



**ILEMBE DISTRICT MUNICIPALITY
REPORT ON THE
STRATEGIC PLANNING LEKGOTLA**

**08 – 11 SEPTEMBER 2011
ALPINE HEATH RESORT**

**FACILITATED BY
ANS BUSINESS CONSULTING**



Foreword by His Worship the Mayor

Ilembe District Municipality ushered in a new era on service delivery and job creation by planning for the next 5 years and beyond at a strategic workshop session held from the 8th to 11th September 2011. The strategic planning session was a 3 day workshop that included management and political leadership of Ilembe family of municipalities. This is necessary to map a 5 year plan for the organisation and to inform new political leadership on the progress and challenges impacting service delivery. The 5 year strategic plan shall influence all municipal processes, systems and implementation of service delivery and job creation. Alignment with National and Provincial policy was an integral part of the strategic workshop. This is critical in ensuring that Ilembe District Municipality is part of a broad government implementation strategy on service delivery and job creation.

The next five years on service delivery and job creation focuses on simplified and outcome based implementation strategies to ensure better quality of life standards for the citizens of Ilembe Family. It is on this backdrop that for the next five years all directorates with the Ilembe District Municipality will align and report on the 5 year plan annually. This will ensure that the “*advancement*” target is accomplished as per Ilembe District 2027 Vision. Integrated Development Plans (IDPs) shall be testimony to the implementation of the 5 year plan. IDP reviews will incorporate specific key performance areas that will indicate performance or non-performance of the organisation in meeting its annually targets on service delivery and job creation.

The outcome based approach adopted by Co-operative Governance and Traditional Affairs (COGTA) encouraged strengthening of monitoring and measuring systems in order to ensure that the desired outcome is achieved.

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EXECUTIVE SUMMARY

This report is essentially in two parts. Part A describes the process that was followed by the facilitation team of this strategic lekgotla which ultimately led to the Part B, the end product, namely, the five year strategic plan for IDM. The approach of having these two parts is that going forward, any of these parts should make sense even if read as a standalone document. However, to ensure that, some aspects like methodology in Part B, will have to seem like they are repetitions of what is in Part A.

The lekgotla was essentially a council planning session for the new council's term of office. There were 35+/- councilors. Very able leadership was provided in this regard by the Mayor, Hnr Clr S W Mdabe supported by the Speaker and Chief whip and Mayco. The Municipal Manager (Mr Mike Newton) and his management were also present in their numbers to give maximum support, clarification and back-up to the council. They were a critical participating section of the planning. As per programme plan and consistent with all good strategic planning sessions, there were other key stakeholders who came to give vital inputs, without which the planning process would not have yielded the richness that this final five year strategic plan did. In particular, the KZN province was well represented by Mel Clarke; as were Enterprise ILembe which was represented by its Board Chair (Mr Clive Manci) and 4 other board members as well as the CEO (Ms Khanyi Gasa); the AG was represented by a senior manager (Mr Van Zyl); and Mr de Beer reported on the results of a recently conducted perception survey that was conducted among all municipalities in the district. There was also a motivational speaker, Mr Max Moyo, who came in on the second day of the workshop to uplift the spirit of the workshop with jokes and laughs. ANS, on its part, were the facilitators (two consultants, namely, Abe and Busi Ndlovu). They strove to ensure that the entire workshop stayed on track all the time, enjoyably and productively.

The role of the facilitating team was supported by a strong steering committee or project management team who constantly met to give direction, to provide documentary support and group dynamics management whenever required. Very valuable leadership came from the Mayor in particular supported by other politicians like the Speaker, Mayco members and the MM. The level of commitment had to be high and focused all the time. This was achieved through a concerted effort by the facilitation team and the project steering team who ensured that everyone participated by asking questions, responding to questions directed to them, participating in experiential exercises given by the facilitators to draw lessons for the workshop as well as giving brain breaks and opportunities for lateral thinking.

The programme of the workshop was developed and designed to ensure that all important historical information and experiences created a strong foundation for the new areas that needed attention going forward. In this regard, a lead address was given by the Mayor highlighting all socio-political and economic factors that needed to be considered in order to ensure that the resultant five year strategic plan does not fail to address key matters that are known to affect the communities in the district as well as most other South African communities. In addition, the MM and his senior management team gave progress reports that showed where the municipality was in terms of implementing key projects and processes that had been agreed in the last

five year strategic plan. The MM highlighted that over 90% of what had been planned was achieved. This approach fulfills what strategic planners the world over mean when they say strategic planning is an exercise in “backward thinking meant to achieve a forward thrust”. However, a critical question that needs to be asked in sessions like this when such good progress reports are given by all internal role players is to clarify whether because of these project achievements, has the lives of the communities in the district improved, if so, by how much, if not why not? Since in all management the basis of getting anything done and hence achieve improvements, for that organisation’s key stakeholders is always to measure the change that one wants to see, it was noted and agreed that the focus of this South African government will be achieved if all measurement starts with stating and aligning everything else to a set of agreed national outcomes for every public sector entity. As such, the session had to start by identifying the key outcomes applicable to the local government sector and ensure that all the strategic objectives, activities, projects and key performance indicators that would populate the final strategic plan templates (tables shown in the annexure) would be aligned to these national outcomes. An outcome is always about answering the question, “how have all these interventions and projects of government affected the lives of ordinary citizens and residents?” In section 12.6.1 it is clear that of the nine (9) national outcomes, only 5 are applicable to local government. In section 12.6.2, it is also clear that whereas there are nine (9) nkpis plus three (3) other important benchmarking kpis, not all of them are applicable to the mandate of a district municipality. It is for this reason of selection, prioritization of national outcomes and nkpis that strategic selection becomes important. The results of this selection are seen in the final planning strategic plan templates in Part B, Annexure 2. The outcomes, strategic outputs (objectives) stated, the kpis and targets agreed all must comply with the overall South African government agenda of a developmental state, wherein all stakeholders in local government as well as other spheres of government all agree that they shall invest heavily in physical and social infrastructure development in order to achieve specific developmental outcomes for the country’s citizens. So, ILembe District Municipality, like any other municipality had to identify, and agree which national outcomes and nkpis they would be measured and reporting against within the next five years. Further alignment had to be ensured when even the plans of the province and national departments, which would see implementation in the district had to be subjected to scrutiny and alignment with what the district intended to achieve and vice versa.

With the national outcomes and implicit nkpis clarified, progress on previous performance targets agreed reported, it becomes important to check how the district municipality’s current strength, weaknesses, opportunities and threats are. These are important as a spring board to decide what and how much the municipality should set itself to do. Strategic objectives must lead to achieving the national outcomes and the attendant key performance indicators must focus attention to what is possible given where the municipality is at as perceived by the various stakeholders. Consolidated details of the current state or status quo are given in the section 12.7 of Part B. However, even long before that, starting from the mayor’s opening address; one gleans strategic issues that must be considered as critical for informing where this strategic plan must focus future attention. Further strategic alignment is achieved when all strategic objectives are further packaged according to COGTA’s six (6) Key Performance Areas (KPAs).

The broad methodology of the workshop was always very participative. The facilitators brought all their experience to bear on leading the workshop with experiential exercises, opportunities to teach and explain critical planning sessions, correcting errors in what would finally stand in the strategic plan documents before, during and after the workshop sessions. A few critical and defining aspects of the planning process included;

- Lead inputs by the mayor, MM and facilitators at critical intervals to keep focus and not to miss out on key outputs of this workshop
- To keep all participants alive and engaging with the subject matter under discussion regardless of their previous background and knowledge. Here the facilitators had to work doubly hard to explain some planning terms which were probably seen as mundane and easy by some but were new or confusing to many (more often even to those who had thought they knew what was involved in some of these concepts like kpis, targets, etc).
- Commission work was a crucial form of ensuring engagement and focus by all participants. For some participants, the commissions gave valuable insights into various district municipal functions of the district, which functions they would (councilor participants) will have to play an oversight role in future. The commissions were formed along the lines of the 6 COGTA KPAs not portfolio committees since municipal reporting is always based on these KPAs.
- Also important was the need to problematise the issue of leadership and management in ensuring that whatever strategic plan emerges out of this session, it would be owned and implemented by all stakeholders. In this respect too, change leadership is crucial. Every leader must feel a sense of urgency to always take the municipality from where it is to some better place in future in line with where the vision of the municipality foresees the district to be at.
- Clearly stating what strategic action would need to be taken by certain role players. This was to ensure that the ownership of future action required in this strategic plan is not left ambivalent to different stakeholders.

In conclusion, the atmosphere of the workshop was a very friendly and to a large extent lively process compared to some that the facilitators have facilitated before. A good strategic plan for the next 5 years sits awaiting implementation as Part B: Annexure 12 in this document.

1.0 IN ATTENDANCE AND MANAGEMENT

The workshop started on the Wednesday on the 7th September 2011 (in the evening) and continued until Sunday morning on the 11th September 2011.

- (a) The workshop was attended by 70 +/- people made up of the following;
- (b) 35 +/- councilors led by His Worship the Mayor, Hon. Clr Mdabe; The Speaker, Hon. Clr Sithole; The Chief Whip, .Hnr Councilor Zondo.
- (c) There were about 35+/- staff from the Municipal Administration led by the MM who provided necessary back-up support to the entire workshop.
- (d) Two Facilitators from ANS Business Consultants cc also attended and have authored first the Strategic Lekgotla Proceedings Report as well as the related Part B: The Five Year Strategic Plan FY 2011/12- 2015/16.
- (e) The Project Steering Team: MM (Mr Mike Newton as ex-officio); The Director of Corporate Governance (Mr Ernest Shozi), Director of Planning (Renee Hulley), PMS Specialist (Ms Wendy Dlomo), Zee (Communications Manager). These provided the initial planning, joined with the ANS team to continue providing the behind the scene logistics and further planning, and will remain overseeing the implementation of the resultant plan back home at ILembe.
- (f) There are attendance registers / records showing the names of all those who attended and participated in this workshop.

2.0 INTRODUCTION AND BACKGROUND

2.1 BACKGROUND

The ILembe District Municipality, like all municipalities in South Africa recently elected a new council. They are preparing to finalize a new IDP. The orientation process for the new Council has revealed an area of urgent need in the form of detailed review and understanding of what the municipality needs to do in addressing its mandate as implied by the COGTA 5 KPAs. To address this need effectively, a Strategic Planning workshop was held from on the dates shown above. (7th September – 11th September 2011) at the Alpine Heath Resort in the Drakensburg.

The purpose of the Strategic Planning workshop was to emerge with a focused and implementable service delivery based Five Year Strategic Plan (FY: 2011/12 – FY:2015/16).

ANS Business Consulting cc was appointed to be part of the workshop support team, and to facilitate the entire proceedings of this workshop.

As indicated, the workshop was a participative and wherever possible fun and learning driven exercise for all who participated.

2.2 INTRODUCTION

The purpose of this document (Proceedings Report) is to provide a detailed report on the way the key activities that were undertaken flowed. The actual strategic plan presented largely in terms of the templates has been presented in the second but separate report. The two reports need to be read together as the latter (Five Year Strategic Plan) is an output / result of the process described by the former (Proceedings Report). The flow of the proceedings report has been structured according to the way the programme flowed. HOD presentations indicating what each department has achieved against the last 5-year strategic plan have not been presented verbatim but rather make a separate annexure document in slide format. Only a few questions & answers as well as any other points deemed pertinent have been reported in this report.

3.0 BRIEF APPROACH / METHODOLOGY

The following were key assumptions that informed this workshop process. The strategic planning session or lekgotla was largely for the council which is charged to ensure they map a five year direction at the start of their term. The councilors are politicians who bring on board different and varied experiences from their own local municipalities; the needs of their residents which are the grass-roots of the district municipality; personal & professional backgrounds into this type of planning workshop. As such, the session had to proceed first by a member of the project management steering team leader giving direction to what the purpose of the meeting was all about. The task was well executed by the MM, Mike Newton. He welcomed everyone present, acknowledged the presence of the mayor, Speaker, chief Whip, Honourable Councilors, his staff, other stakeholder groups present especially ILembe Development Agency as well as the facilitation team from ANS. Further, inductive inputs on leadership and management were made by the chief facilitator. The purpose of such an input was to increase awareness about these issues in leadership while at the same time problematising them enough for the workshop to want to do something different in this space of ensuring good leadership and management. After all, many a very good plan fails at the hands of weak leadership and poor management. The call here was that participants must always understand that one does not talk about strategic issues without simultaneously implying change leadership. As such, strategic change leadership as a concept was placed as a critical consideration all the time so that whatever was developed must be politically and administratively driven with a desire and an eye to change the lives of the people within the district.

