8.3 Cemeteries and Crematoria

The municipality has got 5 cemeteries [Ward 2, ward 3, ward 4, ward 5 and ward 8]. Currently the municipality only services ward 3 and ward 4 cemeteries in terms of digging the graves and maintenance of the cemeteries. The function of grave digging lies with the Technical Services Department whereas the maintenance budget lies with Community Services [but the personnel are from Technical Services].

8.4 Municipal Public Transport

Paulpietersburg/Dumbe is the focal point of bus and taxi transport. There is currently only one bus service operating in the Paulpietersburg/Dumbe area which is the Midlands Bus service, although the Greyhound bus passes through Paulpietersburg on a daily basis. There is one association, the Zamokuhle Taxi Associations. An airstrip lies to the south west of Paulpietersburg. There is also a coal railway line which runs through the municipality. This however does not see much use any more with the closure of the mines. Forty five percent of the population travel on foot, making this the dominant mode of travel in the municipality. All other modes of transport play only a minimal role currently in terms of people's travel methods to work. A large percentage of the population (49%) answered in the not applicable category to this question, possibly indicating the low levels of employment in the area.

There is only one informal taxi rank located in the Municipality and this is in Paulpietersburg and services the entire municipality. The site is off-street however there is insufficient space to accommodate all the taxi's, especially during peak periods where the taxi's and commuters spill over into the streets. The Paulpietersburg Rank has no electricity, telephone, office or ablution facilities. In the whole of the local municipality 197 public transport facilities have been identified, only three of which are paved and seven of whose condition of facilities may be considered fair. Only five of these public transport facilities are formal and the majorities are informal stopping points along routes, usually at junctions or intersections. [ZDM Current Public Transport Report]. This sector has huge potential to be further developed especially in terms of improving bus and taxi services and facilities and which can provide employment opportunities and scope for small business development. The development of taxi ranks can encourage associated commercial and market development in key areas. The Municipality has also identified the need to develop taxi ranks and bus terminals in Paulpietersburg/Dumbe and the other primary nodes such as Mangosuthu.

8.5 Municipal Roads

One of the major problems that the eDumbe municipality battles to sort out every year is the issues surrounding its roads. The major stumbling block preventing the municipality from providing good standards of roads have been the cost implications involved. Nevertheless, the municipality on an annual basis strives to ensure that budget allocations are prioritised into sorting out the roads.

It was noted that in the 11/12 financial year, if street backlogs were to be addressed, it would cost approximately R40 500.000.00 and this applies only to the provision of gravel roads, were as surfaced roads would cost at least double the abovementioned figure.

The following is an indication of the roads that are within eDumbe:

- 121.034 KM. of surfaced road network owned by DOT

- 379.013 KM. of unsurfaced road network owned by DOT

- 64.056 KM. of unsurfaced road network owned by eDumbe

- 74.830 KM. of surfaced street network owned by eDumbe

- 64.056 KM. of unsurfaced street network owned by eDumbe

8.6 Electricity/Energy

Service delivery in èDumbe municipality remains a challenge as indicated by the Census 2001 statistics in the tables below. Levels of delivery differ greatly by ward with many households especially in the townships and tribal areas having low levels of access to electricity. These backlogs have been addressed since 2001, especially regarding electricity, water and sanitation, to such an extent that in some areas they have been totally eliminated, albeit mostly at a RDP standard.

The following tables show comparison of data between Census 2001 and CS 2007in terms of energy distribution per household:

Source	Census 2001	CS 2007
Electricity	12.6%	20.6%
Gas	1.4%	0.9%
Paraffin	5.8%	1.3%
Wood	78.2%	73.3%
Coal	0.5%	0.8%
Solar	0.2%	0.3%
Other	1.3%	2.8%
Total	**100%**	**100%**

**Table 37:** Percentage distribution of households by type of energy/fuel used for Heating

Table 38: Percentage distribution of households by type of energy/fuel used for Lighting

Type	Census 2001	CS 2007
Electricity	31.3%	57.9%
Gas	1.1%	-
Paraffin	1.6%	0.3%
Candles	64.9%	40.6%
Solar	0.3%	0.3%
Other	0.8%	0.9%
Total	**100%**	**100%**

Table 39: Percentage distribution of households by types of energy/fuel used for cooking

Source	Census 2001	CS 2007
Electricity	13.1%	25.8%
Gas	2.7%	1.4%
Paraffin	8.6%	5.3%
Wood	73.8%	66.3%
Coal	0.7%	0.8%
Solar	0.2%	0.3%
Other	0.4%	-
Total	**100%**	**100%**

The following diagram shows the energy source for lighting per ward based on the 2001 statistics from Census.

Figure 15: Energy Source for Lighting 2001
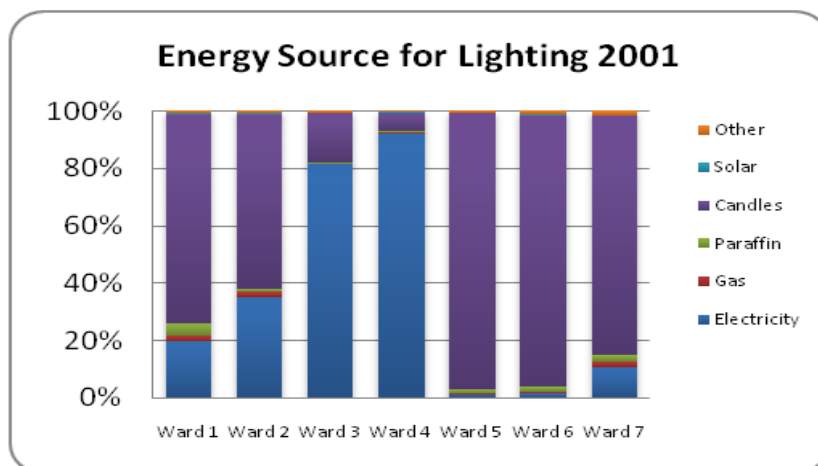
Source: Eskom and Census 2001

There has been an improvement in the access / distribution of electricity within éDumbe from 2001 to 2007, therefore the backlog gap is being addressed. There will be a slight change in the figures regarding the number of households with access to electricity in ward 3 as the municipality has received the funding to electrify 380 households in Dumbe location. The Municipality is also in the process to apply for the extension of the licence area so that it can assist where Eskom has financial constraint to cover.

According to Zululand District Municipality, the status of electricity in eDumbe Municipality is reflected as follows:

Table 40: Electricity status

Electrified		
Household	**Population**	**Percentage %**
8596	58135	57%
Backlog		
Planned Grid Supply		
Household	**Population**	**Percentage %**
4492	30379	30%
Off Grid Supply		
Household	**Population**	**Percentage %**
1930	13053	13%

Source: ZDM

The Map below shows the level of access to electricity in conjunction with the electricity network in the whole municipal area:

Map 15: Access to Electricity
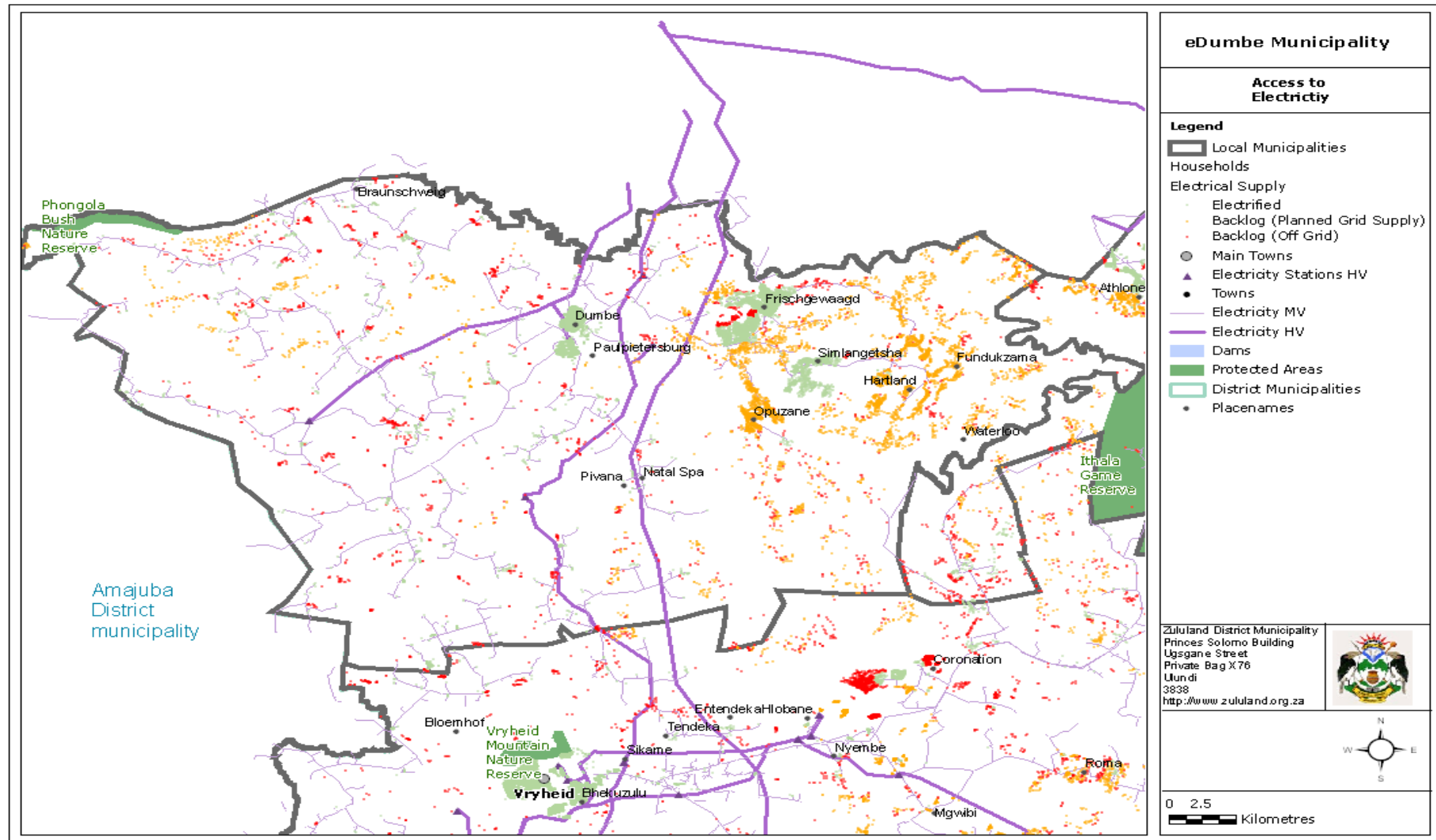
8.7 Disaster Management

èDumbe Municipality is mostly affected by lightning and fires. Our municipality does have a disaster management plan but it still needs to be reviewed and aligned to the district plan so that it can be best responsive to the needs of the municipality. The main challenge that we are facing is that we do not have proper equipment and machinery for disaster management. Secondly the fire truck that we have is not in the best condition for it to be responsive timeously. Lastly we do not have fire fighters to assist in times of fires and disasters.

