eThekwinini Municipality

State of Local Innovation Report

October 2011

The Vision of eThekwinini Municipality

“By 2020 the eThekwinini Municipality will enjoy the reputation of being Africa’s most caring and liveable city, where all citizens live in harmony. This Vision will be achieved by growing its economy and meeting people’s needs so that all citizens enjoy a high quality of life with equal opportunities, in a city that they are truly proud of.”
eThekwini Municipality prides itself in the fact that it is a learning city and as such we are always aspiring to optimize our internal capacity and external services through creative thinking and innovative initiatives.

The Municipality strives to be a leading example for innovations in Environmental Sustainability. The Green Hub, formally launched in 2011, serves as a green technology demonstration building. The Green Hub is managed by the Municipality’s Green Corridor program, which aims to rehabilitate the natural environment of the uMgeni Valley and to create jobs and grow the regional economy through sport, recreation and tourism development. The first green roof on a South African municipal building was launched in May 2009 as part of eThekwini Municipality’s Municipal Climate Protection Programme. The roof is intended to inspire other Municipal departments and members of the community to follow suit. A green roof guidelines document is currently being prepared to encourage the rollout and proliferation process. The eThekwini Municipality has recognised the importance of food security, especially in responding to climate change, and has established an Agricultural Management Section to start tackling issues of access to food by empowering local communities in sustainable agricultural and organic practices.

The eThekwini Municipality has made big strides in the Energy Sector by recently establishing an Energy Office, the first of its kind in South Africa, tasked with project conceptualization and implementation in all areas dealing with energy efficiency. Strategically placed in the Treasury cluster, the Energy Office has a direct reporting line to key decision makers in the city and is able to easily acquire international funding opportunities in the climate change arena. Converting methane gas at landfill sites into energy is an innovative project implemented by the Municipality to curb the effects of climate change.

In the field of Planning several innovative initiatives are taking place. The Area Based Management Project was a five-year program launched in 2003, focusing on forming partnerships in specifically designated areas at the local level in order to understand the needs of the people in that specific area and provide context-specific assistance. The ABM initiative was innovative in its context-based strategy and succeeded in forming important relationships with, and a deeper understanding of, target communities. The Long Term Development Planning stream is innovating in the area of long term visioning and participatory planning. In 2006 eThekwini embarked on an initiative to develop a long term plan for the city of Durban. A visionary and extensive consultative approach, including engaging school children, was used to develop a 50-year plan that prescribes actions for each sector of the population, including civil society, business, individuals and government, in achieving a truly sustainable city.

In the area of Financial Management, innovative programmes and software has been introduced to increase procedural efficiency and customer service. A first for a South African municipality, Treasury is instituting a pilot Quality Circles (QC) programme that employs self-managed teams of operational-level staff to examine and be responsible for recommending improvements for procedures related to quality, cost, delivery, safety and morale. The self-managed organization of the teams has created an environment for innovative thinking and recommendations that will enhance the efficiency and productivity of the cluster. Treasury’s Revenue Unit recently introduced a system of sending customer bills via email and will be introducing an internet customer portal this year. In an age where cell phones are prevalent and many people access internet on their cell phones, customers can keep up to date with and make payments at the touch of a button.

The area of Governance and Social Services has seen much innovation in eThekwini to service the needs of its people. The eThekwini vision to be “Africa’s most caring and liveable city” by 2020 is taken seriously by Council. In 2008 a “customer-care” policy was developed and adopted by council and has included the introduction of accessible, one-stop walk-in centres called Sizakala Centres. At these centres, residents are able to access various municipal services and pay municipal accounts all at one location. Safety and Security Services initiated a Safer Cities Unit, created to promote safety and ensure that citizens share a common understanding of security issues. Safer Cities adopts a holistic and innovative Multi Agency Disciplinary Approach Mechanism (MADAM) that facilitates the interaction of the multi agency role-players, including health and emergency services, Metro Police, SAPS, Education, Engineers, CBOs and NPOs.

The Municipality also endeavours to implement innovative strategies to facilitate the success of SMMEs. Business Support has created a detailed access to finance strategy and has forged relationships with eight financial institutions to support SMMEs, a record achievement
unique to eThekwini. Business Support also initiated an annual SMME fair, the first networking opportunity of its kind for SMMEs in the Municipality.

In the field of Transport and Infrastructure innovations have been instituted to improve quality of life for persons with disabilities and for commuters and pedestrians. An initiative called “dial-a-ride” has been implemented, which works like a mini-bus taxi service for people with disabilities and will stop directly in front of the client’s house. Another initiative related to infrastructure is the “flyover” road, constructed to separate commuter traffic from the pedestrian traffic at the perpetually congested Warwick Triangle intersection. The flyover is an engineering feat and has resulted in a safer intersection for motorists and pedestrians.

In the Information and Technology area eThekwini Municipality is in the process of making telecommunications more accessible to its citizens through the rollout of an optic fibre (Broadband) in the region. A project that was to initially service municipal offices was extended to include residents, businesses and schools. The Municipality was also able to save money by uncovering a technology that uses the existing sewer and storm water systems to lay the fibre.

In the important area of Arts, Culture and Heritage, the Municipality has introduced an annual month long Arts Festival known as Celebrate Durban/Halala eThekwini to celebrate the culture, heritage and identity of the people of eThekwini. Durbanites are exposed to the diversity in music, art, literature, dance, fashion and culture in their city and artists are given much needed exposure. Under the heritage theme the Municipality has introduced the Ulwazi Programme, an effort by the Municipality’s libraries and heritage department to document indigenous knowledge online and make it publicly available. This program allows citizens to tell their own stories about their Municipality.

Knowledge Management is key to the success of any organisation. The Municipality has started a Municipal Institute of Learning (MILE) developed exclusively for local government practitioners within South Africa and beyond. MILE hopes to position eThekwini Municipality as a “learning city” and promote a culture of learning amongst local government practitioners, and documenting experiences, with the aim of increasing capacity of local government to be able to respond to its mandate and beyond. MILE is the first municipal institute of its kind in Africa and aims to establish strategic partnerships and collaborate with other learning institutions.

The Municipality values its staff and places much emphasis on Skills Development. The development of a soft skills library to develop the leadership and management skills of officials and improve morale has been highly successful. Occupational Health has saved the council money by using experts within the council to train employees in health and safety.

Often, innovation in Internal Processes is overlooked, but focusing on improving the administrative efficiency of Council can lead to cost savings and greater achievement of goals. An online Deadline Monitoring and Evaluation System developed in the Treasury Cluster has assisted staff to meet deadlines more effectively and the Performance Monitoring and Evaluation Unit is currently developing a performance hub to assist employees of the Council to monitor the success of their projects and programmes. Management Services has introduced Productivity Benchmarks in order to measure the quality, cost and speed of services in relation to other municipalities and organisations.
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1. Introduction

eThekwini Metro has faced enormous challenges, in part this is because the city has the greatest concentration of poor people of all the large metropolitan areas in South Africa.

In spite of this, though, much has been achieved by the eThekwini Council. Ten years ago, for two-thirds of the people of the city, there was no street lighting, no access to housing, water, electricity, tarred roads and good sanitation. Metro Police was confined to only a few areas as were clinics, libraries and the like.

The city today is very, very different. Nowhere else in South Africa have over 150000 houses for the truly poor been built. Nowhere else in South Africa has a local government spent over R30 billion on capital infrastructure to right the wrongs of the past. Nowhere else in South Africa has a city spent over 11% of its budget on maintenance and 25% of its capital budget on rehabilitation. Nowhere else in South Africa has a city maintained such an excellent record of financial governance as well as maintained the highest credit rating.

The city has strived to strike the right balance between financial, economic, social and environmental sustainability.

Financially:

- The city has consistently had the highest credit rating given to any municipality in South Africa;
- The city has the best record and highest spend on actual capital expenditure of all municipalities. Last year eThekwini had a 106% spend on our capital budget.
- The city has the best record of unqualified audit reports;
- The city has won several awards for the management of the municipality, its leadership and innovation in service delivery.
- The city is frequently commended by National Treasury on the quality of our IDP and budget, as well as the linking of both
- The city is recognised as the leading municipality when it comes to financial governance
- Amongst the four large metros it is only in eThekwini where the total debt in the ‘more than 120 day category’ came down year-on-year from R 3.49bn to R 3.43bn. Source – Municipal IQ Brief 283.
- The per capita spend per resident on the Operating Budget is the highest in eThekwini (R 6 473) with the lowest amongst the five biggest metros being Cape Town (R 5 553). Source – Municipal IQ Brief 283.
- Ethekwini Municipality’s liquidity is sound. It presently holds approximately 80 days cash on hand, over R3.2 billion.

Economically:
Only in Durban has a city built a world-class International Conference Centre and uShaka Marine World on its own, with no additional funding from national or provincial governments.

