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“By 2020, eThekwini Municipality will enjoy the reputation of being Africa’s most caring and liveable city, where all citizens live in harmony”.
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  • Provincial and National sector departments

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"The People Shall Govern" - This commitment was adopted 50 years ago at Kliptown by the pioneers of our freedom and liberation when they drafted the Freedom Charter. Now it is up to us, in the third sphere of government, to turn their words into actions.

We can be in no doubt as to what needs to be done to tackle poverty across the globe. Nor is there disagreement about the fact that people living in deep poverty are robbed, not only of their socio-economic rights, but of the dignity and self-respect to which all human beings are entitled.

President Mbeki in Vision 2014 lays out our national goals for the next ten years of democratic governance. Amongst other things, they commit our country to:

- Reducing poverty and unemployment by half;
- Providing the skills the economy requires;
- Delivering services to the people in a compassionate way; and
- Achieving a better national health profile and massively reducing preventable causes of death, including violent crime and road accidents.

Over the past 11 years our government has gone a long way in erasing the legacy of local authorities that were racially segregated; that suffered an acute lack of service infrastructure; marginalised the poor, had a divided tax base and served only a small section of the community. Here in eThekwini we can proudly say that eight years of democratic local government has already created a much more equitable city.

Whilst we acknowledge that the democracy years have gone a long way in improving the lives of our people, fresh challenges have emerged that need to be confronted in order to consolidate the developmental orientation of the State. These challenges include:

* Strengthening participatory people-centred governance.
* Improving service delivery through integrated governance.
* Consolidating an accountable and transparent state.
* Developing human resources.
* Strengthening performance through monitoring and evaluation

Sustainability means many things to many people, to the eThekwini Municipality the importance of community involvement at every level is essential to truly sustainable development. Which is why we take our monthly council meetings to different areas in the community and why we have various meetings and Imbizos between stakeholders at all levels to make sure that we can fulfil the dictum of South Africa belongs to all who live in it, black and white.

Now that eThekwini Municipality has established and drawn up its development priorities and milestones, and we can move with certainty, efficiency and determination to build a People’s Contract to create employment, development and fight poverty. This IDP sets out specific goals and links them to time-based targets. Integrated development planning and implementation remains one of the key challenges to supporting effective service delivery. Central to the mandate of the local government
sphere has been the need to accelerate service delivery and development for the benefit of our people. South Africa's IDP system is hailed as a good-practice model in the world. It represents a local pathway to sustainable development.

In compliance with the Municipal Finance Management Act, our budget is aligned directly to the IDP, which means that the Council’s long-term vision is supported by specific action plans, and objectives, which have been incorporated into both the Capital and Operating Budgets. In order to maximise social development and economic growth based on principles of democratisation, empowerment and redistribution. To ensure that service delivery is accelerated and that capacity is developed, a performance management system has been built in with a responsibility matrix, which specifies key performance indicators that should be attained in order for a process owner to receive a thumbs up or thumbs down.

Developmental local governance requires from us to listen to the voices of all our stakeholders. If we, as Municipality want the citizens to take action and become involved in the city, we have to put their needs on the table. The process of integrated development planning requires that community participation happens - this is a process for the people, by the people.

We stay committed to integrating the Freedom Charter’s implications into our thinking about current challenges because our Integrated Development Plan is central to our work and will ensure that we have comprehensive, practical, integrated and implementable programmes of delivery so that we can take our people closer to that better life that they so richly deserve.

Councillor Obed Mlaba
Mayor
Preface

The IDP Review 2005/2006 process has afforded the City a wonderful window of opportunity to take stock and assess its development strategy. Whilst the essence of the strategy remains intact, the city outcomes have been repositioned. The municipality’s senior management team has focused their energies in interpreting and focussing the city vision to municipal development affairs.

What is different about this IDP is that, firstly, the municipality has unpacked the City's 2020 Vision in order to focus the City strategy on issues that will improve the quality of life for the people and maximise economic growth. Secondly, the Municipality has made key choices that will act as levers to attain the Vision. The strategy involves setting core values that will guide development in the municipality. The effected changes in the document as a result of broad stakeholder consultation and inputs from staff and management of the municipality are as follows:

Chapter 1

The platform of eThekwini Municipality’s IDP
This chapter has been redone to reflect the platform at which the municipality’s service delivery disembarks. The national and provincial interface as well as this chapter now covers Needs analysis.

Chapter 2

EThekwini Strategic Framework
The City’s strategic approach is responding to the need for economic growth and human evolution by building on municipal challenges as presented in chapter one. In addressing these challenges the municipality prepared a Long Term Development Framework which spells out the City’s 2020 Vision. In order to realise the Vision the municipality has made strategic and sustainable choices about the development of the Municipal area and people.

The municipality’s devotion to accomplishing the vision is further marked by a set of core values that are municipal guidelines for implementing development initiatives and relating mutually with eThekwini stakeholders. The solemnly objective of the municipal development approach is to achieve eight city outcomes which will ensure that eThekwini has addressed its challenges, come the end of the IDP circle to achieve the LTDF. Finally, the municipal approach focuses on the identification of key programmes and projects that are catalyst for realising the 2020 Vision.
The 2005/2006 budget is allocated in terms of the city outcomes. Each outcome has a budget to ensure its implementation. The City Manager and Deputy City Managers drive the IDP plans and programmes at the high level of the municipality. In turn, IDP programmes and projects are owned by departmental Heads which reports to the respective plan owners as it will be shown in the subsequent chapters. This type of approach gives effect to aligned planning, monitoring and evaluation of the Municipal IDP.

At this end, the city strategy aims to ensure that the IDP, Budget and Performance management is aligned. The alignment has been achieved through consultation with stakeholders, Councillors, staff and management of the Municipality and other spheres of government.

Chapter 3

Sustaining our Natural and Built Environment outcome and Chapter 3 of the reviewed IDP.
This chapter was chapter eight in the 2004/2005 IDP review. It has been brought to the beginning of the document since it carries the spatial development framework of the municipality.

Chapter 4

Sustainable Economic Development and Job creation
Not much change has been done in this chapter except ensuring that the economic development strategy is drawn from the goals of the chapter.

Chapter 5

Quality living environments
Not much change has been done in this chapter except ensuring that the service delivery strategy is drawn from the goals of the chapter.

Chapter 6

Safe, Healthy and Secure Environments
In the 2004/2005 IDP health was packaged with empowered citizens. Now in this document it has been packaged with Safety and Security.
Chapter 7

Empowered Citizens
The health component of this outcome has been taken to safety and security.

Chapter 8

Embracing our cultural diversity
Not much change has been done in this chapter except ensuring that the promotion of cultural and heritage activities strategy is drawn from the goals of the chapter.

Chapter 9

Good governance
The previous Local Government Democratisation outcome has been upgraded to Good Governance.

Chapter 10

Financial viability and sustainability
Not much change has been done in this chapter except ensuring that the financial management strategy is drawn from the goals of the chapter.

Chapter 11

Implementation and monitoring of the eThekwini Strategic approach
This chapter was in the 2004/2005 IDP called Budgeting and IDP Implementation. There has been an addition of PMS, and role players in the implementation of the IDP.
Chapter 1

The Platform of eThekwini Municipality IDP

“Drawing from the reservoir of our 10 years of experience, we should be able to at least present some tentative perspectives on the best possible way of organising ourselves, in order to be equal to the tasks that are entailed in our entry into the second decade of freedom”

(F.S. Mufamadi, Minister DPLG, 28 June 2004)

1.1 Background

According to the Municipal Systems Act, 132, of 2000 Municipalities should develop Integrated Development Plans (IDP). The IDP is a five-year strategic document which directs all municipal activities with the aim of achieving the municipal vision by responding to social and economic needs of citizenry. The IDP document is reviewed annually in consultation with communities and stakeholders to ensure that it is dynamic in addressing the needs of the municipal community.

EThekwini Municipality has responded to the Municipal Systems act of 2000 by producing an IDP for 20030/2007. This review document is the third review which adopts an implementation approach and seeks to promote integration by balancing the social, economic and ecological pillars of sustainability without compromising the institutional capacity required in the implementation, and by co-ordinating actions across sectors and spheres of government. It is the document on which budgets are finalised, performance agreements struck, bylaws made and plans executed.

This chapter provides the municipal context, that is, the characteristics of the municipal area, the community needs and most importantly challenges facing the Municipality. Before looking at the Municipality’s characteristics, it is worth setting the National and Provincial context with which eThekwini IDP is aligned.

1.2 Setting the National and Provincial Context

The recognition of local government as a distinctive sphere of government, mutually dependent, and unified with the national and provincial spheres of government, initiated a far reaching transformation process that saw the undoing of apartheid structures in favour of policies geared towards meeting the needs of all South Africans. In accordance with this new intergovernmental development-planning ethos, local government is the main planning or implementing arm of government, provinces support and monitor this activity, and national government creates the framework of norms and standards in which these developmental actions take place. Most importantly, the availability of the IDP, at a local level, provides guidance to national and provincial
departments as to where their services are required and hence where to allocate their resources

1.2.1 National framework for sustainable local governance

National government provides the legislative framework, (the White Paper on Local Government, Municipal Structures act of 1998, Municipal Systems act of 2000 and Municipal Finance Management Act of 2003), for joint intergovernmental effort aimed at achieving the key developmental objectives of government. Sector based legislation serves the same objective. ETHekwini Municipality is now charged with the responsibility for being a developmental local government whose core business is to respond to socio-economic challenges in strategic and developmental ways.

In consultation with other spheres of government national government produced a guiding document for alignment to IDPs. This document is commonly known as the National Spatial Development Perspectives (NSDP). The objective of the NSDP is to address the spatial inequalities in service delivery and economic growth. It proposes development priorities for different spatial attributes of South Africa. ETHekwini Municipality is using the document to improve service delivery and economic growth and job creation. The outcomes and targets of the IDP are furthermore beset in accordance with the Millennium Development Goals and include the national norms set by government for growth

1.2.2 Provincial framework for sustainable local governance

The KwaZulu-Natal province has a crucial role to play in ensuring that, among others, ETHekwini IDP contributes to sustainable development of the province as a whole. The provincial priorities of KwaZulu-Natal provide broadly focused, longer-term direction, incorporating a five-year action agenda in the Provincial Growth and Development Strategy. The Municipality is aligning its local planning with that of the Province.

The KZN visionary statement of “MASISUKUME SAKHE” (LET US RISE UP AND BUILD) resonates with the municipal LTDF in that it is based on three strategic focus area, that is:

- Building a people focused, efficient and effective government
- Building the economy; and
- Reducing poverty and crating sustainable communities.

The municipal IDP is aligned to the PGDS because the outcomes that the municipality wants to realize are in line with the provincial priorities. The provincial priorities are (PGDS, Summit 2004):
- Strengthening governance and service delivery
- Integrating investments in community infrastructure
- Sustainable economic development and job creation
- Developing human capability
- Developing a comprehensive response to HIV/AIDS
- Fighting poverty and protecting vulnerable groups in society

To achieve this, the PGDS focuses on the need to affirm a common vision for promoting rising levels of growth, investment, job creation and people-centred development and more importantly to identify what contribution stakeholders can make towards the implementation of the key programmes’ strategies indicated in the framework.

1.3 eThekwini Municipal Area - Major Characteristics

1.3.1 Physical area: typified by diverse land use
EThekwini Municipality is located on the eastern seaboard of South Africa within the province of KwaZulu Natal and covers an area of 2 297 square kilometres. While the total of the EMA is only 1,4% of the total area of the Province, it contains just over a third of the population of KwaZulu-Natal and 60% of the provincial economic activity.

The boundary for the EMA increased that of the previous Durban Metropolitan Area by 68% whilst increasing the population by 9%. The EMA has a wide diversity of land uses. Only 35% of the EMA area is predominantly urban in character, with over 80% of the population living in these areas. The majority of the densely populated informal housing is also located within this area.

1.3.2 City people: a culturally rich and diverse population
The EMA is an amalgamation of racial and cultural diversity, with its African, Asian and European influences creating a vibrant cosmopolitan society. The EMA currently has an estimated population of just over 3 million, with middle the AIDS scenario projecting that the 2020 figure will also be 3 million.

The Black community makes up the largest sector (68%) of the population followed by the Asian community (20%), White community (9%) and Coloured community (3%) . The age profile reveals that, although the working age group comprises 68% of the population, there is a relatively large youthful population, with 28% under the age of 19 years.
According to the Municipality’s Quality of Life survey, conducted in 2003/04, 40% of residents are satisfied with their lives and 36% is dissatisfied. Last year’s levels were similar, except that there has been a slight decrease in the amount of dissatisfied citizens – from 39% to this year’s 36%.

Life satisfaction is strongly linked to employment levels and since these surveys they have confirmed the close relationship between employment and quality of life, and show that as employment rose and fell, so did satisfaction with life.

Levels of life satisfaction vary considerably between racial groups, as seen in the table below. Generally speaking the Black / African population is the least satisfied with life, the Asian / Indians are more satisfied than the Coloureds, and the White population is the most satisfied population.
<table>
<thead>
<tr>
<th>Year</th>
<th>Black / African %</th>
<th>Asian / Indian %</th>
<th>Coloured %</th>
<th>White %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998-9</td>
<td>29</td>
<td>60</td>
<td>42</td>
<td>76</td>
</tr>
<tr>
<td>1999-0</td>
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<td>82</td>
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<td>75</td>
</tr>
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<td>2001-2</td>
<td>21</td>
<td>57</td>
<td>41</td>
<td>83</td>
</tr>
<tr>
<td>2002-3</td>
<td>33</td>
<td>50</td>
<td>36</td>
<td>79</td>
</tr>
<tr>
<td>2003-4</td>
<td>30</td>
<td>55</td>
<td>39</td>
<td>69</td>
</tr>
</tbody>
</table>

1.3.3 The Municipal economy: characterised by low economic growth

Durban is South Africa’s major port city and the second largest industrial hub (after Gauteng). Durban is a key trading gateway as the main entry and exit point for imports and exports and with its access to important trading routes to the east, and its proximity to the Gauteng mineral-industrial complex.

The City’s per-capita income of R23557 per annum, although higher than the South African average, is still significantly less than that of other emerging economies. This income has declined at a rate of 0.34% in the period between 1990 and 1999, resulting in declining standards of living. The City’s economy is currently growing at a rate of 4% pa. One of the central growth challenges is to double per-capita income over the next decade. In order to achieve this, a growth rate of 7.5% is required, and 18000 new jobs need to be created before 2010, in order to realise the strategic vision.

1.3.4 The socio-spatial environment – legacy of apartheid

Because of economic and political factors, the spatial configuration of the EMA forms an inverted ‘T’ shape with two major national freeways forming the main structuring elements of the geographic space. The N2 runs parallel to the coast, linking the EMA with the northern part of the Province and the Cape region to the south. The N3 links the EMA with the Gauteng region. Areas closer to these national roads tend to be well provided with physical infrastructure and social amenities, while areas on the periphery tend to be poorly resourced. Most of the historically black formal residential areas, as well as informal and peri-urban areas, are located on the outer periphery. This spatial configuration has resulted in a distinct pattern of inequity and inefficiencies across the EMA. Table 2 below indicates some of the transport-related inefficiencies.
1.3.5 Natural Resources – rich natural systems
The Municipal area is characterised by diverse topography, from steep escarpments in the west to a relatively flat coastal plain in the east. This diverse landform supports a wide variety of terrestrial, freshwater and marine natural ecosystems. This includes 98 kilometres of coastline, 18 catchments, 17 estuaries, and 4000 kilometres of rivers.