9. Spatial Analysis

9.1 Existing Settlements

The e'Dumbe Local Municipal Area consists of 8 Wards, with the main administrative centre located in Paulpietersburg (Ward 3). Most of the land within e'Dumbe is farms and subs and a few areas (on the eastern part) are traditional areas (areas administered by the Ingonyama Trust).

Apart from the urbanized areas of e'Dumbe (Paulpietersburg/Dumbe, Bilanyoni, and Mangosuthu Village) the settlement patterns of the municipal area reflects a predominantly rural character. The dispersed settlement patterns in the municipal area create challenges around basic service delivery backlogs. The area can be described as follows:

9.1.1 Predominantly Scattered Low-Density Rural Settlements

Settlement are loosely scattered throughout the entire municipal area (especially on the western parts of the municipality) and they surround communal grazing, forestry, crop production and grasslands. Settlement density appears to be directly correlated to accessibility (increased accessibility – increased density).

Spatially, settlements density appears to be lower, the further the location from the main road axis and it's feeder roads. This is also supported by demographic information which clearly indicates that population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built.

Apart from a few trading stores and agricultural activities there is generally little sign of economic activities outside of the urbanized areas. The rural settlements mainly serve as residential areas with a limited economic base. Inhabitants are predominantly dependent on external sources of income and social and welfare grants. The continuous low-density sprawl of these rural settlement and poor

planning of the past, which results in more productive agricultural land being taken up, can be regarded as one of the main reason for the development of the agriculture sector in e'Dumbe.

The key issues relating to tenure and settlement in the region are:

• Competition for land.

• Competing uses of land (productive agriculture vs. subsistence agriculture/residential)

• Access to affordable infrastructure

This emphasizes the need for appropriate land reform planning and spatial planning intervention to resolve the rural problems.

9.1.2 Peri – Urban and Semi –Urban Settlement

Bilanyoni and Mangosuthu areas area can be classified as semi urban.

Bilanyoni: The Bilanyoni area (initially known as Frischgewaagd) was originally established in the 1960's as a rural "Closer Settlement". Land Use planning in Bilanyoni was formalised in 1999/2000 with the approval of Conditions of Establishment which included land use controls in terms of the Less Formal Townships Establishment Act, Act No. 113 of 1991. This formalised area has been included as part of the Urban Scheme It is located some 20 km north-east of Paulpietersburg/Dumbe.

Mangosuthu: Mangosuthu Village lies to the immediate southwest of Bilanyoni. While initiatives were undertaken towards the formalisation of Mangosuhu Village, there were no township layouts available from the Surveyor Generals Office. A Development Framework Plan was prepared for the area in 2001, in terms of which potential erven and zoning were proposed and brought through in the draft Urban Scheme proposals dated April 2004.

9.1.3 Urban Settlements

The e'Dumbe Municipality is comprised of the town Paulpietersburg, the industrial area, Dumbe Mountain and substantial townlands to the south and west. The Paulpietersbug area been classified as a Primary Urban Node in terms of its location and economic opportunities.

This urban centres serves as a link between the areas outside of e'Dumbe and the expansive commercial agriculture as well as the dispersed rural settlements located at the peripheral areas with marginal economic development potential.

In comparison to the surrounding hinterland, towns generally have a higher level of social and infrastructure services, higher concentrations of administrative and business infrastructure and hence, towns normally fulfil the role of service centre to the surrounding hinterland.

9.2 Existing Land Uses

Urban and Rural Land Use information was captured in 2003/2004 using aerial photography and land use surveys conducted in the urban areas in 2003. Further land use survey will be undertaken during December to update the status quo analysis and further SDF proposals.

There are some 1900 residential stands in Paulpietersburg/Dumbe, 46 of these have been designated as Urban Agriculture as they cannot be developed due to geo-hydrological conditions. A further some 50 residential stands were vacant in Paulpietersburg in 2004 while all residential stands in Dumbe were developed.

14 Worship sites are designated on the Scheme of which one was vacant in 2004. Businesses have established in the Central Area of Paulpietersburg. In Dumbe 20 spaza shops were operating from homes, 4 taverns and 5 tuck-shops were recorded also operating from residential stands. The zoned industrial area lies adjacent to Dumbe in the south east. Those industrial stands closest to Dumbe have been developed at businesses. Only 7 out of the 57 industrial sites were developed with industries in 2004. The southernmost industrial sites were all vacant (35 small erven).

2 Cemeteries, a Police Station, Law Courts, Municipal Offices, Library, 24 Hour Clinic, Community Hall, and Post Office were provided according to the 2004 land use. There was a High School and 3 Primary Schools. 3 substantial open space squares were present in Paulpietersburg. In Dumbe a Sports Stadium and a further Sports Ground were recorded. An active open space area was recorded to the south east of Paulpietersburg centred round a small dam.

Riverine areas traverse the surrounding townlands which were predominantly used for agricultural purposes. On the outer townlands to the southeast is Dumbe Mountain and the southwest Dumbe dam.

In terms of transport facilities these included an airstrip, railway line and taxi rank. Provincial Main Roads connect this primary urban node in 6 separate directions to its rural surrounds and beyond.

Land Use in the formal town of Bilanyoni is primarily residential (some 1 500 erven). The average size of residential erven is 200m2. Community land uses in 2004 included schools (two high schools and two primary schools), churches (fifteen), a crèche and a small graveyard. While numerous sites have been designated as

"Public Open Space", they have not been developed as such and are currently vacant. In 2004 there were a number of commercial land uses including a supermarket, bottle store, petrol filling station, and a brewery. Home Businesses comprised taverns and numerous tuck shops/ spaza shops. Administrative uses included municipal offices, a clinic and sewerage works. In 2004 there were a number of vacant residential sites in the north west, while many of the sites designated for industrial purposes in the north east were also vacant.

Mangosuthu Village is primarily residential (some 700 potential erven). In 2004, community land uses included a primary school, a high school and two sports fields. Home Businesses comprised several taverns, tuck shops/ spaza shops and a car repairs business. There was a small afforested area in the south west of Mangosuthu Village, and vacant areas scattered throughout particularly adjacent to water courses.

9.2.1 Rural land use: The portions of the municipality area characterised by;

• Formal Settlement

• Dense Rural Settlement

• Muzi's (Groups of houses)

• Homesteads

• Industry / Mining

• Grassland

• Cultivated Land

• Forestry

• Natural Bush/ Bushveld

• Dams

The predominant rural land use is grasslands. Substantial forestation occurred centrally and to the west. In terms of the 2004 land use, cultivated land was scattered throughout e'Dumbe, but was predominantly prevalent in the central area. Natural bush/bushveld occurs in the eastern portions, and dense Rural settlements covered significant portions to the east.

9.2.2 Agricultural Land use:

Large commercial timber companies: Timber Companies - The land use on these properties is one of large scale timber plantations of wattle, gum and pine. Only the very steep or stony land and water courses or other poorly-drained areas are left unplanted.

The standard of production is generally high.

Large scale private commercial farmers: The land use here varies somewhat from farm to farm but is usually built around three main enterprises: timber production, cropping (mainly to maize) and livestock production, often with all three land uses on the same farm but in other cases with the farmer specialising in only one enterprise e.g. dairy or poultry.

The standards of production and resource conservation are generally fair to good.

Tribal area farmers: The general pattern of land use in these areas is one of crop production by the individual land holders on their individual arable allotments which vary in size from a hectare or less to several hectares. Maize is the main crop. This is combined with livestock production on the communal grazing land. The livestock production usually takes the form of traditional patterns of cattle and goat raising based almost entirely on veld grazing.

Standards of production are hampered by financial constraints and lack of adequate training and equipment in the case of cropping, and by inadequate nutrition during winter and dry spells in the case of the livestock enterprises. Resource conservation also suffers from overstocking of the grazing land and poor crop stands and inadequate conservation structures on the crop land.

Farmers on the land reform projects: The pattern in these areas is broadly similar to that in the tribal areas but with generally lower livestock numbers and human populations per unit of area and hence less pressure on the resources. Most of the land reform projects also benefit from having been reasonably well conserved in the past.

In regard to agricultural land use in the tribal and land reform areas it should also be noted that the Department of Agriculture is currently involved in the following specific development projects:

• 	At Bilanyoni: egg production, vegetable garden and pig production projects.

• 	At Tholakele : 	poultry, vegetable and piggery projects.

• 	At Holspruit : a community garden.

• 	At Bhadeni : community garden and poultry projects.

- At Opuzane : an irrigation scheme.

It has also been involved in helping the communities in establishing farmers organisations at Bilanyoni, Tholakele, Bhadeni, Opuzane, Luneburg and Long Ridge.

9.3 Nodes

A hierarchical system of nodes is proposed, based on existing levels and patterns of development, and the distribution of future development and transport linkages, to ensure optimum accessibility to goods and services through equitable distribution. The various nodes are distinguished in terms of whether they are:

- Existing and to be maintained at that level
- Existing at a lower level and to be extended and consolidated into a higher level node
- New nodes to be introduced and phased in over time and as thresholds occur, but shown at the level which is ultimately intended.

9.3.1 Primary Node (Rural Service Centre)

The area of e'Dumbe/ Paulpietersburg town is identified as a single Primary Node which will function as the main administration and economic town servicing e'Dumbe Municipality. The level of services and facilities of this area needs to be improved to complement this function.

Nodal Key Issues:

- The town centre can benefit from an urban regeneration programme which can introduce urban greening, proper street lights and street furniture.
- Furthermore any intervention geared towards spatial reorganisation will benefit the CBD immensely.
- There is a need to redefine land use management in the CBD and the resultant review of zoning measures.
- Review of certain existing uses currently located within the CBD but not appropriate in their locations.
- There is need to consider appropriate shelter for informal traders at strategic points
- Such shelter should be within easy access to public ablutions.
- There is a need to consider upgrade of existing infrastructure
- Projects that can be linked to corridor promotion are also suggested.

9.3.2 Secondary Node (Satellite)

The area of Mangosuthu and Bilanyoni is identified as the Secondary Nodes.

These areas have the potential to be developed into a smaller service area. It is intended that the nodes will become a commercial node comprising of retail and agricultural activities.

Nodal Key Issues:

- Need for proper road and place signage
- Need to promote adventure tourism
- Need to upgrade services and infrastructure
- Formalisation of the residential development and;
- Introduction of land use management relevant to the node
- It is suggested that service roads be introduced to properly access the node which is currently established in linear pattern along the main road.
- Integrating services within the nodes.

It is anticipated that with the development of this area a significant commercial node, there will be an influx of external skills required to support some the proposed projects. In this regard, areas for future residential development need to be set aside.

