Contents

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Tables	Page No.
1. IDP Structure	5
2. 2012/2013 Projects with Budgeted Figures	13
3. Councils Priority	16
4. IDP, Budget & PMSS Action Plan	28
5. Estimated Budget to Complete IDP	33
6. Consultation Process & Dates	45
7. Population Distribution	73
8. Age Concord	74
9. New Employees	75
10. Employees that have left	84
11. Departmental Overview	84
12. Powers & Functions	84
13. Full Council	88
14. EXCO Members	90
15. Portfolio Committees	92
16. Number of Social Facilities	96
17. Number of Schools	105
18. eDumbe Population Health	108
19. Number of people living in poverty	114
20. Number of households	114
21. Edumbe Housing Projects	115
22. Average Household size	116
23. Community wish-list	118
24. Prioritised LED Projects	119
25. Sector contribution to GDP	123
26. Location Quotient	126
27. Gross operating surplus in eDumbe	134

A. Executive Summary

1. Introduction

This report represents the third **IDP** for the eDumbe Local 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:

"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."*

In accordance with the abovementioned, this report is structured as follows:

Table 1: IDP Structure

Section Number	Section Content
Section A	**Executive Summary**
Section B	**Preparation**
Section C	**Situational Analysis**
Section D	**Development Strategies**
Section E	**High Level Spatial Development Framework**
Section F	**Sector Involvement**
Section G	**Implementation Plan**
Section H	**Projects**
Section I	**Financial Plan**
Section J	**Organisational Performance Management System**
Section K	**Annexures**

2. Overview of eDumbe Local Municipality

éDumbe Municipality is situated in the north-western part of KwaZulu-Natal. It covers a geographical area of 1 947 km² and is home to a population of about 101 607. The municipal area of jurisdiction is demarcated into 8 wards which is predominantly rural in nature. Furthermore, the éDumbe Municipal area comprises of 52 settlements in total, which includes 48 dispersed rural settlements, 3 urban areas and one major town. The major town/urban centre are Paulpietersburg/Dumbe, located in relation to the national road and rail networks. A graphical representation of this information is indicated in the maps below:

Map 1: National Locality
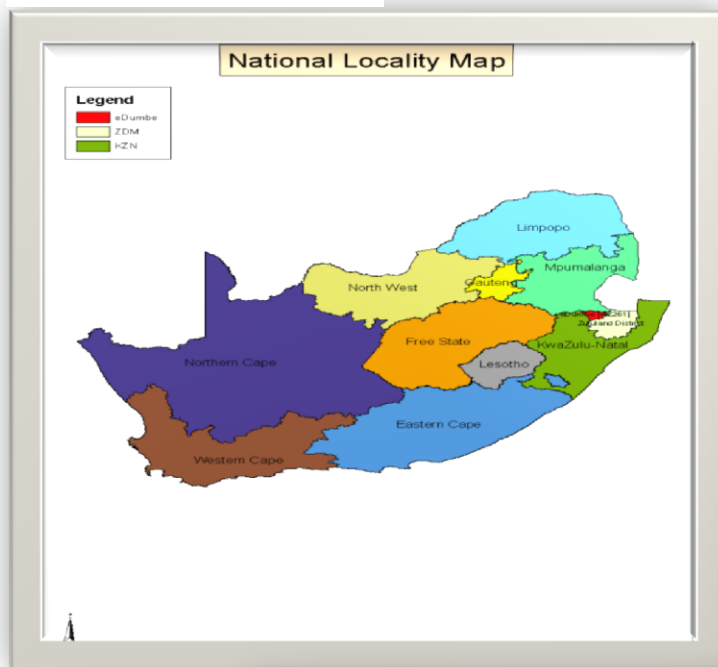
Map 2: Provincial Locality
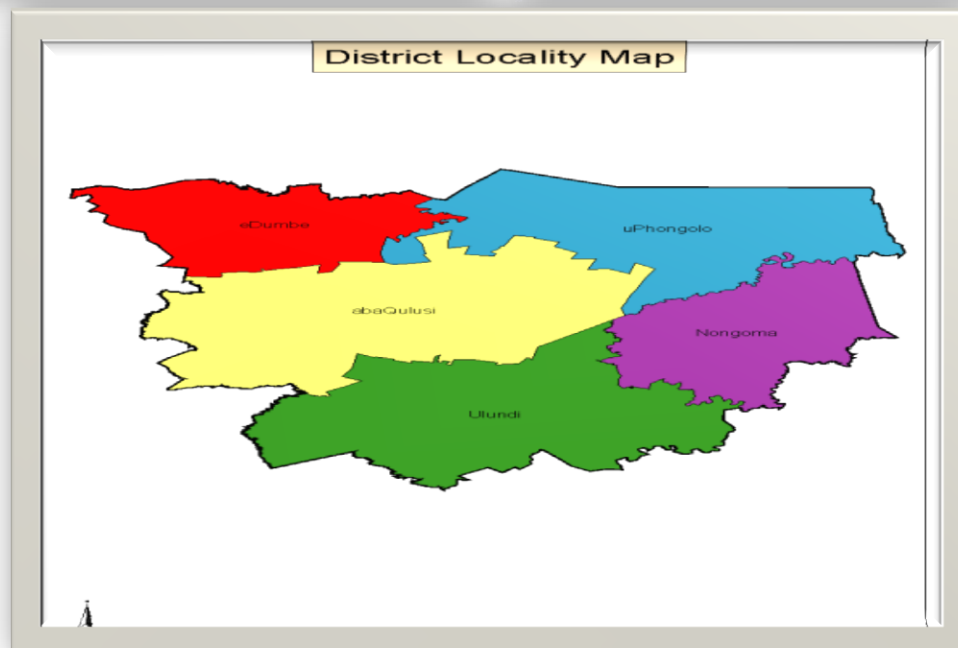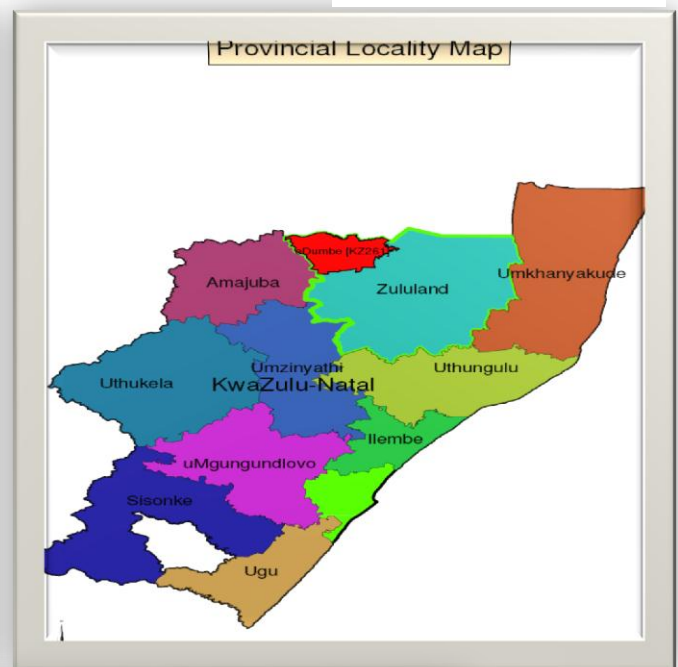
Map 3: District Locality

3. Key Challenges facing eDumbe Local Municipality

The èDumbe municipality is located in one of the poorest and poverty stricken district municipalities in KwaZulu-Natal. (It forms part of Presidential Nodes!)

- A large rural population that depends on the nearby urban area of Paulpietersburg for commercial and public services (e.g. health, social welfare, police services etc) places pressure on the primary node because of the lack of social and economic services within the rural areas.
- Most of the rural settlements are small thus making service delivery costly, this effect is compounded by the aspect that only 35% of the municipality's population lives in an urban area while 65% lives in the rural hinterland of the municipality. The spatial development pattern of the municipality will have to be addressed.
- 53% of the population of the municipality are women. Women are assumed to be acting as household heads in the absence of partners seeking employment in other urban centres. It is also accepted that these women are more disadvantaged in terms of resources. Strategies need to be developed in order to create security for women and their dependent children.
- Close to half of the population are children, placing pressure on the need for educational and social facilities. Many of these children will be orphaned as a result of HIV/AIDS. At least 17% of the population is already infected with HIV. The severe impact on the need for health, social and welfare services over the next 20 years will have to be accommodated in the Municipalities strategy for service delivery.
- Income levels in èDumbe tend to be quite low with 69% of the population earning less than R800 a month. The traditional and rural areas are the most poverty stricken.
- The majority of the population relies on public transport facilities. This is primarily taxi based. The quality and efficiency of the public transport sector still needs attention.
- Although a large portion of the population has access to household electricity the low income levels in the municipality puts a severe restriction on the number of people actually using electricity as a primary means of energy. Electricity provision at schools and health facilities are especially critical. In the wake of the looming energy crises faced by this country it is vital that the Municipality adopts policy embracing the use of alternative energy sources for new residential and commercial development.

4. Key Opportunities facing eDumbe Local Municipality

The éDumbe municipal area experiences low economic development and growth per annum but below mentioned are the areas of potential that can help the municipality grow and improve its economic development and growth.

- éDumbe is a gateway to KwaZulu Natal Province and it is a shorter route from Mpumalanga Province to Durban or Pietermaritzburg. In that sense it can attract as many tourists who are exploring KZN as possible.
- Its tourist attraction is highly on cultural tourism with many heritage sites including the Residence and the Grave of Mkabayi kaJama of the Zulu Nation at kwaGamakazi and the Voortrekker Park at Paulpietersburg. eDumbe can be a tourist destination based on the Zulu Heritage Route which is supported by the Zululand District.
- It is also rich in eco-tourism, with the existence of Ithala Game Reserve, Pongola Bush Nature Reserve and Natal Spa Hot Spring and Leisure Resort.
- Other tourism opportunities that have been identified include but not limited to: Hot Water Springs; Battlefields Route; Historical Buildings; Fishing Resorts; Game Farms; Engodini Crater; Traditional Areas; 4X4 Trails, and Paragliding.
- éDumbe has vast mining opportunities with natural resources which can create better socio-economic environment for the people of éDumbe. There are five Mines within the éDumbe area which are currently closed down with remainders of natural resources mainly coal.
- Ubivane Dam which is also known as Paris Dam is currently underutilized as it has the potential to stimulate economic growth through development of Holiday Resorts, Conference Centres, Hot Water Springs and so forth.
- éDumbe is known for being the home and headquarters of the international recognized brands such as Valpre Water and Ignite Charcoal.

5. Vision, Mission and Core Values

5.1 Vision

"By 2026 éDumbe Municipality will be economically viable to provide adequate services to its communities."

5.2 Mission

"éDumbe Municipality seeks to improve its economic base by exploring the unique industrial, agricultural and tourism potential within its jurisdiction while protecting the natural resources for succeeding generations."

5.3 Core Values

The éDumbe Municipality aims to achieve its primary function and justify its existence as a   Local Municipality by prescribing to the following core values:

- **Transparency, Openess and Fairness:** Maximise public participation to involve all stakeholders in municipal decision making processes to ensure fairness and equity
- **Honesty:** need to act in good faith at all times
- **Integrity:** act in good faith displaying respect and always deliver on promises
- **Dignity:** service delivery that is rendered in a dignified manner in respect to human character
- **Effectiveness & Efficiency:** rendering services that addresses the need of the people

6. Summary of 5 Year Strategic Plan

Key Performance Area : Service Delivery & Basic Infrastructure Development	
Strategic Focus Area	**Objectives**
1. Roads	Improve accessibility in all wards
	Refurbish existing Roads in rural & urban areas
2. Electricity	
3. Sustainable Human Settlements	To provide Sustainable Human Settlements to people of eDumbe
4. Refuse removal (solid waste)	To facilitate the effective and efficient removal of solid waste
5. Cemeteries	To ensure that there is sufficient burial space and that cemeteries are well kept

Key Performance Area: *Local Economic Development*	
Strategic Focus Area	**Objectives**
1. Job Creation	Enhance Industrial Development through Trade & Investment
	Expansion of Government-led Job Creation Programmes
	Promoting SMME, Entrepreneurial and Youth Development
	Enhance the Knowledge Economy
2. Fighting Poverty	To Alleviate poverty
3. Natural Resources	Unleashing Mining Potential
	Unleashing Agricultural Potential
	To promote sustainability & ensure protection of municipal natural resources and heritage sites
4. Tourism & Marketing	To market the municipality and its opportunities that it offers
5. Informal economy	To formalise the informal economy/sector

Key Performance Area: *Financial Viability and Management*	
Strategic Focus Area	**Objectives**
1. Revenue	To improve revenue collection
2. Expenditure	To ensure compliance of the MFMA in terms of section 65 & be a debt free

	municipality
3. SCM	To ensure compliance of chapter 11 of MFMA
4. Asset Management	To have a complete & effective asset register

Key Performance Area: *Municipal Transformation and Institutional Development*	
Strategic Focus Area	**Objectives**
1. Municipal Policies	To ensure that the municipality has in place all the relevant prescribed policies, strategies and by-laws
2. Capacity building & Skills development	To ensure that staff as well as councillors are exposed to capacity building initiatives
3. Performance Management	To establish a Performance Management unit
4. Vacant posts	Ensure critical posts are filled
5. Employment equity	To ensure that the municipality is compliant with labour laws
6. Municipal Website	To have a website that is easily accessible and informative
7. Record Management	To have a fully functional and effective record system
8. MTAS	To have a MTAS that addresses the municipality's critical issues

Key Performance Area : *Good Governance and Community Participation*	
Strategic Focus Area	**Objectives**
1. Fraud and Corruption	Eradicate fraud and corruption
2. Communication and relationship building	Strengthen & Improve Communication & relations internally and externally (including IGR)
3. Customer care and satisfaction	Improve current customer satisfaction
4. Government & Admin meetings	To ensure that all municipal statutory bodies are fully operational, functional & effective
5. IDP	Promote integrated development planning

Key Performance Area: Community and Social Services Development	
Strategic Focus Area	**Objectives**
1. Poverty, Social Welfare & food security	Safeguard sustainable livelihoods and food security To alleviate poverty

2. Health care	Enhancing health of communities and citizens
3. Public Safety & Security	Enhancing public safety and security
4. Special Groups	Promote youth, disabled, elderly & women
5. HIV/AIDS	To reduce the impact of HIV/AIDS
6. Sport development	To promote sports development
7. Arts and culture	To promote arts & culture

Key Performance Area : Spatial and Environment	
Strategic Focus Area	**Objectives**
1. LUMS	To promote harmonious & co-ordinated land uses to achieve sustainable environment
2. SDF	To ensure effective management of current and desirable land uses
3. Land Reform	To ensure that the process of land reform is fast tracked
	To ensure that the land re-institution programme is of an advantage to the beneficiaries
4. GIS	To establish a GIS Unit within the municipality
	To ensure that all GIS data is accessible and readily available to the municipal departments in a sustainable manner
5. Energy Usage	Promote usage of alternate energy sources
6. Land usage	Ensure sustainable usage of land
7. Disaster Management	A disaster man. Plan that is responsive

7. List of Projects with Budgeted Figures for 2012/2013

Table 2: 2012/2013 Projects with Budgeted Figures

No.	Project Type	Ward No.	Amount (R)	Source of Funding
1.	Regional Water Supply	Simdlangentsha West	To be confirmed	
2.	Rudimentary Scheme	Simdlangentsha West	To be confirmed	**Zululand District Municipality**
3.	Sanitation	Simdlangentsha West	To be confirmed	
4.	Mangosuthu Hall	2	R2000 000.00	
5.	Paulpietersburg Roads	3	R3700 000.00	
6.	Testing Ground	3	R1500 000.00	
7.	eDumbe Regional Stadium Flood Lights	3	R1200 000.00	**Municipal Infrastructure Grant = R 14,700, 000**
8.	Abaqulusi Homestead		R1000 000.00	
9.	Paulpietersburg Roads	3	R1600 000.00	
10.	Fencing of Tholakele Cemetery		R500 000.00	
11.	Fencing of Municipal Offices	3	R1300 000.00	
12.	Municipal Pound	3	R1000 000.00	
13.	Municipal Shelters	3	R400 000.00	
14.	Fencing of Ophuzane Cemetery		R500 000.00	
15.	Construction of a traffic circle in Bilanyoni	4	R100 000.00	**Municipal Capital Budget = R1500 000.00**
16.	Renovations to Dumbe Community Hall & Paulpietersburg Town Hall	3	R1000 000.00	
17.	Provision of Public Toilets	To be confirmed	R400 000.00	
18.	Formalisation of Mangosuthu Township	2	R4000 000.00	Municipal Operational Budget

B. Preparation

1. Process Plan

Section i: Introduction

1.1 The Integrated Development Planning Review Process

The Integrated Development Planning process is a continuous cycle of planning, implementation, formulation and review. All municipalities are expected to formulate their Integrated Development Plans (IDP) and be reviewed annually (financial year).