The city delivered a great 2010 World Cup and Moses Mabhida stadium became an important icon during that process. The stadium is the only stadium in South Africa which is generating non-event revenues and is open every day of the year;

The Moses Mabhida stadium was built far more cost effectively than, for example, the similarly sized Cape Town stadium, with a savings of around R1.5 billion;

The city has ensured that it maintains what is being built and is the only large city where over 11% of the budget is spent on maintenance;

25% of the city's capital budget is earmarked for economic projects and platform infrastructure as well as providing infrastructure for new development;

eThekwini is the only city building an integrated public transport system where taxi operators are being trained to operate bus systems as well;

eThekwini has built the largest fibre optic cable network in South Africa and has developed agencies like Smart Xchange and has developed its own world-class billing and Revenue Management Systems. It developed and owns Valuation Roll generation and management software which is recognised as unsurpassed and is deployed in other municipalities like Nelson Mandela Bay and eKurhuleni. Companies are already using the city's fibre optic backbone;

The city has great plans going forward. The old airport site will become a dig out port and over R200 billion is likely to be spent on this and the logistics corridor between Durban and Gauteng. Together with this, areas like Jacobs are being redeveloped and Durban has the only growing manufacturing area in South Africa;

Cornubia to the north of the city will be a great partnership with Tongaat-Hulett Properties to unlock industrial, commercial and residential land in multi-income categories to the north of the city near Gateway;

The Dube Trade Port and King Shaka International Airport will ensure the northern economic corridor takes shape;

No other city except Durban has spent major investments in water and electricity of over R3 billion over a 3-year period ensuring these networks are modern and reliable;

Tourism has been revitalised with the city's new Beachfront Rehabilitation;
Over R1 billion is being spent by the city on building business opportunities in key nodes in former African township areas: Bridge City mixed-use development shopping centre is already operational; magistrates court & regional hospital being developed; Mpumalanga Town Centre; KwaMashu Town Centre; Clermont Kwadabeka; Umlazi & Malukazi and INK (Inanda, Ntuzuma, KwaMashu)

In July 2011 Durban hosted the very successful IOC 123rd session, the first time ever the highest body in the Olympic movement has met in Africa;

In November/December the city will host the largest, and possibly most important conference ever, when the COP17/CMP7 is held at the ICC. It will bring delegates from over 200 countries around the world to Durban;

Nowhere in South Africa is a City so involved in Infrastructure Asset Management. The City's first draft Integrated Infrastructure Plan for all the high level strategic assets was completed in December 2010 and the City has developed its own Comprehensive Asset Management sidewalk system;

The city has consciously focussed on reducing the enormous backlogs in basic infrastructure. By way of example, over the past 6 years we find the following new road infrastructure being built: almost 500 kms of sidewalks, 81 pedestrian bridges, over 300 kilometres of new road lanes, over 300 unsurfaced roads are now surfaced and over 1500 kms of lanes have been rehabilitated;

Socially:

The city has built over 150000 houses over the past 10 years;

The city is one of the few which provides 9KL of Free Basic water, with over 300000 households paying nothing for water;

The city has the largest countrywide programme to reduce water loss (from over 40% to around 33% at the moment) through zonal meters, an investigation team, metering unaccounted water, replacing aging infrastructure, AC Main replacement and Pressure reducing valves;

Over 65000 households receive 65KwH free electricity per month;

The city has a major drive on to bring sanitation to all households;

The city has extended refuse removal to 100% coverage using cooperatives and local business groups;

The Zibambele Poverty Alleviation and other job creation exercises have created more than 10000 jobs each year;

The city’s decent work strategy has meant that some 4000 agency temps and contract workers positions have been converted into full-time permanent positions;
The inner-city development programmes and densification have become major focus areas for creating a more sustainable city;

Over 2.5 million people visit the city’s clinics each year;

The city’s EPWP programme is considered among the best in the country and is delivering thousands of jobs in all sectors;

In informal settlements, the city has accelerated the desludging of 45,000 VIP pit latrines and over 300 ablution blocks have been built, which are now being maintained by local caretakers with funding from the Expanded Public Works Programme Incentive Grant;

eThekwini is the only city with an in-house construction academy, training contractors and their supervisory staff in labour intensive construction technologies;

Access to police service was increased by the establishment of additional police stations.

Environmentally

Building sustainable communities has always been an important focus of what is happening in the city;

eThekwini was the only Host city during 2010 which held a carbon neutral FIFA World Cup event, with programmes of reforestation and the like offsetting the carbon impacts;

Nowhere else in South Africa is a municipality so involved in agriculture as it tries to bring food security to the poor of the city. There are over 600 community based gardens which feed into a soup kitchen programme; a Soya programme; an aquaculture / Fish farming Hatchery (over 30,000 fish since Oct 2010), the delivery of over 3000 rainwater harvesting tanks per year to poor households; a composting programme; a mushroom farm; and education and training programmes managed by the city and assisting the poor;

No other city has developed such a comprehensive energy programme in such a short period of time. eThekwini is the first city in Africa to have a CDM programme with its methane gas to electricity programme; The Energy Efficiency Demand Side Management Program (replacing lights in municipal buildings, robots and street lights); Solar Water Heater Programs (installing solar water heaters on all RDP houses throughout the city at no cost the municipality); Facilitating of Solar Water Heater for middle and high income houses; Piloting heat pumps and solar water heaters in Hostels; Renewable Energy Projects (1 to 5 MV Solar Photo Voltaic Pilot); Developing a Wind Map for the City; Piloting four wind turbines for the city (installation and operation); Residential Energy Efficiency Campaign; and Developing a Greenhouse Gas Inventory and carbon credits;

In 2010 the city launched an EPWP funded alien vegetation removal programme, starting in five different catchment areas across the city;
The city now offers hiking and mountain biking trails through the Valley of a 1000 hills in and around the Inada Dam, the trails being developed and maintained by the local communities and funded by the EPWP Incentive Grant.

There is still a lot to be done, but the local growth path is focused on job-creating development.

These achievements are in part the direct result of the Municipality doing everything it can to promote research and innovation. By their very nature, municipalities have a direct and immediate impact on the communities they serve. The way in which municipalities innovate can determine and influence the culture of innovation in both the government itself and the local community. This culture of innovation is crucial in order to be resilient and thrive in the face of an ever-changing environment.

At the end of 2009 the first Institute of Learning for local government practitioners driven by local government practitioners on the continent was launched by eThekwini Municipality. The Municipal Institute of Learning (MILE) aims to be at the forefront of learning and sharing of information and innovation on the continent in order to advance the development of the continent. The foundation of this initiative is in Knowledge Management and the Institute recognises the value of not only recognising innovative practices, but documenting them in order to share them with other local government practitioners.

This document is an attempt to provide a brief snapshot of some of the innovative and leading practices that are currently taking place within the eThekwini Municipality by local government practitioners.

This is not the first attempt at documenting innovation in eThekwini. In 2004 the first knowledge management product “Making City Strategy come Alive” the story of the IDP process in eThekwini, was published. In 2006 the Municipality published “Innovations: Good Practice from the eThekwini Municipality” documenting innovations from the departments at the Municipality. 2009 produced a book documenting the Long Term Planning Process, known as Imagine Durban, and the lessons learnt. In 2010 “Innovations in local Sustainability: Good Practice from eThekwini” the fourth in the series, was published. This publication went a step further by not only including work done by the Municipality, but looked at innovations in sustainability that citizens, businesses and non-governmental organizations were involved in. Recognizing the fact that innovation is not only something that government does, the book was an attempt to inspire others into action. These publications have been distributed worldwide to much acclaim and similar publications will be published in the future through MILE in an effort to share what we as a municipality have learnt.

All innovation starts with creative ideas but ideas on their own do not create change. It is the successful application of these ideas that can lead to change. The city has a wonderful resource of innovative practitioners who have contributed greatly to improve service delivery in eThekwini. Documented here are but some of our innovative practices. We must acknowledge the people behind the ideas and the
people who have successfully developed these ideas into projects that have an impact on service delivery.

A culture of innovation is seen as essential if the Municipality is set to effectively manage and survive in an ever-changing environment. The Municipality prides itself as a “Learning City” and this document highlights a few ways in which innovation has been implemented. Encouraging departments to document their innovations is a task in and of itself, but through this process we are able to learn not only from successes, but also from failures, and inspire other municipalities to follow suit in making innovation and learning key priorities.

The purpose of this document is to highlight some of the innovations by local government practitioners in the eThekwini Municipality. The structure of the report will follow a set of common themes in the eThekwini Municipality as follows:

- The city’s 2010 and beyond, event-led strategy
- Environmental Sustainability and Energy
- Planning
- Financial Management
- Governance and Social Services
- Transport and Infrastructure
- Arts and Culture
- Knowledge Management, Learning and Skills Development
- Internal Processes to Improve Efficiency

The report will describe each innovation and the effect that it has had in the eThekwini Municipality. This is not a complete list of innovations in the Municipality but is a snapshot for the purposes of this report.

2. The city’s 2010 and beyond strategy

In 2005, in the build up to the 2010 World Cup, the Municipality developed an event-led economic development strategy. This strategy aimed to use the World Cup to build the economy of the city and to ensure that the infrastructure developed for the World Cup provided a lasting legacy for the city. As a result, all of the City’s World Cup infrastructure was designed to foster long term economic development. Infrastructure and facilities were designed to allow for multi-purpose usage, ease of maintenance and minimum running costs. During the World Cup, a number of projects were implemented to add to the job creation and economic benefits of the event. These included measures to ensure that visitors to the City were left with a memorable positive experience (hosting the Fan Fest on the beachfront); were able to explore the city and its surrounds (the hosting of a tour pick-up point at the beachfront to allow visitors to easily experience the many aspects of the city); and were able to buy local products which showcased the city’s cultural and artistic capacity (through the establishment of a local traders market at the beachfront).
Moses Mabhida Stadium - The development of sustainable sporting infrastructure.