The value of natural services provided by the open space asset (63 114 ha) is estimated to be R3.2 billion (see Table 3). The value of basic services (e.g. water, fuel) extracted from the natural resources in rural areas provides an estimated R5 000 per annum in services to each household. This means that if the natural resources were depleted in our rural areas, each household would have to find R5000 each year to purchase the goods and services that were once provided free of charge by the natural environment.

<table>
<thead>
<tr>
<th>Table Three: Our Natural assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>98 kilometres of coastline</td>
</tr>
<tr>
<td>18 catchments 17 estuaries</td>
</tr>
<tr>
<td>4000 kilometres of rivers</td>
</tr>
<tr>
<td>63 114 ha open space</td>
</tr>
<tr>
<td>R3.2 billion - value of services per annum</td>
</tr>
</tbody>
</table>
Map 1
etThekwini Municipal Area

- Highly Resourced Areas
- Dense Informal Settlements
- Unicity Boundary
- National Roads

Geographic size: 2297km²
Population: 3,090,117
Registered Voters: 1,229,540
No. of Households: 823,617

*Population figures based on 2001 census
1.4 The needs of the Municipal citizens

The central drivers of the City’s IDP are the needs expressed by eThekwini Municipality stakeholders. In order to develop a thorough and sophisticated understanding of these needs, a number of sources have been drawn on. These include workshops with communities and key stakeholders, surveys (e.g. annual Quality of Life survey), information collected by municipal departments and census information. Used together, these sources of information provide a fairly comprehensive picture of the needs of the various stakeholders of the city.

This section presents a set of needs that can be used to help inform and drive Municipal priorities, partnership choices and strategic responses. Needs are set out in terms of households, businesses and vulnerable groups.

1.4.1 The Needs of our residential communities

Using information collected from households during the Municipality’s annual Quality of Life Survey, it is clear that whilst community needs vary across different segments, ranking of household needs in areas with low services is similar across all segments with sanitation and water prioritised. What is most striking from the analysis of the household data, is that unemployment and crime have been prioritised by all segments of the community.

It is also important to note that a similar picture of needs emerged from the range of ward workshops held during the IDP review process. Each ward held a workshop attended by various sectors of the community. These workshops confirmed the needs assessment results obtained through the Quality of Life survey. In summary, the ranked results from these ward workshops are (see table four).

<table>
<thead>
<tr>
<th>Table Four : Ranked Results of Ward Needs Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Housing &amp; household services</td>
</tr>
<tr>
<td>2. Safety &amp; security</td>
</tr>
<tr>
<td>3. Jobs / Economic development</td>
</tr>
<tr>
<td>4. Community infrastructure</td>
</tr>
<tr>
<td>5. Health services</td>
</tr>
<tr>
<td>6. Governance issues</td>
</tr>
<tr>
<td>7. Transport</td>
</tr>
<tr>
<td>8. Education</td>
</tr>
<tr>
<td>9. Social issues</td>
</tr>
</tbody>
</table>

A spatial analysis of needs shows that many of the communities that are worse off are located in the historically under-invested township areas where a great deal of informal
dwellings infill has occurred. In addition, the communities in the rural periphery have the lowest access to services and lowest socio-economic status. (Refer to map 2 below)
### 1.4.2 Business community needs

Of particular concern to large business is the uncertainty, inconsistency and unpredictability of government actions, delays in delivering platform infrastructure, the high cost of doing business (especially rates and service charges) and lack of partnerships.

**Summary of Business Needs**

<table>
<thead>
<tr>
<th>Business Needs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure reasonable business &amp; property rates &amp; rents</td>
<td></td>
</tr>
<tr>
<td>Drive HIV/AIDS programmes to promote a healthier workforce</td>
<td></td>
</tr>
<tr>
<td>Ensure equitable economic development of all areas</td>
<td>Implement recommendations from the Best Practice City Commission</td>
</tr>
<tr>
<td>Ensure strategic utilisation of city resources for economic growth and employment creation projects</td>
<td>Create clean, well maintained environments</td>
</tr>
<tr>
<td>Provide decent facilities for informal traders eg. Shelters</td>
<td>Promote tourism opportunities</td>
</tr>
<tr>
<td>Improve the crime and security situation</td>
<td>Ensure maintenance of facilities, services and infrastructure</td>
</tr>
<tr>
<td>Upgrade and developing adequate infrastructure Develop commercial and industrial nodes in townships and peri-urban areas</td>
<td>Provide predictability and efficiency in government processes</td>
</tr>
<tr>
<td></td>
<td>Facilitate investment by reducing bureaucracy and “red tape”</td>
</tr>
<tr>
<td></td>
<td>Provide business support, skills training and access to procurement</td>
</tr>
</tbody>
</table>
1.4.3 The Needs of vulnerable groups
Issues related to vulnerable groups are not only raised at ward and Unicity wide workshops as needing particular focus, but also the President Mbeki State of the Nation address (2005) made it clear that our liberty is only possible if no human being feels vulnerable to any act of nature or humankind. The Municipality responded to this by identifying the needs of the following vulnerable groups.

1.4.4 The Youth
The youth (15-29 years) comprise about 31% of the EMA’s population. Issues identified include the need for skills development, access to recreational facilities and sports programmes. They are looking for educational funding, job opportunities, socio-political stability, gender issues, small business development and opportunities for effective participation. Education on drugs, alcohol abuse and HIV/AIDS awareness were also listed as important.

1.4.5 Senior Citizens
Senior citizens (65 years and older) make up about 4% of the EMA’s population with pensioners often supporting an extended family. Health issues are of particular concern to this group including the need for affordable hospitalisation, day care, old aged homes and health education. Security and safety are also a priority issue, with protection against abuse and accessible pension payout points listed as key needs. Discounts for the aged, user-friendly transport support for NGOs aiding senior citizens and well-equipped libraries are seen as important to improving the quality of life for the elderly.

1.4.6 Women
Households where women are the sole supporters in the home have lower life satisfaction due to low income, less work experience and increased responsibilities. Women (who make up 52% of the EMA’s population) seek gender equality, equal opportunity and access and personal safety. Education on women’s rights, skills training programmes, protection against abuse and accesses to social support were raised as key issues. Other needs raised included targeted support for women’s groups and working women, crèche facilities, counselling for the abused and HIV/AIDS, health services child support funds, and access to job opportunities (e.g. community gardens etc.).

1.4.7 Children
27% of the population is under the age of 15. Children were identified as a high-risk group. Issues of particular concern include dealing with street children, AIDS orphans, abused children and the needs of children headed households.

1.4.8 Differently-abled persons
It is estimated that at least 44,346 (1%) of the EMA’s residents are disabled. Key issues identified by this group include the need for assistance in accessing State grants, skills training, dedicated public transport for the disabled and more rehabilitation centres. Accessible payout points, user-friendly public transport and public buildings, specialised
educational facilities and disabled sports programmes together with the need to have information accessible to all were also highlighted.

1.5 Key development challenges of eThekwini Municipality

The eThekwini Municipality faces a set of complex development challenges that need to be addressed both in the short and longer term. This section highlights these key challenges facing the Municipality.

1. Low economic growth and unemployment
   At the centre of our City’s development challenge is the need to strengthen the economic base. The welfare and quality of life of all our citizens, as well as the ability of the Council to meet their needs, is largely dependent on the ability of our City’s economic base to generate jobs and income. In addition, the City faces a severe and worsening unemployment situation with estimates placing unemployment levels between 30 and 40% of our population. Since 1997 there has been a net loss of formal jobs of 1.5% pa i.e. 40 000 jobs in total.

2. Poor access to basic household services
   It should be noted that substantial progress has been made in extending basic household services to previously unconnected households, with approximately 75% of all households now having access to adequate levels of basic household services. The major backlog areas however, coincide geographically with existing informal settlements and peri-urban areas. The key development challenge is addressing the service delivery backlogs in the rural areas of the Municipality.

3. High Levels of Poverty
   It is an established fact that the issue of poverty entails much more than insufficient income. It is also about inadequate access to jobs, infrastructure and the full range of opportunities that a person might have; in short, it means societal inaccessibility, and a low income is merely one aspect of this complex problem. For purposes of measurement, however, income levels are an obvious indicator of poverty. Relatively speaking, 40% of all households in the EMA can be classified as being ultra poor or poor. From a study conducted by Casale and Thurlow (1999), it was found that 20% of households earn less than R1 156pm (classified as ultra poor) and a further 20% of households earn between R1 157pm and R1 834pm (classified as being poor).5

   Poverty is concentrated amongst Africans (67% classified as poor) and Indians and Coloureds (with 20% classified as poor). Women are three times more likely to fall into the “extremely poor” category than are men. Children are the most vulnerable to poverty with half of all children in the EMA identified as being poor.

4. Low levels of literacy and skills development
   Our City’s greatest asset is its people. Historically, the City has invested very little of its resources in developing its people. With regard to the City skills base, it is of concern
that 16% of all adults are functionally illiterate. 38% of the adult population has passed matric but only 8% have tertiary qualifications. In terms of employment skills, there is a gap at all levels between the skills required in the workplace and current skills available in the working population. For example, 60 to 70% of information technology graduates from universities in eThekwini leave the City immediately after finishing their degrees.

As the Council has become involved in promoting skills development and overcoming this skills gap, this issue poses a new and exciting challenge.

5 Sick and dying population affected by HIV / AIDS
It is estimated that 1,599, HIV will infect 512 people in KZN by 2016. KwaZulu-Natal, including Durban, is ahead of the rest of the country in terms of the progression of the pandemic.

It must be acknowledged that over the past years, Council has made great strides in attempting to deal with the pandemic. However, the challenge of maintaining the momentum of addressing the pandemic by mainstreaming our efforts, will remain.

6. Exposure to unacceptably high level of crime and risk
People within the EMA are exposed to unacceptably high levels of risk, although these are lower than in other major cities in South Africa. Ensuring a safe environment will remain one of the City’s main challenges because it is critical for social development and also contributes significantly to investor confidence and economic development in the EMA.

Besides crime, if we are to realise the City Vision, the following safety and security issues need to be addressed high levels of road accidents, susceptibility to air and other types of pollution, slow response times for fire emergencies, poor information on the nature and levels of risk within the EMA and approximately 9000 households subject to flood risk.

We also lack good information on the nature and levels of risk within the EMA and must improve our information gathering and dissemination techniques for a secure environment.

7. Unsustainable development practices
In striving to meet the challenges facing the City, it is important that we create a development path that is sustainable. As outlined earlier, if we are seriously to reverse our unsustainable development path, then the Municipality must build sustainability into the way we promote economic development, provide infrastructure and services, manage our City finances, involve citizens in decision making, protect our threatened ecological spaces and attempt to balance the social, economic and environmental needs of the City.
8. Ineffective, inefficient, inward looking local government
Non-developmental and archaic legislation practices and processes have often been articulated as a cause of great concern and a stumbling block to customer-focussed service delivery. These have required many of the municipal service units and departments focus exclusively on their own core functions. Whilst individually the service providers are considered effective service deliverers, there is very little co-ordination when delivering services and infrastructure development. The inheritance of a vertical organisational structure and an organisational mentality that focussed on discreet sectoral objectives has contributed to the fragmented and piece-meal nature of Council service delivery. As part of the transformation process and organisational restructuring, the key challenge has been to address these critical issues.

1.6 Addressing City challenges
Having discussed the municipal IDP platform the next chapter focuses on how the Municipality seeks to address the challenges that it faces. The strategic framework presents how the Municipality plans for the short, medium and long term goals by using challenges as priorities in improving the quality of life and growing the economy.
Chapter 2

EThekewini Strategic Approach

In order to sustain our winning ways we must focus on continuing to build an inclusive, well-governed, sustainable and productive City.

(Dr M.O. Sutcliffe, eThekwini City Manager, January 2005)

2.1 Introduction

The 2005/2006 IDP review has offered Senior Management in the Municipality the opportunity to focus the City Vision. They spent time unpacking the City 2020 vision to provide greater focus for the City Strategy. Furthermore, a substantial amount of effort was spent on integration of work streams to ensure greater effectiveness in delivery. This will being about departments aligning their programmes and projects in terms of the IDP in order to reduce duplication and minimise the wastage of resources both human and financial.

The key thrust of the City Strategy is to ensure that the IDP responds to challenges facing the Municipality in a way that exploits its strengths and is consistent with the needs of communities as discussed in Chapter 1. As Chapter one has projected, the City is faced with economic growth, job creation and institutional development challenges. Responding to these needs requires thinking that is innovative, holistic, long-term, and within the context of our national and provincial mandates to create sustainable responses to our municipality’s key development challenges. In support of the City’s development approach the Municipality is focussing in visioning and strategy alignment as a critical element towards fulfilling its role of ‘developmental local government’. The implementation strategy is not only about responding to challenges but also being visionary as espoused in the eThekwini Long Term Development Framework.

2.2 The 2005/2006 IDP Strategic Approach

Over the past 10 years, the emphasis of the Municipality has been on unwinding the legacy of apartheid by meeting basic needs. This work needs to continue over the next decade so that all citizens have access to basic services and decent housing. However, this alone will not help us achieve a sustained improvement in quality of life of citizens, actions to build on the strengths of the economy will be vital to generate income and jobs. Furthermore, for eThekwini to become a globally competitive city, serious efforts not just by the Municipality, will need to be made to upgrade the skills and technology infrastructure so that eThekwini becomes a smart city.

The City’s strategic approach is responding to the need for economic growth and human evolution by building on the municipal challenges presented in Chapter one. In
addressing these challenges, the Municipality prepared a Long Term Development Framework which spells out the City’s 2020 Vision. In order to realise the Vision, the Municipality has made strategic and sustainable choices about the development of the Municipal area and people.

The Municipality’s commitment to accomplishing the Vision is further marked by a set of core values that are municipal guidelines for implementing development initiatives and relating mutually with eThekwini stakeholders. The solemn objective of the municipal development approach is to achieve eight city outcomes which will ensure that eThekwini has addressed its challenges, come the end of the IDP circle to achieve the LTDF. Finally, the municipal approach focuses on the identification of key programmes and projects that are catalysts for realising the 2020 Vision.

The 2005/2006 budget is allocated in terms of the City outcomes. Each outcome has a budget to ensure its implementation. The City Manager and Deputy City Managers drive the IDP plans and programmes while IDP programmes and projects are driven by departmental Heads which reports to the respective plan owners as will be shown in the subsequent chapters. This type of approach gives effect to aligned planning, monitoring and evaluation of the Municipal IDP.

The City Strategy aims to ensure that the IDP, Budget and Performance management is aligned and has been achieved through consultation with stakeholders, Councillors, staff and management of the Municipality and other spheres of government.
THE CITY'S STRATEGIC APPROACH

LTDF

BUDGET & PMS

IDP 2005 / 2006

City Challenges

CITY 2020 VISION

Strategic Areas

1. Meeting basic needs
2. Strengthening the economy
3. Building skills and technology

What we will do?

Make city choices

How we will achieve choices?

Set core values

DEVELOPMENT STRATEGY

8 City Outcomes

Programmes

Projects
2.2.1 The City’s Long Term Development Framework (LTDF)

In the year 2001 the Municipality responded by preparing the Long Term Development Framework (LTDF) with a 2020 Vision and strategic focus areas. The LTDF captures the thinking of the City’s leadership as expressed during deliberations at the new Council’s first strategic planning workshop held in May 2001. It maps out where the municipality want to be in 20 years and outlines how it will reach its vision.

