respect of water and sanitation:

Table 1: Water and Sanitation Backlogs 2012

WATER	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	36,069	8,847	24.53%	17.49%
eDumbe LM	15,011	3,712	24.73%	7.34%
Nongoma LM	34,056	21,398	62.83%	42.30%
Ulundi LM	35,309	12,295	34.82%	24.30%
uPhongolo LM	22,098	4,339	19.64%	8.58%
Total	142,543	50,591	35.49%	100.00%

SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	36,069	6,714	18.61%	12.76%
eDumbe LM	15,011	765	5.10%	1.45%
Nongoma LM	34,056	21,808	64.04%	41.43%
Ulundi LM	35,309	17,395	49.27%	33.05%
uPhongolo LM	22,098	5,953	26.94%	11.31%
Total	142,543	52,635	36.93%	100.00%

Source: WSDP 2012

The definition of a poor household relates to income poverty, or the lack of sufficient income to satisfy basic and essential needs such as food, clothing, energy and shelter. The **ZDM Indigent Policy** is in line with this definition which also takes into consideration the total monthly household income.

National Government Policy derives its standard for free basic water supply from that of the World Health Organisation (25l/p/p/day) which is regarded as sufficient to promote healthy living. The ZDM has an average household rate of 8 persons, meaning that the standard is equal to 6 kilolitres per household per month.

Burial arrangements are closely bound with cultural and religious traditions. In most cases burial sites are needed in relatively close proximity to settlements. According to the Zululand **Cemeteries** Master Plan, approximately 700 ha of

land will be required in the Zululand District Municipality by the year 2020 to accommodate approximately 800 000 cumulative deaths at that time.

*There are a number of **roads** that are of strategic importance to the Municipality listed hereunder:*

- **P700 Ulundi to Hluhluwe-Umfolozi Park** is considered key to unlock the tourism and industrial development potential of the region.
- **R66 Ulundi to Nongoma** link road will strengthen the status of these towns as the main service centres in the Southern part of the District.
- **Granting of N2 Status to the Belgrade uPhongolo Road** will benefit not only the uPhongolo Municipality, but the whole Zululand District Municipality.
- **Nongoma Vryheid link road**
- **Nongoma uPhongolo link road.**

The Zululand District is isolated from the national economy mainly due to its location in relation to transport routes and distance from major centres. Further to this, access to basic factors of production such as raw materials, skilled labour and infrastructure is generally limited. The raw materials that are found in the District mainly relate to coal mining and agricultural activities such as maize beef, timber and sugar production. The five municipal centres, or key towns, are the focus of the economic activity in each of the local municipalities. Unfortunately the surrounding traditional areas are poverty stricken and depend upon the little economic output that is generated in these towns.

Despite this negative backdrop against which the Zululand economy has to perform, there are unique characteristics that present a range of economic development opportunities in the District. These are in relation to **tourism, agriculture and the business sector.**

3. KEY CHALLENGES

For the purpose of this section it is noted that a key challenge is informed by:

- Action to build upon strengths of municipality
- To address a weaknesses
- To tap into opportunities
- To counter the threats or plan around them

Given the above, the following key challenges have been identified. It should be noted that this list will be expanded upon in the final IDP.

- Maintain functionality of Council structures
- Ensure MTAS is complied with
- Maintenance of EDMS system thereby ensuring accurate record keeping.
- Ongoing support to the LED sub-forums to continue functioning.
- Maintenance and continual improvement of GIS system.
- Ensure continued compliance with legal financial requirements.
- Improve vertical and horizontal alignment thereby ensuring coordinated service delivery by all spheres of government.
- Prioritization of needs of marginalized groups.
- Formulation and compliance with Risk Management Framework and Strategy.
- Maintain functionality of IDP organizational arrangements internally and externally.
- To further diversify the district's economy.
- Ongoing support of tourism initiatives.
- Harness agri-processing opportunities in the district, notably venison production, leather processing and traditional medicines.
- Foster timber product ion opportunities.
- Improve rural road network to ensure improve linkages between settlements, rural nodes and municipal centres.
- Harness opportunities relating to small scale mining.
- Ensure indigent policy remains updated and relevant.
- Ensuring ongoing monitoring of water balance in rural areas.
- Commit and implement approved MIG business plans for roll-out of water and sanitation services in the district.
- Ensure disaster management forums remain functional.

- Redress disparities between levels of services and development in the urban and rural areas.
- Improve access to formal waste disposal system.
- Provision of adequate land to cater for anticipated required burial space.
- Ongoing efforts to clarify the responsibilities between Local and District Municipality as well as the Department of Transport in respect of road maintenance and construction.
- Improve the limited capacity of the electricity network in the southern portions of the District.
- Improve functionality of Council oversight committee in particular.
- LLF (Local Labour Forum) to meet more regularly.
- Risk reduction strategies and actions to be defined and implemented.
- Seek clarification in respect of the land reform programme roll-out/implementation.

4. VISION, MISSION AND VALUES

The ZDM Council adopted the following long-term development vision.

'We are the Zululand region and proud of our heritage. We are mindful of the needs of the poor and we seek to reflect the aspirations of our communities. We are committed to responsible and accountable actions, tolerance and concern for racial harmony, the protection of our environment, and the strengthening of the role of women and youth. We will strive to improve the quality of life in Zululand by providing sustainable infrastructure, promoting economic development and building capacity within our communities.'

'WE SERVE THE PEOPLE'

Mission

To create an affluent district by:

- Provision of optimal delivery of essential services;
- Supporting sustainable local economic development; and
- Community participation in service delivery

Core Values

- Transparency
- Commitment
- Innovation
- Integrity
- Co-operation

The above vision strategic focus areas of the Zululand District Municipality are:

- To facilitate the delivery of sustainable infrastructure and services
- To promote economic development
- To promote social development

These focus areas are broken down to objectives and strategies, which is used to set KPI's for the measurement of the Municipality's performance, and progress with its service delivery mandate. It is important to note that the national KPAs as set that relate to community participation, good governance, municipal transformation and financial viability are considered as of a cross-cutting nature and therefore form an integral part of each of the three listed strategic focus areas as noted hereunder:

Strategic Focus Area	Service Delivery
Focus Area	Water and Sanitation <u>Objective:</u> To progressively provide a cost effective, reliable water services at a good quality to all potential consumers in the District
Focus Area	Disaster Management

Strategic Focus Area	Service Delivery
	<u>Objective:</u> To deal with disaster efficiently and effectively in the District
Focus Area	District Tourism <u>Objective:</u> To promote tourism in the District
Strategic Focus Area	Social Development
Focus Area	HIV/Aids <u>Objective:</u> To reduce the occurrence and impact of HIV/Aids
Focus Area	Youth and Gender <u>Objective:</u> To promote youth and gender participation in Council and in the Municipal Affairs
Focus Area	Community Development <u>Objective:</u> To reduce poverty
Strategic Focus Area	Institutional Development
Focus Area	Employment Equity <u>Objective:</u> To transform the organization
Strategic Focus Area	Financial Management
Focus Area	Sound Financial Management

Strategic Focus Area	Service Delivery
	<u>Objective:</u> To be a Financial Viable Municipality
Strategic Focus Area	Good Governance and Public Participation
Focus Area	Compliance, Clean and Sound Administration <u>Objective:</u> To promote good governance, accountability and transparency
Focus Area	Integrated and Coordinated Development <u>Objective:</u> To promote integrated and coordinated development within the District

5. STRATEGIC PLAN

National General KPA: Infrastructure and Services

Focus Area No	MANCO Priorities Focus Area	Key Obj No	What Key Objective (ultimate goal)	Obj No	What Objective (5 year)	Strategy No	How Strategy (Year 1)	Action No	What must happen Action (Year 1)	How Strategy (Year 2)	How Strategy (Year 3)	How Strategy (Year 4)	How Strategy (Year 5)
1.1	Water & Sanitation	1.1.1	To progressively provide a cost effective, reliable water services at a good quality to all potential consumers in the district	1.1.1.1 1	To provide cost effective water (including free basic water)	1.1.1.1 .1	Implement current WSDP focussing on LIC & Review same plan	a	Identify water priorities and provide in terms of the budget available	Implement current WSDP & Review same plan	Implement current WSDP & Review same plan	Implement current WSDP & Review same plan	Implement current WSDP & Review same plan
								b	Ensure that the WSDP is reviewed within budget and within time				
				1.1.1.1.2 2	To provide cost effective sanitation (including free basic sanitation services)	1.1.1.1.2 .1	Implement current WSDP focussing on LIC & Review same plan	a	Identify water priorities and provide in terms of the budget available				
								b	Calculate treatment costs per unit	Phase in tariff adjustment	Phase in tariff adjustment	Phase in tariff adjustment	Phase in tariff adjustment
				1.1.1.1.3 3	To reduce Water Loss	1.1.1.1.3 .1	Implement Water Loss Strategy	a	Establish base-line of water loss in one pilot area	Implement Water Loss Strategy	Implement Water Loss Strategy	Implement Water Loss Strategy	Implement Water Loss Strategy
								b	Capacity Building (Training & Institutional arrangements - including the addressing of staff shortages)	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy
				1.1.1.1.4 4	To improve on the quality of water delivered	1.1.1.1.4 .1	Implement Water Quality Strategy	a	Increase the number of water tests conducted to comply with SANS 241	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy
								b	Upgrading of WTW & WWTW	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy	Implement Water Quality Strategy
				1.1.1.1.5 5	To provide effective Customer Care	1.1.1.1.5 .1	To improve the current Customer Care System	a	Identify and Analyse shortcomings of System				
								b	Prepare and implement a plan to address the shortcomings				
				1.1.1.1.6 6	To ensure compliance with relevant water legislation	1.1.1.1.6 .1	Review and implement legislated water policies & Bylaws	a	To develop a Compliance Checklist	Review and implement legislated water policies & Bylaws	Review and implement legislated water policies	Review and implement legislated water policies	Review and implement legislated water policies
								b	To identify areas for review				
								c	Review identified areas & implement				
				1.1.1.1.7 7	To effectively utilise grant allocation for water and sanitation	1.1.1.1.7 .1	Implementation of the WSDP	a	Prioritisation of projects	Implementation of the WSDP	Implementation of the WSDP	Implementation of the WSDP	Implementation of the WSDP
				1.1.1.1.8 8	To deliver and regulate water services in a structured manner	1.1.1.1.8 .1	To effectively regulate and monitor WSP's and Water Services Intermediaries	a	Review & implement Water Policies & Bylaw	To effectively regulate and monitor WSP's and Water Services Intermediaries	To effectively regulate and monitor WSP's and Water Services Intermediaries	To effectively regulate and monitor WSP's and Water Services Intermediaries	To effectively regulate and monitor WSP's and Water Services Intermediaries
								b	Conduct monthly WSP meetings to discuss water provision related matters				