9.4. Corridors

The corridors are the main structures that hold the spatial framework in place. The corridor concept has recently become popular in provincial development planning and national spatial development planning as the notion of corridor development is providing a useful framework for regional development. The idea of the corridor essentially refers to the development along major roads with considerable existing or potential movement. This inevitably occurs along routes, which connect major 'attractors' – significant towns, tourism attractions and other movement, which generate economic activity.

The corridor is effective in linking infrastructure and economic development as towns and structures are connected to each other via the transport network like "beads on a string". A major objective behind the corridors in this study is the generation of sustainable economic growth and development in relatively underdeveloped areas, according to the inherent economic potential of the locality.

The Movement Corridors linking the primary nodes, hubs, secondary nodes, and satellites were proposed as follows:

- ***Primary Corridor:***
- ***Secondary Corridor:***
- ***Tertiary Corridors:***

9.4.1 Primary Corridors

P 221/ 34-4, this route leads to P46-1 to the South which leads to Vryheid Town to the west and Nongoma to the east. Development can take place along this route however environmental and agricultural issues need to be taken into consideration when considering developments. The major development that already exists along this route is the Natal Spa which has been identified as a recreation and tourism node. The mountain of wonders is also along this route.

R33 – This route links the Paulpietersburg Town with Vryheid town. This corridor can be said to be an agricultural corridor as no major developments are to be encouraged along this route (on either side) as the land along this corridor is used for agricultural purposes and is also of high agricultural potential and other small parcels are environmentally sensitive. Thus commercial agriculture is to be encouraged along this corridor. This route is also connected to routes that give access to: a) Utrecht b) Kempslust, Luneburg, Mangosuthu, Zungwini and other Tribal Areas.

9.4.2 Secondary Corridors

- P303 – this route protrudes from R33 and it leads to Luneburg
- P40 – this route gives access to kempslust from R33
- P44 – this route gives access to Utrecht from R33
- P436 – this route gives access to the Mangosuthu (which is the satellite) and the traditional authority areas.
- P271 – this route gives access to the Mangosuthu (which is the satellite) and the traditional authority areas.
- P 229 – this route gives access to the Bilanyoni (which is the satellite) and the traditional authority areas

9.4.3 Tertiary Corridors

- D1880 – This corridor leads to Ophuzane which falls under the Mtetwa Traditional Authority area. This corridor is of great significance as it is also a tourism route since it gives access to the Paris Dam which is identified as an Eco-Tourism area.

- D1871 – This route leads to Mahlosini which falls within the Dhlamini Traditional Authority
- D24 – This route leads to Zungwini – this route runs through agricultural land.
- D22 and D597 – These routes lead to Penvaan – this route runs through agricultural land.

10. Financial Analysis

10.1 Situational Analysis

Managing municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals policies and tools to implement its strategic plan. I must be noted that not all municipalities are the same and this should be taken in mind when assessing the financial health of and the setting of benchmarks for municipality.

éDumbe municipality can be categorized as a developing or growing municipality. Such Municipalities require significant additional resources and funding to conduct the growth that is expected of them. In contract, already developed or maintain municipalities are mainly concerned with the need to maintain existing infrastructure. With the demands for growth, come risks that need to be managed. Wherever possible, the Municipality will set benchmarks appropriate for a developing or growth municipality and strive to achieve these benchmarks within the medium term.

It is essential that the Municipality has access to adequate source or revenue from both its own operations and intergovernmental transfer, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act (DORA) has always laid out the level of funding from National Government that will be received for the three financial years with the first financial year being concrete and other years' estimates.

It is important to track the respective source of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the source of funding will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income streams and its borrowing capacity.

The priority from the financial perspective is the viability and sustainability of the Municipality. The financial plan and related strategies will need to address a number

of key in order to achieve this goal. Hence the following are areas that have been identified and are detailed below.

10.2 Cash / Liquidity Posistion

Cash and cash management is vital for the short and long term survival and good management of any organisation. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are the current ratio and debtor's collection.

The current ration expresses the current assets as a proportion to current liabilities "Current" refers to those assets which could be converted into cash within 12 months and those which can be settled within 12 months. A current ratio in excess 0f 2.1 is considered to be healthy.
Debtor's collection measurements have a great impact on the liquidity of the Municipality. Currently the Municipality takes on average 150 days to recovery its debts, while the annual debt collection rate is 54%. The Municipality will attempt to reduce the days for debts outstanding to less than 60 days in the medium term.

10.3 Sustainability

The Municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, coupled with the increased reliance on government grant to fund operational needs , it is necessary to ensure that services are provided at levels that are affordable, and that the fully costs of service delivery are recovered. However to ensure that households which are too poor to pay for even a proportion of service costs, at least have access to basic services there is a need for subsidization of these household.

10.4 Effective and Efficient Use of Resources

In an environment of limited resources, it is essential that the municipality makes maximum use of these resources at its disposal by using them in an effective, efficient and economical manner. Efficiency in operations and investment will increase poor people's access to basic services.

10.5 Accountability, Transparency and Good Governance

The Municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions must therefore be open to public scrutiny and participation. In addition, the accounting

and financial reporting procedures must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

4.4.6 Equity and Redistribution

The Municipality must treat people fairly and justly when it comes to the provision of service. In the same way, the Municipality should be treated equitably by National and Provincial government when it comes to inter-government transfers. The 'equitable' share from National government will be used for targeted subsidies to poorer Households.

10.7 Development and investment

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximize its investment in municipal infrastructure. In restructuring the financial systems of the municipality, the underlying policies should encourage the maximum degree of private sector investment.

10.8 Macro-economic investment

As the municipality plays a significant role in the area, it is essential that it operates efficiently within the national macro-economic framework. The Municipality's financial and developmental activities should therefore support national fiscal policy.

10.9 Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA, etc.) provides an additional instrument to access financial resources. However, it is clear that the Municipality cannot borrow to balance its budget and pay for overspending.

Safeguards need to be put in place to ensure that the Municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting policies and procedures and effective reporting systems.

The manner in which the Municipality manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long-term viability of the Council.

Over the past financial year the Municipal's achievements were amongst others, meeting all the National Treasury reporting requirements, full compliance with the

Municipal Financial Management Act, no audit query from National Treasury, as well as spent within the limits of the approved budget. There are still numerous challenges that the Municipality faces as it is continuously trying to improve the level of services. These include amongst others absenteeism, abuse of overtime which results in the Municipality exceeding its overtime budget, vehicle abuse despite the fact that there is now a Manager: Fleet responsible for this function.

The challenge for financial sustainability amid increasing alignment with the ecological, economic and social parameters of the IDP means that budget adjustments need to be made on a regular basis.

10.10 Financial Viability

The Municipality has a five year financial plan, which is updated annually, in order to comply with all the National Treasury requirements in respect of budget reform initiatives and has a budget that has all the MTREF requirements. All allocations are reflected in the budget and information extracted from the Division of Revenue Act and Provincial Government Gazette.

The Municipality provides for its own funds in both the Capital and Operational budget for spending allocations. It has recently implemented a new Billing system for water and sanitation billing; however it is currently in a stabilization phase.

The Municipality gives due consideration to all national key performance local areas, and budgets for programmes, incorporating same. Part of the communication strategy and the development of roads shows requires public participation and the Municipality engages on the IDP and Budget road shows annually hence allocations for road shows is included in the budget. These road shows cover the IDP, budget and PMS programmes. (See Annexure)

There are no annual allocations budgeted for out of which direct transfers take place to local municipalities however, that is done when required.

With regard to Auditor General reports, there are corrective actions that have been presented to the Council and are monitored by the Audit Committee.

For the 2010/2011 financial year eDumbe municipality will clearly disaggregate grants and subsidies to include what comes from national, provincial and what goes to the local

D. Development Strategies

It is very important to consider international trends before a vision for èDumbe's development is formulated, as this can form the basis and guide to the municipality in formulating a vision. The United Nations, the World Bank and 189 countries adopted the Millennium Development Goals in September 2000. The aim is to reduce poverty while improving health, education and the environment. Each goal is to be achieved by 2015 compared to 1990 levels.

1. Millennium Development Goals:

Eradicate extreme poverty and hunger:
- Halve the proportion of people with less than one dollar a day.
- Halve the proportion of people who suffer from hunger.

Achieve universal primary education:
- Ensure that boys and girls alike complete primary schooling.

Promote gender equality and empower women:
- Eliminate gender disparity at all levels of education

Reduce child mortality:
- Reduce by two thirds the under-five mortality rate

Improve maternal health:
- Reduce by three quarters the maternal mortality ratio

Combat HIV/AIDS, malaria and other diseases:
- Reverse the spread of HIV/AIDS

Ensure environmental sustainability:
- Integrate sustainable development into country policies and reverse loss of environmental resources
- Halve the proportion of people without access to potable water
- Significantly improve the lives of at least 100 million slum dwellers

Develop a global partnership for development:
- Raise official development assistance
- Expand market access
- Encourage debt sustainability

To ensure alignment to the national millennium development goals and to address challenges facing the municipality, the èDumbe Council has adopted the following Vision, Mission, Core Values, Development Goals and Strategies.

2. Vision

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

3. Mission

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

4. 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, Openness 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**

5. Development Goals

The following long term development goals have been identified based on the Key Performance Areas

To ensure that basic needs of the community are met through facilitation of infrastructure and Service Delivery.

- To ensure sustainable Socio-Economic development is promoted.
- To promote LED and Tourism within éDumbe area of jurisdiction.
- To promote transparency within the municipality.
- To ensure that public participation is done as per Chapter 4 of Municipal Systems Act.
- To ensure that sound financial management is achieved.
- To ensure that Municipal Budget is aligned with the IDP.
- To promote Institutional Development.
- To promote Democracy & development.
- To promote a healthy social lifestyle to achieve sustainable livelihoods.