The Moses Mabhida Stadium in the Kings Park Sporting precinct has provided the city with a multi-purpose world class sporting facility. The design was inspired by the South African flag, with the grand arch representing the unity of a sport loving nation. Designed to ensure 365-day-a-year usage, the stadium includes retail space, an open air amphitheatre, a cable car, which takes visitors to a viewing platform on top of the 350m arch, and the 'Big Swing', the world’s only stadium swing and the largest swing of its kind.

The following key design features ensure the long-term sustainability of the new stadium:

- Flexible seating capacity: The stadium was fitted with 56 000 permanent seats. For the World Cup, this was extended to 70 000 seats, with the inclusion of temporary seating on level 6. Additional temporary seating would allow the stadium capacity to be further extended to a maximum of 85 000 seats should the need ever arise.

- Approximately 8 500 VIP seats in the stadium provide an important sustainable income stream.

- The stadium bowl design can cater for a range of events, including soccer, rugby, athletics and music concert events. All of these have been taken into consideration in the detailed design, which ensures that the stadium can easily accommodate such events with sufficient changing rooms, storage space, vehicle access to the field and administrative space.

- In order to ensure it’s multi-functional use, the stadium precinct includes facilities to accommodate retail activities, smaller events, leisure and tourist activities. 7000m2 of retail space has been developed on the north-eastern edge of the stadium to work in conjunction with Imbizo Place. This ensures that the stadium is well used on non-match days and encourages spectators to make longer use of the precinct on match days.

- There is sufficient parking under the raised podium for operational requirements and VIP parking, as well as parking for customers accessing the stadium’s retail facilities on non-match days.

- The arch of the stadium will function as both a structural element of the stadium design as well as a tourist attraction and income generation opportunity. It accommodates both an adventure walk and cable car that enables visitors to travel to a landing platform at the top from which they can view the city.

- Sky Car: Accommodating up to 25 people and travelling at 2m/second, the Sky Car carries visitors to the arch’s highest point, where they can disembark onto a viewing platform with glass balustrades and enjoy breathtaking views of Durban and the Indian Ocean.
Adventure Walk: Visitors, issued with safety equipment and, under the watchful eye of qualified instructors, are able to make their way to the top of the arch (and down again) via some 550 steps on the southern legs of the arch.

Stadium Swing: Due for launching within the next few weeks, the stadium swing is an adrenaline attraction for the stadium. Visitors will put on a full body harness, a helmet with a helmet-cam and gloves. They will then be attached to two separate jump lines, each consisting of a long length of webbing and a short length of bungee. A full “swing cycle” will take about five minutes.

On the southern side of the stadium, People’s Park has been created from land reclaimed from unused railway line land. It includes training fields, a 1Km jogging track and a restaurant facility.

There are numerous transport options for getting to the stadium – for those in cars, 1000 parking spaces are available under the stadium bowl, but it is in its non-motorised and public transport access that the stadium makes its mark. On the eastern boundary of the stadium, a new rail station allows easy access to the precinct by rail. The City’s People Mover bus also stops adjacent to the stadium, creating linkages from other parts of the inner city. For pedestrians, there are a number of options, with demarcated pedestrian routes linking the stadium to the surrounding areas along safe, well signposted and well lit pathways. These are also informed through a series of “walking Durban” map boards, positioned throughout the city. On the east, to create easy pedestrian access from the beachfront, the M4 Motorway underpass has been widened and improved and now includes CCTV coverage. Sustainability has also been a major factor in the landscaping around the stadium, with entirely indigenous planting ensuring a hardy and water-wise landscape.

The stadium greening programme has won numerous awards, including the Impumelilelo Innovations Awards Trust Gold Award for “Greening of Moses Mabhida Stadium” and the Mail & Guardian Greening the Future Award for the Greening Durban 2010 Programme, in the category Energy and Carbon Management.

One of the key aims in the conceptualisation and development of the Moses Mabhida Stadium, was for it to be a stadium which symbolised the aspirations and spirit of the people of Durban and KwaZulu-Natal. The goal was to create a place where people could learn about the past and see the future and one which built bridges between old and young, between races, cultures and nationalities.

The stadium has already become a landmark structure within the city, and an inspirational venue for players, spectators and visitors. But it is not just in its engineering and architecture that the stadium is symbolic, the artwork that has been installed to decorate the walls inside the stadium is also symbolic of the talent, creativity and spirit of our local artists.

The development of the stadium aimed to ensure that the construction and development process benefited as many people as possible. With this goal in mind a public competition was held to call for submissions
from artists. Judges were overwhelmed with the level of talent and creativity that was shown. Some difficult choices had to be made, constrained by the space available and by budget limitations. Works were selected to fit into the spaces created by the architecture and to give a distinctly South African feel – concentrating particularly, but not exclusively, on KwaZulu-Natal artists. Artworks have also been selected on their ability to represent the stadium's purpose and to reflect and embody the energy, power and excitement relating to sporting activities.

The result is that the Moses Mabhida Stadium art collection is entirely unique. The 40 artworks in the stadium are the result of an almost year long process which commenced whilst construction was still underway. The artworks have been the joint work of over 300 artists. The collection, which belongs to the eThekwini Municipality will be placed under the long term curatorship of the Durban Art Gallery.

Stadium Precinct

PEOPLE’S PARK: In addition to providing pedestrian access to the stadium for those coming from the city centre, this green space to the south of the stadium offers a haven of trees, lawns and picnic spots. Other elements include Heroes’ Walk, which commemorates great South Africans and Moses Mabhida Square, which has water features, indigenous trees, extensive grassed areas and sufficient space for small concerts.

IMBIZO PLACE: Situated to the north of the stadium, this offers a collection of shops and restaurants, as well as an outdoor amphitheatre. It’s also where visitors can board the Sky Car here.

THE BEACHFRONT: At Country Club Beach, a pedestrian thoroughfare branches off from the Promenade and leads to the Moses Mabhida Stadium. This means in effect the stadium and its shops and parks are part of the Promenade, as accessible as anywhere else along the beachfront.

Training Venues

Initially, three Durban stadiums were identified as potential training venues for the 2010 FIFA World Cup: Princess Magogo Stadium (KwaMashu); King Zwelithini Stadium (Umlazi); Sugar Ray Xulu Stadium (Clermont).

When it became clear all three would require revamping to make them FIFA compliant, the city resolved to go one better with upgrades that would turn the stadiums into multifunctional venues able to accommodate a range of other sports in addition to football. At the same time, the surrounding areas would be developed so that each stadium would become the centrepiece of a sport and recreation hub that can be expanded upon in the coming years.

FIFA eventually chose Sugar Ray Xulu Stadium (Clermont) and Princess Magogo Stadium (KwaMashu) as the official training stadiums. But the King Zwelithini Stadium has also been upgraded as planned.
All three venues now meet PSL and FIFA standards. They have 1 000 Lux floodlights suitable for televising night games, improved facilities and better access for people with disabilities. They are also multi-functional and able to host a range of other sporting events.

**Beach Upgrade**

The Central Beachfront Upgrade remodelled, extended and transformed the central beachfront. It now offers residents – and visitors – more restaurants, more things to do and more venues for events along one of the most stunning promenades in the world.

The Promenade was extended from uShaka Beach to Country Club Beach. With a smooth surface of clay brick and tinted concrete paving, the Promenade has a minimum width of 15m. It provides residents and visitors with kilometres of uninterrupted, unbroken sea views, restaurants and other amenities, allowing people to enjoy the benefits of the entire central beachfront area.

In general, the range of capital works projects undertaken by the city in preparation for the World Cup were well suited to the event and provided an excellent setting for the games and other activities. The event showcased the unique aspects of Durban and worked well as a stepping stone to secure other events. The city had very positive reviews from tourists and media who visited the city.

### 3. Innovations in Environmental Sustainability and Energy

**Green Hub**

In Blue Lagoon Park, eThekwini Municipality has developed possibilities for green technology and green infrastructure.

The Green Hub was built in 2011 to serve as a green technology demonstration building. It introduces a number of green building features, including solar energy panels, natural ventilation and cooling systems, as well as indigenous plantings and rainwater harvesting. The interior is built to serve as an information centre to inform the public about walking trails and bike paths along the uMngeni River, as well as nature-based tourism opportunities.

The program’s aim is to rehabilitate the natural environment of the uMngeni Valley and to create jobs and grow the regional economy through sport, recreation and tourism development. The vision is for a healthy Green Corridor from source to sea, offering a wide range of nature-based and adventure sport activities within the spectacular natural beauty and African character of the uMngeni River Valley.
The Green Hub has received much attention from the public and business alike and serves as a demonstration of environmental technologies and environmental design that can be incorporated into developments. The Hub has been able to train and employ local field guides and teaches school children the value of looking after the natural environment by taking them on field trips along the Green Corridor.

**Green Roof Pilot Project**

In May 2009 the first green roof on a municipal building in South Africa was launched on the City Engineers Building in K.E. Masinga Road in Durban. This pilot project is part of eThekwini Municipality’s Municipal Climate Protection Programme, the aim of which is to ensure that Durban understands the impacts of climate change and maintains resilience to these impacts through climate change adaptation.