The éDumbe Municipality is now engaging in 2011/12 IDP Review Process. The IDP implementation programme is monitored to identify if the Organizational objectives, Key Performance Indicators and Targets are being achieved. Monitoring also involves gathering of information on changing circumstances in different situations such as:

- Baseline data and demographics,
- New policy legislation,
- Corporate development,
- Sector departments,
- New investments opportunities,
- Sector development plans,
- Changes in the existing situation due to unexpected events such as natural disasters,
- Input from stakeholder organizations and constituencies,
- Budget information from other spheres of government as well as municipal budget review process,
- More or improved in-depth information about new developments and trends.

This kind of information is normally kept by the Municipal Manager or designated official throughout the year and is evaluated during the IDP review process of its relevance to the review process.

1.2 Preparing for the IDP Review / Compilation

The Municipal Systems Act requires that each municipality, before the drafting of the IDP, prepare a process plan indicating:

- Roles and Responsibilities and responsible persons
- A description of the organizational arrangements to be established including the terms of reference,

- An action programme with activities and horizontal alignment, binding legislation and planning requirements and the cost estimates for the whole review process,
- Mechanisms and procedures for public participation.

1.3 Legal Context

The preparation of an IDP Process Plan for the annual review is referred to in Chapter 5, Section 28 of the Municipal Systems Act, Act 32 of 2000 as follows:

Adoption of a process-

(1) 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 and adoption and review of its integrated development plan.

(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process

(3) A municipality must give notice to the local community of particulars of the process it intends t follow.

In order to ensure certain minimum quality standards of the IDP Review process, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the MSA. The preparation of a Process Plan, which is in essence the IDP Review Process set in writing, requires adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;

- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;

- An indication of the organisational arrangements for the IDP process;

- Binding plans and planning requirements, i.e. policy and legislation; and Mechanisms and procedures for vertical and horizontal alignment.

The alignment of IDP and preparation of Annual Budget is regulated in terms of Chapter 4 Section 21 of Municipal Finance Management Act 56 of 2003, therefore it's very crucial that the IDP and Budget are linked as per the legislative requirement.

1.4 Councils Priorities

The eDumbe Municipal Council's primary function is to ensure that the needs of the community are met and that the municipality establishes itself as an organisation that exercises good and fair practices. The following table highlights council's main priorities over the next 3-5 years and it is important to note that the list is **not** in order of priority:

Table 3: Council's Priority over the next 3-5 Years

eDumbe Council's Priority	Council's Action/Intentions
a) Clean Audit	Ensure that departmental heads report on a monthly basis to full council so that progress can be monitored and early warning indicators can be detected. MANCO should sit at least on a weekly basis. Ensure the CFO submits financial statements on a monthly basis to EXCO and full council.
b) Housing	Fast-track the development of middle-income and low-cost housing in eDumbe
c) Roads	Upgrade and establish existing and new roads mainly in town and the rural areas
d) Education	Empower the people of eDumbe, mainly women and youth, and educate them on the issues surrounding HIV/AIDS, drugs and alcohol abuse.
e) Employment	Implement an urban regeneration strategy in order to attract investment so that employment opportunities could be created.
f) Electricity	Improve our relationship with Eskom and Department of Energy in order to increase the supply of electricity, mainly in rural, outer-lying areas.
g) Water and Sanitation	Source funding and improve the relationship with ZDM to increase/broaden the water supply and sanitation services. Fast-track the process of providing water-borne sewerage in the town.
h) Establish a Shopping Mall	Fast-track the development of the Shopping Mall.

1.5 MEC Comments

The issue of addressing the MEC comments is of high importance to the eDumbe municipality when developing its new IDP as we see this as the basis to improving our rating on the new IDP. The MEC comments will thoroughly be examined and the necessary steps thereafter will be taken by our IDP Steering Committee Members and Council to ensure that the new IDP is of high standards.

Section ii: Organisational Arrangement

2.1 IDP Manager (Development Planner):

- Functions of the IDP Manager / Development Planner

  - Responsible for the preparation of the IDP Process Plan
  - Responsible for the day to day management of the IDP review process and the allocation of resources, time, people, thereby ensuring:
    - Involvement of all different role-players, especially councillors and officials.
    - The allocation of the roles to officials,
    - Conditions for participation are conducive,
    - That the time-frames are adhered to,
    - That the participatory, strategic, implementation oriented and sector planning requirements are compiled with,
    - That information is gathered, collated and evaluated and properly documented,
    - That the information obtained receives attention during the IDP process,
    - That the review process is horizontally and vertically aligned and complies with national and provincial requirements,
  - Responsible for the chairing of the IDP Steering Committee,
  - Ensuring that the MEC's comments are attended to and form part of the IDP review process.

2.2 The IDP Steering Committee

The IDP Steering Committee must be established during the IDP process and it must continue performing its functions during the IDP review process. It is a technical working group made up of senior officials and relevant officials to support the Development Planner and ensure a smooth review process. The Development Planner can delegate functions to the Committee members.   The Municipal Manager / Development Planner shall chair the IDP Steering Committee and the secretarial duties performed by the municipal officials of éDumbe Municipality.

- **Terms of Reference for the éDumbe IDP Steering Committee:**

  - To act as a secretariat for the IDP Representative Forum
  - To ensure alignment at a district and local level,
  - To support the Development Planner (IDP Manager),
  - To support and advise the IDP Representative Forum on technical issues,
  - To make content recommendations,
  - To prepare, facilitate and document meetings,
  - To commission relevant and appropriate research studies during the IDP

process,
- To consider and comment on the inputs the consultants, study teams, task departments and service providers,
- Processing, summarising and documentation of project outputs,
- To ensure all stakeholders are included in the IDP Representative Forum

- **Composition of the IDP Steering Committee:**

The IDP Steering Committee is composed of the following:

Chairperson **: Municipal Manager / Planning Manager**
Secretariat **: Municipal Officials**

Members **: Acting Municipal Manager** : Mr DH Zulu
: Acting Chief Financial Officer : Mr S Mngwengwe
: Director: Community Services: Ms ZM Mdlazi
: Director: Corporate Services : Mr JT Mbokazi
: Director: Technical Services : Mr PV Biyela
: Manager: Planning and Development: Mr DH Zulu
: Manager: Office of the Mayor : Mr MN Mathabela
: Manager: PMU : Mr BW Dube
: Head: Administration : Ms NE Khumalo
: Head: Civil Works : Mr JH Voster
: Head: Electrical : Mr JDVR Lourens
: Chief Traffic Officer : Mr TR Nkosi
: Human Resource Officer : Mrs SSP Simelane
: Tourism Officer : Ms NL Shabangu
: LED Officer : Mr B A Mbatha
: IDP Officer : Mr L Dookhilal
: Community Services Officer : To be Appointed

The IDP Steering Committee has no decision-making powers, but act as an advisory body to the IDP Representative Forum.

2.3 The IDP Representative Forum

This is the structure, which institutionalises and ensures a participatory IDP review process. It represents the interests of the constituents of the municipality in the review process. It is envisaged that all organisations, stakeholders or interest groups are represented in the forum.

- **Terms of Reference for the IDP Representative Forum:**
  - To monitor performance and implementation of the IDP,

- To ensure alignment takes place at the various levels,
- To represent the interest of the constituents in the IDP process,
- To provide input on new strategies and discuss changes to circumstances,
- To provide a forum and a mechanism for discussion, debate and agreement on development planning and progress on the IDP implementation,
- To ensure communication between all the stakeholders in the IDP process.

- **Composition of the IDP Representative Forum:**

Chairperson : **The Mayor (Cllr. B.M. Nxusa)**
Secretariat : **éDumbe IDP Steering Committee**

Members : **All Municipal Councillors**
: **The Executive Committee**
: **Councillors and Officials from Zululand District**
: **Municipal Manager and Municipal Officials**
: **Traditional Leaders within éDumbe Municipality**
: **Ward Committees Representatives**
: **Community Development Workers (CDWs)**
: **Parastatals and Service Providers**
: **NGOs**
: **Sector Departments**
: **Neighbouring Municipalities**
: **Farmers Associations**
: **Valpre Water, SAPPI, MONDI, Vodacom, MTN Cell C & etc.**

The IDP Representative Forum will meet according to the action programme and as when there is a need.

2.4 Zululand District Municipality IDP Steering Committee

Zululand District Municipality has established a District IDP Steering Committee (IDP Planners Forum) that will ensure co-ordination of the IDP Review processes of the district and the local municipalities. Membership of this committee must include all the Local Municipalities and the District's Municipal Managers, IDP Managers and Planners, representatives from the Department of Local Government and Traditional Affairs and targeted service providers within Zululand District Municipality. The Zululand IDP Manager must chair the Committee / Forum.

- **Terms of Reference of the Zululand District Municipality IDP Steering Committee:**

- To ensure horizontal and vertical alignment between Local Municipalities and the District Municipality,
- To co-ordinate the overall IDP process in terms of the agreed framework,

- To monitor the IDP reviews programme and decide on amendments (if necessary).
- To act as "clearing house" for issues that arises during IDP review process, and a forum for sharing information and experience.

Section iii   : Allocation of roles and responsibilities

3.1 Role-Players in the Process

The involvement and participation of the following role-players will be crucial to the accomplishment of a participatory review process. The internal and external role players in the éDumbe IDP Review Process are the following:

3.1.1 Internal Role Players

- Municipal Council
- Executive Committee
- All Municipal Councillors
- The Mayor
- The Municipal Officials
- Municipal Manager (IDP Manager) / Planning Manager
- The IDP Steering Committee

3.1.2 External Role Players

- IDP Representative Forum
- District IDP Steering Committee
- Traditional Councils
- Ward Committees
- Sector Departments
- Neighbouring Provinces
- Organised business structures
- NGOs and CBOs
- Local Farmers Association
- Organised Farm-workers structures

3.2 Roles and Responsibilities

- **éDumbe Municipal Council**

    éDumbe Municipal Council is responsible for the following:

- Adoption of the IDP Process Plan
- Adoption and approval of the reviewed IDP,
- Amendment of the IDP in accordance with the comments by sector departments and MEC,
- Approval of the various review phases,
- Ensuring that the IDP is linked to the PMS and Municipal Budget

- **The Executive Committee:**

The Executive Committee has the following responsibilities:

- Recommend to Council the adoption of the IDP Process Plan and reviewed IDP.
- Overall management of the IDP Review process,
- Monitoring the IDP review process

- **The Municipal Manager / IDP Manager (Development Planner)**

The MM / Development Planner (IDP Manager) is assigned the following responsibilities:
- Management and Co-ordination of the IDP process
- Ensure that there's vertical and horizontal alignment,
- Ensuring all stakeholders are informed of the process and their involvement,
- Create a conducive environment for public participation,
-
- **IDP Steering Committee**

The IDP Steering Committee is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding,
- Support the Development Planner (IDP Manager) in the management and co-ordination of the IDP,
- Discussion of input and information for the IDP review,
- Ensuring the monitoring and evaluation of the gathered information,
- Attending to MEC's comments

- **IDP Representative Forum**

The IDP Representative Forum is assigned the following responsibilities:

- Recommend reports for approval / adoption,
- Representing interests of the constituents,

- Present a forum for communication and participation for all stakeholders,
- Monitoring the IDP review process.

• **Zululand District Municipality IDP Steering Committee**
The Zululand District Municipality forms a district-wide IDP Steering Committee for the purpose of alignment with all the local municipalities within the district:

• **Municipal Officials**

The municipal officials are responsible for the implementation of the IDP and in the process gather information on any changes in the circumstances. They have to provide budgetary information and any information on the performance evaluation. They provide technical expertise during the planning process. Municipal Officials also interact with the Ward Councillors and Ward Committees and provide guidance and advice that is crucial during the IDP process.

• **Ward Committees**

The Ward Committees have a crucial role of identifying the needs and service delivery gaps in the community and report to the Ward Councillor.

• **Sector Departments**

The Sector Departments have the following responsibilities:

- Assist in the IDP formulation and review process,
- Provide budget information and sector plans,
- Provide data and information,
- Ensure programme and project alignment between the municipality and province,
- Ensure budgetary alignment between provincial programmes and projects and the municipality's IDP.

• **Ward Councillors**

Ward Councillors are an important link between the municipality and the constituents. They are the first to know of any community needs or service delivery gaps. The Councillors will be responsible for forwarding this information to the municipal officials. They are also responsible for organizing community meetings and ensuring maximum participation of residents in the

IDP review process.

- **Traditional Councils**

  The Traditional Councils will work as a link between the community and Ward Councillors and matters of service delivery and needs of the people. Assist in giving information with regard to land rights and possible available areas for future development.

Section iv   : Mechanisms for Public Participation

4.1 Public Participation Context

It appears in Chapter 4 of the Municipal Systems Act, Act 32 of 2000 that a Municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its Integrated Development Plan. In this context, the municipality is committed to a participatory process of IDP review whereby the community will play a meaningful role.

There are four major functions that can be aligned with the public participation process namely:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

The following mechanisms for participation will be utilised:

4.2 IDP Representative Forum (IDPRF)

This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organizations into the IDPRF and ensure their continued participation throughout the process.

4.3 Ward Committees and Community Development Workers

As formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councillors will be used as a link between the Municipality and Communities, to obtain information and any other information with regards to the progress of the implementation of IDP.

4.4 Newspaper

Local newspapers (éDumbe News) will be used to inform the local community of the progress of the IDP.

4.5 Radio Slots

The National Radio Station will be utilised to make public announcements where necessary.

4.6 Municipal Website

The éDumbe Website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

4.7 Municipal Notice Board

The Municipal Notice Board will be used to inform stakeholders of critical IDP meetings.

4.8 Community Road Shows

The éDumbe Municipality will be hosting its community road shows to publicize the draft IDP and Budget after approval in March and June 2012. The venues for these meetings will be publicized at the IDPRF as well as through the media.

4.9 Information Sheet

At the completion of each of the Sector Plans, as well as the IDP Review, an information sheet will be prepared in the two dominant languages, namely isiZulu and English. The members of the Representative Forum, Officials and Councillors will be given copies of these information booklets and will assist in the distribution of the booklets. Ward Committees will also be used to explain and to distribute information that needs to get to the public.

Section v: Alignment of IDP, Budget and Municipal Performance Management Processes

Every attempt will be made in this Municipal Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS) review. The linkages of the three processes are summarised in the following diagrams:

Figure 1: The IDP, Budget and PMS Linkages
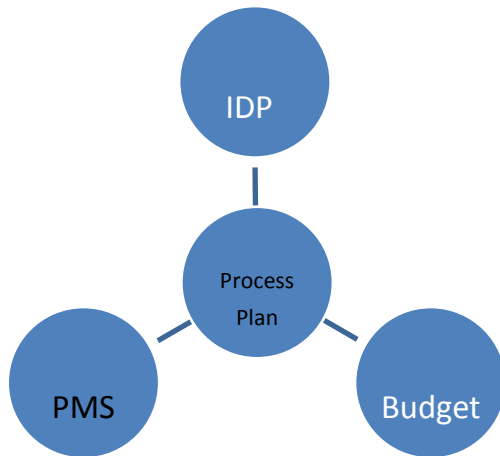
Figure 2: Relative Process Flow
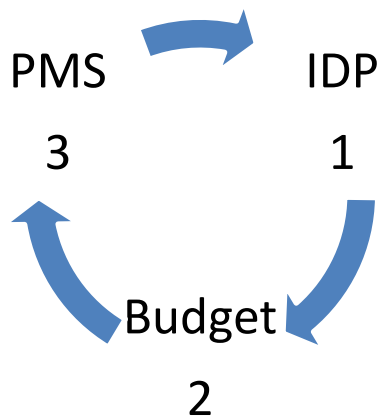
Section vi: Alignment Mechanisms

6.1 Vertical Alignment

a. **National Government Departments**
éDumbe Municipality will endeavour to align the IDP review process with relevant National legislations, Policies, Programmes (i.e. CBPWP, ASGISA, ISRDP, Water, Urban Renewal Programme, etc.) and financial plans (i.e. MTEF, MTEP, etc)

b. **Provincial Government Departments**
Alignment between éDumbe municipality and the Provincial Government will

occur and be reinforced at the IDP Representative Forum. During this process, we will be able to integrate the plans, programmes and budgets of the Provincial Government Departments into the éDumbe Municipal IDP.