Based on the above outlined developmental goals, the Municipality has identified the following as Key Performance Areas that may lead to the realization of its development

Infrastructure &
Service Delivery

Local Economic
Development

Municipal
Transformation
& Institutional
Development

Development

Vision

Democracy, Good
Governance &
Public Participation

Community &
Social Services
Development

**Municipal
Financial
Viability**

Spatial &
Environmental
Planning
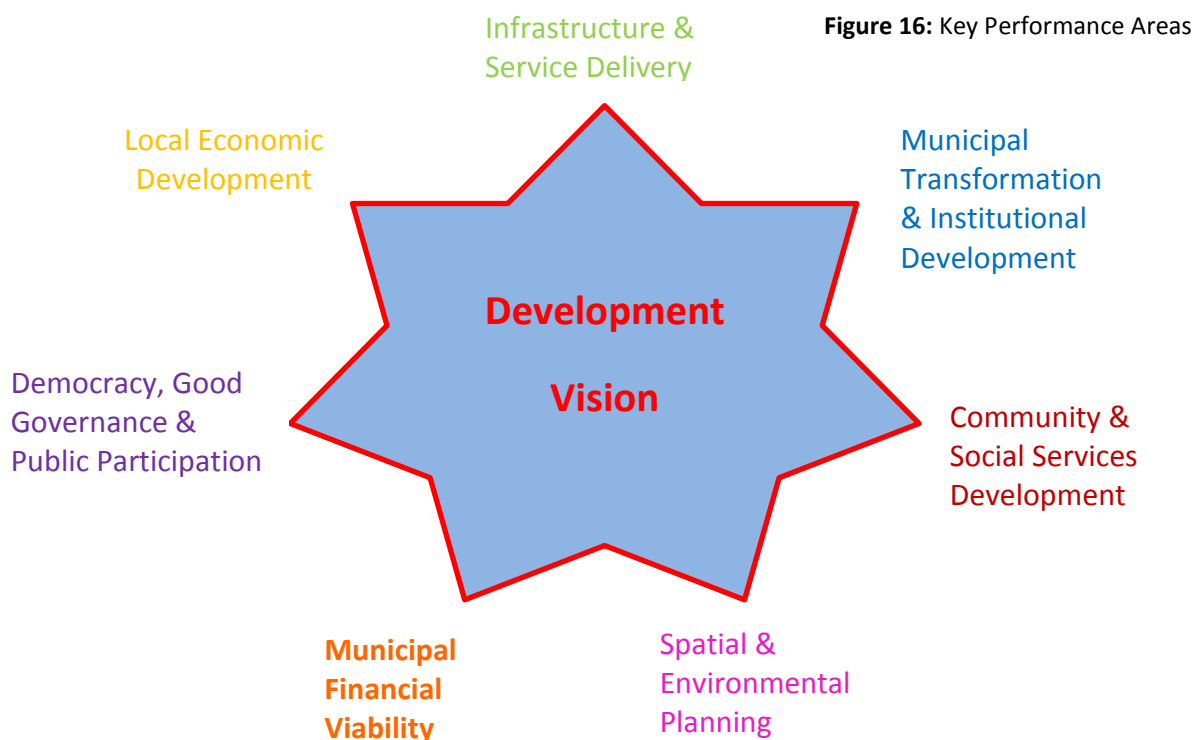
éDumbe Local Municipality has identified the above as key performance areas that may lead to the realisation of its development vision. These programs are interrelated and intertwined and as such the success of another depends entirely on the success of others.

The strategic framework of municipality must assist the organisation to ultimately reach its Vision and all actions within the municipality must be measured against the benchmark of the strategic framework to ensure that the municipality will achieve the goals set for it.

The greatest challenge that faces the municipality is to address the needs of its residents in a sustainable manner with the limited resources that is available. In trying to address éDumbe development needs, the following strategic focus areas have been identified.

6 Strategic Focus Areas

In the next 5 years éDumbe Municipal strategic focus areas shall be on championing economic development, infrastructure and basic service delivery. Therefore,

- Eradicating **infrastructural** and **other Basic Services** Backlogs
- Engaging with various stakeholders for **land provision**
- Accelerate **Housing** Delivery to create Sustainable Human Settlements

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- Rejuvenate the **urban economy** through the Urban Renewal Programs and supporting economic corridors
- Facilitate **rural economic development** through the promotion of SMME's, creating opportunities for small scale farmers and through the development and Co-ordinating an Integrated Poverty Alleviation Program
- Encourage and foster **public participation**
- Ensure the delivery of **free basic services**
- Implement greater **environmental awareness** through the adoption of sustainable land practice
- Develop and implement viable strategies to improve health and fight **HIV/AIDS**
- Provide Pro-Active combating mechanisms to deal with **natural disasters**.
- Stamping out **crime and lawlessness**
- The sustainability of the Mission statement is based on **youth and gender** groups recognition
- Promote **LED** through exploring **tourism potential**
- Put in place proper systems that will ensure **revenue enhancement** and **debt collection**
- Improve **human resource** capacity to ensure effective and efficient service delivery

7. Alignment of Development Strategies

Alignment is a key issue that needs to be covered when developing strategies for a municipality. The eDumbe Local Municipality therefore focuses on the issue of alignment in a very detailed fashion to ensure that it contributes to the well-being and prosperity of the KZN Province and the Country as a whole. To yield the maximum benefits and enhance the socio-economic status within the municipality, alignment is focused on and includes the National Key Performance Areas (KPA's), KZN Provincial Growth and Development Strategy (PGDS) and Zululand District Municipality's Development Strategies.

7.1 National Key Performance Area

- KPA No. 1 => Infrastructure & Service Delivery
- KPA No. 2 => Local Economic Development
- KPA No. 3 => Democracy, Good Governance and Public Participation
- KPA No. 4 => Municipal Financial Viability
- KPA No. 5 => Municipal Transformation and Institutional Development

- KPA No. 6 => Community and Social Services Development
- KPA No. 7 => Spatial and Environmental Planning

7.2. KZN Provincial Growth and Development Strategies (PGDS) Strategic Goals

- *Job Creation*
- *Human Resource Development*
- *Human and Community Development*
- *Strategic Infrastructure*
- *Response to Climate Change*
- *Governance and Policy*
- *Spatial Equity*

- **7.3 National and Provincial Priorities**

- *Job Creation (Decent work and Economic growth);*
- *Education;*
- *Health;*
- *Rural Development, food security and land reform;*
- *Fighting Crime and corruption; and*
- *Nation Building and Good Governance (State of KZN Province Address February 2010).*

8. EDumbe Municipality's 5 Year Strategic Plan

Table 41: Strategic Plan

Key Performance Area: *Service Delivery and Basic Infrastructure Development*									
Strategic Goal	**Key Focus Area**	**Strategic Objectives (What)**	**Development Strategy (How)**	**Target Year (5 Year Strategic Plan)**					**Resp. Dept.**
				12-13	**13-14**	**14-15**	**15-16**	**16-17**	
To ensure Sustainable infrastructure development	Roads	Improve accessibility in all wards	Maximise the use of municipal plant to open access roads	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Tech Dept
		Refurbish existing Roads in rural & urban areas	Develop a roads maintenance plan	Develop draft roads maintenance plan	Finalise, adopt & implement roads maintenance plan	Review & Implement Roads maintenance Plan	Review & Implement Roads maintenance Plan	Review & Implement Roads maintenance Plan	Tech Dept
				Refurbish existing roads and patch potholes	Refurbish existing roads and patch potholes	Refurbish existing roads and patch potholes	Refurbish existing roads and patch potholes	Refurbish existing roads and patch potholes	Tech Dept
			Develop a public transport plan	Develop draft public transport plan in partnership with dept. of Transport	Finalise, adopt & implement public transport paln	Review & implement public transport plan	Review & implement public transport plan	Review & implement public transport plan	Tech Dept
	Electricity	To improve the current electrical network	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Tech Dept
				Replace & maintain street lights	Replace & maintain street lights	Replace & maintain street lights	Replace & maintain street lights	Replace & maintain street lights	Tech Dept
	Sustainable Human	To provide Sustainable Human	Implement housing projects identified	Implement eDumbe Phase iii	Implement eDumbe Phase iii,	Implement Ophuzane,	Implement Ophuzane,	Implement Ophuzane,	Tech Dept

		Settlements	Settlements to people of eDumbe	in the HSP	Housing Project and eDumbe middle income housing	Ophuzane, Tholakele, Mangosuthu, eKhombela Housing Projects & eDumbe middle income housing	Tholakele, Mangosuthu, eKhombela Housing Projects & eDumbe middle income housing	Tholakele, Mangosuthu, eKhombela Housing Projects & eDumbe middle income housing	Tholakele, Mangosuthu, eKhombela Housing Projects & eDumbe middle income housing	
				Review HSP	Review, adopt & HSP	Source funding & implement HSP	Source funding & implement HSP	Review, adopt & implement HSP	Source funding & implement HSP	Tech Dept
		Refuse removal (solid waste)	To facilitate the effective and efficient removal of solid waste	Establish an IWMP	Finalise, Adopt & Implement IWMP	Review & Implement IWMP	Review & Implement IWMP	Review & Implement IWMP	Review & Implement IWMP	Tech Dept
				Provide litter bins & refuse bags in urban areas	Identify, prioritise number, and provide litter bins & refuse bags in urban areas	Increase supply of litter bins & refuse bags in urban areas	Increase supply of litter bins & refuse bags in urban areas	Increase supply of litter bins & refuse bags in urban areas	Increase supply of litter bins refuse bags in urban areas	Tech Dept
				Provide a site suitable for solid waste dumping	Conduct EIA & Identify a site	Finalise EIA & begin with Implementation	Construct solid waste site	Operate and maintain of solid waste site	Operate and maintain of solid waste site	Tech Dept
		Cemeteries	To ensure that there is sufficient burial space and that cemeteries are well kept	Provide suitable land for increased burial space	Source funding for EMP	Develop & adopt EMP	Implement & monitor	Implement & monitor	Implement & monitor	Tech Dept
				Fence and maintain existing cemeteries	Identify cemeteries of urgent need & fence & maintain	Identify cemeteries of urgent need & fence & maintain	Identify cemeteries of urgent need & fence & maintain	Identify cemeteries of urgent need & fence & maintain	Identify cemeteries of urgent need & fence & maintain	Tech Dept
		Municipal Facilities	To practice in a safe and adequate environment	Identify wards & existing facilities that are of most need.	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Tech Dept
		Community Facilities	To ensure the community is well equipped with services and facilities	Identify wards & existing facilities that are of most need.	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Tech Dept