A green roof is a roof that is planted with low growing, drought resistant, indigenous vegetation in shallow lightweight soil. Green roofs help to reduce the temperature of buildings by shading the roof, increasing the reflection of sunlight and evaporation. This reduces the need for air conditioners saving much needed energy. In addition green roofs reduce the amount of water that runs off buildings, reducing the risk of flooding in a city. The biodiversity benefits of a green roof are noteworthy. The introduction of indigenous vegetation brings back wildlife such as bees, butterflies and birds to the city making the city more attractive and enhancing its image. In the concrete jungle there is a shortage of land to grow food and the green roof offers the opportunity to grow food on empty roof space.

The green roof pilot project has received much attention from the public and has displayed a decrease in surface temperature, an increase in the number of insects and decreased run-off. A green roof guidelines document is currently being prepared to encourage the public and private sector to start their own green roof initiatives.

**Landfill Conservancies**

The Mariannhill landfill site is one of only two known landfill conservancies in the world and is open to the public for educational purposes. The site was originally earmarked as a potential nature reserve and thus during construction a rescue plan was put in place for the indigenous vegetation. Plants, seed sources and soil were removed and placed in holding nurseries which were used later on site. The conservancy offers an educational centre, bird hide and nature trails. Nature has been encouraged to re-establish on the site and is a relocation site for a number of red data species such as Black Headed Dwarf Chameleon, Underground Skink, Dassie, Paddergill Frog. A wetland was built on site which traps silt and serves as an erosion control point.

The conservancy improves ecosystem functioning, minimises biodiversity loss and increases connectivity to the open space system. The success of this conservancy has led to the development of a second landfill site in Durban, Buffelsdraai that is working towards full “reserve” status.
**Orange Bag Initiative**

In order to reduce the tonnage of waste going to landfill in the city, Durban Solid and Cleansing Waste introduced a system whereby plastic and paper could be collected from households and recycled.

Known as the Orange Bag Recycling Initiative the eThekwini Municipality formed a partnership with Mondi, a paper and pulp company, to accept the waste products, recycle the products and provide the orange bags. The recyclable material is collected on the same day as general waste is collected from households and is distinguished from other waste by the colour of the bag.

Over 100 000 households are covered through this programme and is saving more than 750 tons of waste from going to landfill every month. Separation of waste at source is proving to be effective in encouraging more people to start recycling.

**Working for Ecosystems**

Working for Ecosystems is a project that aims to protect important ecosystems in the eThekwini Municipality. The project focuses on water catchment areas and places of high biodiversity which are important for the sustainable livelihoods of local people. Invasive alien vegetation is a serious threat to biodiversity and this project aims to eradicate invasive alien plants so that indigenous plants can return and support the indigenous birds and animals native to our municipality.

The project was inspired by the national Working for Water programme, which aims to eradicate invasive alien vegetation that drains the country’s scarce water resources and provides training and employment for local people.

The Working for Ecosystems project received funding from the Department of Environmental Affairs and Tourism and has been able to train and employ local people in the removal of alien vegetation and has enabled local's to start up their own cooperatives in this field. Ensuring that people are part of managing their immediate environments protects the supply of ecosystem goods and services which are essential for all the people of the Municipality. The Working for Ecosystems programme shows that environmental management and poverty alleviation can work hand in hand.

**Food Gardening at Municipal Offices**

Inspired by the City of Vancouver’s food gardens on their city hall lawns, and the challenge of poverty in the city, eThekwini Municipality embarked on a project to encourage every citizen to start growing their own food in the city.

The idea was to plant food in the City Hall flower beds instead of the usual flowers and to donate the food to a needy cause. The food grown in the flower beds served as an example to all in Durban to start growing their own food and inspired other municipal offices and businesses to plant food instead of flowers in their grounds. Other departments such as Parks and the Inner City ABM have started up
food gardens in their premises which has led more people to take up an interest in food gardening.

The project received much interest from schools to start their own gardening initiatives and Imagine Durban has been able to give advice on gardening methods and techniques. As a result a permaculture book specially developed for schools by Imagine Durban and Bev Ainslie has been distributed widely since then to schools and has been instrumental in starting up gardens at schools in the pursuit to address food security.

Sustainable City Exhibition

In August 2010 eThekwini Municipality launched its inaugural Sustainable City Exhibition. The aim of the exhibition was to showcase the numerous sustainability efforts that exist in the eThekwini Municipality and provide a platform for people to share their experiences with the hope of inspiring members of the public to practice sustainability. School children from across the Municipality were invited to attend and competitions were held to educate the children on environmental issues. NGO’s, businesses, schools and eThekwini Municipal departments displayed a wide variety of sustainability initiatives which included organic food gardening, energy efficiency technologies, water conservation, rain-water harvesting, waste minimisation, recycling, art from waste and many others.

This exhibition is the first of its kind by a municipality in South Africa and provided an opportunity to raise awareness on environmental issues. The exhibition provided a platform for environmental companies and NGO’s to market their products and to network with other like-minded organisations.

The value of this kind of endeavour is the awareness it creates and the amount of people it can reach out to. Many school children were educated about environmental sustainability and the public were informed on how to make simple changes to their lifestyles in order to become more sustainable. The exhibition was a great success and it is hoped that it will be held annually. A total of 5600 people attended the first exhibition including 500 school children.

Magabheni Ponds

eThekwini’s Water and Sanitation department has started using waste water treated in South Durban’s Magabheni Ponds facility to bolster community agriculture in the area. Outfall from the Magabheni Ponds wastewater treatment works has been redirected to irrigate nearby community gardens, directly placing back into the soil water that is agriculturally beneficial.

This project is notable for improving sustainability in three ways. Firstly, this procedure creates a more efficient and effective use for waste water. Secondly fresh water is saved; putting water back into soil helps to tighten the water cycle, which in urban environments has become increasingly stretched often exacerbating water scarcities. Waste water irrigation also offers a much more affordable and reliable agricultural
water supply, since this water is free, available year-round, and contains nutrients that reduce a farmer’s need for costly fertilizers.

The local growers are registered as a co-operative with the Department of Trade and Industry and have acquired business skills to optimise their agricultural opportunities. Re-using the effluent from the waste water treatment works has provided a means to generate wealth through commercial agriculture and is assisting the Municipality to fight the war against poverty and to save our scarce fresh water resources.

**Sihlanzimvelo Project**

The Sihlanzimvelo project is an integrated, systematic and sustainable approach to the maintenance of streams in the eThekwini region. Its intent is to ensure that all watercourses in the eThekwini Municipality are brought to an appropriate standard and are maintained at that standard for the purpose of safeguarding communities from hazards found in watercourses and enriching the natural environment of eThekwini. It includes a contractor development component and is targeted at creating employment opportunities for the youth from within the various communities where it is to be implemented.

**The creation of an Energy Office**

In response to the national energy crisis between 2007 and 2009 the eThekwini Municipality established an Energy Office dedicated to increase awareness of energy issues and promote energy reduction and efficiency within the municipality and its boundaries. The office is tasked with implementing energy efficiency programmes, driving renewable energy production and climate change mitigation project conceptualization and initiation.

Strategic partnerships with voluntary organisations, government, tertiary institutions, business and the public are critical in the success of this office and detailed action plans for these sectors have been documented in an Energy Strategy developed by the office for the Municipality. The Energy Office aims to engage all sectors of the Municipality and has run a business energy saving competition, a school awareness programme, marketed energy saving initiatives to the public, piloted an e-bike initiative amongst municipal senior managers, and is involved in the formation of an online sustainable energy forum.

In addition the Energy Office is involved in developing the innovative Shisa Solar Water Heater Programme, facilitating the uptake of solar water heaters in different market segments in the city. A municipal building retro-fit program, based on the industry standard “systems optimization approach”, a first in South Africa, is also being implemented.

Strategically placed in the Treasury department, unlike other municipalities, which usually allocate this responsibility to the electricity or environment departments, the Energy Office has a direct reporting line to key decision makers in the city and is able to acquire international funding opportunities in the climate change arena.
The first of its kind in South Africa the Energy Office hopes to position the eThekwini Municipality as the sustainable energy manufacturing hub for the SADC region. It has created much awareness amongst the public, business and Municipality on how to save energy in the pursuit of becoming a more energy efficient city.

**Methane gas conversion to electricity**

The human contribution to climate change through the disposal of waste in landfill sites is extremely high. In eThekwini more than 25% of the City’s greenhouse gas emissions are attributed to landfill sites. Durban Cleansing and Solid Waste (DSW) are assisting the fight against climate change by having implemented the first landfill gas to electricity project in Africa. The project is a Clean Development Mechanism (CDM) in terms of the Kyoto Protocol and generates 7.5MWhrs of electricity by converting methane gas generated by the landfill into energy. The project helps to reduce Greenhouse Gases emitted in the atmosphere and also generates a net income for the City.

**Organic and Sustainable Agricultural Initiatives**

In recognising the fundamental right to healthy and affordable food, the eThekwini Municipality established an Agricultural Management Section (AMS) in May 2009. The long-term vision of the AMS is food sovereignty for eThekwini residents, with food security, economic empowerment and environmental sustainability as immediate aims. Local and sustainable food production is critical in preventing and responding to climate change. The AMS is thus piloting and promoting a number of organic and sustainable agricultural initiatives.

The AMS provides training in ‘bio-intensive’ food production where the soils in main crop production beds are built through a method of double-digging and adding organic composts. Links with other departments are being strengthened to divert and compost organic material such as sewage sludge, chipped alien vegetation and waste from the fresh produce market to build the fertility of soils.