6.2 Horizontal Alignment

In terms of Chapter 5 and Section 26 of the Municipal Systems Act (2000), Districts are required to prepare and adopt a Framework Plan which indicates how the District and Local Municipalities will align their IDP's. The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities, and in doing so, proper consultation, coordination and alignment of the review process of the district municipality and various local municipalities can be maintained.

Therefore, alignment at this level will be co-ordinated at the Zululand District Municipality's IDP Steering Committee (IDP Planners Forum). The main function of the Committee is to monitor progress in the various reviews process and to ensure alignment between the district and the local municipality in terms of the framework plan. A series of alignment meetings will be held between the Zululand District Municipality and its Local Municipalities.

6.3 Alignment at Local Level

The Municipal Manager / Planning Manager (IDP Manager) with the support of the IDP Steering Committee will ensure that all the role-players are performing their duties. Performance in terms of expected roles and responsibilities will be monitored at the Steering Committee members and corrective measures be taken should there be unsatisfactory performance.

The cross boundary alignment with other local municipalities such as Abaqulusi and Uphongolo municipalities as well as Umkhondo municipality situated at Mpumalanga Province should be strengthened as and when necessary.

6.4 Alignment with Service Providers

Alignment with Service Providers is very essential in order to ensure that the DM and LM's priorities can be reflected in Service Providers' project prioritization process, as well as to ensure that their projects can be reflected in the IDP documentations. It is anticipated that one Service Provider Forums (SPF's) will be held during this round of the IDP Review as well as a series of one-on-one meetings with key departments.

Section vii: Binding Legislations and Planning Requirements

The IDP process should proceed within the context of all applicable legislation, policies and development planning requirements. The impact of the pieces of legislation on the IDP must be taken into account.

7.1 Legislation:

- The Constitution of the Republic of South Africa (Act No. 108 of 1996)
- Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Municipal Structures Amendment Act, 2000 (Act No. 33 of 2000)
- KwaZulu Natal Planning and Development Act, 2008 (Act No. 6 of 2008)
- Local Government Transitional Act
- Municipal Finance Management Act
- Municipal Property Rates Act
- Local Authorities Ordinance
- Development Facilitation Act, 1995 (Act No. 67 of 1995)
- Town Planning and Township Ordinance 1949 as amended
- Water Services Act, 1997 (Act No. 108 of 1997)
- National Environmental Management Act, 1998 (Act No. of 1998)
- Ingonyama Trust Act, 1994 (Act No. 3 of 1994)
- National Land Transport Transition Act, (Act No. 22 of 2000)
- National Housing Act, 1997 (Act No. 107 of 1997)
- Ingonyama Trust Amendment Act, 1997 (Act No. 9 of 1997)
- Kwazulu-Natal Provincial Roads Act
- Disaster Management Act
- Division of Revenue of 2001

7.2 Policies:

- Urban Renewal Programme (URP)
- Growth, Employment and Redistribution Strategy (GEAR)
- Reconstruction and Development Programme
- Accelerated Shared Growth Initiative of South Africa (ASGISA)
- African Peer Review Mechanism (APRM)
- Health Planning Policies
- Environmental Planning Policies
- Integrated Sustainable Rural Development Strategy (ISRDP)
- Environmental Health Policies
- Local Agenda 21
- Provincial Growth and Development Strategy

Section viii: Action Programme and Timeframes

The methodology to be followed in the IDP process is as follows:

8.1 eDumbe Municipalitys Action Plan

Table 4: IDP, Budget preparation and PMS Action Plan

Financial cycle		Activities	Date	Responsible official
1ST Quarter: Preparation Phase	July	Submit adopted reviewed 2011/2012 IDP to CoGTA	8 July 2011	IDPM
		Start of budget preparations and IDP.	On-going	IDPM /CFO
		Submission of Draft Process Plan to CoGTA	29 July 2011	IDPM
	August	PLED Forum	3 August 2011	IDPM/LEDO
		IDP Steering Committee ▪ Process plan; and ▪ Performance Management System.	12 August 2011	IDPM
		Special Council meeting Council consider, adopt and approve the Process Plan Submission of the Annual Financial Statements to Council for approval	18 August 2011	MM
		PLED Forum	23 August 2011	IDPM/LEDO
		Submission of the Annual Financial Statements to Auditor General. Submission of Final Process Plan to DTLGTA	31 August 2011 31 August 2011	CFO and MM IDPM
	September	Notice to the Community of the process to be followed	09 September 2011	IDPM and CS
		SDF/LUMS Review • S.E.A	19 September 2011	IDPM
		IDP Steering Committee Meeting (Workshop on IDP/Budget Process Plan)	20 September 2011	IDPM
		Planning Indaba/ MEC Panel Feedback	22 September 2011	IDPM
		Mayor obtains the views from the community on budget issues	26-28 September 2011	Mayor and CS
		Chief Financial Officer of municipality determine revenue projections and proposed rate and service	30 September	CFO

	charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives	2011	
	Provincial Planners Forum	30 September 2011	IDPM
Financial cycle	**Activities**	**Date**	**Responsible official**
October	**IDP Steering Committee Meeting** ▪ Revision of objectives, strategies and projects ▪ Performance Management system (KPAs, KPIs and targets)	05 October 2011	IDPM
	PLED Forum	07 October 2011	IDPM/LEDO
	▪ S 57 Managers Quarterly Performance Assessments; and (First performance quarterly report.)	14 October 2011	MM
	IDP & Budget public meetings	24–28 October 2011	Mayor and CS
November	One on one meetings with Sector Departments	01 – 11 November 2011	IDPM
	SDF/LUMS Review • Update on S.E.A • Adoption/Advertising of Draft SDF/LUMS	11 November 2011	IDPM
	IDP Steering Committee Meeting (Revision of Development Strategies & Registration of New Projects into IDP)	17 November 2011	IDPM
	PLED Forum	25 November 2011	IDPM
December	IDP Best Practice Conference	01 December 2011	IDPM
	IDP Representative Forum ▪ 1st quarter report; ▪ Objectives, strategies and projects; ▪ Sector plans; ▪ Submission of new projects (capital) ▪ (Presentation by sector dept's. and service providers) ▪ Recommend to Council the approval of the IDP draft document. ▪ Status of current projects	13 December 2011	IDPM MM Mayor
	Departmental heads to finalise detailed estimates of capital and operational expenditure and income and submit to Budget and Treasury Office	15 December 2011	All

2nd Quarter: Consultation Phase

	Chief Financial Officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS	30 December 2011	CFO
Financial cycle	**Activities**	**Date**	**Responsible official**
3rd Quarter : Drafting Phase — **January**	▪ S 57 Managers Quarterly Performance Assessments (Second performance quarterly report)	13 January 2012	MM
	IDP Steering Committee Meeting	20 January 2012	IDPM
	Accounting officer, Chief Financial Officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements	31 January 2012	MANCO
	Chief Financial Officer combines various departmental estimates and calculates total income and expenditure of the municipality. Chief Financial Officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36	31 January 2012	CFO
	Special Council Meeting Submission of Auditor General's report to Council for consideration. Annual report tabled to Council. Make public annual report and invite local community to submit representations in connection with the annual report.	31 January 2012	MM Mayor MM
February	Meeting with CoGTA: IDP Submission and Assessment Process	9 February 2012	IDPM
	Submit the annual report to the Auditor General, the KZN provincial treasury and provincial departments relevant to local government.	10 February 2012	MM
	SDF/LUMS Review • Update entire SDF/LUMS	14 February 2012	IDPM

		IDP SC Meeting (Budget structure and submission for consideration)	16 February 2012	CFO/ IDPM
		Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report	27 February 2012	CFO
		Chief Financial Officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)	27 February 2012	CFO
	March	**Special Council Meeting** Draft budget and revised IDP are tabled together in council for consideration. **Council Adopt Draft IDP / Budget**	20 March 2012	Mayor CFO & IDPM
		Draft budget and revised IDP together with all related documents to be posted onto the municipal website so that the budget is accessible to the public.	21 March 2012	BTO and MM IDPM
		Publish Draft IDP/Budget for comments (21 days) Hard copies of IDP/Budget to be made available to the Public	21 March 2012	IDPM
		Submission of Draft 2012/2013 Reviewed IDP	23 March 2012	IDPM
		IDP Assessment / Engagement Meeting with DLGTA	26-29 March 2012	IDPM
		Draft IDP Feedback Assessment	30 March 2012	IDPM
Financial cycle		**Activities**	**Date**	**Responsible official**
4ᵗʰ Quarter: Adoption Phase	**April**	Hard Copies of IDP/Budget submitted to the foll: National Treasury Provincial Treasury Zululand District Municipality	02 April – 30 April 2012	IDPM and CFO
		▪ Publicise an Annual Report with oversight report. ▪ Submit an Annual Report with oversight report to Provincial Legislature/MEC of Local Government	07 April 2012	CS
		S 57 Managers Quarterly Performance Assessments (Third quarterly report)	13 April 2012	MM
		SDF/LUMS Review • Update and finalise SDF/LUMS	17 April 2012	IDPM
		IDP Assessment Feedback Session	20 April 2012	IDPM
		IDP Steering Committee		

	▪ 3rd quarter report; ▪ Draft budget 2012/13; and ▪ Discuss final draft IDP. ▪ Consider comments from DLGTA assessment	28 April 2012	IDPM
	Due date for budget written comments		
	Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc MFMA s 21	30 April 2012	Mayor/MM
	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year	30 April 2012	Mayor/MM
	Public meetings on the issues of the budget (town hall)	30 April 2012	CS
	Council to consider all the submissions and representations received during its hearing process.	30 April 2012	CS
May	Update IDP projects based on final DORA allocations Complete financial plan	01 May 2012	IDPM and CFO
	District Rep Forum	09 May 2012	IDPM
	Council /Budget Meeting Council Consider Adoption of Final Budget for 2012 / 2013	31 May 2012	CFO
June/July	IDP Representative Forum • 2012/2013 Budget Overview • 2012/2013 MIG Projects • Finalisation of Sector Department Projects • Status of current projects	8 June 2012	IDP MM Mayor
	Council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59-65 Submit adopted Budget and Budget return forms to • National Treasury; • Provincial Treasury	29 June 2012	IDPM
	Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to	28 June 2012	Mayor/MM

	council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2)		
	Special Council Meeting Final 2012/2013 IDP is tabled in council for consideration. **Council Adopt Final IDP**	29 June 2012	Mayor CFO & IDPM
	Submission of Final 2012/2013 Reviewed IDP	10 July 2012	IDPM
	Notice of IDP / Budget on Municipal Website	10 July 2012	ITT
	▪ S 57 Managers Quarterly Performance Assessments (Fourth performance quarterly report)	14 July 2012	MM

8.2 Cost Estimates

The municipality has set aside a budget of R220 000.00 for the IDP Review Process. We will appreciate the support grant of R100, 000.00 from the Department of Local Government and Traditional Affairs as our 2012/2013 IDP underline will be done in-house.

Table 5: Estimated Budget

Phases and Activities	Estimated Budget
Phase 1: Preparing for New IDP	R45, 000.00
Phase 2: Gathering of Information	R50, 000.00
Phase 3: Assessment and Evaluation of Information	R50, 000.00
Phase 4: Revision of Existing IDP	R45, 000.00
Phase 5: Adoption of Revised IDP	R30, 000.00
Total	**R220, 000.00**

2. Framework Plan

i. Introduction

1.1 Purpose of the Framework

The function of the review **Framework** is to ensure that the process of District and Local IDPs are mutually linked and can inform one another. It involves setting a joint time schedule and identifying critical milestones for approvals and adoption of certain documents. 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.

Within the context of the Framework, the DM and LMs are to prepare **Process Plans.** The function of the Process Plan is that of a business plan for the review of the IDP. It should indicate in simple terms what has to be done, when, by whom, with whom and where.

ii. Framework Process

The Planning and LED Forum took a resolution that the District Municipality shall propose a template that will be adopted by the Zululand Family of Municipality to aid alignment both in the IDP Review Process but also the content of IDP.

2.1   Preparation for the 2012/2013 IDP Review Process

Comprising of four key activities, this phase focuses on an IDP review framework that will be followed by the **Zululand District Family of Municipalities** to achieve a solid and co-ordinated degree of alignment. The framework process materializes as follows:

1. Local Municipalities draft individual programmes.
2. Key areas of alignment are identified jointly from the individual programmes and mechanisms designed to achieve that objective
3. Agreement on legally binding legislation and planning requirements
4. Framework adopted by the District Council
5. Framework adopted by the Local Municipality Councils

The framework provides a basis for the development of individual **Process Plans**. Implementation of the adopted framework is co-ordinated and managed and monitored by the **Planning and LED Forum**.

The proposed IDP Review process is staggered into 3 parts;

a.   Preparation Phase
b.   Physical Review
c.   Approval

There are processes that take place in parallel to the IDP Review Processes above and are a crucial supplier of information to the Integrated Development Plans are as follows:

d.   Budget Review Process
e.   Water Service Development Plan Review
f.   Performance Management Review Process

2.2   Preparation Phase

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

2.3 Physical Review

This stage comprises of five phases namely:

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

2.3.1 Situational Analysis

During this period, IDP Managers and Planners will liaise with stakeholders in their area of jurisdiction in verifying the situational analysis of each sector. The output of this phase is a **District Wide Situational Analysis Report** which shall inform 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.

2.3.2 Development Strategies

Two approaches can be followed.

1. 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.

2. The second 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 guding 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.

2.3.3 Projects

Once developed, the district and local long terms 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 prioritisation 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.

2.3.4 Integration

This phase 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.

Existing and new projects will be monitored by the Planning and LED Forum.

2.3.5 Approval

Approval includes Municipal approval alone and Municipal plus Sector Department Approval.

2.3.6 Draft Approval (Municipalities alone)

Municipalities must approve the draft IDP document by **29th February 2012** and submitted to the MEC by **23rd March 2012.**

2.3.7 Final Approval (Municipalities plus Sector Departments)

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 Fora 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**.

2.4 Budget Review Process

The budget process is critical in lending implementability to the Integrated Development Plan. Without a budget, projects cannot be implemented. Projects must therefore be informed by the budget.

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

2.5 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 Development Strategy phase which defines the performance measures.

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

iii. Consultation Procedures

3.1 District and Local Municipalities

An important responsibility of the District Municipality is to ensure that the IDP review processes of each of the Local Municipalities and the ZDM are co-ordinated.

In order to achieve co-ordination and alignment of both horizontal and vertical functions for the IDP process in the Zululand District, without creating unnecessary structures and committees, it was agreed to constitute a single IDP Planning and LED Forum for the IDP review process at District level.

Membership of this forum will include all the Local Municipality and District Municipality IDP Managers and or Planners; Co-Operative Governance and Traditional Affairs; and targeted Sector Departments and Service Providers in the district. It will be chaired by the Zululand District Municipality's IDP Manager.

Summarised Terms of Reference are as follows

1. Co-ordinate the overall IDP process in terms of the agreed Framework Plan
2. Ensure horizontal and vertical alignment between LMs; between LMs and the DM; between targeted sector departments/ service providers in Zululand and the Municipalities; and between DM/LM level and provincial/national levels
3. Act as a "clearing house" for issues that arise during the IDP review process, and a forum for sharing information and experience
4. Monitor the IDP review programme and decide on amendments (if necessary).

Apart from one on one interaction, vehicles for consultation include the following;

1. Planning and LED Forum

2. Water Services Development Plan Steering Committee

3.2   Zululand Family of Municipalities and National/Provincial Interaction

In order to achieve integrated development planning, consultation must include other spheres of government who fulfill a developmental role in the district.

Apart from one on one interaction, vehicles for interaction include the following;

1. District Growth and Development Summit

2. IDP Representative Forum

3.3   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;

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
Phase 4: Integrattion	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	

3.4 Binding national and provincial plans, planning requirements, policies and legislation

Planning and implementation will be guided by the following pieces of legislation and policies;

a. Constitution of the Republic of South Africa
b. Municipal Systems Act No 32 of 2000
c. Municipal Structures Act
d. Planning Development Act
e. Draft Land Use Management Bill
f. National Spatial Development Perspective
g. New Growth Path
h. Provincial Growth and Development Strategy
i. Provincial Spatial and Economic Development Strategy

iv. Role Players and responsibilities in the IDP review process

4.1 District and Local municipality roles

The **Municipal Council** (DM and LMs) is the ultimate decision-making body. It has to

- consider and adopt the Process Plan

The **EXCO**, as senior governing body in each municipality, has to:

- decide on the Process Plan;
- delegate responsibility for overall management, co-ordination and monitoring of the process and drafting of the IDP review to the Municipal Manager.

Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:

- link the planning process to their constituencies and / wards;
- be responsible for organizing public consultation and participation;

- ensure the annual business plans and the municipal budget are linked to, and based on the IDP.

4.2 Suggested organizational arrangements for DM and LMs

- Municipal Manager (MM) is responsible and accountable for the entire IDP review process
- IDP manager (nominated by MM and confirmed by EXCO drive and co-ordinate the IDP review process)
- Planning and LED Forum (nominated by MM)
- IDP Representative Forum to facilitate participation

4.3 IDP Manager

The role of the IDP Manager is to manage and co-ordinate the IDP Review process. This includes:

- prepare the Framework (DM only)
- prepare the Process Plan
- undertake overall management and co-ordination of the planning process
- ensure that all relevant actors are appropriately involved
- nominate persons in charge of different roles
- take responsibility for day-to-day management of the drafting process
- ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements
- adjust the IDP in accordance with the MEC for Local government's proposals.

Other roleplayers include:

Neighbouring District Municipalities
- IDP Manager/Regional Planner

Local Municipalities
- Local IDP Manager
- Local Planner
- LED Manager
- Section 57 Managers

Co-Operative Governance and Traditional Affairs
- Provincial IDP Co-Ordinator
- Provincial Spatial Planner
- Provincial PDA Champion
- Provincial GIS Champion
- Land Utilisation District Manager

National/ProvincialSector Departments

Dept of Agriculture
- o   District Manager

Department of Rural Development and Land Reform
- o   District Manager

Department of Transport
- o   Regional Manager
- o   District Chairperson Rural Roads Transport Forum

Department of Human Settlements
- o   Regional Manager

Department of Social Development
o   Regional Manager

Department of Health
- o   District Manager

Department of Sports and Creation
- -   District Manager

Department of Environmental Affairs
- -   District Manager

Department of Trade and Industry
- -   Provincial Manager

Department of Economic Development
- -   District Manager

Department of Home Affairs
- -   District Manager

Department of Labour
- -   District Manager

Department of Arts Culture and Tourism
- o   District Manager

Department of Works
- o   District Manager

Department of Education
- District Manager

Ezemvelo KZN Wildlife
- District Manager

Office of the Premier
- Provincial Manager

- ZDM Environmental Manager

Service Providers

ESKOM
- Regional Manager

Telkom
- Regional Manager

Independent Development Trust
- District Manager

National Development Agency
- Provincial Manager/District Manager

4.4   Management Committee

The Management Committee fulfills the role of the Steering Committee at District Municipality level in facilitating the review process and providing support to the IDP Manager. It is a technical working team championed by the Municipal Manager (or their nominees), heads of departments and senior officials who support the IDP Manager and ensure a smooth planning process. In municipalities where there are relevant portfolio councilors who want to be part of the IDP Steering Committee they should be included. In these cases the appropriate protocol must be considered.

Local Municipalities have an IDP Steering Committee chaired by the Municipal Manager and attended by Sections 57 Managers and the ID Manager.

4.5   District Planners Forum

Chaired by the district this forum is the 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, summarise and document outputs
- prepare, facilitate and document meetings.
- consider Development Planning Shared Services matters
- consider Planning and Development Act ramifications

v. Key Stakeholder Consultation Mechanisms

5.1   IDP Representative Forum (DM and LMs)

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.

The terms of reference are the following:

-   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 suggested composition of the IDP Representative Forum is as follows:

-   Members of the EXCO
-   Selected Councilors
-   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.

5.2   District Growth and Development Summitt

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. 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.

vi. Amendment Procedure

Each municipality will be responsible for monitoring its own Process Plan whilst ensuring that the District Framework is being followed as agreed.

The following procedures will be used for amendments:

- Each municipality is to inform the District Municipality (IDP Manager) on deviations of the Action Programme in its Process Plan that affect district wide activities;
- After each Phase the Management Committee is to assess progress and decide on whether amendments are necessary;
- The DM has the mandate to decide when and how an amendment takes place and therefore postpone an activity or continue with the agreed programme;
- All municipalities have to agree before the Framework is amended.

3. Consultation Process and dates

Table 6: Consultation Process & Dates

Consultation Type	Date
1. IDP Steering Committee Meetings/ Internal Workshops	22 July 2012
	31 August 2012
	29 September 2012
	18 October 2012
	22 November 2012
	8 February 2012
	9 February 2012
	10 February 2012
	8 March 2012
	9 March 2012
	10 March 2012
2. IDP,Budget and LED Roadshows	8 November 2012
	15 November 2012
	16 November 2012
	17 November 2012
3. IDP and Budget Representative Forums	13 December 2012
4. District Planners Forum	23 August 2012
	14 September 2012
	26 January 2012
	9 March 2012
5.Development Planning & Shared Services Steering Committee Meeting	20 January 2012
	22 February 2012
6. District Tech. Advisory Committee (PMS) & Other Workshops	12 August 2012
	28 October 2012
	17 November
	2 February 2012

7. Sector Department and Stakeholder Meetings	2 November 2012
	6 December 2012
8. CoGTA's Provincial Planners Forums and Other Stakeholder Meetings	1 July 2012
	22 September 2012
	30 September 2012
	19 October 2012
	4 November 2012
	1 December 2012
	2 December 2012
	9 February 2012
	26-30 March 2012

C. Situational Analysis

1. Legal, Strategy & Policy Framework

1.1 What is an Integrated Development Plan (IDP)?

An IDP can be defined as a product of integrated development planning. It is considered to be a strategic tool used to guide and inform all development, decision-making, planning and management processes within a municipality. Once developed, it is regarded as a plan than supersedes all others within a municipality because it is a direct reflection of a municipality.

1.2 Legal and Policy Environment

In the context IDP's, there are a number of national and provincial laws and strategies that are relevant. While some of these laws have broad application, many can be grouped sectorally i.e. planning and development related, environmental and agricultural.

In addition, guidelines have also been prepared by various authorities to assist decision makers with the interpretation of the legislation, in order to meet their legal responsibility of complying with the respective laws.

This section of the report highlights the (1) national and provincial legislation and (2) guidelines that are important for the spatial development component of IDPs.

1.2.1 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.

Another very important piece of legislation pertaining to development, *per se,* is the **Development Facilitation Act (DFA), 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 environmental to enable economic growth.

1.2.2 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".

From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

The approach adopted by the NSDP is, in part, informed by international case studies that show that:
▪ Unfocused infrastructure spending does not necessarily result in improved GDP growth;
▪ Unfocused human resource development does not improve GDP growth;
▪ Regions that already have some economic success are more likely to grow than other regions, because successful regions have individuals, firms and industries with the ability to learn;
▪ Successful learning occurs when institutions and incentives work and when institutions are locally specific;
▪ Success is often achieved through focused and polarised investment; and
▪ Redirecting public investment from economically dominant regions to lagging regions has not automatically spurred economic activity in lagging regions.

A key finding of the NSDP is that localities of higher growth also include a large number of the poor and therefore both policy objectives of promoting economic growth and of poverty alleviation operate largely in the same spaces. This trend will

continue to be reinforced by the lure of work opportunities to areas with economic potential. The NSDP is unequivocal about suggesting that economic growth and poverty alleviation should be focused on people (that is, follow the trends) and not on places that have become poverty traps for many of the poor (that is, we cannot expect to bring about social equality through spatial equality).

International comparative research has firmly established that no factor correlates dynamic growth with equity and strongly as human capital development. Remedying the plight of persons who are stuck in poverty traps in areas with low prospects for sustaining livelihoods in the foreseeable future, may well be better served by forceful effects directed at human capital development and greater social support (education, skills acquisition, welfare, labour-market intelligence, land reform and agricultural extension service to sustain livelihoods).

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.

1.2.3 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

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

1. 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.
2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
3. Taking advantage of new opportunities in the knowledge and green economies.
4. Leveraging social capital in the social economy and the public services.
5. 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

Jobs Driver 1: Infrastructure

Public investment can create 250 000 jobs a year in energy, transport, water and communications infrastructure and in housing, through to 2015. The jobs are in four activities: construction of new infrastructure; operation of the new facilities; expanded maintenance; and the manufacture of components for the infrastructure programme. In addition to these four activities, the impact of the massive infrastructure programme on job creation across the economy (the "multiplier effect") will be substantial.

Jobs Driver 2: Main economic sectors

The New Growth Path targets opportunities for 300 000 households in agricultural smallholder schemes plus 145 000 jobs in agroprocessing by 2020, while there is potential to upgrade conditions for 660 000 farm workers. Initial projections by the Industrial Development Corporation (IDC) suggest that mining can add 140 000 additional jobs by 2020, and 200 000 by 2030, not counting the downstream and sidestream effects. Much of manufacturing is included under other jobs drivers, but IPAP2 targets 350 000 jobs by 2020 in the industries not covered elsewhere. High level services can create over 250 000 jobs directly just in tourism and business services, with many more possible in the cultural industries.

The New Growth Path sets out a range of practical measures at sectoral level to achieve the above employment targets, with the following core strategies:

- Restructuring land reform to support smallholder schemes with comprehensive support around infrastructure, marketing, finance, extension services, etc.; upgrading employment in commercial agriculture especially through improved worker voice; measures to support growth in commercial farming and to help address price fluctuations in maize and wheat while supporting national food security; acceleration of land claims processes and better support to new farmers following land-claims settlements; programmes to ensure competitive pricing of inputs, especially fertiliser; and support for fishing and aquaculture
- In tourism, strengthening measures to expand the tourism infrastructure and services, promote targeted marketing campaigns, manage costs, quality assurance and logistics, improve training and identify employment and entrepreneurial opportunities for the youth; in business services such as finance and communications, enhancing support measures to encourage diversification;

and developing a comprehensive programme to support cultural industries. In addition, the conditions of vulnerable workers in the services will be addressed.

Jobs Driver 3: Seizing the potential of new economies

Technological innovation opens the opportunity for substantial employment creation. The New Growth Path targets 300 000 additional direct jobs by 2020 to green the economy, with 80 000 in manufacturing and the rest in construction, operations and maintenance of new environmentally friendly infrastructure. The potential for job creation rises to well over 400 000 by 2030. Additional jobs will be created by expanding the existing public employment schemes to protect the environment, as well as in production of biofuels. The IRP2 targets for renewable energy open up major new opportunities for investment and employment in manufacturing new energy technologies as well as in construction.

In addition, the New Growth Path targets 100 000 new jobs by 2020 in the knowledge-intensive sectors of ICT, higher education, healthcare, mining-related technologies, pharmaceuticals and biotechnology.

The main strategies to achieve the above targets are:

- Comprehensive support for energy efficiency and renewable energy as required by the IRP2, including appropriate pricing policies, combined with programmes to encourage the local production of inputs, starting with solar water heaters;
- Public employment and recycling schemes geared to greening the economy;
- Stronger programmes, institutions and systems to diffuse new technologies to SMEs and households;
- Greater support for R&D and tertiary education linked to growth potential and developing South Africa as the higher education hub for the continent; and
- Continuing to reduce the cost of and improve access to broadband.

Jobs Driver 4: Investing in social capital and public services

The social economy includes myriad not-for-profit institutions that provide goods and services, including co-ops, non-governmental organisations (NGOs) and stokvels. If the sector grew in South Africa closer to international norms, we can anticipate 260 000 new employment opportunities. The public service can also generate 100 000 jobs in health, education and policing by 2020 even if it grows by only 1% a year, as well as substantial opportunities through public employment schemes. Significant steps are being taken to address the challenge of HIV/AIDS and these will impact on the size and shape of the public health infrastructure as well as improve the welfare and productivity of the workforce.

Achieving these targets requires comprehensive government support for social economy initiatives, including assistance with marketing, bookkeeping, technological and financial services and training, based in part on a stronger co-op support agency and possibly a training academy; the development of linkages within the social economy to encourage learning and mutual support; work with union and community investment companies to develop a Charter with commitments to job creation; and increasing state procurement from and service delivery through organisations in the social economy.

Jobs Driver 5: Spatial development

While urbanisation will continue, a significant share of the population will remain in rural areas, engaged in the rural economy. Government will step up its efforts to provide public infrastructure and housing in rural areas, both to lower the costs of economic activity and to foster sustainable communities. Rural development programmes can achieve a measurable improvement in livelihoods for 500 000 households, as well as stimulating employment in other sectors.

Enhancing rural employment requires finalisation of a spatial perspective that sets out the opportunities available and the choices that we must make in order to lay the basis for aligning government spending, infrastructure and housing investment and economic development initiatives. In addition, government must do more to support small-scale agriculture, including through community food gardens and marketing and service coops as well as accessible banking facilities.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:
1. Active industrial policy
2. Rural development policy
3. Competition policy
4. Stepping up education and skills development
5. Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape
6. Broad-based Black Economic Empowerment (BBBEE)
7. Labour policies
8. Technology policy
9. Developmental trade policies
10. Policies for African development

In the context of Jozini Municipal area and the Jozini Local Municipality, the following two Policies are considered important:

Rural development policy

The poorest regions of the country, with the highest unemployment rates and most vulnerable workers, are the former Bantustan and commercial farming areas. Areas considered rural today developed historically as impoverished labour reserves for the urban economy, and not as viable economic zones. Still, the agricultural value chain offers major opportunities in these areas for employment creation through smallholder schemes and the processing and sale of agricultural products. Improvements in livelihoods for rural dwellers are possible by upgrading farmworkers' conditions and organisation and helping rural households increase production. Other jobs drivers, notably the public sector and social economy, tourism and infrastructure, can also contribute.

An effective rural development strategy geared to improving livelihoods and employment on a large scale must:

- Be rooted in a realistic understanding of the economic potential of different regions of the country, including the quality of land, water and proximity to markets; and
- Take into account long-term changes in settlement patterns with the end of apartheid residential laws.

Specific measures in these areas are proposed for rural development as a jobs driver.
Core considerations will be:

- Reprioritising budgets for housing and social services to address rural backlogs, which requires managing trade-offs and addressing gross inequalities in municipal revenues;
- Support for market and financial institutions, especially co-ops, that enable small producers to enter formal value chains and take advantage of economies of scale; and
- The identification of viable opportunities, including smallholder schemes, that can improve livelihoods on a large scale, especially by building on regional synergies and clusters.

Stepping up education and skills development policy

Improvements in education and skill levels are a fundamental prerequisite for achieving many of the goals in this growth path. The growth path also requires a radical review of the training system to address shortfalls in artisanal and technical skills

Engineers: Target at least 30 000 additional engineers by 2014.
Artisans: Target at least 50 000 additional artisans by 2015.

Workplace skills: Improve skills in every job and target 1,2 million workers for certified on-the-job skills improvement programmes annually from 2013.

Further education and training (FET) colleges have a central role in providing important middle-level skills for young people. An immediate goal is to expand enrolment at FET colleges, targeting a million students in FET colleges by 2014.

Information and communications technology (ICT) skills: The departments of education should ensure that computer skills are taught in all secondary schools and form part of the standard adult basic education and training (ABET) curriculum by 2015.

Policy framework: Finalise the National Skills Development Strategy taking into account the needs emerging from the growth path.

Institutional Drivers

The New Growth Path recognises the role of an effective, developmental state in achieving broad-based employment growth. This perspective raises at least three critical institutional issues: the role of the state, the market and key market players, and social mobilisation and dialogue.

Institutional drivers outside the state

The main institutional drivers outside the state are business, organised labour and other civil society actors.

Key to the implementation of the New Growth Path is the development of more constructive and collaborative relations between the state and business, where:

- Government commits to minimise unnecessary economic costs, such as unnecessary regulatory requirements and delays, inadequate infrastructure, weak education and training, and
- Business responds by supporting critical and innovative initiatives for a more inclusive and equitable economy, especially projects that can generate employment on a much larger scale, through investment, technical support and mentoring, and appropriate pricing policies.

Social dialogue and mobilisation

This growth path requires that the state (a) facilitate national and workplace productivity accords, (b) support community organisation, including through the Community Works Programmes and other delivery mechanisms that build community and collective action, and (c) strengthen existing institutions for social

dialogue, including Nedlac, sectoral and local forums. This work must critically enhance information flows, ensure government is more responsive to economic needs and reduce the transaction costs for our partners

Implications for Provinces and Localities: The Spatial Dimensions of the Growth Path

Apartheid left South Africa with an extraordinary spatial divergence between the economic centres of the country, linked to the metro areas, and the densely settled rural areas of the former Bantustans, which have very limited economic resources and investments. Within metros, too, there are vast disparities and spatial challenges, with townships located far from most employment opportunities. A core task for the New Growth Path is to break with this legacy through a coherent approach to spatial development backed by strong investment in infrastructure and the identification of viable and sustainable opportunities for historically disadvantaged regions. Rural development will necessarily depend largely on links to the main urban areas. For instance, smallholder schemes in the Eastern Cape can produce for factories in Port Elizabeth or East London; tourism in Mpumalanga relies primarily on visitors from Gauteng.