Key Performance Area: *Local Economic Development*									
Strategic Goal	**Key Focus Area**	**Strategic Objectives (What)**	**Development Strategy (How)**	**Target Year (5 Year Strategic Plan)**					**Resp. Dept.**
				12-13	**13-14**	**14-15**	**15-16**	**16-17**	
To facilitate sustainable economic growth and development throughout the municipality	**Job Creation**	Enhance Industrial Development through Trade & Investment	Development of Industrial development strategy	Source funds for development of IDS working closely with DEDT	Development of draft IDS	Finalisation, adoption & implementation of IDS	Review & implement IDS	Review & implement IDS	**Plan & Dev**
		Expansion of Government-led Job Creation Programmes	Implementing the current small contractor incubator programme	Prioritise allocated budget and implementation	Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	**Plan & Dev**
		Promoting SMME, Entrepreneurial and Youth Development	Package implementable LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Packaging of feasibility studies and business plans LED initiatives	**Plan & Dev**
				Source funding & implement initiatives	Source funding & implement initiatives	Source funding & implement initiatives	Source funding & implement initiatives	Source funding & implement initiatives	**Plan & Dev**
				Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	**Plan & Dev**
		Enhance the Knowledge Economy	Conduct & facilitate training & workshops on LED & business management	Conduct needs analysis through LED forum, business chamber & informal chamber	Conduct needs analysis through LED forum, business chamber & informal chamber	Conduct needs analysis through LED forum, business chamber & informal chamber	Conduct needs analysis through LED forum, business chamber & informal chamber	Conduct needs analysis through LED forum, business chamber & informal chamber	**Plan & Dev**
				Conduct training as per need of the analysis	Conduct training as per need of the analysis	Conduct training as per need of the analysis	Conduct training as per need of the analysis	Conduct training as per need of the analysis	**Plan & Dev**
	Fighting Poverty	Alleviate poverty	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Provide ploughing assistance to local small scale farmers for subsistence use	Provide ploughing assistance to local small scale farmers for subsistence use	Provide ploughing assistance to local small scale farmers for subsistence use	Provide ploughing assistance to local small scale farmers for subsistence use	Provide ploughing assistance to local small scale farmers for subsistence use	**Plan & Dev**
				Monitor & evaluate	Monitor &	Monitor &	Monitor &	Monitor &	**Plan &**

					evaluate	evaluate	evaluate	evaluate	**Dev**
	Natural Resources	Unleashing Mining Potential	Develop a mining strategy	Develop draft mining sector plan	Finalise, adopt & implement mining strategy	Review & Implement mining strategy	Review & Implement mining strategy	Review & Implement mining strategy	**Plan & Dev**
		Unleashing Agricultural Potential	To develop an agricultural sector plan	Develop draft agricultural sector plan	Finalise, adopt & implement agricultural sector plan	Review & Implement agricultural sector plan	Review & Implement agricultural sector plan	Review & Implement agricultural sector plan	**Plan & Dev**
			Staging Awareness campaigns on "1 home, 1 garden" concept to promote subsistence farming	Attract funding from DoA and DoHS to promote this concept	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	**Plan & Dev**
			Unlocking potentially available land	Establish Land reform forum	Liaise with DoRDLR & affected parties over land availability	Liaise with DoRDLR & affected parties over land availability	Liaise with DoRDLR & affected parties over land availability	Liaise with DoRDLR & affected parties over land availability	**Plan & Dev**
		To promote sustainability & ensure protection of municipal natural resources and heritage sites	Prioritise promotion & Refurbishment & restoration of natural resources & heritage sites	Fence, secure, promote & market heritage sites	Fence, secure, promote & market heritage sites	Fence, secure, promote & market heritage sites	Fence, secure, promote & market heritage sites	Fence, secure, promote & market heritage sites	**Plan & Dev**
	Tourism & Marketing	To market the municipality and its opportunities that it offers	Develop a Tourism strategy	Develop and adopt draft Tourism Strategy	Finalise, adopt & implement Tourism strategy	Review & Implement Tourism Strategy	Review & Implement Tourism Strategy	Review & Implement Tourism Strategy	**Plan & Dev**
				Packaging & Implementing projects emanating from the tourism strategy	Packaging & Implementing projects emanating from the tourism strategy	Packaging & Implementing projects emanating from the tourism strategy	Packaging & Implementing projects emanating from the tourism strategy	Packaging & Implementing projects emanating from the tourism strategy	**Plan & Dev**
				Tourism & marketing campaigns	Tourism & marketing campaigns	Tourism & marketing campaigns	Tourism & marketing campaigns	Tourism & marketing campaigns	**Plan & Dev**
	Informal economy	To formalise the informal economy/sector	Ensure the effectiveness of the informal chamber	Identify & assist in finding a location for informal trading	Upgrade informal traders facilities	Installation of new market and trading stalls	Monitor the effectiveness of the new stalls	Monitor the effectiveness of the new stalls	**Plan & Dev**

Key Performance Area: *Financial Viability and Management*									
Strategic Goal	**Key Focus Area**	**Strategic Objectives (What)**	**Development Strategy (How)**	**Target Year (5 Year Strategic Action Plan)**					**Resp. Dept.**
				12-13	**13-14**	**14-15**	**15-16**	**16-17**	
A municipality the practices Sound Financial Management	Revenue	To improve revenue collection	Implement current credit control and debt collection policy and bylaws	Review, adopt & implement credit control and debt collection policy	Review, adopt & implement credit control and debt collection policy	Review, adopt & implement credit control and debt collection policy	Review, adopt & implement credit control and debt collection policy	Review, adopt & implement credit control and debt collection policy	**Fin.**
			Validate debtors information	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	**Fin.**
			Implement Revenue Enhancement Strategy	Review & adopt Revenue Enhancement Strat.	Review & adopt Revenue Enhancement Strat.	Review & adopt Revenue Enhancement Strat.	Review & adopt Revenue Enhancement Strat.	Review & adopt Revenue Enhancement Strat.	**Fin.**
			Increase points of sale for municipal services	Identify & implement new points of sale for municipal services	Identify & implement new points of sale for municipal services	Identify & implement new points of sale for municipal services	Identify & implement new points of sale for municipal services	Identify & implement new points of sale for municipal services	**Fin.**
	Expenditure	To ensure compliance of the MFMA in terms of section 65 & be a debt free municipality	Development of an expenditure policy/plan	Develop draft expenditure policy/plan	Finalise, adopt & implement expenditure policy/plan	Review, adopt & implement expenditure policy/plan	Review, adopt & implement expenditure policy/plan	Review, adopt & implement expenditure policy/plan	**Fin.**
				Ensuring payment of suppliers/creditors timeously	Ensuring payment of suppliers/creditors timeously	Ensuring payment of suppliers/creditors timeously	Ensuring payment of suppliers/creditors timeously	Ensuring payment of suppliers/creditors timeously	**Fin.**
	SCM	To ensure compliance of chapter 11 of MFMA	Effectively managing & implementing the existing SCM Policy	Review, adopt & implement SCM Policy	Review, adopt & implement SCM Policy	Review, adopt & implement SCM Policy	Review, adopt & implement SCM Policy	Review, adopt & implement SCM Policy	**Fin.**
	Asset Management	To have a complete & effective asset register	Validate asset information on current records system	Update & manage asset register	Update asset register	Update asset register	Update asset register	Update asset register	**Fin.**

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Key Performance Area: *Municipal Transformation and Institutional Development*									
Strategic Goal	**Key Focus Area**	**Strategic Objectives (What)**	**Development Strategy (How)**	**Target Year (5 Year Strategic Plan)**					**Resp. Dept.**
				12-13	**13-14**	**14-15**	**15-16**	**16-17**	
A municipality that promotes Organisational Development	Municipal Policies	To ensure that the municipality has in place all the relevant prescribed policies, strategies and by-laws	Conduct policy workshops internally & externally to identify gaps	Identify the need for new policies, strategies, plans and by-laws	Identify the need for new policies, strategies, plans and by-laws	Identify the need for new policies, strategies, plans and by-laws	Identify the need for new policies, strategies, plans and by-laws	Identify the need for new policies, strategies, plans and by-laws	Corp Serv
				Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Corp Serv
				Gazette relevant by-laws	Publicise & Gazette relevant by-laws	Gazette relevant by-laws	Gazette relevant by-laws	Gazette relevant by-laws	Corp Serv
	Capacity building & Skills development	To ensure that staff councillors and the community are exposed to capacity building initiatives	A specific budget to support capacity building initiatives must be developed & prioritised when reviewing the workplace skills plan	Conduct skills audit internally & externally	Conduct skills audit internally & externally	Conduct skills audit internally & externally	Conduct skills audit internally & externally	Conduct skills audit internally & externally	Corp Serv
				Review, adopt and implement workplace skills plan	Review, adopt and implement workplace skills plan	Review, adopt and implement workplace skills plan	Review, adopt and implement workplace skills plan	Review, adopt and implement workplace skills plan	Corp Serv
	Performance Management	To establish a Performance Management unit	Filling of PMS post	Advertise and appoint a PMS specialist	-	-	-	-	Corp Serv
		To have a fully functional OPMS		Plan, implement, monitor, evaluate & report on existing PMS	Plan, implement, monitor, evaluate & report on existing PMS	Plan, implement, monitor, evaluate & report on existing PMS	Plan, implement, monitor, evaluate & report on existing PMS	Plan, implement, monitor, evaluate & report on existing PMS	Corp Serv
	Vacant posts	Ensure critical posts are filled	Review organogram per department	Review, adopt & fill critical posts identified on organogram	Review, adopt & fill critical posts identified on organogram	Review, adopt & fill critical posts identified on organogram	Review, adopt & fill critical posts identified on organogram	Review, adopt & fill critical posts identified on organogram	Corp Serv
	Employmen	To ensure that	Develop an	Develop draft	Develop draft	Develop draft	Develop draft	Develop draft	Corp

	t equity	the municipality is compliant with labour laws.	employment equity plan & employee assistant programme	employment equity plan & employee assistant programme	employment equity plan & employee assistant programme	employment equity plan & employee assistant programme	employment equity plan & employee assistant programme	employment equity plan & employee assistant programme	Serv
	Municipal Website	To have a website that is easily accessible and informative	Provision of newsletters , advertisements, financial reports	Develop & update of website	Update of website	Update of website	Update of website	Update of website	Corp Serv
	Record Management	To have a fully functional and effective record system	Establish a record/archives management policy	Develop draft record/archives management policy	Finalise, adopt & implement record/archives management policy	Review & Implement record/archives management policy	Review & Implement record/archives management policy	Review & Implement record/archives management policy	Corp Serv
	MTAS	To have a MTAS that addresses the municipality's critical issues	Annually review MTAS	Review, adopt & implement municipal MTAS	Review, adopt & implement municipal MTAS	Review, adopt & implement municipal MTAS	Review, adopt & implement municipal MTAS	Review, adopt & implement municipal MTAS	Corp Serv

