

Focus Area	Key Obj No	Goals	Linkage to Goals in the KZN PGDS	Obj No	Objectives (5 year)
				4.1.2.6	To align Capital Programme and IDP
Compliance, Clean and Sound Administration	5.1.1	To promote good governance, accountability & transparency		5.1.1.1	Policies & bylaws
	5.1.2	To manage risk to the Municipality effectively and efficiently		5.1.2.1	To operate the organisation at a minimum risk level
Integrated & Co-ordinated Planning and Development	5.2.1	To continuously promote integrated & co-ordinated planning and development within the District		5.2.1.1	To promote integrated development planning (including the spatial reflection thereof) in an environmentally responsible manner

SECTION B.1: PLANNING AND DEVELOPMENT PRINCIPLES

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMB)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMB, CRDP, National Strategy on Sustainable Development)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)

- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMB)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMB)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMB).
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

SECTION B.2: GOVERNMENT PRIORITIES& APPLICATION THEREOF

1. MILLENNIUM DEVELOPMENT GOALS

The United Nations Millennium Development Goals (to meet set targets by 2015):

No.	Millennium Development Goals	Application thereof at ZDM DM Level through appropriate Strategies
Goal 1	Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> • Investigate the feasibility of Fresh Produce Markets and Abattoirs • promote tourism in the District • To improve the economy of the district, through the creation of job opportunities and additional economic activities

No.	Millennium Development Goals	Application thereof at ZDM DM Level through appropriate Strategies
		<ul style="list-style-type: none"> The social upliftment of the communities in ZDM
Goal 2	Achieve universal primary education	<ul style="list-style-type: none"> The social upliftment of the communities in ZDM
Goal 3	Promote gender equality and empower women	<ul style="list-style-type: none"> To transform the organisation to comply with the Employment Equity Act To develop and empower Youth, Gender and people living with Disability
Goal 4	Reduce child mortality	<i>Dept of Health</i>
Goal 5	Improve maternal health	<i>Dept of Health</i>
Goal 6	Combat HIV/AIDS, malaria and other diseases	<ul style="list-style-type: none"> To reduce the impact of HIV/AIDS <p>To deal with Disasters efficiently & effectively in the district</p>
Goal 7	Ensure environmental sustainability	<ul style="list-style-type: none"> To continuously promote integrated & co-ordinated planning and development within the District
Goal 8	Develop a global partnership for development	<ul style="list-style-type: none"> To promote good governance, accountability & transparency

2. NATIONAL PLAN PRIORITIES

The National Planning Commission issued the first draft of the National Development Plan in November 2011 for consideration – its priorities are summarised in the table below:

No. (in no specific order)	National Plan Priorities	Application thereof at ZDM DM Level through appropriate Strategies
1	Create jobs	<ul style="list-style-type: none"> Investigate the feasibility of Fresh Produce Markets and Abattoirs promote tourism in the District To improve the economy of the district, through the creation of job opportunities and additional economic activities
2	Expand infrastructure	<ul style="list-style-type: none"> To progressively provide a cost effective, reliable water services at a good quality to all potential consumers in the district To viably operate & maintain a Regional Airport that contributes to the growth & development of the district To facilitate the provision of a well-developed district road network To facilitate the effective and efficient removal of solid waste To ensure that sufficient burial space is available within the district

No. (in no specific order)	National Plan Priorities	Application thereof at ZDM DM Level through appropriate Strategies
3	Use resources properly	<ul style="list-style-type: none"> To continuously promote integrated & co-ordinated planning and development within the District – with a focus on sustainability
4	Inclusive planning	<ul style="list-style-type: none"> To continuously promote integrated & co-ordinated planning and development within the District through inclusive particip[ation]
5	Quality education	<i>Liaison with the Dept of Education</i>
6	Quality healthcare	<i>Dept of Health</i>
7	Build a capable state	<ul style="list-style-type: none"> To promote good governance, accountability & transparency
8	Fight corruption	<ul style="list-style-type: none"> Implement Anti-Corruption Policy
9	Unite the nation	<ul style="list-style-type: none"> To develop and empower Youth, Gender and people living with Disability – through sports and cultural events The social upliftment of the communities in ZDM

3. 12 NATIONAL OUTCOMES

The 12 National Outcomes that all provincial governments must align to are:

No.	National Outcome	Application thereof at ZDM DM Level through appropriate Strategies
1	Quality basic education	<i>Liaison with the Dept of Education</i>
2	A long and healthy life for all South Africans	<i>Dept of Health</i>
3	All people in South Africa are and feel safe	<i>Liaison with the SAPS</i>
4	Decent employment through inclusive economic growth	<ul style="list-style-type: none"> Investigate the feasibility of Fresh Produce Markets and Abattoirs promote tourism in the District To improve the economy of the district, through the creation of job opportunities and additional economic activities
5	Skilled and capable workforce to support an inclusive growth path	<ul style="list-style-type: none"> Implement Operation Sukuma Sakhe and embrace EPWP
6	An efficient, competitive and responsive infrastructure network	<ul style="list-style-type: none"> To progressively provide a cost effective, reliable water services at a good quality to all potential consumers in the district To viably operate & maintain a Regional Airport that contributes to the growth & development of the district

No.	National Outcome	Application thereof at ZDM DM Level through appropriate Strategies
		<ul style="list-style-type: none"> To facilitate the provision of a well-developed district road network
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	<ul style="list-style-type: none"> To continuously promote integrated & co-ordinated planning and development within the District through inclusive participation The social upliftment of the communities in ZDM
8	Sustainable human settlements and improved quality of household life	<ul style="list-style-type: none"> Implemented Revised SDF Prepare and implement District Housing Sector Plan
9	Responsive, accountable, effective and efficient local government system	<ul style="list-style-type: none"> To promote good governance, accountability & transparency
10	Protect and enhance our environmental assets and natural resources	<ul style="list-style-type: none"> To continuously promote integrated & co-ordinated planning and development within the District – with a focus on sustainability
11	Create a better South Africa, a better Africa, and a better world	<ul style="list-style-type: none"> All
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> To promote good governance, accountability & transparency

Outcome 9 is explained further below:

Outcome 9 aims at creating a responsive, accountable, effective and efficient local government system so as to restore the confidence of people in the local sphere of government.

The Outcome consists of seven outputs viz:

Output 1 - Implement a differentiated approach to municipal financing, planning and support

Municipalities within the country differ with regard to their capacities and challenges they are faced with. There is therefore a need for municipalities to focus on issues/functions which they can realistically deliver on rather than adopting a “one size fits all approach”. The implementation of a differentiated approach would take the unique circumstances of municipalities into account when support is provided in terms of financing and development planning. In this regard the following is proposed:

- The six metros will be granted more autonomy in terms of infrastructure and housing delivery through the acceleration of the MIG programme and the housing accreditation process.
- Municipalities would be classified according to their capacity and on the basis of this classification municipalities with limited capacities will be required to produce simplified IDPs and revenue plans.
- Critical posts (e.g. Municipal Manager, Town Planner, CFO, etc) within a municipality would need to be audited and filled by competent and qualified individuals.
- Performance contracts of Municipal Managers needs to be concise and crisp.

Output 2 - Improve access to basic services

The obstacle faced in accelerating services relate to a lack of critical infrastructure in rural areas and the increase in informal settlements in urban areas. The following interventions have been proposed to achieve this output:

- The establishment of a bulk infrastructure fund will assist in unlocking the delivery of reticulation services, provide funding for bulk infrastructure, upgrade and rehabilitate existing bulk infrastructure, procure well located land and will align Provincial and Municipal Infrastructure Grants with housing projects.
- A Special Purpose Vehicle will also be established to assist municipalities in sourcing private sector funding for infrastructure development and will provide support in the planning and expenditure of CAPEX and OPEX budgets in municipalities.
- Ensure improved access to basic services by 2014 by increasing access to water (from 92% to 100%), sanitation (from 69% to 100%), refuse removal (from 64% to 75%) and electricity (from 81% to 92%).

Output 3 - Implementation of the Community Work Programme

The rollout of the programme will assist in improving the economic sustainability in municipalities by creating a minimum level of regular work, providing an employment safety net, supplement other livelihood strategies and contribute to the development of public assets in poor communities. The following are proposed:

- The programme is to be implemented in at least 2 wards in each municipality.
- It will support the creation of 4.5million jobs by 2014.
- Ensure that 30% of all CWP job opportunities can be associated with functional cooperatives.

Output 4 - Actions supportive of the human settlement outcome

The government has made tremendous progress in the delivery of housing since 1994 however; there is still an increasing flow of demand. Breaking New Ground advocates an integrated approach to the delivery of housing and local government has an important role to play in this regard. The following interventions have been proposed to deal with the increased demand for housing:

- Initiate projects which will lead to increased densities by 2014.
- Release of public land for the development of low income and affordable housing on well-located land.
- Expansion of the National Upgrading Support Programme in 45 priority municipalities which will assist in the upgrading of informal settlements.
- Develop and monitor a national coordination grant framework so as to better align all local government grants that impact on local communities.
- Creation of clear national norms and standards for different municipalities and settlement areas which will support the overall objective of creating well-functioning, integrated and balanced urban and rural settlements.
- Support the process to finalize the drafting of new national spatial and land use legislation.