The essence of the LTDF is to achieve a balance between meeting basic needs, strengthening the economy and developing people skills and a technology base for the future, as symbolised by the three-legged pot:

These three focus areas of the LTDF inform the strategic priorities of the IDP over five years. It is argued, if these strategic focus areas are implemented then the municipality will be in a sustainable path to achieve its vision of a high quality of life for its entire people. This means, firstly in terms of meeting the basic needs the
priority of the Municipality is to ensure that all residents live in a safe and secure environment, receive free basic services and decent shelter. Secondly, building increased prosperity of all citizens, sustainable job and income creation and a better distribution of wealth is central to the Municipality’s challenge of economic development and job creation. Finally, enormous efforts need to be invested in upgrading the skills and technology in order to invest in the future of the Municipality which will have empowered citizen and information driven organisation.

2.2.2 The Vision and key choices for eThekwini Municipality

The LTDF presents the Municipality’s 2020 Vision, which expresses key elements that will contribute to the realisation of the three strategic areas of the LTDF. The Municipality’s Vision reads:

“By 2020, eThekwini Municipality will enjoy the reputation of being Africa’s most caring and liveable city, where all citizens live in harmony”.

This Vision will be achieved by growing our economy and meeting people’s needs so that all citizens enjoy a high quality of life with equal opportunities, in a city that they are truly proud of.

The main focus that emerges from the Municipal Vision is that of a “caring” and “a liveable city”. In order to realize the Vision, the Municipality believes that there are minimum things that all citizens, the business community and visitors must enjoy and the municipality will strive to provide together with other roleplayers: If the Municipality has realised its Vision, the community, business and visitors should:

- Have ease of movement in the City
- Enjoy a safe environment in every corner of the Municipality
- Afford what the city offers
- Enjoy a clean and green city
- Have access to economic opportunities
- Enjoy homely neighbourhoods
- Access services to meet needs in particular municipal services, health and education.

Given the developmental local government mandate, and our commitment to ensuring that citizens take action, a key focus area is improving accessibility and accountability of the Municipality. More than this, it is about putting in place effective mechanisms to ensure that all spheres of government work together with the municipality in delivering services. Success in eThekwini needs to result in a measurable improvement in quality of life. This means that people of eThekwini should be able to:

- Live in harmony
- Be proud of their City
- Feel protected
- Feel their basic needs are being met
As part of focusing the City Strategy more attention will be paid to using the strengths and opportunities that the City offers for delivery on the strategy. These opportunities include:

- Working with the topography of the City to create a sustainable planning system and assist in the engineering of stormwater;
- Making the most of all year round good weather to promote a healthy outdoor lifestyle;
- Using the natural beauty of the Municipality and the warm waters of the of sea to promote an ecologically friendly tourism strategy;
- Establishing partnerships with other spheres of government for developing the City and defining Durban as a lifestyle City.
- Ensuring greater use of parks and other community facilities to encourage sport and recreation of all age groups
- Working with the private sector to create an image of eThekwini that is fun, relaxed and stress free.
- Promotion of indigenous remedies for healing and relaxing
- Building on the City's current logistic infrastructure to promote connectivity to increase the scope and opportunity for learning and economic opportunity;
- Promoting a cleaner and greener City and focusing on recycling, working towards cleaner air, water and ground.
- Promoting a denser city to take advantage of economies of scale and protecting the semi-rural and rural areas within the City.

The City’s opportunities have a measured influence on the choices that the City makes towards realising the “caring” and “liveable” elements of the City vision. Given the opportunities and strengths that the municipality has, it is imperative to make a set of choices that will influence this type of thinking which is the driving force behind the programmes and projects that the city will drive support, and partner around. These choices are:

1. **Logistics infrastructure**

The improvement of logistical infrastructure will not only beneficial to the private sector in terms of profits, but it will have the following spin-offs for the Municipality and the ordinary communities because it will:

- Improve connectivity in the Municipality
- Increase the scope and opportunity for learning
- Increase economic opportunity

Consequently it is a desirable element for accomplishing the City Vision. Of major importance is the opportunity presented by the existence of the Port and other firms that will be partners in increasing the economic opportunity with the improvement of the logistical infrastructure.
2. Zoning to increase densities and to reduce sprawl

Using the municipal Spatial Development Framework, the Municipality is committed to the zoning of land use and management systems in order to increase densities and reduce urban sprawl. The SDF will ensure that:

- There is more effective use of facilities
- The municipality reduce the need to increase the number of facilities
- People live closer to amenities and work opportunities

Given that a proportion of the economically active population live furthest from the areas of economic opportunity, the Municipality is striving to ensure that people are brought closer to where their living, working and playing needs are. Whilst the City is committed to bringing people closer to areas of economic activity, the principle of sustainability will be the main driver to ensure that people are living in harmony with the environment.

3. Diverse and sophisticated cultural and heritage offerings

Significant work has been done to ensure that the first decade of democracy passes with every racial group embracing each other’s cultural diversity. The Municipality will continue with projects that develop local art and heritage programmes. The activities to achieve the diverse and sophisticated cultural and heritage offerings include:

- Popularising culture and heritage of the City
- Extracting economic gains from cultural activities
- Discouraging creative people from leaving the city

The output of this choice is a cosmopolitan society that lives together in harmony in a City that they are truly proud of. In reviewing the IDP, it was clear that insufficient attention had been paid to how the City ensures that sports, culture, art, history and heritage are actively promoted. Therefore the Municipality has made the choice to promote cultural and artistic expression and also find economic opportunities through it.

4. Safe and healthy city

This choice is not only focussing on enforcement but also awareness. In becoming a caring and livable City eThekwini is thriving to ensure the safety of its citizens by:

- Promoting Durban as a place to relieve stress
- Increasing prospects for investment and tourism
- Reducing criminal activities

People living and visiting Durban will feel protected to play in Durban beaches, walk in the streets and reside in the municipal area.
5. Good public transport system

One of the objectives of the municipal 2020 vision is ease of movement for commuters to and from work, shopping, leisure and school. If Durban improves its public transport then it will:

• Reduce the need to increase road networks
• Provide a platform of connectivity between people

As a result the community, business and tourists will enjoy commuting using public transport because they will not have to take more than two taxis, buses or trains before they reach their destination.

6. Eco and activity tourism

The natural resources of the City have large economic benefits for tourism and economic development. This choice seeks to develop an innovative, highly effective and measurable marketing plan in order to grow tourism numbers with the aim of:

• Keeping people active
• Retaining and benefiting from natural environment
• Keeping people healthy

It is believed that the exploitation of the foregoing opportunities will result in the development and maintenance of sophisticated tourism databases to better inform product development and marketing decisions.

7. Clean air/clean industry

The Municipality has previously spent more than R 10 million dealing with man-made environmental pollution i.e. air, water and consequences of physical development like roads, sports centres, etc. As part of attaining the “liveable” element of the City vision the municipality will:

• Improve health and well being of people
• Contribute to saving the earth

The City aims to provide incentives for people and industries to keep their areas environmentally healthy for example, promoting litter picking by schools and giving away books or computers to schools which had picked highest number of litter bags. Clean air and clean industry is not just about environmental protection, in essence, it is about realising good change; it has as much to do with rising levels of income and having a clean supply of water as it does with the protection of natural areas.

8. Ecological integrity

Ecological integrity is about consciously building sustainability into the ways we promote economic development, provide infrastructure and services, manage our city finances, involve citizens in decision making, and protect our threatened ecological spaces. This includes:
• Decreasing the cost of engineering
• Retaining an attractive city
• Reducing the cost associated with natural disasters.

The balancing of social, economic and environmental needs of eThekwini will result in the efficient usage of all our resources and therefore ensure that all forms of development occur within the carrying capacity of our natural surroundings.

2.2.3 Core Values Guiding Municipal Programmes and Projects

The eThekwini Municipality is committed to a set of principles that will guide all its actions in implementing its five-year term development priorities. The core values show how the Municipality wants to implement the City choices. The City as a whole should embrace the following principles:

1. A Sustainable city
   • The city that cares about the environment
   • Ensure that everything the city builds survives us
   • Cognisance of future generations' livelihoods

2. A Caring city
   • Having customer focus
   • Encourage citizen action
   • Seeking and maintaining partnerships
   • Focused on quality of life for all citizens
   • Ensure access to health care
   • Holistic approach to mental and physical well being
   • Protecting the marginalised

3. A Smart city
   • Innovative
   • Lifelong learning
   • Information-driven
   • Successful city
   • Clean and liveable city
   • Citizen action

4. An equal and democratic city
   • Non-racialism
   • Non-sexism
   • Tolerant citizenry
   • Non-discrimination

5. A financially successful city
   • Thinking local and supporting local innovations
   • Supportive of and driving Black Economic Empowerment
   • Reduce Poverty
   • Support and grow SMME
The values of eThekwini describe the relationship between the people within eThekwini as well as the relationship between the municipality and its customers. Particular to the municipality, municipal development will be centred on the following values.

A Developmental Municipality
- Caring, ethical and productive organisation
- Information driven organisation
- Strategically led municipality
- Pioneer the outcomes based planning approach in local governments

Putting people first (Batho Pele)
- We care
- We belong
- We serve

The municipality will strive to embody these principles in every action to improve the quality of life for the citizens and to maximise economic growth in eThekwini. Through a wide consultation with stakeholders and Councillors, the Municipality’s Senior Management Team has agreed that in order to address the issue of real institutional alignment and genuine integration in the IDP it is necessary to have an ideal state that the municipality wants to realise.

2.2.4 The City’s eight-point-plan / outcomes

The eight-point-plan or outcomes are focus areas for the of the IDP. The strategy is to ensure that each plan has programmes and projects to achieve the outcome.

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3. Conclusion
Over the next chapters, the document engage more on the above eight-point-plan. The eight-plans each have programmes and projects which address strategic and tactical choices, informed by what is possible and necessary. The plans, programmes and projects are guided by a collective sense of purpose to build a caring and liveable city.
Chapter 3

Sustaining the built and natural environment

Goal
- To promote sustainable and integrated social, economic and environmental land use management

Desired Outcome
- Sustainable land uses and management systems

3.1 Strategic Direction

Scientists are producing evidence daily that the health of our entire planet is at risk and will soon be in crisis if mankind continues to deplete its resources at the current rate. It is being found that systems under stress may show little change for a long period and then suddenly and unpredictably display massive and sometimes irreversible change.

At the municipal level, sustaining our natural and built environments means that we must make sensible decisions that balance social, environmental and economic goals.

As far as possible, all development must function in harmony with the natural resources and processes upon which human health and the economy so often depends. Our natural systems, which are often referred to as our open space assets provide services that have no human substitute. These include services such as clean air, climate stabilisation, rainfall, marine resources, fertile soils etc. We rely on Nature for our most basic needs such as air, food and water. All fuel, fibre and construction material is also derived from Nature. It makes sense that poor people are most dependant on these free services especially in rural areas where these services are generally more abundant. The open space asset also provides services that, if destroyed or degraded, require costly replacement interventions such as storm water protection measures, mechanised processing of wastes, beach sand replenishment schemes, water purification schemes etc. The economic value of eThekwini ecosystem services is estimated at R3, 2 billion per annum excluding the contribution to the leisure industry.

It is important to recognise that certain development by its nature cannot work in harmony with the natural assets. In instances such as these it should be demonstrated that there is nevertheless a net environmental gain as a result of the development proceeding.
3.2 Key strategic focus of the plan

3.2.1 Develop, manage and regulate the built and natural environment

A hierarchy of plans and associated processes is being implemented within the Municipality in order to deal with the strategic direction of the Municipality as well as the development, management and regulation of the natural and built environment.

**Programme 1: Develop and implement a sustainable and integrated Spatial Planning System.**

The structure of the package of plans being implemented within eThekwini can be viewed above. These plans are hierarchical and integrated in that they show the move from strategy to implementation, with each plan responding to the direction provided by the preceding plan within the hierarchy.

The highest order spatial plan is the Spatial Development Framework (SDF). This plan is the point of integration of strategic municipal spatial strategies in the arena of economics, transport, environment and society.

The Spatial Development Plans (SDPs) cover the entire municipal area at a greater level of detail than the SDF. The Northern and Outer West SDPs are currently being finalised while the South SDP is soon to be initiated and will be followed by the plan for the Central area of the Municipality. These plans provide guidance as to the nature and intensity of development that can potentially be sustained on the land. The
philosophy is that the carrying capacity of land ought not to be exceeded as a result of development. The SDPs are river catchment-based which entrenches the sustainability ethic being adopted by the Municipality. Different land uses produce varying degrees of surface run-off and pollution that drain to rivers within the catchment. These rivers drain through communities and finally discharge to sea. River health affects community health and impacts on the municipal economy via the costs of water quality improvement, the cost of treatment of water borne diseases and the cost of negative impacts on the leisure and tourism industries. Infrastructure is required to realise the development potential depicted within the SDPs. Infrastructure experts have been involved in testing various potential land use scenarios in order to identify potentially major infrastructural implications and impediments. The involvement of planners, environmentalists and engineers in the development of the SDPs is a reflection of the integrated nature of the planning process that can only enhance the sustainability of such plans.

Upon completion of the SDPs, Local Area Plans (LAPs) will be initiated beginning with the areas experiencing the most significant development pressure. A number of LAPs will be needed to cover an entire SDP area. The LAP carries through the intent of the SDP but responds to the peculiar nature of the local area. A LAP would for example consider issues such as the alignment of local movement systems, the identification of local economic and leisure opportunities and the more accurate identification of areas for both development and conservation.

Precinct or Special Area Plans will be undertaken for areas within the LAP which require special attention as a result of their unique or special character. Florida Road would for example be a heritage precinct since it is a strip that is in high demand for development and yet it possesses numerous buildings that have merit from an architectural heritage perspective. The re-development of KwaMashu town centre would likewise justify the development of a Precinct Plan. These plans would exhibit a high level of detail including architectural theming, landscaping, street furniture etc.

We will only attract development in accordance with the SDPs, LAPs and Precinct Plans if we have a supportive Land Use Management System (LUMS). There are numerous aspects to a LUMS including land use schemes, rating policies, endowment policies etc. The land use scheme is a critical component and deals with zoning and built form controls. The intent embodied within the package of spatial plans must be translated into the most appropriate zones and controls within the land use schemes. A single land use scheme framework for the whole of eThekwini is currently being developed in order to replace the old town planning scheme terminology and to ensure that historically under-invested areas previously not covered by such planning controls can now potentially be brought into the system. The review of out-dated planning/land use schemes will need to be undertaken to ensure alignment with higher order plans. Once this is achieved it will eliminate the conflict that currently exists between the preferred development path for an area and the development path being dictated by outdated zones and controls embedded within the ‘old’ planning schemes.
Programme 2: Develop and implement a coastal management plan

Internationally, coastal areas are considered as significant assets. They offer tremendous potential economic opportunities in the fields of tourism, property development, commercial harvesting of marine resources and in the case of ports, in the arena of trade. The coastal zone is an incredible recreation asset for local residents. Being able to go to the beach for the day to swim or surf, to play in the sand or to fish is something that we in eThekwini perhaps take for granted and we need to acknowledge the value of our coastline. In an urban area like eThekwini the estuaries and marine environment fulfil the additional function of waste processing. Coastlines also have the potential to contribute towards poverty relief through activities such as subsistence harvesting of marine living resources.

Coastal management has been a neglected function within the Municipality. This is not to say that there is little involvement by the Municipality in the coastal zone but simply that there has been little overall co-ordination of the numerous interventions that do occur within this important zone. This is now being remedied with staff being dedicated to this function to ensure that the latent potential of the coastal zone is realised to its full potential.

EThekwini is committed to ensuring the long-term sustainability of the natural resource base through concerted efforts in a number of key areas.

The eThekwini Environmental Services Management Plan (EESMP) identifies the environmental services assets throughout the municipality that require protection and management in order to ensure that they continue to produce the environmental services that contribute to the healthy functioning of the entire municipal area. These environmental services assets include, among others, wetlands, rivers, estuaries, grasslands and forests and coastal zone resources. It is recognised that we need to conserve biodiversity in order to ensure the sustained proper functioning of ecosystems. However it is also recognised that the natural resources are enjoyed by residents for recreation and are harvested mostly by the poorest residents as part of their poverty alleviation strategies.