An overriding and ever present theme at all stages of the workshop discussion was always the acceptance that all municipal councils are there to ensure that the wishes and needs of their stakeholders are met as much as possible all the time. The Municipal Systems Act (2003 amended) and the MFMA both indicate what councils should focus on at different periods in their life cycles, and what they are responsible for and what they should leave to administration. This understanding underpinned the SWOT analysis that was used as a spring board to setting critical strategic direction, roles and responsibilities which are always critical in a strategic plan like this one. as shown later in the actual five Year Strategic Plan. Strategic planning is always about looking forward but one does not look forward until they

have first understood where they are standing now and where they have been in the past –that means some backward looking is important before launching forward. To that extent, a review of what has been achieved in the last five years based on reports on the Institutional and Departmental Scorecards (SDBIPs) proved very useful in giving guidance to possible future strategic goals and directions. The achievements on the institutional and departmental scorecards were given by the MM and his team of HoDs as will be reported later. In addition, this was grabbed as an opportunity by the senior management to keep the new council updated on what the municipality says they have already done, can and cannot do. Where re-direction was needed for the administration, the space was well used by all parties present.

To achieve good strategic change leadership, it was necessary that the workshop should focus on, among other things;

- How will new council position itself to play its oversight and leadership roles without being seen to interfere in administration (a common acquisition made by senior managers in local government across South Africa?). There is always a need to iron out in practice the boundaries between interference and intervention.
- Identify and close certain policy gaps and areas that the council needs to address as seen by the new council and also as presented by the administration (MM will present some key directions and major points)
- Councilor development, accepting that some councilors may come in totally new into local government sector and their educational levels may not be such that unaided, they will be effective in their prescribed roles and responsibilities. So development of councilors becomes paramount.
- What vision, mission, values for the entire municipality will they be seeking to have in order to guide their (councilors) term in office, and how do they want to hold each other accountable (for example, is there any PMS being considered by the troika for councilors in IDM?). In this regard, the programme should find time to stop and check whether or not the new council fully and uniformly understands and subsequently whether it (council) still goes along with the old vision and mission and values of IDM. Where changes are needed this will be a good time to affect them.
- Strategic approaches to ensure that there is a way of meeting critical and urgent oversight roles of council need to be raised and adopted in the activity sections of the strategic plan template.
- Communication and again more communication that reaches all critical stakeholders must be prioritized. It is important to every communicator to be mindful of what councilors promised the public during elections, and how they intend to communicate back to the residents / electorate how they are progressing in meeting these promises in their wards and local municipality in general.
- An implied review of the PMS Culture with special attention given to PM Assessment, Scoring, and Evaluations was assumed and where necessary needed to indicate the direction IDM would prefer to take in future to ensure this strategic plan achieves the goals and outcomes that are intended.

- Ground rules of council (standing orders) will be highlighted; especially, mindful of what usually goes wrong in council and among councils and how to manage the process of making both councils and its management teams become more effective and efficient.

4.0 PRE WORKSHOP PLANNING MEETING (EVENING OF THE 7TH SEPTEMBER)

A planning meeting, involving the Mayor, Municipal Manager and Steering Committee members mentioned officials as well as the ANS Business Consulting facilitators. This meeting focused on;

4.1 THE PROGRAMME

There was discussion on how the programme had been designed and inputs on refining it were sought and implemented. Accordingly, the mayor would speak first, to lay the foundation and direction of the workshop. The stakeholders lined up for presentations were mentioned and the focus and general approach of their presentations was also discussed and agreed.

4.2 COMMISSION WORK

Discussion on the setting up of the Commissions resolved that these were to be set up according to the 5 National Goals of local government (COGTA Key Performance Areas). This was to allow for effective strategic and reporting alignment, i.e. linking provincial outcomes with local government outcomes in a manner consistent with how municipalities share their performance reports with other spheres of government. The commissions were then set up as follows:

Commission No.	Key Performance Area	Commission	Outcome(s)	Facilitator(s)
1.	Infrastructure and Basic Service Delivery	Infrastructure and Technical	<p>Outcome 8: Sustainable human settlements and improved quality of household life</p> <p>Outcome 9: Responsive accountability, effective and efficient local government system</p>	Renee Hulley / Cllr Zondo
2.	Financial Viability and Management	Finance	<p>Outcome 9: Responsive accountability, effective and efficient local government system</p>	Andy Horton
3.	Social Economic Development	Economic Development and Planning	<p>Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all</p>	MM: Mike Newton
4.	Institutional Development	Institutional Development	<p>Outcome 5: A skilled and capable</p>	Cllr Oudram

	Transformation	Transformation	workforce to support an inclusive growth path	
5.	Good Governance and Democracy	Public Participation and Good Governance	Outcome 9: Responsive accountability, effective and efficient local government system	Cllr Sithole

The Mayor emphasised the fact that the iLembe Turnaround Strategy was to be used to tease out discussion issues for politicians to give direction, without really focusing on management issues during this workshop. He reiterated that the workshop was also to serve as a vehicle for capacity building for all councilors, especially the six (6) new councilors.

After supper, all the participants were officially welcomed by the Mayor and introductions were done. All councilors were given new laptops and informed about the broadband project to help ease communications. All participants received a branded cold weather jacket. This recognition and support of councilors did well to set the tone of the workshop for the remaining four days. The was a tone that was happy, forward looking, generally hopeful and enthusiastic as exemplified by the commitment shown by most participants who were happy to dig in and stay until the last minute of each day, even where that meant working late into the night where necessary. Most of the participants understood and embraced the fact that they were here for something bigger than themselves, their constituent communities, wards and municipalities. It was about paving the way for future generations' way beyond the time of their office as council.

5.0 “LET THE GAMES BEGIN”- DAY 1 – 08/09/2011

The day started off with opening remarks from the Municipal Manager.

5.1 MUNICIPAL MANAGER’S OPENING REMARKS

The MM observed all protocol and welcomed and introduced to the house the facilitators from ANS before he started his opening address to the workshop. He explained that ANS had also facilitated the previous workshop in February 2009. He then clarified that the facilitators will take all major submissions, together with their own observation notes and compile a comprehensive report to the steering committee for final input and submission to the Mayoral Committee for further input and leading to adoption of the Five Year Strategic Plan and its process report.

He urged everyone to play their roles but was very happy to report that the municipality had achieved a lot of success against the targets set in the last five year strategic plan (2008/09). He presented a lot of pictures from archives showing and proving what had been achieved in various projects approved by council and implemented by the administration. The MM particularly emphasised how the District is looking forward to receiving clean annual AG audits during the life of the next 5 year plan. This would need every one to take charge of their responsibilities. He further mentioned other success areas desired to include:

- Fraud control
- Addressing water provision backlogs through water schemes
- Repair of old infrastructure now saving the District about 3 million litres of water a day (from wastage)
- Digital platform will broadband the whole Council
- Renewable energy – bio diesel project.

The MM then introduced and welcomed the Executive Mayor to take the podium and give direction.

5.2 THE HONOURABLE MAYOR'S OPENING ADDRESS: HNR CLR S W MDABE

After greetings and words of encouragement, the mayor focused on the following issues affecting the IDM at the moment. He highlighted them as follows;

5.2.1 Population Analysis:

- He prefaced this part of his discussion by clarifying that like in warfare, it is best to know the terrain where one will fight even before the fight starts, otherwise, one has already lost the battle before it starts. As such he needed to start with this analysis of the population and economic growth as key aspects of the IDM terrain.
- The District population stands at 805 239, and has been analysed in different aspects, e.g. unemployment levels, HIV/AIDS prevalence (41%), crime (up by 2% above national levels) etc.
- The District population is representative of the country's population and its social ills and vices.
- Not all social ills are the mandate of the Local Government to address, but they impact negatively on development.

5.2.2 Economical Growth:

- It is important to focus on the District's strengths and opportunities as enablers to address some of these social ills and vices reflected above
- Economical growth is paramount to sustain service delivery, especially addressing indigent residents' needs.
- High unemployment leads to increase in indigent households and reduction in revenue collected by Council. Services continue to be extended to residents who can pay for them but often chose not to pay
- Leadership (politically, administratively and civilly) is required to ensure that all above needs are met and challenges addressed
- Maphumulo and Ndwedwe LMs are relying on the equitable share to support them (can they stand without the equitable share? Hardly was the verdict!)
- Revenue collection currently – R10 million is billed, R6 million is collected as revenue, yet the salary bill for the month is R7 million. This shows an unsustainable municipality living beyond its means but with a potential to be within its means if the collection rate was raised to the closer to 100%

- The vicious cycle of extending services to those who cannot pay and the ineffective revenue collection has to be stopped, so that sustainability is created.
- It is important to analyse the environment and take strategic decisions. Operations to be informed by strategy
- LMs need to improve economic growth for sustainability – to be self-sufficient. Roles and responsibilities of different stakeholders must be clarified in the Commissions
- Linkages and interrelationships between business units is very important; and the Commissions must be outcomes focused, ensuring that any service delivery silos are identified and broken.

5.3 FACILITATOR'S OPENING REMARKS: ABE NDLOVU

The facilitator took the participants through the programme to be followed for the duration of the session. He emphasised that it is better to implement a badly done strategic plan than to have a perfect plan that cannot be implemented or has not been implemented over time.

He explained the term STRATEGIC as used in this context, arguing that while it is often mentioned, many who hear it don't always take on board what it truly means and implies. He said it included the following aspects which must appear in the final plan document:

- Long term focus – more than a year. if it is a year, it is just operational or annual but not strategic
- Transformational and permanent (meaning that it must bring in a change in those targeted and such change must be permanent and long term even beyond one's own tenure at the Municipality)
- Impactful – bringing positive change to all residents and stakeholders (remember "a better life for all")

He reiterated the importance of the Executive Mayor's point of knowing the terrain because without that knowledge, reaching meaningful municipal development objectives will be impossible.

5.4 SWIMMING POOL EXERCISE: BUSI NDLOVU

A very pertinent exercise of expanding the swimming pool was given for the participants to solve. The purpose of this exercise was for fun, as a brain teaser and more importantly, to prepare and change the mindset of the participants to begin to think outside their normal ways, despite their constraints so that they achieve more with what they have.

Instructions on the task were given and participants asked to solve as instructed, viz:

- Doubling the size of the pool
- Leaving the trees in their place, no water around the trees, no uprooting of trees
- Maintaining the shape of the final pool, which is a square?

Exercise tested the problem-solving capabilities. Lessons from the exercise included the following:

- Knowing that there are constraints that municipalities need to work with (trees remaining where they are and the shape of the pool not changing)
- Limited budgets: being innovative in working with limited budgets, and other resources
- There is a lot of legislation governing the work of the municipality- more constraints as in the instructions given
- Increasing population always increasing pressure to deliver services which pressure is not met by available resources.

6.0 PRESENTING PROGRESS AND ACHIEVEMENTS ON PREVIOUS PLAN BY DIFFERENT STAKEHOLDERS AND ROLE PLAYERS

The detailed presentations are available in the MS PowerPoint documents for any interested readers perusal. They have not been included in this report. However, they are available in the flash memory disks provided to each participant. What follows is a brief summary of some of the main issues that were emphasised during the presentations and discussions thereafter.

6.1 ACHIEVING A DEVELOPMENT STATE: MEL CLARK

This presentation sought to provide a National and provincial perspective to local government terrain, and to show the role of the municipalities in relation to provincial and national priorities.

The presentation covered, among others, the following:

Definition of the developmental state; the important aspect being the focus on economical growth, as directing reduction of poverty.

- i. This economical growth is achieved through strong government intervention, in coordinating market forces. This gives municipalities the opportunity to direct economical growth.
- ii. The commissions were encouraged to show how the municipality should find and re-define its meaning in the context of South Africa being a developmental state.
- iii. The economical growth vs social equity trajectory (up to 2030) shows an increase in inequality.
- iv. Income growth per race group shows an inequality gap that is continually widening
- v. Under-investing in infrastructure stymies or stifles economic and developmental growth

6.1.1 Major drivers in causing uneven service delivery:

- vi. Municipal and other government sectors' policy instability
- vii. Municipal and other spheres of government's organisational instability (politically and administratively)

- viii. Capacity deficit- skills, numbers of human resources, information, financial, will to perform etc)
- ix. The backlogs in the above will take time to sort out, and this calls for effective long-term planning (starting with this five year planning).