Given the extraordinary differences in natural, economic and social conditions across our country, provinces and localities must adapt the broad drivers in the growth path to their circumstances. A spatial economic strategy will indicate how the jobs drivers affect different provinces, municipalities and rural areas, linking in to the rural development strategy and industrial policies.

1.2.4 "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

1.2.5 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.

1.2.6 National Environmental Management Act (Act 107 of 1998) (NEMA)

The National Environmental Management Act (NEMA) is central to South African environmental laws as it gives effect to the "environmental right" within the Constitution and acts as a hub for all other environmental legislation.
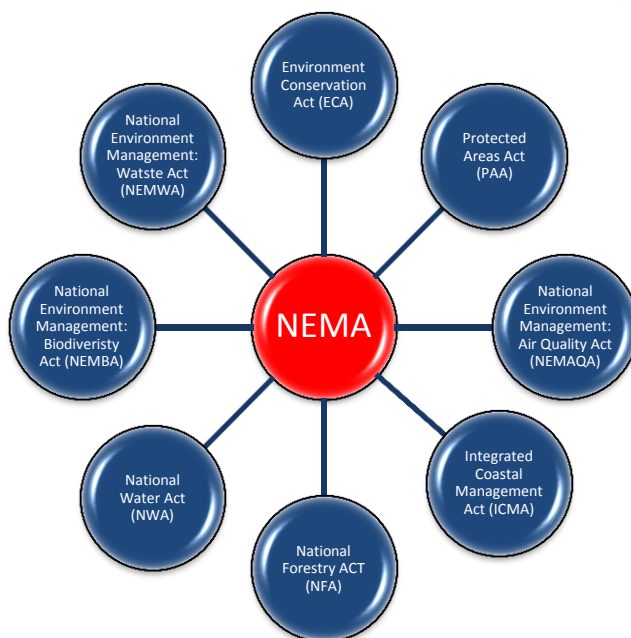
The purpose of the NEMA is to provide for co-operative, environmental governance on matters affecting the environment by establishing principles for decision-making and institutions that will promote co-operative governance and procedures for co-ordinating environmental functions.

Chapter 1 of NEMA sets out the following environmental management principles:

1. The principles set out in this section apply throughout the Republic to the actions of all organs of state that may significantly affect the environment and -
   - shall apply alongside all other appropriate and relevant considerations, including the State´s responsibility to respect, protect, promote and fulfil the social and economic rights in Chapter 2 of the Constitution and in particular

the basic needs of categories of persons disadvantaged by unfair discrimination;

- serve as the general framework within which environmental management and implementation plans must be formulated;
- serve as guidelines by reference to which any organ of state must exercise any function when taking any decision in terms of this Act or any statutory provision concerning the protection of the environment;
- serve as principles by reference to which a conciliator appointed under this Act must make recommendations; and
- guide the interpretation, administration and implementation of this Act, and any other law concerned with the protection or management of the environment.

2. Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.

3. Development must be socially, environmentally and economically sustainable.

4.
   a) Sustainable development requires the consideration of all relevant factors including the following:

   - That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
   - that pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
   - that the disturbance of landscapes and sites that constitute the nation´s cultural heritage is avoided, or where it cannot be altogether avoided, is minimised and remedied;
   - that waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner;
   - that the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource;
   - that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
   - that a risk averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and
   - that negative impacts on the environment and on people´s environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied.

   b) Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into

account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

c) Environmental justice must be pursued so that adverse environmental impacts shall not be distributed in such a manner as to unfairly discriminate against any person, particularly vulnerable and disadvantaged persons.

d) Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human wellbeing must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination.

e) Responsibility for the environmental health and safety consequences of a policy, programme, project, product, process, service or activity exists throughout its life cycle.

f) The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.

g) Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognising all forms of knowledge, including traditional and ordinary knowledge.

h) Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.

i) The social, economic and environmental impacts of activities, including disadvantages and benefits, must be considered, assessed and evaluated, and decisions must be appropriate in the light of such consideration and assessment.

j) The right of workers to refuse work that is harmful to human health or the environment and to be informed of dangers must be respected and protected.

k) Decisions must be taken in an open and transparent manner, and access to information must be provided in accordance with the law.

l) There must be intergovernmental coordination and harmonisation of policies, legislation and actions relating to the environment.

m) Actual or potential conflicts of interest between organs of state should be resolved through conflict resolution procedures.

n) Global and international responsibilities relating to the environment must be discharged in the national interest.

o) The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the people´s common heritage.

p) The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.

q) The vital role of women and youth in environmental management and development must be recognised and their full participation therein must be promoted.

r) Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

Section 23 of NEMA promotes the use of environmental management tools, such as Environmental Impact Assessment, to consider, investigate, assess and report on to the Competent Authority, the impacts of "listed activities."

Section 24 of NEMA empowers the Minister of Environmental Affairs to publish a list of activities for which prior Environmental Authorisation is required. These activities are listed in:

- GNR 544 (2010) – A Basic Assessment (BA) process is applicable to those activities listed in this notice.
- GNR 545 (2010) – An Environmental Scoping and Environmental Impact Reporting (ES&EIR) process is applicable to those activities listed in this notice.
- GNR 546 (2010) - A BA process is applicable to those activities listed in this notice.

The minimum requirements for a BA and ES&EIR are set out in GNR 543 (2010).

Section 24 (f) states that it is an offence to "commence" a listed activity without Environmental Authorisation, and if found guilty, the maximum prescribed penalty fine is R5 million or ten years in prison or both such a fine or imprisonment.

▪ **Environment Conservation Act (Act 73 of 1989)**

The relevant sections from the Environment Conservation Act (ECA) include, but not limited, to the following:

- Sections 19, 19A, and 24A – Prohibition of littering.
- Sections 20 and 24 – Control of waste disposal sites.
- Sections 23 and 27 – Declaration of Limited Development Areas.
- Section 25 – Noise Control.
- Sections 31 and 31A – Power of Government to order cessation of harmful activity.

- **National Environmental Management: Biodiversity Act (Act 10 of 2004)**

The National Environmental Management: Biodiversity Act (NEMBA) was enacted in order to meet South Africa's obligations in terms of the 1992 Convention on Biological Diversity. NEMBA represents a shift in the approach to species protection, acknowledging that in order to protect a particular species, such as Black Rhino, its habitat and the ecosystem of which it is a part must also be protected. The key elements of NEMA include:

- Chapter 4 covers the protection of ecosystems, the protection of species, gives effect to South Africa's obligations in terms of CITES, and ensures that biodiversity is utilised in a sustainable way.
- Chapter 52 empowers the Minister of Environmental Affairs to publish a list of ecosystems that are threatened and in need of protection. The draft national list of Threatened Ecosystems was published in GNR 1477 (of 2009).
- Section 53 empowers the Minister of Environmental Affairs to identify any process or activity in a listed ecosystem as a "threatening activity" and require prior Environmental Authorisation.
- Section 56 empowers the Minister of Environmental Affairs to publish a list species which are considered to be critically endangered, endangered, vulnerable, or need of protection.
- Chapter 5 regulates the control of alien species and eradication of listed invasive species. The draft list of alien and invasive species was published in GNR 1146 and GNR 1147 (of 2007).

- **National Environmental Management: Protected Areas Act (Act 57 of 2003)**

The National Environmental Management: Protected Areas Act (PAA) was enacted to provide for declaration and management of protected areas in South Africa. PAA should be read in conjunction with the principles set out in NEMA and Section 5 and 6 of NEMBA. PAA represents a shift in the approach to conservation from the historical "protectionist" approach (i.e. exclusion of local communities) to allowing controlled access to resources and participation in the management of protected areas.

▪ **National Environmental Management: Waste Act (Act 59 of 2008)(NEMWA)**

The National Environmental Management: Waste Act (NEMWA) was enacted to protect health and the environment by providing for:

- Institutional arrangements and planning matters.
- Reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development.
- National norms and standards for regulating the management of waste by all spheres of government.
- Specific waste management measures.
- Licensing and control of waste management activities.
- Remediation of contaminated land.
- National waste information system.
- Compliance and enforcement.

Chapter 5 of NEMWA covers the licensing of waste management activities. The list of activities requiring a Waste Management Licence is published in:

- GNR 718 (2009) – A Basic Assessment process in accordance with EIA regulations (i.e. GNR 543 of 2010) is required for activities listed in this notice.
- GNR 719 (2009) – An Environmental Scoping and Environmental Impact Reporting process in accordance with EIA regulations (i.e. GNR 543 of 2010) is required for activities listed in this notice.

▪ **National Water Act (Act 36 0f 1998)**

The National Water Act (NWA) is the main South African statute regulating fresh water use and pollution. NWA is administered by the Department of Water Affairs (DWA) and regulates the use, flow, and control of all water in the country.

- Chapter 2 provides for the protection of water resources through the classification of water resources, determination of reserves, prevention, and remedying of pollution, and control of emergency incidents.
- Chapter 4 defines the general principles and conditions relating to the use of water. This includes both general authorisation and water use licences.

1.2.6 Kwazulu-Natal Provincial Growth and Development Strategy (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has as its purpose the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of

developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- Strengthening governance and service delivery
- Integrating investments in community infrastructure
- Sustainable economic development and job creation
- developing human capability
- Developing a comprehensive response to HIV/Aids
- Fighting poverty and protecting vulnerable groups in society

1.2.7 Kwazulu-Natal Spatial & Economic Development Strategy (PSEDS)

The **Provincial Spatial & Economic Development Strategy** aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities;
- Influence investment decisions of the private sector;

The principles of development and growth underpinning the PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens. Basic services include health, education, housing, transport
- All areas of the province require development
- Certain areas of the province will drive economic growth
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth
- Four key sectors have been identified as drivers of economic growth in the province, namely:
  - o The Agricultural sector (including agri-processing and land reform)
  - o The Industrial sector (Including Manufacturing)
  - o The Tourism sector
  - o The Service sector (including government services)
  - o The logistics and transport sector (including rail) underpin growth in all four sectors.
- Sustainable and affordable water and energy provision is crucial to economic growth & development.

2. Regional Context

éDumbe Municipality is situated in the north-western part of KwaZulu-Natal. It covers a geographical area of 1 947 km² and is home to a population of about 101 607. The municipal area of jurisdiction is demarcated into 8 wards which is predominantly rural in nature. Furthermore, the éDumbe Municipal area comprises of 52 settlements in total, which includes 48 dispersed rural settlements, 3 urban areas and one major town. The major town/urban centre are Paulpietersburg/Dumbe, located in relation to the national road and rail networks. A graphical representation of this information is indicated in the maps below:

Map 4 : eDumbe Municipal area

2. Regional Context
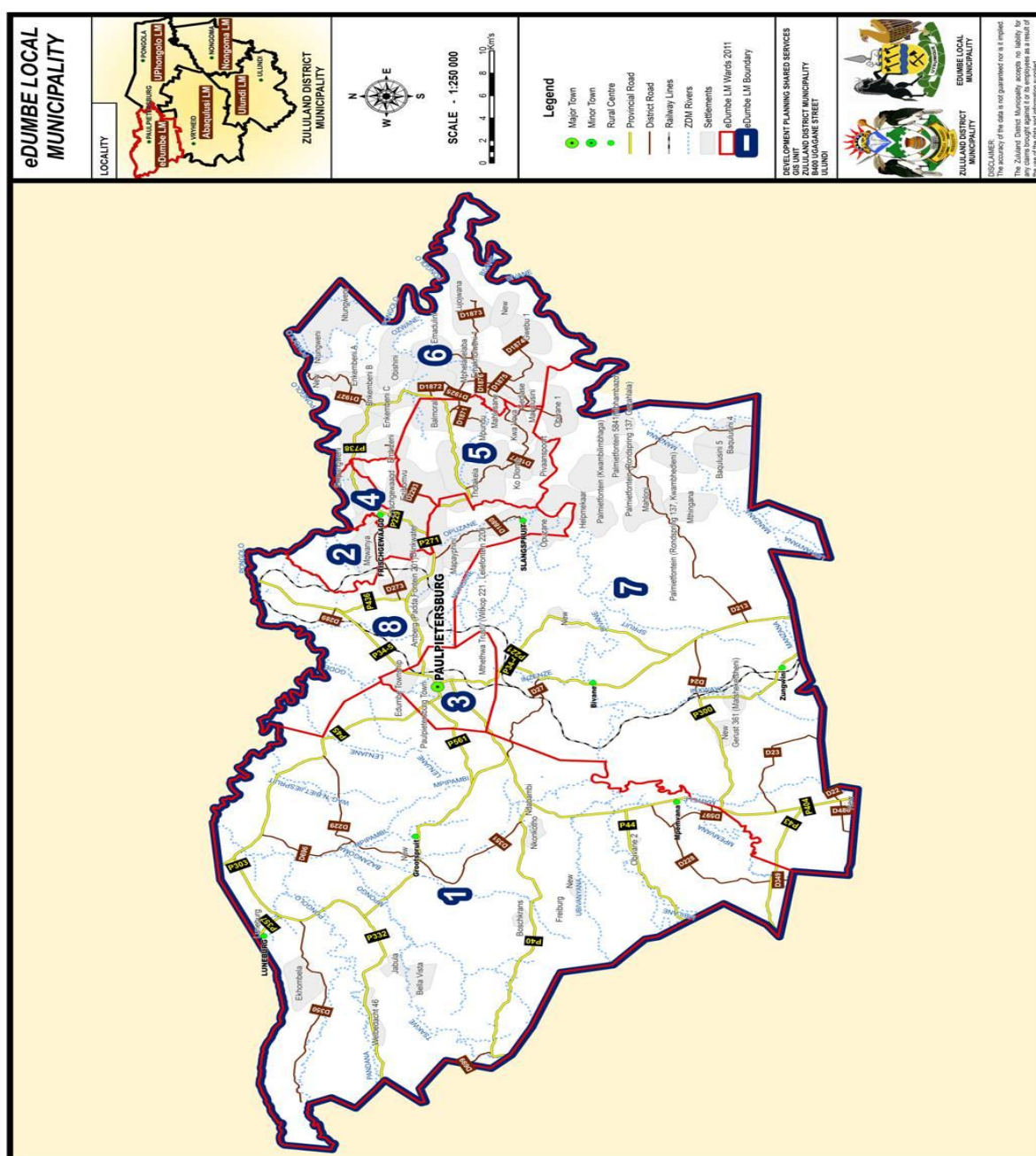
3. Demographic Characteristic's/Indicators within eDumbe

Demographics concern human populations - their sizes, compositions, distributions, densities, growth, and other characteristics, as well as the causes and consequences of changes in these factors. Demography is the basis of all planning activities and developmental processes, and has important implications for policymakers in both the public and private.

Reliable demographic analysis depends on good and current data. This has been and continues to be one of the major challenges for municipalities in South Africa. Detailed and comprehensive data is only available via the national census processes which have defined timeframes, with the last census being 2001 and the next one done in 2011 (data expected to be available in 2013).

3.1 Population Distribution

A further breakdown in terms of population distribution of éDumbe area is provided in the table and diagram below.

Table 7: Population Distribution

Type	Number	Percentage
Urban	23 415	35
Rural Village	22 341	20
Rural Scattered	30 464	27
Scattered	5 077	3
Rural Farms	20 310	15
Total	**101 607**	**100**

Source: * Census (2001) and ZDM Aerial Photograph (2007)

Figure3 : Population Distribution
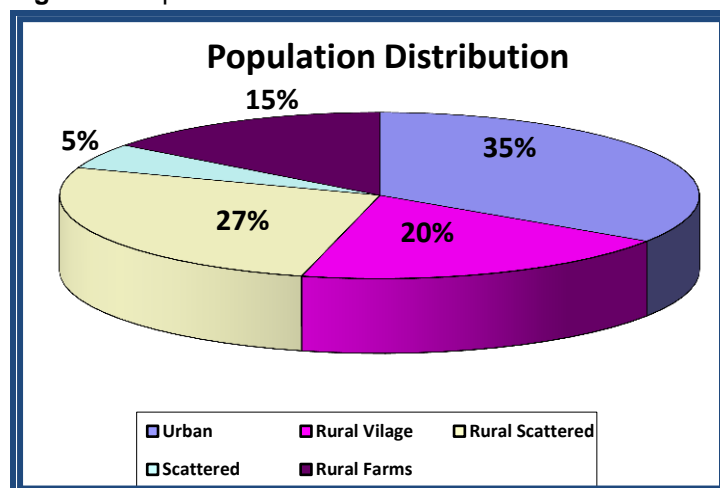
Source: * Census (2001) and ZDM Aerial Photograph (2007)

The above table and the diagram shows that only 35% of the municipality's population lives in an urban areas while 65% lives in the rural hinterland of the municipality in a form or rural village, scattered and farms. This factor has severe implications on actual service delivery and the cost thereof. It also implies that the large number of the citizens of èDumbe municipality is far from the formal economy with its concomitant employment opportunities. Due to the impact of HIV/AIDS which is a world concern, population growth is expected to decline over the next 20 years. This trend must be considered in the planning and delivery of new services.