Key Performance Area : *Good Governance and Community Participation*									
Strategic Goal	**Key Focus Area**	**Strategic Objectives (What)**	**Development Strategy (How)**	**Target Year (5 Year Strategic Plan)**					**Resp. Dept.**
				12-13	**13-14**	**14-15**	**15-16**	**16-17**	
To ensure transparency within the municipality and promoting public participation in all municipal processes and activities	Fraud and Corruption	Eradicate fraud and corruption	Implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Corp Serv
	Communication and relationship building	Strengthen & Improve Communication & relations internally and externally (including IGR)	Implement Communication Policy	Review, adopt and implement communication policy	Review, adopt and implement communication policy	Review, adopt and implement communication policy	Review, adopt and implement communication policy	Review, adopt and implement communication policy	Corp Serv
				Convene & record meetings/workshops with external stakeholders	Convene & record meetings/workshops with external stakeholders	Convene & record meetings/workshops with external stakeholders	Convene & record meetings/workshops with external stakeholders	Convene & record meetings/workshops with external stakeholders	Corp Serv
	Customer	Improve current	Introduce	Conduct customer	Conduct customer	Conduct customer	Conduct customer	Conduct	Corp

		care and satisfaction	customer satisfaction	Customer satisfaction surveys	satisfaction surveys	satisfaction surveys	satisfaction surveys	satisfaction surveys	customer satisfaction surveys	Serv
					Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Corp Serv
				Develop customer satisfaction registers & suggestion boxes for all municipal offices	Implement customer satisfaction registers & suggestion boxes	Implement customer satisfaction registers & suggestion boxes	Implement customer satisfaction registers & suggestion boxes	Implement customer satisfaction registers & suggestion boxes	Implement customer satisfaction registers & suggestion boxes	Corp Serv
					Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Corp Serv
		Government & Admin	To ensure that all municipal Government & Admin operations are fully effective & efficient	Implementing MSA 32 of 2000 (schedule of meetings)	Convene all government operational meetings & implement administrative procedures	Convene all government operational meetings & implement administrative procedures	Convene all government operational meetings & implement administrative procedures	Convene all government operational meetings & implement administrative procedures	Convene all government operational meetings & implement administrative procedures	Corp Serv
		IDP	Promote integrated development planning	Develop a process plan that guides IDP	Review and adopt IDP	Review and adopt IDP	Review and adopt IDP	Review and adopt IDP	Review and adopt IDP	Plan & Dev

Key Performance Area: Community and Social Services Development									
Strategic Goal	**Key Focus Area**	**Strategic Objectives (What)**	**Development Strategy (How)**	**Target Year (5 Year Strategic Plan)**					**Resp. Dept.**
				12-13	13-14	14-15	15-16	16-17	
To achieve maximum Human & Community Development	Poverty, Social Welfare & food security	Safeguard sustainable livelihoods and food security To alleviate poverty	Staging Awareness campaigns on "1 home, 1 garden" concept to promote subsistence farming	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Comm Serv
			Providing mayoral special projects in all wards	Identify needs & supply special projects	Identify needs & supply special projects	Identify needs & supply special projects	Identify needs & supply special projects	Identify needs & supply special projects	Comm Serv
	Health care	Enhancing health of communities and citizens	Increase number of mobile clinics	Identify wards that need mobile clinics & engage dept. of health	Monitor the use of mobile clinics	Monitor the use of mobile clinics	Monitor the use of mobile clinics	Monitor the use of mobile clinics	Comm Serv
			Development of a proper clinic	Identify the ward where the clinic will be located and engage dept. of health	Monitor progress with dept. of health in terms of budgeting, construction, etc.	Monitor progress with dept. of health in terms of budgeting, construction, etc.	Monitor progress with dept. of health in terms of budgeting, construction, etc.	Monitor progress with dept. of health in terms of budgeting, construction, etc.	Comm Serv
	Public Safety & Security	Enhancing public safety and security	Increase capacity to focus on issues surrounding only crime	Identify wards that have the highest impact of crime & provide for visible policing	Monitor the impact of visible policing	Monitor the impact of visible policing	Monitor the impact of visible policing	Monitor the impact of visible policing	Comm Serv
			Implement Road safety projects	Identify wards that are in need of road safety and implement speed humps	Construct traffic circle and new road signage/markings	Installations of traffic signals & road signage/markings (robots)	Installations of traffic signals & road signage/markings(robots)	Installations of traffic signals & road signage/marking s(robots)	Comm Serv
	Special Groups	Promote youth, disabled, elderly & women	Development of a special groups development plan	Develop draft special groups development plan	Finalise, adopt & implement special groups plan	Review & Implement special groups plan	Review & Implement special groups plan	Review & Implement special groups plan	Comm Serv

	HIV/AIDS	To reduce the impact of HIV/AIDS	Develop an HIV/AIDS plan	Develop HIV/AIDS Plan	Finalise, adopt and Implement HIV/AIDS Plan	Review & Implement HIV/AIDS Plan	Review and Implement HIV/AIDS Plan	Review and Implement HIV/AIDS Plan	Comm Serv
			Stage awareness campaigns	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Comm Serv
	Sport development	To promote sports development	Support sports development on a local, district & provincial level	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Comm Serv
	Arts and culture	To promote arts & culture	Support annual arts & culture programmes, locally, district & provincially	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Comm Serv

Key Performance Area : Spatial and Environment									
Strategic Goal	**Key Focus Area**	**Strategic Objectives (What)**	**Development Strategy (How)**	**Target Year (5 Year Strategic Plan)**					**Resp. Dept.**
				12-13	**13-14**	**14-15**	**15-16**	**16-17**	
Achieve Spatial Equity and a conducive built environment	LUMS	To promote harmonious & co-ordinated land uses to achieve sustainable environment	Finalisation of eDumbe wall to wall LUMS	Formalisation of Mangosuthu settlements	Finalisation of formalisation of Mangosuthu	Adoption of wall to wall LUMS	Review & update LUMS	Review & update LUMS	Plan & Dev
				Greenfield Township establishment	Finalisation of greenfield township establishment	Adoption of wall to wall LUMS	Review & update LUMS	Review & update LUMS	Plan & Dev
			Implementation of development controls	Conducting land audit	Enforcement of development controls	Enforcement of development controls	Enforcement of development controls	Enforcement of development controls	Plan & Dev
				Conducting building & site inspections	Conducting building & site inspections	Conducting building & site inspections	Conducting building & site inspections	Conducting building & site inspections	Plan & Dev
	SDF	To ensure effective management of current and desirable land uses	Adhering to the SDF principles	Review & adopt SDF	Review & adopt SDF	Review & adopt SDF	Review & adopt SDF	Review & adopt SDF	Plan & Dev
				Development of Local SDF	Review & adopt Local SDF	Review & adopt Local SDF	Review & adopt Local SDF	Review & adopt Local SDF	Plan & Dev
				Supporting & promoting the expansion of the Development Nodes & Corridors	Supporting & promoting the expansion of the Development Nodes & Corridors	Supporting & promoting the expansion of the Development Nodes & Corridors	Supporting & promoting the expansion of the Development Nodes & Corridors	Supporting & promoting the expansion of the Development Nodes & Corridors	Plan & Dev
	Land Reform	To ensure that the process of land reform is fast tracked	Engage DoLARD	Continuously meet and monitor progress with DoLARD	Continuously meet and monitor progress with DoLARD	Continuously meet and monitor progress with DoLARD	Continuously meet and monitor progress with DoLARD	Continuously meet and monitor progress with DoLARD	Plan & Dev
		To ensure that the land re-institution programme is of an advantage to the beneficiaries	Providing support by implementing municipal beneficiary programmes & projects	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Plan & Dev
	GIS	To establish a GIS Unit within the	Filling of vacant GIS post	Review, amend and prioritise GIS	Advertise and appoint a GIS	-	-	-	Plan & Dev

		municipality		post on organogram	specialist			
		To ensure that all GIS data is accessible and readily available to the municipal departments in a sustainable manner	Rollout of ArcReader initiative	Installation of GIS ArcReader software to all departments	Installation of GIS ArcReader software to all departments	Installation of GIS ArcReader software to all departments	Installation of GIS ArcReader software to all departments	Installation of GIS ArcReader software to all departments	Plan & Dev
				Provide training & workshops to the municipal departments	Provide training & workshops to the municipal departments	Provide training & workshops to the municipal departments	Provide training & workshops to the municipal departments	Provide training & workshops to the municipal departments	Plan & Dev
				upgrading the GIS hardware & software	upgrading the GIS hardware & software	upgrading the GIS hardware & software	upgrading the GIS hardware & software	upgrading the GIS hardware & software	Plan & Dev
Environmentally friendly climate	Energy Usage	Promote usage of alternate energy sources	Building a partnership with Eskom	Installing alternate energy mechanisms	Installing alternate energy mechanisms	Installing alternate energy mechanisms	Installing alternate energy mechanisms	Installing alternate energy mechanisms	Plan & Dev
	Land usage	Ensure sustainable usage of land	Protection of environmentally sensitive areas	Enforcement of LUMS and SDF	Enforcement of LUMS and SDF	Enforcement of LUMS and SDF	Enforcement of LUMS and SDF	Enforcement of LUMS and SDF	Plan & Dev
				Provision of signage at environmentally sensitive areas	Provision of signage at environmentally sensitive areas	Provision of signage at environmentally sensitive areas	Provision of signage at environmentally sensitive areas	Provision of signage at environmentally sensitive areas	Plan & Dev
	Disaster Management	A disaster man. Plan that is responsive	Establishment of a LDMF	Identify relevant stakeholders and launch LDMF	Stage LDMF & monitor response of the DMP	Stage LDMF & monitor response of the DMP	Stage LDMF & monitor response of the DMP	Stage LDMF & monitor response of the DMP	Comm Serv
			Establishment of ward based DMP and LDMP	Review, adopt & implement LDMP	Review, adopt & implement LDMP	Review, adopt & implement LDMP	Review, adopt & implement LDMP	Review, adopt & implement LDMP	Comm Serv

E. HIGH LEVEL SPATIAL DEVLOPMENT FRAMEWORK

The eDumbe Local Municipality have successfully completed its Spatial Development Framework for the 2011/2012 Financial Year and is currently under review by the municipality and various stakeholders/role players involved. The Final Reviewed SDF for 12/13 Financial Year will only be ready in June 2012.

However, below is the full comprehensive SDF that is currently under Review.

2011

REVIEW OF THE EDUMBE MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK 2011/12

PREPARED BY:

PREPARED FOR:

i   PREFACE

Over the last 16 years since 1994, a process of transformation and restructuring has commenced with respect to the management and planning of municipalities throughout the Republic. An extensive process was undertaken by all municipalities in South Africa to comply with the provisions of the Municipal Systems Act and in particular the preparation of Integrated Development Plans and its sector plans including that which is represented geographically through the Spatial Development Framework (SDF).

The e'Dumbe IDP and SDF will take cognizance of the foresight of those past and presently involved in building the town as well as the challenges faced with integrating the activities of the population cores of the greater municipality within a sustainable social, economic, and bio-physical context.

The IDP and SDF are intended to provide a general framework for growth and change, not a detailed blueprint. Once prepared, many of the details will need to be worked out in further deliberations with local communities. Any changes to the framework will need to be reflected in future revisions which should occur on a regular basis towards achieving the Municipality's Vision.

The IDP and SDF is the Municipality's response to planning for future growth and change. It is intended to enable the Council, communities, development industry, service providers, and government agencies to plan, budget and develop with confidence to meet the expectations of the Municipality's development.

1.0   INTRODUCTION

1.1   PROJECT BACKGROUND

e'Dumbe Municipality completed its compilation of the comprehensive Integrated Development Plan (IDP) and is now in the process of reviewing its IDP. In terms of the Municipal Systems Act all Municipalities are required to prepare and review their IDP during the 5-Year period of its lifespan. The e'Dumbe Municipality has seen many changes/ developments in its area of jurisdiction of which these changes need not only be visible to the naked eye but also needs to be noted, documented so future development can be directed. A number of studies have been conducted to inform the development e'Dumbe. Moreover, a number of sector plans have been developed/reviewed which impact on a number of spatial issues such as the; Housing Sector Plan, Three Year Capital Investment plan, Local Economic Development Plan and further necessitates for the compilation of the SDF to accommodate any changing circumstances in the development of the area.

1.2 UNDERSTANDING OF THE PROJECT BRIEF

This project intends provide clear compelling mandates for e'Dumbe Municipality to develop an SDF which is in compliance the Department of Co-operative Governance and Traditional Affairs (COGTA) criteria on SDF's which should incorporate the following:

❖ Delineation of corridors and nodal areas in rural and urban areas, and must be aligned with the draft Land Use Management Systems (LUMS) and the Zululand District Municipal SDF.

❖ Infrastructure Investment in terms of road network, sanitation and electricity should be clearly depicted to the SDF, consultation with e'Dumbe infrastructure department, is critical so as to enable incorporation of relevant information in this plan.

❖ The housing sector plan, the environmental studies conducted in the CBD of the municipality and other sector plans should be obtained and incorporated in the plan.

❖ Cross boarder alignment between municipalities to ensure greater co-ordination and avoid duplication. There should be effective deliberations and consensus on how to deal with the interface and inter-spheres (Local / provincial / national – e.g. PGDS and NSDP).

❖ Incorporation of other relevant information from government departments such as Land Affairs (land claims, Area Based Plans etc.) Department of Agriculture with Land Potential Plan.

❖ The municipal economic analysis study needs to be built into the plan to indicate linkages with areas of high poverty.

❖ The location of community and commercial facilities also need to be clearly indicated in the SDF so as to assist with the planning and location of new facilities.

❖ Alignment with the Disaster Management Plan to indicate disaster prone areas.

❖ There is a need to establish a project steering committee to accomplish the project objectives.

1.3 PROJECT AIMS AND OBJECTIVES

The assignment's objective is to formulate a Municipal (e'Dumbe Municipality) SDF to produce an SDF that will:
❖ Set out objectives that reflect the desired spatial form of the e'Dumbe Local Municipality aligned to the Zululand District Municipality.
❖ Contains strategies and policies that indicate desired patterns of land use;

❖   Contains strategies and policies that provide strategic guidance in respect of the location and nature of development within the municipality;

❖   Contains strategies and policies that address the spatial reconstruction of the municipality;

❖   Has a capital investment framework for the municipality.

❖   Provides strategic assessment of the environment; and

❖   Identifies programs and projects for the development of land within the municipality

2.0   UNDERLYING PRINCIPLES OF SDF COMPILATION REVIEW

Integrated Development

Integrated development endeavours to marry the various needs of the district in a manner which will provide a national mix of development to meet socio economic needs and requirements for environmental conservation.

Sustainable Development

Sustainable Development is a concept which focuses on the enhancement and improvement of various components of main environments in a manner which will protect the bio-physical environment, cultural heritage and improve the quality of life so that community development will be enriched rather than impoverished in the interest of present and future generation.

Establishment of Structure

This concept can best be achieved through the use of a variety of planning tools to include the identification, linking and zoning of areas, nodes and corridors in a structured manner that will promote sustainable development within an area.

Unique Character

The unique character of an area, place or region is described as an assessment of its attributes and determining those that make it different from others in the region.

Implementation Orientated Planning

This is geared to the preparation of plans linked to strategic implementation objectives according to time lines.

Development as a Continuous Process

This concept stems from a view that development is dynamic and progresses along a continuum of cause and effect.

Participatory Planning

Consultation with interested and affected parties is the basis of this process in order to identify key issues and address these in the plan being prepared. It is also very much part of the integrated development process toward achieving sustainable development.

2.1 PLANNING STRATEGIES

- *Access Routes as Investment Lines*

  - Developing a district structure (see establishment of structure above)
  - Establishing a clear framework which facilitates access in its wider context
  - Creating a framework to direct public and private investment
  - Developing a network of opportunity on the basis of existing roads, settlement, natural resources and features
  - These routes represent the spines around which existing development has been attracted to and potentially also represent opportunities for future development
  - A hierarchy of investment lines can be distinguished consisting of primary, secondary and tertiary routes
  - The identification of this hierarchy provides guidance for the location of relevant land uses.

- *A Service Centre Strategy*

  - Creating a hierarchy of service centres (nodes) offering a range of facilities and activities throughout the district.
  - Four levels of areas are suggested to include a district centre, primary, secondary and satellite service nodes.
  - The centres are conceptualised as serving different catchments and offering a range of services and opportunities
  - In general higher order centres will at the same time serve as the relevant lower order centres
  - The principles suggested will have to be adjusted to specific local circumstances.

- *Natural Resource as Primary Asset and Structuring Element*

  - Acknowledging, protecting and enhancing the inherent qualities of the landscape and managing the natural environment as a prime asset and resource base for the district.
  - Environmental sustainability, restoration and rehabilitation and appropriate usage forms the basis for this
  - The sustainable utilization of natural resources is suggested to *inter alia* promote the development of agriculture as a key driver of the rural economy incorporating currently underutilized agricultural land

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- The identification of new inherent opportunities to be found within the picturesque landscape which characterizes much of the district including developing latent potential particularly with regards to tourism opportunities.

- **Integration**

  - Integrate Low Income residential areas to high order centres
  - New economic opportunities in growth area and adjacent to major roads

- **Compaction**

  - New and Infill development focused to create coherent system, mainly in urban and peri-urban areas of Paulpietersburg , Bilanyoni and Mangosuthu.

- **Meeting Land Use Needs and Identification of areas of economic development potentials**

  - New Residential areas
  - New economic opportunity areas, especially those areas which were previously excluded from the main stream economy
  - New nodal points
  - Restructure CBD

- **Restructuring of the LM:**

  - Creation of new nodes and new economic opportunity areas
  - Limited mixed-use activity spines between focus points
  - Redressing imbalances with improved infrastructure and new economic opportunities

- **Sustainability**

  - Protecting environmentally sensitive areas
  - Coherent and reinforcing infrastructure
  - Protecting agriculture potential areas
  - Upgrade residential areas with appropriate infrastructure
  - In situ upgrading of Informal settlements

- **Establishing a Management Framework**

  - Having established an investment framework and a natural resource base, it is possible to identify an overall management framework to guide future development.
  - Such guidance will include the identification of primary land use zones such as environmental conservation zones, agricultural zones, areas for residential settlement etc.

3.0 LEGISLATION AND POLICY

3.1 NATIONAL AND PROVINCIAL LEGISLATION AND POLICIES

The SDF is guided by, amongst others, the following pieces of Legislation and Policies at a National and Provincial Level:

- South African Constitution and Principles of Sustainable Development
- The Municipal System Act (MSA)
- The Development Facilitation Act (DFA)
- Environmental Conservation Act (ECA)
- The National Environment Management Act (NEMA)
- Social Housing Act (SHA)
- The KwaZulu-Natal Heritage Act (1997)
- Accelerated and Shared Growth Initiative for South Africa (ASGISA)
- The Provincial Growth and Development Strategy (PGDS)
- Provincial Spatial Economic Development Strategy (PSEDS)
- White Paper on Spatial Planning and Land Use Management

3.1.1 South African Constitution and Principles of Sustainable Development

Chapter 7 of the Constitution deals with *local government* and section 152 deals with the *objectives of local government*. It indicates that these objectives are:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

SOUTH AFRICAN CONSTITUTION IMPLICATIONS FOR THE SDF
- The IDP and SDF seek to actualise the objectives of the Constitution.

3.1.2 Municipal Systems Act

Section 23 (1) of the act indicates that a municipality must undertake developmentally-orientated planning and Section 24 (1) indicates that planning undertaken by the municipality must be aligned with and compliment plans of other municipalities and organs of state.

Section 26 of the Act indicates that a core component of an IDP is a SDF which must include the provision of basic guidelines for a land use management system for the municipality.

Section 35 of the Act also indicates that a SDF contained in an IDP prevails over a plan as identified in Section 1 of the Physical Planning Act (No. 125 of 1991).

Regulation promulgated in terms of the act outline the following requirements for a SDF:

"A spatial development framework reflected in a municipality's integrated development plan must:

    a) *give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);*

    b) *set out objectives that reflect the desired spatial form of the municipality;*

    c) *contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-*

    i) *indicate desired patterns of land use within the municipality;*
    ii) *address the spatial reconstruction of the municipality; and*
        iii) *provide strategic guidance in respect of the location and nature of development within the municipality.*

    d) *Set out basic guidelines for a land use management system in the municipality;*

    e) *Set out a capital investment framework for the municipality's development programmes;*

    f) *Contain a strategic assessment of the environmental impact of the spatial development framework;*

    g) *Identify programmes and projects for the development of land within the municipality;*

    h) *Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and*

    i) *provide a visual representation of the desired spatial form of the municipality, which representation-*

    i) *must indicate where public and private land development and investment should take place;*

    ii) *must indicate desired or undesired utilisation of space in a particular area;*

    iii) *may delineate the urban edge;*

    iv) *must identify areas where strategic intervention is required; and*

    v) *must indicate areas where priority spending is require.*

These legislative requirements provide a clear framework for the development of the e'Dumbe SDF and provide a legislative checklist for its contents.

IMPLICATIONS FOR THE SDF
• The SDF in compliance with Chapter 5, and Section 25 (1) of the MSA (32 of 2000); and • The SDF in compliance with Sections 26, 34 and 35 of the MSA (32 of 2000).

3.1.3 Environmental Conservation Act

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Part five of the Act refers to the control of activities that may have a detrimental effect on the environment. Section 21 of the Act refers to the Minister being permitted to identify those activities, which in his opinion have substantially detrimental effects on the environment, whether in general or in respect of certain areas. Any change in land use from agriculture, or undetermined use, to any other land use, and any use for nature conservation or zoned open space to any other land use, is subject to a mandatory EIA (Environmental Impact Assessment).

Act No 73, 1989, Part VIII, Section 31, makes provision that:

If in the opinion of the Minister (of Environmental Affairs and Tourism) the competent authority, local authority or the government institution concerned, any person performs an activity, or fails to perform any activity as a result of which the environment is, or may be, seriously damaged, endangered or detrimentally affected, the minister, competent authority, local authority or government institution, as the case may be, may be in writing direct such person to cease such activity; or to take steps that the Minister, competent authority, local authority or the government institution may deem fit within a period specified in the directive, with the view to eliminating, reducing or preventing damage, danger or detrimental effect.

IMPLICATIONS FOR THE SDF
• NEMA supersedes the Environmental Conservation Act

3.1.4 National Environmental Management Act

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimise and rectify such pollution or degradation of the environment.