6.1.2 Challenges facing South Africa as a developmental state, include, among others:

- x. Education
- xi. High disease burden
- xii. Divided communities
- xiii. Marginalization of the poor
- xiv. Corruption
- xv. Resource intensive operations

6.1.3 The PGDS: Focus and Purpose

- xvi. It is a long-term strategy (20 year focus) of the KZN province
- xvii. The focus is to create impact, through national, provincial and local government integration; interrelationships in all agencies to add value
- xviii. Position of iLembe District Municipality in relation to other districts, especially to eThekweni Metro is an opportunity; in that regard, the District's current ranking / position of 6 in the province can be moved up to position 3 in a few years.
- xix. The PGDS sustainability approach includes:
 - Environmental sustainability and integrity
 - Human development and social capital
 - Economic development

6.1.4 Strategic Goals Described as;

- xx. Job creation
- xxi. HR development
- xxii. Human and community development
- xxiii. Infrastructure development
- xxiv. Response to climate change
- xxv. Improved governance and policy
- xxvi. Spatial equity

6.1.5. Impact of provincial driven projects within iLembe District Municipality:

- xxvii. Challenge of moving away from sugar growing to other ventures
- xxviii. Potential for high-end agricultural production for export – through the Dube Trade Port
- xxix. Commissions to pick those strategic goals that apply to their portfolio
- xxx. Clarity needed on where to seek funds for the municipality

6.1.6 Key Questions and Responses for Clarification;

Question for Clarity	Response
i. SA's position in the world (27 th): Why is the country at position 27, with all the mineral reserves etc?	<ul style="list-style-type: none"> • There isn't meaningful value-add to raw materials. E.g. wood chips are exported, and SA imports furniture • Low labour costs in China etc.
ii. The dual nature of agricultural	<ul style="list-style-type: none"> • Situation driven by the protection of

development: former homelands vs white owned is a challenge, isn't it?	land property rights •Partnerships between black and white farmers to be strengthened, and to encourage skills transfer
iii. Which government sector is responsible for job creation	More capacity support, e.g. planning unit to get more support at all levels so that private sector can create jobs. Government does employ people but it is not for job creation, private sector is.
iv. Land use management remains a challenge in the district. How best should it be dealt with?	Better planning, better engagement of all stakeholders including traditional leaders who have custody of vast expanses of cultural but non-productive land.
v. Organisational instability crippling of service delivery. What should who be doing to solve this problem?	• Changing administrations brings in changing dynamics, thus creating instability.
vi. Shift from sugar plantation to other agricultural ventures – is this viable?	a. An ongoing debate. Sugar plantation cannot be stopped. However there has to be an encouragement of diversification on a phase-in process.

6.2 ILEMBE STRATEGIC OVERVIEW: RENEE HULLEY & ERNEST SHOZI

This presentation emphasised the ILembe District Municipality's development vision and long term objectives. It did not allow time and process for interrogating the vision, where in the vision journey the municipality was at and what picture the current position of "consolidation" really meant. The facilitators too, mindful of time constraints already bearing on the programme, left this discussion for another time and place although it was arguably one of the most important for people to engage and buy-into. So this presentation focused on the following, inter alia;

6.2.1 Explanation of the Vision

- Its long term nature – up to 2027
- 5 year review to be carried out, to capture the achievements of each term of Council.
- Achievements captured in the document, **"Towards a Five Year Review: Synthesis Report, April 2011"**
- The vision journey is embarking on its "Consolidation phase (2012)"
- Partnerships are crucial in this phase, e.g. Eskom, and the private sector

6.2.2 Capacitating of officials and politicians –How Important is this?

- Agreed that this is important to carry the vision forward – leadership, mentorship and facilitator roles must be emphasised by and for all role players at all levels.
- It is important to have clear **IDP alignment between the District IDP and the IDPs** for the 4 LMs, the 5 year strategic plans of each of these LMs and the district. At the moment there is not much evidence to suggest a clear and focused attempt to achieve this synergy is being followed
- **Service delivery** has to be guided by the Service Delivery charter and Batho Pele principles, and the values have to be lived by the District. There was not

enough time allowed to deal with checking how far these values are being “lived” in the municipality

- **Land Use Management:**
- Acknowledged that currently land use is influenced by access, and development is more towards the coast, not inland
- The development in the different areas was discussed
- **Challenges include the following:**
 - i. Poor linkages with rural areas – road network is not fully accessible in certain areas
 - ii. Poor ability to manage disasters when they arise- in particular many wetland areas are not accessible.
- b. **Opportunities for IDM** – what may need to be quickly tapped into to improve the IDMs chances as part of a developmental state:
 - 5 km radius from airport
 - Leveraging water and sanitation
 - Preparation for urbanization
 - Proposed water schemes (funded projects)- funding to be sourced
 - Proposed P711 road as part of the road infrastructure development/upgrade
- c. **Questions for clarification and answers thereto:**

Question	Response
d. Traditional leaders’ role in SDF	<ul style="list-style-type: none"> • The traditional leaders are involved. • There will be training for traditional leaders by COGTA, with focus on traditional land use management

6.3 Enterprise iLembe Regional Development Agency: Clive Manci

Focus: economic perspective at regional scale and the role of the Agency as facilitator/driver of Regional Economic Development

- a. **Purpose of existence of EI:**
 - i. Wellbeing / wellness of the people of iLembe through creating opportunities for economic activity, i.e. establishment of businesses
 - ii. This presentation included a focus on the following, among others:
 - The Presidential Imbizo and Development Summit
 - A revised integrated District LED strategy focusing on: agriculture, tourism, manufacturing and services on a geographical basis within the district.
- b. **Enterprise iLembe (EI) strategy discussed:**
 - i. Creation of black businesses in iLembe- an important and necessary step now
 - ii. Vision – investment destination of choice. Capital is needed
 - iii. Some potential investors might not trust the DM in service delivery- partnerships have to be set up e.g. infrastructure.
 - iv. Government funded projects (NDPG) e.g. agricultural tunnels for vegetable production
 - v. Facilitation of LED in the LMs and DM.

c. Enterprise iLembe: Khanyi Gasa CEO of Enterprise iLembe:

- i. Purpose EI Operations: to compile a statistical quarterly report on economic development in iLembe, for use by or in:
 - ii. Local business
 - iii. Local business retention and expansion
 - iv. Attracting new investors
 - v. Monitoring progress and development in the District.
- d. **Emphasis of EI** operations includes the following:
 - i. Project initiation and qualification
 - ii. Stakeholders and funders; funding models
 - iii. Implementation of projects in targeted sectors and attendant projects underway
 - iv. An example of a successful project is the iLembe broadband project: this is about creating and accessing the big picture changes for the IDM residents and businesses.
- e. **Challenges faced by EI**, include, among others:
 - i. Access to finance
 - ii. Lack of coordination between District and Local Municipalities
 - iii. Capacity constraints and skills migration
 - iv. Slow pace of rural development.
- f. **Input from other Board Members:**
 - i. Roads and electricity development to attract potential investors
 - ii. Address bottle-necks to investment in the district
 - iii. HR development to address the following:
 - i. The different project sites are full of old people; no young people
 - ii. There has to be a focus on up-skilling of young people
 - iv. Agricultural development lagging behind in Maphumulo and Ndwedwe
 - v. That all stakeholders be encouraged to use EI for development
 - vi. Job creation to be a joint effort with all role players.

g. Questions for Clarity For All EI presenters

Judging from the number and focus of the questions asked, there is a lot of interest and eyes focused on the EI and its operations. this interest level could be because, in a district with such unemployment and joblessness, it is an agency of hope for many. To the many questions asked, lengthy responses were given. As such, due to time constraints, it was agreed that some of these questions that remained unanswered in this session should be answered / addressed in the Commissions that would have more time to deliberate than this plenary session. The following were the responses to those questions that were answered in the plenary.

Question	Response
Is Enterprise iLembe viable? What are the returns? How sustainable is EI? What about 'white elephant' projects?	<ul style="list-style-type: none">• EI's work is developmental• Important to create a society of producers• It is a very viable entity for the district.

Broadband supply? Why is it being done by EI? Isn't that out of its scope and mandate?	<ul style="list-style-type: none"> • EI took up the project due to the digital gap in the DM, and created a business package with two owners, viz • Owner 1- Business and Community • Owner 2 – the DM
Are Board Members shareholders in EI or do they have interests in the EI?	<ul style="list-style-type: none"> • Board members have no shares • EI is funded by IDC and owned by DM • There is interaction with Province regarding the projects pursued by the EI
Who elected these board members, under what circumstance and what mandate?	<ul style="list-style-type: none"> • A transparent process where advertisements for nominations were called for by IDM council, incumbents on the board were nominated, interviewed and appointed. When their term is up, they will be a similar process to elect a new board. CEO is selected after due recruitment processes by the board.

6.4 Community Survey Feedback: Eugene De Beer

- Eugene explained that the survey was really a 'perceptionnaire', it does not imply the true reality in terms of actual services delivered. The responses were in relation to questions on perception. It is not fully-fledged customer satisfaction survey
- The survey was carried out in July 2011, and the report was released in August
- The survey contains composite information from all LMs, and it was an assessment of levels of satisfaction regarding different aspects of their lives
- Mandeni responses revealed a pattern of a community that is not very happy with service delivery and possibly other issues that may have been prevalent during the time of the survey, as the survey does not distinguish what caused a particular perception in a respondent.

6.5 Questions for clarity included the following:

Questions	Responses
1. Could the Mandeni responses have been influenced by protests in the area because there were such protests around the time of the survey?	<ul style="list-style-type: none"> • A strong likelihood
2. Was the sampling urban or rural?	<ul style="list-style-type: none"> • The sample could have included both and migration between local municipality boundaries could have been a factor

7.0 PRESENTATIONS BY BUSINESS UNITS / DEPARTMENTS

The detailed presentations are available in the MS PowerPoint documents for any interested readers perusal. They have not been included in this report. However, they are available in the flash memory disks provided to each participant. What follows is a

brief summary of some of the main issues that were emphasised during the presentations and discussions thereafter.

7.1 Technical Services Department:

This departmental presentation was done in 3 parts actually. The HOD of gave a summary overview. Then the two responsible managers, namely Dumisani Khoza (Deputy Director - Capital Projects) and Notha Maphumulo (Deputy Director – Operations and Maintenance) presented their own sections in detail as follows;

7.1.1 Capital Projects:

a. Challenges:

- i. Topography
- ii. Lack of basic bulk water service/sources
- iii. Limited funding
- iv. Insufficient power supply
- v. Global warming
- vi. Sparse settlement patterns

b. Achievements:

- i. Addressing various backlogs
- ii. Job creation – EPWP, cooperatives, local sub-contractors
- iii. Future plans – regional water schemes, household sanitation, intermediate water supply etc

7.1.2 Operations and Maintenance:

a. Achievements:

- iv. Green and blue drop status

c. Challenges:

- i. Cable theft
- ii. Vandalism in general
- iii. Difficult topography
- iv. Lack of community awareness
- v. Absence of power supply mostly in rural areas
- vi. Funding
- vii. Mechanical and electrical maintenance/repairs
- viii. Telemetry system
- ix. Unavailability of an effective reporting tool
- x. Customer services

7.2 Corporate Services: Ayanda

a. Legal Challenges:

- i. Non-existence of SLAs
- ii. Inefficient inter-departmental processes resulting in lawsuits
- iii. Efficient and timeous collection of debt
- iv. Failure to comply with own SCM Policy resulting in legal challenges by stakeholders
- v. Failure to monitor and report performance in terms of SLAs entered into with iLembe achievements

- b. Achievements:**
 - i. Protection of iLembe District Municipality
 - ii. Reduction of legal action against DM
- c. Challenges: OD & Training**
 - i. Alignment of structure to strategy
 - ii. Absence of long-term development of employees
 - iii. Lack of understanding of what OD&T is all about
 - iv. Lack of planned intervention in:
 - Internships
 - Nathi Mthembu bursary
 - External training
 - Disciplinary enquiries where capacity is an issue
 - Job evaluation process remains incomplete
- d. Challenges: HR**
 - i. Succession planning
 - ii. Recognition and reward of excellence
 - iii. Retention of skills (human resources)
 - iv. Non-compliance with leave policy
 - v. Compliance with DG's review report on EEP by Department of labour
 - vi. Finalizing job evaluation process
 - vii. Labour disputes as a result thereof
- e. Achievements:**
 - i. 78% position filled
 - ii. EEP report submitted timeously
- f. Challenges: Health and Safety**
 - i. Water quality
 - ii. Vector control
- g. Challenges: Administration**
 - i. Accommodation – office space, health and safety
 - ii. Fleet management – costs associated with current modus operandi
 - iii. Office optimization – need for reduction of costs
- 7.3 Finance: Ayanda**
 - a. Challenges: Budget**
 - i. Not fully cash-backed
 - ii. Funding ration (grants vs internal funds)
 - iii. Budget roll-overs – grant funded projects
 - iv. Budget monitoring
 - b. Challenges: Expenditure**
 - i. Creditors inconsistently adhering to prescribed requirements
 - ii. Exposure to fraudulent activities
 - iii. Transfer of grants
 - iv. Absence of asset management plan
 - v. Dependence on external grants
 - c. Challenges: Supply Chain Management**
 - i. Advertisement – delay in tenders
 - ii. Late reporting by consultants
 - iii. Appeals by unsuccessful bidders
 - iv. Capacity issue poor annual procurement plan

- v. Supplier database
- vi. Stores management, especially satellite stores
- vii. Inadequate BEE strategic transformation
- d. Challenges: Revenue Management**
 - i. Quality of billing
 - ii. Meter readers – who should they report to? Where are they better placed?
 - iii. Compliance to by-laws
 - iv. Disputed accounts
 - v. Transfer of properties without relevant certificate of occupation
 - vi. Restricting device being over-ridden by consumers

7.4 Corporate Governance: Ernest Shoji

The presentation was quite brief.

- a. Achievements:**
 - i. Established functional IGR structures and relationship for IDM
- b. Challenges:**
 - i. Alignment of activities e.g. public participation – LMs to come together with DM to undertake public participation
 - ii. Minority groups not participating
- c. Challenges: Gender Programmes**
 - i. Budget constraints for the vulnerable groups
 - ii. Budget limits – focus on provisional programmes.