Natural areas vary in size and quality and in their geographic context and these factors have determined the respective role that each asset will play within the overall EESMP. Resource Core Areas such as Umgeni Valley are large areas of environmental service production where sustainable harvesting of resources is supported. These areas can be easily accessed since there is no access control and appropriate residential land uses would be allowed to locate inside these areas. Conservation Core Areas such as Krantz Kloof Nature Reserve on the other hand play the roles of biodiversity conservation and recreation. Access to these areas is usually controlled. Appropriate recreation activity is supported within these areas but little or no resource harvesting will be allowed and residential land uses are excluded. Every natural area within the EESMP is allocated a role of either “conservation” or “harvesting resource”. This differentiation applies to the large Core Areas and to the Corridors linking natural areas as well as to the Isolated Small Areas or Sites that have been identified.
Sustaining our natural assets in the long term is going to involve numerous areas of work. Custodianship of the natural assets by all residents is the key to achieving this. Building awareness of the numerous roles that the environment plays in contributing to people’s quality of life as well as the significant economic value of environmental services is an important focus area. In particular, appropriate programmes must be developed that reinforce the role that natural resources play in rural livelihoods in order to ensure community management of upper-catchment environmental assets.

The daily management of development to ensure minimum impacts on the environment is a highly resource-intensive aspect of the work that needs to be undertaken. Sustaining the natural resource base requires more support in the form of land use management tools such as the transfer of development rights as well as rates rebates for privately owned land which exhibits high quality environmental assets and which is being committed for environmental protection. The proliferation of alien plants within the municipality threatens biodiversity and is an area that also requires urgent intervention. Finally, in order to gauge if we are indeed sustaining the natural resource base over time, we need to implement a monitoring programme of key environmental indicators.

Programme 4: Develop and implement an integrated environmental, land use and transport monitoring system to minimise the negative impacts in priority areas
Within the Municipality there exist areas that fall far short of achievement of our sustainability targets. These areas must receive priority in terms of being part of a monitoring programme in order to ensure that significant progress is made towards achieving respective targets.

Programme 5: Develop and implement an integrated, efficient and effective application and approval system
If one has unnecessarily long delays in the approval of development applications then landowners become frustrated and begin to circumvent proper procedure and thereby begin to act in an unsustainable manner. Therefore it is in the municipal interest to develop an effective and efficient system.

3.2.2 Climate protection and pollution minimisation

Programme 6: Develop and Implement municipal pollution reduction and climate protection programme
The national Minister of Environmental Affairs & Tourism speaking recently (May 2005) on the issue of climate change made the following statements: “Too often climate change is regarded as someone else's problem. On the international stage it is regularly pushed aside as secondary to the interests of rampant economic gain, or as an issue important only to some nations threatened by rising ocean levels, or expanding deserts. At the domestic level it is often seen as a macro-threat with little direct relevance to local communities or provincial authorities. The simple truth however is that climate change is everyone's problem, and that over the next fifty years it may well define the worst social, economic and environmental challenges ever faced. …" Clean water resources will become more scarce, small-scale
agriculture is also likely to be hard-hit with less rainfall in some regions and too much in others. Regional migration will accelerate, placing added burdens on urban centres. In short, climate change will intensify the worst effects of poverty through losses in biodiversity, agriculture, health, and almost every sector of society. In a developing country like South Africa this means that our poorest communities will also be worst hit by the impacts of climate change.

EThekwini views the issue of climate change in a serious light and will, wherever possible, promote the reduction in harmful atmospheric emissions. The management of air quality, particularly in the South Durban Basin and other key locations is a critical component of this strategy. Further, the priority being accorded to the development of an effective public transport system is aimed at reducing total vehicle emissions. Finally, we will promote the development of non-polluting energy sources as a medium to long term alternative to the current reliance on coal and oil based energy.

Pollutants are not only disposed into the air, they are often disposed to land, or into our water sources (the sea and rivers) thereby affecting ecosystem functioning and the quality of life of eThekwini residents. Households and industries are the polluters. Industry must join in the drive towards a cleaner eThekwini through conscious compliance with legislation and through looking for market opportunities that demand goods that have been produced through cleaner production systems. In terms of household waste generation we need to tackle the issue at its source rather than simply relying on municipal waste minimisation strategies. Every resident has a role to play. Consider for example how you might reduce waste within your own household.

EThekwini has some highly innovative pollution minimisation projects such as the methane gas from landfill project. Future areas of focus include an emphasis on wealth generation opportunities that may be derived from waste products. A culture of recycling must be fostered within our society and more opportunities created for waste recycling in every possible sector.

Apart from making a contribution towards climate protection, pollution minimisation will have direct benefits for the quality of life of residents by way of cleaner living environments. The leisure industry too will benefit because tourism and recreation is often reliant on the ‘clean and green’ aspects of the public environment.

Let us all work towards eThekwini becoming the cleanest and greenest city in the country.
## 4. Responsibility Matrix

<table>
<thead>
<tr>
<th>Plan Owner</th>
<th>Strategic Focus of the Plan</th>
<th>Programmes</th>
<th>Programme Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acting Deputy City Manager Sustainable Development &amp; City Enterprises</td>
<td>Develop, manage and regulate the natural and build environment</td>
<td>Develop and implement a sustainable and integrated spatial planning system</td>
<td>Deputy Head</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and implement a LUMS to support the package of spatial development plans</td>
<td>Deputy Head</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and Implement an integrated environmental and land use compliance system</td>
<td>Deputy Head</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and Implement an integrated, efficient and effective application and approval system</td>
<td>Deputy Head</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and Implement a pollution reduction and climate Protection programme</td>
<td>Deputy Head</td>
</tr>
<tr>
<td>Pollution minimisation</td>
<td>Develop and implement a pollution reduction and climate protection programme</td>
<td></td>
<td>Deputy Head</td>
</tr>
</tbody>
</table>
Chapter 4

Economic Development and Job Creation

Goal
- To support those sectors that are aligned and supportive of the City’s core values, to retain, grow and create jobs
- Develop the informal economy

Desired outcome
- Strong economic growth and sustainable job creation

4.1 Strategic Direction

The entire South African economy is emerging from a sustained period of restructuring which has seen some major shifts in line with global economic processes and national policy goals. Today, South Africa is seen to be offering a sound economic platform, fully integrated with global economic processes. However, in a context of uneven global economic relationships and under conditions of extreme poverty and inequality generated by the apartheid system many challenges still arise. City economies, such as Durban, operate at the nexus of these processes. This places, on our Municipality, a requirement to act in a manner where it is fully conscious of its responsibilities to reinforce sustainable economic growth and job creation and to tackle matters of exclusion from economic processes that characterise many of our communities. In response, the Municipality should identify and focus on key sectors in alignment with its factor advantages and competitive strengths. These sectors should respond directly to economic growth and job creation challenges as presented by the following table.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Value Added (GVA)</td>
<td>R57.8 billion</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>R23 557</td>
</tr>
<tr>
<td>Economic Growth (GDP)</td>
<td>4%</td>
</tr>
<tr>
<td>Human Development Index</td>
<td>0.66</td>
</tr>
<tr>
<td>Urbanisation Rate</td>
<td>86.2%</td>
</tr>
<tr>
<td>Employment Rate</td>
<td>53.2%</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>46.8%</td>
</tr>
</tbody>
</table>


At present, only 33% of people are employed in the formal sector. The major manufacturing sector employers viz. automotive, pulp and paper, chemical and food and beverage have the potential to increase employment levels. However, 50% of manufacturing jobs are in the declining industries such as textiles. To meet the Municipality’s vision, 67% of economically active people need to be employed in a healthy growing formal sector.
The diverse sectors contributing to the overall growth of the City can be classified into five categories. The role of each of these categories, in the economic growth of the City is different. Embedded within these five categories, are the chosen sectors for intervention. Whilst these sectors have been chosen on a mixture of methods and reasoning, it does not preclude the Municipality from intervening in the other sectors.

The five categories are outlined below, along with a brief description of their role and grouping in the overall growth of the City: -

- **Manufacturing**: These are established sectors, which have high employment multiplier effects, and are sectors that lead the growth of the economy. They have significant export-potential, and are internationally competitive, are traditionally large employers and serve as the backbone of the economy. There is a potential for good turnover growth, but not necessarily proportionate job creation.

- **Innovation**: These are new technology industries and/or revived sectors with good job creation potential, export and sustainability potential. They are small, medium, and micro-enterprise (SMME) and Black Economic Empowerment (BEE)-enhancing. They also could also serve as suitable absorptive sectors of existing, unused skills.

- **Lifestyle**: These sectors are linked to the branding of the City, which lends itself to a good quality-of-life, are labour-intensive industries that are embedded in locational and cultural advantages. These industries are also SMME and BEE-enhancing, with low entry barriers to the market.

- **Knowledge**: These cross-cutting sectors are drivers that propel society into the New Economy. Future growth in the traditional sectors as well as growth in the innovation sectors depends on these knowledge sectors.

- **Physical**: These are also cross-cutting sectors that serve as the conduit through which the other sectors will flourish by providing enhanced tangible inputs.

### 4.2 Key strategic focus of the plan

#### 4.2.1 Support and grow new and existing businesses

EThekwini Municipality is determined to minimise obstacles to new business development and building and supporting a sound business environment within which the private sector is able to grow, flourish and expand. Consequently, creating thousand of job opportunities for the City’s citizenry. It is against this background that the municipality has and will continue forming working partnerships with the private sector in order to lead a sustainable development path for eThekwini private sector development. Also the municipality is providing incentives for clean industry in its quest to rid the dirty industry which impacts badly on the City environmental protection plan. Significantly, the Municipality is focusing on clustering economic sectors in terms of geographic advantages and environmental protection.
Programme 1: Stimulate key sectors that promote economic growth and create jobs
KwaZulu-Natal boasts a readily available range of raw and semi-processed material. Given the fact that eThekwini is an economic hub for the province of KwaZulu-Natal, the Municipality is positioning itself as a major economic zone for the province. This programme aims to stimulate key sectors within the city to be catalyst for economic development and job creation.

Programme 2: Support the tourism industry
In order to grow the tourism market, the City will focus attention on three areas:

- Determining spatially the focus areas of tourism, which will include product offerings beyond the coastal zone in areas such as Hillcrest, Inanda, Valley of a Thousand Hills and Cato Manor. The main driver of this focus area will be strengthening ecotourism opportunities within the Municipality.
- Supporting the hospitality industry to provide world-class accommodation and services; and
- Promoting attractions through flagship projects.

The tourism market catered for includes both foreign and domestic tourists and must also target the conference market.

Programme 3: Develop an affirmative procurement programme that is sustainable
The City has one of the most progressive procurement policies in the country, addressing opportunities to small businesses, women, local and black owned businesses through a series of specific strategies and interventions. An area of the procurement strategy still to be developed is Eco-procurement, which will ensure that the Council encourages businesses that procure goods and services with us to move to environment friendly goods. Implementation of the policy and monitoring thereof will ensure that a greater share of the Council’s budget goes to priority.

Programme 4: Implement a strategy to do business easier in the City
The implementation of a strategy that makes it easy to do business in the City will be accompanied by the development of policies that will provide an enabling environment for growing various sectors in the Municipality. Implementation of these policies will promote compact and integrated development, gender equity as well as economic growth and job creation.

Programme 5: Develop a logistics platform
The thrust of this programme is to improve connectivity and increase the scope and opportunity for learning in the logistics sector. This will increase the economic opportunities that the City develops and support.

Programme 6: Drive the 2010 world cup soccer event
Given South Africa’s nomination to host 2010 World Cup, there is a need to start to draw on Municipal competencies to market tourism and to nurture local talent to participate in 2010 activities. The Municipality has decided to have this programme as a direct response to the need for improved leisure facilities, and to market Durban as South Africa’s playground. This programme picks up on issues of world class accommodation plans e.g. hotels, Bed & Breakfasts, etc. This programme will be
aligned to other programmes discussed elsewhere in this document, e.g. public transport improvement and crime prevention.

**Programme 7: City-Port-Partnership**
As South Africa’s premier general cargo and container port, Durban is geographically located at the convergence of the world’s major shipping routes, making it ideal for serving both domestic and major international markets. Given this, the City decided to put together a plan to build working relationships with the Port of Durban. The relationship aims to deal with the issues of the Port advancement with regard to international competition and also focusing on issues of economic growth and job creation in the City.

**4.2.2 Manage and develop informal enterprises**
The informal economy is a significant part of the City’s economy, and supporting it has important poverty alleviation and economic growth implications. Using local level survey data and national policy, it is argued that if the informal economy is to grow, the Municipality will have to be particularly proactive. Central to this is the view that the informal economy is not a separate sector, but rather an economy with formal and informal ends. Informed by national and City-level statistics, as well as previous City-level policy initiatives, five key strategies have been identified in order to support those working in the informal economy over the next five years.

a) Establish a new dedicated informal economy support service agency
b) Facilitate access to credit and savings facilities
c) Conduct a census of informal activities in the city
d) Conduct sectoral analyses to establish programme interventions
e) Analysis, influence and monitor the activities of mainstream expenditure

**Programme 8 Managing informal trade**
The informal economy also requires a number of interventions, which include:
- A sustainable programme for implementing council informal economy policy, as it relates to public realm trading.
- Effective management of informal trade regulations and ensuring the compliance of various bylaws.
- A special development plan is required to facilitate a public realm-trading arena.
- There needs to be an improvement in trading conditions.
- Ensure the effective enforcement of street bylaws through specific service level agreements.

**Programme 9 Develop an informal business support programme**
- A unicity-wide forum comprising affected stakeholders such as the private sector, NGOs, parastatals, and trade organisations needs to be created to promote the management and ensuring of support for the informal economy.
- Support enterprise aimed at improving informal traders through the ABET conduit.
### 4.3 Responsibility Matrix

<table>
<thead>
<tr>
<th>PLAN OWNER</th>
<th>STRATEGIC FOCUS AREAS OF THE PLAN</th>
<th>PROGRAMMES</th>
<th>PROGRAMME DRIVERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCM: Procurement &amp; Infrastructure</td>
<td>Support and grow new and existing businesses</td>
<td>Stimulate key industries involved in production</td>
<td>Head: EDU</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support the tourism industry</td>
<td>iTRUMP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop an affirmative procurement programme that is sustainable (triple bottom line)</td>
<td>Head: Procurement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implement a strategy that makes it easy to do business in the city</td>
<td>Deputy Head: Business Support</td>
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<tr>
<td></td>
<td></td>
<td>Develop a Logistics platform</td>
<td>Head: Water and Sanitation</td>
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<tr>
<td></td>
<td></td>
<td>Drive the 2010 World Cup soccer event</td>
<td>Project Manager 2010 World Cup organising</td>
</tr>
<tr>
<td></td>
<td></td>
<td>City plan for the Port (city/port partnership)</td>
<td>Head: Engineering</td>
</tr>
<tr>
<td>Manage and develop informal enterprises</td>
<td>Managing informal trade</td>
<td>Head: Business Support</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop an informal business support programme</td>
<td>Head: Business Support</td>
<td></td>
</tr>
</tbody>
</table>
Chapter 5

Quality Living Environment

Goal
• To ensure that all households have access to individual and community facilities and receive equitable and appropriate level of service

Desired Outcome
• Fully serviced, well maintained, quality living environments

5.1 Strategic Direction

Though substantial progress in extending access to basic services for the poor has been made, a key development challenge of addressing service delivery backlogs within our City still remains. Basic services alone do not make for a quality living environment, the sustainable provision of community facilities and services is equally important to our communities becoming total living environments. In the first decade of democracy delivery was not entirely sustainable. In to the next decade the emphasis is placed on refocusing delivery to be more sustainable. The main driver of this strategy is to ensure that houses are built closer to existing infrastructure so that people can live, play and work in their own localities within the municipality.