Output 5 - Deepen democracy through a refined Ward Committee Model

The local sphere has been fraught with inter and intra party tensions and community frustration. There is therefore a need to strengthen the people-centred approach to governance and development. This can be achieved through:

- Reviewing and strengthening the legislative framework for Ward Committees and community participation so as to institute clear responsibilities and institutional arrangements for Ward Committees and Community Development Workers and to ensure broadened participation.

- New approaches to resource and fund the activities of Ward Committees.
- Support measure to ensure that at least 90% of all Ward Committees are fully functional by 2014.

Output 6 - Improve administrative and financial capability

A number of municipalities are characterized by poor administrative and financial management which in turn negatively impacts on delivery of services. The following interventions have been proposed:

- Ensure that municipalities with unqualified audits increases from 53% to 100% through the maintenance of financial management systems, establishment of Public Accounts Committees, ensuring timely submission of annual financial statements and financial management training.
- Strengthening the anti-corruption capacities of municipalities.
- Reduce municipal debt by improving administrative processes, ensuring consumers contract to municipalities, provide tangible service delivery incentives, etc.
- Municipalities overspending on OPEX reduced from 8% to 4% by 2014.
- Municipalities under spending on CAPEX reduced from 63% to 30% by 2014.
- Municipalities spending less than 5% of OPEX on repairs and maintenance reduced from 92% to 45% by 2014.

Output 7 - A single window of coordination

The output aims to bring about greater cohesion in the work of government thereby reducing the fragmentation being experienced within the cooperative governance arrangements impacting on local government. This single entry point into the local government arena will be achieved by:

- Reviewing and amending local government policy and legislation where necessary.
- Coordination of all support, monitoring and other interventions that are occurring in the local government sphere.

The Municipality should strive to ensuring that the outputs of the delivery agreement are met and as such strategies, to ensure that the outputs are taken into consideration, would have to be identified within the various plans of the IDP.

4. 5 NATIONAL PRIORITIES

The Five National and Six Provincial Priorities include the following:

No.	Five National (Including 6 th Provincial) Priorities	Application thereof at ZDM DM Level through appropriate Strategies
1	Job creation (Decent work and Economic growth)	<ul style="list-style-type: none"> • Investigate the feasibility of Fresh Produce Markets and Abattoirs • promote tourism in the District • To improve the economy of the district, through the creation of job opportunities and additional economic activities

2	Education	<i>Liaison with the Dept of Education</i>
3	Health	<i>Liaison with the Dept of Health</i>
4	Rural development, food security and land reform	<ul style="list-style-type: none"> • The social upliftment of the communities in ZDM
5	Fighting crime and corruption	Implement District's Anti-Corruption Policy
6	Nation-building and good governance (State of KZN Province Address February 2010)	<p>To promote good governance, accountability & transparency</p> <p>To develop and empower Youth, Gender and people living with Disability – through sports and cultural events</p>

5. STATE OF THE NATION ADDRESS

The State of the Nation Address was delivered by His Excellency, Jacob G Zuma, President of the Republic of South Africa on the occasion of the joint sitting of Parliament in Cape Town on 14 February 2013.

The President reported on progress made with the implementation of the National Plan and reiterated that the priorities as expressed in the National Plan need to be addressed.

6. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) GOALS

No.	PGDS Strategic Goal	Application thereof at ZDM DM Level through appropriate Strategies
1	Job Creation	<ul style="list-style-type: none"> • Investigate the feasibility of Fresh Produce Markets and Abattoirs • promote tourism in the District • To improve the economy of the district, through the creation of job opportunities and additional economic activities
2	Human Resource Development	<ul style="list-style-type: none"> • To develop capacity in the organisation for effective service delivery
3	Human and Community Development	<ul style="list-style-type: none"> • To develop and empower Youth, Gender and people living with Disability – through sports and cultural events • The social upliftment of the communities in ZDM
4	Strategic Infrastructure	<ul style="list-style-type: none"> • To progressively provide a cost effective, reliable water services at a good quality to all potential consumers in the district • To viably operate & maintain a Regional Airport that contributes to the growth & development of the district • To facilitate the provision of a well-developed district road network

No.	PGDS Strategic Goal	Application thereof at ZDM DM Level through appropriate Strategies
5	Responses to Climate Change	<ul style="list-style-type: none">• To Plan, co-ordinate and regulate Fire Fighting Services in the district• To deal with Disasters efficiently & effectively in the district
6	Governance and Policy	<ul style="list-style-type: none">• To promote good governance, accountability & transparency
7	Spatial Equity	<ul style="list-style-type: none">• Implemented Revised SDF• Prepare and implement District Housing Sector Plan