3.2. Gender Distribution

The following table and diagram indicates that a large population group is dominated by females with 53% of the municipality's population wile males constitutes only 47%.

Figure 4: Gender Distribution
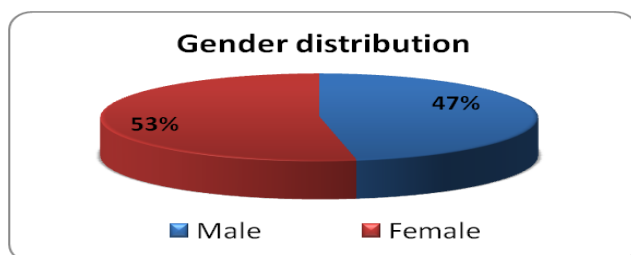
Table 8: Gender Distribution

Gender	Percentage
Male	47
Female	53
Total	**100**

The imbalance in terms of gender distribution across the area has a number of implications for planning. Some of the general planning aspects to be considered when planning under these circumstances include:

- The specific health and welfare needs of women;
- The needs of women in planning for economic development and job creation;
- Sport and cultural activities specifically relevant to this group; etc.

This will also impact on the future increase of the municipal population as the life expectancy of woman in KZN is estimated by Statistics SA to be less than 50 years and the prevalence of HIV amongst women are higher than amongst men of the same age group.

3.3 Age Distribution

The following diagram illustrates the age distribution in conjunction with the gender groups.

Table 9: Age Concord

Age Breakdown	Male	Females
Age: 0 – 4	6,311	6,403
Age: 5 – 14	13,843	13,656
Age: 15 – 34	15,457	16,980
Age: 35 – 64	8,329	10,765
Age: Over 64	1,639	2,993
Total	**45,579**	**50,797**

***Source*:** Census 2001.

Figure 5: Age Distribution
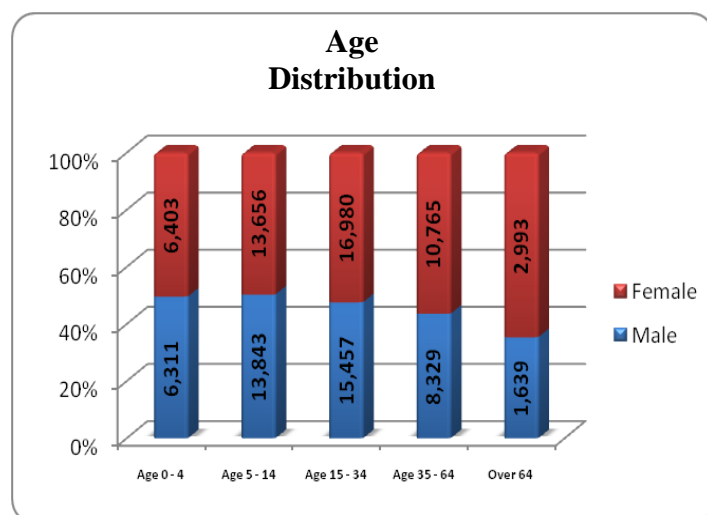
***Source*:** Census 2001.

The above diagram indicates the age distribution of the èDumbe population which bears implications for future planning and development and should therefore be carefully considered. Issues to be considered include:

The availability of sport and recreation facilities for a very young population;
The impact of HIV/AIDS syndrome on the municipality considering the number of people entering the sexually active period of their lives;
The capacity of schools to cope with the large young population; and
The expected increase in the number of work seekers in future years.

This diagram also demonstrate the fact that the female population is dominating almost in all stages of life in the area of éDumbe with an exception of age 5-14 which has a very slight different which does not make any significant change. It is also

imperial that the population of éDumbe is predominantly dominated by the by both male and female youth group with ± 40% of the total population.

3.4 Income Levels

Income levels in èDumbe tend to be quite low with 69% of the population earning less than R800 a month. This is significantly higher than both the district and provincial levels where 50% and 36% of people respectively earn less than R800 a month. These figures indicate that the majority of the population has low living standards and a poor quality of life. The table below shows the differences in income levels at Local, District and Provincial level.

Figure 6: Income Levels
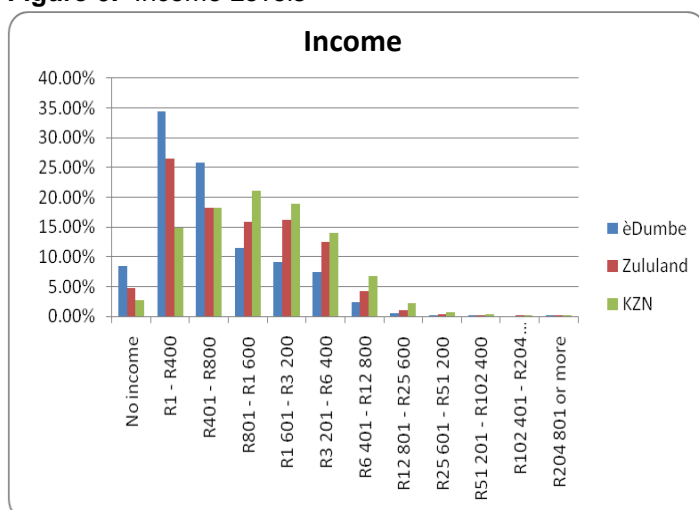
***Source*:** Previous IDP and Census 2001

A poverty score devised by the Department of Economic Development which is based on the number of households with no income, unemployment levels, dependency ratio (total population divided by the employed) and households with an income of less than R1 600, shows that most of èDumbe falls in the medium to high poverty range. This poverty is focused in the eastern and southern parts of the municipality and is particularly severe in the Simdlangentsha region.

R1 600 per month is well below the amount required by households to be able to maintain a healthy and hygienic lifestyle (or household subsistence level). As would be expected income levels appear to be higher in those wards located close to the urban area of Paulpietersburg and Dumbe.

Figure 7: Monthly Household Income per Ward
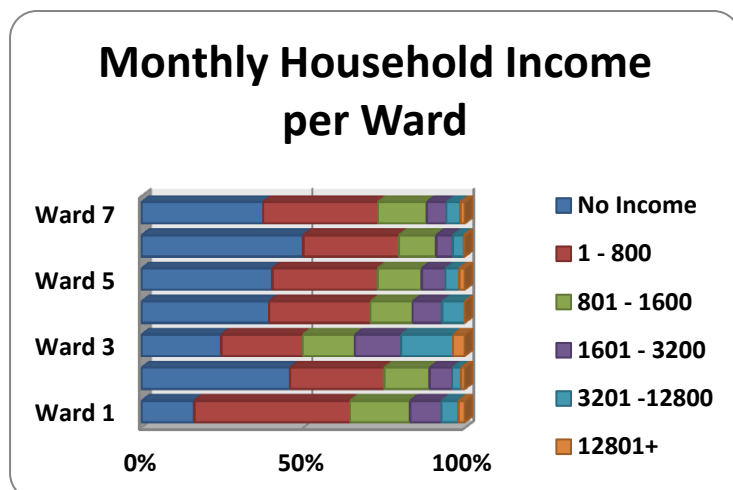
Source: Previous IDP and Census 2001.

Low income levels are a direct result of low levels of employment in the municipality. According to the 2006 ZDM Data there are 13 524 unemployed people in the region. The unemployment rate is determined by expressing the number of unemployed people as a percentage of the economically active population, i.e. the total population that of working age (15 – 65) that is available for work and is either employed or unemployed. èDumbe's unemployment rate is 57% according to Census 2001 data. This is very high but is representative of a broader regional problem; the unemployment rate of the Zululand District Municipality is even higher at 61%. Both of these statistics are significantly higher than KZN's 39% and points to the scarcity of employment opportunities available in èDumbe. 46% of those who are not working in èDumbe cited being unable to find work as their major reason for being unemployed.

However, this points to the need to stimulate demand driven economic development within the municipality. Unemployment constitutes a massive problem for the area and there can be no quick fixes for a problem that is long term and structural in nature. The strategies looked at in this document will not only be looking at direct employment generation but will also focus on providing opportunities and economic empowerment to enable the population to become economically active and in this manner improve their accessibility in the labour market.

4. Institutional and Governance Analysis

4.1. Institutional

4.1.1 Departmental Organograms

Below is the full Organogram of eDumbe Municipality as adopted by the Council for 2011/2012 financial year. These organograms will be reviewed and included in the final 2012/2013 IDP

Corporate Services

Filled = 15
Vacant = 08
Total number of Posts = 24

Municipal Manager
Putini AMT

Director Corporate Services
LT Mbokazi
CS0001

Secretary to Director Corporate Services
Vacant - Not Budgeted
CS0002

Manager Human Resources
Vacant - Not Budgeted
CS0005

HR Skills Facilitator
Simelane SSP
CS0014

Employee Relations Officer
Vacant - Not Budgeted
CS0012

HR Clerk
Magagula MM
CS0024

Manager Information Technologies
Mathabela NM
CS0004

IT Technician
Twala J
CS0006

Manager Admin
Khumalo NE
CS0003

Admin Clerk
Zwane PM
CS0007

Registry Clerk
Zikaala ZA
CS0009

Committee Clerk
Vacant - Budgeted
CS0008

Fleet Clerk
Vacant - Not Budgeted
CS0024

Receptionist
Rohrs
CS0010

General Assistant Supervisor
Shoba BC
CS0011

General Assistants
Kubheka TD, Hlatshwayo D, Nyokana C, Mtshali C, Mabuya P6
x4 Vacant - Not Budgeted
CS0013-22

Finance Department

Municipal Manager
Putini AMT

Chief Financial Officer
Vacant - Budgeted

Secretary to the CFO
Xaba MV

Deputy CFO
Vacant - Not
Budgeted for

5 x Interns
Magudulela GT, Kunene
MO, Zulu N, Xaba N,
Shabangu LC

Accountant
Revenue/Billing
Masondo LH

Senior Debtor
Clerk
S Barnard

Revenue/Billin
g Officer
Mervia LA

Town Cashier
LP Mkhwanazi

Dumbe Cashier
R Vundla

Accountant
Expend./Assets/SCM
Mngwengwe S

Budget Officer
Hadebe ME

Procurement
Officer

Procurement
Clerk
Shembe NT

Creditors Clerk
Nkosi MC

Payroll Officer
Marais AJS

Stores Clerk
Mpungose DP

Filled = 16
Vacant = 04
Total Number of Posts = 20

Community Services

Municipal Manager
Putini AMT

Director Community Services
Mdlazi ZM
CS0001

Secretary to Director
Shabalala NS
CS0002

Filled = 22
Vacant = 07
Total Number of Posts = 29

Manager Public Safety
Nkosi TR
CS0004

- Senior Administration Clerk
  Makhoba NN
  CS0027
  - 2 x Cashiers
    Mbokazi NG, Zwane SH
    CS0028 CS0029
  - Operator
    Vundla J
    CS00
  - Plt Assistant
    Nkosi MV
    CS0031

- Chief Traffic
  Vacant - Not Budgeted
  CS0006
  - Assistant Superintended
    Scholtz LG
    CS0017
    - Senior Traffic Officer
      Ngobese SF
      CS0012
      - Traffic Officer
        Mbatha TO, Sibiya MI,Kunene SM, Xulu HBI, Maseko HS
        2 Vacant - Not Budgeted
        CS0019-CS0026

Senior Professional Nurse
Madi GF

- Professional Nurse
  LE Ntomela, 1x Not Budgeted
  CS0009
- Enrolled Nurse
  1 x Vacant - Budgeted
  CS0010
- Pharmacy Assistant
  Phakathi SC
  CS0011
- Clinical Orderly
  Vacant - Not Budgeted
  CS0012
  - General Assistant
    Mbatha NP

Sport Officer
Vacant - Not Budgeted
CS0008

- Youth & Sports Clerk
  Hadebe JM
  CS0014

Librarian
Mahaye SN
CM0007

- Library Assistants
  Nel C, Dlamini ZL
  CS0015,CS0016
- Library Computer Assistant
  Dlamini MM
  - General Assistant
    Vilikazi SL

Community Services Officer
Vacant - Budgeted

Technical Services - Department

Filled = 51
Vacant = 29
Total Number of Posts = 66

Municipal Manager
Putini AMT

Director Technical Services
Biyela PV
TS0001

Secretary to Director
Mkhwanazi DS
TS002

Manager PMU
Dube BW
TS0009

Civil Technicians
Madi GF, Khanyile MS
TS0000

Manager Electrical/Mechanical
J vd Lourens
TS0008

Electricians
Cebekhulu MS, Siyaya NE
TS0012

Electrical Assistant
Vacant –Budgeted

General Assistant
Maseko SS
1 x Vacant Budgeted
TS0016

Manager Civil
Voster JH
TS0005

Motor Mechanic
Khumalo N
TS0000

Handy Man
Brand LE
TS0011

Civil Driver/Supervisor
Sukazi ME, Nxumalo MJ
TS0006-TS0007

Drivers
Ntibande D, Mkhize M, Mako MW, Masondo MA, Buthelezi BZ, Mavuso NE, Mthetwa MM
2 x Vacant – Not Budgeted
TS0018-23

Driver/Operator
Shawe JM, Buthelezi P
2x Vacant – Not Budgeted
TS0031-45

Roads & Stormwater Team Leaders
Zulu NM
1 x Vacant

General Assistants
Nxumalo LE, Nene SN, Nkosi Z, Mbatha NL, Dlongolo NA, Ntshangase SJ, Nkosi J, Zwane FP, Maseko V, Hlatswayo NM, Mkhabela, Mbatha PP, Zwane TH, Mnisi GJ, Moshidi SL, Lamola LD, Thabede BE, Simelane D, Nkambula M, Hlatswayo MA, Nxumalo, Radebe MM, Zwane L, Khambule S, Nkosi QE, Kunene JV, Buthelezi BM, Vundla SI, Mthetwa GG, Luthuli T
25 x Vacant – Not Budgeted

Manager Housing
Vacant - Not Budgeted
TS0003

Housing Officer
Makhoba NSN
TS0010

Housing Inspector
Vacant - Not Budgeted
TS0004

82

Planning Department

Filled = 12
Vacant = 10
Total Number of Post = 20

- Municipal Manager Putini AMT
  - Director Planning Vacant - Budgeted
    - Secretary to Director Vacant - Not Budgeted
    - Manager Planning Zulu HD
      - LED Officer Mbatha BA
        - 2 x Community Facilitators Not Budgeted
      - IDP Officer Dookhilal
      - PMS Officer Vacant - Not Budgeted
      - Town Planner Vacant - Not Budgeted
      - LUMS Officer Vacant - Not Budgeted
      - GIS Technician Vacant - Not Budgeted
      - Tourism Officer Shabangu NE
        - Tourism Clerk Kusel ACP
        - General Assistants