The maintenance of built infrastructure forms an important part of protecting the investment made in our City. A programmed response to maintaining our City’s infrastructure will serve to reduce costs in the longer term by replacing neglected infrastructure. This will enable the citizens of eThekwini to improve not only their quality of life but also result in a safer and healthier environment, thereby ensuring a more secure and productive community. So, maintenance becomes as important a city focus as delivery of services and facilities. Innovative strategies and the approach of transforming formerly unkempt, diminishing, litter-strewn areas into cleaner and live suburbs, has been adopted by the Municipality as part of the cleaning and greening concept.

5.2 Strategic Focus of the Plan

5.2.1 Meet service needs and address backlogs

In order to meet the basic needs of all citizens the Municipality is developing and extending its services to residents without access to basic services and facilities. This includes maximising the use and maintenance of existing infrastructure networks. The anchor for this approach will be a strategic plan for multi-functional social, cultural and recreational services and facilities.
Programme 1: Promote social housing
As part of the strategy to meet and sustain the basic needs of its citizens, eThekwini Municipality adopted policies with focus to access to land and housing which are aimed at providing quality living environments and integrating the poor into the fabric of urban life through spatial improvement. The intention is to maximise the opportunities for improving the poor households’ quality of life. The improvement is sort to be through meeting basic needs and the provision of essential services and social infrastructure.

Programme 2: Integrated housing delivery
Fundamentally the delivery strategy adopted by the City is concerned with the concrete realisation of housing opportunities and associate infrastructure to meet a variety of housing sub-markets within EMA. For these reasons the housing delivery programme is adopted to ensure that all who live in the city are adequately accommodated. This housing programme makes provision for associated services such as water, electricity, roads, stormwater, sanitation, leisure and road naming to be delivered in an integrated manner.

Programme 3: Address service backlogs
In an effort to meet the extensive backlogs in basic services provision, our Municipality has committed itself to provide a basic package of household services on a progressive basis that are within the financial means of Council and citizens as an attempt to meet the service backlogs that exist in historically disadvantaged areas of our Municipality. The strategy is to address backlogs in a way that reduces maintenance costs.

In order to meet the challenges currently facing service delivery, backlog elimination is focused on areas of greatest need and appropriate standards for both urban and rural areas need to be developed.

Programme 4: Infrastructure maintenance
Extending services to the poor does not only mean providing levels of services appropriate to the level of platform infrastructure capacity and the local context and needs being in line with the developmental focus of the urban core, urban periphery and rural areas, but also maintenance of existing resources and infrastructure investments.

Rehabilitating and sustaining our ageing infrastructure before it has deteriorated beyond recovery is behind the Municipality’s approach of maximising and maintaining existing infrastructure networks and promoting loss reduction. There is a need for a well-informed plan to manage infrastructure in the long term. The plan will be centred on integrated City planning so that unsustainable practices can be eliminated.

5.2.2 Meet community services
Improved quality of life for eThekwini citizens means that they are enabled to benefit and enjoy equitable opportunities to participate in culture, leisure and education as are available through social and recreational facilities. Ensuring full service provision
of community facilities need to be closely guided by service standards and necessary operating funds required to sustain these facilities on a day to day basis. Proactive provision of community facilities and services is to be underpinned by standards as outlined in the Land Use Management System and guided by principles of sustainability, equity, exposure, reinforcement, sharing, multi-functionality, innovation, association as well as accommodating both homogeneity (groups within our city with specific norms and practices) and heterogeneity (for a great diversity of people within our city).

Innovative service delivery models to more effectively meet community needs and address community service backlogs is facilitated through the development of strategic partnerships with government, private and community-based organisations involved in the provision of social services.

**Programme 5: Sustainable supply of community facilities**
Reviewing all community services that are offered within the EMA is critical for determining community needs and identifying community service issues in which local government can offer improved service delivery, and ensure that appropriate action is undertaken. The Municipality, as a way of meeting the demands of its citizens, adopted innovative approaches in setting appropriate standards and exploring a range of models to ensure sustainability in community service provision and usage.

Alternative service delivery options appropriate to prevailing conditions and circumstances have been investigated by the City and Municipality’s response is to diversify the use of existing facilities in order that a range of integrated services could be provided from a single facility. This increases their utilisation and provides well-located and accessible multi-purpose community facilities (where appropriate) which respond to the identified needs of the community. This is a specific reference to the special needs of vulnerable groups, and linkages to customer care centres.

**Programme 6: Generate partnerships to manage community facilities**
Mobilising partnerships and active participation of communities, community organisations and other relevant players, is key to the sustainable delivery and maintenance of social facilities and services. One of the City key strategies in meeting basic needs as part of unwinding the apartheid legacy does not only involve service delivery in peri-urban and rural disadvantaged areas, but also the maintenance of the well developed areas.

**Programme 7: Creating and maintaining a clean and green environment**
Cleaning and greening will improve aesthetics and improve the climatic performance of our municipal area. The explicit aim of this programme is to ensure that economic benefits of the cleaning and greening service are located in the communities themselves through the promotion of entrepreneurship and community empowerment. In a way the programme will focus on ensuring that Municipal citizens have food security as per the indigent policy.
Programme 8: Implement an effective public transport plan for the City
In order to make certain the City’s choice on Logistics Infrastructure improvement, then it is imperative to improve the public transport so that it becomes effective and efficient to the commuters. Among the projects to achieve the programme are supporting the rail improvement, modal interchange rollout, supporting taxi recap, finalising people mover and CBD circulatory system. These projects together will ensure that there is the ease movement of people from different points within the City.

5.3. Responsibility Matrix

<table>
<thead>
<tr>
<th>Strategic Focus of the Plan</th>
<th>Programmes</th>
<th>Programme drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet service needs and address backlogs</td>
<td>Promote social housing</td>
<td>Head: Housing</td>
</tr>
<tr>
<td></td>
<td>Integrated housing delivery</td>
<td>Head: Housing</td>
</tr>
<tr>
<td></td>
<td>Address service backlogs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Infrastructure maintenance</td>
<td>Head: Electricity</td>
</tr>
<tr>
<td>Meet community services</td>
<td>Sustainable supply of community facilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Generate partnerships to manage community facilities</td>
<td>Head: Community Participation</td>
</tr>
<tr>
<td></td>
<td>Creating and maintaining a clean and green environment</td>
<td>Deputy Head: Parks &amp; Recreation</td>
</tr>
</tbody>
</table>
Chapter 6

Safe, healthy and secure environment

Goal
• To promote and create a safe, healthy and secure environment.

Desired Outcome
• All citizens living in a safe, healthy and secure environment.

6.1 Strategic Direction

The importance of safety and security for South African citizens is enshrined in the Constitution. It is due to this legal imperative coupled with the fact that this issue remains a key challenge in our City, that the Municipality is reaffirming its commitment to ensuring a safe and secure environment across its area of jurisdiction.

Effectively addressing the impact of the HIV/AIDS epidemic in a holistic and integrated manner remains a challenge. It can never be the task only assigned to the Municipality to ensure that its citizens are healthy, cared for and are able to reach their full potential. Managing the delicate balance between economic development and environmental impacts on human health and quality of life is a priority. The partnerships with other spheres of government and stakeholders are critical in the realisation of these objectives. When all the stakeholders are certain of the actions to be taken, they can jointly, as a diverse team tackle these objectives.

The daunting challenge of implementing a new and modern approach to safe, healthy and security planning requires the Municipality to apply a holistic thinking approach to the medium and long term plans for the development of our City. Given the implications of the above, the City has committed itself to becoming a safe city, with all its citizens, businesses and visitors feeling safe, protected and ensured that their basic health care and safety needs are being met. Through ensuring access to health care and security services the City will have an increased impact in improving the health and well being of its people and thereby contributing to saving the earth and increasing its prospects for investment and tourism. However, It is imperative to note that this plan can only be achieved through the inclusion of all sectors of the community in the decision-making process.

6.2 Strategic Focus of the Plan

Whilst safety against criminal forces is one of the highest priorities for the City, the safety net is broadened to include safety on our roads as well as capture risk of natural or other forms of disasters that impact on our City.
6.2.1 Citizen safety

The programmes informing this focus area are road and pedestrian safety and crime prevention discussed below:

Programme 1: Road and pedestrian safety
Road and pedestrian safety is a critical part of the citizen safety focus area. It sets out what needs to be done to create safer streets for people to reduce casualties. This includes changing street layouts, improving enforcement and implementing education and training campaigns to change road user behaviour.

The primary objective of the road and safety programme is to develop a clear and implementable road safety programme for all road users. The programme will include development engineering, education and enforcement plans and strategies for high frequency accident locations. In improving traffic management the Municipality will expand, upgrade and improve management of the CCTV network to ensure that there is a mechanism to trace incidents.

Programme 2: Crime prevention to create a safer city
The recent increase in the scope, intensity and sophistication of crime globally, threatens the safety of citizens everywhere and hampers cities in their social, economic and cultural development. In a context of increasing corporate globalisation, multinational criminal syndicates are broadening their range of operations from drug and arms trafficking to money laundering and trafficking in human beings. These have implications for eThekwini.

Whilst the eThekwini Municipality is well served with police stations, the majority of residents stated that crime is one of the main problems they face. Concerns have been raised that public safety is threatened by poor road infrastructure, lack of verge clearance and poor law enforcement. The right to peaceful neighbourhoods is seen as essential to improve quality of life with effective land use planning in neighbourhoods being critical:

The eThekwini Municipality has acknowledged the importance of crime prevention and criminal justice and as a result has identified crime prevention as one of the important feature of ensuring a safe and secure environment for its citizens.

Our City’s key vehicle towards addressing the challenge of crime and with respect to crime prevention in particular, will be the implementation of a Safer City Plan targeting crime reduction and measures to ensure a crime free society. A key strategy will be to foster a co-operative relationship between SAPS, Metro Police, SANDF and community at large to ensure that all parties participate in dealing with crime and injustice within the city.

The City also committed itself in promoting extensive community education on crime prevention and supporting partnerships to increase community involvement in crime reduction. Our Municipal by-laws have been evaluated in order to maximise the impact of our Metro Police on safety and security issues and thereby ensuring a highly visible and effective policing service. Measures have also been put in place to ensure and promote security conscious environmental design by developers and council departments as another way to achieve crime prevention.
6.2.2 Disaster management

As the frequency of natural disasters rises, along with the number of people whose lives and homes are at serious risk, the Municipality is taking steps to make its communities less vulnerable when a catastrophe strikes. The Municipality has initiated a process to review standards for preventing and responding to emergencies taking into account different circumstances in urban, peri urban and rural areas.

The Municipality aims to reduce human suffering and economic losses caused by natural, human and technological disasters. Given the varying living standards, the City is developing pro-active institutional responses to disaster planning and management that bring together all roleplayers. Thereafter, relevant departments in the Municipality will develop and implement programmes to increase community involvement in disaster and emergency response.

Programme 3: Prevent and/or reduce the impact of disasters

An important part of the safe, healthy and secure environment plan is the preparation for and assistance in the recovery from natural or human-made disasters that can result in great human and economic losses. To achieve this goal, the Municipality is providing a more strategic and rapid response to disasters, and promotes the integration of disaster prevention and mitigation efforts into the range of development activities. Among initiatives will be storm water control, focus on informal settlement, access roads to enable speedy response to disasters, etc.

Programme 4: Improve safety of municipal assets

The information, data and computer systems within the processing and office environment are valuable assets that are critical to many business functions within the Municipality. Anything that denies the continuing ability to utilise these assets jeopardises businesses. It is essential that these assets be protected from misuse, theft and damage.

The Office of the City Manager needs to fulfil its legal and ethical responsibilities relating to confidentiality, privacy, data integrity and data availability. As part of our Municipality’s ongoing commitment to security, managerial and technological safeguards continue to be established, applied, reviewed and upgraded to protect information from unauthorised access, and from accidental or malicious modification, destruction or disclosure.

6.2.3 Well being of citizens

The purpose of our Municipality is to serve and respond to the community needs in a sustainable and integrated manner. The IDP provides mechanisms to ensure that not only delivery of vital services such as water, sanitation, refuse, housing and recreation are undertaken in response to human health needs, but also that environmental health, safety and sustainability are key concepts underpinning all decisions made by the Municipality. This includes addressing the TB, HIV and AIDS challenge, protecting vulnerable groups within our society, including paying attention to street children and child-headed households, and ensuring that primary health concerns are addressed.
**Programme 5: Facilitate the delivery of primary health care**
In dealing with the increasing number and complexities of incurable diseases that threaten the health of its citizens, the Municipality has adopted a strategy to strengthen and develop a health service particularly in under-serviced areas. It is fundamental for the City to ensure that primary health care is not only carried out in a systematic and integrated manner but clear objectives are set for each aspect of primary health care. For these objectives to be equitable, efficient and effective, they must be aligned with those of national and provincial sectors to ensure functional integration of public sector Primary Health Care service delivery. The Municipality will provide a comprehensive health plan that delivers a sustainable health care service, within the context of the Provincial Health System.

**Programme 6: Reduce risk of communicable diseases**
The alarming rate at which the scourge of Communicable diseases including TB, HIV and AIDS is infecting and affecting our citizens has prompted the Municipality to embark upon strategic initiatives and interventions to address the issues relating to TB, HIV and AIDS.

<table>
<thead>
<tr>
<th>Health Indicator</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant mortality rate (% of total births)</td>
<td>68 per 1000 per live births (KZN)</td>
</tr>
<tr>
<td>Life expectancy rate (per 10 000)</td>
<td>45.9 (Male)</td>
</tr>
<tr>
<td></td>
<td>49.2 (Female)</td>
</tr>
<tr>
<td></td>
<td>47.5 (Total)</td>
</tr>
<tr>
<td>HIV/AIDS Incidence rate (% of population)</td>
<td></td>
</tr>
<tr>
<td>Adult Men</td>
<td>1.60%</td>
</tr>
<tr>
<td>Adult Women</td>
<td>2.50%</td>
</tr>
<tr>
<td>Peri Natal</td>
<td>8.30%</td>
</tr>
<tr>
<td>Total Population</td>
<td>2.30%</td>
</tr>
<tr>
<td>Antenatal (Annual Survey)</td>
<td>36%</td>
</tr>
<tr>
<td>Tuberculosis (TB) incidence rate (% of population)</td>
<td>5.6 per 1000 population</td>
</tr>
</tbody>
</table>

**Health Indicators 2003/04**

It is in this light that the Municipality takes a leading role in facilitating effective partnerships with key stakeholders and has adopted a climate of care, acceptance and protection of infected and affected citizens.

The challenge that faces the Municipality is to develop and implement a strategy to effectively manage the impact of HIV /AIDS with emphasis on protective societal and cultural values and practices. The municipality is in the process of implementing the National Comprehensive Health Plan on HIV and AIDS in partnership with the KZN department of health.
In an effort to promote a climate of care, acceptance and protection of human rights, the City has committed itself in supporting community initiatives in the fight against HIV/AIDS and in improving access of people infected and affected by HIV/AIDS to appropriate therapy and support as part of an effective preventative programme and affordable package for treatment.

**Programme 7: Improve environmental health and safety compliance**
Different mediums of the living, working and recreational environment: soil, water and air have a bearing on human health and wellbeing in terms of food consumption, drinking water quality and quality of air people breathe. These media also constitute the medium through which risks and disasters are propagated.