In-ground water storage ponds are being piloted, that will capture and store stormwater, for use in irrigation as well as aquaculture systems with fish and food crops.

The AMS has started to plant perennial crops and “food forests” that hold eThekwini’s steep slopes in place while providing a diversity of foods into the future.

Renewable technologies to augment water supply to gardens is another project that AMU have focused their attention on. This includes the use of Ram pumps, which use the flow of a stream to raise water upslope, and biodigesters. The largest of these digesters has been built at Cato Manor and is in the process of being commissioned. This digester is designed to receive sewage and organic waste from the upslope community. At peak capacity the digester will be able to supply 60 kilolitres of safe, nutrient-rich water for aquaculture and irrigation to the mini-farm. A residential-scale dome digester has been built at the Cottonlands mushroom farm in lieu of a septic tank, which is producing gas for cooking.
‘Polyculture’ is an important part of the AMS delivery model to diversify the produce that communities can produce and ensure resilience to natural and economic stresses. To support this, the AMS has established a ‘research and development hub’ at the old Northdene waterworks. Here a nursery and tissue culture laboratory are being set up to produce medicinal and food forest plants appropriate to our climate, as well as fish breeding facilities for the aquaculture programme. To date broodstock of indigenous Tilapia and Catfish have been established, and a hatchery built to breed the fish fingerlings that will be distributed to ponds in community farms.

4. Innovations in Planning

Imagine Durban: The Long Term Development Plan

Imagine Durban, also known as the Long Term Development Plan of eThekwini Municipality, is the first long term plan developed by a municipality in South Africa using visionary planning. Thinking about where we want to be in 50 years time helps us to take into account challenges such as climate change, peak oil, water shortages and poverty. The public were consulted with extensively to draft the plan and all sectors were approached including municipal employees, business, non-governmental organisations, tertiary institutions and school children.

The aim of the project was to develop a long term plan for eThekwini that would inspire citizens, business, non-governmental organisations and government to start working together towards achieving a more caring and liveable city.

Working with Sustainable Cities International (SCI), an NGO from Canada, established to share experiences in sustainability planning, eThekwini Municipality was able to incorporate the idea of visionary planning into the development of the plan and consulted with the public extensively. The thoughts, needs and concerns of the public were used to determine the six key areas of focus in the Long Term Development Plan. Targets for each area of focus and key strategies to achieve these targets were set.

What is really different about the plan was the extensive public participation and the recognition that the challenges that the Municipality faces cannot be solved by the institution on its own. The plan therefore assigns actions to different stakeholder groups in each theme so that the responsibility is with all stakeholders in the City to achieve long term sustainability. Stakeholders include individuals, civil society, business, local government, and, provincial and national government.

Since the plan’s approval in June 2010 by council, the team at the Long Term Development Planning Branch, which is located under the Corporate Policy Unit, has entered into the implementation phase of the plan. The aim of the team is to educate and encourage behavioural change in eThekwini so that a truly sustainable city can be achieved.

The lessons learnt during the planning process have been documented in a publication “The Power of Imagination” and has been distributed widely to assist other municipalities on the continent and beyond with
their own long term planning processes. The Imagine Durban process has shown that public participation is crucial in order for the public to take ownership of a Long Term Plan and the vision of the City.

**Area Based Management Initiatives**

In 2003 the eThekwini Municipality initiated a five year urban development plan, Area Based Management, to enhance service delivery, address spatial and social inequalities, and deepen democracy. The programme was designed to support the implementation of area based governance and management.

The approach used is to focus on a particular area and form partnerships at the local level to understand the needs of the people of that area and provide assistance in that particular context. Five areas in the eThekwini Municipality were selected as part of this initiative. They were the Inner City, Cato Manor, South Durban Basin, The INK area (Inanda, Ntuzuma and KwaMashu), and The Rural and Traditional areas of the City.

The ABM initiatives helped to form important relationships with communities and therefore were able to identify many challenges faced by the communities and work towards finding solutions.

**5. Innovations in Financial Management**

**Quality Circles Implementation**

The Quality Circles (QC) program is a continuous improvement program that focuses on five Pillars: Quality; Cost; Delivery; Safety and Morale. The aim of the QC program is to encourage operational level staff in self managed teams to focus on daily/weekly processes to improve productivity and efficiency thereby moving the organization towards world class standards and service levels. A pilot program within the Treasury Cluster, it is the first to be run in a South African municipality.

The program has been rolled out to approximately 1150 Treasury operational staff that has formed 112 teams or Mini Business Units (MBUs). The teams analyze problems and innovative ideas and agree on an action plan for implementation.

The self managed teams have created an environment for innovative thinking with ideas to save costs, improve delivery times and quality. Communication within the self managed teams has improved and management is forced to look at operational issues raised by the team. Operational goals are measured daily/weekly in regard to the Vision of Treasury and Council. Operational staff are now able to see the bigger picture and understand the strategic linkages from an operational level to the IDP vision and goals.

**e-billing and the development of a customer portal on the internet**

Revenue Services has introduced the sending of customer bills via e-mail which has ensured that residents receive their bills without
In addition to this initiative a customer portal is currently being developed on the internet whereby customers will be able to access their bills and make payments via cellphone technology. Customers will be able to close and open accounts and be able to print duplicates of their accounts. This will help to reduce the number of over the counter experiences and make payment of accounts more convenient for the consumer.

**Value Assist**

Value Assist is a valuation roll software system that was developed locally by Smart Xchange and is fully owned by the Municipality. The software supports various activities that are required to produce and manage a Valuation Roll.

The consolidation in 2002 of five former Operational Entities onto a single valuation system afforded the Real Estate Unit an opportunity to interrogate its IT strategy. After evaluating packaged solutions in the market place a decision was taken to acquire, develop and implement a locally (Durban) developed product, Value Assist. In 2004 a project was initiated to reengineer the Valuation Roll business processes and to rewrite Value Assist in order to incorporate a comprehensive, user-driven workflow management system. In addition a portfolio of custom-built business applications was built around Value Assist. These applications included an automated interface to the Deeds Office, automated processing of Rates Clearances and workflow-based tracking of valuation appeals and exemptions.

The advent of the Municipal Property Rates Act, 2004 (MPRA) compelled a rewrite of Value Assist in order to meet the requirements imposed by the Act. Functionality now includes CAMA value calculators, Supplementary Roll generator, workflow task management, sales history search engine, document manager, property profile manager and Objections and Appeals management. Software maintenance agreements ensure that continued improvements are implemented to maintain its status.

In keeping with this recognition as well as the Municipality’s intentions in setting up Smart Xchange, the software has now been released to other Municipalities under tripartite agreement of Copy Right Holder, Licensee and Implementation with the software deployed in Nelson Mandela and recently purchased by Ekurhuleni.

**Roll Query Process**

The Municipal Property Rates Act envisages an Objection and Appeal process following the publication of a General Valuation or a Supplementary Valuation Roll. The Act defines timeframes within which
an Objection must be lodged but on expiry thereof is silent on how a challenge to a Roll record might be made by the public.

In order to provide the public with this ability, since there are many circumstances that might preclude an owner from objecting in terms of statutory provisions or an owner being unaware of these provisions, the Real Estate Unit initially informally took receipt of a query and then embarked on a value review. This was refined to formalise the process by way of detailed documentation, compelling prescribed minimum information sent from the owner prior to value reviews being undertaken.

A further development, approved by Council for the 2010/11 Budget, was the introduction of a tariff system to underpin the Query process. The tariff applicable is R350 in respect of a Residential Query and R1000 for Non-Residential property Queries. This has mutual benefit in that should the value be incorrectly stated by more or less than 10%, the tariff is refunded whilst for the Municipality it ensures that where there is not an error on its part, costs to review are not absorbed by the Council.

The process has been acknowledged by the Provincial Steering Group as best practice and is also being utilised by other Municipalities. It is also seen as a manifestation of the principles of Batho Pele.

**Municipal Services Financial Model**

The last 24 months have brought increasing uncertainties around municipal finances. The worldwide economic recession has led to massive job losses in South Africa and associated with this is a declining ‘ability to pay’ for municipal services. The electricity price hikes are another area of concern. Further, eThekwini has over the last few years dramatically increased its capital budget spend in an effort to achieve national service delivery targets. To fund this expenditure the Municipality has had to borrow substantial sums of money and therefore there has been a substantial increased burden of debt which needs to be serviced annually.

As a result of the above, there is a need to determine the overall sustainability of eThekwini finances. With a view to gaining this understanding a Municipal Services Financial Model (MSFM) has been completed for our municipality. The MSFM provides insights into the four key questions as set out below:

1. How will eThekwini achieve its Social objectives related to housing, water, sanitation, electricity and road provision as well as the roll out of public or community facilities?
2. How will eThekwini achieve its Asset Management objectives or put slightly differently, how do we ensure that sewer and water pipes and related infrastructure continues to function to serve the health of our metropolitan area and its residents? Roads, electricity and solid waste infrastructure naturally also form part of this investigation.
3. How will eThekwini achieve its Environmental objectives in particular in so far as ensuring the sustained delivery of environmental goods and services into the future in the face of climate change.
4. How will eThekwini achieve its Economic objectives of ensuring sufficient employment and wealth creation in the region? This is a critical area since it feeds directly the income to the Municipality from rates. If the income accruing to the Municipality is increasing then this allows for greater expenditure on Social, Asset Management and Environmental objectives.