          Mabuya PB, Masondo MD, Mdlalose TN, Sibeko TS, Vilikazi TS, Mbuyisa BB, Dlamini NE
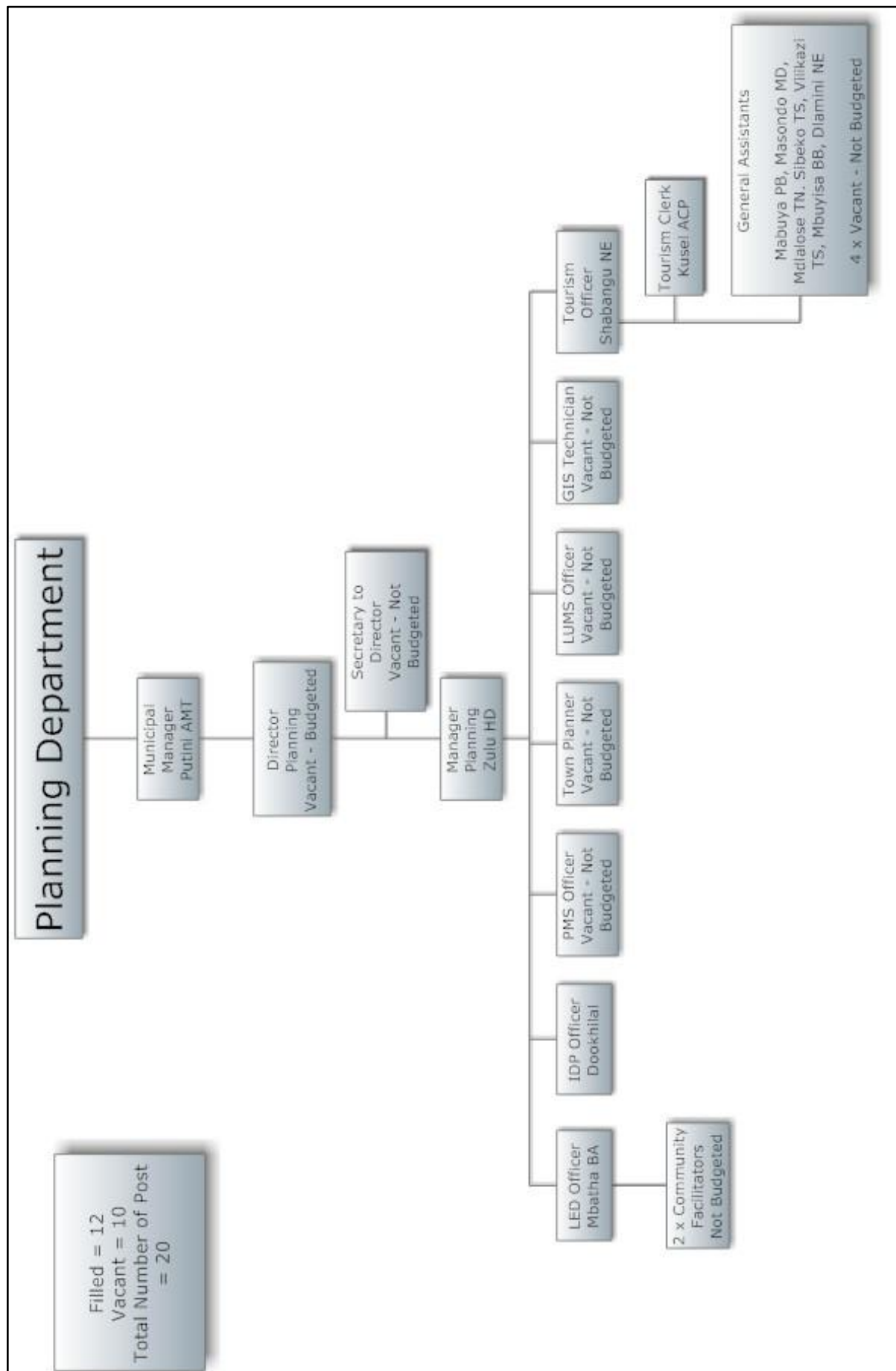
          4 x Vacant - Not Budgeted

a) Hiring/Promotion of new/existing employees

Table 10: New/Promoted Employees

Initial and Surname	Department	Position/Rank	Date of Appointment	New or Promoted
H.D. Zulu	Planning	Director	01/09/2011	Promoted
S. Mngwengwe	Finance	Deputy CFO	01/09/2011	Promoted
G. Magudulela	Finance	Accountant: Expenditure/SCM	01/09/2011	Promoted
M.C. Nkosi	Finance	SCM	01/09/2011	
R.E. Masuku	Technical	General Assistant	01/09/2011	New
F.T. Bhekiswayo	Technical	General Assistant	01/09/2011	New
S.Q. Mntambo	Finance	CFO	01/09/2011	New
P.T. Dlongolo	Technical	General Assistant	01/08/2011	New
S.E. Ngcobo	Community Services	Professional Nurse	01/08/2011	New
M.M. Zulu	Executive	PA:Mayor	01/08/2011	New

b) Employees that have left

Table 11: Employees that have left

Initial and Surname	Department	Date	Reason
S.C. Barnard	Finance	31/07/2011	Retired
J. Ntshangase	Technical	31/07/2011	Retired
V.N. Maseko	Technical	31/07/2011	Retired
J.M.Twala	Corporate	26/08/2011	Resigned
M.O. Kunene	Finance	31/08/2011	End of Contract
L. Mkhwanazi	Finance	29/09/2011	Deceased
P.S. Buthelezi	Technical	23/09/2011	Deceased
L.D. Lamola	Technical	31/09/2011	Retired
A.M.T. Putini	Executive	31/12/2011	End of Contract

4.1.2 Departmental Overview

Table 12: Department Overview

Department	Functions/Responsibility	Responsible Official
1. Office of the Municipal Manager	To The Municipal Manager is the head of the municipal administration and he/she is also the accounting officer held responsible for financial management of the municipality. The roles and responsibilities of the Municipal Manager/Accounting Officer includes but not limited to the following: •The general financial administration of the Municipality •Asset and liability management •Revenue and expenditure management •Budget preparation and implementation •Compliance and oversight reporting to Executive Mayor, Council and provincial and national government	**Mr T.V. Mkhize**

	As the head of administration, the Municipal Manager is responsible for •Formation of an economical, effective, efficient and accountable administration •Implementation of the IDP of Municipality •Appointment and management of staff. •Effective utilization and training of staff. •Maintenance of discipline of staff, the promotion of sound labour relations and compliance with applicable labour legislation •Advise the political decision makers of the Municipality and managing communication between them and the administration •Implementing the decisions of the Council and Executive Mayor •Administration of municipal laws and implementation of national and provincial legislation •Facilitating participation of the local community in municipal affairs. The Office of the Municipal Manager provides the momentum of the administration and integrates all the components of the Municipality, there are 5 key departments reporting directly to the municipal Manager: • Finance • Corporate Services • Technical Services • Community and Emergency Services • Planning and Development	
2. Corporate Services	The Corporate Services department within the municipality comprises of 3 sections, ie. 1. Administration 2. Human Resources 3. Information Technology The main objectives and functions of the Corporate Services department is to ensure the following takes place: • To ensure that effective and efficient services are rendered by the Municipality. • To ensure that citizens are satisfied with the quality of services delivered by the Local Municipality. • To ensure that residents are aware of the activities of the municipality. • To ensure that residents are aware of the policies,	**Ms Z.Z. Mdlazi (Acting Director)**

	services and activities of the municipality. • To ensure that the municipality's staff is diverse, representative and skilled. • To Implement workplace skills plan within allocated budget • To provide purposeful systematic and continuous labor relations and effective capacity building to the staff • To Provide secretariat to the council • Implementing Records Management Practices • To ensure that the municipality will use information and communication technology effectively to assist in decision making, in working efficiently, and in delivering services more effectively to clients. • Ensuring proper up keep of council records • To ensure that personnel receive specialised training. The fully established and well functional Corporate Services department within a municipality is of high priority as it is the department that shares a very close relationship with the public.	
3. Budget and Treasury	The Budget and Treasury Office is a directorate within the municipality responsible for the management, control and monitoring of municipal finances. The administrative head of the Directorate is the Chief Financial Officer. The directorate is composed of the following sections: • *Budget Planning and Financial Reporting* • *Income and Revenue Management* • *Expenditure and Salaries* • *Supply Chain Management Unit* The structure is as follows: • *Budget Planning and Financial Reporting* This section is responsible for the following activities: -Municipal financial planning (Budget Preparation) -Reporting on financial affairs of the municipality in a form of annual financial statements and monthly, quarterly and annual reports as prescribed by the MFMA. • *Income and Revenue Management* This section is responsible for the following activities: -Collection of income from all cashiering points; -Billing of rates and services; -Issuing out of clearance certificates; and -Management of the general valuation. • *Expenditure and Salaries*	**Mrs S.Q. Mntambo (C.F.O)**

	This section is responsible for the following activities: -Payment of creditors; -Payment of salaries, wages and sundries; -Management of creditors' reconciliations -Management of audit queries • *Supply Chain management* This section is responsible for the following activities: -limplementation of the Supply Chain Management Regulations and related legislation, -Development and Implementation of the Supply Chain Management Policy -This includes demand management, acquisition management, logistics management, disposal management, contract administration and Management of stores items and stationary; and fleet management for the municipality.	

4. Community Development	The Community Development Department's core functions is to ensure that the community is well serviced in regards to:
	  • Health care
	  • Public Safety
	  • Education (Libraries)
	  • Sports
	  • Community Halls
	  • Traffic
	
	The department is also responsible for ensuring that plans and programmes are developed to focus specifically on the youth, women, disabled and under-privileged.
		Ms Z.M. Mdlazi (Director)

5. Technical Services	The Technical Services department's main objectives and functions are to provide the basic needs of the community as well as maintain the standard of service provided. The department focuses on issues surrounding:
	  • Housing
	  • Water and Sanitation
	  • Refuse removal and sewerage
	  • Electricity
	  • Civil works (roads, bridges etc)
	
	The department also works very closely with the district municipality because the district also provides certain services on behalf of the eDumbe Local Municipality.
		Mr J.D.V. Lourens (Acting Director)

6. Planning & Development	The planning and development departments' primary function within the municipality is to regulate and control all development. The department is also responsible for the foll: • Developing the IDP • LED • Tourism The department is seen as a key role-player or contributor in developing the municipality and ensuring the municipality is constantly progressing (future development of a shopping centre and middle income housing)	**Mr D.H Zulu (Director)**

4.1.3 Organisational Powers and Functions

The following table indicates the power and functions performed by the local and district municipality respectively:

Table 13: Powers and Functions

SOURCE	FUNCTION	ZDM	èDumbe	3rd Party
Schedule 5B	Abattoirs		X	
Schedule 4B	Air pollution		X	
Schedule 4B	Amusement Facilities		X	
Schedule 4B	Billboards & Advertising		X	
Schedule 4B	Building Regulations		X	
Schedule 5B	Care of Animals		X	X
Schedule 5B	Cemeteries & Crematoria		X	
Schedule 4B	Child Care Facilities		X	
Schedule 4B	Cleansing		X	X
Schedule 5B	Control of selling food to public		X	
Schedule 5B	Control of selling liquor to public			X
Schedule 5B	Fencing & Fences		X	
Schedule 4B	Fire Fighting		X	
Schedule 5B	Local Amenities		X	
Schedule 5B	Local Sport Facilities		X	X
Schedule 4B	Local Tourism		X	
Schedule 5B	Markets		X	
Schedule 4B	Municipal Airports	X	X	
Schedule 5B	Municipal Roads	X	X	
Schedule 5B	Noise Pollution		X	
Schedule 5B	Parking		X	
Schedule 4B	Planning & Development		X	
Schedule 5B	Pounds			

Schedule 5B	Public Nuisances		X	
Schedule 5B	Public Places		X	
Schedule 4B	Public Transport	X	X	X
Schedule 4B	Storm Water		X	
Schedule 5B	Street lighting		X	
Schedule 5B	Street trading		X	
Schedule 4B	Trading Regulations		X	
Schedule 5B	Traffic Control		X	
Other	Aids sector plan	X	X	X
Other	Anti-corruption and fraud system		X	
Other	Art & culture		X	X
Other	Burial of Indigent People		X	
Other	Citizen charter & Year Planner		X	
Other	Communication strategy – as part of Public Participation		X	
Other	Community based planning & land reform		X	
Other	Community capacity building programme		X	
Other	Community development workers		X	
Other	Community outreach\imbizo programmes		X	
Other	Community participation – framework & its deliverables		X	
Other	Customer easy payment system		X	
Other	Democracy Education, to enhance participation to elections (LGE)		X	
Other	Disaster Management	X	X	X
Other	Free basic Services programme		X	
Other	Development Facilitation Plan		X	
Other	Good co-operative Programme	X	X	X
Other	Land use management system		X	
Other	Licensing of Dogs		X	
Other	Link with World Cup-2010 & Post Programmes		X	
Other	Local Economic Development		X	
Other	Middle to well to do housing		X	X
Other	Municipal Health Services	X	X	
Other	Parks & Recreation		X	
Other	Potable Water to end user	X	X	
Other	Rental housing scheme		X	X
Other	Sanitation (Housing Projects)	X	X	
Other	Shared Internal Audit Service\Single Internal Audit	X	X	
Other	Solid Waste		X	
Other	Supply of Electricity (House Hold)		X	X
Other	Town establishment Programme		X	
Other	Vehicle Tracking System		X	
Other	Ward Committee Programme		X	
Other	Website Development Programme		X	

4.1.4 Political Overview of eDumbe

a) Organogram

Figure 8: Political Organogram
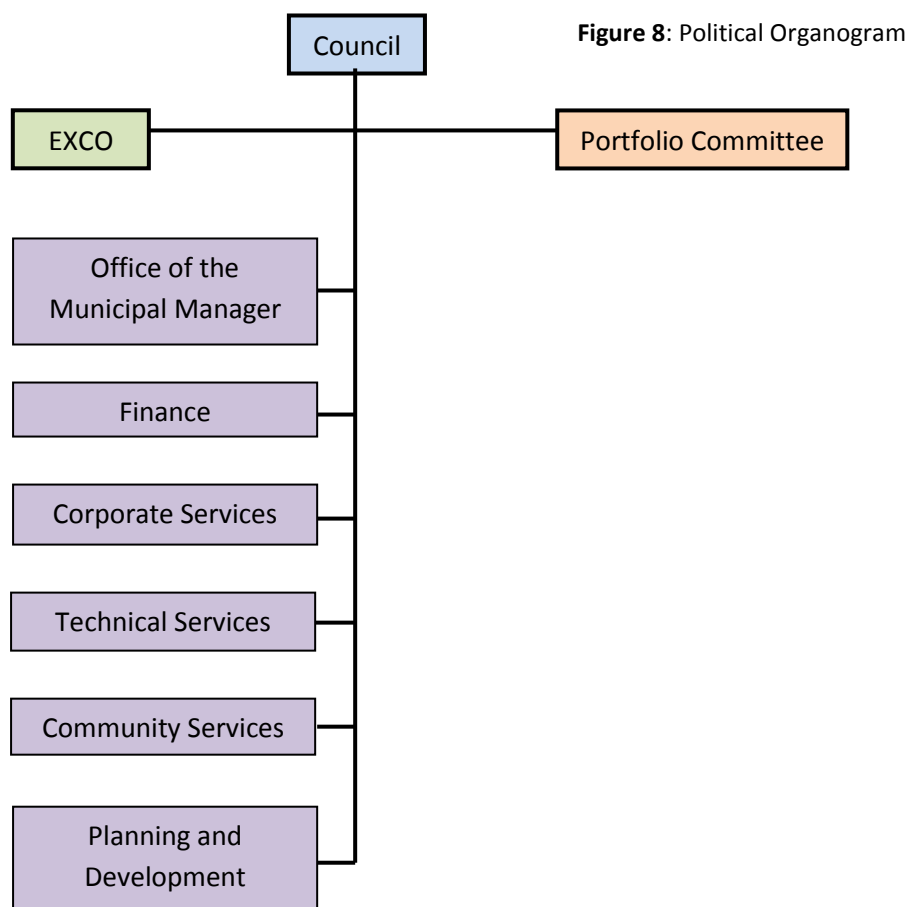
b) Council

(i) Members

Table 14: Full Council

No.	Initials and Surname	Title	Ward Number
1	CLLR B.M Nxusa	Mayor/ Ward Councillor	5
2	CLLR D.J Nhlengethwa	Deputy Mayor/ PR Councillor	
3	CLLR N.R Simelane	Speaker (ex-officio)/ Ward Councillor	8
4	CLLR S.J. Kunene	Ward Councillor	4
5	Cllr S.E Thela	Ward Councillor	1
6	Cllr N.M Nhlabathi	Ward Councillor	2
7	Cllr I.A.T Mbatha	Ward Councillor	3
8	Cllr D.Z Mtshali	Ward Councillor	6
9	Cllr M.P Khumalo	Ward Councillor	7

10	Cllr R.S Nkosi	PR Councillor	
11	Cllr ND Ndlangamandla	PR Councillor	
12	Cllr N.Z Keswa	PR Councillor	
13	Cllr T.B Shabalala	PR Councillor	
14	Cllr T.P Sibeko	PR Councillor	
15	Cllr R. Gevers	PR Councillor	

(ii) Frequency of Meetings

Quarterly by excluding Special Council meetings

(iii) Functions/Roles and Responsibilities

- General Powers of Council include:
- Approves by-laws
- Assigns the administration of by-laws to the Municipal Manager and the respective Heads of Department
- Determines overall strategic policy applicable to the municipality as a whole which gives macro direction to its executive and which guides the formulation of all other policies
- Approves the Integrated Development Plan (IDP)
- Elects members of EXCO, The Mayor, Deputy Mayor and Speaker
- Delegates appropriate decision making powers in term of 59(1)(a) of the Systems Act
- May remove the Speaker, Mayor, Deputy Mayor or one and more of the members of EXCO from offices in terms of applicable legislative prescripts
- Establishes committees in terms of Section 79 and Section 80 of the Structures Act
- Grants leave to councillors from meetings of the council
- Approves Rules of Order of council
- Determines political structures of council
- Bestows civic honours, and the naming of public places and municipal buildings after persons
- Establishes a PMS and annually appoints PMAC
- Establishes a multi-jurisdictional municipal service district
- Approves the movement of funds into the main segments into which the budget of the municipality is divided for the different departments, by means of adjustments budget, in terms of the requirements of the MFMA
- Receives, deliberates and decides on audit reports
- Appoints a municipal manager
- Appoints an acting municipal manager or HOD

- Appoints, after consultation with municipal manager, managers, or acting managers directly accountable to the municipal manager and determines their conditions of service
- Determines a policy framework for the staff establishment
- Disposes of immovable property in terms of section 14 and 111 of the MFMA.
- Determines councillors remuneration within the applicable legislative framework
- Designates full-time councillor positions and authorises applications to the MEC for Local Government for determination of full time positions.
- Appoints or nominates councillors and/or official to attend international meetings, seminars/conferences, etc.
- Appoints councillors to portfolio committees

The council (if less than 15 councillors), or a committee of councillors not involved in the decision, appointed by council, (if more than 14 councillors), considers appeals from a person whose rights are affected by a decision of a political structure, political office bearer or a councillor, taken in terms of a power or duty delegated, provided that the decision reached by the council or committee of councillors may not retract any rights that may have accrued as a result of the original decision.