The challenge of our Municipality is to work towards ensuring healthy and liveable ecosystems, which have a bearing on human health and wellbeing, and to ensure adequate protection to communities exposed to risks and disasters. Limiting the environmental conditions such as air pollution that give rise to diseases will mean the limitation of health problems such as cancer within the City.

**Programme 8: Provide security for vulnerable groups**
The municipality comprises diverse communities with diverse needs. Certain groups of people have greater risks of exposure to vulnerability. For social and biological reasons, women are more vulnerable than men. Poor people are more vulnerable than the better off; adolescents are more vulnerable than adults; and young girls are more vulnerable than young boys. Special risk groups include migrants and refugees, especially those uprooted by conflict or natural disaster; street children; girls and women who are sexual exploited and trafficked; and intravenous drug users. Responding to the interests and specific needs of these groups requires a coordinated and integrated approach from all key roleplayers within the Municipality.

As a way of promoting our City’s vision, we have adopted a climate of care, acceptance and protection of human rights by putting an emphasis on protective societal cultural values and practices and a particular focus on street children and child-headed households. Mounting of community outreach, support, information and development programmes that will contribute to the education, empowerment and well being of citizens and communities will reinforce this.

**Programme 9: Support the Indigent**
Given South Africa’s legacy of uneven development large numbers of the population are still trapped in cycles of poverty. The Quality of Life surveys have revealed that Durban is not an exception, as most of the City’s residents raised concerns on job creation and economic growth as well as the inability of many citizens to acquire the bare essentials needed to live a dignified life.

An estimated 44% of households living in eThekwini Municipality earn less than R1500 per month. Therefore, it is crucial that our Municipality takes action to reduce indigence so that a sustainable development growth path can be realised. For eThekwini being a caring City means taking care of poorest families by providing them with access to housing, water, electricity, rates rebates and working extensively on food security programme.
6.2.4 Healthy and productive employees

A healthy and well-developed human resource base will enable the Municipality to respond effectively and efficiently to its development challenges. Looking after the interests and well-being of its employees is as critical as looking after those of the community. It is for these reasons that the City adopted a strategy for caring for its employees’ needs as a way of ensuring sustained service delivery.

Programme 10: Reduce new HIV/AIDS infections in the workplace
Given the prevalence of HIV and AIDs in the workplace the municipality is determined to address the infected and affected employees within the municipality. The programme involves Voluntary Counselling and Testing, and the establishment of support groups where the affected and infected employees can be able to voice their survival strategies.

Coordinated planning and interventions within the Council, including effective implementation of mainstreaming HIV/AIDS awareness within all Council departments have been adopted as part of ensuring ongoing implementation of integrated Council HIV/AIDS workplace policy. Access to HIV/AIDS related information has also been improved through the updated eThekwini HIV/AIDS website.

Programme 11: Create positive organisational climate
As part of transformation and the ever-increasing demand placed on employees to deliver, appropriate Human Resources (HR) practices and rules must be created to change the culture of the organisation, improve employee productivity and ensure the retention of healthy employees.

Programme 12: Be compliant with occupational health and safety legislation
It is the Municipality’s duty to provide an enabling environment for its employees to be productive and oversee effective implementation of the IDP. Against this background, the Municipality has committed itself to ensuring a healthy and safe work environment for its employees and service providers as a means of responding to legislative requirements for occupational health and safety.
## 6.3. Responsibility matrix

<table>
<thead>
<tr>
<th>Plan Owner</th>
<th>Strategic focus of the plan</th>
<th>Programmes</th>
<th>Programme Driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCM: Health, Safety &amp; Social Services</td>
<td>Citizen Safety</td>
<td>Road and pedestrian safety</td>
<td>Head: eThekwini Transport Authority</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Crime prevention to create a safer city.</td>
<td>Head: Metropolitan Police</td>
</tr>
<tr>
<td>Disaster Management</td>
<td></td>
<td>Prevent and or reduce the impact of disasters</td>
<td>Head: Emergency Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve safety of municipal assets</td>
<td></td>
</tr>
<tr>
<td>Well being of citizens</td>
<td></td>
<td>Facilitate the delivery of primary health care.</td>
<td>Head: Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduce risk of communicable diseases</td>
<td>Head: Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve environmental Health and safety compliance.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide security for vulnerable groups</td>
<td>Head: Community Participation &amp; Action Support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support the indigent</td>
<td></td>
</tr>
<tr>
<td>Healthy employees</td>
<td></td>
<td>Reduce new infections of HIV/AIDs in the workplace</td>
<td>Head: Occupational Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create positive organisational climate</td>
<td>Head: Human Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Be compliant with occupational health and safety legislation.</td>
<td>Head: Occupational Health</td>
</tr>
</tbody>
</table>
Chapter 7

Empowering our citizens

Goal
• To enable all our citizens to achieve their full potential

Desired
• Well developed citizens

7.1 Strategic direction

Citizen empowerment implies more than a forced change of power in which there is a destruction of previous structures and values but also an increase of consciousness within communities as to their role in economic development and job creation. The element of higher consciousness and consideration of both parties’ needs and interests gained from a win: win solution provides the opportunity for progress to a improved quality of life for everybody involved. Therefore eThekwini Municipality believes that people become empowered when they move up the spiral to a higher level of self-understanding.

Empowerment is a modern idea that would not have been possible 200 years ago when the idea of democracy and government of the people, for the people, by the people was something to fight and die for. It is therefore imperative and interesting to explore the political history of situations when power has been given up without a fight, to the benefit of the power giver, and did have to be taken by force.

Our City’s greatest asset is its people, but yet in the past the City has not done enough to protect and harness the capabilities that its people within the city offer. A holistic and integrated approach to invest in citizens’ development has been adopted by our Municipality through mounting of community outreach, information and development programmes that will contribute to the education, empowerment and well being of citizens. This will ensure that its citizens are well developed and healthy. If the city is going to achieve its goals, then people need to be empowered to partner with and around city initiatives.

7.2 Strategic focus of the Plan

Given the shortage of specialised skills in some of the Municipality’s crucial development areas, there has been a drive to provide employees who are able and willing to contribute to the delivery of services, which will result in improved quality of life for the citizens of Durban.
7.2.1 Develop Human Capital

Although not local government competence, the rate of literacy that is presently being experienced is enough to make up for the backlog that has developed over the years. With regard to our skill base, it is of concern that 16% of all adults are functionally illiterate, 38% of the adult population have matriculated and only 8% have tertiary qualifications. Given the implications of the above, the City has committed itself to enhance skills development and overcome the existing skills gap. In an effort to address these issues, the Municipality adopted co-ordinated efforts and initiatives through partnerships with other service providers to ensure that community outreach, information and development programmes that will contribute to the education of its citizens are implemented or intensified.

Programme 1: Address the skills gap in the economy

Given the shortage of specialised skills in some of the Municipality’s crucial development areas, there has been a drive to provide employees who are able and willing to contribute to the delivery of services, which will result in improved quality of life for the citizens of Durban. The skills development programme is the initiative to enable staff to function as part of a chain of interdependent processes delivering one output to the customer through training and development. The city management is in the process of finalising A skills development plan and staff development programme for municipal staff. As a way of addressing the skills gap in the economy the City will develop and implement a strategy that will highlight skills needs within the economy.

Programme 2: Improve employability of citizens

Rather than viewing young people as problems that need to be solved eThekwini Municipality sees them as assets, resources that need access to opportunities to enable them to learn and mature, as they become adults. With this understanding, initiatives like Siyaya learnerships have been established to provide graduates with one-year work experience to enable them to secure jobs in their respective careers.

7.3 Responsibility Matrix

<table>
<thead>
<tr>
<th>Plan Owner</th>
<th>Strategic focus of the plan</th>
<th>Programmes</th>
<th>Programme Driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCM: Corporate &amp; Human Resources</td>
<td>Develop human capital</td>
<td>Address the skills gap in the economy</td>
<td>Deputy Head: Quality Assurance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve employability of citizens</td>
<td>Deputy Head: Strategic: Skills Development</td>
</tr>
</tbody>
</table>
Chapter 8

Embracing our cultural diversity

Goal
- Create the conditions under which sporting, culture and heritage opportunities can be realised

Desired Outcome
- To promote an environment that supports our sports, arts and culture

8.1 Strategic Direction

In a quest to create and foster total living environments for all our citizens, it is necessary that all the ingredients are included for this goal to be achieved, particularly in a city that is changing and learning. EThekwini Municipality currently has an estimated population of just over 3 million citizens and 60% of the municipal area is rural. This is a consequence of the establishment of the unicity.

The implication of this for the City is that the biggest proportion of our citizenry resides in previously disadvantaged areas and as a result of this, most of our citizens have been deprived of many opportunities to excel in such areas as creative literature, participation in sporting activities and joining in heritage events.

Critical to this therefore, is the fact that the City is committed in ensuring that all citizens of the EMA are living longer and happier lives in a climate of tolerance and acceptance as a result of enjoying access to cultural, sporting and leisure opportunities within vibrant communities.

8.2 Strategic focus of the plan

8.2.1 Promote sport and recreation within the city

The Municipality’s plan for sport is firmly founded on the principle of increasing participation in sport and physical activity across the whole EMA as a way of engaging people to keep them healthy and involved in using sporting facilities provided by the City. The Municipality will also ensure that it develops and enhances as many sporting codes and recreational facilities within the Municipality so that the City will continue to be ‘South Africa’s playground’.

Programme 1: Create initiatives to promote sport in communities

Given South Africa’s award to host World Cup 2010 soccer tournament our new mission and business objectives are very much focussed on this event and soccer in general. The primary objective of this programme is to get more people involved in sport and recreation in their areas, and therefore maintaining our playground status and contributing to healthy lifestyles and stress release. It is also for these particular
reasons that the Municipality is committed to promoting not only soccer but also all other sports codes so that the people of EMA can participate in the development and enjoyment of their favourite sports.

Programme 2: Promote and develop the economy of sport and recreation
The primary objective of this programme is to promote the use of sport as a means to generate income through encouraging our citizens especially the youth to take part in sports in an effort to reduce crime and ensure healthy and competitive citizens. Most importantly if this programme’s objective were to be realised, people from different racial groupings in the city will use this opportunity to understand each other better and live in harmony as per the City Vision.

8.2.2 Create economic opportunities for arts, culture and heritage
EThekwini Municipality is proud to play a vital role in the cultural life of the province. The primary objective of this strategic focus area is to grow the economy through the development of economic opportunities in arts, culture and heritage. Therefore, commitment to the development of arts and culture in the municipal area, means that the Municipality will undertake a range of responsibilities including the operation and administration of several museums, historic sites, performing and visual arts centres; financial support for cultural activity and individual artists; encouraging public art projects in both private and public developments; and assisting a wide range of community arts organisations in accessing and sharing municipal services and facilities.

Programme 3: Promote an economic environment for arts, heritage and culture
Heritage preservation is recognised throughout the world as a fundamental component of a liveable city, an essential element that provides people with a feeling of security and a sense of belonging in the place where they live. Given the City’s cultural diversity and the existent of historical sites like Gandhi settlement, John Dube’ s house and others, the Municipality is committed to renewing and maintaining the treasure of these historical sites. The cultural diversity plan will promote awareness and understanding of the various eThekwini cultures, histories and environments. Innovative education programmes, public activities, exhibitions, forums, workshops, outreach activities are central to this programme. In an effort to maximise its impact in looking for economic opportunities in arts and heritage, the City has come to realise that there is a need to link its strategies with those of the province since the KwaZulu Natal region has a collective history that cannot be told separately.
## 8.3 Responsibility Matrix

<table>
<thead>
<tr>
<th>Plan Owner</th>
<th>Strategic focus of the plan</th>
<th>Programmes</th>
<th>Programme Driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head: International &amp; Governance Relations</td>
<td>Promote sport and recreation within the city</td>
<td>Create initiatives to promote sport in communities</td>
<td>Deputy Head: Recreation &amp; Sport Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote and develop the economy of sport and recreation</td>
<td></td>
</tr>
<tr>
<td>Create economic opportunities for arts, culture and heritage</td>
<td>Promote an economic environment for arts, heritage and culture</td>
<td></td>
<td>Head: Parks, Recreation, Cemeteries &amp; Crematoria</td>
</tr>
</tbody>
</table>
Chapter 9

Good Governance

Goal
• Develop strong institutions to support representative and participatory local governance

Desired Outcome
• Good governance and management.

9.1 Strategic direction

Local government is a sphere of government established to ensure that decision making is brought to local communities to give people a sense of involvement in the political processes that control their daily lives. Good governance is an approach by which the local citizenry participate actively not only in determining who will govern them but also in shaping the policy output of the local authority. Therefore good governance will be effective only if it is accompanied by far-reaching administrative reforms and ensuring transparency in decision-making.

In this regard, the Municipality has developed certain key strategic programmes in order to be able to transform its usual way of doing business and to address challenges of inefficiency and ineffectiveness. Programmes vary, each identifying its own core components for enhancing the concept of a people–centred approach to local governance.

9.2 Strategic Focus of the Plan

9.2.1 Accessibility and governance

Increasingly in South Africa, and around the world, there has been recognition of the value of demonstrating accessibility, transparency and accountability in governance beyond the traditional domain of financial performance. Accordingly, the key strategic direction and shift that the Municipality has taken is based on a people-centred approach. This will ensure that the development targets and measures set for the Municipality’s performance emanate from a strong foundational basis of “putting people first”.

Programme 1: Establish coherent internal and external communication

Communication is central to our new organisational culture. The Municipality is committed to ensuring that its citizens or customers are well informed and are partners in the development of the City. To this end the Municipality has sought to make its development plans simple so they can be clearly understood. The communication and marketing programme is an initiative to devising mechanisms for making local government information (citizens rights and responsibilities) available
and accessible to all stakeholders. Above all the programme will ensure the preparation of a clear and comprehensive Communications Plan for both internal and external communication.

**Programme 2: Develop improved customer relations**
The establishment of customer services centres is the shift from centralised service into localised administrative orientation, which entails the combination and cooperation between service units and municipal leadership. The aim for this shift was the need to identify demand, opportunities and options for the establishment of Customer Services Centres that will serve the community where they live without having to travel to a central point. The roll out of CSCs to various areas within our Municipality is supporting this initiative.

**Programme 3: Promote co-operative and inter-governmental relations**
The range of critical issues faced by our City mirror South Africa’s national and provincial concerns, so dealing with them in a way that is sustainable requires concerted and coordinated intervention by all three spheres of government, the private sector and civil society partners. There are few issues that can be dealt with by local government alone, this means that we must align our local government system, organisation, strategy, budget and implementation programmes with those of other spheres of government. Whilst progress has been made in ensuring alignment, much work still needs to be done in this regard.

**9.2.2 Become more efficient, effective and accountable**

This focus area claims that the foundation for democratic and developmental local government has been secured and that in eThekwini the pace, scale and quality of service provision has picked up considerably. Presently, the city is humming with a growth rate of over 5%. The City’s winning of the VUNA award as the best performing metro in the country recognises the tremendous people, leaders and administrators the City have.

This plan provides an important opportunity to ensure that we become focused on improving the municipal governance systems even further. The municipality already has the highest credit rating of all local governments in South Africa and unqualified audits.

**Programme 4: Create a clean and accountable administration**
By December 2005 the municipality will have more than 30 regional one-stop centres in operation throughout the municipality which will focus on integrating governance. The City’s website has become more interactive. Efficiency and effectiveness is prioritised, two community courts and one municipal court in operation to ensure a more integrated focus on creating a safer city and stamping out crime, corruption and anti-social behaviour.