MANCO Priorities		What		What		How		What must happen		How	How	How	How
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)	Strategy (Year 3)	Strategy (Year 4)	Strategy (Year 5)
1.2	Municipal Airports (District)	1.2.1	To viably operate & maintain a Regional Airport that contributes to the growth & development of the district	1.2.1.1	To implement identified activities in airport implementation plan as aligned to budget	1.2.1.1.1	Implement current activities as identified in the Airport Implementation Plan and review same plan	a	Review of Airport Implementation Plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan	Implement activities as identified and budgeted for in the Airport Implementation Plan and review same plan
								b	Identify priorities and implement in terms of the budget available				
1.3	Municipal Roads	1.3.1	To facilitate the provision of a well-developed district road network	1.3.1.1	To establish the status quo of roads within the Municipal Area and to take responsibility of the assigned district roads	1.3.1.1.1	Continuous Engagement with Dept of Transport	a	To set up regular meetings with the Dept of Roads to define the DM's role in the provision of District Roads	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport
								b	To develop the Roads Asset Management System				
1.4	Regulation Of Passenger Transport Services	1.4.1	To facilitate the Regulation of Passenger Transport Services	1.4.1.1	To clarify the DM's role in the Regulation of Passenger Transport Services	1.4.1.1.1	Continuous Engagement with Dept of Transport	a	To set up regular meetings with the Dept of Roads to clarify the DM's role	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport	Continuous Engagement with Dept of Transport
1.5	Fire Fighting	1.5.1	To Plan, co-ordinate and regulate Fire Fighting Services in the district	1.5.1.1	To ensure that fire fighting is well planned and executed in the District	1.5.1.1.1	Prepare ZDM Fire Fighting Master Plan	a	To source funding to develop ZDM Fire Fighting Master Plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan	Implement budgeted activities as identified in the ZDM Fire Fighting Master plan
				1.5.1.2	Regulation and co-ordination of Fire Fighting Services	1.5.1.2.1	Prepare ZDM Fire Fighting Bylaws	b	To source funding to develop ZDM Fire Fighting Bylaws	Implement and co-ordinate Fire Fighting Service Regulations	Implement and co-ordinate Fire Fighting Service Regulations	Implement and co-ordinate Fire Fighting Service Regulations	Implement and co-ordinate Fire Fighting Service Regulations
1.6	Disaster Management	1.6.1	To deal with Disasters efficiently & effectively in the district	1.6.1.1	To review and facilitate the district Disaster Management plan	1.6.1.1.1	To implement the district Disaster Management Plan	a	Implement budgeted activities as identified in the Disaster Management Plan	To implement the district Disaster Management Plan	To implement the district Disaster Management Plan	To implement the district Disaster Management Plan	To implement the district Disaster Management Plan
				1.6.1.2	To create awareness of hazards and disasters	1.6.1.2.1	To prepare Disasters and Hazards Awareness Strategy	b	To source funding to develop the Awareness Strategy	To implement budgeted activities as identified in the Awareness strategy	To implement budgeted activities as identified in the Awareness strategy	To implement budgeted activities as identified in the Awareness strategy	To implement budgeted activities as identified in the Awareness strategy
1.7	Solid Waste	1.7.1	To facilitate the effective and efficient removal of solid waste	1.7.1.1	To investigate the feasibility of a regional solid waste management site	1.7.1.1.1		a				Review IWMP	
1.8	Municipal Health Services	1.8.1	To deliver an effective and efficient environmental municipal health service	1.8.1.1	To deliver an effective environmental municipal health service	1.8.1.1.1	Prepare Plan for effective and efficient Municipal Environmental Health Services	a	Prepare Plan for effective and efficient Municipal Environmental Health Services	Implement, monitor & Review MHS Plan	Implement, monitor & Review MHS Plan	Implement, monitor & Review MHS Plan	Implement, monitor & Review MHS Plan
1.9	Regional Fresh Produce Markets & Abattoirs	1.9	Investigate the feasibility of Fresh Produce Markets and Abattoirs	1.9.1.1	Investigate the feasibility of Fresh Produce Markets and Abattoirs	1.9.1.1.1	Prepare Feasibility Report on Fresh Produce Markets and Abattoirs	a	Determine the status quo (Survey & report) & the DM role	Monitor Situation	Monitor Situation	Monitor Situation	Monitor Situation
1.10	District Cemeteries	1.10.1	To ensure that sufficient burial space is available within the district	1.10.1.1	Investigate the feasibility of a Regional Cemetery Site/s	1.10.1.1.1		a				Review Cemetery Master Plan	

National General KPA: Social and Economic Development

MANCO Priorities			What		What	How		What must happen	How	How	How	How	
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)	Strategy (Year 3)	Strategy (Year 4)	Strategy (Year 5)
2.1	District Tourism	2.1.2	To promote Zululand tourism both internally as well as externally	2.1.2.1	To create effective Tourism structures and have effective institutional arrangements in place.	2.1.2.1.1	Regularly review Tourism section resources	a	Review ZDM tourism section (allocate resources)	Regularly review Tourism section resources	Regularly review Tourism section resources	Regularly review Tourism section resources	Regularly review Tourism section resources
						2.1.2.1.2	Revive Tourism Forum	a	Review ZDM tourism structures and have scheduled meetings.	Regular ZTF meetings	Regular ZTF meetings	Regular ZTF meetings	Regular ZTF meetings
						2.1.2.1.3	Strengthen TKZN linkages	a	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis	Liaze with TKZN on ongoing basis
						2.1.2.1.4	Review/update Tourism Sector Plan	a	Annual workshop to update Tourism Sector Plan	Annual workshop to update Tourism Sector Plan	Annual workshop to update Tourism Sector Plan	Annual workshop to update Tourism Sector Plan	Annual workshop to update Tourism Sector Plan
						2.1.2.1.5	To update/maintain the Zululand Tourism Database	a	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones	Capture new developments and delete closed down ones
				2.1.2.2	To ensure tourists/ potential tourists are aware of our product	2.1.2.2.1	To update/implement themes/packages website upgrading brochure distribution	a	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy	Identify needs and do presentations to roleplayers and implement strategy
						2.1.2.2.2	To train and build capacity	b	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors	To create awareness and to buid capacity on tourism in: local communities business sector schools, and councillors
				2.1.2.3	To make Zululand the favourite tourism destination	2.1.2.3.1	Regularly update the Zululand Tourism Sector Plan	a	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions	ZTF to meet annually to update plan and actions
				2.1.2.4	Safety and Signage	2.1.2.4.1	Identify needs and implement	a	Identify needs and implement on annual basis	Identify needs and implement on annual basis	Identify needs and implement on annual basis	Identify needs and implement on annual basis	Identify needs and implement on annual basis
				2.1.2.5	Tourism Routes	2.1.2.5.1	Develop/improve the following tourism routes Battlefields Route ZBR (Birding Route) Route 66	a	Regular meetings, workshops and actions	Regular meetings, workshops and actions	Regular meetings, workshops and actions	Regular meetings, workshops and actions	Regular meetings, workshops and actions
2.2	LED	2.2.1	To improve the economy of the district, through the creation of job opportunities and additional economic activities	2.2.1.1	To effectively contribute & co-ordinate LED in the District	2.2.1.1.1	Review LED Plan	a	Implement LED plan	Monitor & Review the LED Plan	Monitor & Review the LED Plan	Monitor & Review the LED Plan	Monitor & Review the LED Plan
				2.2.1.2	To create LED awareness in the District	2.2.1.2.1	Sensitize the community about LED	a	Awareness campaigns	Building awareness	Building awareness	Building awareness	Building awareness
				2.2.1.3	To apply for funding for LED	2.2.1.3.1	Prioritization of projects	a	Business plans produced & submitted	Prioritization of projects	Prioritization of projects	Prioritization of projects	Prioritization of projects
2.3	HIV/AIDS	2.3.1	To reduce the impact of HIV/AIDS	2.3.1.1	To create HIV/AIDS awareness and education	2.3.1.1.1	Review HIV/Aids Plan	a	Implement & Monitor	Review HIV/Aids Plan	Review HIV/Aids Plan	Review HIV/Aids Plan	Review HIV/Aids Plan
2.4	Youth And Gender	2.4.1	To develop and empower Youth, Gender and people living with Disability	2.4.1.1	To strategically plan development and empowerment initiatives for youth and gender	2.4.1.1.1	Regular review the Youth, Gender and People living with Disabilities Plan	a	Implement & Monitor	Regular reiview the Plan	Regular reiview the Plan	Regular reiview the Plan	Regular reiview the Plan
2.5	Community Development	2.5.1	The social upliftment of the communities in ZDM	2.5.1.1	To reduce poverty by implementing Community Development Projects	2.5.1.1.1	To investigate new & review existing social upliftment programs	a	Regular review & implement social upliftment programs				