> **IMPLICATIONS FOR THE SDF**
> * Any EIA needs to look at existing planning tools (like the SDF) to motivate for the impact. The SDF is focused on sustainability and the protection of the natural environment therefore development not in line with the SDF, and the protection of the natural environment, will not be allowed.

3.1.5 Social Housing Act

The Social Housing Act of 2008 was drawn up to establish and promote a sustainable social housing environment; to define the functions of national, provincial and local governments in respect of social housing; to provide for the establishment of the Social Housing Regulatory Authority in order to regulate all social housing institutions obtaining or having obtained public funds; to allow for undertaking of approved projects by other delivery agents with the benefit of public money; to give statutory recognition to social housing institutions; and to provide for matters connected therewith.

The General principles applicable to social housing include;

In giving priority to the needs of low and medium income households in respect of social housing development, the national, provincial and local spheres of government and social housing institutions must-

a)   Ensure their respective housing programmes are responsive to local housing demands, and special priority must be given to the needs of woman, children, child-headed households, person with disabilities and the elderly;

b)   Support the economic development of low to medium income communities by providing housing close to jobs, markets and transport and by stimulating job opportunities to emerging entrepreneurs in the housing services and construction industries;

c)   Afford residents the necessary dignity and privacy by providing the residents with a clean, safety and healthy environment;

d)   Not discriminate against residents on any of the grounds set out in section 9 of the constitution, including individuals affected by HIV and AIDS;

e)   Consult with interested individuals, communities and financial institutions in all phases of social housing development;

f)   Ensure the sustainable and viable growth of affordable social housing as an objective of housing policy;

g) Facilitate the involvement of residents and key stakeholders through consultation, information sharing, education, training and skills transfer, thereby empowering residents;

h) Ensure secure tenure for residents in social housing institutions, on the basis of the general provisions governing the relationship between tenants and landlords as set out in the rental housing act, 1999 (Act No. 50 of 1999), and between primary housing co-operatives and its members as set out in the co-operatives Act. 2005 (Act No.14 of 2005);

i) Promote:
   i. an environment which is conducive to the realisation of the roles, responsibilities and obligations by all role-players entering the social housing market;
   ii. training opportunities for stakeholders and interested parties who wish to enter the social the social housing market;
   iii. the establishment, development and maintenance of socially and economically viable communities to ensure the elimination and prevention of slums and slums conditions;
   iv. social, physical and economic integration of housing development into existing urban or town areas through the creation of quality living environments
   v. medium to higher density in respect of social housing development to ensure the economical utilisation of land and services;
   vi. the provision of social, community and recreational facilities close to social housing development ;
   vii. the expression of cultural identity and diversity in social housing development;
   viii. the suitable location of social housing stock in respect of employment opportunities;
   ix. the conversion of upgrading of suitable residential and non-residential buildings for social housing use;
   x. incentives to social housing institutions and other delivery agents to enter the social housing market;
   xi. an understanding and awareness of social housing processes;
   xii. transparency, accountability and efficiency in the administration and management of social housing stock;
   xiii. best practices and minimum norms and standards in relation to the delivery and management of social housing stock;
   xiv. the provision of institutional capacity to support social housing initiatives;
   xv. the creation of sustainable, viable and independent housing institutions responsible for providing, developing, holding or managing social housing stock and;
   xvi. the use of public funds in a manner that stimulates or facilitates private sector investment and participation in the social housing sector.

3.1.6 Social Housing Policy

The primary objectives of the Social Housing Programme include;

- Contributing to the national priority of restructuring South African society in order to address structural, economical, social and spatial dysfunctional ties and imbalances to achieve Government's vision of an economically empowered, non-racial, and integrated society living in sustainable human settlements.
- Improving and contributing to the overall functioning of the housing sector and in particular the rental sub-component, as far as social housing is able to contribute to widening the range of housing options available to the poor.

The most important elements of urban restructuring include;

(i)   Spatial Restructuring

Spatial restructuring is necessary to address the needs of the urban poor (most black), who are located far away or completely excluded from the economic opportunities. The majority of these people also have limited or inadequate access to housing. Therefore; it is necessary to restructure the town by means of identifying appropriately located land for the provision of social housing, where places work, live, and play can be created.

(ii)   Economic Restructuring

Economic restructuring will occur when social housing is used as a tool for economic revitalization of poorly performing cities or towns. Introduction of social housing in economically underperforming cities has had a positive impact in a number of cities world-wide. The number of fully completed houses will determine the scale and number of sustainable jobs created during construction. The end result will be an empowered population, which is able to use the building skills to make a living whilst creating sustainable human settlements.

(iii)   Social Restructuring

Social housing can be used as a tool to create stable social environments that integrate with town with the rest of the LM. This also means the creation of a "sense of place" where residents have a sense of belonging and feel secured.

Social housing can also be used to achieve social integration amongst people of different racial groups and backgrounds.

The Guiding Principles for Social Housing include;

- Promoting urban restructuring through the social, physical, and economic integration of housing development into existing areas.
- Promoting establishment of well-managed, quality rental housing options for the poor.
- Responding to local housing demand.

- Delivering housing for a range of income groups, in such a way as to allow social integration and financial cross subsidisation.
- Supporting the economic development of low income communities in a number of ways.
- Fostering the creation of quality living environments for low-income persons.
- Promoting a safe, harmonious, and socially responsible environment both internal to the project and in the immediate urban environs.
- Promoting the creation of sustainable and viable projects.
- Encouraging the involvement of private sector where possible.
- Facilitating the involvement of residents in the project and/or key stakeholders in the broader environment.
- Ensuring secure tenure for the residents of projects, on the basis of the general provisions for the relationship between residents and landlords as defined in the Housing Act, 1997 and the Rental Act, 50 of 1999.
- Supporting mutual acceptance of roles and responsibilities of tenants and social landlords, on the basis of the general provisions for the relationship between residents and landlords as defined in the Rental Act, 50 of 1999, the Co-operatives Act, 91 of 1981c, as well as the Social Housing Act, 16 of 2008.
- Facilitation, support and driven by all spheres of government.
- Ensuring transparency, accountability and efficiency in the administration and management of social housing stock.
- Promoting the use of public funds in such a manner that stimulates and/or facilitates private sector investment and participation in the social housing sector.
- Operating within the provisions of the Constitution,1996, the Public Finance Management Act, 1 of 1999, the Preferential Procurement Policy Framework Act, 5 of 2000, and other statutory procurement prescripts.

> **IMPLICATIONS FOR THE SDF**
> - The SDF needs to identify appropriately located land for social housing developments close to employment opportunities.
> - The SDF must be consultative to ensure that its proposals address the real needs of communities.
> - Identify slum areas that need to be upgraded and eradicated.
> - The SDF needs to ensure that the spatial, economical, and social integration is achieved.
> - The SDF needs to identify and promote areas of high density to reduce costs of providing services.

3.1.7 The KwaZulu-Natal Heritage Act (1997)

Apart from provisions in the act that allow for the proclamation and listing of individual buildings, the act also allows for the protection of groups of buildings forming a conservation area and it provides for the general protection of buildings that are over sixty years in age.

Section 34 (1) of the act states that "No person may alter or demolish any structure or part of a structure which is older than 60 years without a permit issued by the relevant provincial heritage resources authority".

Under Section 26 (1) the Act deals with demolitions, additions and alterations. Section 19 deals with Heritage Landmarks, Section 20 with Provincial Landmarks. Section 22 deals with the opening of a Heritage Register, and Section 23 deals with Heritage Conservancies.

Section 51 of the act allows for a fine and imprisonment for a period not exceeding two years or both such imprisonment and fine of anyone contravening Section 31 (1) of the Act.

IMPLICATIONS FOR THE SDF
• The Act outlines the procedures property owners, the municipality and Amafa need to follow to protect and conserve the vast built environment resources in e'Dumbe

3.1.8 Accelerated and Shared Growth Initiative for South Africa (ASGI-SA)

ASGI-SA is a project driven by the Deputy Presidency which attempts to factor in the Second Economy in development initiatives, particularly the youth, women and people with disabilities. ASGI-SA's focus on a set of concrete economic proposals that include a range of initiatives aimed at removing obstacles to economic growth has provided a platform for reviewing strategies for critical interventions towards sustainable development, and the empowerment of the poor and mainstreaming them into the mainstream economy.

The programme's goal is the creation of small enterprise jobs in the Second Economy with a focus on the creation of 1 million jobs over a period of five years. ASGI-SA sets out the following principles and broad national goals:

- Accelerated growth in the economy to more than 4.5% in the period 2009, and more than 6% from 2010 to 2014.
- Reduce the gap between the first and second economies, and halve poverty and unemployment by 2014.
- Ensure that social security reaches all who are eligible.

The intended outcomes of the programme is the establishment of viable and sustainable economic enterprises/ businesses that have a scope for growing local economies, thereby creating quality jobs and higher income for individual entrepreneurs, workers and their families.

The KZN provincial government committed itself to the policy and objectives of ASGISA. In 2005, it launched the Economic Growth and Development Strategy which is aimed at transforming the structure of the provincial economy. The strategy is built on four fundamental principles. These are:

- Principle 1: Increasing investment in the province
- Principle 2: Skills and capacity building
- Principle 3: Broadening participation in the economy, and
- Principle 4: Increasing competitiveness

IMPLICATIONS FOR THE SDF
- Identify potential areas for sector development such as Tourism and Agriculture.
- Identify Corridors for development and indicate their significance in the provincial, district, and local context.
- Include the Capital Investment Framework in the SDF.

3.1.9   Provincial Growth and Development Strategy (PGDS)

This document was adopted in 2004 and has been taken further through the Provincial Spatial Economic Development Strategy which will be highlighted below. This section gives a broad overview of the objectives of this plan.

Government is mandated to restructure the process of service delivery and development in the Province and this is achieved through the alignment of the actions of the three spheres of government, the different government sectors, and the various strategic frameworks. The PGDS is a tool whereby national spheres of government can direct and articulate their strategies, and where local government is able to reflect its human, fiscal and financial support needed to achieve the desired outcomes.

The PGDS facilitates proper coordination between the different spheres of government and it ensures that provincial departments align their activities with those of local government. In essence, it facilitates inter-governmental alignment and guides the activities of various agencies and role players.

Key elements of the strategy include:

- Partnerships: developing a wide range of effective partnerships, working with national and local government, the business community and civil society, and building on their respective strengths;
- Coordination: creating an enabling environment for implementation of coordinated programmes with stakeholders in developing and implementing strategic interventions;
- Sustainable use of natural resources: application of sound environmental principles and responsible environmental management for long-term socio-economic development, as no real growth can occur without natural resource conservation;
- Communication: commitment from role players is only possible through effective communication; and
- Implementation, Monitoring and Evaluation: it is necessary to implement well designed and effective implementation plans which are linked to targets, milestones and timeframes.