**Programme 5: Mobilise to make the organisation more effective**
Leading with a people-centred approach, it is equally important for the Municipality to reposition itself as an efficient and effective municipality to maximise the limited resources available to it. With the amalgamation of six entities into one Municipality,
the continued use of old systems and procedures together with the advent of new technologies point to a need to re-engineer work processes and systems.

9.2.3 Knowledge management

Programme 6: Knowledge process management
The lack of knowledge management in our City has prompted the development of processes and systems to maintain knowledge to ensure that it is shared, stored and kept for future reference. However, this is a new area within the Municipality, so we are working with relevant parties to ensure that knowledge management is effective and efficient.

Programme 7: Develop the city as the centre of learning
In the decade of democracy, eThekwini municipality has focused on ensuring that it shares its experiences with other municipalities and vice versa. The drive for this being that the Municipality sees itself as a centre of learning and focus area for building development relationships. eThekwini Municipality has quickly learned that progress can only come through lessons learned that provide guidance in future action.

Programme 8: Pilot area based management as an institutional model for delivery
The city has established Area Based Management and Development structures, which are commonly known as ABMs. ABM is primarily defined as an institutional mechanism through which the delivery of services can be focused within key areas in the city. ABM is intended to enable integrated implementation, provide opportunities for experimenting and learning and mobilising city resources towards more effective delivery in learning areas. The five ABM (INK, iTRUMP, Rural, Cato Manor and SDB) areas present different challenges for integration and local problem solving, as they typify different varied spatial, social and economic scenarios. These challenges varies from, urban renewal, local economic development, service provision, etc.

Programme 9: Promote learning through our sister city programmes
As part of growing our knowledge base, the Municipality has developed a trend of building working relationships with sister cities. The aim for these engagements is to share experiences and learn new ways of initiating and managing development. This programme is aimed at ensuring that what we have learned is shared with other cities and vice versa.
### 9.3 Responsibility Matrix

<table>
<thead>
<tr>
<th>Plan Owner</th>
<th>Strategic focus of the Plan</th>
<th>Programme drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sipho Cele</td>
<td>Accessibility and governance</td>
<td>Establish coherent internal and external communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Head: Communications</td>
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<td></td>
<td></td>
<td>Develop improved customer relations</td>
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<td></td>
<td></td>
<td>Head Regional Centres</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote co-operative and inter-governmental relations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Head: International and government Relations</td>
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<tr>
<td></td>
<td>Become more efficient, effective and accountable</td>
<td>Create a clean and accountable administration</td>
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<td>Heads: Ombudsperson</td>
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<td></td>
<td>Mobilise to make the organisation more effective</td>
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<td></td>
<td>Knowledge management</td>
<td>Head: Audit</td>
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<tr>
<td></td>
<td>Knowledge process management</td>
<td>Develop the city as the centre of learning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Head: Skills Development</td>
</tr>
<tr>
<td></td>
<td>Pilot area based management as an institutional model for delivery</td>
<td>Programme Manager: ABMs</td>
</tr>
<tr>
<td></td>
<td>Promote learning through our sister city programmes</td>
<td>Head: International and government Relations</td>
</tr>
</tbody>
</table>
Chapter 10

Financial viability and sustainability

Goal
- Sound financial management permitting the fulfilment of our developmental objectives

Desired Outcome
- Confidence in municipal financial management

10.1 Strategic Direction

Parliament has been reviewing local government legislation to improve systems and processes to ensure effective, efficient and economical service delivery. The Municipality has, over the past five years, massively extended its services to meet the needs of previously disadvantaged communities. In order to fulfil financial, legislative and developmental requirements, much of the Municipality’s capital budget has been redirected for new developmental expenditure. It has also extended its existing operating budget over a wider area in order to fulfil developmental goals.

The budget reorienting has resulted in different financial challenges in terms of the following:
- there has been under-spending on the maintenance of existing infrastructure.
- as a result of LOW affordability, extending municipal services has resulted in an increase in debtors
- new capital expenditure had not been aligned with related operating requirements.
- operating budgets have not been focused to support the development priorities

In order to remain financially sustainable and align with the City’s sustainable development strategy, these financial challenges would need to be addressed

10.2 Strategic Focus of the Plan

10.2.1 Strategic and sustainable budgeting

One of the Council’s achievements is our budgeting process with the City strategies and by ensuring that they are inclusive and participatory. The Corporate Policy Unit has worked closely with the Office of the City Treasurer to develop a new methodology based on block sums and splits that are agreed upon after inputs from the City’s stakeholders. Currently, the Council has in its strategic budgeting included “discretionary budgeting” that will give citizens the power to decide specific expenditure in their own communities.
Programme 1: Produce an annual update the City’s MTEF
Whilst the MTEF sets out a medium term expenditure plan for the Municipality, it must also show the specific intentions of the Council with respect to:

- clear, affordable development targets (housing, free basic services)
- development of a 10 year maintenance plan for the City infrastructure and services
- Targeted expenditure to unlock economic development and grow the rates base

Programme 2: Budget according to IDP priorities
The Municipality has committed itself to ensuring that the budgeting process is aligned to the IDP. The strategy to achieve this programme is to ensure that the budget process is aligned to that of the IDP and what gets budgeted is what is reflected in the IDP as the priority. The programme has given rise to approval of policies and programmes that guide service delivery, for example:

- Infrastructure delivery programme alignment to IDP
- Develop 10 year Maintenance Plan for Infrastructure
- Develop Plan for Maintenance and Replacement of Plant and Equipment

Key to this approach is ensuring that the municipality focuses its limited resources to what people of eThekwini said are their challenges and most importantly to improve alignment with other spheres of government. This includes the development of Public Private Partnerships.

Programme 3: Budget for sustainability
Output Units within each of the six clusters will be trained to act as ‘consultants to the business’ where they will actively look at cluster operations with a view to identifying savings and improving efficiencies. Wherever possible, benchmarks will be established and compared to existing operations with a view to improving efficiencies. More importantly model scenarios to give the municipality a long term look at financial health and force the municipality to change the way it budgets.

10.2.2 Grow and diversify our revenues

Programme 5: Effectively manage Credit control
The focus of the credit control exercise is to reduce the debt of the Municipality by:

- Developing proactive credit control measures to reduce debt and ensure appropriate sanctions are implemented.
- Implement new revenue systems to ensure timeous, regular and accurate billing of accounts
- Ongoing customer communication to promote awareness and foster financial responsibility and promote a culture of payment

Programme 6: Seek alternative sources of funding
In addition to the obvious need to grow the City’s revenue by increasing its tax base, other means for securing funding for council projects must be explored in a variety of ways. Some of the focus areas include government grant funding and project and programme funding, partnerships with international agencies like European Union
who already contribute to the funding of key projects in the City, and entering partnerships with private sector on key projects and programmes

Programme 6: Grow revenue streams
A special cost savings team will champion the drive to sensitisise all Council departments and clusters to identify cost savings and/or revenue generating opportunities in all areas of operation. One source of practical ideas about savings and the increased generation of revenue is the public. In keeping with spirit of the existing suite of local government legislation, municipalities are obliged to consult on an ongoing basis with the communities they serve. At the Budget and IDP Consultative meetings, communities can be encouraged to submit their cost saving/revenue generation ideas. These suggestions can then be collated by the Special Cost Savings Team and subjected to a preliminary evaluation before detailed assessments can take place

10.2.3 Value for money expenditure

Programme 7: Reduce cost to the organisation
On the basis of a scrutiny of costs, targets are being selected and prioritised according to the following ratings:

- Most obvious – here the cost element that is most out of line with the budget needs immediate attention.
- Easiest – a small saving that is quickly reaped with little effort cannot be ignored.
- Worst first – sometimes a cost situation is so critical that it begs for immediate attention e.g. Overtime.
- Biggest impact – these cost items that will deliver the biggest long-term savings if reduced e.g. locomotion allowances.

Programme 8: Ensure value for money on expenditure items
The issue of cost saving measures is everybody’s responsibility, and does not just lie with a single cluster or department within Council. Today, more than ever, local government management teams face a challenge to control costs, increase citizen satisfaction and build operational resources that maximise community services.

Each year the Treasury goes through the ritual of preparing a budget for the coming year, and each year they struggle to find ways of pruning the budget to enable the rates increase to be within acceptable limits. Once the budget has been approved, it then becomes a question of monitoring the spending against the allocated line item budgets with little critical examination of alternate ways of achieving the same or enhanced outcome.
## 10.3 Responsibility Matrix

<table>
<thead>
<tr>
<th>Plan Owner</th>
<th>Strategic focus of the plan</th>
<th>Programmes</th>
<th>Programme driver</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DCM: Treasury</strong></td>
<td>Strategic and sustainable budgeting</td>
<td>Produce an annual update of the City’s MTEF</td>
<td>DCM: Treasury</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budgeting according to IDP priorities</td>
<td>Head: GIPO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budget for Sustainability</td>
<td></td>
</tr>
<tr>
<td><strong>Grow and diversify the revenue</strong></td>
<td>Effectively manage Credit control</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Seek alternative sources of funding</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Grow revenue streams</td>
<td></td>
</tr>
<tr>
<td><strong>Value for money expenditure</strong></td>
<td>Reduce cost to the organisation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure value for money on expenditure</td>
<td></td>
</tr>
</tbody>
</table>
Chapter 11
Implementation and Monitoring of eThekwini Strategic Approach

11.1 Service delivery landscape

EThekwini Municipality strategic approach is founded on the elements of a “caring” and “liveable” City. These elements present an opportunity to implement and monitor the programmes and projects as outlined by the foregoing eight-point-plan discussion. The disembarkment of service delivery is aligned to the strategic approach of the IDP and it guides the budgeting approach for the Municipality. The devices of the strategic approach are its triangulation of the IDP, budget, and performance management in seeking to realize the eThekwini 2020 Vision. The IDP legislative framework stipulates the necessity to focus municipal energies in planning, implementation and monitoring.

EThekwini senior management has spent time interpreting the strategic approach to make it immediately realisable with, the focus being on the implementation and monitoring mechanisms. The arising action is that which focuses on the commonly agreed development priorities and measurable key performance indicators. The IDP priorities being the milestones to improving the quality of life of the people in eThekwini municipal area provides a landscape that has varying needs as shown in chapter one. The landscape is full of opportunity as the senior management, stakeholders and ward communities have drawn the roadmap to put eThekwini development and growth in its short and long-term goals. The choices are there for the Municipality to realise the eight-point plan in a five-year IDP cycle. EThekwini Budget will be a catalyst of planning and implementation of programmes that support the logistics infrastructure, preventing sprawl and other choices that the Municipality has taken. The responsibility to achieve the 2020 Vision is set upon the eight IDP Plan Owners who each will drive programmes and projects that inform the success of their plans.

11.2 The 2005/2006 IDP priorities budgeting

EThekwini Municipality has considerable investment needs in its socio-econo-political development agenda including the upgrade of municipal infrastructure and improving service delivery standards. It stands to reason that eThekwini municipality is committing itself to deliver services where they are most needed and as cost effectively as possible. EThekwini Municipality has put in place a workable strategy to balance the books of the Municipality and at the same time effectively meeting the demands of communities as far as service delivery is concern. Central to integrated service delivery is the Municipality’s drive to, meet the basic needs, economic and human development. These are the roadmap for driving budgetary allocation aligned to the IDP.
The 2005/2006 budget of the Municipality which totals R 12,338.7 billion, comprises R 2,701.5 billion Capital and R 9,637.2 billion operating budget. It has been compiled in accordance with the IDP eight-point-plan and the key performance indicators are aligned to the IDP Plans.

The revenues for the budget allocations is also sourced from national and provincial grants to international funding from organisations like the European Union and the local private sector plays a critical role in increasing municipal revenues.
In allocating the budget the Municipality used the IDP priorities and the organisational structure as guidelines to integrated development planning.

Capital and Operational Budget Splits

One of the strengths of the municipal strategic approach is that it recognises the linkages between development, delivery and democracy. The budget splits further are mechanisms to the evaluation of decision-making and implementation of the IDP Plans.

11.3 The 2005/2006 IDP Performance Measurement

EThekwini municipality performance management system is designed to ensure that plans implemented have the desired impact and that resources are being used efficiently and human development indices improves within EThekwini. The senior management team using community inputs to increase its accountability of programmes and projects in the IDP developed the key performance indicators. The KPIs are designed to reflect the efficiency, quality and value for money of municipal services. Of major importance is that KPIs are specific to the city vision, challenges and outcomes. The KPIs are in turn captured in the City Scorecard.

The strategic focus areas of the City Scorecard are:

- Service delivery perspective
- Financial perspective
- Internal perspective
- Learning and growing perspective

Each of the about focus areas are presented in detail after the following city scorecard.
## 1. The service delivery perspective

<table>
<thead>
<tr>
<th>Strategic focus area</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop, manage and regulate the natural and build environment</td>
<td>Approved council spatial development plan (inclusive of sector spatial strategies)</td>
</tr>
<tr>
<td></td>
<td>Planning decisions taken in accordance with spatial development plans and council adopted SDF</td>
</tr>
<tr>
<td>Support &amp; grow new and existing businesses</td>
<td>Number of jobs created through our local economic development initiatives including capital projects (PMU)</td>
</tr>
<tr>
<td></td>
<td>Growth in business turnover (SARS)</td>
</tr>
<tr>
<td>Manage and develop informal enterprise</td>
<td>Increased number of informal enterprises developed into formal SMME enterprises</td>
</tr>
<tr>
<td>Meet services needs and address backlogs</td>
<td>Number of households that have been provided with basic services</td>
</tr>
<tr>
<td>Meet community services</td>
<td>No of community that have been provided with community facilities (as defined in access modeling)</td>
</tr>
<tr>
<td></td>
<td>% of communities that have access to community facilities</td>
</tr>
</tbody>
</table>
## 1.1. The service delivery perspective - continued

<table>
<thead>
<tr>
<th>Strategic focus area</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen safety</td>
<td>% implementation of citizen safety plan</td>
</tr>
<tr>
<td></td>
<td>% increase in the number of people feeling safer (QOL)</td>
</tr>
<tr>
<td>Well being of citizens</td>
<td>Provision of an agreed package of services within each PHC area</td>
</tr>
<tr>
<td></td>
<td>Number of people accessing PHC facilities</td>
</tr>
<tr>
<td>Disaster Management</td>
<td>Number of education campaigns conducted on disaster management</td>
</tr>
<tr>
<td></td>
<td>Increased awareness and preparedness to manage disasters</td>
</tr>
<tr>
<td>Human capital development</td>
<td>Number of interventions undertaken in respect of the HCD strategy</td>
</tr>
<tr>
<td></td>
<td>Number of people employed who have gone through a city initiated HCD programme</td>
</tr>
</tbody>
</table>
### 1.2 The service delivery perspective - continued

<table>
<thead>
<tr>
<th>Strategic focus area</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote sport and recreation in the city</td>
<td>Number of interventions and programmes to promote sport and recreation in the city</td>
</tr>
<tr>
<td></td>
<td>Number of people regularly participating in sport and recreation activities in the city</td>
</tr>
<tr>
<td>Create economic opportunities for arts, culture and heritage</td>
<td>Number of economic opportunities created by the city for promoting art and culture</td>
</tr>
<tr>
<td></td>
<td>Number of people accessing economic opportunities in arts, culture and heritage</td>
</tr>
<tr>
<td>Climate protection and pollution minimization</td>
<td>Number of city interventions in reducing pollution levels within the city.</td>
</tr>
<tr>
<td></td>
<td>Overall reductions in the level of pollution within the city.</td>
</tr>
<tr>
<td></td>
<td>Number of days per year of air pollution</td>
</tr>
<tr>
<td>Ensure accessibility and promote governance</td>
<td>% Batho Pele plan implemented by council</td>
</tr>
<tr>
<td></td>
<td>Number of people accessing eThekwini Municipality</td>
</tr>
</tbody>
</table>
2. Financial Perspective

<table>
<thead>
<tr>
<th>Financial perspective</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget strategically and sustainably</strong></td>
<td>Level of implementation of strategic budget plan (as per strategic budgeting document)</td>
</tr>
<tr>
<td></td>
<td>% of budget (capital and operating) aligned to each years strategic priorities (as identified by priority documents)</td>
</tr>
<tr>
<td><strong>Increase value for money expenditure</strong></td>
<td>% of functions that meet benched-marked standards</td>
</tr>
<tr>
<td></td>
<td>Cost effective service delivery</td>
</tr>
<tr>
<td><strong>Grow and diversify our revenue</strong></td>
<td>Financial viability expressed in the following ratios to maintain AA+ rating</td>
</tr>
<tr>
<td></td>
<td>– debt coverage</td>
</tr>
<tr>
<td></td>
<td>– outstanding service debtors to revenue</td>
</tr>
<tr>
<td></td>
<td>– cost coverage</td>
</tr>
<tr>
<td></td>
<td>Value of budget funded from alternative funding sources</td>
</tr>
</tbody>
</table>
3. Internal Perspective

<table>
<thead>
<tr>
<th>Internal perspective</th>
<th>% of risk audit concerns dealt with</th>
<th>Reduction in the number of risks breached</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an efficient, effective &amp; accountable administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthy and productive employees</td>
<td>Number of measures implemented to increase productivity</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% increase in productivity to meet service delivery goals</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Learning and growing perspective
<table>
<thead>
<tr>
<th>Learning &amp; growing perspective</th>
<th>Knowledge management</th>
<th>% implementation of the knowledge management strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise skills level of employees</td>
<td>% of the city's budget spent on implementing its workplace skills plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% employees accessing skills development opportunities</td>
<td></td>
</tr>
</tbody>
</table>
11.4 IDP, Budget and PMS Alignment

Integrated development planning, budgeting and performance management are powerful tools which will assist eThekwini Municipality to develop integrated perspectives on development in the municipal area. These will assist the Municipality to focus on priorities within an increasingly complex and diverse set of demands. It will also enable the municipality to direct resource allocations and institutional systems to a new set of development choices. The key focus of this review process is to ensure that an implementation and monitoring plan is completed which aligns a process of budget allocation to the principles of the IDP and performance management. This process is in compliance with the Municipal Finance Management Act (No 56, 2003), assuring greater accountability with respect to the budget and the budgeting process.

To achieve the above the Municipality will ensure that:
- Further refinement and alignment of business plans and KPIs to the programmes of the IDP,
- Ensure that Municipal Strategic Council Policies are aligned with the IDP, and
- Monitor budget expenditure to ensure that the IDP is being implemented.

11.5 We care, we belong, we serve

The municipality has committed itself to continue with its constructive engagement and re-emphasise the call for all stakeholders to again roll up their sleeves and work co-operatively. This time not in helping to prepare the Municipal plan of action, but more practically to help the Municipality implement it. It is only through effective partnerships that the Municipality can realise its long-term vision of improving the quality of life of all eThekwini citizens. In order to sustain the eThekwini strategic approach, the following role players should contribute to the development of the City.

- **The officials**

Integrated development planning is not a function of the Office of the City Manager. Everything that municipal clusters and departments do has to be guided by the municipality's strategic approach as outlined by the IDP. As a result all departments have to get directly involved in the integrated development planning process.

- **The Councillors**

Councillors have to play a leading role in the IDP process. Not only is the IDP a mechanism through which they have to make decisions, it also contains their constituency’s needs and aspirations. Councillors have to participate therefore to ensure that their communities’ issues are well reflected and addressed.
• The municipal stakeholders

The IDP is about determining the stakeholder and community needs and priorities, which need to be addressed in order to contribute to the improvement of the quality of life. Community and stakeholder participation in determining those needs is therefore at the heart of the IDP process. The Constitution and the Municipal Systems Act clearly stipulates that the Municipality must mobilise the involvement and commitment of its stakeholders by establishing an effective participatory process. The Municipality is ensuring participation of previously disadvantaged groups e.g. women, the disabled etc. so that their voices can be heard. In the case of stakeholder groups that are not organised, the NGOs or other resource persons play a critical role to advocate the interests of those groups. The nature of eThekwini IDP process is therefore such that it allows all stakeholders who reside or conduct business within eThekwini municipal area to contribute to the preparation and implementation of the development plan. By abstaining from participating, stakeholders empower other people to make decisions on their behalf, which decisions might not be in their interest.

• Provincial and National sector departments

This IDP guides where sector departments allocate their resources at local government level. At the same time, the Municipality takes into consideration the sector departments' policies and programmes when developing its own policies and strategies. It is in the interest of the sector departments, therefore to participate in the integrated development planning process to ensure that there is alignment between its programmes and that of the Municipality.
Annexure 1

Institutional Arrangements

The City Manager heads the City assisted by six Deputy City Managers. The deputy city managers each lead one of the six clusters supported by technical and professional staff. The following diagram presents the Municipality’s organisational structure.

1. Office of the City Manager

The office of the City Manager comprises a Geographic Information and Policy Office, an independent Ombudsperson office, the International and Governance Relations office and the Office of Internal Audit and Performance Management. The foregoing offices have the following functions.

1.1 Geographic Information and Policy Office

The Geographical Information and Policy Office (GIPO) is charged with the responsibility to produce annually review the Municipality’s IDP. This includes ensuring that all Municipal policies are aligned to the IDP. It produces research on citizens’ Quality of Life and co-ordinates local governments inputs into the census (Corporate Policy Unit). It has the responsibility to manage all Municipal GIS operations, including street addressing (Municipal Information and Policy Office). Finally it provides the Information and Communication Technology service to the municipal departments and heads all e-governance programmes in the City (Corporate Information Service).
1.2 Office of the Ombudsperson

The functions of this Office, which was established in December 2002, include the following:

- Defending citizens’ rights
- Investigation of all complaints
- Ensuring principles of fairness and equity prevail in decision-making
- Co-ordination of campaigns on fundamental rights within eThekwini Municipal Area
- Ensuring compliance with transformation legislation
- Preparation of and implementation of the "clean administration" programme, developed in partnership with staff, management and unions
- Ensuring the development of programmes within various units that appropriately deal with racism, sexism, xenophobia and related intolerance.

1.3 International & Governance Relations Office

As a result of the establishment of a full-time staffed Office on International and Governance Relations, our Municipality has been able to co-ordinate its efforts relating to international liaison. In particular, during this term of Office numerous partnerships have been entered into with key international agencies and sister Cities.

In addition to international liaison co-ordination, the office has played an important role in ensuring that the spheres of government begin to align their programmes in order to promote more co-ordinated and holistic development. At the local level, there have been events promoting Durban. The Celebrate Durban event is one such example that has helped promote a positive image of the City.

1.4 Office of Internal Audit and Performance Management

Over the past two-and-a-half years, internal audit has been involved in ensuring that there is a good system of internal control. The effect of this has been a contribution to the credit rating status of eThekwini and good corporate governance.

Perhaps the most significant achievement (in strategic terms) has been the in-house development of a performance management system. The magnitude of implementing a PMS in a large Municipality is daunting without external assistance and expertise but eThekwini Municipality deliberately chose to develop a PMS internally.
2 The role of the Municipality’s six Clusters and departments

2.1 Governance Cluster

The main aim of this cluster is to provide an effective governance service to the eThekwini Municipality. This office performs this function by assisting the City Manager with all aspects of City decision-making processes including stakeholder involvement, participation and support, Council administration and communication.

This cluster consists of 4 units:

2.1.1 City Hall Administration & Secretariat
This Office provides secretarial, administrative and co-ordinating functions to the Council, Office of the Mayor, Office of the Speaker and all Council Committees.

2.1.2 Communications
This Office develops and maintains strategic internal and external communications systems, facilitates media relations and implements systems of public information provision, including facilitating communication between the public, officials and Councillors.

2.1.3 Regional Centres
This Office will develop and maintain a system of decentralised administrative offices of the municipality to ensure accessibility of municipal services and information to citizens.

2.1.4 Community Participation & Action Support
This Office will develop, maintain and support community structures and partnership arrangements in order to engage effectively civil society within the municipal area.

2.2 Corporate and Human Resources Cluster

The main aims of this cluster it to assist the City Manager in the management and development of a highly skilled and motivated staff, and in the development of dynamic organisational systems and structure. The cluster’s specific objectives are to provide human resources, legal and organisational development service to the Council in pursuit of its aim.

This cluster consists of the following units:

2.2.1 Human Resources
This office provides a professional and integrated human resources service to the Council including industrial relations, training and development, employment
policy, conditions of service, grading and remuneration and employee performance management

2.2.2 Occupational Health and Safety
This office is responsible for the provision of an effective occupational health and safety service in the eThekwini Council.

2.2.3 Skills Development
This office is responsible for the development and implementation of an integrated skills development strategy in order to enable municipal employees, Councillors and other stakeholders to acquire the necessary skills to provide quality services and community members to contribute to a better quality of life for all.

2.2.4 Management Services & Organisational Development
This Office provides a cost effective management and organisational development consulting service including the analysis and improvement of current business systems, conducting special investigations and assisting with planning and implementation of new structures and strategies and research and development to improve productivity and efficiency.

2.2.5 Legal Services
This office provides a legal, litigation, translation and licensing service to the Municipality including advising on relevant legislation and managing the application of the Town Planning Ordinance and regulations.

2.3 Health, Safety and Social Services Cluster
The main aim of this cluster is to assist the City Manager with all aspects of coordinating development and services to communities, including directing and managing the provision of services in respect of the following major functions :-

2.3.1 Health
This Office ensures an efficient and cost effective community primary health care and environmental health delivery service is rendered so as to maintain acceptable personal and environmental health standards in the Municipal Area.

2.3.2 Metropolitan Police
This Office manages a municipal police force within the metropolitan area including traffic policing, policing municipal by-laws, crime prevention, road safety and processing of fines and summonses.
2.3.3 Emergency Services
This Office directs and manages the Emergency Services Unit including fire services, emergency communications, loss control and disaster management services.

2.3.4 Parks, Recreation, Cemeteries & Culture
This Office develops, enhances and maintains cost effective cultural/sporting and recreational amenities and services including but not limited to Libraries, Art Gallery, Museums, Recreation, Parks, Beaches and Cemeteries.

2.4 Procurement and Infrastructure Cluster
The main aim of this cluster is to assist the City Manager in ensuring rapid, cost effective and efficient delivery that meets Council’s empowerment targets. The strategic focus area for this cluster is procurement; it is a support service to all process owners in order to enable them to deliver services to Council’s customers effectively and thereby contribute to improved quality of life. This cluster has the following functions:-

2.4.1 Cleansing & Solid Waste
This office ensures that all solid waste generated in the Municipality is stored, collected, transported and disposed of in an efficient, effective and environmentally acceptable manner and in accordance with sound business principles.

2.4.2 Electricity
This office directs and manages the eThekwini Electricity Unit to ensure the appropriate and sustainable provision of electricity supplies to consumers within the licensed area of supply and in accordance with Council’s strategy. This includes the maintenance of electricity infrastructure and service.

2.4.3 Engineering
This office directs and manages the Engineering Unit, ensuring the efficient and cost effective provision of infrastructural facilities and services to the citizens of the Municipality in accordance with corporate strategy and policy.

2.4.4 Housing
This office ensures the efficient and timeous delivery of housing opportunities, the facilitation of housing delivery and the formulation of appropriate housing policy and strategy.
2.4.5 Procurement
This office ensures compliance with procurement policy and procedures.

2.4.6 eThekwini Transport Authority
The main aim of this unit is to fulfill the ETA's obligations in terms of the requirements stipulated in the National Land Transport Transition Act.

2.4.7 Water & Sanitation
This office directs and manages the Water and Sanitation Unit to ensure the provision of appropriate and economic water and sewage services to consumers in the Municipality in accordance with corporate strategy and policy.

2.5 Sustainable Development and City Enterprises Cluster
The main aim of this cluster is to assist the City Manager in the development, coordination and implementation of the City's Corporate Plan, including:

2.5.1 Development Planning & Management
This Office maintains, implements, manages and enforces the spatial development framework. Most importantly, this cluster drives the idea of eThekwini being a learning organization through its Area Based Management structures.

2.5.2 Economic Development
This Office maintains, implements and facilitates the economic development strategy of the municipality.

2.5.3 City Enterprises
This Office will co-ordinate and oversee the activities of the economic agencies of the Council and ensure their alignment with the strategic vision of the Council and compliance with corporate governance requirements.

2.5.4 Business Support
This Office ensures the development of a comprehensive business support system including support of large, medium and micro enterprises, support and management of informal trade, regional investment facilitation, and rural economic development support.

2.5.5 Markets
This Office ensures the provision and management of market facilities and control of municipal markets.
2.6 Treasury

The main aims of this cluster are to assist the City Manager in his role as Accounting Officer of the Municipality.

➢ To provide effective financial management and asset consulting service and  
➢ to support Council management to enable them to manage effectively the  
  process that delivers outputs that satisfy customers’ needs thereby  
  contributing to improved quality of life.

This cluster has the following units:

2.6.1 Finance
This office directs and manages municipal finances.

2.6.2 Real Estate
This office provides a property valuation and administration service to the Municipality

2.6.3 City Fleet
This office is responsible for managing the City Fleet.

3. Council and Its Committees

Council committees are made up of elected politicians (Councillors). It is through the committee structures that elected representatives set policy and guide implementation of all aspects of Council delivery. The nature, type and procedures of these committees are governed by national legislation.

A full meeting of all Councillors is held monthly and has all committee and sub committees’ decisions including those of the Executive Committee. Membership of the nine-member Executive Committee is based on the number of votes achieved by parties in local government elections.

Informing and advising the executive committee is a number of support committees that focus on particular areas of the council's work, for example:
1. Non-racism, Non-sexism, Non-discrimination Executive
2. Masakhane, Grants-in-Aid and Poverty Alleviation
3. Community Participation, Youth Affairs and Gender
4. Human Resources and Legal
5. Skills Development, Management Services and Organisational Development
6. Development Planning and Facilitation
7. City enterprises, Business Support, Economic Development and Markets
8. Area Based Management (Cato Manor, SIB, Rural, INK and iTRUMP)
9. Housing Transport and engineering
10. Electricity, Water and Sanitation, Cleansing and Solid Waste
11. Health Emergency Services and Safer Cities
12. Metro Police  
13. Parks, Recreation, Cemeteries and Culture

The support committees are themselves further divided into a number of standing sub-committees, which deal with specific issues. These committees and their sub-committees meet regularly to review issues and prepare recommendations for the Executive Committee and full Council.

Public attendance at Council meetings is encouraged to enable citizens to see and understand the most senior decision making body in the municipality.

4. Political Structure

The Municipality has 200 Councillors, 100 are directly elected ward Councillors, and 100 are elected through proportional representation. The Municipality consists of the Executive Committee that reports to the full Council.

5. Traditional Leadership

In eThekweni municipality there are 17 Amakhosi within the municipal area of jurisdiction. The municipality is working closely with the traditional leadership and it has structural communications channels in place to ensure continuous interaction. The Amakhosi meet on monthly basis in their chamber in Pinetown. The Council has seconded staff from the municipality to assist in the Amakhosi chamber with administrative issues and secretariat activities. Given our commitment to strengthening our partnership with Amakhosi, the municipality is currently exploring other mechanisms to further engage traditional leadership as we develop our IDP.