National General KPA: Institutional Transformation

	MANCO Priorities		What		What		How		What must happen	How	How	How	How
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)	Strategy (Year 3)	Strategy (Year 4)	Strategy (Year 5)
3.1	Employment Equity	3.1.1	To transform the organisation to comply with the Employment Equity Act	3.1.1.1	To comply with Employment Equity Legislation	3.1.1.1.1	To implement budgeted activities in the Employment Equity Plan	a	Prioritise activities for implementation	To implement budgeted activities in the Employment Equity Plan	To implement budgeted activities in the Employment Equity Plan	To implement budgeted activities in the Employment Equity Plan	To implement budgeted activities in the Employment Equity Plan
3.2	Skills development & capacity building	3.2.1	To develop capacity in the organisation for effective service delivery	3.2.1.1	To comply with Skills Development Legislation	3.2.1.1.1	Review Workplace Skills Plan	a	To source funding to review and implement a Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan

National General KPA: Democracy and Governance

	MANCO Priorities		What		What		How		What must happen	How	How	How	How
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)	Strategy (Year 3)	Strategy (Year 4)	Strategy (Year 5)
5.1	Compliance, Clean and Sound Administration	5.1.1	To promote good governance, accountability & transparency	5.1.1.1	Policies & bylaws	5.1.1.1.1	Review and implement current policies and bylaws	a	Develop and monitor the implementation of a compliance check list.	Review and implement current policies and bylaws	Review and implement current policies and bylaws	Review and implement current policies and bylaws	Review and implement current policies and bylaws
		5.1.2	To manage risk to the Municipality effectively and efficiently	5.1.2.1	To operate the organisation at a minimum risk level	5.1.2.1.1	Review Municipal Risk Register	a	Clear or mitigate Municipal risks				
5.2	Integrated & Co-ordinated Planning and Development	5.2.1	To continuously promote integrated & co-ordinated planning and development within the District	5.2.1.1	To promote integrated development planning (including the spatial reflection thereof) in an environmentally responsible manner	5.2.1.1.1	Prepare 2012 to 2016 IDP (Develop and apply a district wide IDP framework, review SDF)	a	Identify areas for review	Review 2012 to 2016 IDP (Improve quality of information e.g. stats, sectoral planning, ward based planning, refine structure of IDP)	Review 2012 to 2016 IDP (Increase efforts to secure additional financial resources for service delivery, establish monitoring and evaluation mechanism, project integration)	Review 2012 to 2016 IDP (Improve project implementation)	Review 2012 to 2016 IDP (Market IDP to potential investors)
								b	Implement IDP Process Plan				
						5.2.1.1.2	Review SDF	a	Appoint Service Provider to review SDF	Revise SDF taking into consideration statssa figs, community based planning tool	Establish monitoring and evaluation of projects	Review SDF	Review SDF
								b	Identify areas for review				
						5.2.1.1.3		a		Prepare EMF	Implement		

National General KPA: Financial Management

Focus Area No	MANCO Priorities Focus Area	Key Obj No	What Key Objective (ultimate goal)	Obj No	What Objective (5 year)	Strategy No	How Strategy (Year 1)	Action No	What must happen Action (Year 1)	How Strategy (Year 2)	How Strategy (Year 3)	How Strategy (Year 4)	How Strategy (Year 5)
4.1	Sound Financial Management	4.1.1	To promote good financial practices	4.1.1.1	To improve revenue collection	4.1.1.1.1	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	a	Identify long outstanding consumers and apply restrictions	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws	Implement current credit control and debt collection policy and bylaws & Review same policy and bylaws
				4.1.1.2	To produce accurate statements	4.1.1.2.1	Prepare a schedule of all reconciliations to be performed	a	Reconcile accounts on a monthly basis	Review schedule of reconciliations and monitor performance of existing reconciliations	Review schedule of reconciliations and monitor performance of existing reconciliations	Review schedule of reconciliations and monitor performance of existing reconciliations	Review schedule of reconciliations and monitor performance of existing reconciliations
				4.1.1.3	To process payments in time	4.1.1.3.1	Develop an invoice tracking system	a	Monitor payment of invoices on a monthly basis	Pay creditors in accordance with the Tacking system deadlines	Pay creditors in accordance with the Tacking system deadlines	Pay creditors in accordance with the Tacking system deadlines	Pay creditors in accordance with the Tacking system deadlines
				4.1.1.4	To complete and submit accurate annual financial statements within the specified time period	4.1.1.4.1	Prepare a time schedule of all reconciliations to be performed to prepare AFS timely (in compliance with MFMA)	a	Prepare accurate monthly management accounts	Implement the AFS preparation time schedule	Implement the AFS preparation time schedule	Implement the AFS preparation time schedule	Implement the AFS preparation time schedule
				4.1.1.5	To complete a budget within the specified time period	4.1.1.5.1	Develop a budget time table in line with the IDP Process Plan	a	Adhere to set dates on the budget time table	Implement and review the budget time table	Implement and review the budget time table	Implement and review the budget time table	Implement and review the budget time table
				4.1.1.6	To have an effective Auditing Function	4.1.1.6.1	Develop an internal Audit plan	a	Implement the Internal Audit Plan	Develop an internal Audit plan	Develop an internal Audit plan	Develop an internal Audit plan	Develop an internal Audit plan
						4.1.1.6.2	Develop a risk register	a	Clear items identified in the risk register	Develop a risk register	Develop a risk register	Develop a risk register	Develop a risk register
						4.1.1.6.3	Ensure effective Audit Committee function	a	Monitor performance of Audit Committee				
				4.1.1.7	To develop a Financial Plan (i.e. Budget Process and Time Table)	4.1.1.7	Review and implement the current Financial Plan	a	Allocate budget according to IDP priorities	Review and implement the current Financial Plan	Review and implement the current Financial Plan	Review and implement the current Financial Plan	Review and implement the current Financial Plan
		4.1.2	To be a financially viable municipality	4.1.2.1	To increase the cost coverage ratio	4.1.2.1.1	Review and implement the investment policy	a	Identify surplus cash, which is not immediately required, for investment	Review and implement the investment policy	Review and implement the investment policy	Review and implement the investment policy	Review and implement the investment policy
						4.1.2.1.2	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	a	Identify cost effective mechanisms for the reduction of fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure
				4.1.2.2	To increase the debt coverage ratio	4.1.2.2.1	To Increase the revenue base of the municipality	a	Identify new revenue sources	To Increase the revenue base of the municipality	To Increase the revenue base of the municipality	To Increase the revenue base of the municipality	To Increase the revenue base of the municipality
				4.1.2.3	To provide sufficient cash resources	4.1.2.3.1	Review and implement the current SDBIP	a	Adhere to planned cash flows in terms of SDBIP	Review and implement the current SDBIP	Review and implement the current SDBIP	Review and implement the current SDBIP	Review and implement the current SDBIP
				4.1.2.4	To keep a minimum cash balance to cover average monthly expenditure	4.1.2.5.1	Maintenance of the investment register on a monthly basis	a	Invest surplus funds immediately when available	Maintenance of the investment register on a monthly basis	Maintenance of the investment register on a monthly basis	Maintenance of the investment register on a monthly basis	Maintenance of the investment register on a monthly basis
				4.1.2.5	To report timely and accurately	4.1.2.5.1	Development of a reporting framework and adherence to the MFMA reporting checklist	a	Monitor reporting compliance by the reporting officer on a monthly basis	Implementation of a reporting framework and adherence to the MFMA reporting checklist	Implementation of a reporting framework and adherence to the MFMA reporting checklist	Implementation of a reporting framework and adherence to the MFMA reporting checklist	Implementation of a reporting framework and adherence to the MFMA reporting checklist
				4.1.2.6	To align Capital Programme and IDP	4.1.2.6.1	Review and implement the current financial plan	a	To include in the budget items that are in the IDP and its sector plans.	Review and implement the current financial plan	Review and implement the current financial plan	Review and implement the current financial plan	Review and implement the current financial plan

6. LIST OF PROJECTS WITH BUDGETED FIGURES

Details of the planned **water** and **sanitation** related investment into the district is provided hereunder. As such, a summary table is provided indicating the extent of the capital requirements for water and sanitation provision in the ZDM:

Table 2: Capital Requirements for Water from 2012/13 to 2016/17

WATER	Capital requirements	2012/13	2013/14	2014/15	2015/2016	2016/2017	>2017
Regional bulk	R 1,744,257,962	R 261,833,460	R 252,013,825	R 122,947,376	R 141,194,771	R 105,133,211	R 861,135,319
Secondary bulk	R 1,088,374,123	R 122,088,842	R 95,981,010	R 57,291,804	R 44,491,516	R 26,385,475	R 742,135,476
Reticulation	R 130,622,400	R 14,061,980	R 13,741,600	R 5,743,680	R 3,829,120	R 2,613,220	R 90,632,800
Total capital (new)	R 2,963,254,485	R 397,984,282	R 361,736,435	R 185,982,860	R 189,515,407	R 134,131,906	R 1,693,903,595
Regional bulk	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Secondary bulk	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Reticulation	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Total capital (refurbishment)	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Total capital	R 2,963,254,485	R 397,984,282	R 361,736,435	R 185,982,860	R 189,515,407	R 134,131,906	R 1,693,903,595

Source: WSDP 2012

Table 3: Capital Requirements for Sanitation from 2012/13 to 2016/17

SANITATION	Capital requirements	2012/13	2013/14	2014/15	2015/2016	2016/2017	>2017
Bulk infrastructure	R -	R -	R -	R -	R -	R -	R -
Reticulation	R -	R -	R -	R -	R -	R -	R -
VIP toilets	R 315,820,000	59,668,000	61,884,000	59,190,000	59,402,000	60,750,000	14,926,000
Total capital (new)	R 315,820,000	R 59,668,000	R 61,884,000	R 59,190,000	R 59,402,000	R 60,750,000	R 14,926,000
Bulk infrastructure	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Reticulation	TBA	TBA	TBA	TBA	TBA	TBA	TBA
VIP toilets	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Total capital (refurbishment)	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Total capital	R 315,820,000	R 59,668,000	R 61,884,000	R 59,190,000	R 59,402,000	R 60,750,000	R 14,926,000

Source: WSDP 2012

Table 4: LED Projects

	Project Name	08/09	09/10	10/11	11/12	12/13	13/14	Total
1	Skills Development Center	500 000	500 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000
2	Clothing Manufacturing & Laundromat	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	6 000 000
3	Mandlakazi Block Making Factory	250 000	250 000	250 000	250 000	250 000	250 000	1 500 000
4	Accommodation / Guest Ho	300 000	500 000	500 000	300 000	250 000	250 000	2 100 000
5	Vegetable / Horticultural	250 000	250 000	250 000	250 000	250 000	250 000	1 500 000
								16 100 000

A. PREPARATION

The Municipal Systems Act No 32 of 2000, regulation (5)28 requires that “Each municipal Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.”

The process must be reviewed annually before commencing the annual IDP Review Process. A local municipal Process Plan is informed by the District Framework Plan as described in the following paragraphs.

1. PROCESS PLAN

The IDP Review process is staggered into the following parts:

- Preparation Phase
- Physical Review
- Budget Review
- Performance Management Review

In addition, the following processes that take place in parallel to the IDP Review Processes above that provide crucial information to the Integrated Development Plans:

- Budget Review Process
- Water Service Development Plan Review
- Performance Management Review Process

1.1 PREPARATION PHASE

This phase comprises the drafting of the IDP Framework and individual IDP Process Plans by the Zululand District Family of Municipalities. The period is **01st July 2011 to 30 August 2011.**

1.2 PHYSICAL REVIEW

This stage comprises of five stages namely:

Table 5: 5 Stages of the IDP Preparation

Phase	Proposed Timeframe
Situational Analysis	04 Aug 2011 – 05 Oct 2011
Development Strategies	11 Oct 2011 – 25 Nov 2011
Projects	11 Oct 2011 – 17 Nov 2011
Integration	10 Jan 2012– 17 Feb 2012
Approval	06 Feb 2012 – 11 Jun 2012

More specifically, the **Situational Analysis** entails that IDP Managers and Planners liaise with stakeholders in their area of jurisdiction to verify the situational analysis of each sector. The output of this phase is a **District Wide Situational Analysis Report** which informs Municipal Councils and Management on developing relevant strategies (next phase of IDP Review). The Planning and LED Forum will co-ordinate, monitor and consolidate the information into a single report.

Two approaches are proposed for the compilation of **development strategies**.

- The first is that the District-Wide Analysis Report will be tabled at all respective Executive Council Meetings whereafter the Municipal Councils will hold individual Strategic Planning Sessions to develop long term local key performance areas, objectives, strategies, indicators and targets. The weakness of this approach is that it is devoid of a uniform agreement on a unified strategic direction mapped out by the district political leadership.
- The second approach involves the tabling of the District-Wide Situational Analysis Report at the respective Executive Councils for information. A District Wide Council Strategic Workshop is co-ordinated by the District

Municipality and chaired by the Mayor of the District Municipality. A facilitator will assist in guiding the session towards the desired outcome. The objective of the workshop is to map out a long term strategic framework from which all municipalities will develop their individual long term local strategic workshop. The benefit of this option is that there is district wide consensus on a long term strategic framework which can be monitored. It also offers an opportunity for high level district political intervention in terms of fastracking strategic programmes and or projects in each of the municipalities' thereby improving the lives of communities.

Once developed, the district and local long term strategic plans must be translated into implementable **projects**. Projects identified at ward committee meetings by the community will be combined with newly identified projects by the IDP Managers. The Planning and LED Forum will investigate the development of a district wide project prioritization model which will assist in prioritizing unfunded projects for implementation either individually or jointly between municipalities. The Planning and LED Forum will also reconcile and group projects to package Regional Projects.

It is also possible that Sector Departments will be invited to participate in project planning.

Integration may be combined with the Project Planning phase above in order to ensure that there is consensus on projects that will be implemented in the municipalities. Sectoral integration is also crucial through Sector Plans.

Approval includes Municipal approval alone and Municipal plus Sector Department Approval. Municipalities must approve the draft IDP document by **29th February 2012** and submit it to the MEC by **09th March 2012**. The District IDP Representative Forum will approve the final Integrated Development Plan by **09th May 2012** effectively recommending the document to the Executive Council. **It is proposed that the Local Municipality Representative Forum approve their documents before or in parallel to that of the District.** All

Municipalities must adopt the final IDP document by **29th May 2012** for timeous submission to the MEC by **08th June 2012**.

1.3 BUDGET REVIEW PROCESS

The budget process is critical in lending implementability to the Integrated Development Plan. It is linked with the physical IDP Review where performance measures are developed. Projects are identified, prioritized and a budget allocated for implementation.

All identified capital projects must be identified and submitted to the Chief Financial Officer by **28th October 2011** in order to inform the budget.

1.4 PERFORMANCE MANAGEMENT REVIEW PROCESS

This is an on-going mechanism that enables the municipality to measure its ability to deliver on targeted service delivery goals. It is closely linked with the physical IDP Review through the development strategies and project identification phase which form the basis for development of key performance measures. It is also linked with Budget phase where a budget is allocated to implement the identified strategies and projects.

The phase stretches **04 July 2011 to 10 November 2011**. Reviews take place on a quarterly basis in line with the Monitoring and Review.

2. FRAMEWORK PLAN

Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.

The **Framework** binds the Zululand Family of Municipalities in order to ensure that the Integrated Development Plan Review Process is carried out jointly, is consultative and therefore aligned. It involves setting a joint time schedule

identifying critical milestones for approvals and adoption. **The Framework has to be prepared by the District Municipality (DM) and adopted by the Local Municipalities (LMs).** Thereafter the Framework becomes the basis for the DM and LMs to draft their Process Plans.

The respective Process and Framework Plans contain, amongst others, details of the consultation process and key dates as outlined hereunder.

3. CONSULTATION PROCESS

3.1 IDP PLANNING AND LED FORUM

Chaired by the District this forum is a key alignment structure between municipalities and other relevant stakeholders. The forum enables the district to play a co-ordinatory role in the planning and implementation processes between the district stakeholders to limit duplication, conflict and promote sharing of resources and best practices.

The terms of reference of the District Planners Forum are as follows:

- support the IDP Manager in preparing for the IDP review and throughout its process
- provide terms of reference for specific planning activities
- commission research studies
- consider and comment on inputs from any sub-committees, study teams, consultants, provincial sector departments, or service providers
- make content recommendations
- process, summarize and document outputs
- prepare, facilitate and document meetings
- consider Development Planning Shared Services matters
- consider Planning and Development Act (PDA) ramifications
- configure spatial information and strategies on Geographical Information Systems (GIS)

3.2 DISTRICT GROWTH AND DEVELOPMENT SUMMIT

While establishing a strategic direction, the summit prepares the foundation for continuous alignment and integration by means of a joint planning dialogue between all development stakeholders in the district. Key issues include factors inhibiting economic growth in all sectors

Further, the summit forges a link with all IDPs by setting the theme for critical issues that will be dealt with in the Review process. The core composition of role-players for the summit includes:

- Executive Councils of the District and Local Municipalities
- Municipal Section 57 and 56 Managers
- Provincial and National Sector Department Managers
- Traditional Councils

3.3 IDP REPRESENTATIVE FORUM

The IDP Representative Forum is the main institutional mechanism for consultation in the IDP process. In each municipality, an IDP Representative Forum is to be nominated by the respective EXCO and chaired by the Mayor or a member of EXCO.

Terms of reference for the forum are as follows:

- represent the interests of the community
- provide an organizational mechanism for discussion, negotiation, and decision-making between the stakeholders, including municipal government
- ensure communication between all stakeholder representatives
- monitor the performance of the planning and implementation process

The composition of the IDP Representative Forum is as follows:

- Members of the EXCO
- Selected Councillors

- Traditional Leaders
- Ward Committee chair persons
- Heads of Departments / senior officials
- Representatives of national and provincial sector departments
- Stakeholder representatives (organised groups)
- Advocates (un-organised groups)
- Resource persons
- Community representatives
- Other stakeholders as identified, and which responded to advertisements

Each municipality (DM and LMs) will need to decide on the actual composition of its IDP Representative Forum and to specify how these institutional arrangements have been, or are to be, set up.

3.4 ROLES AND RESPONSIBILITIES

The following outlines the roles and responsibilities of the main role-players in the IDP process:

The **IDP Manager** is an official of the municipality assigned the responsibility of championing the IDP process. Amongst other, the following responsibilities have been allocated to the IDP Manager for the IDP Review Process:

- To ensure that the Process Plan is finalized and adopted by Council
- To adjust the IDP according to the proposals of the MEC
- To identify additional role-players to sit on the ZDM Representative Forum, Planning Forum and Steering Committee
- To monitor the participation of role players
- To ensure appropriate procedures are followed
- To ensure documentation is prepared properly
- To carry out the day-to-day management of the IDP process
- To respond to comments and enquiries

- To ensure alignment of the IDP with other IDP's within the Zululand District Municipality
- To co-ordinate the preparation of the Sector
- Plans/operational plans and their inclusion into the IDP documentation
- To submit the reviewed IDP to the relevant authorities

Table 6: IDP Preparation – Roles & Responsibilities

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> ● Manage drafting of the IDP ● Assign responsibilities to the Municipal Manager ● Adoption of IDP
Councilors	<ul style="list-style-type: none"> ● Linking the IDP process with their constituencies ● Organizing the public participation ● Recommend IDP to council for adoption
Mayor	<ul style="list-style-type: none"> ● Decide on the process plan. ● Responsible for the overall management, coordination and monitoring of the process and drafting of the IDP Review documentation, or delegate this function.
Municipal Officials	<ul style="list-style-type: none"> ● Provide technical/sector expertise. ● Prepare selected Sector Plans. ● Prepare draft progress proposals.
Municipal Manager	<ul style="list-style-type: none"> ● Decide on planning process. ● Monitor process. ● Overall Management and co-ordination.

Role Player	Roles and Responsibilities
Management Committee	<ul style="list-style-type: none"> Information “GAP” identification. Oversee the alignment of the planning process internally with those of the local municipality areas. Co-ordinate, identify and prioritize plans. Make recommendation to the executive committee.
Planning and LED Forum	<ul style="list-style-type: none"> Determine actions to be taken in the review process. Commission sub-committees for identified action. Provide guidance to the IDP Planning Forum.
Planning Professional	<ul style="list-style-type: none"> Methodological guidance. Facilitation of planning workshops. Support with guidance on Sector Plans (sources of funding and guidelines). Documentation.
The District Municipality	<ul style="list-style-type: none"> Coordination roles for local municipalities. Ensuring horizontal alignment of the IDP’s of the municipalities in the district council area. Ensuring vertical alignment between the district and local planning. Facilitation of vertical alignment of IDP’s with other spheres of government and sector departments. Provide events for joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.

Role Player	Roles and Responsibilities
ZDM Rep Forum	<ul style="list-style-type: none"> Representing stakeholder interest and contributing knowledge and ideas.
Government Departments	<ul style="list-style-type: none"> Provide data and information. Budget guidelines. Alignment of budgets with the IDP. Provide professional and technical support.
Consultants	<ul style="list-style-type: none"> Providing the required specialist services for various planning activities as and when needed.

3.5 MATTERS REQUIRING ALIGNMENT

Within the five phases of the physical IDP Review there must be vertical and horizontal alignment. The proposed alignment areas in relation to proposed IDP phases are as follows:

Table 7: Vertical & Horizontal Alignment processes

Phases	Alignment Activity	District/Local Municipality	Local Government / Provincial/ National
Phase 1: Analysis	Key Development Priorities	X	X
Phase 2: Strategies	District Strategic Workshop	X	X
Phase 3: Projects	Project Planning Co-ordination	X	X

Phases	Alignment Activity	District/Local Municipality	Local Government / Provincial/ National
Phase 4: Integration	Integration of Sector Programmes	X	X
Phase 5: Approval	Submission of draft IDP	X	
	Comments on draft IDP	X	
	Compilation of District Summary of LM IDPs	X	

The following details the 5 Year Integrated Process as adopted by the Zululand District Municipality.

Table 8: Integrated IDP process

INTEGRATED PROCESS	PERIOD
Activity	Dates
Prepare for 2012/2013 IDP Review	01 Jul 2011 - 30 Aug 2011
Drafting and Approval Framework Plan	01 - 25 Jul 2011
Drafting and Approval of Process Plans	01 Jul 2011 - 17 Aug 2011
Submit draft Process Plans to MEC	27-Jul-11
Incorporate comments from MEC(where applicable)	26 - 30 Sept 2011
Physical IDP review	
Phase 1: Analysis	04 Aug 2011 - 05 Oct 2011
Consultation (PLED) (re-scheduled to 23 Aug 2011)	03-Aug-11
Institutional Analysis	09 - 18 Aug 2011
Financial Analysis	09 - 18 Sept 2011
Consultation (PLED)	23-Aug-11

INTEGRATED PROCESS	PERIOD
Activity	Dates
Technical Analysis	01 - 09 Sept 2011
Economic Analysis	01 - 09 Sept 2011
Consultation (PLED)	14-Sep-11
Consultation (Growth and Development Forum)	21-Oct-11
Environmental Analysis	12-23 Sept 2011
Consolidation of In Depth Analysis	03-06 Oct 2011
Consultation (PLED)	07-Oct-11
Phase 2: Strategies	11 Oct 2011 - 25 Nov 2011
Vision, Mission and Values	10 Oct - 14 Oct 2011
Gap Analysis and Strategies (District Council Wkshop/Rep Forum)	21 Oct 2011
Develop Performance measures (KPA's, KPI's, targets)	25 Oct - 04 Nov 2011
Link KPAs and objectives to Sectoral Functions	07 - 11 Nov 2011
Phase 3: Projects	11 Oct 2011 - 17 Nov 2011
Identify Capital Projects	11 Oct - 04 Nov 2011
Identify Sector Plans/ Programmes	01 -11 Nov 2011
Sectoral Operational Business Plans	07 -17 Nov 2011
Link Sectoral Operational Business Plans with Key performance measures	14 -17 Nov 2011
Consultation (PLED)	25-Nov-11
Phase 4: Integration	10 Jan - 17 Feb 2012
Integration of Processes	10 - 27 Jan 2012
Institutional Restructuring (where applicable)	10 - 27 Jan 2012
Integrated Communication Plan	01-10 Feb 2012
Approval	

INTEGRATED PROCESS	PERIOD
Activity	Dates
Phase 5: Approval	06 Feb 2012 - 11 Jun 2012
Draft Approval	29-Feb-12
District Alignment (District Rep Forum)	09-May-12
Public Comments/Advertising	07 - 24 Feb 2012 (draft) 01 - 21 Jun 2012 (final)
Final Approval	29-May-12
POST APPROVAL COMPLIANCE REQUIREMENTS	05-29 MAY 2012
Submission of draft IDP to MEC	05 - 09 Mar 2012
Physical Assessment of draft IDPs	26 - 29 Mar 2012
Incorporate Assessment Feedback	09 - 20 Apr 2012
Submission of final IDP to MEC	08-Jun-12
Annual Implementation	01 Jul 2011 - 30 Jun 2012
Operational Business Plans	01 Jul 2011 - 30 Jun 2012
Municipal Budget	
Monitoring, evaluation and review (11/12)	01 Sept 2011 - 13 Jul 2012
Quarter 1	01 - 09 Sept 2011
Quarter 2	06 -13 Jan 2011
Quarter 3	06 -13 April 2011
Quarter 4	06 -13 Jul 2012
Budget Review Process	01 Aug 2011 - 25 May 2012
Prepare&Table budget schedule to EXCO	23-Aug-11
Schedule and requirements workshopped at Management Comm/Capex	25-Aug-11
HODs prepare budget inputs	01 Sept - 28 Oct 2011
Submitt budget inputs for CFO	31-Oct-11
Draft budget discussed at Management Comm	14-Nov-11

INTEGRATED PROCESS	PERIOD
Activity	Dates
Incorporate proposed national and provincial allocations	14 - 23 Jan 2011
Revise budget allocations in line with proposed budget	02-Feb-11
Draft budget & SDBIP tabled to Council	29-Mar-11
LMs informed of the projected allocations	05-Apr-11
Incorporate additions and comments of draft budget	10 - 20 Apr 2011
Prepare budget for tabling to Council	01-May-11
Revise SDBIP & Performance Contracts in line with approved budget	08-May-11
Table revised SDBIP & Perf Contracts to Council	29-May-11
Performance Management Review	
Preparation Phase	04 Jul 2011 - 26 Aug 2011
Drafting of Performance Management Framework	04 - 15 Jul 2011
Table draft PMS Framework at MANCO	25 - 29 Aug 2011
Incorporate HOD Comments	01 - 15 Aug 2011
Table PMS Framework to EXCO for adoption	25-Aug-11
Physical Review (2012/2013)	10 Oct - 05 Nov 2011
Council Strategies developed (Council Strategic Session)	21-Oct-11
Planning circulate scorecard template to HODs (web systems)	24 - 28 Oct 2011
HODs draft performance measures (KPAs, KPIs, targets)	26 Oct - 04 Nov 2011