7.5 Office of the Municipal Manager: Wendy Dlomo

- a. Challenges: Planning and IDP**
 - i. Capacity constraints in planning
 - ii. Environmental legislation – sector plans e.g. for the bio-diesel project
 - iii. Financial constraints regarding GIS acquisition
- b. Challenges: Performance Management**
 - i. Changing perceptions on the purpose of performance management
 - ii. Limited resources at local level
 - iii. Progress monitoring and evaluation
 - iv. Strategy alignments. Check outcomes from National and Provincial.
- c. Challenges: Internal Audit**
 - i. Risk management – for Commissions to tackle
 - ii. Capacity constraints
 - iii. Lack of monitoring risk profiles

Following all the presentations, questions of clarity were asked to whichever department the questioner felt necessary. However, due to time constraints, the plenary decided that the questions should be answered in the Commissions, and should be the starting point in each Commission's deliberations.

This marked the end of Day 1. The project steering team met briefly to take stock of progress achieved. They declared every aspect to be on track and the spirit of participants to be along lines desired for such a workshop at this stage.

8.0 DAY 2: 09/09/2011

8.1 MM's Opening Remarks

MM welcomed everyone to Day 2 of the workshop, and hoped that there was all-round readiness for the hard work of Day 2 and Day 3. He introduced the motivational speaker for the session: Mr Max Moyo.

8.2 Motivational Speaker: Max Moyo

Summary of his talk:

- i. Problems in meeting financial obligations are linked to identity crisis – if one does not know who they are, one won't be able to manage one's finances
- ii. Wealth starts in the mind; it is who you are in the mind
- iii. Leaders are readers
- iv. Low capacity leaders produce low capacity leadership
- v. Living one's life wishing to be someone else is very limiting. Imitation leads to limitation
- vi. We can only know our gifts and talents if we know who we are – we have to ignite our identity and talents
- vii. Reference to certain individuals i.e. Albert Einstein, Charles Goodyear, Wright Brothers and the people behind Google algorithm – as pioneers who dreamt and auctioned their dreams
- viii. One has to engage one's identity and talent for one's purpose.

8.3 The Audit Process: AG – van Zyl

The purpose of audit process is the strengthening the country's democracy.

- i. Focus on credibility of information and audit process
- ii. The Councilors' responsibility is the oversight role; they have to have and use credible information in responding to the service delivery promises to the communities
- iii. Credibility must exist before the audit, through good work ethic and integrity
- iv. If decisions taken are carrying integrity, then the audit becomes just a confirmation of already existing credibility
- v. 3 areas of focus:
 - o Financial statements and performance management
 - o Compliance
 - o Governance
- vi. Format of audit report:
 - o Financial statement
 - o Legal and regulatory issues
 - o Status of internal audit
 - o Information of other audits conducted
- vii. Dashboard report
 - o Assists to assess functionality of all controls
 - o Promise must relate to what is spent on resources
 - o Performance is to be measured against promises made
 - o Governance looks at the impact of implementation and resources used.

8.4 Clapping game: Facilitator Busi

- i. Played for rhythm and coordination in the team. This is very important for where the team is going to be doing in implementing this plan successfully
- ii. This implementation requires focus and quick thinking, without losing the rhythm as the game indicated
- iii. This rhythm is also important for the upcoming commission work – that people do not lose focus of what is important and the driver of the Commission
- iv. The game also suggests a need for strict compliance to instructions given for the commission – ground rules (short term focus) but also in the long term, it suggests that keeping focus on the 5 year strategic plan at all times while acting and doing other activities is vital for success.

8.5 Additional Inputs By The Facilitator: Abe Ndlovu

- a. The facilitator gave a recap of Day 1 activities, and sought to give direction for day 2
- b. Gave some inputs to problematise the issues of leadership and management (See annexure 1 below)
- c. Gave an explanation of the outcomes underlying the work of each of the Commissions especially the way in which each commission should look first at the applicable national outcomes and use the outputs for each outcome must be used as strategic objectives
- d. Outcomes under discussion:**
 - i. **Outcome 5:** A skilled and capable workforce to support an inclusive growth path
 - ii. **Outcome 7:** Vibrant, equitable and sustainable rural communities and food security for all
 - iii. **Outcome 8:** Sustainable human settlements and an improved quality of household life
 - iv. **Outcome 9:** Responsive, accountable, effective and efficient local government system.
- e. Strategic thinking for Commissions:**
 - i. Always build context
 - ii. Do and present customer services gap analysis – your challenges and risks presented by different departs play a very key springboard for deciding on objectives and kpis.
 - iii. Brief SWOT analysis must be done and presented by each commission so that there is a clear focus on getting the wrong things right and the untapped opportunities used.
- f. Questions and Answers To focus learning;**
 - i. What shall we do about all the above?
 - ii. How shall we know that we are successful? –KPIs
 - iii. Baseline information and 5 year targets to be included
 - iv. Strategic actions by each role/ plan/group/individual to be clear.
- g. Creating a good KPI:**
 - i. Effective sentence that should be used: To know that I am successful in this strategic objective, I shall measure, “.....” the entire sentence should meet the following requirements after a suitable phrase has been decided on that when inserted into the “.....” space;
 1. Grammatically correct in English

2. Contextually correct in terms the units of measurement used
3. Quantifiably or numerically measurable
- ii. The baseline was defined as, “- the value of KPI at the start of measuring.”
- iii. The target was also defined as “– the value of the same KPI in at a determined time in the future”.

9.0 COMMISSIONS IN SESSION

Commission work started immediately before lunch of Day 3. The commissions went on until the following day (Saturday) lunch –time for most of the commissions. Two commissions on Institutional Transformation and Good Governance and Public Participation went on until 17h00 on Saturday and stopped just before the next plenary report back sessions.

The facilitators stayed and guided each commission from start until the end of the commission sessions.

9.1 DAY 3: 10/09/2011: REPORT BACK FROM COMMISSIONS

All Commissions presented at two levels:

- First, to the workshop steering team (just to check where they were at), at the half-way mark (before lunch). Some commissions had already completed their work by then.
- Secondly, and finally they presented at the plenary session from 17h00 – 20h00.

Following the plenary presentations, all presentations were consolidated into one document – The 5 Year Strategic Plan for IDM which has been referred to as the second report of this workshop. The preliminary plan reports (templates) were compiled into one continuous document saved into flash-disks and given to each of the participants.

10.0 DAY 4: 11/09/2011

10.1 CONCLUSION OF THE WORKSHOP

The last day of the workshop started off with closing remarks from the Executive Mayor. He indicated that the Lekgotla was initially planned to be after the LMs strategic planning sessions to aid strategic alignment between the district and its local municipalities. However, for a variety of reasons, this did not happen. So, the Lekgotla became the first strategic planning session with an as yet tangible outcome in the district he reported.

The next step to be taken will be the presentation of the outcome at the inter-portfolio meeting. This will ensure proper alignment with different portfolios of the district's municipalities.

The session ended with a trust game, in which each member had to create a seat for the person in front of them. They had to trust that the person behind them will create a seat for them as they created a seat for the person in front. Fun was had by all! Also brief learning occurred as everyone realized that they had no choice that was closest to them in this journey of strategy implementation. Also whoever you are, when you break ranks in the structure, the whole organisation will break too. Finally, high and sustainable performance

is only achieved when everyone comes close and personal and then takes their correct position in the municipality as demonstrated by this brief exercise.

11.0 ANNEXURE 1: SOME INSIGHTS ON LEADERSHIP AND MANAGEMENT TO ACHIEVE DESIRED SUCCESS

11.1 Why Look At Leadership in A Strategic Planning Session

The time allocated this input session did not allow adequate flow and exchange of views on this very crucial aspect as had been intended. However, the bulk of the teaching on these two important concepts is presented below.

Firstly, why worry about leadership and management in a strategic plan sessions? A leadership scholar once said, “Stop making plans, start making decisions...” In that he was suggesting that even a poorly made plan that gets implemented well is better than an excellent plan that never gets implemented. Decision making is what leaders do well, and without a decision first, it is useless to plan and act. Before acting we all must decide to act and on what we want to act. The main reason for the facilitator making this input at this time of the workshop was to encourage everyone in the plenary to problematise this issue of leadership and management in this strategic planning session as these two are the most important determinants of whether what we spend the three days here will make any difference in the lives of the ORTDM communities eventually. Many authors and observers have commented on how South Africa (like many other educated societies) is so full of good plans at all levels but that these plans never get to change anything for lack of decisive implementation – a combined challenge of leadership and management. Leadership must help craft the vision; management must walk with leadership to get to that desired vision and goal.

11.1.1 Resources alone cannot stop a leader seeing the vision and starting to go there. The facilitator agreed with JC Maxwell’s statement that, “It is not the size of the budget, or the project that determines the success of a project, but rather the size of its leader.” So for this strategic planning session to succeed, leadership must emerge to take the process to another level.

11.1.2 We are all leaders, whether we are big or small, employee or politician! In case on the mention of the word “leader” some began to feel comfortable and excuse themselves from the task because they think they are not leaders, it was the facilitator’s intention to include everyone in this challenge. “All of us are leaders and have leadership in us! What we need to do is lead when the opportunity avails itself”. Yes we may be different parts and of different sizes but we are all important components in the effective leadership exercise. The facilitator used the example of the battery of a car and the little live wire that connects the battery terminal to the car, asking, which was the most important? Truth is, without the other, the one cannot effectively start the engine and the car will go nowhere, no matter how powerful the engine. Sometimes the direction of a whole team or group can be lost simply because one person, who knows what is required, keeps quiet or deliberately misleads the group while inwardly saying, “It is not my responsibility to lead, and if they can’t see it on their own, it is not my fault...” Watch out for such tendencies as you break into commissions or later at the workplace, how far towards what you know to be the desired goal are you prepared to take others when the light has shown on you? Are you prepared to see others struggle in the dark when you have the light?

11.1.3 Leadership and management are complementary twins. Management without leadership will not get there, while leadership without management will also not get there! Sometimes organisations take good care of the management side and ignore the leadership only to find out that they have worked so efficiently to arrive at the wrong place. It is like driving a well serviced big machine in completely the wrong direction. However, any one can stop and confirm directions; even the passenger can do that! So all of us in a municipality must be concerned with whether or not what we are planning to do and what we eventually do so well (good management) is taking us to where the communities wish to be taken (is the vision correct and are going towards that vision?- a call of leadership). Leaders follow a clearly crafted vision in which they believe.

11.2 What is Effective Leadership under These Circumstances – a few Definitions to Consider

The facilitator also wished to leave the plenary with a few useful definitions and good leadership behaviours to work with. The emphasis is that good leaders influence, not coerce or force their leadership on their followers. As seen in (a) below, leaders are like baking powder, they make the dough grow bigger than it was without leadership. Leadership is about far comparative sightedness soonest. It is about not being disruptive, too forward and self-seeking. Leadership is also in the heart of those who feel one's leadership, not about position. These definitions assist. Leadership is about encouraging others to move forward- you have not become a leader until you have encouraged someone else to move a few steps forward who was not going to move alone. These definitions assist bring these attributes of leadership to the fore.

- i. Leadership is "the influential increment over and above mechanical compliance with the routine directives of the organization." (Katz & Kahn, 1978)
- ii. "Leaders see farthest than others do, see first before others do, and see the most than others do." Lee Roy Elms.
- iii. The superior leader gets things done with very little motion. S/He imparts instruction not through many words but through a few deeds. S/He keeps informed about everything but interferes hardly at all. S/He is a catalyst, and though things would not get done well if s/he weren't there, when they succeed s/he takes no credit. And because s/he takes no credit, credit never leaves him. By (Lao Tse, Tao Te Ching).
- iv. "Leaders go first. They set an example and build commitment through simple, daily acts that create progress and momentum. Leaders model the way through personal example and dedicated execution" James Kouzes & Barry Posner.

11.3 How to Grow One's Leadership in Order to Remain Effective

A leader must have faith in their vision of the future (unknown & uncertain). Starting from faith (as paraphrased from 2 Peter 1:5 - 10

- i. To **faith add virtue** (pure and of good conduct)
- ii. To **virtue add knowledge**
- iii. To **knowledge add self control** (discipline and focus)

- iv. To **self control add perseverance** (commitment and going the whole route)
- v. To **perseverance add godliness** (fear and avoidance of anything injurious to others)
- vi. To **godliness add brotherly kindness**
- vii. To **brotherly kindness add love!**

The facilitator concluded this portion by encouraging anyone who really wants to grow as a leader in this municipality and beyond to take on board these principles of leadership growth.