🞢 Financial Powers of Council include:
- Approves councils annual budget and any amendment thereto
- Determines and imposes rates, levies, duties and tariffs
- Raises loans
- Adopts, maintains and implements a credit control and debt collection policy and a rates and tariff policy which complies with the Systems Act and the MPRA, which rates and tariffs policy must be reviewed annually
- Considers and deals with the annual report of the municipality and adopts an oversight report containing the council comment on the annual report, including a statement whether the council-
  - ➢ Has approved the annual report with or without reservations
  - ➢ Has rejected the annual report, or
  - ➢ Has referred the annual report back for revision of those components that can be revised

c) Executive Committee (EXCO)

(i) Members

Table 15: EXCO Members

No.	Initials and Surname	Title
1	CLLR B.M Nxusa	Mayor
2	CLLR D.J Nhlengethwa	Deputy Mayor
3	CLLR S.J. Kunene	EXCO member
4	CLLR N.R Simelane	Speaker (ex-officio)

(ii) Frequency of Meetings

Monthly by excluding Special Council meetings

(iii) Functions/Roles and Responsibilities

🞢 Statutory Functions of the Executive Committee

- Reviews the performance of the municipality in order to improve:
  - ➢ The economy, efficiency and effectiveness of the municipality;
  - ➢ The efficiency of credit control and revenue and debt collection services; and
  - ➢ The implementation of the municipality's by-laws;

- Monitors the management of the Monitors the management of the municipality's administration in accordance with the policy directions of the municipal council (output monitoring);
- Oversees the provision of services to communities in the municipality in a sustainable manner;
- Annually reports on the involvement of communities and community organisations in the affairs of the municipality;
- Annually reports on the involvement of communities and community organisations in the affairs of the municipality;
- Ensures that regard is given to public views and reports on the effect of consultation on the decisions of the council;
- Makes recommendations to council regarding:
  - ➢ The adoption of the estimates of revenue and expenditure, as well as capital budgets and the imposition of rates and other taxes, levies and duties;
  - ➢ The passing of by-laws; and
  - ➢ The raising of loans;
  - ➢ Approval or amendment of the IDP
  - ➢ Appointment and conditions of service of Municipal Manager and heads of departments.
- Deals with any other matters referred to it by the council and submits a recommendation thereon for consideration by the council.
- Attends to and deals with all matters delegated to it by council in terms of the Systems Act.
- Appoints a chairperson/s from the members of the Executive Committee, for any committee established by council in terms of section 80 of the Structures Act to assist the Executive Committee.
- Delegates any powers and duties of the Executive Committee, for any committee established by council in terms of section 80 of the Structures Act to assist the Executive Committee.
- Varies or revokes any decisions taken by a section 80 committee, subject to vested rights.
- Develops strategies, programmes and services to address priority needs of the municipality through the IDP and estimates of revenue and expenditure, taking into account any applicable national and provincial plans and submits a report to and recommendations thereon, to the council.

- Subject to applicable legislation, recommends or determines the best methods, including partnerships and other approaches to deliver services, programmes and projects to the maximum benefit of the community.
- Identifies and develops criteria in terms of which progress in the implementation of services, programmes and objectives to address the priority needs of the municipality can be evaluated, which includes key performance indicators which are specific to the municipality and common to local government in general.
- Managers the development of the performance management system, assigns responsibilities in this regard to the municipal manager and submits the proposed performance management system to council for consideration.
- Monitors progress against the said key performance indicators.
- Receives and considers reports from committees in accordance with the directives as stipulated by the Executive Committee.
- Elects a chairperson to preside at meetings if both the mayor and deputy mayor are absent from a meeting in the event of there being a quorum present at such a meeting, if the Mayor failed to designate a member of exco in writing to act as Mayor.
- Considers appeals from a person whose rights are affected by a decision of the municipal manager in terms of delegated powers, provided that the decision reached by this committee may not retract any rights that may have accrued as a result of the original decision.
- Reports, in writing, to the municipal council on all decisions taken by Exco at the next ordinary council meeting.

➕ Other functions of the Executive Committee
- Recommends to council after consultation with the relevant Portfolio Committee, policies where council had reserved the power to make policies itself.
- Recommends after consultation with the relevant Sect 79 Committee, rules of order of council meetings and approves rules of order for meetings of itself and any other committee;
- Makes recommendations to council on proposed political structures of council;
- Makes recommendations to council in respect of council's legislative powers.
- Determines strategic approaches, guidelines and growth parameters for the draft budget including tariff structures.

➕ Line of Accountability and Reporting.

Executive Committee reports to and is accountable to the council.

d) Portfolio Committees

All Portfolio Committees report to the Executive Committee. The Executive Committee may refer a matter back to the Portfolio Committee for further consideration, amend or adopt the recommendations if it has delegated authority to do so, or submit its (Executive committee) recommendations to council.

(i) Roles and Responsibilities

The responsibilities of the Portfolio Committees, in respect of their functional areas, are:
- To develop and recommend strategy;
- To develop and recommend by-laws;
- To consider and make recommendations in respect of the draft budget and IDP;
- To ensure public participation in the development of policy, legislation, IDP and budget;
- To monitor the implementation of Council policies; and
- To exercise oversight on all functional areas.

(ii) Functions

Formulates recommendations for consideration by the executive committee in relation to:
- Policy falling with the functional area of the portfolio after consultation with the relevant Head of Department;
- Annual business plans falling within the functional area of the portfolio;
- The implementation of the business plans of the functional areas of the portfolio;
- The review of financial performance against approved budgets relating to prior and current years including dealing with reports from the Auditor-General;
- The draft budget in respect of the functional areas of the portfolio, including tariffs of charges after consultation with the relevant Head of Department;
- Reports and recommendations submitted in respect of the functional areas of the portfolio including comment arising from its oversight function;
- Compliance with the legislation, norms and standards in respect of the functional areas of the portfolio;
- Passing or amendments of by-laws pertaining to the function of the portfolio;
- Prioritising projects falling within the functional areas of the portfolio.

The committee may consult with the municipal manager and the relevant Head of Department on council's policies and programmes.

➕ Line of Accountability and Reporting

Reports to the Executive Committee.

(iii) Structure

Department	Name of Members	Position/Role
Planning and Development	CLLR S.J. Kunene	Chairperson
	Cllr R.S Nkosi	Member
	Cllr S.E Thela	Member
	Cllr R. Gevers	Member
	Cllr D.Z Mtshali	Member
Technical Services	CLLR B.M Nxusa	Chairperson (Mayor)
	Cllr N.Z Keswa	Member
	Cllr M.P Khumalo	Member
	Cllr N.M Nhlabathi	Member
Community Services	CLLR D.J Nhlengethwa	Chairperson (Deputy Mayor)
	Cllr T.B Shabalala	Member
	Cllr R.S Nkosi	Member
	Cllr D.Z Mtshali	Member
Corporate Services	CLLR D.J Nhlengethwa	Chairperson (Deputy Mayor)
	Cllr ND Ndlangamandla	Member
	Cllr I.A.T Mbatha	Member
	Cllr S.E Thela	Member
Finance	CLLR B.M Nxusa	Chairperson (Mayor)
	Cllr T.P Sibeko	Member
	Cllr R.S Nkosi	Member
	Cllr N.M Nhlabathi	Member

e) Municipal SCOPA

(i) Functions

As a **municipal scopa** performs an oversight function on behalf on council it is not a duplication of, and must not be confused with either the internal audit committee or the finance portfolio committee. The internal audit committee is an independent advisory body that advises council and the executive on financial and risk matters and can act as an advisory body to a **municipal scopa**. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.

The primary function of a **municipal scopa** is to help council to hold the executive and the municipal administration to account and to ensure the efficient and effective use of municipal resources. It will do this by reviewing public accounts and exercising oversight on behalf of the council.

The committee must examine:

- Financial statements of all executive organs of council;
- Any audit reports issued on those statements;
- Any reports issued by the AG on the affairs of any municipal entity;
- Any other financial statements or reports referred to the committee by council; and
- The annual report on behalf of council and make recommendations to council thereafter; and
- May report on any of those financial statements or reports to council;
- May initiate and development the annual oversight report based on the annual report;
- May initiate any investigation in its area of competence; and
- Must perform any other function assigned by resolution of council.

When the committee examines the financial statements and audit reports have a municipality or municipal entity, it must take into account the previous statements of and reports of the entity and report on the degree to which shortcomings have been rectified.

The committee must monitor the extent to which its recommendations and that of the AG are carried out.

The outcomes and the resolutions of the deliberations of this committee must be reported to council and made public; and

It must enhance the accountability process by ensuring that there is objective political oversight, which allows for public involvement and comment in addition to other established governance committee, such as the finance portfolio committee and the independent audit committee.

Structure and membership

A **municipal scopa**, similar to other council committees, should solely be comprised of councillors appointed by a full council meeting. The actual size should be determined by the size of a council (i.e. number of councillors), but care should be taken to ensure that members represent a wide range of experience and expertise available in council as well as political represented.

The size should range between a minimum of 5 to a maximum of 12, mainly dependent on the size of the council. In keeping with the tradition of oversight function, the council may consider whether a member of an opposition party must chair a **municipal scopa**.

The Mayor and members of the executive committee are not allowed to be members of a **municipal scopa**.

4.1.5 Communication

A communication policy/strategy within any municipality is regarded as a priority since it is the guiding document with regards to how a municipality communicates, internally and externally, therefore, the eDumbe municipality has an adopted Communication strategy which highlights this and includes the following in summary.

a) Introduction

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

The Communities, on the other hand, have **a right and a responsibility** to participate in local government affairs and decision-making and ample provision is made in the abovementioned legislation for them to exercise their right in this respect. Our Democratic government is committed to the principle of *Batho Pele* and this, is simple terms, means that those we elect to represent us (councillors at the municipal level) and those who are employed to serve us (the municipal officials at municipal level) must always put people first in what they do.

It is these basic rights and responsibilities of the community and all three spheres of government that the éDumbe Municipality wishes to promote through the adoption of this Communication Strategy. The Municipality also acknowledges and subscribes to the view that in any democracy, it is essential that the community is constantly informed about the municipality's work and empowered to take active part in the decision making process of the municipality. The Municipality subscribes to, and will terms of the rights of its community to exercise its rights in terms of the following statutory enactments, which can be used to enforce accountability of local councillors and the local council. These are:

The Promotion of access to Information Act No. 2 of 2000 which gives people the right to have access to any information which the government (including the municipality as the third sphere of government) has if they need it to protect their rights. Officials can only refuse to give information in certain limited situations.

- The Protection of Disclosure Act No. 26 of 2000, which protects people who speak out against government corruption, dishonesty or bad administration. The Promotion of Administrative Justice Act, No. 3 of 2000, which says all decisions of administrative bodies, has to be lawful, procedurally fair and reasonable. People have a right to be given reasons for decisions taken by government officials.
- No sphere of government functions in a vacuum and for maximum communication impact, especially in terms of credibility and reach, role-players such as non-governmental organisations (NGOs), community based organizations (CBO's), faith based organization (FBO) and other civil society organizations and opinion-makers will be called upon to become actively involved the affairs of the municipality.

b) Strategic Objective

The strategic objectives of the Municipality's Communication Strategy are:
- Firstly through **external communication**, to seek continued participation in municipal affairs and an improvement in public perception and understanding of

the municipality, its functions and the services it provides. As part of the external communication process it will:

➢ Actively educate and inform the community about the municipality, its practices and its services.
➢ Seek the community's comments and input and involvement in a range of municipal issues as prescribed by legislation, especially in regard to its budget, its integrated development plan and its performance management system as well as the services it is required to provide to the community.
➢ Take a targeted, high profile approach to major local municipal issues.
➢ Give equal support and attention to all geographical areas covered by the Municipality.

- Secondly through **e-communication**, to maximize the opportunities to communicate creatively and effectively through the use of new technology, so that the community has easy access to information about the Municipality, including the investment and tourism opportunities it presents. It undertakes to continuously update its website and use it to:
➢ Promote the council and its services and to facilitate channels of communication between the community and the municipality; and
➢ Seek out and exploit the opportunities presented by electronic communication, internally and externally, to benefit the Municipality and the communities it serves.

- Thirdly to establish a corporate **identity** for the Municipality so as to strengthen the council's visual profile locally, regionally and nationally through consistent use of a strong corporate logo. It will:

➢ Provide information in a clearly branded, concise fashion to both internal and external audiences;
➢ Ensure that all communication from the municipality is unambiguous, reliable and easy to understand so as to improve the image and integrity of the Municipality; and
➢ Ensure that the professional image of the Municipality; and maintained and enhanced by the production of quality corporate documents and through effective and consistent branding.
➢ Vigorously advertise it business and tourism opportunities with a special focus on the 2010 World Cup that is to be hosted in South Africa.

- Fourthly to improve internal communication so as to increase staff understanding of the aims and objectives of the municipal council and promote ways of improving communication between business units. The municipality will:
➢ Maintain a strong two-way flow of information within the council that supports and encourages teamwork, trust and loyalty; and
➢ Ensure that the councillors and staff are informed of all appropriate decisions, policies, programs, events and issues in a timely, accurate and consistent manner.

The outcome of the Municipality's objective must clearly result in the Municipality keeping the community *informed* about issues relating to the Municipality, to *involve* them in the affairs of the municipality and lastly and extremely importantly, to

consult them on important issues in accordance with the various statutory enactments regulating the relationship between the Municipality and the community it serves.

c) Key communication principles

The Municipality is committed to communicate professionally with individual community members, civil society organizations, other stakeholders and role players, as prescribed by legislation, and will therefore ensure that:

- Clear communication plans are in place for everything it does in order to maximize public information and minimize confusion.
- Communication with the community both written and oral will be conducted in languages, which are predominantly spoken in the area of jurisdiction or the municipality.
- It communicates clearly, openly, accurately and regularly, other stakeholders and role-players in order to promote mutual understanding, and give a better service to the community.
- All communication is open and honest, purposeful and time emus particularly in relation to consultation and decision-making.
- Enquiries from the media and the community are dealt with and responded to in a timely, accurate and appropriate manner.
- All communication and promotional material issued by the municipality is branded and therefore clearly identifiable as having come from the Municipality Council, and includes key contact details.
- All communication is prepared in line with other appropriate council policies concerning freedom of information, data protection, fairness and equality, customer care and environmental sustainability.

An overriding feature of these key principles in that the Municipal Council will take into consideration any input comments and criticisms of the community, civil society organisations, other stakeholders and role players in respect of municipal policies, procedures, systems, programs or infrastructure developments and service delivery issues.

d) Message and themes

The message to be conveyed to the community will depend on the Municipality's statutory and moral obligation to:

- Inform, consult and involve the community in those issues prescribed in, inter alia, the:
  - ➢ Constitution of the Republic of South Africa Act, 1996
  - ➢ Local Government: Municipal Structures Act, 1998
  - ➢ Local Government: Municipal Systems Act, 2000
  - ➢ Local Government: Municipal Finance Management Act 2003
  - ➢ Local Government: Municipal Property Rates, Act 2004

- Inform the community of imminent issues that may impact either positively or negatively on them;