INTEGRATED PROCESS	PERIOD
Activity	Dates
HODs submit departmental scorecards to planning	07 - 11 Nov 2011
Planning develops council scorecard	14 - 17 Nov 2011
Council scorecard tabled to Council	21 - 25 Nov 2011
Performance Agreements signed by Section 57 Managers	02 - 06 Jul 2011
WSDP Review Process	01 Aug 2011 - 25 May 2012

B. SITUATIONAL ANALYSIS

1. LEGISLATIVE, POLICY AND STRATEGY CONTEXT

1.1 THE MUNICIPAL SYSTEMS ACT, 2000 (ACT NO. 32 OF 2000) (MSA)

The key legislation in terms of the preparation of IDPs is the **Municipal Systems Act (Act 32 of 2000) (MSA)**. Section 26 of the MSA compels all municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. In terms of Section 26 of the MSA, some of the core components that an integrated development plan must reflect are:

- The municipal council's vision for the long term development of the municipality.
- 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.
- The council's development priorities and objectives, including its local economic development aims and its internal transformation needs.
- 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.
- A Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality.
- Key performance indicators and targets determined through an organizational performance system based on the priorities identified in the IDP
- Chapter 5 of the MSA gives guidance as to the preparation of IDPs by Municipalities. This is a strategic plan for the municipality which aligns the development goals of the municipality with the financial resources that the municipality has. As part of the IDP, the municipality should assess the

levels of existing development, formulate strategies for development and align its strategies with the financial plan of the Municipality. The MSA provides that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

1.2 PRINCIPLES OF THE DEVELOPMENT FACILITATION ACT, 1995 (ACT NO. 67 OF 1995)

The DFA contains general principles for land development and decision making. Some of these principles, as contained in section 3 of the Act, are summarized at overleaf.

1. Provision should be made for urban and rural land development – including the development of formal and informal, existing and new settlements.
2. Illegal occupation of land should be discouraged.
3. Land development should take place effectively and in an integrated manner by:
 - a. Integrating social, economic, institutional, environmental and spatial aspects of land development.
 - b. Developing urban and rural areas in support of each other.
 - c. Providing areas of residence and job opportunities close together or integrated with each other.
 - d. Optimize the use of existing resources.
 - e. Permitting and encouraging diverse land uses.
 - f. Rectifying the distorted spatial patterns of the past.
 - g. Compaction of towns to discourage urban sprawl.
 - h. Ensuring a sustainable natural environment.
 - i. Promote conditions under which economic activities can flourish.
 - j. Create opportunities for small business at places of high accessibility and economic agglomeration.

- k. Provide the basics for survival to all existing settlement and focus on places with economic potential to provide a higher level and wider range of services or facilities.
- 4. Development within an area should take place within the limited resources, financial, institutional and physical of the area in order to create a viable community and to protect the natural environment to enable economic growth.

1.3 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003.

Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance. On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all.

The NSDP puts forward a set of five normative principles:

Principle 1:

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

Principle 2:

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

Principle 3:

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

Principle 4:

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

Principle 5:

In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become

major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.).

The NSDP supports the view that states that poverty is prevalent in some areas because “economic and social dynamism is at such low ebb in those areas and is unlikely to improve under any feasible scenario of intervention by government or donors”. It is more beneficial to engage in activities such as education and healthcare, etc. that provide “valuable momentum to increasing human capital, knowledge and the capability of individuals to make decisions from a broader set of alternatives”.

In terms of poverty eradication the NSDP is underpinned by the following assumptions:

- Location is critical for the poor to exploit opportunities for growth;
- The poor, who are concentrated around vibrant and active junction points or activity corridors, have greater opportunity to gain from higher rates of economic growth and to improve their welfare;
- Areas of demonstrated economic potential give greater protection to the poor against adverse effects of economic shock because of greater opportunities to diversify income sources;
- Areas with demonstrated economic potential are the most favourable for overcoming poverty;
- Migration studies conclusively prove that the poor are making rational choices about locating to areas of employment and economic opportunities; however

- Government must ensure that policies and programmes are in place to ensure the poor are able to benefit fully from growth and development opportunities in such areas.

In opting for sustainable development, spatial interventions and impacts have to be designed and monitored for the broader economy and human settlements, for specific sectors in the economy (e.g. water and energy consumption, air pollution and waste management, brick making, etc) and at household level (e.g. exploring renewable energy alternatives, reducing and re-using waste, and efficient public transport use).

The NSDP places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

1.4 THE DRAFT SPATIAL PLANNING AND LAND USE MANAGEMENT BILL, 2011

The draft Spatial Planning and Land Use Management Bill, 2011, sets out the following spatial planning and land use management principles:

The principle of spatial justice, whereby-

- past spatial and other development imbalances are redressed through improved access to and use of land;
- Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;

- spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons;
- land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application;

The principle of spatial sustainability, whereby spatial planning and land use management systems must-

- promote land development that is within the fiscal, institutional and administrative means of the country;
- ensure protection of the prime and unique agricultural land, the environment and other protected lands and the safe utilization of land;
- promote and stimulate the effective and equitable functioning of land markets;
- consider all the current and future costs to all parties for the provision of infrastructure and social services in land developments;
- promote land development in locations that are sustainable and limit urban sprawl;
- result in communities that are viable;

The principle of efficiency whereby-

- land development optimizes the use of existing resources and infrastructure;
- decision-making procedures are designed with a view to minimizing negative financial, social, economic or environmental impacts; and
- development application procedures are efficient and streamlined and time frames are adhered to by all parties;

The principle of spatial resilience whereby flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

The principle of good administration whereby:-

- all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- no government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks;
- the requirements of any law relating to land development and land use are met timeously;
- the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and
- policies, legislation and procedures must be clearly set out and inform and empower citizens.

1.5 THE NEW GROWTH PATH: THE FRAMEWORK

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by

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

In essence, the aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities. To that end, we must use both macro and micro economic policies to create a favourable overall environment and to support more labour-absorbing activities. The main indicators of success will be jobs (the number and quality of jobs created), growth (the rate, labour intensity and composition of economic growth), equity (lower income inequality and poverty) and environmental outcomes.

The state must coordinate its efforts around core priorities rather than dispersing them across numerous efforts, however worthwhile, that do not contribute to a sustained expansion in economic opportunities for our people. These are the core characteristics of a developmental state.

The requisite policy stability and coherence will be supported by effective social dialogue that helps establish a broad consensus on long-run policy goals and a

vision for the country, and facilitates the necessary tradeoffs and sacrifices by ensuring a visibly fair distribution of the benefits from growth. Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective strategies that are realised without endless debates and delays. That, in turn, means government must both strengthen its own capacity for engagement and leadership, and re-design delivery systems to include stakeholders meaningfully.

The growth path therefore proposes strategies:

- To deepen the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution, and
- To widen the market for South African goods and services through a stronger focus on exports to the region and other rapidly growing economies.

The measures in the New Growth Path, taken together, constitute a key means to address the income inequalities in our society. They place decent work (more and better jobs) at the centre of the fight against inequality but also include measures such as skills enhancement, small enterprise development, wage and productivity gain-sharing policies, addressing the excessive pay gap between top and bottom, progressive taxation and support for the social wage, meaning public services targeted primarily at low-income households.

The connection between economic and social measures needs to be further strengthened. In addition to their important social goals, basic and secondary education plays a critical role in long-run equality, access to employment and competitiveness. So does investment in health, including effective measures to address HIV/AIDS. Government has prioritised health and education investment and delivery. While the detailed measures are not spelt out in the New Growth Path, these services are critical success factors for this employment-rich strategy.

Jobs Drivers

If we can grow employment by five million jobs by 2020 (around three million more than the anticipated growth if we extrapolated from 2002 to 2009), over half of all working-age South Africans would have paid employment and narrow unemployment would drop by 10 percentage points from 25% currently to around 15%.

The jobs drivers we have identified are:

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

In each of these areas, we will have to make a special effort to generate opportunities for young people, who face the highest unemployment rate.

As a first step, we will prioritise efforts to support employment creation in the following key sectors:

- infrastructure
- the agricultural value chain
- the mining value chain
- the green economy
- manufacturing sectors, which are included in IPAP2, and
- tourism and certain high-level services.

1.6 “BREAKING NEW GROUND”: FROM HOUSING TO SUSTAINABLE HUMAN SETTLEMENTS

Poverty is understood to involve three critical dimensions: *income*, *human capital* (services and opportunity) and *assets*. Housing primarily contributes towards the alleviation of asset poverty.

“Sustainable human settlements” refer to:

“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”.

The present and future inhabitants of sustainable human settlements, located both in urban and rural areas, live in a safe and a secure environment and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services. Land utilization is well planned, managed and monitored to ensure the development of compact, mixed land-use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative. Specific attention is paid to ensuring that low-income housing is provided in close proximity to areas of opportunity. Investment in a house becomes a crucial injection in the second economy, and a desirable asset that grows in value and acts as a generator and holder of wealth. Sustainable human settlements are supportive of the communities which reside their, thus contributing towards greater social cohesion, social crime prevention, moral regeneration, support for national heritage, recognition and support of indigenous knowledge systems, and the ongoing extension of land rights.

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring by:

Progressive Informal Settlement Eradication

Informal settlements must urgently be integrated into the broader urban fabric to overcome spatial, social and economic exclusion.

Promoting Densification and Integration

The new human settlements plan includes the following interventions:

- Densification policy
- Residential development permits

It is proposed that 20% of all residential development would constitute low cost to affordable housing and would be prescribe through the permit.

- Fiscal incentives

The Department, in conjunction with Treasury and SARS, will investigate the development of fiscal incentives to promote the densification of targeted human settlements and whilst introducing disincentives to sprawl.

Enhancing Spatial Planning

Greater coordination and alignment of various planning instruments and economic policies lies at the heart of sustainable human settlements.

Enhancing the location of new housing projects

The new human settlements plan envisages the following interventions:

- Accessing well-located state-owned and para-statal land
- Acquisition of well-located private land for housing development
- Funding for land acquisition
- Fiscal incentives

The Department will engage with SARS and Treasury to investigate the introduction of fiscal incentives (and disincentives) to support the development of well-located land.

Supporting Urban Renewal and Inner City Regeneration

Urban renewal is a targeted intervention by government to resuscitate declining urban areas.

The new human settlements plan will support this by:

- Encouraging Social (Medium-Density) Housing
- Increasing effective demand

Developing social and economic infrastructure

There is a need to move away from a housing-only approach towards the more holistic development of human settlements, including the provision of social and economic infrastructure. The new human settlements plan proposes that:

- Construction of social and economic infrastructure

A multipurpose cluster concept will be applied to incorporate the provision of primary municipal facilities such as parks, playgrounds, sport fields, crèches, community halls, taxi ranks, satellite police stations, municipal clinics and informal trading facilities.

- New funding mechanism

A New funding mechanism be introduced to fund the development of the primary social/community facilities, which will focus on informal settlement upgrading projects, completed housing projects still lacking social facilities and new housing projects.

- Municipal implementation

Municipalities will be the primary implementation agencies and will submit business plans for approval to Provincial Housing Departments.

Enhancing the Housing Product

There is a need to develop more appropriate settlement designs and housing products and to ensure appropriate housing quality in both the urban and rural environments. The new human settlements plan accordingly proposes the following:

● Enhancing settlement design

The Department will investigate the introduction of enhancing measures and incentives to include design professionals at planning and project design stages, and will develop design guidelines for designers and regulators to achieve sustainable and environmentally efficient settlements.

● Enhancing housing design

Within the rural context, there is a need to make housing interventions more effective, to enhance the traditional technologies and indigenous knowledge which are being used to construct housing in rural areas and to improve shelter, services and tenure where these are priorities for the people living there.

Within the urban context, there is a need to focus on “changing the face” of the stereotypical “RDP” houses and settlements through promotion of alternative technology and design.

● Addressing housing quality.

1.7 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP)

The National Department of Rural Development and Land Reform (DRDLR) has been given the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of

natural resources. This will be achieved through a co-ordinated and integrated broadbased agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that “sustainable and vibrant rural communities” are succeeding throughout South Africa.

Below is a three pronged strategy to ensure that the Department achieves its objective (Agrarian transformation, Rural development and Land reform):

The Agrarian transformation includes, but is not limited to the following:

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

Rural development includes, but is not limited to the following:

Improved economic infrastructure:

- Roads, railways, ports;
- shearing sheds;
- dipping tanks;
- milk parlours;
- community gardens;

- production/marketing stalls;
- fencing for agricultural purposes;
- storage warehouses;
- distribution and transport networks;
- electricity networks;
- communication networks (land lines, cell phones, radio, television, etc);
- irrigation schemes for small scale farmers;
- water harvesting, water basin and water shed management systems (dams etc);
- post office services and internet cafes;
- rural shopping malls.

Improved social infrastructure:

- Social mobilization to enable rural communities to take initiatives;
- establish savings clubs and cooperatives for economic activities, wealth creation and the productive use of assets;
- communal sanitation and ablution systems to improve health conditions;
- access to resourced clinics;
- sport and recreation facilities especially for women and youth development;
- rural libraries to promote a reading culture;
- rehabilitation and development of schools as centres of excellence;
- community halls and museums;
- non-farming activities to strengthen rural livelihoods;
- ABET centres for capacity building and appropriate skills development;
- leadership training, social facilitation and conscientious awareness for CRDP and socio-economic independence;
- democratise rural development, participation and ownership of all processes, projects and programmes;
- co-ordination, alignment and cooperative governance (local municipalities, traditional councils, provincial government);
- participation of NGOs, including faith-based organisations, community-based organizations and other organs of civil society;
- social cohesion and access to human and social capital.

Land reform includes, but is not limited to the following:

Increasing the pace of land redistribution:

- Provide increased access to land for previously disadvantaged people, through the redistribution of 30% of white-owned agricultural land;
- review the land reform products and approaches (LRAD, SPLAG, LASS, PLAS, ABP, LARP, etc) for greater effectiveness and relevance to the CRDP, including the implementation of related policies (use-it-or-lose-it, leasing, post settlement support, etc);
- review land acquisition processes (value for money for each hectare of land bought, proposal for a special land commission for an audit of privately owned agricultural land, the productive use of land transferred to the landless, the effective development and beneficiation of the land reform beneficiaries.

Increasing the pace of land tenure reform:

- Fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga;
- facilitate secure access to land by farm dwellers;
- protect the land rights of farm workers and create decent jobs on farms;
- deal effectively and promptly with illegal evictions;
- establish agri-villages for local economic development on farms;
- provide basic needs for farm dwellers, including water, sanitation, electricity, housing, etc;
- implement CLARA to stimulate economic growth in traditional communities in the former homeland areas, while promoting efficient use of land and the sustainable use of natural resources;
- deal effectively with State land administration;
- provide support and capacity building to farm dwellers.

Speeding up the settlement of outstanding land restitution claims:

- Provide an analysis of outstanding claims (nature and type), indicate related challenges and how these should be addressed to speed up the finalization of claims and indicate clearly what is possible by the year 2011 (including what will be still outstanding, if any);
- adopt a developmental approach to the settlement of restitution claims to demonstrate a contribution to the CRDP;
- develop a strategy to deal with land claims in the Land Claims Court, to ensure that these are “winnable strong cases” setting good precedent and appealing cases that may set a bad precedent;
- ensure sustainability, beneficiation and contribution to poverty eradication, economic growth and the creation of employment opportunities, as well as the vibrancy of land restitution projects, going forward.

Effective support to all land reform programmes through land planning and information:

- Provide a reliable and efficient property/deeds registration system; improving it by modernizing and digitizing the cadastres (e-cadastre);
- contribute to economic growth and housing development by providing government and private agents with essential land information to engage in planning as well as economic transactions;
- provide a basis for the design of a land value tax, land valuation and sustainable land management;
- provide surveys and mapping services to various clients for different needs;
- provide spatial planning information and services to local municipalities and other public or private institutions that may need these services for developmental purposes.

1.8 DRAFT NATIONAL STRATEGY ON SUSTAINABLE DEVELOPMENT AND ACTION PLAN

Sustainable development recognizes the interdependencies between economic growth, social equity and environmental integrity. Although definitions vary, an internationally accepted definition emphasizes the need for a long term

planning horizon, and the adoption of a development path that improves the quality of life of current generations, while leaving future generations with at least the same capacity and options for development, the importance of enhancing horizontal linkages and promoting co-ordination across sectors, and in particular for recognizing synergies and tensions across sectors; the importance of vertical spatial linkages, so that local, provincial, national and global development efforts and governance are mutually supportive; and the role of partnership between government, business, non-government and community and voluntary organizations.

Sustainability and Sustainable Development

Sustainability is the overall goal while sustainable development is the process by which we move towards the goal. Sustainable development implies the selection and implementation of a development option which allows for the achievement of appropriate and justifiable social and economic goals (based on meeting basic needs and equity) without compromising the natural system on which it is based.

The South African Vision as outlined in the National Framework for Sustainable Development (“NFSD”)

South Africa’s vision of a sustainable society: “South Africa aspires to be a sustainable, economically prosperous and self-reliant nation state that safeguards its democracy by meeting the fundamental human needs of its people, by managing its limited ecological resources responsibly for current and future generations, and by advancing efficient and effective integrated planning and governance through national, regional and global collaboration.”

The vision is underpinned by a number of principles:

Fundamental principles: these are related to the fundamental human rights guaranteed in the Constitution, namely:

- Human dignity and social equity;
- Justice and fairness; and

● Democratic governance

Substantive principles: these are based on sustainable development principles already enshrined in South African law and underscoring a system approach to achieving sustainable development:

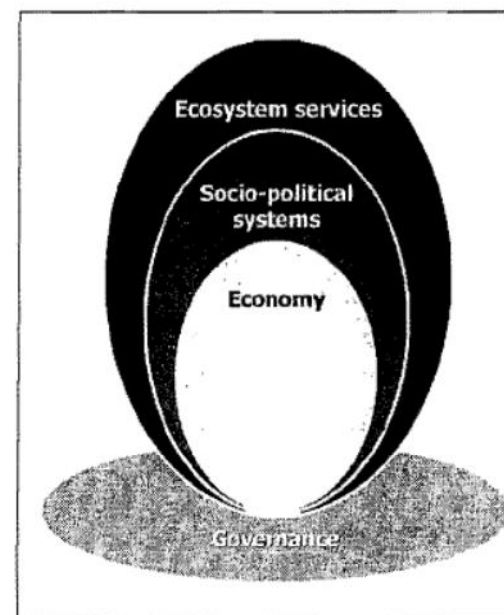
- Efficient and sustainable use of natural resources;
- Socio-economic systems are embedded within, and dependant on, ecosystems; and
- Basic human needs must be met to ensure resources necessary for long-term survival are not destroyed for short term gain.

Process principles: these apply to the implementation of the NFSD, namely;

- Integration and innovation;
- Consultation and participation; and
- Implementation in a phased manner.

Due to the complex development considerations, that include the worrying increase in the gap between the rich and poor populations in the country, a simple “triple bottom line” approach to sustainable development is insufficient. This realisation led to the broader definition of sustainable development. The country’s approach accepts that social, economic and ecosystem factors are embedded within each other, and are underpinned by a system of governance.

The approach presents a systems approach to sustainability where the economic system, socio-political system and ecosystem are embedded within each other, and then integrated through the governance system that holds all the other systems together within a legitimate regulatory framework. Sustainability implies the continuous and mutually compatible integration of these systems over time; sustainable development means making sure that these systems remain mutually compatible as the key development challenges are met through specific actions and interventions to eradicate poverty and severe inequalities.



Purpose of the Draft National Strategy on Sustainable Development and Action Plan

It provides the Strategy and Action Plan to support the implementation of the NFSD.

The Strategy sets out what is needed to shift South Africa onto a new development path.

The Action Plan has been formulated in the context of the aforementioned strategy and sets out the strategic goals and interventions required in respect of the strategic priorities identified in the NFSD. The strategic priorities given in the NFSD are:

- Priority 1: Enhancing systems for integrated planning and implementation;
- Priority 2: Sustaining our ecosystems and using natural resources efficiently;

- Priority 3: Economic development via investing in sustainable infrastructure;
- Priority 4: Creating sustainable human settlements; and
- Priority 5: Responding appropriately to emerging human development, economic and environmental challenges (including climate change, rising oil prices, globalization and trade)

The Strategy

The elements of the strategy are therefore as follows:

- Directing the development path towards sustainability;
- Changing behaviour, values and attitudes; and
- Restructuring the governance system and building capacity.
- Directing the development path towards sustainability

South Africa's current economic development path is based primarily on maximizing economic growth as measured by the gross domestic product (GDP), particularly through mining, manufacturing and agricultural activities. This has resulted in an energy-intensive economy and an erosion of the resource base, a situation which is clearly unsustainable.

Historically, most of South Africa's towns and cities have been characterized by urban sprawl, with the predominant housing model being of detached, single family houses. Moreover, largely as a consequence of apartheid policies, communities are not integrated, with low-income housing and informal settlements generally located on the outskirts of urban areas, far removed from job opportunities and community services, while, at the same time, safe and efficient public transport is generally lacking. There are also massive inequalities between the lifestyles of those living in informal settlements – where there are limited or no basic services – and the high levels of consumption which characterize the wealthy suburbs. This lack of access to modern services often forces the poor to engage in practices which are detrimental to both their health and the environment – for example, the indoor

burning of solid fuels for cooking. Again, this situation is not consistent with a sustainable society.

The need to put in place new socio-economic objectives, particularly around issues of equity, is clearly central to the policies of the democratic government.

Strategic Goals:

- To reduce resource use as well as the carbon intensity of the economy;
- To provide equal access to resources and a decent quality of life for all citizens; and
- To ensure effective integration of sustainability concerns into all policies, planning and decision-making at national, provincial and local levels.
- Changing values and behaviour

A key component of moving towards a sustainable society is to change people's perceptions of what constitutes "well-being" and, based on this, to develop new social goals. In support of this, efforts should also be made to increase awareness and understanding of the value of ecosystems and natural resources to human wellbeing, and to introduce incentives/disincentives to encourage environmentally responsible behaviour. The current structure of society often prevents people from behaving in a manner which is sustainable, even when they would like to – for example, the lack of safe the efficient public transport, the shortage of recycling facilities etc.

Strategic Goals:

- To develop and promote new social and economic goals based on sustainability;
- To promote environmentally responsible behaviour through incentives and disincentives;
- To build a culture that recognizes that socio-economic systems are dependent on and embedded within ecosystems; and
- To increase awareness and understanding of the value of natural resources (ecosystem services) to human wellbeing.

- Life expectancy;
- Literacy gross enrolment ratio;
- Standard of living, natural logarithm gross domestic product per capita.
- Restructuring and governance system and building capacity

Strategic Goals:

- To ensure effective integration and collaboration across all functions and sectors within government;
- To demonstrate commitment in changing the development focus to one based on sustainable programmes;
- To adopt a long-term view to development planning and implementation that takes cognizance of intergenerational equity;
- To adhere to and exercise principles of good and ethical governance; and
- To monitor, evaluate and report performance and progress in respect of sustainability goals.

1.9 KWAZULU-NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

1.9.1 INTRODUCTION AND PURPOSE

The Provincial Growth and Development Strategy recognizes that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential.

1.9.2 SPATIAL RATIONALE

1.9.2.1 SPATIAL VISION AND APPROACH

The envisaged spatial vision for KwaZulu-Natal could be summarised as follow:

“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development.”

1.9.2.2 SPATIAL PRINCIPLES

1.9.2.2.1 Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.

1.9.2.2.2 Principle of Economic Potential

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

1.9.2.2.3 Principle of Sustainable Communities

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities.

Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

1.9.2.2.4 Principle of Local Self-Sufficiency

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

1.9.2.2.5 Principle of Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. This is envisaged to lead to greater co-ordination of both public and private investment and result in higher accessibility of goods and services to communities while ensuring more economic service delivery.

This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be

channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

1.9.2.2.6 Principle of Sustainable Rural Livelihoods

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

1.9.2.2.7 Principle of Balanced Development

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

1.9.2.2.8 Principle of Accessibility

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for

possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

1.9.2.2.9 Principle of Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of roleplayer mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities.

This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

1.9.3 SPATIAL VARIABLES

- Environmental Sensitivity
- Economic Potential
- Social Need
- Urban Accessibility

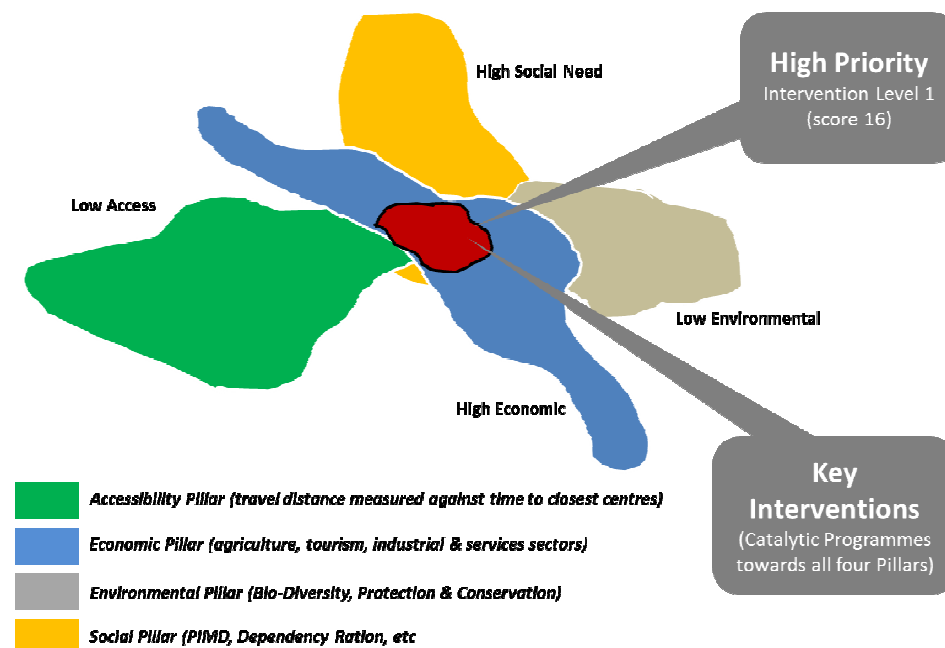
In order to effectively combine these four variables into a single map of key intervention areas, the categories/level of each variable was weighted and ranked into five similarly described categories to allow for effective overlaying comparisons. The various weighting and categories used per variable is briefly illustrated below:

Social Need		Economic Potential		Environmental Vulnerability		Accessibility	
Highest	4	Highest	4	Low	4	Low	4
Moderate-High	3	Moderate-High	3	Moderate-High	3	Medium-Low	3
Moderate	2	Moderate	2	Moderate	2	Medium-Low	2
Moderate-Low	1	Moderate-Low	1	Moderate-Low	1	Medium-High	1
Low	0	Low	0	Highest	0	Highest	0

An area with high social need, high economic potential, low environmental vulnerability and low accessibility would score a maximum of 16 variable

weighted points and be identified as a high priority intervention area as graphically illustrated:

Figure 1: KZN PGDS Spatial Variables



In order to compile a combined map of key intervention areas (using this method) for the entire province, intervention categories were classified as follow:

- Key Intervention Area Level 1 (Scoring between 13 and 16 variable weighed points),
- Key Intervention Area Level 2 (Scoring between 10 and 12 variable weighed points),
- Key Intervention Area Level 3 (Scoring between 7 and 9 variable weighed points),
- Key Intervention Area Level 4 (Scoring between 4 and 6 variable weighed points),
- Key Intervention Area Level 5 (Scoring between 0 and 3 variable weighed points)