11.4 But Leadership is not the same as Management

- i. **Leadership and Management are two different sides of the same coin.**
The two concepts are equally important but are different. As said before they are complementary meaning both must be done together.
- ii. **“Our position as a manager is confirmed by the organisation-municipality but our role as a leader is ratified in the hearts and minds of those whom we lead”-John Adair**
- iii. **Position does not make one a leader but it gives a manager a point of departure as a potential leader.** Similarly our leadership qualities and behaviours often earn us a position in the organisations we lead so that we eventually become mayors, MMCs, MMs etc.
- iv. **Management is to do with accountability in using resources to achieve goals and vision.** Management is just as important as leadership because it covers everything to do with getting things done through people. “Management is the efficient and effective use of (usually) another’s (but sometimes one’s own) resources with the intent to give an account of your use of the resources to the one who entrusted those resources to you (including self).” Myles Munroe (with facilitator’s own adjustments). Management (and associated leadership indeed) is most effective if a stewardship mentality is adopted. Such a stewardship mentality is very emphatic on accountability for resources given and used and grateful for the privilege to lead and account even to those led!
- v. **Management begins in the mind** – hence management planning, organizing and control become key functions of management. Everyone is here playing both roles (leadership management) in this strategic planning session.
- vi. **Management is like investment.** Managers have resources to invest – their own time and talent as well as human and financial resources.
 - o The goal (function) of management is to get the best return on those resources by getting things done efficiently.
 - o Efficiently means getting the most results (quantity and quality) using the least amount of resources.

11.5 Some Important and Defining Elements of Management

- i. **The Authority (delegations)** – understand your position and that you are under authority even as you have been given authority. Know who the boss is and the limits of one’s own authority (what can I do and can I not do).

- ii. The purpose of **the authority (delegations)** - why was this or these resources entrusted to me? This understanding will give clear purpose to you
- iii. The **nature and amount of resources to be managed (limits of delegations)** - what commodities etc am I managing? What potential do these resources have? Nothing in the world is worse than a person who doesn't understand what they possess!
- iv. The **value of the resources (limit of delegations)** - every resource given has a true value. Know and understand and treasure it! Value the resources, especially the people too.
- v. There is responsibility that comes with the assignment of management-**(delegations go with responsibility)**. You will be a good manager when you know what you are accountable for and what is expected of you. If as a leader you have seen the light of leadership, then as a manager you cannot allow darkness to run all over you.
- vi. **The Standards of Expectation** – Performance measures that will be used for measuring management success.

11.6 Some Implications of What Has Been Said About Leadership and Management for this Strategic Planning Session

It is important to take on board the few points mentioned above about leadership and management into consideration when we move forward with this strategic planning workshop session and beyond. This consideration should start from the commissions where visionary leadership combined with accountable management of time especially as a resource will yield us the value-for money required by the MM in his opening remarks. More importantly though, it is when commissions are able to see and anticipate leadership and management behaviours that are most like to create barriers, bottlenecks or conversely open opportunities for what is being planned to move forward.

No amount of good strategic planning can succeed if it is based on just good discussion, nice documentation without there being effective decisions taken and hence no considered actions taken timely (good management). It is for these reasons that the facilitator so wanted the house to problematise leadership and management culture because these two determine how far any strategic plan will go in delivering the services envisaged.

To conclude the session of leadership and management, it is good to refer back to what JC Maxwell has said, "It is not the size of the project or budget that determines a project's success but rather the size of its leader". Now if you were about to look at someone else as the leader, this message says you are that leader too, regardless of who and where you are located in ORTDM. Also a great teacher once said to His followers, "who amongst you wants to be greatest ... he must be the servant of them all..." you will not be a great leader if you have not served and sacrificed for the people you want to lead! All leaders who have become great have sacrificed and served; just check the luminaries in your own district!

12.0 ANNEXURE 2: PART B OF STRATEGIC PLAN REPORT:



**ILEMBE DISTRICT MUNICIPALITY
FIVE YEAR STRATEGIC PLAN
(FY:2011/12 – FY: 2015/16)**

12.1 PREAMBLE TO THE FIVE YEAR STRATEGIC PLAN

All municipalities in South Africa have just come out of electing new councils to lead and direct the affairs of their municipalities for another five year period. As they touch the ground, they need to be running because the communities are not waiting another day before they start complaining about service delivery. This creates a lot of pressure for the new councils, especially in the event where there may be a critical number above 50% who were not in council in the outgoing term. It is prudent and wise for the new council to want to have a strategic plan document to use to guide their immediate path as they find their feet as well as into the next five years. In particular, when this 5 year strategic planning / lekgotla session comes at the end of a closing IDP, it must be used to usher a new IDP which the IDM is already working on.

As is normal for sessions like this, there were senior and middle managers representing their department to share and clarified previous achievements, challenges and opportunities to the councillors in attendance.

12.2 BRIEF APPROACH / METHODOLOGY TO THIS STRATEGIC PLAN DEVELOPMENT

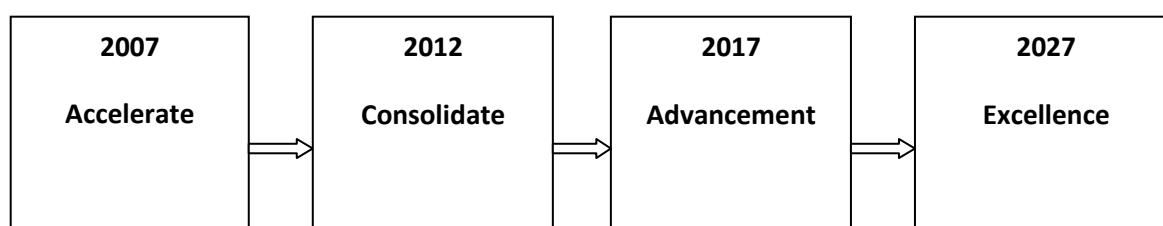
Essentially this is a council driven initiative for the entire municipality. Administrative staffs were available to give technical support and avail relevant information as required by the councillors who represent the aspirations of the people who elected them.

Strategic planning is always a backward based forward looking exercise. As such presentations of what has been achieved were made by all stakeholders to indicate where the municipality stood in terms of the expiring 5 year plan, so that based on that understanding and the needs of the residents and other stakeholders a map of the way forward was developed. That map essentially starts when the vision statement is made all the way down to the last template completed.

12.3 REVIEWED VISION STATEMENT OF ILEMBE DISTRICT MUNICIPALITY (2027 VISION)

The iLembe District Municipality aspires to be a world class African Destination with excellent services and quality of life for its people.

The iLembe District Municipality will achieve its Vision by 2027, subscribing to the following process:



The vision statement was not fully discussed during this session. It can be noted that while it is not necessarily a unique and distinguishing vision geographically, it does stretch the standard of whatever municipality adopts it.

It seems important that from time to time, at each of these milestones, the municipality must gather together and agree what exactly each stage must mean to each of the various role players and stakeholders. As it is, it is not clear what “Consolidate in 2012” stage on the vision journey really means and must mean to each person in the IDM.

12.4 REVIEWED MISSION STATEMENT

It is stated in municipal documents as follows:

Service delivery through partnerships;

- Build Partnerships for sustainable Growth & Development
- Improve Service delivery through creative Partnerships

Customer Care

- Placing premium value on our customers to ensure satisfaction

Leadership

- Provide innovative leadership in the District
- Fulfil role of Facilitator, Enabler and Mentor
- Building capacity through the sharing of services

Our People and Staff

- Investing in our people as valuable assets

Principles:

- Batho Pele principles
- Service Delivery Charter concept.

Again while this statement was presented, it was not fully interrogated as should have been the case.

12.5 VALUES AND BELIEFS OF IDM

(also presented but not interrogated this time round for buy-in by new councillors).

- Accountability
- Sustainability
- Effectiveness, Efficiency & Economical
- Customer Care
- Responsiveness
- Transparency
- Equity
- Integrity

The values and beliefs were also not fully problematised and discussed to ensure that everybody present could show how much understanding and buy-in there was as well as how it aligned to the vision and mission above. This must be done at every opportunity in the life span of this plan.

12.6 STRATEGIC ALIGNMENT WITH NATIONAL OUTCOMES, PROVINCIAL OUTCOMES AND GENERAL / NATIONAL KPIS

12.6.1 Applicable National Outcomes, Provincial Outcomes / Goals

Applicable National Outcomes	KZN PGDS Goals
<p>i. National Outcome 9:- <i>Accountable, Effective and Efficient Local Government System</i></p> <p>ii. National Outcome 5:- <i>A Skilled and Capable Workforce to Support an Inclusive Growth Path</i></p> <p>iii. National Outcome 4:- <i>Decent employment through inclusive economic growth</i></p> <p>iv. National Outcome 7:- <i>Vibrant, Equitable and sustainable rural communities and food security for all</i></p> <p>v. National Outcome 10:- <i>Protect and enhance our environmental assets and natural resources</i></p>	<p>a. <i>Governance and Policy</i></p> <p>b. <i>Human & Community Development</i></p> <p>c. <i>Human Resource Development</i></p> <p>d. <i>Job Creation</i></p> <p>e. <i>Response to Climate change</i></p> <p>f. <i>Spatial Equity</i></p> <p>g. <i>Strategic Infrastructure</i></p>

The above national outcomes were noted and used in the plan template below to show what and how the IDM was responding to each applicable outcome.

12.6.2 List of Applicable National or General Key Performance Indicators (KPIs);

In terms of the MSA, Section 43 and the 2001 Local Government Regulations as amended, all municipalities must report on the following KPIs;

- a. **Service Delivery, Infrastructure and LED Issues**
 - i. The % of indigent households with access to basic levels of water, sanitation, electricity, and solid water removal
 - ii. The % of indigent households receiving access to free basic services
 - iii. The % of the municipality's annual capital budget spent on agreed IDP projects
 - iv. The number or % increase in jobs created through a municipality's local economic development initiatives including capital projects.
- b. **General Best Practice Compliance Issues**
 - i. The number or % of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved EE plan- **Also an Institutional Transformation KPA issues**

- ii. The % of a municipality's salary budget actually spent on implementing the municipality's approved workplace skills plan (between 1-2%) – **Also an Institutional Transformation KPA issues**
- c. **Municipal financial viability measured as follows;**
 - i. **Debt Coverage Ratio**= (Total operating Budget Received – Operating Grants)/ (Debt Service Payments Being Interest + redemption) due in a financial year
 - ii. **Outstanding Debtors to Revenue ratio** = (Total Outstanding Service Debtors) / (Actual Service Revenue Actually Received) . Must not be greater than 1:2 (50%)
 - iii. **Cost Coverage Ratio** = (All Available Cash at a Particular time + Cashable Investments) / (Monthly fixed Operating Costs). Ratio must not be less than 1:1 (100%) at any one time.
- d. **Other Non-listed but Useful National KPI Benchmarks;**
 - i. % of budget reserved for bonus payments (to be restricted to 1,5% of salary of 20% of population who must qualify to get bonuses) – **Good governance, municipal viability and Organisational Development Issue**
 - ii. % of salary : budget (to be kept between 35 – 40% ideally)- **Financial Viability measure**
 - iii. % of wards in a municipality that are fully functional- **Good Governance and Public Participation Measure.**

12.7 COMPOSITE SWOT ANALYSIS PRESENTED BY ALL COMMISSIONS OR KPAs

All the SWOT Analysis Issues and challenges raised by different commissions and plenary have been consolidated here. The letters in brackets indicate the CoGTA KPA or Commission to which each challenge or issue belongs. The SWOT analysis gives context to the entire 5 Year Plan. The key for understanding these abbreviations is at the bottom of the table.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Effective Speakers Forum (CG & PP) • Audit Committee, hence clean audit (CG & PP) • Conventional communications tools in place e.g. SMS system (CG & PP) • Strong management team (CG & PP) • Officials consult with councilors prior ward visits (CG & PP) • Access to LGSETA grants (IT & OD) • Access to external funding for Learnerships e.g. DBSA, uMngeni etc (IT & OD) • The will, on the part of the employees, to be trained (IT & OD) • Planning capacity to deliver (EP) • Strategic plans for DM & LM (EP) • Sector Plans for DM & LM (EP) • Established District level agency that provides effective business and investor facilitation and support to reduce regulatory burden. (EP) • Established institution or 'body' that act as a broker for special projects. (EP) • GRAP Compliant Budget (approved annually on time) (FV & D) • GRAP Compliant AFS (FV & D) • Committed and dedicated staff (FV & D) • Maintenance plan in place (I&T) • Approved By-Laws (I&T) 	<ul style="list-style-type: none"> • Poor level of Service delivery by contractors. (CG & PP) • Limited human resources to serve 4 local municipalities (CG & PP) • Uneven Topography, some areas are not accessible for service delivery and community consultation. (CG & PP) • Structures are not capacitated to take over their tasks. (CG & PP) • Communication timeframes with community. (CG & PP) • Unsynchronized public participation activities with local municipalities. (CG & PP) • Call center not functional- calls go unanswered (CG & PP) • Oversight role needs strengthening (CG & PP) • A structure that may not be appropriately linked to strategy (IT & OD) • Low levels of matriculants (IT & OD) • Low levels of graduates (IT & OD) • Absence of higher learning institutions (IT & OD) • Unscientific training interventions (IT & OD) • Lack of succession planning, recognition and incentives (IT & OD) • Inadequate management of human resources (IT & OD) • Inadequate planning to meet Provincial Targets (EP) • Lack of updated Sector Plans (EP) • Inadequate financial resources to address spatial planning requirements (PDA) (EP) • Limited broadband (EP)

<ul style="list-style-type: none"> • Water Services Development Plan (WSDP) (I&T) • Major rivers (Umvoti and Thukela) (I&T) • PMU in place (I&T) 	<ul style="list-style-type: none"> • Fragmented spatial planning (EP) • Limited number of Economic and Planning staff (EP) • Constant changes in administrative leadership (FV & D) • Budget not fully cash backed (FV & D) • Current ratio of funding: 60% Grant Funding & 40% Internal Funding (FV & D) <ul style="list-style-type: none"> • Low collection rate • Lack of automated system to monitor consumer queries (FV & D) • Lack of capacity (personnel and equipment) (FV & D) • Lack of exposure to new developments pertinent to finance related matters (e.g. IMFO networking and other relevant professional bodies) (FV & D) <ul style="list-style-type: none"> • Unfilled Posts (I&T) • High Cost per capita (I&T) • Lack of Office space (I&T) • Lack of Telemetry system (I&T) • Sparse Settlement Patterns (I&T) • Old infrastructure (I&T) • Insufficient bulk Water Sources (I&T) • Lack of vehicles for operation (I&T)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • CDWs (available resource at local ward (level) - to assist with reporting (CG & PP) • Capacitated employees to be used instead of consultants for institutional memory and limiting expenditure (CG & PP) • Qualified & well trained employees (IT & OD) • Motivated employees (IT & OD) • Personal developments plans for ease of reference/ tracking (IT & OD) • Increased Support of an Inclusive Growth Path for iLembe and the country (IT & OD) • Improved management of human resources (IT & OD) 	<ul style="list-style-type: none"> • Lack of communication with internally and external stakeholders might lead to community unrest (CG & PP) • Deviations being a norm for Corp Gov- vetting, change of scope, (CG & PP) • Poor planning & non existence of KWANALOGA games business plan- selection of service providers- (CG & PP) • Councilors not aware of the SCM policy and processes (CG & PP) • Communication through radio stations a challenge as it doesn't not reach everyone (CG & PP) • Understanding different stakeholder for the various services (CG & PP)

<p>OD)</p> <ul style="list-style-type: none"> • DM Located between 2 South Africa's biggest ports (EP) • DM Located on provincial corridor one (EP) • Good soil conditions (EP) • Stable climate conditions (EP) • Located within 10km radius of Dube Tradeport (EP) • Untapped heritage market (EP) • Single Geo-database (EP) • Provision of Bulk Electricity (I & T) • Control of Fresh Produce Markets & Abattoirs (FV & D) • Utilization of smart metering system (FV & D) • Participation in strategic national financial networking symposiums (FV & D) • IDM geographical location (I&T) • Industrial Development (I&T) • Developer's contribution (I&T) • Positive publicity (I&T) 	<ul style="list-style-type: none"> • Poor road conditions to reach community for communication of public participation. (CG & PP) • Communication with LMs not intact (CG & PP) • Lack cooperative approach to Public participation (CG & PP) • Staff retention immediately after training interventions (IT & OD) • Climate change (EP) • Inadequate and aging infrastructure (EP) • High HIV infection (EP and (IT & OD) • Environmental degradation (EP) • Lack of communication (Departments working in silos) (IT & OD) • Going concern (FV & D) • Unemployment (EP) and (FV & D) • Culture of non payments (FV & D) • Adverse Audit Opinion (FV & D) • Poor procurement planning (not aligned to budget which leads to large volumes of deviations) (FV & D) • Lack of funding (I&T) • Climate Change (I&T) & (EP) • Theft and vandalism (I&T) & (FV & M) • Negative publicity (I&T)
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CG & PP – Corporate Governance; **(IT & OD)**- Institutional Transformation & Organisational Development; **EP** – Economic Planning, LED and Spatial development; **FV & M** – Financial Viability and Management; **I & T** – Infrastructure & Technical

12.8 THE FIVE YEAR STRATEGIC PLAN BY KPA, OUTCOMES AND TARGETS:

12.8.1 COOPERATIVE GOVERNANCE														
Outcomes Desired e.g		IDM OUTCOM E	Y 5 YEAR STRATEGIC OBJECTIVE	5 YEAR INDICATOR (KPI)	BASE LINE	5YR TARGET	YR1	YR 2	YR 3	YR 4	YR5	Winning Strategic Actions to Be taken By Key Stakeholders		
NATIO NAL OUTCO ME	KZN Strategi c Goals											Which stakeho lders	What should they do and how?	By when should they perform that action?
1. COMMUNICATION														
Accountable, Effective and Efficient Local Government System	Governance and Policy Human &Community Development	Improve perceptions and confidence levels of the community in iLembe and its services	Improve communication between iLembe DM and its Communities	% of people satisfied with our communication	30%	100%	35%	45%	60%	80%	100%	IDMb business units, LMs, GCIS COGT A, SALGA Councilors, Ward Committees CDWs Amak hosi Organized groups	Support communication activities by iLembe	Throughout the process . 2016
			To ensure well established systems(model) and	Availability of an updated and approved ward committee	No model available to consolidate action	Integrated Model Available, Approved and in Use	Model Approved	100% Compliance with model	100% Compliance with model	100% Compliance with model	100% Compliance with model	CoGT A, Speaker's Forum, Councilors, Ward Commit	Ensure implementation	2012-2016

			processes that will facilitate the deepening of democracy through ward committee	model in full operation (% level of compliance to model)	plans among LMs in their wards								tees, LMs, IDM		
2. EFFECTIVE PUBLIC PARTICIPATION															
Accountable, Effective and Efficient Local Government System		Improve perceptions and confidence levels of the community in iLembe and its services	To facilitate the deepening of democracy through ward committee	% increase in structures participating in the wards	60%	100%	70%	80%	90%	95%	100%	IDM, Councillors, COGTA, LMs	Capacity Building	2012-2016	
Accountable, Effective and Efficient Local Government System		Improve perceptions and confidence levels of the community in iLembe and its services	To facilitate the deepening of democracy through ward committee	% Increase municipal Public Participation budget to cater for capacitating ward committees	0%	25%	5%	10%	15%	20%	25%	IDM, Councillors, COGTA, LMs, community	Providing support	2012-2016	
Accountable, Effective and Efficient		Cabinet Legkotla Resolution	To facilitate the deepening of	% ward committees that are fully functionally	55%	90% ward comm. Fully functional	60%	65%	75%	85%	90%	IDM, Councillors, COGTA, LMs,	Providing support	2012-2016	

Local Government System			democracy through ward committee									community		
Accountable Local government in service delivery		Sustainable lives of councilors after term of office	To assist councilors sustain themselves.	Percentage of councilors that are graduating with accredited qualification.	New indicator.	60%	0%	10%	30%	50%	60%	SALGA Councilors COGTA		2012-2016
IGR Issues														
Accountable Local government in service delivery		Integrated Planning and co-ordinated service delivery by government	Improve the alignment of all sector plans and service delivery	Number of sector plans aligned with IDM plans	12	All sectors 22	18	22	N/A	N/A	N/A	Sector department, IDM, private sector, Amakhoisi (Ngonyama Trust land)	Alignment of developmental plans	2012-2016
DISASTER MANAGEMENT ISSUES														
		A District fully complying with Disaster Management Legislation	90% ward comm. Fully functional	Risk reduction Plans for the IDM and all LMs	5 Plans	5RDPs	5 RDPs	N/A	N/A	N/A	N/A	District & LMs & Province	Ensure implementation	2012
			90% ward	% preparedness	40%	80%	50%	60%	70%	75%	80%	District & LMs	Ensure implementation	2016

		n.	comm. Fully functional	ss of the District in responding to Disasters.								& Province	tion	
GOOD GOVERNANCE PRACTICES														
Accountable Local government in service delivery		To ensure implementation of PMS	To Improve the accountability and transparency through credible information from the IDM to public	% progress towards achieving Clean Audit	New indicator	100%	90%	95%	100%	N/A	N/A	All departments within IDM	Compliance	2014
		To ensure implementation of PMS & governance in terms of Audits	Functionality of oversight role (shared service)	Availability of a fully functional district wide audit committee whose recommendations are implemented 100%	District wide Audit Committee Not available as a shared service	Available and 100% of its recommendations fully implemented in agreement with all LMs	District wide A.C functioning approved and now available	Available and 100% compliance with DAC recommendations	Available and 100% compliance with DAC recommendations	Available and 100% compliance with DAC recommendations	All LMs	Set up DAC and compliance with all its recommendations	2013 - 2016	
DESIGNATED GROUPS														
Accountable Local government in service		Single window of coordination.	To align provincial, district and local plans addressing	% reduction of duplicated programmes.	New measure.	10%	2%	4%	6%	8%	10%	Provincial govt. IDM, Im	Assist in the development of plans	2012 - 2016

delivery			designate d group issues.	% of total budgets saved through coordinatio n	New Measur e	15%	5%	7%	10%	12%	15%	Mana ger CG & PP	Integratio n of programme s without other spheres of governmen t	2017
OPERATION SUKUMA SAKHE														
Cabin et Lekgotla resoluti ons		Alleviati on of poverty through operation sukumasa khe	Impleme ntation of operation sukumasa khe.	% reduction of poverty.	New indicat or	5%	0%	2%	2%	3%	5%	Provin cial govt. IDM, LMs		2012 - 2016
Cabin et Lekgotla resoluti ons				Number of wards where operation- Sukumasak he is operation.	9	74 wards	13	26	39	52	65	The Mayor, & Council in general	Flag ship programme s	2012- 2016
Cabin et Lekgotla resoluti ons				% of senior manager's performanc e agreement with OSS indicators and targets or legacy targets	100%	100%	100%	100%	100%	100%	100%	PMS Unit, MM, HODs	Complian ce with set direction and targets	2012- . 2016

12.8.2 INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT														
Outcomes Desired e.g.			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	Year 1	Year 2	Year 3	Year 4	Year 5	Costs / Budget	Winning Strategic Key Stakeholders	
National & Provincial Outcomes	KZN Strategic Goals	District Specific Outcomes Prioritised											Which stakeholders	Who should do it
A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH	An Organised and Comprehensive Human Resource Development and Institutional Transformation Approach compliant with Key national Legislation	A smooth, predictable and capacitating approach to HRD at all times Develop a policy and update annually	Develop an HRD policy and update annually	Availability of an HRD policy that has been updated annually.	No HRD policy	Approved Plan, annually reviewed	Approved HRD Policy	Approved HRD Policy now available and updated end of the year	Approved HRD Policy now available and updated end of the year	Approved HRD Policy now available and updated end of the year	Approved HRD Policy now available and updated end of the year	OPEX	Corporate Services Corporate Governance LLF Council	District police input other stakeholders Community A
			Ensure compliance with the HRD Policy	% level of compliance with implementation targets set in the HRD plan of this policy each year.	0% (no policy in place yet)	100% compliance with applicable targets	100%	100%	100%	100%	100%	OPEX	Corporate Services Corporate Governance LLF Council	District police input other stakeholders Community A
				% level of	100%	100%	0%	100%	100%	100%	100%	OPEX	All IDM Departments	Community operational

				Compliance with iLembe's skills development policy											with Cor Serv the imp ion Pol
		All employees of IDM can read and write – illiteracy eradicated among staff	Train illiterate employees on ABET	% implementation of foundational learning qualifications plan (ABET Level 2) for employees	0%	100%	0%	50%	70%	90%	100%	Grant Funding	Corporate Services LGSETA Dept. of Education Office of Premier		In Fu Co e M
		Improved quality of education among staff as a foundation for further learning and growth.	Increase access to programmes leading to intermediate and high level learning	% of staff who now have a matric equivalent certificate through second chance programmes of IDM	31%	25%	0%	20%	50%	75%	100%	Grant funding	Corporate Services LGSETA		In Fu
			Improve quality of Matriculants to meet University entry requirements	% increase in the number of students utilizing the FETS	Not available	20%	20%	20%	20%	20%	100%	OPEX	Corporate Services LGSETA		A Fu

			ts											
		Increase d occupatio nal skills relevant to Ilembe as a work place at labourer and artisan levels	Increase access to occupational skills relevant programmes within iLembe and thereby expanding the availability of intermediate level skills (with a special focus on artisan skills)	Cumulative % of general workers who now have acquired artisan skills and qualification	Not available	60%	10%	10%	10%	10%	100%	OPEX	Corporate Services Technical Services LLF	In Co n Co n
			Support the training of operators to meet DWA classification requirements	increase of operators that meet the Blue Drop & Green Drop Standards	0	52 current	8	11	11	11	11	Grant funding	LGSETA IDM	LC A ID
			Increase number of qualified artisans progressively each year through learnerships	The cumulative number of completed learnerships conducted by IDM	Currently doing but not measured	200 learnerships completed.	71 learnerships	120 learnerships	150 learnerships	170 learnerships	200 learnerships	LGSETA DBSA DWA Treasury	IDM Departments	LC and
		Increase	Bring in unemployed	Number of	New Indicator	100	20	20	20	20	20	LGSETA	IDM Departments	To sup

		<p>d supply of people with scarce and critical skills</p>	<p>d people into learnships so that they can be employed later</p>	<p>unemploy ed people entering our learnship programmes</p>	<p>r</p>							DBSA DWA Treasu ry		<p>mon ent the lear ogro</p>
			<p>Increase employee access to high level occupationally-directed programmes within iLembe</p>	<p>% Increase in the graduate output, through the NathiMthembu Bursary Fund, in Engineering Sciences</p>	<p>This is for Governance issue we are deleting it out –</p>								CSI from Private Sector IDM	<p>To fun bur</p>
		<p>Research, development and innovation in human capital for a growing knowledge economy</p>	<p>Support the training of undergraduates to obtain honours level</p>	<p>% increase in undergraduates obtaining honours level</p>	<p>26% undergraduates</p>	40%	0%	0%	30%	70%	40%	LGSET A IDM	IDM Departments	<p>To fun pro IDM coo lear</p>
			<p>Support the training of honours graduates to obtain masters level</p>	<p>increase in honours graduates obtaining research masters level</p>	<p>7 current honours holders</p>	6	0	0	2	2	2	LGSET A	IDM Departments	<p>P fun pro</p>
			<p>Support the training of Masters level</p>	<p>increase in Masters graduates</p>	<p>2 current</p>	4	0	0	0	2	2	LGSET A	IDM Departments	<p>P fun</p>

			graduates to obtain doctoral level	for doctoral level										pro
		A better informed, educated and run council for IDM	Support the skills and educational development of councilors that leads to formal qualifications	% of councilors enrolled on appropriate development programme that elevates their general educational and occupational growth and development (e.g. Executive Leadership Programme or related qualifications including matric)	11%	51%	6%	0%	0%	12%	19%	Grant funding	LGSETA IDM	P fun pro
		Well provided for budget for skills	Ensure a sufficient budget that complies with the provisions	The % of a municipality's salary budget actually	2%	2% maximum	2% maximum	2% maximum	2% maximum	2% maximum	2% maximum	Budget provision	HoD of Corporate Services & CFO	C e pro and App WS

		and education al developm ent at IDM	of the Skills Developme nt Act (Levy Act)	spent on implemen ting the municipali ty's approved workplace skills plan										
		A transform ed / transformi ng municipal organisati on	Ensure full compliance with EEA within IDM	The number or % of people from employ ment equity target groups employed in the three highest levels of managem ent in compliance with the municipali ty's approved EE plan-	88%	88%	100%	100%	100%	100%	100%	OPEX	Mayor, MM and SMT	C e to as a
				% of budget reserved for bonus payments (to be restricted to 1,5% of salary of 20% of populatio	2%	1.5 – 2% of the salary bill	1.5 – 2% of annual salary bill	1.5 – 2% of annual salary bill	1.5 – 2% of annual salary bill	1.5 – 2% of annual salary bill	1.5 – 2% of annual salary bill	OPEX	Corporate Services, CFO and MM. Line managers	P and imp bud acco

				n who must qualify to get bonuses)										
		A healthy environment of conflict resolution	To ensure that conflicts within municipalities are resolved before they get out of hand (and out of IDM)	% of grievance s and disciplinary actions that get concluded within agreed policy timelines and without litigation		100%	100%	100%	100%	100%	100%	OPEX	Corporate Services, All Managers, LLF	A Cor Har Pro imp Full con with the
		A Fully capacitate d, effective and efficient organisati onal structure	To have an updated, approved and populated organogram in all critical need areas of the IDM	% of Posts filled	89%	100%	91%	95%	97%	100%	100%	OPEX	HOD Corporate Services & HOD Technical Services	Se app fun
				Availabil ity of a fully functional (100%)Pro ject Managem ent Unit Section	80% Outsour ced PMU function	100%	100%	100%	100%	100%	100%	OPEX	HOD Corporate Services & HOD Technical Services, CFO	Se app fun

12.8.3 ECONOMIC DEVELOPMENT AND PLANNING														
Outcomes Desired e.g.			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	Year 1	Year 2	Year 3	Year 4	Year 5	Costs / Budget (strategic resourcing)	Winning Strategic Actions Stakeholders	
National Outcomes	KZN Strategic Goals	District Specific Outcomes Prioritised											Which stakeholders	What they do how?
ECONOMIC DEVELOPMENT														
Agriculture														
Decent employment through inclusive economic growth	Job Creation	1.1. Unleash farming in rural areas/Municipalities	To upscale farming capacity with ILembe DM	Hectares of farmed land	10 Hectares	75 hectares	35 hectares	45 hectares	55 hectares	15 hectares	75 hectares	Accumulative costs associated with cost year on year	Enterprise ILembe, Local Municipalities, Department of Agriculture, KZN Economic Development	Coordinating and Implementation
		1.2. Diversification of agricultural production & markets (including niche markets and agri-processing)	To identify champion crops and overseas markets for agri-processing and Dube Trade Port	Number of agriculture programmes implemented	5	20 sustainable programmes up and running (1per LM per year)	9	13	17	21	25	Accumulative costs associated with cost year on year	Enterprise ILembe, Local Municipalities, Department of Agriculture, KZN Economic Development	Coordinating and Implementation

		ng).												
		1.3. Support agrarian farming	To establish open plan sugar mills and connect to niche market	Number of new products created	3	5	4	5	6	7	8	Accumulative costs associated with cost year on year	Enterprise ILembe, Local Municipalities, Department of Agriculture, KZN Economic Development	Coordin and Implem n
		1.4. Support agrarian farming	To establish open plan sugar mills and connect to niche market o	Number of new small holder farmers established	Current number of small holder farmers	3	N/A	1	N/A	2	3	Accumulative costs associated with cost year on year	Enterprise ILembe, Local Municipalities, Department of Agriculture, KZN Economic Development	Coordin and Implem n
Tourism														
Decent employment through inclusive economic growth	Job Creation	1.5. Improve and find new tourism markets	To improve the number of tourist in ILembe District	Increase in the number of Tourists visiting IDM	2.5million	3m (Current number of Tourists to grow by 2%)	100000	100000	100000	100000	100000	Accumulative costs associated with cost year on year	Enterprise ILembe, KZN Tourism, Local Municipalities	Coordination and Implementation
Manufacturing														
Decent employment through inclusive economic growth	Job Creation	Upscale, diversify and improve quality of goods	To increase, capacity to produce goods	Number of factories	Current number of factories	Number of new factories	1	2	3	4	5	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC, DTI, Local Municipalities	Coordination and Implementation
		Upscale, diversify and	To identify	Approved strategy per	Study to be done	4 studies approved	App for funding	4	N/A	N/A	N/A	Accumulative costs	Enterprise ILembe, IDC,	Coordination and

		improve quality of goods	competitive advantage	LM	per LM	by LM & one study approved by IDM						associated with cost year on year	DTI, Local Municipalities	Implementation
Training														
Decent employment through inclusive economic growth	Job Creation	Support the establishment of learnership, apprenticeship and mentorship programmes within the public and private sector (scholars and young adults).	To partner with FET institutions to effect focus training	SLA with learning institutions	No existing facility	ILembe FET & LED university	Bus Plan	Liaise with Dept of Education to source funding	Construction	Construction	An established University by 2015	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC, DTI, SEDA, Local, Umfolozi FET College, and LMs Municipalities	Coordination and implementation
Arts and Crafts														
Decent employment through inclusive economic growth	Job Creation	1.6. Production of high end crafts	To improve skills and capacity to produce crafts	Number of qualified crafters	Number of trained people	1000 qualified crafters	200 crafters trained	400 crafters trained	6000 crafters trained	800 crafters trained	1000 crafters trained	Accumulative costs associated with cost year on year	Enterprise ILembe, Local Municipalities, SEDA, and other government training facilities	Coordination and implementation
Logistics														

Decent employment through inclusive economic growth	Job Creation	Support implementation of the KZN Industrial Development , Export and Investment Strategies.	To attract industrial investor into the DM	Number of new export industrial business at IDM	Current export industries and investment strategy	1 industry per LM and consolidated investment strategy for the IDM	Consolidated investment strategy	1 LM	1 LM	1 LM	1 LM	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC, DTI, Local Municipalities and KZN Economic Development	Coordination and Implementation
			To Identify competitive advantage of area for industry	Number of new competitive niche industries	No new niche industries	1 industry per LM and consolidated investment strategy for the IDM	Consolidated investment strategy	1 LM	1 LM	1 LM	1 LM	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC, DTI, Local Municipalities and KZN Economic Development	Coordination and Implementation
Job Creation														
Decent employment through inclusive economic growth	Job Creation	4.1. Create Enabling environment for skills retention	To establish a bursary and aftercare Programme for graduates	Number of graduates absorbed by IDM and LM	No baseline	5 graduates per LM (Cumulative 20)	4	8	12	16	20	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC and IDM	Coordination and Implementation
		4.2. Support enhanced implementation of Expanded	To intensify labour base activities	Number of jobs created	3000	4000 jobs created in 5 years	800	1600	2400	3200	4000	Accumulative costs associated with cost year on	Enterprise ILembe, DM, Local Municipalities, Public Works	Coordination and Implementation

		Public Works Programme (EPWP).				(200 per LM per year)						year		
		4.3. Expedite the roll-out of the Community Work Programme (CWP	To intensify labour base activities	Number of jobs created	No baseline	100 jobs created in 5 years (200 per LM per year)	800	1600	2400	3200	4000	Accumulative costs associated with cost year on year	Enterprise ILembe, IDM, and Local Municipalities	Coordination and Implementation
		4.4. Finalise and implementation for the SMME Strategy and Cooperative Strategy	To identify SMME groups and assists with informal economy	Number of SMME groups register EI (Enterprise ILembe)	No baseline	25 SMME groups registered in 5 years	5	5	5	5	5	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC, DTI, KZN Economic Development and Local Municipalities	Coordination and Implementation
		4.5. Establishment of ILembe Innovation Hubs.	To establish centers of excellence to target specific industries	Number Centers established	No baseline	1 Center of excellence in each LM	N/A	1	1	1	1	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC, DTI, Local Municipalities and KZN Economic Development	Coordination and Implementation
ICT														
Decent employment through inclusive economic growth	Job Creation	Enhance the Knowledge Economy	To create an ICT platform available to everyone	Wireless broad-band for whole IDM	COGTA pilot study	1 wireless network per LM	N/A	4	N/A	N/A	N/A	Accumulative costs associated with cost year on year	Enterprise ILembe, IDC, DTI, Local Municipalities	Coordination and Implementation

Institution Led														
Decent employment through inclusive economic growth	Job creation	Coordinated LED focus for the District	To integrate IDM and LM strategies into one strategy	Consolidated LED strategy for the IDM	Uncoordinated LED strategies	1 LED strategy per LM and 1 strategy for Ilembe DM	N/A	5	N/A	N/A	N/A	Accumulative costs associated with cost year on year	Enterprise Ilembe, IDM and Local Municipalities	Coordination and Implementation
			To establish Shared Service for LED	SLA between EI and DM, EI and LMs	Current SLA between EI and IDM	1 per LM	4	N/A	N/A	N/A	N/A	Accumulative costs associated with cost year on year	Enterprise Ilembe, IDM, and Local Municipalities	Coordination and Implementation
			To train young people of Ilembe District as LED foot soldiers	Number of foot soldiers appointed and trained	New indicator	148 LED foot soldiers by 2012 (2 per ward)	Appt and train	& 148 appointed functioning				Accumulative costs associated with cost year on year	Enterprise Ilembe, IDM and , Local Municipalities	Coordination and Implementation
PLANNING														

Vibrant, Equitable and sustainable rural communities and food security for all	<i>Spatial Equity</i>	2.1. Targeted identification and release of zoned & serviced land including sector-specific industrial parks with focus on release of land to create incentive for private sector to undertake servicing and development .	To ensure preparation of precinct plans	Number Precinct plans approved	No baseline	2	N/A	N/A	1 precinct plan	1 precinct plan	N/A	Accumulative costs associated with cost year on year	Enterprise ILembe, IDM and ILembe DM	Coordination and Implementation
		Development of specific sub-regional plans to co-ordinate interventions around priority corridors.	To prepare ILembe Regional Spatial Development Plan (IRSDP)	Approved IRSDP	No baseline	IRSDP approved by second year	N/A	IRSDP Approved	N/A	N/A	N/A	Accumulative costs associated with cost year on year	Enterprise ILembe, IDM and Local Municipalities	Coordination and Implementation

		Continuation of the Small Town Regeneration and Rehabilitation Programme.	To identify more areas projects for Small Town Regeneration Programme	Number of projects approved for Small Town Regeneration and Rehabilitation Programme	1 Waste bins 2 sidewalks 3 street lights	Number of projects approved and implemented	N/A	1 project	1 project	1 project	N/A	Accumulative costs associated with cost year on year	Enterprise ILembe, IDM, COGTA and Local Municipalities	Coordination and Implementation
		Formalisation of Strategic Rural Nodes	To ensure that LMs identify and prepare precinct plans	Approved strategic Rural Nodes	No baseline	2 strategic rural nodes and precinct plans approved and packaged for implementation	N/A	1 Node	1 Node	N/A	N/A	Accumulative costs associated with cost year on year	Enterprise ILembe, IDM and Local Municipalities	Coordination and Implementation
			Rural Spatial Development Plan	Approved RSDR	No baseline	Approved RSDR	N/A	Approved RSDR	N/A	N/A	N/A	Accumulative costs associated with cost year on year		
		Formulation of Local Area Based Plans within each LM.	To ensure that LMs prepare intermediate plans	Number of approved Local Area Plans in All LMs	No baseline	1 Local Area Plan per LM	N/A	1 LAP	1 LAP	1 LAP	1 LAP	Accumulative costs associated with cost year on year	IDM and Local Municipalities	Coordination and Implementation

		Address Act 70 of 1970 alignment within Land Use Management Schemes.	To ensure that wall to wall schemes are supported by Department of Agriculture	Number of approved wall to wall schemes by Department of Agriculture	No baseline	4 wall to wall schemes approved in line with Act 70 of 70	N/A	1 wall to wall scheme	1 wall to wall scheme	1 wall to wall scheme	1 wall to wall scheme	Accumulative costs associated with cost year on year	IDM, COGTA, Department of Agriculture Local Municipalities	Coordination and Implementation
		Finalisation of land use management schemes across the entire District landscape with a differentiated approach within the urban-rural continuum.	To ensure that family of IDM prepares wall to wall schemes	Number of approved LUMS in the iLembe DM family municipalities	No baseline	4 LUMS	N/A	1 LUMS	1 LUMS	1 LUMS	1 LUMS	Accumulative costs associated with cost year on year	iLembeIDM, COGTA, and Local Municipalities	Coordination and Implementation

		Alignment of District and Local Municipal Spatial Development Frameworks with the Provincial Spatial Development Framework.	To ensure alignment of all family SDF and Provincial SDF	Number of reviewed Family SDFs	5 Current approved SDFs	5 SDF aligned with ILembe IDM, LMs and Provincial SDF	N/A	N/A	N/A	N/A	5 Reviewed SDFs	Accumulative costs associated with cost year on year	ILembe DM, COGTA and Local Municipalities	Coordination and Implementation
		Align Organogram with workload	To ensure more capable staff is employed	Number of staff employed	7 Planning Staff	3 staff employed	1	1	1	N/A	N/A	Accumulative costs associated with cost year on year	ILembe DM	ILembe DM

ENVIRONMENT

Protect and enhance our environmental assets and natural resources	Response to Climate change	3.1. Protection and rehabilitation of agricultural resources.	To establish formal community farms	Rotation of type of crop per season	No baseline	5 communities farms per LM	N/A	1 crop	1 crop	1 crop	1 crop	Accumulative costs associated with cost year on year	Enterprise ILembe, ILembe DM and Local Municipalities	Coordination and Implementation
		3.2. Ensure compliance with NEMA on environmental tools	To prepare EMF (Environmental Management Framework)	All LMs with EMF	No baseline	1 EMF per LM	N/A	1 EMF	1 EMF	1 EMF	N/A	Accumulative costs associated with cost year on year	ILembe DM, Department of Environment and Local Municipalities	Coordination and Implementation

		Align Organogram with workload	To ensure more capable staff is employed	Number of staff employed	7 Planning Staff	2 staff employed	N/A	1	1	N/A	N/A	Accumulative costs associated with cost year on year	iLembe DM	iLembe DM
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12.8.4 FINANCIAL VIABILITY AND MANAGEMENT

Outcomes Desired e.g. Housing for all residents etc			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	2011/12	2012/13	2013/14	2014/15	2015/16	Costs / Budget	Winning Strategic Actions Stakeholders	
National Outcomes	KZN Strategic Goals	District Specific Outcomes Prioritized											Which stakeholders	What should do and how
Responsive, accountable, effective and efficient local government system Responsive, accountable, effective and efficient local government system	Governance and Policy Compliance Local govt	Increased and more efficient revenue collection	To raise monthly collection rate on billing	Percentage collection rate	65%	90%	70%	75%	80%	85%	90%	Estimated Costs: R17 000 000.00	Revenue Department Technical Services Political Office Bearers	Implement of smart programs Implement control and collection adhering to laws Customer (Charter, in line with laws Review Revenue Structure (Management
				Proportion of consumers paying in full vs the number of consumers billed	31%	100%	40%	50%	70%	90%	100%			
			To improve on delivery / mailing of billing statements	% of hand delivered mail received by consumers	45%	100%	55%	65%	75%	85%	100%	Salaries	Technical Services (Water Marshalls) Revenue Department	Hand deliver billing statements Converting undelivered to hand delivered in unpaid townships Run awareness campaigns educate on importance signing acknowledgment of delivery

			To improve quality of billing	100% accuracy in billing	80%	100%	85%	90%	95%	100%	100%	Salaries Budget	Revenue Department Technical Services Department Political Office Bearers Planning Department	Timeous replacement of faulty meters Explore relocation of the function of meter reading possible outsourcing GIS alignment consumer complaints Review Revenue Structure (Management)
			To improve net revenue collected	Cumulative % increase in revenue collections year on year from services rendered	0% increase (starting to measure)	25%	5%	10%	15%	20%	25%	OPEX	CFO and team	Implement control measures agreed
			To ensure effective management of budgeting process (realistic and credible)	Credible budget with clearly identifiable revenue sources	Partial compliance with Circular 42	Full compliance with Circular 42	Full compliance	Full compliance	Full compliance	Full compliance	Full compliance	OPEX	Finance Department Accounting Officer	Full implementation of circular 42
			To Expand revenue base (e.g.	Ratio of External Grants vs Internal Funding	40:60	60:40	45:55	50:50	55:45	60:40	60:40	OPEX	Political Office Bearers MM's Office Finance Department	Investigate funding sources (e.g. supply bulk electricity)

			provision of bulk electricity)										Corp Services Dept Technical Services Department	
		Compliant and efficient Financial Mgt practices that increase financial viability standing of the municipality	To ensure compliance with SCM Policy and regulations	% compliance	90%	100%	90%	95%	100%	100%	100%	Salaries	SCM Unit as key driver All Departments	Timeous submission annual procurement plans align budget Multi-year appointments service provision to deviations
			To increase financial viability	Debt Coverage ratio	3:1	5:1	3:1	4:1	4:1	5:1	5:1	OPEX	CFO and team, line depts. Mayor & Mayco	CFO and manage Line Director implement Mayor and oversee
			To ensure that the municipality remains solvent – able to cover its costs at any and all times	Cost Coverage Ratio	4:1	6:1	4:1	5:1	5:1	6:1	6:1	OPEX	CFO and team, line depts. Mayor & Mayco	CFO and manage Line Director implement Mayor and oversee
			To manage the debtors book efficiently	Outstanding debtors: revenue ratio (actual service	see note on nkpis	see note on nkpis	see note on nkpis	see note on nkpis	see note on nkpis	see note on nkpis	see note on nkpis	OPEX	CFO and team, line depts. Mayor & Mayco	CFO and manage Line Director implement Mayor and oversee

				revenue actually received)										
			To achieve a clean audit opinion	Unqualifie d Audit Opinion	Unquali fied Audit Opinion with other matters	Clean Audit	Unqualifie d Audit Opinion with other matters	Unqualifie d Audit Opinion with other matters	Clean Audit	Clean Audit	Clean Audit	Salaries	All Departments Political Office Bearers	Compliance all interna external co
				% of salary : budget (to be kept between 35 – 40% ideally)	29%	30%	30%)	30%)	30%	30%	30%	OPEX	CFO and team, line depts. Mayor & Mayco	CFO and manage Line Di implement Mayor and oversee

12.8.5 BASIC SERVICE DELIVERY AND INFRASTRUCTURE														
Outcomes Desired e.g. Housing for all residents etc			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	Year 1	Year 2	Year 3	Year 4	Year 5	Costs / Budget	Winning Strategic Actions to B Stakeholders	
National Outcomes	KZN Strategic Goals	District Specific Outcomes Prioritized											Which stakeholders	What should they do and how?
Accountable , Effective And Efficient Local Government System		Improving access to basic services.	Improve access to basic water services	% of backlog	34%	15%	30%	26%	22%	18%	15%	R 660,893,832.00	HOD Technical/MM	Seek Funding
				% Satisfied customers	60%	100%	47.5%	55%	75%	90%	100%	Opex	HOD Corp. Gov	Get input from TS.
		Improving access to basic services.	Improve access to basic sanitation services	% of backlog	35%	17%	31%	27%	24%	20%	17%	R 433,728,124.00	HOD Technical/MM	Seek Funding
				% of indigent households with access to basic levels of water, sanitation,	68%	100%	100%	100%	100%	100%	100%	OPEX	CFO's Dept	Provide budget for indigent's to be covered in areas where it is District municipality function
				% of indigent households receiving access to free basic services	68%	100%	100%	100%	100%	100%	100%	OPEX	CFO's Dept	Provide budget for indigent's to be covered in areas where it is District municipality function
				% Satisfied customers	60%	100%	47.5%	55%	70%	90%	100%	Opex	HOD Corp. Gov	Get input from TS.

		Improving access to basic services.	To provide excellent water quality that will meet or exceed the National standards	% of systems that have achieved Blue drop status	10%	100%	20%	35%	50%	75%	100%	R 25,000,00 0.00	HOD TS	Ensure compliance
		Improving access to basic services.	To provide excellent water quality that will meet or exceed the National standards	% of systems that have achieved Green drop status	22%	100%	30%	45%	60%	85%	100%	R 25,000,00 0.00	HOD TS	Ensure compliance
		Improving access to basic services.	Reduce unaccounted water	% unaccounted water	35%	30%	34%	33%	32%	31%	30%	R 300,000,00 0.00	HOD TS	Monitor Progress
		Improving access to basic services.	Improve response time to water and sanitation interruptions	% Compliance	98%	100%	98%	98%	98%	98%	100%	Opex	HOD TS	Ensure compliance
				Obtain Technology to monitor Water & Sanitation response times	N/A	Fully operational electronic reporting system	Fully operational	N/A	N/A	N/A	N/A	Opex	HOD Corp Serv	Procure tool
Accountable , Effective And Efficient Local Government System		Improving access to basic	Ensure continuous water	% Standby generators at strategic	New indicator	30%	5%	10%	15%	20%	30%	R 200,000,0	HOD TS	Secure funding

		services.	and sanitation services	points								00.00		
Sustainable human settlements and improved quality of household life		Improving access to basic services.	Improve Security of infrastructure	% of infrastructure with armed guards	New indicator	100%	100%	N/A	N/A	N/A	N/A	R 30,000,000.00	HOD TS/HOD Cor. Gov.	Identify need – TS Provide Security – Corp. Gov.
				Number of awareness campaigns done	New indicator	198 Awareness campaigns	198 Awareness campaigns	N/A	N/A	N/A	N/A			
				% of infrastructure with full security fencing	New indicator	100%	100%	N/A	N/A	N/A	N/A			
			To meet bulk services requirements for existing and new housing developments	% served	30%	100%	40%	50%	65%	85%	100%	R 4,200,000,000.00	HOD TS/Manager planning	Implementation of programmes
				% of housing developments aligned to infrastructure planning	40%	100%	50%	60%	70%	85%	100%	R 50,000,000.00		
			To meet bulk services requirements for private developments	% served	30%	70%	35%	40%	50%	60%	70%	R 500,000,000.00	HOD TS/Manager planning	Alignment of planning
				% of developments aligned to infrastructure planning	40%	100%	45%	50%	55%	60%	70%	R 300,000,000.00		

		To improve the level of financial utilization non-wastefully but for specified projects	% of the municipality's annual capital budget spent on agreed IDP projects			100%	100%	100%	100%	100%	100%	OPEX	HOD of Infrastructure and other projects, CFO	Technical / Infrastructure HOD implementing all projects and CFO avails and releases payments for projects
		To increase accountability in the use of water resources	Cumulative % of Points requiring metres that now have metres installed			100%	100%	100%	100%	100%	100%	Use same figure calculated under finance for installing metres	HOD of Infrastructure and other projects, CFO	Technical / Infrastructure HOD implementing all projects and CFO avails and releases payments for projects
Accountable , Effective AndEfficient Local Government System			Monitor Siza Water Concession contract	Progress in finalization of the 5 year review for Siza Water	0%	100%	100%	N/A (what is the impact of this scheme over time?)	N/A	N/A	N/A		HOD TS/Manager Demands	To ensure an agreement is reached and a contract signed for the 5 years
			Monitoring and evaluation of a Siza Water 5 year review.	% progress in the implementation of the Siza Water 5 year review	0%	100%	20%	40%	60%	80%	100%		HOD TS/Manager Demands	To track implementation of the 5 year review
Sustainable human			Create job	Number of job	3790	12000	1652	3252	4800	6453	8210		HOD TS/DD/PMU/	Ensure the creation

settlements and improved quality of household life			opportunities	opportunities created through water infrastructure and service delivery efforts									Planning/Enterprise Ilembe	through capital works plan
				Engage local ward water bailiffs to assist monitoring at grass root level	Nil	154	154	154	154	154	154	500,000	HOD – TS	Include in structure