The model has provided valuable insight into the overall functioning of the Municipality and has identified areas of weakness. Maintaining financial viability is obviously critical to the achievement of all other objectives and hence the results of the MSFM are now being used to reconfigure the relative allocations of capital budget spend to the above four categories in order to achieve this long term financial sustainability.

6. Innovations in Governance and Social Services

Putting customers first: eThekwini’s Customer Care Policy and Sizakala Customer Care Centres

eThekwini’s vision to become “Africa’s most caring and liveable city” by 2020 has not been taken lightly by the Regional Centres Unit. Viewing citizens as “customers” rather than rate-payers was the first step in thinking about residents in a more caring way and valuing their concerns and needs. In 2008 a “customer-care” policy (a first for a municipality in South Africa) was developed and adopted by council detailing the principles of putting the customer first and reminding staff to apply these Batho Pele principles. The staff of the Municipality are included as customers and staff are reminded to treat their colleagues with respect and courtesy as well. Putting the customer first means treating them with courtesy and supplying them with correct information the first time they request it as well as updating them on queries that they have.

In order for the Municipality to better respond to the needs of its customer's, accessible walk-in one stop centres called Sizakala Centres have been developed where residents are able to access different municipal services and pay municipal accounts all at one location. The centres have been designed with the customer in mind and have been made accessible to the disabled. Customers do not stand in long queues and are able to interact with the staff in a friendlier manner as long counters have been done away with. Over 2million people visit these centres every year and customer satisfaction is measured through short questionnaires in English and isiZulu in order to maintain a high standard of service.

These centres are distributed across the Municipality so that all residents can access government services and are an attempt at changing the image of the Municipality to be more caring and accessible to the public.
Safer Cities Office

The Safer Cities Unit was initiated in order to ensure that every citizen within the eThekwini Municipality is safe and shares a common understanding on security issues. In order to fulfill this, the issue of crime prevention is addressed, which is essentially about stopping crime before it happens rather than reacting afterwards.

Safer Cities adopts a holistic approach - a Multi Agency Disciplinary Approach Mechanism (MADAM) which facilitates the interaction of these multi agency role-players: health, emergency services, Metro Police, SAPS, Education, Engineers, CBOs NPOs etc. The Unit ensures that reducing crime and building safer communities is a priority for every citizen. Crime prevention is initiated at community level. Local Government is best suited for this so the eThekwini Municipality has embarked on developing a Crime Prevention Strategy, which addresses five components: Effective Policing and Crime Prevention, Targeted Social Crime Prevention, Better Design and Management of Public Spaces, Research and Crime Analysis and Community Involvement in Safety.

Access to Finance Programme for SMME's

Access to finance is always identified as a critical challenge for SMMEs the world over. Banks are often accused of discriminating against SMMEs and not providing sufficient support in business development.

A detailed strategy was prepared for access to finance by the eThekwini Business Support, Tourism and Markets Unit. No other municipality in this country has an access to finance strategy. In the course of preparation of this strategy, the Municipality has forged relationships with eight financial institutions for the purpose of supporting SMMEs. These include the following: ABSA, FNB, NEDBANK, OLD MUTUAL, REGENT, GROFIN, STANDARD BANK, BUSINESS PARTNERS.

This is a record achievement unique to this Municipality enabling one of the major hurdles for SMMEs to be overcome. A Financial linkages session was also an innovative practice which encouraged dialogue and understanding between the financial institution and the SMME.

SMME Fair

Initiated by the Business Support and Markets Unit, the SMME Fair provides an excellent platform for SMMEs to showcase their products and services. Held annually, the SMME fair gives SMMEs the opportunity to network, make contacts and boost their business confidence.

The Fair has managed to increase SMME clientele and business growth through access to markets, increased employment for local people through casual work and has generated business for SMMEs.

In 2010 a record 16 390 people visited the SMME Fair. Innovations that were introduced to the Fair included a Business Linkages component, an International pavilion, a Fashion show and a Conference. The interest from the Private sector has increased dramatically in the last few years and the Fair is recognized as a fully-fledged business exhibition.
Co-operative Programme

A co-operative development programme has been introduced by Business Support, Tourism and Markets Unit which looks at the full scope of the needs of cooperatives and addresses these accordingly.

Co-operatives are capacitated to operate as fully fledged businesses. They are trained on how to respond to Tenders, Quotations and Proposals and also to stimulate their competitiveness. A Co-operatives Virtual incubation office has been set up for facilitating business support and capacity building e.g. access to IT, access to mentors etc for co-operatives. The Unit has also facilitated the issuing, collection and submission of expression of interest for co-operatives wanting to provide services to the Municipality. An additional achievement is the facilitation of new sustainable 3 year contracts for co-operatives.

The Unit has also facilitated the drafting of the co-operative development strategy for the municipality, facilitated the compliance with statutes and regulations by co-operatives, verified cooperative registration process with SARS, Bargaining Council and COIDA and facilitated partnerships with the private sector e.g. Mondi, Sapref, seda on co-operatives development. This has created a nurturing environment for co-operatives which has enabled many co-operatives to succeed in their endeavours.

Community Needs Assessments and the Development of Zone Plans

Understanding the developmental needs and priorities of communities is an important task for local government. The Procurement and Infrastructure (P&I) cluster is tasked with the delivery of housing and engineering services which includes household-level services such as water, sanitation, electricity, solid waste and access roads. Substantial resources are dedicated to the roll-out of these services. The selection and programming of projects takes into account numerous factors including; the needs of residents, technical requirements (for example, is there capacity in the infrastructure network to serve an area, does the infrastructure need maintenance or refurbishment in order to ensure that it continues to provide the service), budget availability, political and developmental priorities etc.

All eThekwini communities are represented at Ward-level by Ward Committees. Over the last few years there have been numerous engagements with Ward Committees with a view to understanding the developmental priorities within these 100 Wards that cover the Municipality. These engagements have been undertaken by the eThekwini Community Participation & Action Support Unit. As part of the 2008/9 review of the municipal Integrated Development Plan, discussions were held with Ward Committee representatives with a view to confirming and updating the developmental priorities on record. Between 5 and 7 Wards were ‘grouped’ into each of 17 larger geographic Zones in order to open up discussion on sub-regional scale priorities as opposed to the more ‘local-scale’ priorities reflected for each individual Ward.
In order to assist these deliberations a range of socio-economic and service-level statistics were compiled at Ward-level (Ward Profiles) and Zone-level (Zone Profiles). The Profiles provide useful pointers to what some of the greatest needs are. For example high levels of unemployment point to needs around skills development, enhanced ability to produce basic food for each household, the need to employ as much local labour as possible in municipal services requiring construction work. In Zones where there are large numbers of informal houses this points to the need for housing and service delivery and so on.

Each Zone was evaluated to determine the ‘Needs’ (i.e. backlogs in housing, services, social facilities etc as well as the Ward Committee Priorities) versus the ‘Delivery in response to those needs’ (i.e. allocations in the Capital Budget 2010/11-12/13). In this process the ‘gaps’ were identified. A dedicated budget of R295 million over three years was allocated to filling some of the gaps. In December 2010 workshops were held with Councilors to agree on the projects that would receive this funding.

The intention is to, over a number of years, ensure an improved alignment of the entire municipal capital spend and the recorded priorities of each Zone and the most pressing developmental needs. Since resources are over-stretched, choices have to be made between competing needs within each Zone. From this point of view it is valuable to have an indication of priorities that have been debated by the respective Ward Committees as well as the input of the Ward Councilors.

**Developing an Accessibility model for Social Services**

Social facilities provide valuable services that impact on the quality of life of residents. A comprehensive assessment of social service provision has been completed for eThekwini. A spatial analysis has been undertaken on a geographic information system (GIS) which allows for the supply of each service (whether it be a clinic or library of sports field or any other service) to be related to the demand for that service based on access to the service on a road network and an agreed set of access standards.

This assessment documents the extent and geographic coverage of current service provision as well as the geographic locations of backlogs in service provision. A plan of action has been formulated to address these backlogs in the most efficient manner— the figure below shows where one needs to build new facilities in order to bring coverage levels up to 80-90% of the eThekwini population. The intervention plan uses the principles of clustering and multiple use of facilities in order to make facilities less space extensive in order to contribute to the densification of the built form.
7. Innovations in Transportation and Infrastructure

Sukuma Bus and Dial-a-ride

In response to the poor transport services offered to the disabled in the city, the eThekwini Municipality initiated a bus service specially designed for the disabled in 2009. The Sukuma bus service, meaning “to rise up”, consists of two buses that service the areas of Ntuzuma (to the north of the city) and Umlazi (to the south of the city). The buses operate daily and are fitted with wheelchair lifts and rest points with safety belts. In addition to this service another initiative called “dial-a-ride” has been implemented which works like a mini-bus taxi service for the disabled. For this service the user must phone in advance.

These initiatives have made it easier for the disabled to move around in the city, but there is still a long way to go before eThekwini is fully accessible to the disabled.

Warwick Flyover- Roads Provision Department

The Warwick Triangle is the busiest intersection in the city and one of the busiest in the country. In an attempt to ease the congestion at the intersection a “flyover” was constructed by the Municipality just in time for the FIFA World Cup of 2010.

The aim of the initiative was to separate commuter traffic in and out of the city from the pedestrian traffic, traders and public transport in Warwick Triangle and make it safer and easier for commuters to switch between different forms of transportation.

The flyover is an engineering feat and has resulted in a safer intersection for motorists and pedestrians.

Optic Fibre (Broadband) Rollout

The eThekwini Municipality is in the process of making telecommunications more accessible to its citizens through the rollout of an optic fibre (Broadband) in the region. In 2004 a project was initiated to provide increased telecommunication access to municipal offices in the region. The project also aimed to introduce “quad play” opportunities whereby video, voice and data could be streamed over a single network. As the project was being implemented the Municipality realised that the fibre infrastructure that was being installed could be used to benefit other public bodies, businesses, schools and residents. The Municipality has metro offices located throughout the municipal area and therefore the project offered the potential to provide broadband to various groups across the Municipality in an affordable way. Schools especially will benefit from this innovation as connecting them onto a broadband network in a sustainable manner has become achievable.
The Municipality was also able to save money by uncovering a technology that uses the existing sewer and storm water systems to lay the fibre. Traditionally trenches are dug to accommodate fibre but this process is expensive, costly to maintain, affects the quality of our roads and causes disruptions to traffic. Using the existing sewer and storm water systems to lay the fibre is cheaper than trenching, requires little maintenance, if any at all; has no negative impact on the roads and causes little disruption to traffic. The rollout of fibre has become more attainable for the Municipality and has resulted in easier access to broadband for home use.

The Municipality has been able to generate an income from the development of the metropolitan broadband network and the optic fibre has created an opportunity for more people, including business and schools, to access broadband because of the lower price.

Outage Management System

The Electricity Department has initiated an Outage Management System (OMS) in order to improve operational efficiencies and to promote technological advancements. The OMS solution provides the capability to pinpoint outages, identify affected customers, incorporate damage assessments into estimated restoration times, prioritize crew restoration activities, and improve customer communications for unplanned outages.

When fully implemented in 2012, the system will extend the present model of the electrical supply network to include customer connectivity. This will provide for the identification of the point of the network associated with each customer’s ‘no-lights’ report and, with a few further customer calls the system will interpret the most likely point of the fault. This, together, with other features such as location of staff in the field, will allow the Control Rooms to assess the best way to restore supply.

The project kicked off in May 2010 and will be implemented in incremental stages. OMS is also expected to integrate with eThekwini Electricity’s various operational systems thereby improving business processes.

Zibambele Project

The Zibambele project is the Municipality’s service delivery mechanism of choice for maintenance and cleansing services within the road reserve at the lower end of the road network. It is first and foremost a poverty alleviation programme that creates significant employment opportunities for 6000 predominantly woman-headed households. The programme is modelled on the lengthsman approach to roads maintenance and is run on similar lines to the provincial initiative. It is linked to the Expanded Public Works Programme and is unique in a South African municipal context.

Other than the objectives related to poverty alleviation, work opportunities and maintenance of infrastructure, the programme provides an ideal opportunity for the forging of links between the Municipality and local communities. It is cost-effective when compared
to alternative methods of providing such services and community involvement ensures that there is buy-in and hence, sustainability.

From this initiative, employment is being provided primarily to unemployed women-headed households and the roads especially in the rural areas of eThekwini are being maintained.

The Cost Surfaces model

Low income housing projects in peripheral locations, if fully serviced, often attract exceptionally high bulk infrastructure costs which must be financed from the municipal budget or from national infrastructure grant monies. Calculating the bulk infrastructure costs for every potential project can be time-consuming and costly and therefore generally occurs only at project packaging stage rather than at the planning stage. The development of a GIS-based model which shows the cost of bulks at a strategic city-wide level can assist in improved housing location decision-making and can contribute towards enhanced financial sustainability by flagging projects that have unreasonably high bulk infrastructure costs.

The eThekwini Integrated Development Plan requires that a balance is struck between new infrastructure network development & adequate maintenance of existing networks. This model contributes to the realisation of an aspect of this goal through showing the high cost of peripheral locations in the early stages of project planning. The Procurement & Infrastructure (P&I) cluster has adopted an Infrastructure Demand Management methodology and the potential that the model provides for exploiting spatial efficiencies, such as utilising spare infrastructure capacity is of value.

A further use of the model lies in the refinement of the municipal urban development line and especially the need to determine a line separating urban from non-urban/rural areas. This line will indicate geographically, areas that will be served with an urban level-of-service package and those served by a rural level-of-service package. The Cost Surfaces Model provides the infrastructure input required for the delineation of this line—one that brings together water, sanitation, electricity, roads and storm water bulk capacity and cost issues.

Innovations in Sanitation

The Water and Sanitation Unit at eThekwini Municipality have made important strides in the provision of sanitation services to its residents. In 2009 a free basic sanitation policy was introduced. All VIP toilets in the Municipality have been emptied in the last three years and will be emptied for free once in 5 years. In addition the Municipality has introduced Urine Diverting (UD) toilet technology of which 90 000 have been built in the past 6 years.

Following on from the provision of toilet facilities the department has taken a step further by developing a pelletiser that takes UD and VIP toilet sludge and converts it into pathogen free fertilizer pellets. The eThekwini Municipality jointly holds the patent rights and have
built a plant that can process 12 tons of sludge a day. Linked with this innovation the Water and Sanitation Unit are working with the Gates Foundation to harvest urine and recover the nutrients for reuse in agriculture in an attempt to transform human waste into forms that are unrecognisable and therefore socially acceptable. In addition the Unit has piloted a full scale plant to grow algae in treated effluent and recover oil from it to process into biofuel.

Not only is the eThekwini Municipality providing the basic service of sanitation to all its residents but thinking out the box has resulted in the generation of much needed fertilizer for agriculture and may lead to the production of biodiesel from this unlikely source.

8. Innovations in Arts and Culture

Celebrate Durban/ Halala eThekwini

During September for the last ten years the eThekwini Municipality has hosted a month long event known as Celebrate Durban/ Halala eThekwini which celebrates our City’s complex cultural diversity.

The season annually sees a comprehensive calendar with a clever mix of social, family, heritage, sports, arts, culture, health, environmental and spiritual events. It supports emerging event-organisers to host events within the communities, and encourages the residents of Durban to celebrate their culture.

Celebrating of culture, the arts and heritage often takes a back seat and this event hopes to promote the arts and create a sense of civic pride, community involvement and mass participation in the Municipality. Durbanites are exposed to the diversity in music, art, literature, dance, fashion and culture in their city and artists are given much needed exposure.

Ulwazi indigenous knowledge Programme

The Ulwazi Programme is an effort by the Municipality’s libraries and heritage department to start documenting indigenous knowledge and placing it on the internet to preserve and distribute it. Often oral history is collected by academics and placed in theses and journal articles. Although this is needed, lay people do not have easy access to these formats. Easy-to-understand articles need to be written and made accessible, and this is where the Ulwazi Programme comes in.

The Ulwazi Programme is providing a platform for African stories and histories on the internet. The stories, histories and indigenous knowledge that have been passed down through generations in Durban are valuable resources that need to be preserved and the Ulwazi Programme is offering the space for this history to be documented and preserved.
9. Innovations in Knowledge Management, Learning and Skills Development

A Municipal Institute of Learning

In 2009 the first learning institute for local government practitioners was launched in Africa. The Municipal Institute of Learning (MILE) is a municipal grounded institute of learning exclusively for local government practitioners to help turn around municipalities in South Africa, Africa and beyond. The institute is grounded in knowledge management and encourages experiential learning from local government practitioners.

MILE's focus is to re-equip mid-career professionals through a set of interventions, tailor-made Master Classes, short term training, municipal technical support and mentoring. The five key areas of focus are Capacity Enhancement, Learning Partnerships and Networks, Engaging with Tertiary institutions, offering Municipal Technical Support and Knowledge Management.

One of the innovative programmes MILE has implemented is the Management Executive Dialogue Series (MEDS) where senior officials within the Municipality are invited to attend a conversational dialogue session where a current topic is discussed over breakfast and senior officials are able to network with each other and discuss challenges they face in an unthreatening environment.

MILE hopes to position eThekwini Municipality as a “learning city” and promote a culture of documenting experiences with the aim of increasing capacity on the continent. Through its Master Classes and Technical Support, MILE is reaching a wide range of local government practitioners on the continent and is gaining increasing support.

Development of Soft Skills Library programmes to address situational analysis

The City Manager approved an 18-month Change Management rollout strategy with the focus on Change Management proficiencies, Diversity Training, Inspirational Leadership and Choice Management to attend to these revelations. The DCM Treasury made funding available to procure a library of more than 75 soft skills programmes.

The soft skills library has enormous cost savings implications for the Municipality. Training 1000 employees on one programme has an estimated saving of R4.5 million. Therefore the estimate value of the library is in excess of R300 million. To date more than 250 employees participated in these workshops. The feedback analysis reveals positive comments from attendees with requests for more soft skill programmes to be made available.

Of greater significance would be the continuous development of leadership and management skills which will result in improving staff
morale and productivity. Addressing these dimensions will ultimately have an effect on improved service delivery plans.

**Health and safety training by internal safety practitioners**

In view of the fact that health and safety training is costing the Municipality millions of rands, the Occupational Health and Safety Unit has decided to utilize its own Safety Practitioners to train all Council employees who are on the Workplace Skills Plan. These health and safety training courses include:

a) General Health and Safety training  
b) Health and Safety Induction  
c) Health and Safety Representative

This innovation has saved the Council approximately R1.5 million. In addition, Council employees are trained using Council customized training material.

**The development of a road worker artisan qualification**

The Road Worker Artisan qualification was identified as a logical advancement for employees that attained the National Certificate in Construction at NQF levels 2 and 3. The qualification is a first in the country and its introduction has created an opportunity for employees that are engaged in the maintenance of roads and stormwater systems to attain formal recognition in their field. eThekwini has 64 trade tested artisans at present and a further 31 learners are expected to attain their trade test by the end of July 2011.

**The Foundation Skills Programme**

The Foundation Skills Programme is based on government’s work place learning initiative and provides for learners to acquire numeracy and literacy skills that are relevant to their line of work over an intensive 53 days of training. Implemented to improve skill levels and to afford advancement opportunities to the employees concerned, the programme has proved invaluable in bridging the personal development divide that exists for a number of the municipality’s older employees.
10. Innovations in Internal Processes to Improve Efficiency

Deadline monitoring System

The Deadline Monitoring system (DLMS) database is an interactive database on the Intranet that enables employees of the Treasury Cluster at eThekwini Municipality to update the status of their key deadlines.

Critical deadlines were previously maintained and monitored manually in a table format and it became an onerous task to contact the respective officials on a daily basis to determine if the deadlines for the key tasks had been met or not and to thereafter submit outstanding items to management. This has now been automated to alert managers of pending deadlines and track deadlines completed. The Deadline Monitoring system is integrated with the GroupWise email and reminders are sent to officials of pending deadlines five working days and one working day before the deadline date. Exception reports can be generated which highlight outstanding deadlines for management to take corrective action where necessary.

The Deadline Monitoring system ensures that both internal operational deadlines and legislative deadlines are being met on time improving efficiency in the Treasury Department.

Performance Information Hub

The Performance Monitoring and Evaluation Unit (PME) are currently in the process of developing a hub for performance information. This process involves the automation and integration of several business processes within the unit and other systems in the Municipality.

The hub will allow for effective monitoring and evaluation and decision making based on analysis, trends and other statistical calculation.

Electronic System for Individual Performance Management

The Performance Monitoring and Evaluation Unit are currently piloting the automation of the Individual Performance Management process for Senior Management. The electronic system is being piloted in this current financial year and will be implemented fully in 2011/12.

The electronic system will effectively enforce compliance to the legislated requirements. It will also improve alignment of the performance agreements to the SDBIP and the IDP as such. The system will also facilitate the analysis of performance agreements and reports in order to influence management decisions and the identification of gaps in the personal development needs of senior management. The system will therefore ensure that the organisation’s goals and individual performance plans are aligned.
Sick leave management strategy

There is a workplace culture of excessive use of sick leave within Council. A Sick Leave Management Strategy was designed in order to reduce the occurrence of sick leave. The in-house unit based sick leave management programme saved money for the municipality by actively surveying the at-risk individuals for medical incapacity and poor productivity or long term absence.

Due to active intervention, a reduction of sick leave rates occurred. Other benefits include continuous active monitoring, rising awareness amongst the workforce, follow-up and early referral for medical assessment, early referral for EAP, counselling and rehabilitation. The early identification of individuals who are on indefinite “light duty” and early rehabilitation to work ensured that productivity can be optimized in the various service units.

Wellness days for health promotion

eThekwini conducted a survey to determine staff morale in the organisation. It was discovered that many staff felt they were not cared for by the organisation. Therefore a wellness programme was developed to assist employees with any challenges they may face such as alcoholism, stress, or living with a disease. Employees are given cards and are able to access free counselling.

In-house organization, support and expertise through the Interdepartmental AIDS forum (IDAFO) lead by the Occupational Health and Safety Unit, resulted in unit based health promotion campaigns (Wellness Days). The use of unit and Occupational health and Safety Unit expertise and resources meant that reliance on external event organizers as service providers was reduced. This resulted in more sustainable programmes and cost savings for the Municipality.

It is difficult to ascertain the success of the Wellness Programme but employees have shown much interest in the initiative.

Productivity Benchmarks

Management Services has introduced a system of Productivity Benchmarks to increase productivity in the Municipality. Standards based on three strategic leverage areas: quality, cost and speed have been created. This idea came about as a result of the need to benchmark what we do as a municipality against other world class organisations and municipalities. The system has been implemented at Durban Cleansing and Solid Waste (DSW) and has resulted in improved productivity, work quality, service delivery and cost savings for the council. It is presently being rolled out to other units in the Municipality.

Asset Management

Nowhere in South Africa is a city so involved in Infrastructure Asset Management as it is in eThekwini Municipality. The City’s first draft Integrated Infrastructure Asset Management Plan for all the high level strategic assets was completed in December 2010. The City has also
developed its own Comprehensive Asset management system to manage & sustain the City’s assets which have a replacement value of over R180 billion.

**Establishing a Supply Chain Management Centre of Excellence**

The Supply Chain Management Unit of eThekweni Municipality embarked on a programme to achieve its long held vision of becoming a Supply Chain Management Centre of Excellence by introducing Strategic Sourcing and Category Management within the Municipality. Some of the objectives of the Centre are to: link procurement activities with Government priorities; increase transparency and competitiveness of the procurement procedure; align procurement planning with service delivery and budget implementation planning; reduce costs and enhance the strategic procurement expertise. The Centre also aims to develop a Procurement Strategy that is aligned to the Municipal Strategy; ensure value for money in the procurement process; and, introduce and standardise new ways of working within supply chain management teams through the implementation of Strategic Sourcing and Category Management.

A number of projects have been implemented in order to achieve the above objectives. A technology based E-Procurement tool has been developed to help simplify and speed up the procurement process. Nine pilot projects have been implemented using Strategic Sourcing and Category Management Tools, Technology and Methodology and have saved the Municipality R20, 5 Million in costs (16.18% of the total value). Standard Category Codes have been developed which are aimed at consolidating and facilitating the analysis of the procurement spend. Spend information is now used for Procurement Strategic Planning. Supply Chain Management Policy Frameworks and Guides have been completed that provide guidance on sourcing matters to eliminate uncertainty in the procurement process.

These projects have ensured that Supply Chain Management offers a transparent, speedy and cost-effective service.

**Improved Efficiency of the IOD Process**

The existing Council IOD process was reviewed to improve efficiency. This was spearheaded by Occupational Health and Safety Unit as part of a multidisciplinary team in conjunction with a Management Services survey. Innovations to improve work flow included designing of a new IOD reporting book with guidelines, streamlining the IOD reporting and billing system, creation of networks amongst key stakeholders in the IOD process and enhancing the potential for efficiency. IOD related invoices were audited in 2010 initially to verify whether treatment provided to the injured correlated with the reported injury. During this verification, an opportunity was identified to look at the billing of services and tests service providers were conducting on IOD cases from Council. It was evident that service providers were in some instances overbilling, over servicing and not complying with the requirements of the Compensation legislation. Follow up queries on invoices resulted in services providers reviewing their billing and
significant cost savings for the Insurance IOD fund. The benefits were protection of the IOD funds and reduction in wasteful expenditure.

**Innovative Vehicle Designs**

In order to reduce costs and improve vehicle utilisation, innovative vehicle designs have been introduced at City Fleet. This includes bodywork that can perform dual functions. For example, City Fleet has designed water tankers with flat tops that can be used for either the transport of water or the transport of other loads such as construction material. Another innovation is the introduction of pothole ganger trucks where the tip body is built around the cabinet on the nearside that contains the generator, breaker unit and rammer. As a result, these three vehicle features can all be reached at nearly ground level. This has reduced the number of I.O.D. cases resulting from back strain brought about by lifting heavy objects.

**Truck shows that showcase special vehicle features to other municipalities**

In conjunction with some of its major suppliers, City Fleet has introduced truck shows that showcase Municipal vehicles with specialized bodywork. Representatives from other municipalities attend these shows, learn about the Municipality’s best practices and are able to use that knowledge in planning their own fleet purchases.

**Vehicle Disposal Auctions**

Prior to 2006 vehicles were disposed of through the normal Council tender system administered by Procurement. This was not the most efficient system because tenders were only processed through the system some 12 months after closing date, by which time the vehicles had deteriorated even further. Worse, tenderers in many cases had lost interest in the vehicles for which they had originally bid. Consequently, City Fleet obtained authority to auction vehicles and today about four to five auctions are held annually. City Fleet currently uses a public auction process that yields an average gross profit of R2 million per auction and an average residual yield of 35%. To bolster the selling price of vehicles, City Fleet invests in improving the vehicles’ aesthetics before auction. As a result of the auction innovation, City Fleet has seen a 10-15% increase in revenue from disposal of vehicles. Before, the Fleet actually had to spend money to de-register and scrap vehicles that were not able to be sold through the old tender system. Now, vehicles are being sold more quickly and efficiently through auctioning.
11. Conclusion

This document has been an attempt at providing the reader with a snapshot of the innovation taking place in the eThekwini Municipality. Although much has been achieved by local practitioners in the eThekwini much can be improved on.

As we move into the future we need to start thinking about how we are going to deal with the effects of climate change, poverty and peak oil that may be upon us sooner than we think. By encouraging innovation, creativity and learning amongst our practitioners it is hoped that we as a municipality will be able to be resilient and adapt to these challenges converting them into opportunities.

Addendum

eThekwini Municipality Knowledge Management Publications:


