

INTEGRATED DEVELOPMENT PLAN FOR 2018 - 2019







DEPUTY MAYOR CLLR T ZUMA



MAYOR CLLR T NJILO



SPEAKER CLLR JJ NGUBO

VISION

"A safe, vibrant city in which to live, learn, raise a family, work, play and do business"

MISSION

"To ensure that the Municipality functions effectively and in a sustainable manner in order to deliver services of excellence to the community"





MAYOR Cllr themba njilo

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR THEMBA NJILO

The Honourable President of the republic announced that this is the centenary of Nelson Mandela and that the country shouldn't just honour the past but also build the future on the same values of Nelson Mandela. He stated that we are continuing the long walk he began, to build a society in which all may be free, in which all may be equal before the law and in which all may share in the wealth of our land and have a better life. The President stated that decisions have to be made to close our fiscal gap, stabilise our debt and restore our state-owned enterprises to health.

CLLR THEMBA NJILO This is particularly relevant to Msunduzi as The 2016/17 financial year was a challenging one for the municipality. The municipality had to implement a new financial system (SAP) in the

mist of legislative changes from the National Treasury with the introduction of MSCOA. This compounded the numerous challenges that are experienced by council such as the ever increasing debtors book, Ineffective credit control (to maximize collection), Poor expenditure management controls, Poor maintenance of municipal property and infrastructure, Misaligned organizational structure, Ineffective performance management (at all levels), High vacancy rate, Poor spending on capital grants & capital project management, Inefficient communication, Fraud and corruption, Ineffective internal controls & poor risk management.

Msunduzi, as a City, sits at a critical point of change. As the second largest metropolitan complex in the province, it's ever-present possibility of reaching Metropolitan Status and a shift toward City Development. The geographic location of Msunduzi municipality allows it the opportunity of becoming well connected in the global economy due to the access it has to the N3 highway leading to major harbours and airports. The surrounding municipalities and towns access various connectivity and growth opportunities through Msunduzi, across various sectors such as Tourism and Agriculture. As such it is essential for physical connectivity to be further improved to stimulate these economic linkages.

As a Municipality, we are noting with concern the outcome of the AG's report. The Municipality is still financial viable and is still in a position to meet all its financial obligations and service delivery imperatives as approved in the Integrated Development Plan. Msunduzi Municipality is the Capital city of Kwazulu-Natal and we owe to lead by example. We feel we have let our ratepayers down and as such, we can no longer continue with this blatant incompetence of our staff. The leadership of the municipality is taking full responsibility of the outcome and as a team; we will be addressing issues raised by the AG to restore the confidence of our ratepayers.

The Municipality has developed a Turn-around Strategy that will address the audit outcomes. As the Mayor, I will make certain that all systems, controls, and procedures are overhauled to ensure that the Municipality is operating optimally. To this end, the following measures have been developed for urgent implementation:

Internal Controls

The Municipality has appointed an audit firm to assist in the implementation of the turnaround strategy and action plan.

Governance

All governance structures, including the Internal Audit Unit, MPAC, and Full Council will be capacitated to ensure the development, monitoring of risk based analysis that will address the deficiencies in the system of internal controls, and we will be providing training to staff to capacitate them where it is necessary.

• Filling of key and critical positions.

There will be a major focus on the filling of key and critical positions.



Oversight

Training our Councillors on issues of finances so that they can play an active oversight role.

Leadership

Consequence management will be applied where necessary. The Leadership will be cracking the whip and showing no mercy in ensuring compliance.

We are appealing with the workforce and the community of Msunduzi Municipality to remain calm. The Municipality is still in capable hands to deliver on its mandate, and let us continue to work together in achieving our vision of a Safe and vibrant city, in which to live, learn, raise a family, work play and do business.

2





CITY MANAGER MR SIZWE HADEBE

FOREWORD BY THE MUNICIPAL MANAGER: 2018/19 IDP

Having followed a very rigorous programme of consultation, both internally and externally, the 2018/2019 IDP review is one which the community, politicians and staff of the Municipality can take ownership of and work together in ensuring that the vision, objectives, strategies and plans are implemented to the best of our ability as we move forward to ensure that indeed the Msunduzi Municipality is the City of Choice – Second to None! Our city exists within a global context and is not immune to the social, economic and political pressures that are being experienced at a global, national and provincial level. The Honourable President of the Republic of South Africa in his State of the Nation address highlighted some of these challenges he stated "The state we are in as a nation is that while poverty declined significantly

following the democratic breakthrough of 1994, we have seen reverses in recent years. Poverty levels rose in 2015, unemployment has gone up and inequality has persisted. For several years our economy has not grown at the pace needed to create enough jobs or lift our people out of poverty."

As a city we also grappling with these issues and we are implementing numerous projects and programmes in order to tackle these urban challenges. As a city our aim is to be a Safe, Vibrant City in which to live, learn, raise a family, work, play and do business. We are currently focusing our efforts in the City Centre to really stop and reverse the rapid urban decay that we are currently experiencing. A dedicated unit has been established to take care of the enforcement of by-laws, up keeping of street furniture, painting, up keeping of pavements and reporting illegal dumping in the City centre. There is already an ongoing process to engage business, civil society around the city centre with regards to the urban regeneration plan.

The City is and will continue to invest in integrated sustainable human settlements around the city centre through projects like the Jika Joe Mixed use development. The City is indeed taking further steps to reverse the legacy of apartheid spatial planning that still is so profoundly visible in our City. At a regional level the city is significate economic contributor people coming to the city from all the surrounding towns looking for a better life, being the capital of the province there is a significant number of people that work in the city. This of course presents a number of challenges as we have to service a very high number of people during business hours. Projects such as the Integrated Rapid Public Transport Network and the Edendale town centre will assist the city in dealing better with urbanisation pressures. The city has already began talks with the business sector in terms of how it can efficiently assist in expanding Industrial Development around the Mkhondeni area and also establishing an Agri-processing precinct, techno-hub around the Airport all this with the aim of creating much needed jobs within the City.

Of course for all our plans to Materialise we need to strengthen our governance systems and although our focus is to grow the city and create jobs for our people we will ensure that governance within the City Council is improved. Our turn-around strategy is based on four pillars;

- 1. Finance and Governance,
- 2. Service Delivery Model and Performance Management.
- 3. Organizational Reconfiguration and Capacity Building
- 4. Combating Fraud, Corruption and Misconduct



1. Finance and Governance,

- Conduct risk assessment
 - Strengthen internal controls
 - Strengthen records management
 - Review financial & administration delegations
- Budget adjustment
- Implementation of cost containment plan
- Review & implement revenue enhancement plan
- Alignment & implementation of audit plan
- Investment management
- Capex spending
- Cost reflective tariffs
- Expanding revenue sources by establishing new income streams

2. Service Delivery Model and Performance Management.

- Establish an organizational structure review plan that will assist in alignment of the organizational structure to deliver on obligations
- Regionalize services, e.g. establish & properly resource Sizakala Centres in all zones to enable easy and closer interaction, access and consumption of municipal services by community members
- Investigate or explore the possibility of decentralizing support functions
- Centralize and build capacity of the call centre to support the entire organization
- Revive and cascade performance management to lower levels
- Hold mangers accountable and responsible for performance of their business units
- Improve monitoring and evaluation capacity to assist in detecting challenges early
- Establish a plan to address service delivery failures such as lack of collection of solid waste in all areas

3. Organizational Reconfiguration and Capacity Building

- Instill a culture of good working ethics within the organization
- Internalise and institutionalize Batho Pele Principles and ensure they form cornerstone of service delivery
- Review Financial and Administration Delegations
- Review business processes & systems
 - Review all business process with the intention to eliminate duplication of functions.
 - Combine business units or departments where there is duplication of functions to save time and share resources.
 - Investigate productivity levels of current staff members, work being undertaken by two people may be easily undertaken by one person.
- Review policies and standard operating procedures
- Implement capacity building programmes to improve capacity and competency of municipal officials
- Capacitate supervisory staff with adequate skills to manage human and financial resources
- Build adequate and competent capacity within the municipality to implement capital projects
- Minimize use of consultants by building internal capacity, e.g. establish drawing offices for the developing engineering designs of services
- Attract skilled personnel especially professionally registered people such as Chartered Accountants and Built Environment Specialists
- Fast track the recruitment and selection processes
- Prioritize filling of vacant positions utilizing the allocative efficiency principles such enhancement of revenue, debt collection and service delivery.
- Overtime
- Encourage staff to take time off in lieu of overtime worked.
- All planned overtime for each business unit for the month must be submitted to Strategic Management Committee for consideration and must be properly quantified.
- Unplanned overtime must be reported to Strategic Management Committee monthly with reasons for working overtime.
- Emergency overtime to be considered by General Managers and closely scrutinized by Senior Managers.



4. Combating Fraud, Corruption and Misconduct

- a) Review and implement the Fraud and Corruption Strategy
- b) Establish a reporting process for all fraud and corruption cases under investigation
- c) Revive Fraud and Corruption hotline
- d) Segregate functions between forensic investigations, risk management and internal audit
- e) Introduce vetting of staff holding critical positions and deal with sensitive information
- f) Conduct lifestyle audit for all critical staff holding strategic and influential positions
- g) Revive audit of all payments and year end payments
- h) Expedite resolution and conclusion of fraud and corruption cases to act as a deterrent to other employees

10 POINT PLAN - PROJECT SIYAJIK'IZINTO

- 1) Audit action plan
- 2) Budget adjustment & management
- 3) Cost containment measures
- 4) Revenue management & enhancement
- o Debtor management
- o Meter replacement programme
- 5) Investment management
- 6) Alternate revenue sources
- 7) Capex spending
- 8) Management of entities
- 9) Call centre & records management
- 10) Filling of vacant positions

TABLE OF CONTENTS

TABLE	OF C	CONTENTS	PAGE
		ER 1: EXECUTIVE SUMMARY	15
		DUCTION	15
1.2		INICIPALITY AT A GLANCE	15
	1.2.1	SPATIAL PLANNING	16
		THE ENVIRONMENT	16
		POPULATION	17
		THE ECONOMY	18
	1.2.5	INFRASTRUCTURE	21
1.3	THE NE	W INSTITUTIONAL STRUCTURE	23
1.4	THE IDF	P REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2017/22 IDP	24
	1.4.1	MEC ASSESSMENT OUTCOMES	24
		THE PROCESS PLAN	25
	1.4.3	PUBLIC PARTICIPATION	25
	1.4.4	SERVICE PROVIDER CONSULTATION	25
1.5	THE IDF	P STRATEGIC APPROACH	25
	1.5.1	IDP KEY ISSUES	25
	1.5.2	TURN AROUND STRATEGY-COST CONTAINMENT	26
1.6	DEVELC	OPING A STRATEGY TOWARDS DEVELOPMENT	28
	1.6.1	INTRODUCTION	28
	1.6.2	VISION 2030: CITY DEVELOPMENT STRATEGY	28
		SPATIAL AND GEOGRAPHIC CONSIDERATIONS	34
	1.6.4		35
	1.6.5		i) 35
1.7	IMPLEN	IENTATION OF THE IDP	36
	1.7.1		36
		MUNICIPAL INFRASTRUCTURE INVESTMENT FRAMEWORK (MIF)	38
	1.7.3	BUDGET ALLOCATIONS FOR THE 2018/19 FINANCIAL YEAR	49
1.8	KEY MU	INICIPAL REPORTS	49
	1.8.1	LONG-TERM FINANCIAL PLAN	49
	1.8.2	ANNUAL REPORT	50
	1.8.3	AUDITOR GENERAL'S REPORT	50
SECTION I	B-CHAPTI	ER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND	
IMPERATI			53
2.1	ΙΝΤΡΟΓ	DUCTION	53
2.1		ING AND DEVELOPMENT PRINCIPLES FOR THE MSUNDUZI IDP	53
2.3		(FRAMEWORK	53
2.0	2.3.1	THE MUNICIPAL SYSTEMS ACT (32 OF 2000)	53
	2.3.2		54
	2.3.3	THE NATIONAL DEVELOPMENT PLAN (VISION 2030)	55
	2.3.4	NATIONAL INFRASTRUCTURE PLAN	59
	2.3.5	GOVERNMENT OUTCOMES 1 – 14	60
	2.3.6	NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2018)	61
	2.3.7	THE BACK TO BASICS APPROACH	64
	2.3.7	THE BACK TO BASICS AFFROACH THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT	64
	2.3.8	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	65
	2.3.9	PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS 2018)	68
	2.3.10	THE PROVINCIAL FRIGRINES (STATE OF THE PROVINCE ADDRESS 2016)	70
	2.3.11	UMGUNGUNDLOVU DISTRICT DEVELOPMENT PLAN	70 72
	2.3.12		72
	2.0.10		, <u>-</u>



SECTION C-CHAPTER 3: SITUATIONAL ANALYSIS

C1-SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT PGDS GOAL: SPATIAL EQUITY

3.1		73
3.2		73
	3.2.1 INTRODUCTION	73
	3.2.2 CURRENT SPATIAL CONTEXT	73
	3.2.3 THE HIERARCHY OF PLANS	75
	3.2.2.1 VULINDLELA	75
	3.2.2.2 GREATER EDENDALE AND IMBALI 3.2.2.3 THE NORTHERN AREAS	75
	3.2.2.3 THE NORTHERN AREAS 3.2.2.4 CBD, ASHBURTON, AND THE EASTERN AREAS	75 76
	3.2.2.4 CBD, ASHBURION, AND THE EASTERN AREAS 3.2.2.5 DETAILED PLANNING INITIATIVES	76 76
	3.2.2.6 THE SPATIAL DEVELOPMENT FRAMEWORK	70 80
	3.2.2.6.1 SDF IMPLEMENTATION	81
	3.2.2.6.2 PROJECT IDENTIFICATION AND CAPITAL INVESTMENT	82
	3.2.2.6.3 REGIONAL CONTEXT	88
	3.2.2.6.4 NODES AND CORRIDORS	88
	3.2.2.7 BROAD LAND USES	90
	3.2.2.8 LAND USE CONTROLS	90 91
	3.2.4 COMMUNITY BASED PLANS	91
3.3	THE ENVIRONMENT 3.3.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK	93 93
	3.3.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK3.3.2 THE NATURAL ENVIRONMENT	93 95
	3.3.2.1 TOPOGRAPHY, GEOLOGY AND SOIL CAPABILITIES	95 95
	3.3.2.2 RIVER AND WETLANDS	95 96
	3.3.2.3 CLIMATE AND AIR QUALITY	90 97
	3.3.2.4 BIODIVERSITY	97
	3.3.3 THE URBAN ENVIRONMENT	90 99
	3.3.4 COMMUNITY INVOLVEMENT	99 99
	3.3.5 CLIMATE CHANGE	100
	3.3.5.1 INTRODUCTION	100
	3.3.5.2 ADAPTATION	100
	3.3.5.3 MITIGATION	100
	3.3.6 ENVIRONMENTAL MANAGEMENT STAFF COMPLEMENT	101
3.4	DISASTER MANAGEMENT	107
	3.4.1 INTRODUCTION	107
	3.4.2 MUNICIPAL INSTITUTIONAL CAPACITY	107
	3.4.3 RISK ASSESSMENT	110
	3.4.4 RISK REDUCTION AND PREVENTION	110
C2-DEMO	GRAPHIC CHARACTERISTICS	111
3.5	POPULATION	111
	3.5.1 POPULATION GROWTH RATE	111
C3-PGDS	GOAL: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	119
3.6	MUNICIPAL TRANSFORMATION	119

73



	3.7	ORGAN	IISATIONAL DEVELOPMENT	119
		3.7.1	POWERS AND FUNCTIONS	119
		3.7.2	ORGANISATIONAL STRUCTURE/ ORGANOGRAM	122
		3.7.3	•	125
		3.7.4	HUMAN RESOURCE DEVELOPMENT	125
			WORKPLACE SKILLS PLAN (WSP)	127
		3.7.6	PROCESS FOR PREPARING THE WSP:	128
C4-§	SERVIC	E DELIVE	RY AND INFRASTRUCTURE ANALYSIS	129
	3.8	INTROD	DUCTION	129
	3.9	WATER		130
		3.9.1	LEVELS OF SERVICE	130
		3.9.2	WATER SERVICES DEVELOPMENT PLAN	130
		3.9.3	WATER SERVICES AUTHORITY	130
	3.10	SANITA [®]	ΤΙΟΝ	132
		3.10.1	LEVELS OF SERVICE	132
		3.10.2	OPERATIONAL MANAGEMENT	132
	3.11	ELECTR	ICITY	132
		3.11.1	LEVELS OF SERVICE	132
		3.11.2	LICENCE AGREEMENT	133
		3.11.3	OPERATIONAL MANAGEMENT	133
	3.12	SOLID V	NASTE	133
		3.12.1	SOLID WASTE REMOVAL	133
			SOLID WASTE DISPOSAL	134
	3.13	TELECO	MMUNICATIONS	134
			BACKLOGS	134
			LEGISLATIVE FRAMEWORK	134
			MSUNDUZI POLICY	135
			FUTURE PROJECTS	135
	3.14		PORTATION	135
	•	3.14.1	ROADS	135
		3.14.2	RAIL	136
			AIRPORTS	137
		3.14.4		137
		3.14.5		138
	3.15		NT SUPPORT	139
			I SETTLEMENTS	140
		3.16.1	STRATEGIC ISSUES FOR CONSIDERATION (SDF)	140
		3.16.2		141
		3.16.3	INFORMAL SETTLEMENTS	141
		3.16.4		142
		3.16.5		143
		3.16.6	THE EDENDALE LAND INITIATIVE AND THE GREATER EDENDALE DEVELOPMENT INITIATIVE	154
		011010	3.16.6.1 LEGAL BACKGROUND	154
			3.16.6.2 MEMORANDUM OF AGREEMENT	154
			3.16.6.3 LAND TITLE ADJUSTMENT	155
			3.16.6.4 HISTORICAL COMMUNITY INVOLVEMENT	155
			3.16.6.5 PLANNING AND PROVISION OF HOUSING	155
			3.16.6.6 EXPROPRIATION	156
			3.16.6.7 PROPERTY IDENTIFICATION	156
			3.16.6.8 PURCHASE AND SALE	156
			3.16.6.9 ADDITIONAL FUNDING	156
		3 16 7	RESIDENTIAL DEMAND	156
		0.10.7		

C5-LOCAL ECONOMIC DEVELOPMENT

	THE STATE OF THE ECONOMY	158
3.18	KEY ECONOMIC SECTORS	159
	3.18.1 INTRODUCTION	159
	3.18.2 COMMUNITY SERVICES	159
	3.18.3 FINANCE	159
	3.18.4 TRANSPORT	159
	3.18.5 TRADE	159
	3.18.6 MANUFACTURING	160
	3.18.7 AGRICULTURE	160
	3.18.8 TOURISM	160
3.19	LEVELS OF EMPLOYMENT	160
	3.19.1 EMPLOYMENT	160
	3.19.2 UNEMPLOYMENT	161
	FORMAL BUSINESSES IN THE MSUNDUZI MUNICIPALITY	161
3.21	SMALL, MEDIUM AND MICRO ENTERPRISES AND THE INFORMAL ECONOMY	161
	3.20.1 MAJOR DEVELOPMENTS	163
3.22	LEVELS OF POVERTY	165
	BUILDING PLAN APPROVAL	166
3.24	ECONOMIC ADVANTAGES OF THE MSUNDUZI MUNICIPALITY	167
	THE MSUNDUZI LED STRATEGY	169
3.26	SOCIAL INFRASTRUCTURE	173
	3.26.1 HEALTHCARE FACILITIES	173
	3.26.2 SCHOOLS	173
	3.26.3 LIBRARIES	173
	3.26.4 THEATRES AND COMMUNITY HALLS	173
	3.26.5 PARKS AND OPEN SPACES	173
	3.26.6 CEMETERIES AND CREMATORIA	174
	3.26.7 COMMUNITY SAFETY	174
	3.26.8 SPECIAL GROUPS	181
C6-MUNIC	IPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS	183
3.27	CAPABILITY TO EXECUTE CAPITAL PROJECTS	183
3.28	COST OF FREE BASIC SERVICES TO THE MSUNDUZI MUNICIPALITY	185
3.29	REVENUE ENHANCEMENT AND PROTECTION STRATEGIES	190
3.30	MUNICIPAL CONSUMER DEBT POSITION	191
3.31	REVENUE THROUGH GRANTS AND SUBSIDIES	193
3.32	PRESERVATION OF MUNICIPAL INFRASTRUCTURE ASSETS (O & M)	197
3.33	CURRENT AND PLANNED BORROWING	202
3.34	MUNICIPAL CREDIT RATING	204
3.35	EMPLOYEE- RELATED COSTS TO TOTAL EXPENDITURE (INCLUDING COUNCILLOR	2
	ALLOWANCES)	204
3.36	SUPPLY CHAIN MANAGEMENT (SCM)	205
3.37	LONG-TERM FINANCIAL PLAN (LTFP)	205

9

158



C7-0	€OOD	GOVERNANCE AND PUBLIC PARTICIPATION	219
	3.38	ROLL-OUT OF NATIONAL AND PROVINCIAL PROGRAMMES	219
		INTERGOVERNMENTAL AND INTERNATIONAL RELATIONS STRUCTURES	221
	3.40	STRUCTURES CREATED WITHIN THE MSUNDUZI MUNICIPALITY	222
	3.41	STATUS OF MUNICIPAL POLICIES	227
	3.42	INTERNAL AUDIT FUNCTION	228
	3.43	MUNICIPAL SUPPLY CHAIN MANAGEMENT	235
	3.44	PUBLIC PARTICIPATION, INCLUDING THE PUBLIC PARTICIPATION PLAN	235
	3.45	COMMUNICATION AND MARKETING PLANS	236
	3.46	AUDITOR GENERAL'S REPORT AND FINDINGS	236
	3.47	MID- TERM PERFORMANCE ASSESSMENT	237
SEC	FION D	CHAPTER 4: THE IDP STRATEGIC APPROACH	239
	4.1	INTRODUCTION	239
	4.2	MUNICIPAL NEEDS ANALYSIS	239
	4.3	THE MAIN KPAS	263
		MUNICIPAL KEY ISSUES	264
		MUNICIPAL VISION	264
		STRATEGIC PRIORITY AREAS- HIGH LEVEL	265
		5 YEAR SCORECARD	266
		2018/19 DRAFT ORGANISATIONAL SCORECARD	276
		CATALYTIC PROJECTS	283
	4.10	PROJECT PRIORITISATION MODEL	286
SEC	FION E	CHAPTER 5: STRATEGIC MAPPING	287
E1		CONTEXT	287
	5.2	TOWARDS A LONG-TERM SPATIAL DEVELOPMENT FRAMEWORK	288
E2		IMPLEMENTING THE PLAN	312
		INTRODUCTION	312
	-	IMPLEMENTATION PLAN	312
	5.5	ONE YEAR CAPITAL INVESTMENT FRAMEWORK	313
	5.6	KEY CAPITAL PROJECTS	324
		5.6.1 WATER AND SANITATION	324
		5.6.2 LANDFILL	327
		5.6.3 COMMUNITY FACILITIES	327
		5.6.4 HOUSING	330
		5.6.5 ROADS, STORMWATER, BUILDINGS AND TRANSPORTATION	332
		5.6.6 FLEET	336
		5.6.7 ELECTRICITY	337



SECTION F CHAPTER 6: FINANCIAL PLAN

6.1	INTRODUCTION	339
6.2	OPERATING BUDGET	340
6.3	COST OF BASIC SERVICES	344
6.4	ALIGNMENT OF THE MUNICIPAL BUDGET WITH THE MUNICIPAL GOALS AND OBJECTIVES	349
6.5	OPERATIONAL AND MAINTENANCE COSTS	352
6.6	REVENUE GENERATION	357
6.7		357
6.8	SOUND FINANCIAL STRATEGIES	358
	6.8.1 SAP	358
	6.8.2 Municipal Standard Charts of Accounts (MSCOA)	359
6.9	PROJECTS WITH COMMITTED FUNDING FROM OTHER SERVICE PROVIDERS	360
SECTION O	CHAPTER 7: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	372
7.1	ORGANISATION PERFORMANCE MANAGEMENT SYSTEM IN THE MSUNDUZI MUNICIPALITY	372
7.2	ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS	372
7.3	DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS	373
7.4	LINKING OF OUTPUTS IN PERFORMANCE AGREEMENTS WITH ACTIVITIES IN THE OPERATIONAL	-
	PLANS AND INDICATORS	373
7.5	LINKING THE OPMS (DEPARTMENTAL AND INDIVIDUAL INDICATORS) WITH THE GOALS,	
-	OBJECTIVES, AND MUNICIPAL BUDGET	373
7.6	THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)	374
	7.6.1 INTRODUCTION	374
	7.6.2 REPORTING ON THE SDBIP	374
CHAPTER	8: ANNEXURES	384
8.1	MUNICIPAL SECTOR PLANS	384
8.2	AUDITOR GENERAL'S REPORT AND MANAGEMENT RESPONSES	386
8.3	GOVERNMENT AND PUBLIC SECTOR PARTICIPATION AND COMMUNITY INVOLVEMENT	
	REPORT	403
8.4	SPATIAL DEVELOPMENT FRAMEWORK	405
8.5	DISASTER MANAGEMENT PROGRAMME (PLAN)	405
	8.5.1 DISASTER MANAGEMENT PROGRAM OF THE MSUNDUZI MUNICIPALITY	405
REFE	RENCES	408
NOT	ES	409

11

339

TABLES

Table 1:	Municipal Key Statistics 2017	15
Table 2:	Indigent Support in the Msunduzi Municipality	22
Table 3:	MEC Assessment of the 2018/19 Msunduzi IDP	24
Table 4:	Summary of Strategic Priority Areas	29
Table 5:	IDP Key challenges and Corresponding Strategic Proirities	34
Table 6:	Msunduzi Catalytic Projects	36
Table 7:	Capital projects for 2018-2019 to 2020-2021	38
Table 8:	Msunduzi Capital Budget 2018-19	49
Table 9:	National Development Plan Objectives and Actions with relevance to Msunduzi	56
Table 10:	Development Nodes within the Msunduzi Municipality	88
Table 11:	Development Corridors within the Msunduzi Municipality	89
Table 12:	Land Uses per Area Based Management Area	90
Table 13:	Existing Scheme Coverage	91
Table 14:	SWOT	92
Table 15:	Msunduzi Environmental Management Unit: Policies and Plans	94
Table 16:	SWOT	102
Table 17:	Safe City Pietermaritzburg Roleplayers	109
Table 18:	Disaster Risk Priority	110
Table 19:	SWOT	110
Table 20:	Prevalence of Child Headed Households	113
Table 21:	SWOT	114
Table 22:	Powers and Functions of the Msunduzi Municipality	120
Table 23:	Vacant Post Advertised	125
Table 24:	Employment Equity within the Msunduzi Municipality	120
Table 25:	Total Number of Employees who Received Training	120
Table 26:	SWOT	120
Table 27:	Municipal Sector Plans	120
Table 28:	Core Non- revenue Water Reduction Strategies	131
Table 29:	Gravel Roads Infrastructure (kilometres)	136
Table 30:	Tar Road Infrastructure (kilometres)	136
Table 31:	Indigent Support	130
Table 32:	SWOT	139
Table 33:	Extent of Informal Settlements in the Municipality (Msunduzi Housing Plan, 2011)	137
Table 34:	Projects in the Msunduzi Municipality	142
Table 35:	Summary of Planned Projects	143
Table 36:	SWOT	143
Table 37:	Informal Activities in Msunduzi	144
Table 38:	Social Development and People Living in Poverty	165
Table 39:	· · · ·	165
Table 39.	Building Control Information - report to statistics South Africa - no of units Municipal Economic Advantages	160
Table 41:		167
Table 41:	Comparative Advantage Sectors	168
Table 43:	Catalytic Projects identified by the Department of Economic Development and Tourism SWOT	
Table 43.		172 173
Table 44.	Health Facilities within the Msunduzi Municipality	173
Table 45:	Library Usage	173
	Parks and Open Spaces	
Table 47:	Programmes for the Youth, the Aged, Women, and the Disabled	181
Table 48:	SWOT	182
Table 49:	Capital Expenditure against budgeted amounts	183
Table 50:	Free Basic Services subsidies for 2018-2019	187
Table 51:	Consumer Debt Position	191
Table 52:	Unspent Conditional Grants	193
Table 53:	List of Grants and Transfers	195
Table 54:	Repairs and Maintenance Costs	197
Table 55:	Status of Borrowing	202

12

2030

П



Table 56:	Municipal Credit Rating Status for 2008 to 2012	204
Table 57:	Employee (including Councillor allowances) per financial year 2012 - 2016	204
Table 58:	New and Refurbishment of Infrastructure Costs	208
Table 59:	Key Challenges to the LTFP	217
Table 60:	SWOT	218
Table 61:	Batho Pele Principles	219
Table 62:	Batho Pele in the Msunduzi Municipality	220
Table 63:	Intergovernmental Structures	221
Table 64:	Municipal Committees and Frequency of Meetings in a Year	222
Table 65:	IDP Representative Forum Role-Players and Functions	225
Table 66:	IDP Steering Committee Role-Players and Functions	226
Table 67:	Municipal Manager's Coordinating Committee Role-Players and Functions	226
Table 68:	Msunduzi Municipal Policies	227
Table 69:	Risk and Mitigation Strategies	230
Table 70:	Marketing Plan Communication Media	236
Table 71:	SWOT	237
Table 72:	Municipal ward needs for 2018-2019	239
Table 73:	IDP Key Challenges and Corresponding Strategic Priorities	264
Table 74:	TIER ONE: ORGANISATION LEVEL (5 Year Scorecard)	266
Table 75:	TIER ONE: ORGANISATION LEVEL (2018/19 Scorecard)	276
Table 76:	Summary of Msunduzi Catalytic Projects	283
Table 77:	Project Prioritisation Model for the Msunduzi Municipality	286
Table 78:	Spatial Guiding Principles	287
Table 79:	Summary of properties identified for private and public investment purposes	307
Table 80:	Msunduzi Capital Budget 2018-19	312
Table 81:	One Year Capital Investment Framework	313
Table 82:	Water and sanitation budget	324
Table 83:	Landfill Site budget	327
Table 84:	Community facilities budget for 2018-19 to 2020-21	327
Table 85:	Human Settlements Budget for 2018-19 to 2020-21	330
Table 86:	Roads and transportation budget for 2018-19 to 2020-21	333
Table 87:	Fleet Management Budget 2018-19 to 2020-21	336
Table 88:	Electricity Budget for 2018-19 to 2020-21	338
Table 89:	2018-19 to 2020-21 Municipal Operating Budget	340
Table 90:	Transfers and grants Receipts	342
Table 91:	Free Basic Services subsidies for 2018-2019	345
Table 92:	Alignment of budget and IDP Objectives	349
Table 93:	Alignement of the operating expeniture with the Municipal IDP Objectives	350
Table 94:	Alignment of IDP objectives with the capital expenditure	351
Table 95:	Repairs and Maintenance Costs	352
Table 96:	Committed budgets by sector departments	360
Table 97:	Draft Service Delivery and Budget Implementation Plans	376
Table 98:	Sector Plans Prepared by the Msunduzi Municipality	384
Table 99:	Natural Hazards	405
Table 100:	Annual report province 1 April 2012 - 31 March 2013	406
Table 101:	2015/16 Msunduzi Disaster Stats	406



List of Abbreviations:

COGTA	-	Department of Cooperative Governance and Traditional Affairs
IDP	-	Integrated Development Plan
SDBIP	-	Service delivery and Budget implementation Plan
IPMS	-	Individual Performance Management System
PMS	-	Performance Management System
DFA	-	Development Facilitation Act
NSDP	-	National Spatial Development Perspective
SPLUMA	-	Spatial Planning and Land Use Management Act (16 of 2013)
KZN PGDS	-	KwaZulu Natal Provincial Growth and Development Strategy
NDP	-	National Development Plan
PICC	-	Presidential Infrastructure Coordinating Committee
SIP	-	Strategic Integrated Project
MTREF	-	Medium Term Revenue and Expenditure Framework
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
KZN	-	KwaZulu-Natal
MIF	-	Municipal Infrastructure Investment Framework
WSP	-	Work Place Skills Plan
IWP	-	Integrated Waste Management Plan
CITC	-	Comprehensive Integrated Transport Plan
RAMP	-	Road Asset Management Plan
IRPTN	-	Integrated Rapid Public Transport Network
LTFP	-	Long Term Financial Plan
SDF	-	Spacial Development Framework
CBP	-	Community Based Planning
ELRA	-	Edendale Private Land Owners and Rate Payers Association
LED	-	Local Economic Development
MISA	-	Municipal Infrastructure Support Agency
BTB	-	Back to Basics
IUDF	-	Integrated Urban Development Framework
SDG	-	Sustainable Development Goals



SECTION A-CHAPTER 1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

Msunduzi, as a City, sits at a critical point of change. As the second largest metropolitan complex in the province, it's ever-present possibility of reaching Metropolitan Status and a shift toward City Development. The geographic location of Msunduzi municipality allows it the opportunity of becoming well connected in the global economy due to the access it has to the N3 highway leading to major harbours and airports. The surrounding municipalities and towns access various connectivity and growth opportunities through Msunduzi, across various sectors such as Tourism and Agriculture. As such it is essential for physical connectivity to be further improved to stimulate these economic linkages.

Msunduzi is located within the UMgungundlovu district it is boarded by Mkhabathini municipality on the northern boundary, Mkhambathini on the eastern boundary, Richmond municipality on the southern boundary and Impendle and Umgeni o the western boundaries. Msunduzi is the economic power house of the district and has a huge potential for agri-processing since the district is dominated by agriculture. The location along provincial and national routes also supports this proposal. The N3 also form part of Strategic Integrated Projects (SIPs) namely SIP2 (Durban Free State-Gauteng logistics Industrial Corridor. Portraying Pietermaritzburg as a strategic location in terms of infrastructure nationally amongst other major cities. The City of Pietermaritzburg forms part of Multi-Sectoral Nodes as identified by the PSEDS contributing to the province's economy as a major employer amongst eThekwini and Richards Bay. The area of Msunduzi possess high rates of migration as it comprises of pull factors such as employment opportunities, with many people migrating into the city at high rates from a daily basis at district context searching for better opportunities.

1.2 THE MUNICIPALITY AT A GLANCE

The following table summarises key municipal statistics.

Category		2001	2011	Avg. Growth	2016
Demographic Profile	Population	552 801	618 536	1,1%	682 000
	Household	135 311	164 625	2,0%	181 584
	Average Household Size	4,1	3,8	-0,8%	4
	Household Density (hh/km2)	213	260	2,0%	286
Education Level	No Schooling	5,3%	2,7%	-5,1%	3,8%
	Primary School	10,6%	7,2%	-2,7%	11,3%
	Some Secondary	17,5%	16,6%	1,0%	31,2%
	Grade 12	12,1%	17,0%	5,0%	39.0%
	Higher	4,5%	6,4%	5,1%	14,7%
Age Profile	Youth	29,2%	26,6%	0,2%	25,4%
	Working Age	66,0%	68,4%	1,7%	69,5%
	Elderly	4,8%	5,0%	2,0%	5,1%
Employment Profile	Employed	51,8%	60,6%	2,7%	65,8%
	Unemployed	48,2%	39,4%	-3,8%	34,2%
Household Income Profile	No Income	21,1%	15,8%	-0,9%	12,1%
	Low Income	53,8%	44,2%	-0,8%	37,6%
	Low / Middle Income	19,2%	22,8%	3,8%	22,1%
	Middle / High Income	5,2%	14,7%	15,5%	23,7%
	High Income	0,7%	2,5%	13,5%	4,5%

TABLE 1: MUNICIPAL KEY STATISTICS 2017

Census (2001 & 2011), Community Survey (2016) and Urban-Econ (2017)

1.2.1

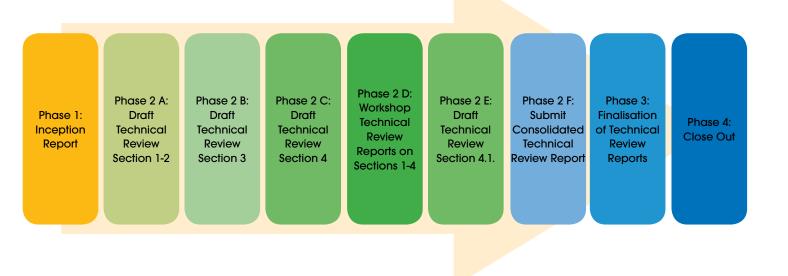


SPATIAL PLANNING

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

The Msunduzi Municipality has embraced the concept of a Hierarchy of Plans, which is illustrated below. A consolidated Spatial Development Framework (SDF) was developed in 2015 and adopted by Council. However a multi-disciplinary project team was appointed by the Msunduzi Municipality to review the current 2015 SDF pursuant to an evaluation of same carried out by the Kwa-Zulu Natal (KZN) Co-operative Governance and Traditional Affairs (COGTA). Such an evaluation, based on the pre-determined assessment criteria, revealed the areas where the current SDF required improvement and updating, in accordance with the recommendations provided by COGTA. In light of the Municipality intending to undertake a new SDF process, early in 2018.

The project approach/methodology responsible for bringing the SDF Review to fruition was established in conjunction with the Msunduzi Municipality and COGTA. The approach was based on adopted processes from COGTA and Rural Development SDF Guidelines whilst bearing in mind the inherent gaps within the current SDF. The approach may be diagrammatically represented as follows:



1.2.2 THE ENVIRONMENT

Pietermaritzburg is situated in the basin of the uMsunduzi River and its tributaries. An escarpment rises approximately 400m above the city to the West and North West. Altitude within the Municipality ranges from 495 to 1795 metres above sea level, and the Municipality generally slopes from west to east. The mountains around the city bowl create a distinction between the urban and rural parts of the Municipality. While this has provided opportunities to manage the urban/rural interface, it has limited the city's expansion potential, resulting in the formation of a number of small urban hubs outside the city.

Msunduzi has an extremely rich cultural, architectural, historical, and archaeological resource base, that collectively makes up the heritage resources of the area. A Cultural Heritage Specialist Study identified and mapped a total of 646 heritage resource points, and 32 heritage resource zones, within the Msunduzi Municipal area. These consisted of architectural resources, archaeological resources, as well as historical and cultural resources.

Maintaining a 'green' built environment is important for both the image of the city and the social and environmental health of residents. There is a need to focus on planting programmes in the CBD to replace storm-damaged and old/ dangerous trees with indigenous alternatives that are hardy and drought tolerant.

There is a need to focus strategies on climate change, paying particular attention to mitigation factors as well as looking at adaptation strategies. This will reduce communities' susceptibility to climate change.



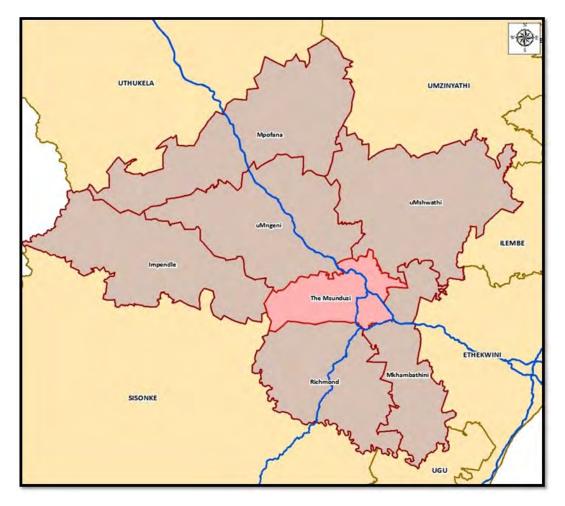
1.2.3 **POPULATION**

A review of the anticipated growth rates for the next 5 years, 2017 – 2021 is provided below. The basis of these projections is derived from the historical growth rates experienced in the municipality between the 2001 and 2011 Census, which is estimated to be approximately 1.1%. This is higher than both provincial and district average which have been below 1%. In calculating the growth rate, each wards rate of growth was calculated and applied over the period too and the summation of this is reflected in Table 8. An indication of the medium and high growth rate is also reflected below, but these scenarios are unlikely to be reached in the short term, given that the current growth rate continues to hold around 1%.

	ANTICIPATED GROWTH RATE 1.1%	MEDIUM GROWTH RATE 2.2%	HIGH GROWTH RATE 3.3%
2017	671,994	704,807	751,565
2018	679,582	720,313	776,367
2019	687,256	736,160	793,447
2020	695,017	752,355	810,903
2021	702,865	768,907	828,743

Urban-Econ Calculations 2017, derived on Census 2001 and 2011 baseline data.

MAP E.S.1: Locality Map



1.2.3.1 SPATIAL DISTRIBUTION OF POPULATION

This population growth is anticipated to be distributed throughout The Msunduzi, consideration of the rate of change of individual wards has been used to identify the changes across the four ABM areas of the Municipality. Greater Edendale and Imbali, while already very densely settled, will continue to attract new settlement as a result of the low barriers to entry for lower income households. Similarly, Vulindlela, is anticipated to experience higher growth as location preference for inward migration.

1.2.4



The economic state of Msunduzi Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, uMgungundlovu District Municipality, KwaZulu-Natal Province and South Africa.

The Msunduzi Local Municipality does not function in isolation from uMgungundlovu, KwaZulu-Natal Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

GROSS DOMESTIC PRODUCT (GDP) - MSUNDUZI, UMGUNGUNDLOVU, KWAZULU-NATAL AND NATIONAL TOTAL, 2006-2016 (R BILLIONS, CURRENT PRICES)

	Msunduzi	uMgungundlovu	KwaZulu Natal	National Total	Msunduzi as % of district municipality	Msunduzi as % of province	Msunduzi as % of national
2006	20.8	29.5	300.4	1,839.4	70.3%	6.9%	1.13%
2007	23.5	33.8	344.2	2,109.5	69.4%	6.8%	1.11%
2008	26.6	38.9	392.7	2,369.1	68.3%	6.8%	1.12%
2009	28.1	41.2	408.7	2,507.7	68.1%	6.9%	1.12%
2010	30.1	44.4	433.8	2,748.0	67.7%	6.9%	1.09%
2011	33.3	49.3	480.1	3,023.7	67.6%	6.9%	1.10%
2012	36.5	53.7	520.4	3,253.9	67.9%	7.0%	1.12%
2013	40.3	59.2	563.9	3,539.8	68.0%	7.1%	1.14%
2014	44.6	65.5	611.0	3,807.7	68.0%	7.3%	1.17%
2015	48.0	71.3	649.1	4,049.8	67.3%	7.4%	1.19%
2016	51.7	77.1	694.4	4,337.0	67.1%	7.4%	1.19%

Source: IHS Markit Regional eXplorer version 1070

With a GDP of R 51.7 billion in 2016 (up from R 20.8 billion in 2006), the Msunduzi Local Municipality contributed 67.08% to the uMgungundlovu District Municipality GDP of R 77.1 billion in 2016 increasing in the share of the uMgungundlovu from 70.25% in 2006. The Msunduzi Local Municipality contributes 7.45% to the GDP of KwaZulu-Natal Province and 1.19% the GDP of South Africa which had a total GDP of R 4.34 trillion in 2016 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2006 when it contributed 1.13% to South Africa.



GROSS DOMESTIC PRODUCT (GDP) - MSUNDUZI, UMGUNGUNDLOVU, KWAZULU-NATAL AND NATIONAL TOTAL, 2006-2016 (ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES)

	Msunduzi	uMgungundlovu	KwaZulu- Natal	National Total
2006	3.8%	5.1%	5.4%	5.3%
2007	5.4%	5.9%	6.1%	5.4%
2008	3.9%	5.4%	3.8%	3.2%
2009	-0.6%	-0.1%	-1.4%	-1.5%
2010	3.6%	4.6%	3.6%	3.0%
2011	3.3%	3.9%	3.7%	3.3%
2012	3.5%	3.6%	2.6%	2.2%
2013	4.6%	4.6%	2.5%	2.5%
2014	5.2%	5.3%	2.3%	1.7%
2015	1.9%	2.7%	0.8%	1.3%
2016	1.4%	1.2%	0.4%	0.3%
Average Ann	nual growth			
2006 2016+	3.20%	3.70%	2.43%	2.12%

Source: IHS Markit Regional eXplorer version 1070

In 2016, the Msunduzi Local Municipality achieved an annual growth rate of 1.36% which is a significantly higher GDP growth than the KwaZulu-Natal Province's 0.44%, but is higher than that of South Africa, where the 2016 GDP growth rate was 0.28%. Similar to the short-term growth rate of 2016, the longer-term average growth rate for Msunduzi (3.20%) is also significantly higher than that of South Africa (2.12%). The economic growth in Msunduzi peaked in 2007 at 5.39%.

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Definition: Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

TABLE 1. TOTAL EMPLOYMENT - MSUNDUZI, UMGUNGUNDLOVU, KWAZULU-NATAL AND NATIONAL TOTAL, 2006-2016 (NUMBERS)

	Msunduzi	uMgungundlovu	KwaZulu- Natal	National Total	
2006	167,000	259,000	2,290,000	13,000,000	
2007	176,000	272,000	2,410,000	13,500,000	
2008	187,000	287,000	2,530,000	14,100,000	
2009	187,000	286,000	2,490,000	14,000,000	
2010	181,000	276,000	2,400,000	13,600,000	
2011	180,000	275,000	2,390,000	13,800,000	
2012	184,000	279,000	2,420,000	14,000,000	
2013	191,000	289,000	2,480,000	14,500,000	
2014	203,000	306,000	2,560,000	15,100,000	
2015	214,000	324,000	2,610,000	15,500,000	
2016	215,000	327,000	2,620,000	15,700,000	
Average Ann	Average Annual growth				
2006 2016	2.61%	2.38%	1.33%	1.87%	



Source: IHS Markit Regional eXplorer version 1070

In 2016, Msunduzi employed 216 000 people which is 65.88% of the total employment in uMgungundlovu District Municipality (327 000), 8.23% of total employment in KwaZulu-Natal Province (2.62 million), and 1.38% of the total employment of 15.7 million in South Africa. Employment within Msunduzi increased annually at an average rate of 2.61% from 2006 to 2016. The Msunduzi Local Municipality average annual employment growth rate of 2.61% exceeds the average annual labour force growth rate of 1.47% resulting in unemployment decreasing from 30.70% in 2006 to 22.27% in 2016 in the local municipality.

TABLE 2. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - MSUNDUZI AND THE REST OF UMGUNGUNDLOVU,2016 (NUMBERS)

	Msunduzi	uMshwathi	uMngeni	Mpofana	Impendle	Mkham- bathini	Richmond	Total uMgun- gundlovu
Agriculture	7,860	6,420	4,080	2,410	458	1,610	3,340	26,175
Mining	341	227	45	42	11	13	10	688
Manufacturing	25,000	3,530	3,940	2,290	372	1,460	1,720	38,323
Electricity	1,110	84	130	33	8	44	58	1,464
Construction	15,100	2,290	2,920	1,410	433	1,050	2,310	25,504
Trade	45,100	4,460	7,100	1,980	626	2,340	2,880	64,482
Transport	10,800	1,270	1,480	764	161	683	854	16,050
Finance	26,800	1,750	3,730	618	419	1,280	1,310	35,935
Community services	62,500	4,300	9,140	2,150	1,050	2,630	3,000	84,743
Households	20,800	3,340	4,130	1,680	348	1,340	2,040	33,707
Total	215,000	27,700	36,700	13,400	3,890	12,500	17,500	327,072

Source: IHS Markit Regional eXplorer version 1070

Msunduzi Local Municipality employs a total number of 216 000 people within its local municipality. Msunduzi Local Municipality also employs the highest number of people within uMgungundlovu District Municipality. The local municipality that employs the lowest number of people relative to the other regions within uMgungundlovu District Municipality is Impendle local municipality with a total number of 3 890 employed people.

The number of formally employed people in Msunduzi Local Municipality counted 179 000 in 2016, which is about 82.97% of total employment, while the number of people employed in the informal sector counted 36 700 or 17.03% of the total employment. Informal employment in Msunduzi increased from 22 600 in 2006 to an estimated 36 700 in 2016.

UNEMPLOYMENT

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;

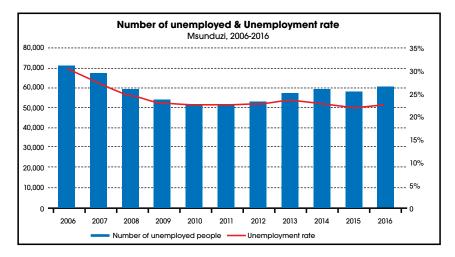
"Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and



"Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or selfemployment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

In 2016, the unemployment rate in Msunduzi Local Municipality (based on the official definition of unemployment) was 22.27%, which is a decrease of -8.43 percentage points. The unemployment rate in Msunduzi Local Municipality is higher than that of uMgungundlovu. Comparing to the KwaZulu-Natal Province it can be seen that the unemployment rate for Msunduzi Local Municipality was lower than that of KwaZulu-Natal which was 22.61%. The unemployment rate for South Africa was 26.15% in 2016, which is a increase of -0.381 percentage points from 25.77% in 2006.

CHART 1. UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - MSUNDUZI LOCAL MUNICIPALITY, 2006-2016 (NUMBER PERCENTAGE)



Source: IHS Markit Regional eXplorer version 1070

When comparing unemployment rates among regions within uMgungundlovu District Municipality, Impendle local municipality has indicated the highest unemployment rate of 35.8%, which has decreased from 43.8% in 2006. It can be seen that the uMngeni local municipality had the lowest unemployment rate of 14.8% in 2016, this decreased from 20.8% in 2006.

Comparative Advantage and Economic Drivers in the Municipality;

- Locational Advantages: Locational Advantages: the centrality of the Municipality and the fact that the Municipality is bisected by the N3 corridor, which is the primary logistical corridor linking Gauteng with Durban Harbour;
- Natural/ Geographic Advantages: Highly fertile land;
- Human Capital Advantages: Good schools and tertiary institutions; and
- Institutional Advantages: Msunduzi enjoys 'Capital City' status.

1.2.5 INFRASTRUCTURE

The Community Survey (2016) indicates that houses receiving piped water inside their dwelling have increased to 75 853 in 2016.

Households with flush toilets connected to sewerage, however, have increased from 57% in 2011 to 60.6% in 2016. Census (2011) further indicates that only 2,4% (or 3409 881) households do not have access to any form of sanitation, and that 22.8% of households have pit latrines (both ventilated and unventilated). Peri-urban, which has decreased since 2011. A WSDP (Water Services Development Plan) has been adopted by the Municipality to address these challenges.

21



Households with electricity for cooking have also increased from 73.9% in 2011 to 82.7% in 2016. Refuse removal remains one of the important aspects of municipalities in dealing with dirty environments across communities. According to CS (2016) information, weekly refuse removal has declined from 62,1% in 2011 to 61,1% in 2016, however this could be associated with a growth in the number of households. In terms of CS (2016) information, weekly refuse removal to 53.2% in 2011, but this could be associated with a growth in the number of households.

In terms of indigent support, the following table summarises support residents can qualify for:

TABLE 2: INDIGENT SUPPORT IN THE MSUNDUZI MUNICIPALITY

CATEGORY	DESCRIPTION
Property Rates	Indigents qualify, like all domestic consumers, for a reduction in the market value of the property as approved from time to time by Council, and as reflected in the applicable tariff register. A rebate of 100% is granted on all residential property from a value of R15 001.00 to R100 000.00. If a property is worth more than R100 000.00 and residents approach Council for relief, a means test is applied.
Electricity	Indigents qualify for 70 kWh free electricity, as determined from time to time by Council and as reflected in the applicable Tariff Register.
Electricity MCB	Indigents qualify for free amperage as determined by Council from time to time and as re- flected in the applicable Tariff Register, with a 20 Amp circuit breaker.
Water	Indigents qualify for 7kl of water per month, an amount determined from time to time by Council and as reflected in the applicable Tariff Register.
Refuse	Indigents qualify for free refuse removal as determined by Council from time to time, and as reflected in the applicable Tariff Register.
Sewerage	Indigent households qualify for 4.2 kl of free sewerage discharge as determined by Council from time to time and as reflected in the applicable Tariff Register.



1.3 THE NEW INSTITUTIONAL STRUCTURE

The following diagram summarises the new approved functional organogram of the Municipality:

FIGURE ES.4: Organogram of Top Management

	TIER 1				
	CITY MAN				
	FUNCTION				
	Strategic Planning Political Support				
	Organisational Compliance, Performance and Knowledge Management				
	Commun Internal A	ications & IGR udit			
TIER 2	TIER 2	TIER 2	TIER 2	TIER 2	
CHIEF FINANCIAL OFFICER	GENERAL MANAGER: CORPORATE SERVICES	GENERAL MANAGER: INFRASTRUCTURE SERVICES	GENERAL MANAGER: COMMUNITY SERVICES	GENERAL MANAGER: SUSTAINABLE DEVELOPMENT & MUNICIPAL ENTITIES	
			·		
TIER 3 SENIOR MANAGERS	TIER 3 SENIOR MANAGERS	TIER 3 SENIOR MANAGERS	TIER 3 SENIOR MANAGERS	TIER 3 SENIOR MANAGERS	
EXPENDITURE MANAGEMENT	LEGAL SERVICES	ROADS AND TRANSPORTATION	PUBLIC SAFETY,	DEVELOPMENT SERVICES	
BUDGET PLANNING IMPLEMENTATION &	SECRETARIAT & AUXILIARY SERVICES	WATER & SANITATION	EMERGENCY SERVICES & ENFORCEMENT	PLANNING & ENVIRONMENTAL MANAGEMENT	
MONITORING	HUMAN RESOURCES	ELECTRICITY	WASTE MANAGEMENT	HUMAN SETTLEMENTS	
REVENUE MANAGEMENT	ICT	PROJECT MANAGEMENT UNIT	RECREATION & FACILITIES	CITY ENTITIES	
SUPPLY CHAIN MANAGEMENT	FUNCTIONS:	MANAGERS	AREA BASED MANAGEMENT	FUNCTIONS:	
FINANCE GOVERNANCE & PERFORMANCE	Labour law, Contracts, SCM, Bylaws & Policies, Litigation & Town Planning & Conveyance	WATER SERVICES AUTHORITY	FUNCTIONS: Traffic Security, Fire, Disaster	Licensing, Business Development, Economic Development	
MANAGEMENT	Committee Officers, translators, Printing, Archives, Registry & information	MECHANICAL WORKSHOP	management, Emergency Communications	Town Planning, Environmental Management, Building Control,	
ASSET & LIABILITY MANAGEMENT	Systems, ICT Security, ICT Infrastructure,	FUNCTIONS:	Business Waste, Domestic waste, Street Sweeping,	Land Servey, Environmental Health & GEDVI Housing Planning,	
FUNCTIONS:	Business Optimisation & ICT Projects	Transportation Planning, Traffic Signals, Roads &	Garden Sites, Public Toilets, Landfill & Recycling	Implementation, Informal Settlements, Administration	
Creditors, Pay office, Internal controls Finance Support, Budget Planning & implementation	Personnel, Job Evalustion, HR Unit Management, Occupational	Storm-water Maintenance, Road Marking & Road Design	Sports, Parks, Servitude, pools, Libraries, Buildings & Facilities	Tourism, Agriculture, Art Gallery / theatre, Airport, Safe City	
Rates & Auxiliary Revenue, Customer Care, Utilities, Debtors Management Supply Chain	Health & Safety, Organisational Development & Skills Development	Water & Sanitation, Planning, Design & Construction Monitoring. Operations & Maintenance & Infiltration Control	Area Based Management, Halls, HIV & Social Services		
Management, Stores Financial Cash Management, Financial performance, Compliance		Electrical Planning, Revenue management & Operations			
& Reporting Loss Control, Asset management, Fleet, Real		Maintenance Financial Management, Project Engineering &			
Estate & Valuations		Control Pollution Control, Compliance & Monitoring			
		Vehicle Servicing, Welding, Tyre Bay, Auto Electrical & Machinina			

Machining



1.4 THE IDP REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2017/22 IDP

1.4.1 MEC ASSESSMENT OUTCOMES

The Msunduzi 2017/18 IDP was assessed by the MEC's panel in 2017. The Msunduzi Municipality IDP document received a rating of 63,17 percent in terms of the cooperative governance and traditional affairs rating for the 2017/2018 IDP review. There were significant challenges with regards to communication between the provincial government department and the municipality. The department had little to no consultation with the municipality in terms of requirements and capacity in terms of accurately responding to MEC comments. The assessment and information of some of the Key Performance Area were not properly conducted. The comments below are extracted from the MEC letter and have a progress to date with regards to updating these issues

TABLE 3: MEC ASSESSMENT OF THE 2018/19 MSUNDUZI IDP

No.	National KPA	MEC INPUT	PROGRESS TO DATE
1	Municipal Transformation and Institutional Development	 Municipality was urged to reflect goals of the Employment Equity Plan. Inset a summary of the workplace skills plan and indicate the of the Human Resources Strategy Develop and implement the ICT policy framework 	Goals reflected on the Employment Equity Plan section 3.7 Summary of the workplace skills plan done section 3.7 ICT policy in placed and is being implemented
2	Local Economic Development	 Include an informal economy policy and investment retention policy. Incorporate a Municipal Safety Plan and comprehensive analysis of vulnerable groups. 	Informal economy policy in place and attached. investment retention policy under review Safety plan is currently being reviewed.
3	Basic Service Delivery	 Link the WSDP with the Department of Water and Sanitation's website Update on the implementation of the IWMP Update on the Comprehensive Integrated Transport Plan (CITP). Review the Housing Sector Plan to ensure alignment with the KZN Master Spatial Plan (MSP). 	WSDP is linked to the Departments website An update on the implementation of the IWMP has been included. An update on the CITP has been included in the IDP document Housing Sector plan to be reviewed accordingly
4	Financial Viability and Management	 Municipality to provide the investment register and attach the indigent policy. Information on debt management to be improved Indicate information on supply chain management specifically irregular expenditure, deviations and the provision for the disabled to participate in tender processes. 	Information on the investment register has been updated. Information on debt management has been improved on the Document The information on irregular expenditure and the participation of the disabled in tender processes has been included under section 3.36
5	Good Governance and Public Participation	 Include the membership of the various Bid committees. Include a comprehensive list of the adopted and promulgated by laws in your next IDP Comprehensively incorporate Batho-pele processes in the IDP review 	Membership of the various Bid committes has been included in the IDP. A list of adopted and promulgated by-laws has been included in the IDP. Batho-pele processes have been outline on section 3.44
6	Cross Cutting	 Include a long term spatial vision, development strategy and capital investment framework as well as a five year Capital Expenditure Framework. 	Long terms spatial vison included under chapter 5 of the 2018/19 IDP.



1.4.2THE PROCESS PLAN

The Msunduzi Municipality prepared and adopted a Process Plan in terms of Section 28 (1) of the Municipal Systems Act (2000) which aligns the IDP, Performance Management System (PMS), and the budget preparation process. The process plan ensures alignment between the preparation processes for the budget, the IDP, and the Performance Management System (PMS). One of the main achievements of this reviewed IDP document is the greater alignment between the budget, the IDP, and the PMS.

1.4.3 PUBLIC PARTICIPATION

Various forms of public engagements have been held in this financial year to ensure public involvement in the development of the IDP. This process has further been bolstered by the District Municipality as well as the NGOs and private sector, notably the built environment support group that facilitated area based plans around the different wards. In terms of the Municipal Systems Act the plan is further advertised for public comment before the final submission in June this year.

1.4.4 SERVICE PROVIDER CONSULTATION

The Municipality has engagements with Sector Departments during the IDP Review, these meetings are planned to continue until the completion of the fourth generation IDP in June just before the submission of the IDP to the MEC for COGTA. Three IDP Representatives Forum have been held by the Msunduzi Local Municipality.

1.5 THE IDP STRATEGIC APPROACH

This review of the IDP sees a fundamental shift from the previous information-laden and cumbersomely formatted IDPs, to a more user-friendly and strategic document. The approach utilised is similar to that which has been used in developing the KwaZulu-Natal PGDS and PGDP, which is very strategic in nature. Detailed information is, however, available to users of this IDP, and key documents have been included as a series of accompanying Annexures.

The IDP strategies have been aligned to the following National, Provincial, and District Level initiatives:

- (1) SUSTAINABLE DEVELOPMENT GOALS
- (2) NATIONAL DEVELOPMENT PLAN (VISION 2030)
- (3) INTEGRATED URBAN DEVELOPMENT FRAMEWORK
- (4) GOVERNMENT OUTCOMES
- (5) NATIONAL PRIORITIES (STATE OF THE NATION ADDRESS 2017)
- (6) BACK TO BASICS
- (7) PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS 2017)
- (8) PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
- (9) PROVINCIAL GROWTH AND DEVELOPMENT PLAN
- (10) DISTRICT GROWTH AND DEVELOPMENT PLAN

1.5.1 IDP KEY ISSUES

The following highlights the main KPAs:

- Basic Service Delivery
- Local Economic Development (Social Development Are To Be Included Here As A Sub-Heading As Per Cogta Guidelines)
- Municipal Transformation And Institutional Development
- Good Governance
- Financial Viability And Management
- Cross Cutting Interventions (Including Spatial And Environment As Per Cogta Guidelines)



1.5.2 TURN AROUND STRATEGY-COST CONTAINMENT

SUMMARY OF ORGANIZATIONAL CHALLENGES

For the 2016/17 financial year the municipality received an Adverse audit opinion (Disclaimer) there is currently compromised financial health of the municipality, Ever increasing debtors book, Ineffective credit control (to maximize collection), Poor expenditure management controls

Poor management of budget, Inaccurate and late billing, Poor asset management and control

Poor management and collection on housing rental stock, Poor maintenance of municipal property and infrastructure, Poor planning, Poor document management systems, Late submission of reports

Misaligned of internal audit plan, Misaligned organizational structure, Ineffective performance management (at all levels), High vacancy rate, Poor spending on capital grants & capital project management, Lack of properly qualified staff at key positions, Poor call centre and report back mechanisms, Inefficient communication, Fraud and corruption, Ineffective internal controls & poor risk management, Ineffective consequence management has commenced, staff suspensions take too long to be finalized.

Aged and ageing infrastructure, Increasing electricity and water losses Inefficient oversight Poor leadership and management controls Poor work ethics amongst staff Lack of supervision Poor management of overtime Poor fleet management, Poor implementation and enforcement of bylaws and policies, Lack of regional and town planning, Filthy city, Lack of law enforcement and traffic control, Long lead times for processing and business licenses & opportunities

To counter all the challenges listed above the city is implementing a streamlined Turn-around strategy that will strength governance and ensure that we further are on the wright path. The strategy is based on the four pillars listed below supported by a 10 point action plan.

- 1. Finance and Governance,
- 2. Service Delivery Model and Performance Management.
- 3. Organizational Reconfiguration and Capacity Building
- 4. Combating Fraud, Corruption and Misconduct

1. Finance and Governance,

- Conduct risk assessment
 - Strengthen internal controls
 - Strengthen records management
 - Review financial & administration delegations
- Budget adjustment
- Implementation of cost containment plan
- Review & implement revenue enhancement plan
- Alignment & implementation of audit plan
- Investment management
- Capex spending
- Cost reflective tariffs
- Expanding revenue sources by establishing new income streams

2. Service delivery model and performance management.

- Establish an organizational structure review plan that will assist in alignment of the organizational structure to deliver on obligations
- Regionalize services, e.g. establish & properly resource Sizakala Centres in all zones to enable easy and closer interaction, access and consumption of municipal services by community members
- Investigate or explore the possibility of decentralizing support functions
- Centralize and build capacity of the call centre to support the entire organization



- Revive and cascade performance management to lower levels
- Hold mangers accountable and responsible for performance of their business units
- Improve monitoring and evaluation capacity to assist in detecting challenges early
- Establish a plan to address service delivery failures such as lack of collection of solid waste in all areas

3. Organizational Reconfiguration and Capacity Building

- Instill a culture of good working ethics within the organization
- Internalise and institutionalize Batho Pele Principles and ensure they form cornerstone of service delivery
- Review Financial and Administration Delegations
- Review business processes & systems
 - Review all business process with the intention to eliminate duplication of functions.
 - Combine business units or departments where there is duplication of functions to save time and share resources.
 - Investigate productivity levels of current staff members, work being undertaken by two people may be easily undertaken by one person.
- Review policies and standard operating procedures
- Implement capacity building programmes to improve capacity and competency of municipal officials
- Capacitate supervisory staff with adequate skills to manage human and financial resources
- Build adequate and competent capacity within the municipality to implement capital projects
- Minimize use of consultants by building internal capacity, e.g. establish drawing offices for the developing engineering designs of services
- Attract skilled personnel especially professionally registered people such as Chartered Accountants and Built Environment Specialists
- Fast track the recruitment and selection processes
- Prioritize filling of vacant positions utilizing the allocative efficiency principles such enhancement of revenue, debt collection and service delivery.
- Overtime
- Encourage staff to take time off in lieu of overtime worked.
- All planned overtime for each business unit for the month must be submitted to Strategic Management Committee for consideration and must be properly quantified.
- Unplanned overtime must be reported to Strategic Management Committee monthly with reasons for working overtime.
- Emergency overtime to be considered by General Managers and closely scrutinized by Senior Managers.

4. Combating Fraud, Corruption and Misconduct

- a) Review and implement the Fraud and Corruption Strategy
- b) Establish a reporting process for all fraud and corruption cases under investigation
- c) Revive Fraud and Corruption hotline
- d) Segregate functions between forensic investigations, risk management and internal audit
- e) Introduce vetting of staff holding critical positions and deal with sensitive information
- f) Conduct lifestyle audit for all critical staff holding strategic and influential positions
- g) Revive audit of all payments and year end payments
- h) Expedite resolution and conclusion of fraud and corruption cases to act as a deterrent to other employees

10 POINT PLAN - PROJECT SIYAJIK'IZINTO

- 1) Audit action plan
- 2) Budget adjustment & management
- 3) Cost containment measures
- 4) Revenue management & enhancement
- o Debtor management
- o Meter replacement programme
- 5) Investment management
- 6) Alternate revenue sources
- 7) Capex spending



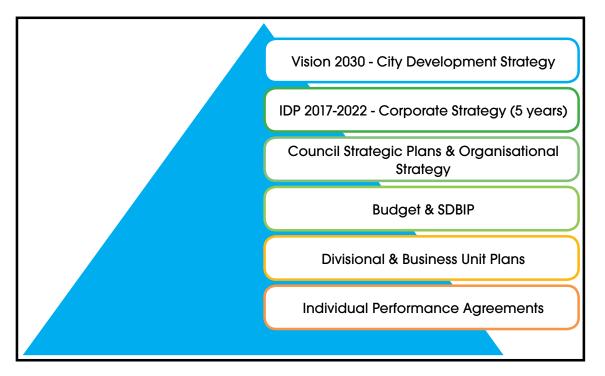
- 8) Management of entities
- 9) Call centre & records management
- 10) Filling of vacant positions

1.6 DEVELOPING A STRATEGY TOWARDS DEVELOPMENT

1.6.1 INTRODUCTION

The following diagram provides a summary of how the different plans in the Municipality align and inform each other. The over-arching and direction-giving document that informs all operations and expenditure by the Municipality is the City Development Strategy Vision 2030. This is briefly summarised below.





1.6.2 VISION 2030: CITY DEVELOPMENT STRATEGY

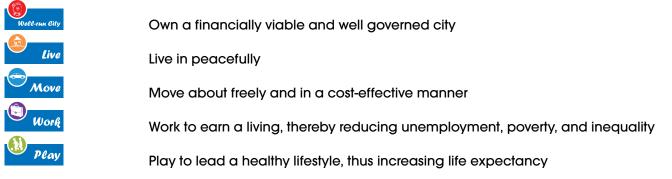
VISION

"A safe, vibrant city in which to live, learn, raise a family, work, play and do business".

MISSION

"To ensure that the Municipality functions effectively and in a sustainable manner in order to deliver services of excellence to the community".

The Vision of the City of Choice, Second to None, is to develop a city where the entire citizenry can:





The Msunduzi Municipality shall deliver on six strategic city-wide outcomes to achieve this vision as follows:

To ensure that the Municipality functions effectively and in a sustainable manner in order to deliver services of excellence to the community

- A well-serviced city;
- An accessible, connected city;
- A clean, green city;
- A friendly, safe city; and
- An economically prosperous city.
- A financially viable and well-governed city.

In order to realise the Vision, the Municipality has prioritised thirteen objectives, clustered under each of these six broadly defined outcomes.

TABLE 4: SUMMARY OF STRATEGIC PRIORITY AREAS

STRATEGIC PRIORITY 1: WELL SERVICED CITY				
GOAL	VALUE STATEMENT	2030 TARGET		
By 2030, Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted, adequate energy supply, and regular waste removal - for ALL neighbourhoods, communities, and centres of business.	1.1 City-wide infrastructure and service delivery provides a reliable, high quality supply of water, sanitation, energy, and waste services - to all.	 1.1.2 70% of all households have water-borne sanitation. 1.1.3 30% of all households have the basic minimum of Ventilated Improved Pit-latrines VIPs. 1.1.4 To Reduce Non-Revenue Water and Real Water Losses to 20% and 15% respectively. 1.1.5 To reduce the amount of water service interruptions from 1684 per annum (2011/2012) by 80% to 336 bursts per annum and respond to 100% of service interruptions within 8 hours. 1.1.6 To reduce sanitation service interruptions from 2499(2011-2012) per annum by 80% to 500 per annum and respond to 100% of sanitation blockages within 8 hours. 		
	1.2 City-wide energy infrastructure and service delivery provides a reliable, high quality supply of energy. Energy supply meets the anticipated increased demand for electricity specifically, including peak periods.	 1.2. Disruption to energy supply is minimised to 6 hours in 100% of incidents. 1.2.2 Electricity supply keeps pace with expected growth of 4% per annum. 1.2.3 100% of households have basic electricity supply. 		
		 1.3.1 100% of municipal households are fitted with solar water heating geysers. 1.4.1 100% of street lights and 100% of traffic signals in the CBD are powered by renewable energy. 1.5.1 Demand management provides a 10% reduction in peak demand. 1.6 Reduces electricity losses to below 5% of bulk supply purchases. 1.7.1 100% of households are rendered a waste collection and disposal service once a week. 		



STRATEGIC PRIORITY	1: WELL SERVICED CITY	
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted,	1.8 Appropriate waste collection and disposal services are provided to support business and industry. Commercial activity derives production inputs from recovered waste material.	1.8.1 100% of businesses are rendered a waste collection and disposal service at least twice a week.
adequate energy supply, and regular waste removal - for ALL neighbourhoods,	1.9 Implementation of Advanced Waste Management Systems that reflect community values around waste minimisation.	1.9.1 50% recovery rate of recyclable materials through source separation at households and public sector offices, and treatment of organic waste.
communities, and centres of business.	1.10 Implementation of annual infrastructure upgrade of the waste disposal site.	1.10.1 Construct waste containment berms, access roads, rehabilitation of perimeter roads, fencing of perimeter of site, construct wet-weather facility, install stone drainage layers on site, clay-cap side slopes of berms.
	1.11 Recovery, re-use and recycling of waste is maximised. The volume of waste disposed to landfill is minimised. Life spans of landfill sites are extended.	1.11.1 25% of household and business waste is sorted on-site.
STRATEGIC PRIORITY	2: AN ACCESSIBLE AND CONNECTED	CITY
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city with sufficient and well-maintained road, rail, and other physical infrastructure serving all residents, whether they use public or private transport modes. It has layers of diverse transport networks interconnecting at centres and internal urban hubs. Human settlement initiatives reduce housing backlogs and eliminate spatial separation by racial categories. Telecommunications and information technology is universally accessible and reliable. Social infrastructure, focussed on educational, health and recreational facilities meets all communities' needs.	2.1 A diversity of private (cars, bikes, walking) and public (trains, buses, taxis) transport options, using a range of adequate physical infrastructure (roads, rail, and bikeways/walkways) is readily available to all residents.	 2.1.1 Road and rail infrastructure backlogs are reduced such that 90% of communities have access to road and rail services. 2.1.2 100% compliant with Roads infrastructure management plan. 2.1.3 90% of Msunduzi residents can get to work within 45 minutes. 2.1.4 Reliable Public transport services are available 24 hours per day, with accessibility every 15 minutes to key activity nodes. 2.1.5 90% of travel in morning peak periods comprise walking, cycling or energy efficient public transport.



STRATEGIC PRIORITY	2: AN ACCESSIBLE AND CONNECTED	CITY
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city with sufficient and well-maintained road, rail, and other physical infrastructure serving all residents, whether they use public or private transport modes. It has layers of diverse transport networks interconnecting at centres and internal urban hubs. Human settlement initiatives reduce housing backlogs and eliminate spatial separation by racial categories.	2.2 Housing backlogs are significantly reduced, with human settlement patterns reflecting inclusive demographics.	 2.2.1 100% eradication of informal settlements. 2.2.2 Rural Residential housing infrastructure backlogs are reduced such that less than 10% of households remain without access to formal housing. 2.2.3 Zero tolerance for exclusions based on racial, ethnic, religious or other demographic characteristics, is reflected in 100% of new settlement patterns. 2.2.4 20% of each new mixed-use development consists of rental stock. 2.2.5 30% densification of urban space. 2.2.6 Council Rental Stock maintained on a regular and consistent basis to eliminate unsafe structures and to prevent deterioration of Council's assets. 2.2.7 Old Rental Stock to be reduced by transferring certain units to qualifying tenants. 2.2.8 Allocations of new houses in subsidised housing projects to be 100% compliant with DOHS policies by installation of Housing Needs Register and capture of names.
Telecommunications and information technology is	2.3 People connect virtually through high-speed information and communication technology. Reliable telecommunications networks provide access to learning and information opportunities in homes, schools, and workplaces. Business and industry embrace high-speed broadband networks to become more productive and innovative. Energy efficiency is promoted by telecommuting.	 2.3.1 90% of households have access to telecommunications and high-speed broadband more cheaply and cost effectively. 2.3.2 100% of indigent households have free access to telecommunications and high-speed broadband. 2.3.3 100% of businesses, government departments, and schools have easy access to business-grade and bi-directional high-speed broadband. 2.3.4 Telecommuting reduces conventional energy usage by 20%.
	2.4 Social infrastructure supports healthy lifestyles, learning opportunities, and community unity and social cohesion. Health infrastructure is readily available and meets community needs. Major recreational infrastructure (e.g. sports stadia, cultural facilities, etc.) contribute to the city's economy by allowing for world-class events and tourism. Social infrastructure is delivered with regard to minimising impacts on the environment.	 2.4.1 90% of communities have adequate social infrastructure within a 30 minute walk or ride. 2.4.2 100% of business centres are supported with appropriate community recreational and meeting facilities including health and educational facilities. 2.4.3 100% of social infrastructure delivery complies with national standards regarding minimal environmental impact.





STRATEGIC PRIORITY 3: A CLEAN, GREEN CITY

GOAL	VALUE STATEMENT	IARGEI
By 2030, Msunduzi is	3.1 Msunduzi has widespread use	3.1.1 30% of Msunduzi's electricity demand is met
a city protecting our	for renewable energy supplies,	by renewable sources.
natural environment,	including but not limited to: solar,	3.1.2 20% of liquid energy is derived from bio-fuel.
our native plants	wind, and hydro power. The city	3.1.3 50% of new commercial or industrial
and animal habitats,	continually increases investment	development incorporates some form of renewable
limiting pollution,	in delivering more sustainable	energy technology usage in its design and
greening the city,	energy technologies. Businesses	construction.
and using our	use energy efficiently prioritising	3.1.4 80% of new human settlement development
natural resources,	low carbon emission sources.	incorporates some form of renewable energy
such as water,	Alternative energy sources are	technology usage in its design and construction.
wisely. The clean,	mainstreamed in new human	3.1.5 100% of building plans approved have due
green city harnesses	settlement development for	consideration for energy efficiency.
our renewable	all communities and energy	
energy supply,	efficiency required in building	
public open space	plans.	
creation project,	3.2 Communities benefit from a	3.2.1 100% of residents are within a 15 minute
and urban renewal	linked public open space network,	walking distance to facilities within the city's public,
and greening	providing for a range of sporting,	open, and green space network.
programme to these	cultural, and recreational uses.	
ends.	2.2 Lish an ton owal and are oning	2.2.1.1000/ residential commercial and industrial
	3.3 Urban renewal and greening	3.3.1 100% residential, commercial, and industrial
Msunduzi conserves	is recognised by communities	precincts incorporate green spaces.
its natural assets	and the business fraternity as contributing to environmental and	3.3.2 100% of roads in former black townships and major arterial roads in rural areas are tarred.
while still meeting the	ecological sustainability, as well	3.3.3 100% compliance with trading bylaws within
demand for more	as supporting future residential,	the CBD.
housing, more roads	commercial, and industrial	3.3.4 100% compliance with environmental bylaws
and more services	development.	within the city environs.
to accommodate		
our increasing		
population.		



STRATEGIC PRIORITY	4: A FRIENDLY, SAFE CITY	
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city with strong, welcoming, caring, and diverse communities, living in a variety of friendly, safe neighbourhoods.	 4.1 The separate development of the past will be forgotten, as the city proactively promotes and practically engineers social cohesion across all its objectives, geographic spread, racial groupings, class identities, religious formations, and political affiliations. 4.2 People will enjoy working together and helping each other in local neighbourhoods and in the broader community. Msunduzi's friendly outdoor life is enlivened by an interesting range 	 4.1.1 Civic engagement increases so that 100% of residents, regardless of racial, class, religious, or political categories, can enjoy an active role in decisions that affect their city. 4.1.2 To ensure the effective management of land uses within the Msunduzi Municipality.
	of local and regional celebrations.	
	4.3 Civil society organisations and community participation are critical elements of Msunduzi's safety and security strategies. Community policing forums are active in community safety centres established across the city.	 4.3.1 80% of community police forums are accessible and accommodated in safety centres within a 30 minute walk or ride for all residents. 4.3.2 The entire Msunduzi Municipal area is monitored through CCTV camera system. 4.3.3 100% of the city-wide area is monitored by law enforcement officials (traffic wardens, traffic officers, security officers, city police, peace officers and inspectors).
STRATEGIC PRIORITY	5: AN ECONOMICALLY PROSPEROUS	CITY
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city with a flourishing business environment, with people exercising their	5.1 The city absorbs young people into a job creation social compact between the council, private businesses, and the non- profit sector – with the support of institutions of learning.	5.1.1 Unemployment in the city is reduced to 15%.
entrepreneurship across the full spectrum of commercial, public, scientific, educational, and charitable enterprises.	5.2 By 2030, Msunduzi will have a strong, diversified, and resilient economy, using its competitive advantages to deliver prosperity, high employment, and quality jobs for all the city's residents.	 5.2.1 The Municipality has competitive business incentive packages to attract new businesses and drive expansion. 5.2.2 The Municipality attracts annual investment in excess of R 1 billion per annum, reducing unemployment by 5% per annum. 5.2.3 Municipality has 100% of skills required for the local economy. 5.2.4 Reduce the percentage of economically inactive youth to 5%.

33





STRATEGIC PRIORITY 6: A FINANCIALLY VIABLE AND WELL-GOVERNED CITY VALUE STATEMENT GOAL TARGET By 2030, the Msunduzi 6.1 By 2030, Msunduzi will be 6.1.1 Efficient Budget and Treasury. Municipality is a financially sound through 6.1.2 Optimal Expenditure Management. financially sound managing its finances efficiently, 6.1.3 Improved Revenue Management. and well governed through effective and realistic 6.1.4 Effective Supply Chain Management. budgeting to ensure synergy 6.1.5 Optimal Financial Service. institution, delivering on its legislative between the capital and 6.1.6 Efficient collection of revenue through operating budget, as well as mandates and Municipal Property Rates. offering residents through revenue enhancement. of the Municipality 6.2 By 2030, Msunduzi will have 6.2.1 100% effective administration complying with value for their rates a civil society that actively its legal mandates. participates in, and contributes 6.2.2 Effective fleet management to ensure resource payments. availability for service delivery. to, sound decision making, ensuring greater accountability of 6.2.3 To maximize the disaster resilience of Councillors and Officials. Msunduzi through coordination of all pre-disaster risk reduction - as well as post disaster response activities within a framework of sustainable development.

TABLE 5: IDP KEY CHALLENGES AND CORRESPONDING STRATEGIC PROIRITIES

КРА	KEY CHALLENGES	STRATEGIES PRIORITIES
 Financial Viability And Management Good Governance 	Revenue protection and enhancement.	6. A Financially Viable and Well-Governed City
Basic Service	Addressing service delivery challenges in terms of water, sanitation, and electricity.	1. A Well-Serviced City
Delivery	Integrated waste management and	1. A Well-Serviced City
	renewable energy.	3. A Clean, Green City
Cross Cutting Interventions	Seamless movement of people, goods, and services in and around the city.	2. An Accessible and Connected City
mervermons	City connectivity.	2. An Accessible and Connected City
	Institutional and individual performance management framework.	6. A Financially Viable and Well-Governed City
 Municipal Transformation 	Institutional skills development and professionalization of the organisation.	6. A Financially Viable and Well-Governed City
And Institutional Development	Improved capacity to spend on capital expenditure;	6. A Financially Viable and Well-Governed City
	Filling of strategic critical vacant posts.	6. A Financially Viable and Well-Governed City
Local Economic Development	Economic growth leading to the creation of decent jobs.	5. An Economically Prosperous City

1.6.3 SPATIAL AND GEOGRAPHIC CONSIDERATIONS

The Msunduzi Municipality is developing a suite of plans to address Spatial Planning. A SDF was prepared in 2015 and a number of Area Based Management (ABM) areas identified. The Municipality embarked upon the preparation of two ABM plans during the 2013/14 financial year. The Municipality will do the remainder in future. The Municipality has adopted a Long Term Plan, which will provide the municipality with a long term spatial vision and framework. Progress is also being made with the roll-out of wall-to-wall schemes in terms of the Spatial Planning and Land Use Management Act (SPLUMA)



1.6.4 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The SDBIP has been operational for several years. Previously through its implementation, the Auditor General noted the following concerns:

- The alignment between budget, the IDP, and the SDBIP has been problematic;
- Key performance indicators are not Specific, Measurable, Attainable, Realistic, and Time- based (SMART);
- The reported actual performance does not always match the targets set; and
- Inadequate evidence submitted by officials to justify reported performance.

Taking cognisance of the above, the Office of the Municipal Manager has embarked upon a project to ensure that the content of the SDBIP is 'SMART', and that better alignment exists between the IDP, Budget, and SDBIP. Major strides have been made towards improvement in this regard in 2014. With the approval of the Performance Management System (PMS) and the Individual Performance Management System (IPMS) policies, Council has embarked upon the process of cascading performance agreements from the Municipal Manager to the Process Manager level. With the signing of the performance agreement, it becomes mandatory to keep a Portfolio of Evidence, so as to enhance performance reporting at all levels.

1.6.5 MONITORING OF THE IDP THROUGH THE PERFORMANCE MANAGEMENT SYSTEM (PMS)

The Msunduzi Municipality has an approved Organizational Performance Management System (OPMS) Framework and Individual Performance Management System (IPMS) policy, which serve as the guideline documents for the implementation of the Performance Management System (PMS) within the Municipality. The implementation of performance management is guided by various legislative prescripts and requirements. The OPMS Framework is inclusive of the following interrelated processes:

- (i) Planning;
- (ii) Implementation;
- (iii) Monitoring;
- (iv) Evaluation.

The Msunduzi Municipality's PMS is the primary mechanism to monitor, review, and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, the Municipality's PMS facilitates increased accountability, learning, improvement, as well as providing early warning signals to facilitate decision-making.

The PMS monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resources and the PMS being closely integrated across all functions at an organizational and individual level. The most valuable reason for measuring performance is that what gets measured gets done.

Once performance planning and the IDP have been completed and departmental SDBIP's are in place, they need to be implemented by executing the work in accordance with these plans. As the work is executed, it needs to be continuously monitored and periodically measured and reported on. Reporting requires that the Municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements, and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, whilst meeting the legal prescripts for reporting.



1.7 IMPLEMENTATION OF THE IDP

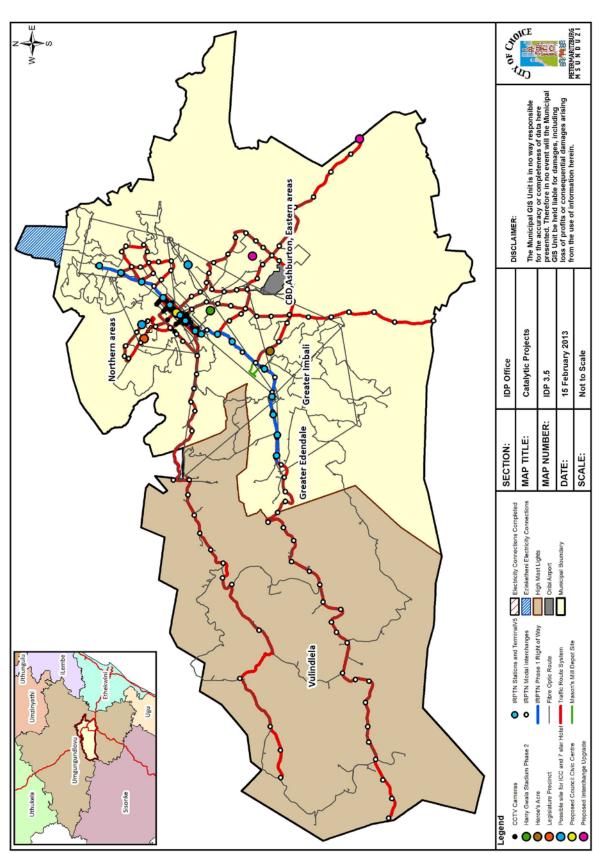
1.7.1 CATALYTIC PROJECTS

A catalyst is described as something that 'precipitates an event' or something that causes change. The Municipality has identified a number of projects that seek to stimulate change and development in the municipal area. The following catalytic projects are aimed at revitalising the economy and the growth trajectory of the Msunduzi Municipality. It must, however, be noted that some of these projects are being implemented by delivery agents other than the Municipality. In this regards, the Municipality will be playing a facilitation and enabling role.

TABLE 6: MSUNDUZI CATALYTIC PROJECTS

PROJECT	DESCRIPTION	EST. BUDGET
Legislative Precinct Development	This is a medium to long-term initiative which will see the development of a new legislative precinct that will better cater for the needs of the legislature and facilitate good governance.	R2 Billion
Pietermaritzburg Airport Upgrade	This is a short- term project that will see the extension of the existing runway, together with the terminal buildings. This will allow for larger aeroplanes to make use of the airport, thereby attracting additional operators and increasing the amount of feet through the airport.	R0.5 Billion
Harry Gwala Stadium Upgrade Phase 2	This is a medium to long-term project which will see the development of further stands at the stadium. Associated with this project, in the short to medium term, is the further development and upgrading of the Alexander Park Sports Precinct with additional parking.	R0.5 Billion
International Convention Centre and 5 star Hotel	This is a medium to long-term project that will see the development of an international calibre conference centre- which will allow the city to host international-standard conferences. In the short to medium-term, a 5 star hotel associated with this will be developed.	Private Investment
Council Civic Centre	This is a medium- term project and will see the further development of the Council Civic Centre to cater for additional needs and demands.	R1.2 Billion
Integrated Rapid Public Transport System	This project is a short to medium-term project which will see the roll-out of reliable and efficient public transport between key points in the city, thereby reducing resident's commuting times.	R3.2 Billion
Fibre Optic Cable Network	This is a short to medium-term project that will see the development of a leading-edge technology fibre optic telecommunications network leading to increased connectivity and usage, decreased costs, and stimulating growth and development.	R0.5 Billion
Electrical Infrastructure Upgrade	This is a short to medium-term project that will see the rehabilitation and upgrading of the Municipality's electrical infrastructure.	R0.9 Billion
City- wide CCTV System	Camera surveillance of areas within the Msunduzi Municipality so as to encourage a crime-free environment.	R0.5 Billion
Hero's Acre	This project was mentioned by the KZN Premier in the 2013 State of the Province address, and will be a museum commemorating the Heroes of the Struggle. It will include a wall commemorating the "Seven Days War" on the site where the remains of Moses Mabhida and Jonny Makhathini are buried. The proposed development will cover a developed area of at least 102,000 m ² .	R1 Billion
Freeway Node Development	This is a medium-term project that involves the upgrade of key freeway interchanges within the Municipality so as to ensure more efficient movement of traffic, as well as unlocking strategically located adjacent land for the development of commercial, residential, and associated activities.	R1 Bill
Non- Revenue Water Reduction Project	This is a medium to long-term project that will simultaneously increase revenue and reduce water losses. The reduction of water losses will ultimately reduce the demand on our source (dams), which will have a catalytic benefit to the catchment.	R0.5 Bill





2030

• •

The following table summarises the municipal capital expenditure.

TABLE 7: CAPITAL PROJECTS FOR 2018-2019 TO 2020-2021

1	ND	P	20)18/	20	19	FII	NA	N		\L `	YE	AF	2				
	Project information	New or renewal			NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	EXISTING
	Project	Ward location			ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	various
	r Term nditure	Budget Year +2 2020/21			100		27,610			45	50				200	5,000		150
	2018/19 Medium Term Revenue & Expenditure Framework	Budget Year +1 2019/20			100	50	27,430	50	50	45	80				200	5,000		150
	2018/ Reveni	Budget Year 2018/19			100	50	26,124	50	50	30	200	30	200	300	1,000	5,000	80	150
	outcomes	Current Year 2017/18 Full Year Forecast																
	Prior year outcomes	Audited Outcome 2016/17																
	Total Project Estimate																	
	GPS co-ordinates	ы																
	Asset Sub-Class	n																
	Asset Class	m																
	Individually Approved (Yes/No)	٩																
udget	IDP Goal code 2																	
d capital b	Project number Audited	Actual																
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	Program/Project description				COMPUTERS	COMPUTERS	FINANCIAL MANAGEMENT SYSTEM - SAP	COMPUTERS	COMPUTERS AND LAPTOP	NOTE COUNTING MACHINES - CASHIER	INSTALL MORE CAMERA SYSTEMS STORES	MOTOR VEHICLE CANOPY	SECURE FENCING STORES	SORES CHANGE ROOMS	FUEL MANAGEMENT SYSTEM NCT AND NEW VEHICLES	VEHICLES incl. Meter Readers	COMPUTERS	COMPUTERS × 10
nduzi - Supr	ote/ Ref ject	4		al uped I Vote	ш	ш	ш	ш	ш	ш	ш	ш	ш	ш	ш	ш	ш	ÉR
KZN225 Msu	Municipal Vote/ Capital project	R thousand	Parent municipality:	List all capital projects grouped by Municipal Vote	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY MANAGER



2030

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



KZN225 Msunduzi	bor	d capital bu	Ī		-								-		
Municipal Vote/ Capital project	Ref Program/Project description	Project number Audited	IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes	outcomes	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	Term diture	Project i	Project information
R thousand	4	Actual		•	m	m	ŋ		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
CITY MANAGER	PRINTERS × 10										9	60	Q	ward 1, 8, 39, 19, 25, 29, 37, 36, 13	NEW
CITY MANAGER	PARK HOMES × 3										450	450	450	ward 1, 8, 39, 19, 25, 27, 37, 36, 13	NEW
CITY MANAGER	COMPUTERS × 7										105	105	105	ward 29, 38, 39	NEW
CITY MANAGER	IP PHONES ×7										46	46	46		NEW
CITY MANAGER	TABLETS										5	5	5	ward 27	NEW
CITY MANAGER	PRINTERS x 2										12	12	12	ward 27	NEW
CITY MANAGER	CAMERAS x 2										90	30	8	ward 27	NEW
CITY MANAGER	SECURITY SYSTEM										100	100	0	ward 27	NEW
CITY MANAGER	LAPTOPS x 3										75	75	75	ward 27	NEW
CITY MANAGER	IP PHONES x 2										13	13	13	ward 27	NEW
CITY MANAGER	LAPTOP										25	25	25		NEW
CITY MANAGER	IP TELEPHONES										7	7	7		NEW
CITY MANAGER	COMPUTERS × 10										150	150	150	ward 27	NEW
CITY MANAGER	SEWING MACHINES										150	150	150	ward 27	NEW
CITY MANAGER	PALISIDE FENCING										100	100	<u>6</u>	ward 27	NEW
CITY MANAGER	STREET FURNITURE										300	300	300	ward 21	NEW
CITY MANAGER	COMPUTER										15 	15 	15	ward 27	NEW
CITY MANAGER	LAPTOPS X 3										75	75		ward 27	NEW
CITY MANAGER	VOICE RECORDING SOFWARE										888	3,888	3,888	ward 27	NEW
CITY MANAGER	FURNITURE										3,000			rd 27	NEW
COMMUNITY SERVICES	LEVS:AH:NEW:FURNITURE & OFFICE EQUIP										215	580	214	35	UPGRADING
COMMUNITY SERVICES	Levs:za:New:Machinery & Equipm										750	180	250	15	EXISTING
COMMUNITY SERVICES	Levs:za:New:Machinery & Equipm										100	200		Q	EXISTING
COMMUNITY SERVICES	LEVS:ZA:NEW:TRANSPORT ASSETS										1,700	3,000	3,000	18	EXISTING
COMMUNITY SERVICES	OPERATION SUKUMA SAKHE											465		11	EXISTING
COMMUNITY SERVICES	TUSONG CENTER										1,204	4,300	2,750	27	EXISTING



KZN225 Msunduzi		36 Detailed d	apital bud													
Municipal Vote/ Capital project	Ref Program/Project description		Project number Audited c	IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes	outcomes	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	Term diture	Project i	Project information
R thousand	4		Actual		••	m	m	ĥ		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
COMMUNITY SERVICES	PARK HOMES											1,000		1,200	5	EXISTING
COMMUNITY SERVICES	TRANSPORT ASSETS	ST										4,800	5,500			NEW
COMMUNITY SERVICES	Critical Fire Fighting Equipment	ting										200		550		NEW
COMMUNITY SERVICES	PABX WITH VOICE RECODER	ш										600				NEW
COMMUNITY SERVICES	RADIO EQUIPMENT	IZ										150	250	250		NEW
COMMUNITY SERVICES	SHOOTING RANGE 2ND PHASE	SE 2ND										2,000				EXISTING
COMMUNITY SERVICES	RENOVATION FOR MARKET OFFICES	Z										1,000				EXISTING
COMMUNITY SERVICES	REFURBISHMENT OF ECC	OF ECC											100	100		NEW
COMMUNITY SERVICES	RADIO EQUIPMENT	Z											250			NEW
COMMUNITY SERVICES	TRANSPORT ASSETS	ST											2,500			NEW
COMMUNITY SERVICES	TRANSPORT ASSETS	ST												300		NEW
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	CHINERY											289			NEW
COMMUNITY SERVICES	Refurbishment of Disaster Management	OF SEMENT											1,000			NEW
COMMUNITY SERVICES	MULTI CENTRE PUBLIC SAFETY	JBLIC											5,000	10,000	21	EXISTING
COMMUNITY SERVICES	PROTECTIVE EQUIPMENT COMPLIANCE WITH LEGISLATION	IPMENT										1,000				UPGRADING
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	CHINERY										1,500		1,500		NEW
COMMUNITY SERVICES	LEVS:ZA:NEW:TRANSPORT ASSETS	NSPORT											000'6			NEW
COMMUNITY SERVICES	NEW BUILDING											250	1,500			NEW
COMMUNITY SERVICES	MACHINERY & EQUIPM	QUIPM										100	500	300		NEW
COMMUNITY SERVICES	WASTE : NEW MACHINERY	CHINERY												6,200		UPGRADING
COMMUNITY SERVICES	DEVELOPMENT OF NEW CEMETERY: LAMONTVILLE	DE NEW										3,000		5,000	_	EXISTING



Detailed capital budget sct Project IDP	<u>ء</u> ح	Individually		Asset	GPS	Total Braitad	Prior year outcomes	utcomes	2018/1	2018/19 Medium Term	Term	Project	Project information
	Goal code 2	Approved (Yes/No)	s	Sub-Class	co-ordinates	Project Estimate			Revenu	Revenue & Expenditure Framework	diture		
Actual		v	m	m	u		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
UPGRADE AND MAINTENANCE OF POOLS (Alexandra, Olympic, Eastwood, Pilditch, Berg((Turn styles)									000'1				NEW
MODIFY CONTAINERS / PARK HOMES AS TOILET FACILITIES									1,000				NEW
ESSENTIAL EQUIPMENT FOR SPORT FACILITIES (goal post, marking machine, arerovator, amazon, ride-on mowers)									1,300		3,000		NEW
FENCING OF BISLEY NATURE RESERVE									200				NEW
UPGRADING OF BUCHANNAN SWIMMING POOL									1,500				NEW
MIG - LANDFILL UPGRADE									2,000	2,166	4,000	35	NEW
MIG - WARD 15 COMMUNITY HALL									8,000	I	I	15	NEW
MIG - WARD 38 COMMUNITY HALL									006	1,995	2,095	38	UPGRADING
MIG - KWAQANDA COMMUNITY HALL									I	3,000	5,500	Q	EXISTING
MIG - Ward 18 COMMUNITY HALL									8,500			18	NEW
MIG - UNIT BB COMMUNITY HALL									8,500	I	I	17	NEW
MIG - WARD 7 COMMUNITY HALL										I	6,000	7	UPGRADING
MIG - WARD 29 COMMUNITY HALL									300	I	5,110	29	NEW
MIG - WARD 24 COMMUNITY HALL									3,500	4,000	I	24	NEW
MIG - WARD 8 COMMUNITY HALL									I	I	6,000	8	NEW
MIG - WARD 13 COMMUNITY HALL									800	7,200		13	NEW
MIG - MADIBA COMMUNITY HALL									800	2,850		34	NEW



KZN225 Msunduzi -	Supporting	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	capital buc	lget												
Municipal Vote/ Capital project	P	Program/Project description		IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes	outcomes	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	Term Jiture	Project i	Project information
R thousand	4		Actual		••	ო	n	ы		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
COMMUNITY SERVICES	MIG - PURPC	MIG - SWEETWATERS DUAL PURPOSE SPORT CENTRE										4,000		1	5	NEW
CORPORATE SERVICES	STITCI	STITCHING MACHINE										200	200	200	ADM & HO	NEW
CORPORATE SERVICES	IXLA	IX LAPTOP										25	25		ADM & HO	NEW
CORPORATE SERVICES	COM	COMPUTERS										110	100		ADM & HO	NEW
CORPORATE SERVICES	DIGIT	DIGITAL RECORDERS										10			ADM & HO	NEW
CORPORATE SERVICES	COM	COMPUTER										211			ADM & HO	NEW
CORPORATE SERVICES	DOCI	DOCUMENT MANAGEMENT SYSTEM										20,000			ADM & HO	NEW
CORPORATE SERVICES	DIGIT	DIGITAL RECORDER										37			ADM & HO	NEW
CORPORATE SERVICES	NETW REPLA	NETWORK REFRESH/ REPLACING SERVERS										750	2,500	1,000	ALL	EXISTING
CORPORATE SERVICES	COM	COMPUTERS										180	300	1,000	ALL	EXISTING
CORPORATE SERVICES	FIBRE	FIBRE REPLACEMENT										1,000	1,400	1,500	ALL	EXISTING
CORPORATE SERVICES	LAN/V	LAN/WAN - CABLING										1,500	1,000	1,921	- 53	UPGRADING
CORPORATE SERVICES	IP TEL	IP TELEPHONES										70	196	200	15	UPGRADING
CORPORATE SERVICES	LAPTC	LAPTOPS/ DESKTOPS										30	100		50	UPGRADING
INFRASTRUCTURE	ALNS: 132KV	ALNS:ZA:DBSA - NETWORK 132KV REHAB PLAN										42,041	1		ALL	UPGRADING
INFRASTRUCTURE	HP H	I P Phones										40				
INFRASTRUCTURE	Capit	Contiputers Capital equipment										2.000	6.000	5.000		UPGRADING
INFRASTRUCTURE	Netwo	Network Refurbishment											3,675	4,675		UPGRADING
INFRASTRUCTURE	Com	Computers										32				UPGRADING
INFRASTRUCTURE	Air co Works	Air conditioner Workshop Tools										35 183				UPGRADING UPGRADING
INFRASTRUCTURE	Rudimer Scheme	Rudimentary Water Scheme										1,405	1,500	2,000	39	UPGRADING
INFRASTRUCTURE	Resei	Reservoir Fencing										1,500	1,000	1,000	15, 10, 17, 18	UPGRADING
INFRASTRUCTURE	Telemetry Upgrades	Telemetry and Control Upgrades										500	1,500	1,500	15, 10, 17, 1 18, 14	UPGRADING



lion		o lo		DNIC	DING	SNIC	DING	OING	SING	(D	DING	(1)	(D		()	(D	ONIC	()	()	()	()	()	
Project information		New or		UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	EXISTING	UPGRADING	EXISTING	EXISTING	NEW	EXISTING	EXISTING	UPGRADING	EXISTING	EXISTING	EXISTING	EXISTING	EXISTING	CINITONA
Project		Ward Iocation				35, 25, 36	1-9, 39	14, 21, 11, 10, 16, 18, 13, 17	11, 14, 21, 10, 16									23	26	15	20	2	5
erm	iture	Budget Vecr +2	2020/21	1,500	500	675	1,000	1,500			9,425		250						1,504	6,497	1,433	1,433	007 1
2018/19 Medium Term	Revenue & Expenditure Framework	Budget Veor +1	2019/20	1,000	500	675	1,000	1,000	1,500		9,475		200						1,433	6,665	1,365	1,365	3701
2018/19	Revenue	Budget Voor	•	1,000	200	1,000		200		500	4,105 4	2,400	9	300	100	300	300	5,000	1,500	7,569	400	1,300	006 1
Icomes		Current	~ 느 ㅎ			-		4,			7			,	_			4)	-		7	_	
Prior year outcomes		Audited C																					
	Project Estimate	- 0	<u>,</u>																				
	co-ordinates E	٩																					
	Sub-Class	m																					
_	Class	m																					
Individually	Approved (Yes/No)	•																					
	Goal code 2																						
Project	Audited	Actual																					
Pro	description			Vehicles	Plant and Equipment	Sanitation Pump Stations	Vulindela Satellite office	ED 2 and ED 4 system Upgrade	Water Pump Stations	TRAFFIC CALMING MEASURES	PMS	Lester Brown	SMALL PLANTS (PEDESTRIAN ROLLERS, BRUSH CUTTERS AND CHAINSAW)	TRAFFIC SIGNAL SPARES	NEW:COMPUTER EQUIPMENT	INSTALLAT OF NEW GUARD RAILS	NEW CONRETE CASTING YARD CHANGE ROOMS	UPGRADING OF GRAVEL ROAD -VULINDLELA - WARD 1	MIG - REHABILITATION OF ROADS IN ASHDOWN	MIG - UPGRADING OF ROADS IN PEACE VALLEY - 10km	MIG - REHABILITATION OF ROADS IN IMBALI UNIT 18	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - CALUZA ROADS	
/ Ref		4			,,,,	ш		ш	ш	ш			ш	,,,,	ш	ш		ш	ш.	ш		ш	
Municipal Vote/	Capital project	R thousand		INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFPASTOLICTURE



Ref	Municipal Vote/ Ref Program/Project DP	Project		Individually	Asset	_	GPS	Total	Prior year outcomes	outcomes	2018/1	2018/19 Medium Term	Term	Project i	Project information
	description	number Audited	Goal code 2	Approved (Yes/No)	Class	Sub-Class	co-ordinates	Project Estimate			Revenu F	Revenue & Expenditure Framework	diture		
		Actual	<u> </u>	so	m	ო	'n		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
MIG GR/ WIL	MIG - UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN ROADS											3,000	1	6	EXISTING
ΞĞШ	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - WARD 16										1,000	1	I	12	EXISTING
ΣŌШ	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - STATION RD										4,000	1,200	1	18	EXISTING
ZO∐ Ż	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - Roads in Unit 14/Unit P - Design											800	I	11	NEW
20 ; S m	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - WARD 17 Roads (Phase 3, Unit 13)										006	945	992	21	NEW
20020	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - DAMBUZA MAIN ROAD Major SWD Upgrade - Ward 21										1,500	1,500	1	5	NEW
2070	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - D2069 (MTHALANE RD) -Phase 3										4,390	8,043	I	=	NEW
2010	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Snathing Rds										2,900	2,100	2,205	ო	UPGRADING
2026	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 3 ROADS										2,000	2,100	6,000	R	NEW
2011	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - HAREWOOD AREA										2,400	2,520	6,000	_	NEW
	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 1 ROADS										5,000	5,250	6,000	4	NEW



	Project information	New or renewal	UPGRADING	NEW	UPGRADING	NEW	NEW	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	EXISTING	EXISTING
	Project	Ward location	ъ	\$	2	æ	6	39	12	33 ,35	7	1 to 39	13,14,15, 24	15, 16, 19, 25, 26, 28, 32, 33, 35, 33,
	Term Iditure	Budget Year +2 2020/21	2,205	8,785	2,205	2,205	2,205	2,205	5,000	1,433	I	2,095	1,323	2,205
	2018/19 Medium Term Revenue & Expenditure Framework	Budget Year +1 2019/20	2,100	5,941	2,100	2,100	2,100	2,100	2,000	1,365	4,557	5,000	1,260	2,100
	2018/ Reveni I	Budget Year 2018/19	2,000	2,510	2,000	2,000	2,000	2,000	2,000	1,300	3,440	I	1,200	2,000
	outcomes	Current Year 2017/18 Full Year Forecast												
	Prior year outcomes	Audited Outcome 2016/17												
	Total Project Estimate													
	GPS co-ordinates	ĥ												
	Asset Sub-Class	ო												
	Asset Class	m												
-	Individually Approved (Yes/No)	٩												
dget	IDP Goal code 2													
d capital bu	Project number Audited	Actual												
porti	ef Program/Project description		MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 4 ROADS	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 5 ROADS	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 6 ROADS	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 7 ROADS	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 8 ROADS	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 9 ROADS	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 39 ROADS	MIG - UPGRADE OF BRIDGES - Pedestrian Bridge Over River - Smero/Esigodini	MIG - WOODHOUSE PEDESTRIAN BRIDGE	MIG - MABANE BRIDGE PROJECT	MIG - BUS STOP SHELTERS	MIG - NON MOTORISED TRANSPORT
KZN225 Msunduzi - Su	Municipal Vote/ Ref Capital project	R thousand 4	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE						



kzN225 Msunduzi -	- Suppo	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	d capital bu	idget												
_	Ref	Program/Project	Project	đ	Individually		Asset	GPS	Total	Prior year outcomes	outcomes	2018/	2018/19 Medium Term	Term	Project	Project information
Capital project		description	Audited	code 2	Approved (Yes/No)	Class	oup-class	co-orainares	Project Estimate			keven	kevenue & Expenairure Framework	airure		
R thousand	4		Actual		ø	m	ო	ц		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
INFRASTRUCTURE	202	MIG - REHABILITATION OF SANITATION INFRASTRUCTURE										6,265	5,578	6,907	16	NEW
INFRASTRUCTURE		MIG - SEWER PIPES UNIT H										13,726	10,810	11,451	10	NEW
INFRASTRUCTURE	- ~	MIG - SEWER PIPES AZALEA - PHASE 2										4,019	9,500	11,125	21	NEW
INFRASTRUCTURE	200	MIG - ELIMINATION OF CONSERVANCY TANKS - (SEWER)										5,000	4,250	5,513	15	NEW
INFRASTRUCTURE	0 =	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (SEWER)										4,400	4,620	4,851	10.18	EXISTING
INFRASTRUCTURE	2 ~ 0)	MIG - SHENSTONE AMBLETON SANITATION SYSTEM										5,401	6,195	6,505	10 to 37	EXISTING
INFRASTRUCTURE		MIG -REDUCTION OF NON REVENUE WATER										10,354	12,070	12,774	21	EXISTING
INFRASTRUCTURE	200	MIG - ELIMINATION OF CONSERVANCY TANKS - (WATER)										006	945	1,005	15	EXISTING
INFRASTRUCTURE		MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (WATER)										4,400	4,620	6,000	Э.	EXISTING
INFRASTRUCTURE	- 4	MIG - COPESVILLE RESERVOIR										6,213	10,600	4,000	1 to 39	EXISTING
INFRASTRUCTURE		MIG - HIGH MAST LIGHTS IN VULINDLELA & GREATER EDENDALE										5,400	5,670	6,710	1 to 39	EXISTING
INFRASTRUCTURE	<u> </u>	PUBLIC TRANSPORT SYSTEM										150,331	152,056	162,470	1, 2, 3, 4, 5, 6, 7, 8, 9, 14, 30, 39	NEW
INFRASTRUCTURE	- 2	WSIG:ZA:REDUCTION OF NON REVENUE WATER										10,000	10,000	12,000	1 to 39	NEW
INFRASTRUCTURE	- 00	WSIG:ZA:BASIC WATER SUPPLY										30,000	31,000	31,255		NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	~ 0)	AIR POLLUTION STATION(EDN)										1,500	1,500	1,500	1 to 39	NEW



KZN225 Msunduzi - St	bor	iled capital bu													
Municipal Vote/ R Capital project	Ret Program/Project description	Project number Audited	Goal Code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes	outcomes	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	lerm Jiture	Project II	Project information
R thousand	4	Actual		s	m	m	ĥ		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19		Budget Year +2 2020/21	Ward location	New or renewal
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	COMPUTERS										09	60	99	1 to 39	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	FLEET										540	540	540	various	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	LAB EQUIPMENT										250	250		ALL ZONES	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	COMPUTERS										0	100	0	ALL ZONES	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	COMPUTERS										200	200	200		NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	COLD ROOM										200	500	500	ADM & HO	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	EQUIPMENT										1,500	1,500	1,500	21	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	FENCING										2,780	2,780	2,780	various	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	COMPUTERS										20	50	20	various	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	LIGHT INDUSTRIAL HUB										2,000	2,000	2,000	various	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	FLEET										300	300	300	various	NEW



	Project information	ird New or tion renewal	us NEW	us NEW	us EXISTING	us EXISTING	EXISTING	EXISTING	0
	Pro-	4 Ward 2 location	various	various	various	various			- 2
	Term diture	Budget Year +2 2020/21	2,000	11,763	I	I	I	53,210	567,606
	2018/19 Medium Term Revenue & Expenditure Framework	Budget Year +1 2019/20	2,000	10,000	ı	I	25,645	I	517,145
	2018, Rever	Budget Year 2018/19	2,000	9,666	20,700	21,657	I	I	571,382
	Prior year outcomes	Current Year 2017/18 Full Year Forecast							
	Prior year	Audited Outcome 2016/17							
	Total Project Estimate								
	Asset GPS Sub-Class co-ordinates	u							
	Asset Sub-Class	ო							
	Asset Class	m							
	Individually Approved (Yes/No)	••							
idget	IDP Goal code 2	1							
ed capital bu	Project number Audited	Actual							
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	Program/Project description		OSS INFRASTRUCTURE	MIG - JIKA JOE CRU	NDPG:EDENDALE TOWN CENTRE: Promenade 2	NDPG:EDENDALE TOWN CENTRE: Civic Building,Informal Trading Stalls & Piazza	NDPG:EDENDALE TOWN CENTRE: Civic Building,Informal Trading Stalls & Piazza	NDPG:EDENDALE TOWN CENTRE: stage 4	
ddns - i	Ref	4							-
KZN225 Msunduzi	Municipal Vote/ Capital project	R thousand	SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	Sustainable Development And City Enterprises	Parent Capital

1.7.3 BUDGET ALLOCATIONS FOR THE 2018/19 FINANCIAL YEAR

The table below summarises the Msunduzi Municipal Budget.

TABLE 8: MSUNDUZI CAPITAL BUDGET 2018-19

				8				2			2	8	- /
	Revenue & ework	Budget Year +2 2020/21		447,606				447,606			120,000	567,606	
	/19 Medium Term Reven Expenditure Framework	Budget Year +1 2019/20		394,145				394,145			120,000	514,145	
	2018/19 Medium Term Revenue & Expenditure Framework	Budget Year 2018/19		404,341				404,341		42,041	125,000	571,382	
aing		Pre-audit outcome		364,192	47,717			411,909		88,800	261,882	762,591	
	Current Year 2017/18	Full Year Forecast		364,192	47,717			411,909		88,800	261,882	762,591	
	Current Ye	Original Adjusted Budget Budget		364,192	47,717			411,909		88,800	261,882	762,591	
IUNCTIONO				447,390	12,867			460,257		38,800	199,367	698,424	
ure by vore,	2016/17	Audited Outcome		411,530	24,611	I	I	436,141	I	40,245	172,798	649,185	
ai expenait	2015/16 2016/1	Audited Audited Outcome Outcome		270,402	28,696		4,386	303,484		62,181	110,621	476,286	
gerea Capir	Ref 2014/15	Audited Outcome		299,283	57,176			356,459		100,000	72,177	528,636	
	Ref	-						4	ъ	9		2	
KZNZZS MSUNGUZI - TODIE AS BUGGEIEG CAPITAL EXPENDITURE BY VOTE, TUNCTIONAL CIASSIFICATION AND TUNGING	Vote Description	R thousand	Funded by:	National Government	Provincial Government	District Municipality	Other transfers and grants	Transfers recognised - capital	Public contributions & donations	Borrowing	Internally generated funds	Total Capital Funding	

1.8 KEY MUNICIPAL REPORTS

1.8.1 LONG-TERM FINANCIAL PLAN

The following diagram summarises the Long-Term Financial Plan for the Municipality. As can be seen, the Msunduzi Municipality is in the period of financial stabilisation and moving towards recovery.

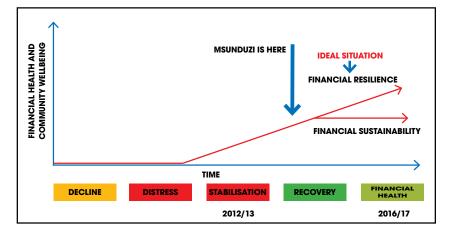








FIGURE ES.6: Summary of the Long-term Financial Plan



1.8.2 ANNUAL REPORT

Every municipality and municipal entity must prepare an annual report for each financial year, in accordance with the Municipal Finance Management Act (MFMA). The purpose of the annual report is:

- To provide a record of the activities of the municipality or entity;
- To provide a report on performance in service delivery and budget implementation; and
- To promote accountability to the local community.

In the past, annual reports have often been used solely to promote the positive image of municipalities, with little focus on comparing actual with promised performance. The MFMA now requires the Municipality to report on all aspects of performance, providing a true, honest, and accurate account of the goals set by Council and the success or otherwise in achieving these goals. The annual report is a key performance report to the community and other stakeholders, and, once approved by the Council, must be placed on the municipal website, with copies sent to various authorities and made available to the wider community. The Msunduzi Municipality has prepared an Annual Report which complies with the MFMA requirements.

1.8.3 AUDITOR GENERAL'S REPORT

The report of the Auditor-General dated 19 December 2017 on the Audit of the Accounts of the Council for the financial year ended 30 June 2017, has been received.

In terms of Section 21 (1) and (2) of the Public Audit Act, 2004 (Act No. 25 of 2004):

- (1) The Auditor-General must submit an audit report in accordance with any legislation applicable to the auditee which is the subject of the audit.
- (2) If there is no such legislation as contemplated in subsection (1) the Auditor-General must submit the audit report to the relevant legislature within the reasonable time. The Accounting Officer must ensure that the requirements of Section 126 (1) and (2) of the Municipal Finance Management Act, (Act 65 of 2003) are complied with. Section 121 prescribes that the Annual Report of a municipality must include among others the Auditor-General's Audit Report in terms of Section 126
- (3) on the financial statements and particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraph (b) and (c) of Section 121. Comments and action on matters raised in the report are set out below with the numbering corresponding to the report of Auditor-General.

GENERAL RESPONSE

Report on the audit of the consolidated and separate financial statements

Disclaimer of opinion

1. The office of the Auditor General was engaged to audit the consolidated and separate financial statements of Msunduzi Municipality and its municipal entity, which comprises of the appropriation statement, the consolidated and separate statement of financial position as at 30 June 2017.



It also comprised of the consolidated and separate statement of financial performance, statement of changes in net assets, consolidated and separate cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

2. The office of the Auditor General did not express an opinion on the consolidated and separate financial statements of the municipality and its municipal entity. Because of the significance of the matters described in the basis for disclaimer of opinion section of this report, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated and separate financial statements.

The Auditor-General has not expressed an opinion with the following basis for a disclaimer:

3. Land and buildings - Restatement of corresponding amounts

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding amounts for land and buildings included in property, plant and equipment in the consolidated and separate financial statements. As described in note 13 to the consolidated and separate financial statements, the restatement was made to rectify a previous year misstatement, but it could not be substantiated by supporting audit evidence. The office of the Auditor General was unable to confirm the restatement by alternative means. Consequently, They were unable to determine whether any adjustment was necessary to the land and buildings stated at R1,47 billion in the consolidated and separate financial statements.

4. Property. plant and equipment - Other assets

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence that management, had properly accounted for other assets included in property, plant and equipment, as they could not be verified. The office of the Auditor General was unable to confirm these assets by alternative means. Consequently, they were unable to determine whether any further adjustment relating to other assets stated at R408,74 million as disclosed in note 13 to the consolidated and separate financial statements were necessary.

5. Investment property - Restatement of corresponding amounts

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding amounts for Investment property in the consolidated and separate financial statements. As described in note 12 to the consolidated and separate financial statements, the restatement was made to rectify a previous year misstatement, but it could not be substantiated by supporting audit evidence. The office of the Auditor General was unable to confirm the restatement by alternative means. Consequently, they were unable to determine whether any adjustment was necessary to the investment property stated at R720,22 million (2016: R591,24 million) in the consolidated and separate financial statements.

6. Revenue from exchange transactions

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for revenue from exchange transactions which was presented for audit purposes without the underlying supporting ledgers. The office of the Auditor General was unable to audit the revenue from exchange transactions by alternative means. Consequently, they were unable to determine whether any adjustments to revenue from exchange transactions stated at R2,73 billion disclosed in notes 28 -31 and 33 -35 to the consolidated and separate financial statements were necessary.

7. Revenue from non-exchange transactions

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for revenue from non exchange transactions which was presented for audit purposes without the underlying supporting ledgers. The office of the Auditor General was unable to audit the revenue from nonexchange transactions



by alternative means. Consequently, They were unable to determine whether any adjustments to revenue from non-exchange transactions stated at R795,88 million disclosed in note 36 to the consolidated and separate financial statements were necessary.

8. Consumer debtors

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence as consumer debtors recorded in the consolidated and separate financial statements did not reconcile to the debtors age analysis. They were unable to confirm consumer debtors stated at R2,08 billion in note 4 to the consolidated and separate financial statements by alternative means as it was impracticable to do so. Additionally, there was a resultant impact on the related revenue and impairment that could not be determined.

9. Receivables from exchange transactions

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence that receivables from exchange transactions was properly accounted for due to the status of accounting records for prepayments disclosed. The office of the Auditor General was unable to confirm these prepayments by alternative means. Consequently, they were unable to determine whether any adjustments to receivables from exchange transactions stated at R51,37 million (2016: R111 ,89 million) disclosed in note 7 to the consolidated and separate financial statements were necessary. Additionally, there was a resultant impact on the related impairment in note 52 that could not be determined.

10. Expenditure - Bad debts written off

Management had written off consumer debts without the appropriate council resolution as required by section 64(2a) of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA). Furthermore, bad debts written off were not adequately supported. I was unable to confirm the bad debts written off by alternative means. Consequently, I was unable to determine whether any adjustments relating to bad debts written off stated at R332,29 million in note 40 to the consolidated and separate financial statements were necessary. Additionally, there was a resultant impact on the related consumer debtors which could not be determined.

11. Commitments

Management did not properly account for commitments as required by SA Standards of GRAP 17 Property, plant and equipment due to inadequate systems and processes to account for this disclosure. I was unable to determine the full extent of the misstatement as it was impractical to do so. Consequently, commitments stated at R286,94 million in note 60 to the consolidated and separate financial statements was misstated by an unknown amount.

12. Inventory

Management did not disclose the change in the inventory accounting policy in terms of South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) 3, Accounting policies, estimates and errors. The nature and the amount of the correction at the beginning of the earliest previous period were not disclosed as supporting information was not provided. Additionally, adjustments were made to inventory which could not be supported. I could not confirm these adjustments nor the impact of the change of accounting policy by alternative means. Consequently, I was unable to determine whether any adjustments to inventory stated at R66, 14 million disclosed in note 5 to the consolidated and separate financial statements were necessary.

History of the Audit Outcome

Financial Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Outcome	Qualified	Unqualified	Unqualified	Clean Audit	Qualified	Disclaimer



SECTION B-CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

2.1 INTRODUCTION

This section identifies key Planning and Development Principles that guide the IDP and planning decision-making in the Municipality. Also included in this section is a summary of the applicable government priorities and policies guiding organs of state and the Msunduzi Municipality.

2.2 PLANNING AND DEVELOPMENT PRINCIPLES FOR THE MSUNDUZI IDP

The following principles underpin the Msunduzi IDP:

- Compact urban form is desirable (DFA Principle);
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centre (DFA principle);
- The direction of new development towards logical infill areas (DFA Principle);
- Development/investment should be focussed on localities of economic growth and/or economic potential (NSDP);
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services, and opportunities (KZN PGDS);
- Basic services (water, sanitation, access, and energy) must be provided to all households (NSDP);
- Balance between urban and rural land development in support of each other (DFA Principle);
- Prime and unique agricultural land, the environment, and other protected lands must be protected and land must be safely utilised (SPLUMA);
- If there is a need for low- income housing, it must be provided in close proximity to areas of opportunity (Breaking New Ground- Department of Human Settlement);
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car, and enables people, as far as possible, to meet their needs locally. Furthermore, this principle is underpinned by an assessment of each area's unique competencies towards its own self- reliance and need to consider the environment, human skills, infrastructure, and capital available to a specific area, and how it could contribute to increase its self-sufficiency (KZN PGDS).

2.3 POLICY FRAMEWORK

2.3.1 THE MUNICIPAL SYSTEMS ACT (32 OF 2000)

The Municipal Systems Act (MSA) is the key piece of legislation guiding the preparation of IDPs. Section 26 of the act compels all municipalities to prepare IDPs as their primary and overriding management tool. Section 26 also lists key components that an IDP must reflect, which are summarised as follows:

- The Council's Vision for the long-term development of the Municipality;
- An assessment of the existing level of development within the Municipality, including the identification of communities without access to basic municipal services;
- Council's development priorities and objectives, inclusive of its local economic development aims ,as well as the internal transformation needs;
- Council's development strategies, which must be aligned with any national or provincial plans and planning requirements binding on the Municipality in terms of legislation;
- A municipal Spatial Development Framework (SDF), which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the Municipality; and
- Key Performance Indicators and targets determined through an organisational performance system, based on the priorities identified in the IDP.



This IDP Review document has been prepared in accordance with the requirements of the MSA as well as with the Municipal Planning and Performance Management Regulations (R796 of 2001).

2.3.2 THE SUSTAINABLE DEVELOPMENT GOALS

At the United Nations Sustainable Development Summit on 25th September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The Sustainable Development Goals therefore, build on the Millennium Development Goals (MDGs); eight anti-poverty targets that the world committed to achieving by 2015.

The MDGs, adopted in 2000, aimed at an array of issues that included slashing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all.

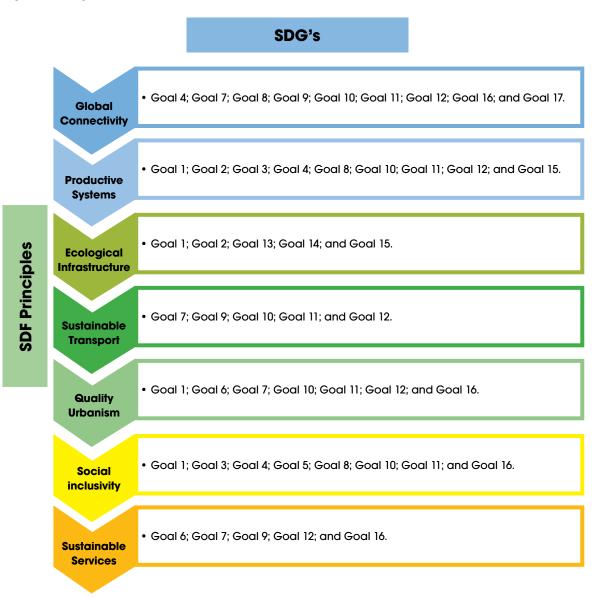
The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The Sustainable Development Goals are summarised as follows:

- Goal I. End poverty in all its forms everywhere.
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Goal 3. Ensure healthy lives and promote well-being for all at all ages.
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 5 Achieve gender equality and empower all women and girls.
- Goal 6. Ensure availability and sustainable management of water and sanitation for all.
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all.
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 10. Reduce inequality within and among countries.
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.
- Goal 12. Ensure sustainable consumption and production patterns.
- Goal 13. Take urgent action to combat climate change and its impacts.
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The Sustainable Development Goals will therefore complete the aims of the Millennium Development Goals, and ensure that no one is left behind.



Figure 3: Alignment between SDF Principles and SDG's



2.3.3 THE NATIONAL DEVELOPMENT PLAN (VISION 2030)

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC). The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. In the NPC's Diagnostic Report (2011), the NPC identified 9 primary challenges facing the country (which are also prevalent in the Msunduzi Municipality), namely:

- Too few people work;
- The quality of school education for black people is poor;
- Infrastructure is poorly located, inadequate, and under-maintained;
- Spatial divides hobble inclusive development;
- The economy is unsustainably resource intensive;
- The public health system cannot meet demand or sustain quality;
- Public services are uneven and often of poor quality;
- Corruption levels are high; and
- South Africa remains a divided society.



In addressing these concerns, the NDP sets out six interlinked priorities, namely:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy, and accountability;
- Bringing about faster economic growth, higher investment, and greater labour absorption;
- Focussing on key capabilities of people and the state;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

The NDP is a plan for all South Africans, which provides a framework to guide key choices and actions of both civil society and the state. Amongst other things, the NDP depends on municipal IDPs to unpack and operationalize these priorities, something which this IDP strives to do through its objectives and strategies. The figure below summarises the approach to change outlined in the NDP.

FIGURE 1: Approach to Change outlined in the National Development Plan



National Development Plan: Vision 2030

Within the IDP, cognisance has been taken of the key action areas identified in the plan, with particular focus on the areas on the following page:

TABLE 9: NATIONAL DEVELOPMENT PLAN OBJECTIVES AND ACTIONS WITH RELEVANCE TO MSUNDUZI

OBJECTIVE	ACTIONS
Economy and Employment	 Reducing the costs of living for poor households and costs of doing business through micro economic reforms; Develop proposals for an acceptable minimum standard of living and proposals on how to achieve this over time. Remove the most pressing constraints on growth, investment, and job creation, including energy generation and distribution, urban planning, etc. Broaden the extended public works programme to cover over 2 million full-time equivalent jobs by 2020.



OBJECTIVE	ACTIONS
Economic Infrastructure	 Ring- fence the electricity distribution businesses of the 12 largest municipalities (which account for 80% of supply), resolve maintenance and refurbishment backlogs, and develop a financing plan, alongside investment in human capital. Revise national electrification plan and ensure 90% grid access by 2030 (with balance met through off-grid technologies). A comprehensive management strategy, including an investment programme for water resource development, bulk water supply, and waste water management for major centres by 2012, with reviews every five years. Create regional water and wastewater utilities, and expand mandates of existing water boards (between 2012 and 2017). Consolidate and selectively expand transport and logistical infrastructure, with one key focus area being improved public transport infrastructure and systems including the renewal of the commuter rail fleet, supported by enhanced links with road-based services. Establish a national, regional and municipal fibre optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.
Environmental Sustainability and Resilience	 Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas. Carbon price, building standards, vehicle emission standards, and municipal regulations to achieve scale in stimulating renewable energy, waste recycling, and in retrofitting buildings. Carbon-pricing mechanisms, supported by a wider suite of mitigation policy instruments to drive energy efficiency. All new buildings to meet the energy-efficiency criteria set out in South African National Standard 204. Chanel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaption strategies and support services for small- scale and rural farmers.
Inclusive Rural Economy South Africa in the region and	 Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of the mining industry commitments to social investment, and tourism investments. Create tenure security for communal farmers, especially women, investigate different forms of financing and vesting private property rights in land reform beneficiaries that does not hamper beneficiaries with a high debt burden. Implement a focussed regional integration strategy with emphasis on road, rail, and port infrastructure in the region.
world Transforming Human Settlements	 Reform of the current planning system for improved coordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlement. Substantial investment to ensure safe, reliable, and affordable public transport. Introduce spatial development framework and norms, including improving balance between location of jobs and people. Provide incentives for citizen activity for local planning and development of spatial compacts. Introduce mechanisms that would make land markets work more effective for the poor and support rural and urban livelihoods.
Improving Education, Training and Innovation	 Strengthen coordination between departments, as well as the private and non-profit sectors. Focus should be on routine day-to-day coordination between units of departments that do similar work. The interests of all stakeholders should be aligned in support the common goal of achieving good educational outcomes that are responsive to community needs and economic development.





OBJECTIVE	ACTIONS
Healthcare for all	 Promote health diets and physical activity. Prevent and control epidemic burdens through deterring treating HIV/Aids, new epidemics and alcohol abuse; improve the allocation of resources and the availability of health personnel in the public sector; and improve the quality of care, operational efficiency, health worker morale and leadership and innovation.
Social Protection	 Together with social partners, determine a social floor that can progressively be realised through rising employment, higher earnings and social grants and other aspects of the social wage. Pilot mechanisms and incentives to assist the unemployed to access the labour market. Expand existing public employment initiatives to create opportunities for the unemployed.
Building Safer Communities	 Safety audits in all communities focussing on crime and safety conditions of the most vulnerable in the community. Increase community participation in crime prevention and safety initiatives. Mobilise youth for inner city safety to secure safe places and spaces for young people.
Building a Capable and Developmental State	 Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity. Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity. Adopt a less hierarchical approach to coordination so that routine issues can be dealt with on a day- to- day basis between mid-level officials. Use the cluster system to focus on strategic cross- cutting issues and the Presidency to bring different parties together when coordination breaks down.
Fighting Corruption	 The capacity of corruption-fighting agencies should be enhanced and public education should be part of the mandate of the anti-corruption agency. An accountability framework should be developed linking the liability of individual public servants to their responsibilities in proportion to their seniority. Restraint-of-trade agreements for senior civil servants and politicians at all levels of government. All corrupt officials should be made individually liable for all losses incurred as a result of their corrupt actions.
Nation Building and Social Cohesion	 Sustained campaigns against racism, sexism, homophobia and xenophobia. Improving public services and spaces as well as building integrated housing and sports facilities in communities to ensure sharing of common spaces across race and class. Incentivising the production and distribution of all art forms that facilitate healing, nation building and dialogue. Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards and Community Policing Forums. Work towards a social compact for growth, employment and equity.

Table 9 indicates the NDP objectives with relevance to the Msunduzi Municipality. The strategic framework of the IDP addresses these objectives.



59

2.3.4 NATIONAL INFRASTRUCTURE PLAN

The National Infrastructure Plan is based on a spatial analysis of the country and identifies 18 Strategic Integrated Projects (SIPs) therein. The SIPs cover a range of projects earmarked to expand the economic and social infrastructure platform of the country throughout its nine provinces (Presidential Infrastructure Coordinating Report (2012: 6-10).

Inherently, the outcomes of the plan need to be aligned with human settlement planning, and with skills development, as key cross-cutting areas across all municipalities and key government sectors within South Africa (SA) (ibid).

Therefore, it is noteworthy that a number of SIPs may impact on the future spatial and specifically spatial economic development of the uMungundlovu District Municipality (DM) and the Msunduzi Municipality. These have specific relevance to spatial planning within a regional and municipal scale as highlighted therein the infrastructure plan. According to the Presidential Infrastructure Coordinating Report (2012: 17-25), the applicable SIPs may be summarised as follows:

(a) SIP 2 : Durban - Free State - Gauteng Logistics and Industrial Corridor

Intendeds to strengthen the logistics and transport corridor between SA's main industrial hubs whilst improving access to Durban's export and import facilities, raising efficiency along the corridor and integrating the Free State Industrial Strategies activities into the corridor. It further intends to integrate the currently disconnected industrial and logistics activities along with marginalised rural production centres surrounding the corridor that are currently isolated from the main logistics systems.

(b) SIP 7 : Integrated Urban Space and Public Transport Programme

Intends to co-ordinate planning and implementation of public transport, human settlement, economic and social infrastructure and location decisions into sustainable urban settlements connected by densified transport corridors.

(c) SIP 11 : Agri-logistics and Rural Infrastructure

Is embarked to improve investment in agricultural and rural infrastructure that supports expansion of production and employment, small-scale farming and rural development, including facilities for storage (silos, fresh-produce facilities, packing houses); transport links to main networks (rural roads, branch train-line, ports), fencing of farms, irrigation schemes to poor areas, improved research and development on rural issues (including expansion of agricultural colleges), processing facilities (abattoirs, dairy infrastructure), aquaculture incubation schemes and rural tourism infrastructure.

(d) SIP 15 : Expanding access to communication technology

Intends to provide 100% broadband coverage to all households by 2020 through establishing core Points of Presence (POPs) in district municipalities, extend new Infraco fibre networks across provinces linking districts, establish POP's and fibre connectivity at local level, and further penetrate the network into deep rural areas. While the private sector will invest in ICT infrastructure for urban and corporate networks, government will co-invest for township and rural access as well as for e-government, school and health connectivity. The school rollout focus initially on the 125 Dinaledii (science and math focussed) schools and 1 525 district schools. Part of digital access to all South Africans includes TV migration nationally from analogue to digital broadcasting.

(e) SIP 18 : Water and Sanitation

This SIP focuses on developing a 10 year plan to address the estimated backlog of adequate water supply to 1.4 million households and basic sanitation to 2.1 million households whilst also layering favourable conditions for economic growth through the provision of water and sanitation infrastructure. Projects will include a focus on a new infrastructure, rehabilitation, upgrading and the improvement of water infrastructure management. Ultimately, the potential impact of SIPs must be considered in future spatial planning as they are unlikely to attract substantial investment from government in the medium to long term and will have special spatial development implications.



1. SIPS Implication for the SDF

The most applicable SIP to the Msunduzi Municipality is SIP 2, 7, 15 and 18. These SIPS are applicable to the Msunduzi Municipality for the following reasons:

- SIP 2 assists in identifying that the Msunduzi Municipality presents further specialised development opportunities along the N3 corridor which is a resultant of its locational advantage between the Durban Port, Cato Ridge and N3 corridor that is responsible for linking the Gauteng Province to the Durban Port. In this regard, it useful to point out that the Msunduzi Municipality has duly aligned itself to such a development opportunity through advocating the case for the upgrade of the Msunduzi Airport, establishing a Msunduzi Technology Hub and strengthening accessibility to such facilities through proposed interchange points along the N3.
- SIP 7 The Municipality has also in coordination with the Department of Transport established an IRPTN movement system therein which is geared towards facilitating easier mobility and servicing areas that comprise of greater thresholds such as the CBD, Edendale and Imbali areas.
- SIP 15 The Municipality has identified areas of key ICT intervention particularly within areas of previous neglect such as Edendale thus assisting in bridging the urban divide within its jurisdiction.
- SIP 18 The Municipality has established a set of infrastructural management plans in regards to water and sanitation particularly in Vulindlela, Pietermaritzburg, SEDis, Edendale and the broader Msunduzi Municipality which effectively communicate various key strategies and infrastructural projects therein to assist with layering down the key conditions for economic growth within these areas and ultimately reinforcing their role as economic growth areas, i.e sustainable urban centres.

Therefore, the Msunduzi SDF needs to be spatially cognisant and representative of these initiatives whilst demonstrating alignment to the overall SIPS.

2.3.5 GOVERNMENT OUTCOMES 1 – 14

The Government's outcome-based approach arose out of a realisation by government that change was not happening as rapidly and effectively as required. It noted that progress was being made in many areas, and that greater access to services was being provided to many communities. However, government was not achieving the outcomes to ensure a "better life for all" and many communities were rightly impatient with the quality, relevance, and adequacy of government service delivery.

Out of this backdrop the outcomes approach was developed ensuring that government is focussed on achieving the expected real improvements in the lives of South Africans. The approach clarifies what is expected to be achieved, how it will be done, and where it will take place. It insists that the different spheres of government improve the lives of citizens rather than just carrying out their functions. The twelve outcomes are summarised below:

- 1. Improved quality of basic education;
- 2. A long and healthy life for all South Africans;
- 3. All people in South Africa are and feel safe;
- 4. Decent employment through inclusive economic growth;
- 5. A skilled and capable workforce to support an inclusive growth path;
- 6. An efficient, competitive, and responsive economic infrastructure network;
- 7. Vibrant, equitable, and sustainable rural communities, with food security for all;
- 8. Sustainable human settlements and improved quality of household life;
- 9. A responsive, accountable, effective, and efficient local government system;
- 10. Environmental assets and natural resources that are well protected and continually enhanced;
- 11. Creation of a better South Africa, and contributing to a better and safer Africa and World; and
- 12. An efficient, effective, and development oriented public service and an empowered, fair, and inclusive citizenship
- 13. A comprehensive, responsive and sustainable social protection system.
- 14. A diverse, socially cohesive society with a common national identity

These outcomes provide strategic focus and do not cover the whole of government's work and activities. The IDP document addresses each of these outcomes and municipal strategies have been designed accordingly.



2.3.6 NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2018)

The Honourable President of the republic announced that this is the centenary of Nelson Mandela and that the country shouldn't just honour the past but also build the future on the same values of Nelson Mandela. We are continuing the long walk he began, to build a society in which all may be free, in which all may be equal before the law and in which all may share in the wealth of our land and have a better life. This year, we also celebrate the centenary of another giant of our struggle, Albertina Nontsikelelo Sisulu. Through her remarkable life and outstanding contribution, she defined what it means to be a freedom fighter, a leader and a diligent and disciplined servant of the people.

We are a nation at one.

We are one people, committed to work together to find jobs for our youth; to build factories and roads, houses and clinics; to prepare our children for a world of change and progress; to build cities and towns where families may be safe, productive and content.

The state we are in as a nation is that while poverty declined significantly following the democratic breakthrough of 1994, we have seen reverses in recent years. Poverty levels rose in 2015, unemployment has gone up and inequality has persisted. For several years our economy has not grown at the pace needed to create enough jobs or lift our people out of poverty.

Since the start of the current Parliament, our public employment programmes have created more than 3.2 million work opportunities. In the context of widespread unemployment, they continue to provide much needed income, work experience and training. We have taken measures to reduce the cost of living, especially for the poor. Government's free basic services programme currently supports more than 3.5 million indigent households.

Business confidence among South African companies has improved and foreign investors are looking anew at opportunities in our country. Some financial institutions have identified South Africa as one of the hot emerging markets for 2018. Our task, as South Africans, is to seize this moment of hope and renewal, and to work together to ensure that it makes a meaningful difference in the lives of our people.

This year, we will be initiating measures to set the country on a new path of growth, employment and transformation. We will do this by getting social partners in our country to collaborate in building a social compact on which we will create drivers of economic recovery. We have to build further on the collaboration with business and labour to restore confidence and prevent an investment downgrade. Tough decisions have to be made to close our fiscal gap, stabilise our debt and restore our state-owned enterprises to health. At the centre of our national agenda in 2018 is the creation of jobs, especially for the youth. We are going to embark on a number of measures to address the unemployment challenge.

One of the initiatives will be to convene a Jobs Summit within the next few months to align the efforts of every sector and every stakeholder behind the imperative of job creation. The summit will look at what we need to do to ensure our economy grows and becomes more productive, that companies invest on a far greater scale, that workers are better equipped, and that our economic infrastructure is expanded. We will expect this summit to come up with practical solutions and initiatives that will be implemented immediately.

To this end, we will organise an Investment Conference in the next three months, targeting both domestic and international investors, to market the compelling investment opportunities to be found in our country. We are going to address the decline over many years of our manufacturing capacity, which has deeply affected employment and exports.

We will seek to re-industrialise on a scale and at a pace that draws millions of job seekers into the economy. We are going to promote greater investment in key manufacturing sectors through the strategic use of incentives and other measures. To further stimulate manufacturing, we will forge ahead with the localisation programme, through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement. The process of industrialisation must be underpinned by transformation.



Through measures like preferential procurement and the black industrialists programme, we are developing a new generation of black and women producers that are able to build enterprises of significant scale and capability. Radical economic transformation requires that we fundamentally improve the position of black women and communities in the economy, ensuring that they are owners, managers, producers and financiers. Our most grave and most pressing challenge is youth unemployment. (msunduzi figure)

Working in partnership with business, organised labour and community representatives, we are creating opportunities for young people to be exposed to the world of work through internships, apprenticeships, mentorship and entrepreneurship. Next month, we will launch the Youth Employment Service initiative, which will place unemployed youth in paid internships in companies across the economy. Together with our partners in business, we have agreed to create a million such internships in the next three years. I will therefore be establishing a Youth Working Group that is representative of all young South Africans to ensure that our policies and programmes advance their interests.

We will focus on improvements in our budget and monitoring systems, improve the integration of projects and build a broad compact on infrastructure with business and organised labour.

Ultimately, the growth of our economy will be sustained by small businesses, as is the case in many countries. It is our shared responsibility to grow this vital sector of the economy. Government will honour its undertaking to set aside at least 30 percent of public procurement to SMMEs, cooperatives and township and rural enterprises. We will continue to invest in small business incubation. Government is finalising a small business and innovation fund targeted at start-ups. We will reduce the regulatory barriers for small businesses. We are also working to expand economic opportunities for people with disabilities.

Among other things, the Small Enterprise Finance Agency – SEFA – has launched a scheme to develop and fund entrepreneurs with disabilities called the Amavulandlela Funding Scheme. Agriculture presents one of the greatest opportunities to significantly grow our economy and create jobs. This year, we will take decisive action to realise the enormous economic potential of agriculture. We will accelerate our land redistribution programme not only to redress a grave historical injustice, but also to bring more producers into the agricultural sector and to make more land available for cultivation.

Guided by the resolutions of the 54th National Conference of the governing party, this approach will include the expropriation of land without compensation. We are determined that expropriation without compensation should be implemented in a way that increases agricultural production, improves food security and ensure that the land is returned to those from whom it was taken under colonialism and apartheid.

Tourism is another area which provides our country with incredible opportunities to, quite literally, shine. Tourism currently sustains 700,000 direct jobs and is performing better than most other growth sectors. There is no reason why it can't double in size. This year, we will enhance support for destination marketing in key tourism markets and take further measures to reduce regulatory barriers and develop emerging tourism businesses.

We will soon establish a Digital Industrial Revolution Commission, which will include the private sector and civil society, to ensure that our country is in a position to seize the opportunities and manage the challenges of rapid advances in information and communication technology.

South Africa will this year take over the chair of the BRICS group of countries, and will give priority to the promotion of value-added trade and intra-BRICS investment into productive sectors.

On the 1st of May this year, we will introduce the first national minimum wage in South Africa. This historic achievement – a realisation of one of the demands of the Freedom Charter – is expected to increase the earnings of more than six million working South Africans and improve the living conditions of households across the country.

To ensure greater coherence and consistency in the implementation of economic policy – and to ensure that we are better equipped to respond to changing economic circumstances – I will be appointing a Presidential Economic Advisory Council.



63

It will draw on the expertise and capabilities that reside in labour, business, civil society and academia. The country remains gripped by one of the most devastating droughts in a century, which has severely impacted our economy, social services and agricultural production.

The drought situation in the Western Cape, Eastern Cape and Northern Cape has been elevated to a national state of disaster.

On 16 December last year, former President Jacob Zuma announced that government would be phasing in fully subsidised free higher education and training for poor and working class South Africans over a five-year period. Starting this year, free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000. In addition to promoting social justice, an investment of this scale in higher education is expected to contribute to greater economic growth, reduce poverty, reduce inequality, enhance earnings and increase the competitiveness of our economy.

Government will continue to invest in expanding access to quality basic education and improving the outcomes of our public schools. The Funza Lushaka Bursary programme plans to award 39,500 bursaries for Initial Teacher Education over the next three years.

We will also need to confront lifestyles diseases such as high blood pressure, diabetes, cancers and cardiovascular diseases. In the next three months we will launch a huge cancer campaign similar to the HIV counselling and testing campaign. In improving the quality of life of all South Africans, we must intensify our efforts to tackle crime and build safer communities.

During the course of this year, the Community Policing Strategy will be implemented, with the aim of gaining the trust of the community and to secure their full involvement in the fight against crime. The introduction of a Youth Crime Prevention Strategy will empower and support young people to be self-sufficient and become involved in crime fighting initiatives.

In recognising the critical role that NGOs and community-based organisation play in tackling poverty, inequality and related social problems, we will convene a Social Sector Summit during the course of this year.

Among other things, this Summit should seek to improve the interface between the state and civil society and address the challenges that NGOs and CBOs face.

We want our public servants to adhere to the principle of Batho Pele, of putting our people first. We are determined that everyone in public service should undertake their responsibilities with efficiency, diligence and integrity.

I will also find time to meet with provincial and local government leaders to ensure that the state, in its entirety, responds to the pressing needs of our people.

Our country has entered a period of change.

While change can produce uncertainty, even anxiety, it also offers great opportunities for renewal and revitalisation, and for progress. Together we are going to make history.

We have done it before and we will do it again – bonded by our common love for our country, resolute in our determination to overcome the challenges that lie ahead and convinced that by working together we will build the fair and just and decent society to which Nelson Mandela dedicated his life.

As I conclude, allow me to recall the words of the late great Bra Hugh Masekela.

In his song, 'Thuma Mina', he anticipated a day of renewal, of new beginnings.



2.3.7 THE BACK TO BASICS APPROACH

The Msunduzi municipality is not one of the 21 Municipalities identified as giving below the minimum standard of service however the municipality is reporting on a monthly basis's on Back to Basics. The municipality has been reporting since the inception of the programmes and it has programmes and projects aligned to the five pillars of Back to Basics. The five pillars as stated on the back to basics policy;

No.	Back to basics pillar	Municipal Response
1	Putting people first and engaging with communities	Monthly monitoring and hosting of ward committee meeting and community meetings
2	Delivering Basic Services	The implementation of the operational and maintenance plans of the different service department roads, electricity, water and sanitation and community services
3	Good Governance	Council structures are in place and monthly meetings to play the oversight role.
4	Sound Financial Management	Weekly expenditure control meeting held the accounting officer. Long terms financial plan in place and being implemented
5.	Building Capabilities	The municipality has a Workplace skills plan in place and it is implemented accordingly. The municipality is also part of SA cities network which is a platform for engaging and knowledge sharing.

The municipality has further integrated these into the municipal strategic frame, municipal Scorecard and into the SDBIP. The workplans of the relevant senior managers will reflect indicators and targets that respond to the Back to basic approach.

2.3.8 THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

The Spatial Planning and Land Use Management Act, 2013 was assented to by the President of the Republic of South Africa on 5 August 2013. It came into operation on the 1st of July 2015.

SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

SPLUMA has become the official overarching legislation for development planning in the country and has repealed the following legislations previously used for various development planning purposes:

- Removal of Restrictions Act, 1967 (Act No. 84 of 1967)
- Physical Planning Act, 1967 (Act No. 88 of 1967)
- Less Formal Township Establishment Act, 1991 (Act No. 133 of 1991)
- Physical Planning Act, 1991 (Act No. 125 of 1991)
- Development Facilitation Act, 1995 (Act No. 67 of 1995)

Some of the key aspects that SPLUMA deals with are:

- Development Principles and Norms and Standards
- Intergovernmental Support
- Spatial development Frameworks
- Land Use Management
- Land Development Management

Section 35 (2) Of SPLUMA states; "A municipality must, in order to determine land use development applications within its municipal area, establish a Municipal Planning Tribunal. A Municipal Planning Tribunal (MPT) is the decision making body for Land Development. In terms of the Draft Regulations in terms of SPLUMA, All category 1 applications must be referred to the Tribunal:



- (a) The establishment of a township or the extension of the boundaries of a township;
- (b) The amendment of an existing scheme or land use scheme by the rezoning of land;
- (c) The removal, amendment or suspension of a restrictive or obsolete condition, servitude or reservation registered against the title of the land;
- (d) The amendment or cancellation in whole or in part of a general plan of a township;
- (e) The subdivision and consolidation of any land other than a subdivision and consolidation which is provided for as a Category 2 application;
- (f) Permanent closure of any public place;
- (g) Any consent or approval required in terms of a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme.

In compliance with the Spatial Land Use Management Act the Msunduzi Municipality has appointed an Authorized Officer, which assess and approves category 2 applications that include Special Consents and Home Activity applications. Below ia a list of members that serve on the Msunduzi Planning Tribunal which meets twice a month to consider applications across the city.

Members

- 1. R. Ngcobo (Chairperson-DMM; Economic Development)
- 2. M. Hlubi (Independent Attorney)
- 3. L. Gaxela (Independent Town Planner)
- 4. F. Naude (Independent Land Surveyor
- 5. M. Povall (Independent Town Planner)
- 6. S. Zulu (Manager: Land Survey)
- 7. R. Bartholomew (Manager: Conservation and Environment)
- 8. M. Khumalo (Town Planner)
- 9. S. Mkhize (Manager: Building Survey)

Mesdames

- 10. N. Mkhize (Attorney)
- 11. L. Mngenela (Manager: Transportation Planning)
- 12. N. Hlophe (Development Management)

2.3.9 INTEGRATED URBAN DEVELOPMENT FRAMEWORK

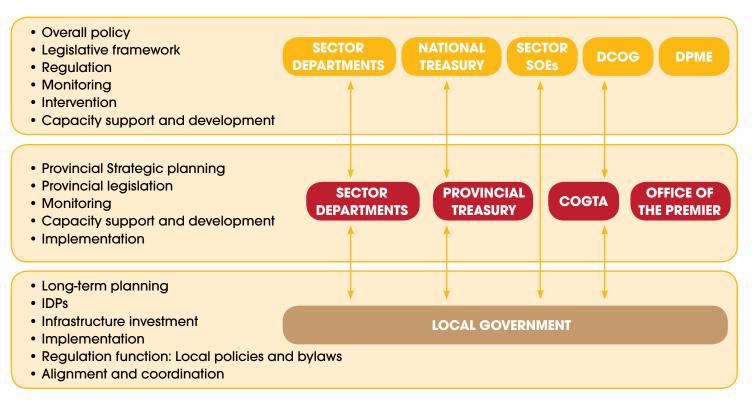
The overall outcome of the IUDF is spatial transformation. This marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. Informed by this outcome and the NDP's vision for urban South Africa, the IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's cities and towns. To achieve this transformative vision, four overall strategic goals are identified:

- Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas.
- Inclusion and access: To ensure people have access to social and economic services, opportunities and choices.
- Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.
- Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

Although the three spheres of government will need to perform distinct but interrelated functions, the success of each lever depends on the collaboration and alignment of interventions. Figure 2 sumarises the key roles and responsibilities of each sphere of government in implementing the policy levers. It represents the relationships and interdependencies among the various spheres, not a hierarchy. Crucially, it recognises local government's important implementing and integrating role, which other spheres have not always recognised.



Figure 2: Lever implementation: roles and reponsibilities



The short-term priority is build on and strengthen existing plans and programmes, such as the SIPs, municipal built environment performance plans, urban networks, transformation plans for the fast-growing mining towns and others. However, these programmes need to be further analysed to assess the degree to which they assist in creating compact and connected cities and towns.

REF	OBJECTIVE	KEY ACTIONS	KEY INSTITUTIONS		TIMEFRAME (2016 - 2019)		
				Y1	Y2	Y3	
1.	Catalyse development spinoffs emanating from the strategic capital investments	Develop and implement consolidated local area plans for each of the catalytic projects, including the SIPs	Affected municipalities (supported by provinces and responsible sector department) Economic Development Department (EDD)	•	•	•	
2.	(projects).	Strengthen alignment between various SIPs, especially those in urban spaces and their related infrastructure.	EDD (lead) SIP coordinators COGTA Municipalities	•	•		
3.		Align capital investments and plans in respect of priority economic zones (identified as per the IDZs, IPAP, etc.) Provinces to work with municipalities to ensure aligment of national, provincial and local investments.	Municipalities (lead) COGTA Provinces Private sector EDD DTI	•	•	•	
4.	Promoted coherent and sustainable development	Development institutional model(s)/mechanisms to facilitate regional development.	COGTA (lead) DPME Offices of the Premier Municipalities		•	•	



67

REF	OBJECTIVE	KEY ACTIONS	KEY INSTITUTIONS		TIMEFRAME (2016 - 2019)		
				Y1	Y2	Y3	
5.		Improve/develop long-term development plans and infrastructure plans for the intermediate cities and fast- growing mining towns and regions.	Municipalities (lead) Procinces COGTA	•	•	•	

IUDF Priority: Create liveable and safe human settlements

Increasingly, people are reacting not only to the lack of decent housing, but also to the lack of improvement in the quality of lives, despite the massive built environment investments being made.

REF	OBJECTIVE	OBJECTIVE KEY ACTIONS	KEY INSTITUTIONS		1EFRA 16 - 20	
				Y1	Y2	Y3
1.	Create safe and liveable urban spaces	Develop and implement norms and standards for municipal (solid waste management, electricity, road maintenance and response to serve delivery interruptions) health and safety services and public spaces in all residential developments.	Municipalities (lead) Department of Human Settlements (DHS) Department of Water Affairs (DWA) Department of Education (DOE) Department of Health (DOH) Department of Transport (DOT) Department of Arts and Culture(DAC) Department of Sports and Recreation (DSR) Civilian Secretariat for Police (CSP)	•	•	
2.		Strengthen capacity to enforce planning, health, safety and other land-use regulations and bylaws.	Municipalities	•	•	•
3.	Improve access of the urban poor to areas of economic and social opportunities.	Develop and implement inner- city revitalisation programmes, including a special fund to support inner-city regeneration and urban renewal in the prioritised urban area.	Municipalities (lead) COGTA National Treasury DHS	•	•	•



The vision in the NDP chapter on the capable and development state is, by 2030, to have a development state that is accountable, focused on citizen's priorities, and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. In line with this vision, the 2014-2019 MTSF focuses on ensuring sustainable and reliable access to basic services, improving leadership, managing intergovernmental systems and strengthening capacity for deliberative public participation through improved consultation, communication and feedback mechanisms. The IUDF policy lever on empowered, active communities provides several priorities that empower and enable communities to participate in urban life and help transform the quality of urban life. The following key actions are identified for implementation in the short-term.

IUDF Priority: Strengthen platforms for public participation and communication with all stakeholders

REF	OBJECTIVE	KEY ACTIONS	KEY INSTITUTIONS	TIMEFRAME (2016 - 2019)		
				Y1	Y2	Y3
23.	Build public trust and improve	Conduct customer satisfaction surveys.	Municipalities	•	•	•
24.	accountability.	Develop and implement public engagement and communication strategies to augment the ward committee system, including improving the use of technology to communicate with communities, residents and other stakeholders.	Municipalities (lead) Government Communication and Information System (GCIS) State Information Technology Agency (SITA) COGTA	•	•	
25.		Develop customer complaint mechanisms.	Municipalities	•		
26.		Involve communities in neighborhood planning, implementation and monitoring of projects.	Municipalities	•		
27.		Strengthen partnerships with other non-governmental institutions through the National Urban Forum and other mechanisms.	Municipalities DHS COGTA	•	•	•

2.3.10 PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS 2018)

The state of the province address (SOPA) which took place on the 28 February 2018 was delivered by T.W Mchunu, the premier of KwaZulu-Natal province. The 2018 SOPA noted that the celebration of 100 years of former democratically elected President, Nelson Mandela and hence declared 2018 the year of renewal, unity and jobs The Premier made reference to recent political processes both nationally and provincially such as the departure of former president Jacob Zuma and the appointment of the new president Cyril Ramaphosa and the effect on the stability of the province. In line with the theme for 2018 the Msunduzi Municipality will be working towards a renewal of municipal infrastructure and services. The municipalities will also holding a variety of events in city which will foster peace and unity across beyond race and economic diversity. The Mayor will be hosting international delegates in response to the call to foster international relations within the city. Mr Mnhunu touched on the fact that the youth unemployment rate is currently sits at 38.6%, while the economic trajectory remains at 1%. The province as a short term strategy has resolved to focus on agriculture, manufacturing and tourism to rapidly grow the economy and levels of employment.

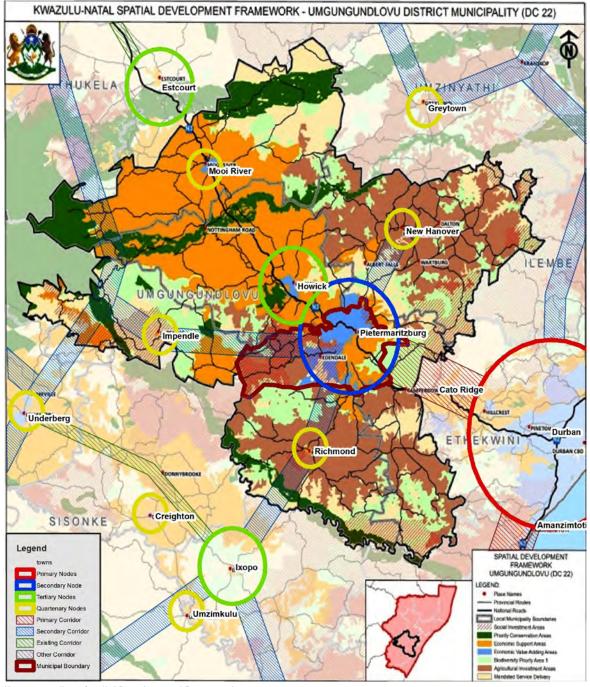


The province continues to work towards the maintenance of the provincial growth and development plan to make sure that it remains aligned with the National Development Plan and the 14 outcomes of the medium term strategic framework. The Premier highlighted the benefit on provincial tourism as a result of the province hosting the World Economic Forum on Africa in May 2017. Moreover the several projects taking place in the municipality to try and eradicate unemployment, such as the techno-hub which is also mentioned in the SOPA and there are other employment programs such as the EPWP. With regards to education the municipality has programs such as the schools development program and early childhood development plan which contributes to the education of children and prevents them from staying in the streets. These are the focus areas for provincial spending and those with an impact on the Msunduzi municipality:

- Human resource development: the Msunduzi Municipality aims at creating a learning city and city of learning, through developing an environment conducive to studying and resides around tertiary institutions.
- On assisting the SMME's reach their full potential, cooperate business and other business in the city, the municipality is in partnership with the NYDA in holding workshops for business owners to assist grow their business.
- Human and community development: eradication of poverty and inequality is one of the aims of government and the delivering of welfare services. The municipality targets community development trough programs such as operation sukuma sakhe, which focuses on integrated and effective service delivery that prioritize the most impoverished wards.
- The municipality has a dedicated a valuation department, which determines value of land offered for human settlement, however the scarcity of land is one of the major impediments to human settlement development
- Development of strategic infrastructure: the municipality is currently under the construction of the IRPTN plan. A main a rail line from Gauteng to Durban will run through the municipality, although still in its conceptual stages. The TOR for the revision of the 2005v bulk water master plan currently being revised.
- Ensuring environmental sustainability: the Msunduzi municipality in partnership with the national department and other relevant departments, developed, and in July 2010 approved, the environmental policy and strategic levels plans
- The municipality has been struggling financially mainly because some residents fail to pay for their services which led to the municipality receiving a disclaimer from the auditor general.
- The municipality has a spatial development framework in place



MAP 1: The PGDS translated to the Msunduzi Municipality



Umgungundlovu Spatial Development Framework

2.3.11 THE PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The PGDS identifies the Msunduzi Municipality as a major urban centre which makes significant contribution to the overall economy of the KZN Province. It further identifies the Msunduzi Municipality as a "Level 2" priority / intervention areas which is characterised by significant urbanisation rates and poverty for its associated inhabitants (PGDP 2013: 21). Furthermore, the PGDP (2013: 100-153) identifies the following noteworthy projects for the Municipality:

- Roll-out of information, communication and technology incubator programme.
- The Vulindlela Housing Project which is intended to be an extensive housing project within the Municipality.



Programme and funding for operations and maintenance which are earmarked to ensure that an appropriate planned maintenance programme is in place and is funded adequately so that the economic life of the electricity infrastructure in KwaZulu-Natal is optimised. The Approach to Distribution Asset Management (ADAM) Turnaround Programme is a comprehensive, multi-year initiative targeted at addressing maintenance, refurbishment and strengthening shortcomings in key electricity distribution infrastructure throughout South Africa. In KZN, Msunduzi is currently ADAM pilot and a review of implementation needs to happen to assess the effectiveness of the programme and the possibility to extend this into other Local Municipalities

PGDS Goal	Msunduzi CDS strategy to action the Goal	
Goal 1 (Inclusive Economic Growth)	Growing the regional economy: The provincial legislator and executive and their needs must be integrated, also partnering with the private sector investing in economic opportunities that create employment growth.	
Goal 2 (Human Resource development)	 Building a capable and developmental municipality: Increasing institutional capacity and promote transformation hence building a capable and developmental municipality (Pg 30, IDP) Creating a learning city and a city of learning: The city must promote education and use its tertiary institutions to help it become a learning institution. There is a need to design strategic plans that inform development around the university precinct of Scottsville. Thus enabling a conducive environment to study and reside, also harmonizing the mixture of existing and future anticipated land uses. 	
Goal 3 Human and Community Development	 Back to Basics: This strategy requires a cross-organisational approach such as reorganising the way service delivery happens and introducing innovations which are key elements of this priority area. (Pg 107-116, IDP) 	
Goal 4 Strategic Infrastructure	• Improving infrastructure efficiency: There is a need for a realistic review of infrastructure within the city. To address this key issue the Municipality has identified key catalytic projects to improve infrastructure which include the Free Node Development and electrical infrastructure upgrade.	
Goal 5 (Environmental Sustainability)	 Spatial effectiveness: Msunduzi needs to plan for growth within the city which includes looking at how an increased population will be accommodated and serviced. Densities and public transport corridors must be incrementally increased with continuous improvements in non-motorised and other mobility option as well as equitable access to social facilities. 	
Goals 6 (Governance and policy development)	 Building a capable and developmental municipality: Increasing institutional capacity and promote transformation hence building a capable and developmental municipality (Pg 30, IDP) Serving as a provincial capital: The Municipality is ideally located as a capital city of KwaZulu-Natal with access to a variety of government head offices and high level human resources. It is important to expand on these opportunities and also gain access to skills necessary to reinforce its status. 	
Goal 7 (Spatial Equity)	 Spatial effectiveness: Msunduzi needs to plan for growth within the city which includes looking at how an increased population will be accommodated and serviced. Densities and public transport corridors must be incrementally increased with continuous improvements in non-motorised and other mobility option as well as equitable access to social facilities. 	



2.3.12 UMGUNGUNDLOVU DISTRICT DEVELOPMENT PLAN

The District Growth and Development Plan have been formulated within the context of the KwaZulu Natal Provincial Growth and Development Plan. The District Growth and Development Plan gives intent to the strategic goals of the Provincial Growth and Development Plan and provide a long term development strategy for the District.

The underlying principles of the District Growth and Development Plan include

- A productive District; which enhance business competitiveness, promote investment, improve business environment and initiate local economic development
- An inclusive District: which describes actions focused on social issues and integration of communities, poverty reduction and equitable service delivery.
- A sustainable District: that systematic relationship between ecological, social, economic and institutional issues

The District Growth and Development Plan is set out within a strategic framework which provides focus for maximum impact in the District. Furthermore its purpose is to focus and coordinate the activities of all stakeholders in order to attain the vision as articulated in the National Development Plan, the Provincial Growth and Development Plan at a local level to the District and Msunduzi Municipality. At a District Level the District Growth and Development Plan aims to enhance a vibrant economic region, integrated, quality service delivery, improved quality of life and equity.

To achieve this District Development Plan comprises of strategic goals namely:

- Goal 1: Economic Growth and Development
- Goal 2: Human Resource Development
- Goal 3: Human and Community Development
- Goal 4: Strategic Infrastructure
- Goal 5: Environmental Sustainability
- Goal 6: Governance and Policy
- Goal 7: Spatial Equity

The Msunduzi Municipality is aligned to the framework and strategic goals of the Umngungundlovu District Development, more so through striving towards its adopted vision which are "A safe, vibrant city, in which to live, learn, raise a family, work and do business. Furthermore the Municipality has adopted a City Development Strategy (2015) which forms part of the Integrated Development Plan (2017/18 - 2021/22). The strategy articulated key intervention areas such as Building a capable and developmental Municipality, Back to Basics, improving the provincial capital status and growing a regional economy.

2.3.13 THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to follow the adoption of the NDP in September 2012.

The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

The MTSF elaborates the use of key development instruments such as the New Growth Path, which sets the trajectory of economic development, the National Infrastructure Plan, which guides the rollout of infrastructure to improve people's lives and enable economic growth, and the Industrial Policy Action Plan, which focuses on promoting investment and competitiveness in leading sectors and industries.



SECTION C-CHAPTER 3: SITUATIONAL ANALYSIS

3.1 INTRODUCTION

This section of the IDP summarises key development informants that shape the Msunduzi Municipality and its people, and that inform the development of the municipal Vision and Strategies.

C1-SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT PGDS GOAL: SPATIAL EQUITY

3.2 SPATIAL PLANNING

3.2.1 INTRODUCTION

Section 26(e) of the Municipal Systems Act (32 of 2000) requires all municipalities to prepare Spatial Development Frameworks (SDF) to guide and inform development planning and public and private sector investment. SDFs enable Council, communities, industries, service providers, and government agencies to plan, budget, and develop with confidence and certainty. A copy of the full SDF is included as an Annexure to this document.

The SDF is neither a comprehensive plan, nor a development master plan. It is a flexible framework that serves as the basis on which detailed area and even site specific master plans may be prepared. It is conceptual in nature and seeks to contextualise the national and provincial development imperatives, while also presenting a spatial overtone of the development strategies outlined in the IDP. Any changes to the framework will need to be reflected in future revisions, which should occur on a regular basis in order to achieve the Municipality's Vision.

The primary aim of the Msunduzi SDF is to:-

- Serve as a strategic, indicative, and flexible forward planning tool, to guide public and private sector decisions on land development and investment;
- Present a set of policies and principles, and an approach to the management of spatial development within the municipal area, to guide decision-makers in dealing with land development applications;
- Provide a clear and logical framework for spatial development, by providing an indication of where the Municipality would support certain forms of development;
- Provide a clear spatial logic that facilitates private sector decisions on investment in the built environment;
- Promote social, economic and environmental sustainability of the area; and
- Provide a framework for dealing with key issues, such as natural resource management, land reform, subdivision of rural land, and the conservation of prime and unique agricultural land, etc.

3.2.2 CURRENT SPATIAL CONTEXT

The Status Quo Report revealed key findings about the Msunduzi Municipality, necessary in terms of knowing the point of departure from which we are planning.

The geographic location of Msunduzi municipality allows it the opportunity of becoming well connected in the global economy due to the access it has to the N3 highway leading to major harbours and airports. The surrounding municipalities and towns access various connectivity and growth opportunities through Msunduzi, across various sectors such as Tourism and Agriculture. As such it is essential for physical connectivity to be further improved to stimulate these economic linkages.

Non-physical connectivity has become just as important as physical connectivity in the 21st century as the internet is now seen not just as a business tool but also as a means of accessing a world of education and opportunity. A broadband demand survey in the province revealed the need for high speed internet in educational institutions, hospitals and clinics as well as in the local government sector. The SDF takes it one step further and proposes that at it should reach all transport stations and, over time, the individual household level.



History has significantly shaped the city, evidenced by the apartheid city model which is still manifest even 23 years after achieving democracy, which is an unacceptable situation. Linked to this is the clear disparity of wealth, employment opportunities, plot sizes, levels of neighbourhood planning and access to basic services (especially sanitation) which needs to be corrected in the West, East, South-West of the CBD main (Edendale, Vulindlela, Imbali, Northdale, Shenstone and Ambleton etc).

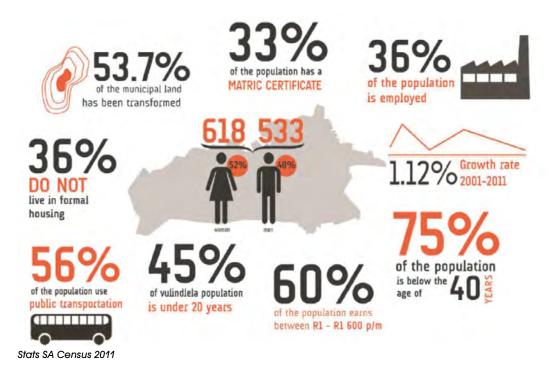
These areas reflect both a high concentration of informal settlements and traditional settlements. While there are some areas in the municipality were recreational spaces, public services and amenities have been provided, the quality, maintenance and accessibility to the communities they are intended to serve in these areas is questionable and it thus a major target of the implementation plan arising out of the SDF. Because development has been so visibly concentrated in the previously white areas (e.g. (Northern region, CBD, Ashburton & Eastern region)), the Greater Edendale/ Imbali area has recently been earmarked for an Urban Network Strategy project.

The trend for the Vulindlela area however indicates that it is becoming more of a forgotten space in terms of development from both a public and private investment point of view. The SDF therefore proposes step-wise ways of integrating Vulindlela with municipal spatial and socio-economic structure such as increasing accessibility through enhanced transport corridors, new sustainable urban centres in key areas and generally improved service provision.

The natural environment of Msunduzi is becoming better-understood with, for example, the completion of the Environmental Management Framework in 2010, but it is significantly under-protected when it comes to formally retaining key biodiversity features. The SDF attempts to map all of the pertinent environmental features as the 'ecological infrastructure' of the Municipality, which is essentially to be treated as a distinct line in the sand – being either uninhabitable (e.g. if in a flood zone) or subject to further study.

The dominant presence of educational institutions within the municipality is noteworthy. Much like social facilities, the status quo analysis has revealed that services are not evenly distributed/ supplied across the municipality. Once again the more formal and urban areas of the municipality are better serviced and generally more connected than the more informal, rural and peri-urban areas.

The diversity of the landscape and housing typologies lends itself to more tailored, sustainable service provision in future. New technological improvements to water, electricity, waste management and sanitation provision are on the horizon and pose significant opportunities for future uptake due to their ever-approaching price parity and convenience factors. These opportunities are explored per Area Based Management (ABM) area due to the general homogeneity of these areas.



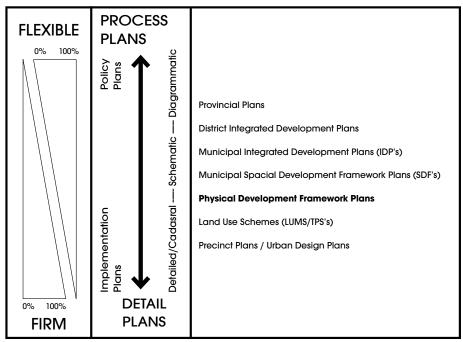


The key demographic findings which have informed the spatial strategies are as seen in Figure 4:

3.2.3 THE HIERARCHY OF PLANS

The Msunduzi Municipality has embraced the concept of a Hierarchy of Plans as illustrated in Figure 5.

Figure 5: Msunduzi Hierarchy of Plans



In 2010, Council adopted the preparation of a series of Area Based Management Plans (ABM) for Vulindlela, Greater Edendale and Imbali, the Northern Areas, and the CBD, Ashburton, and the Eastern Areas.

Spatial Development Framework 2015

3.2.2.1 VULINDLELA

Vulindlela is situated to the west of Pietermaritzburg, northwest of the Greater Edendale area. The majority of the land belongs to the Ingonyama Trust (Traditional Authority areas). The area is predominantly rural and underdeveloped. The Vulindlela area covers a vast area (approximately 28 000 ha in extent). The study area is made up of 10 wards. The leadership in these areas consists of ward councillors, as well as Amakhosi for Mafunze TA, Inadi TA, Mpumuza TA, Nxamalala TA, Ximba TA and Ncwadi TA.

3.2.2.2 GREATER EDENDALE AND IMBALI

Topography and river corridors play a major part in structuring growth and development within the ABM. The area has major valleys and steep topography, particularly those areas closer to the Vulendela ABM. These serve as structuring elements and constrain development in certain parts.

The majority of the population in the Greater Edendale and Imbali areas are located to the east and south east of Edendale Road. Older areas on either side of Edendale Road comprise a mix of both formal and informal settlement patterns, mostly located on older cadastral layouts. Settlements to the south and east are a mixture of traditional and formal settlements. The residential areas in the central and eastern portions of the site are dominated by more recent formal settlement patterns. Undeveloped land, with great potential for development, lies to the east of the ABM and adjacent to the Ashburton ABM.

3.2.2.3 THE NORTHERN AREAS

The Northern ABM consists of portions of the CBD, Clarendon, Montrose, Chase Valley, Woodlands, Northdale, Raisethorpe, and Bishopstowe. The N3 corridor traverses the ABM, but it is largely a movement corridor between the dominant urban cores of Johannesburg and Durban. Due to the limited access nature of this road, opportunity points exist at key intersections or off-ramps along its route.

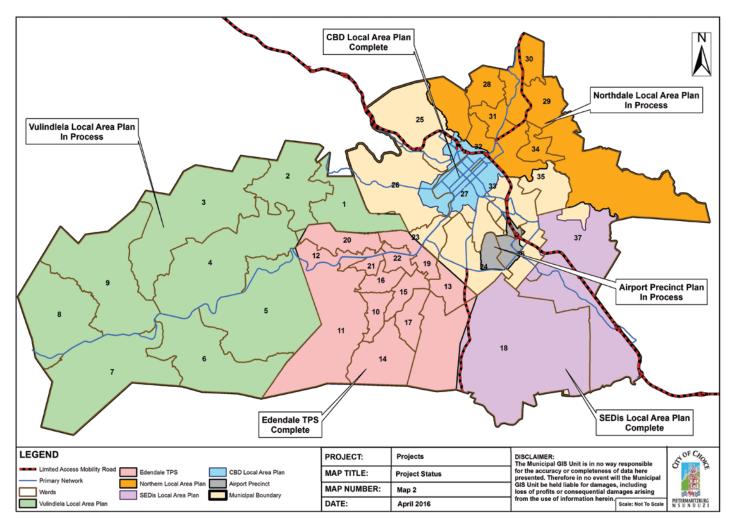


3.2.2.4 CBD, ASHBURTON, AND THE EASTERN AREAS

The CBD also functions as the primary market place for the Municipality, a place of concentration of power (financial, economic, and political), an investment location, a rates revenue generator, and provides an opportunity for social interaction and integration. It also serves as the gateway city to the surrounding tourist destinations, it in itself being a tourist destination. The confirmation of the Capital City Status, and subsequent relocation of the various Provincial Departments, has contributed to the growth and stability of the area. Its declaration as the Provincial Legislative Capital has had a strong influence on the "City of Choice's" unprecedented economic and development growth.

This ABM is the major employer of the city's working population, with the majority of people being employed in government departments, mainly in the central areas, while others are employed in the city's industries in Mkhondeni, Pelham, Willowton, and on the periphery of Northdale, spilling over to Mountain Rise. The city's major education institutions are also within this ABM, and include the University of KwaZulu-Natal and Durban University of Technology in Scottsville, and UNISA and FET College/s in the central area.

Map 2: Area-based Management Plans and Ward Boundaries



3.2.2.5 DETAILED PLANNING INITIATIVES

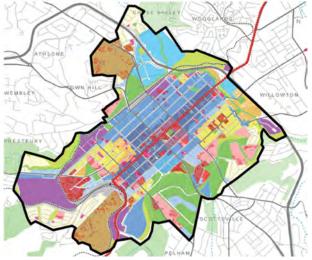
As part of ensuring that development is suitable crafted to fit challenges being experienced around the City, the City has embarked on the preparation of detailed plans for designated spatial areas. Currently, local area plans have been developed for the Central Area and CBD Extension Node (CACEN) and the South Eastern District (SEDis). It is envisaged that these detailed plans will guide public and private development through the identification of priority areas and interventions; make decisions regarding investment in services infrastructure and associated phasing; and give clarity and direction to developers and land owners in the area with respect to the type and intensity of development.

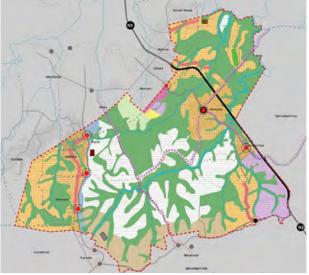


1. Central Area and CBD Extension Node: The Central Area and CBD Extension Node is an Inner City Development and Regeneration Strategy which reinforces and consolidates its character and role as the economic and administrative hub of both the City and Region, including its function as an urban centre ie. a place of exchange (a market place); a place of concentration of power (financial, economic and political); an investment location; a rates revenue generator; and a place for housing, social interaction and integration.

Spatial Development Framework 2015

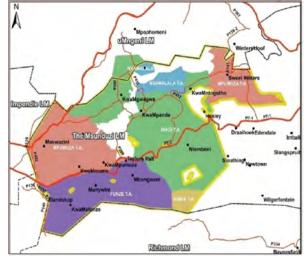
2. South Eastern District: The Msunduzi SDF identifies the SEDis area as a significant location in terms of the residential, industrial and mixed use growth and expansion of Msunduzi. It also identifies the importance of conserving critical environmental resources in the area. The area also has significant potential to contribute to the urban growth, restructuring, resilience and sustainability of Msunduzi through the strengthening of radial and concentric linkages, the utilisation of more innovative development approaches, the integration of land use and transport, climate change resilience, food security as well as catchment management to protect downstream environmental assets.





Spatial Development Framework 2015

3. Vulindlela Local Area Plan: The municipality is currently receiving support from the Department of Rural Development and Land Reform to develop a Local Area Plan for Vulindlela The character of Vulindlela is complex. It consists of rural, peri-urban and fairly dense typologies as described hereunder. Vulindlela is considerably less developed and less economically active than the other management areas in Msunduzi. The land use of the area comprises a pattern of scattered settlement, grazing land, cultivated lands (both large individually managed and farmed areas and smaller irrigated community gardens), pockets of indigenous forest and some major timber plantations. Due to increasing population pressure areas some previous areas of grazing and arable land have been converted into residential land.



Spatial Development Framework 2015

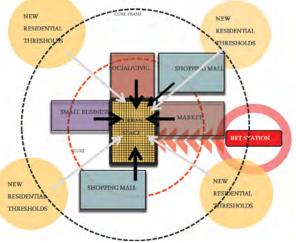
77



4. Airport Precinct and Management Plan: As part of enhancing the role of Pietermaritzburg within the context of the N3 logistics corridor, (i.e. SIP2 project), the preparation of the Airport Precinct and Management Plan has been commissioned in May 2015. The Airport Precinct is identified as a key nodal area on the N3 corridor. Also taking into consideration the Durban-Gauteng Development Corridor (i.e. SIP2) and its importance to freight and passenger movement. The Airport Precinct is considered as a key focal point required to successfully support the functioning of the N3 Development Corridor.

Spatial Development Framework 2015

- hading ment dale mot fining fittiss ding dept
- 5. Edendale Town Centre: The Neighbourhood Development Partnership (NDP) has identified the Greater Edendale area for a Township Regeneration strategy with the aim of ensuring that the development of an Urban Hub within the Greater Edendale area will assist with the transformation and regeneration of the area and that the spin-offs of this would contribute to the improvement of the surrounding areas. The merits of identifying Edendale are evident based on the area's historical and current development challenges. Much of the apartheid spatial context and patterns still exist today with the marginalised community in Edendale and Vulindela far from economic, social and recreational opportunities.

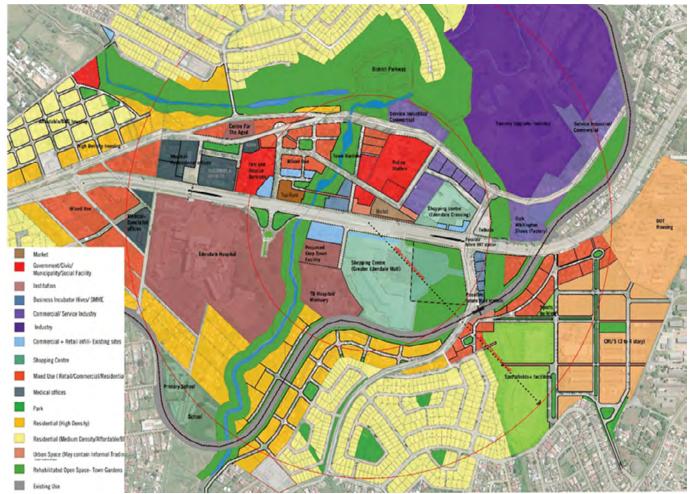


Spatial Development Framework 2015

The primary objective of this study is to develop a precinct plan for the Urban Hub in which discreet projects are identified and project plans are prepared to unlock funding for detailed design and implementation in the next phase. The Strategic Review revealed that the Greater Edendale area has great potential to overcome the deficiencies inherited from Apartheid and become a thriving area. One of the driving forces behind this optimistic stand-point was the IRPTN project, which is expected to be implemented in the next few years. It is expected that the project will drastically transform the Municipality bringing a range of transportation, land use and increased densification opportunities and becoming a major structuring element in the Greater Edendale area.

78





Spatial Development Framework 2015

The Strategic Review also reflected that the majority of the initiatives taking place in the municipality are concentrated within the Imbali precinct. The report highlighted that the bulk of future growth and investment would most likely occur within this Precinct both in the short and medium term. It was established that the area proposed for the development of an Urban Hub must encompass the Hospital, Shopping Malls and Future Educational precinct in Edendale. The review also established that it is essential to ensure that development of the Hub is in a manner that allows for greater synergy between the existing and proposed land uses. Considering the above, it is motivated that the most likely location of the Hub would be within the Imbali Precinct.

After a vigorous criteria evaluation of three proposed Hub locations, the Imbali area was chosen for the establishment of an Urban Hub. This area is in the vicinity of the existing shopping centers within Edendale and was chosen due to it being highly accessible and currently serves as a landmark and destination oriented zone. The recent acquisition of land by the municipality has elevated this area over the other locations as a potential zone for future investment and development. There are opportunities for expansion through future bridge and pedestrian connections e.g., to the Hospital and surrounding areas. The majority of the uses that make up the frame of a town Centre have already been established or are in the process of being developed. The character of the Urban Hub within the Greater Edendale/ Imbali area must be centered on the notion of defining an 'African Urbanism', where the planning of the Hub facilitates the development of a space that is true to the identity of the user's context in which it is set. As such planning merely facilitates the development of an environment that will allow this natural growth to take place. However there are fundamental drivers that are considered important in establishing the character of the proposed Hub. It is important that the hub is not seen as a traditional CBD but built around the concept of an Informal economy that will set the platform for other land uses that will grow organically and are responsive to different circumstances. In so doing the design intends to acknowledge the following principles:

- The hubs dependence on public transportation,
- That the majority of users are pedestrians,
- The way in which economic activity needs to engage with the public realm
- The dual identity of the Centre as both a place of economic activity but also a place of social gathering.



In designing the Hub, the BRT becomes the catalyst in the area bringing in additional foot traffic in the area at regular intervals. The aim is to direct this movement into a common area namely an 'Urban Space' which becomes the Centre where all uses and people start to gravitate towards. The urban space becomes the area that promotes new land uses but more importantly integrates existing land uses.

The implementation of the Hub is geared toward realisation of one of the following strategies within a short, medium and long term projection;

- Strategy 1: Planning approval and Implementation Set up;
- Strategy 2: Establishing the HUB- Support and grow the informal economy and government precinct (Phase 1): R 97,798,800 (estimated figure);
- Strategy 3: Promote the building of a diversified service industrial/ manufacturing sector;
- Strategy 4: Develop mixed-use retail/ office and residential opportunity;
- Strategy 5: Enhance the quality of life of the Hub by rehabilitating existing open spaces;
- Strategy 6: Address infrastructure capacity;

It is suggested that Phase 1 of the Urban Hub be established first. The selection of this area as the lead project/ phase is a deliberate decision in anticipation that the successful development of this area will trigger investment and development of the rest of the Hub area. The Market and SMME incubator sites show the importance of the informal economy and the efforts being put in place to grow this economy within the Hub. The Government building relates to the already existing police station and will stand a symbol of the role the Public sector. The Urban Square emphasises the notion of the Hub being a place of public gathering, were people interact. The landscaped streets



Spatial Development Framework 2015

will help the Hub become a place of celebrated spaces with quality streets. The realization of this project makes it imperative that the acquisition of these parcels of land is secured as soon as possible in order to allow for the development of this phase to commence.

It is without doubt that the proposed design of the Greater Edendale/ Imbali Urban Hub is consistent with the prime objective of the NDPG of stimulating and accelerating investment in poor, underserved areas. There is already significant private investment in the area and thus public investment will merely serve as a catalyst to draw more investment and employment opportunities for the people within the Greater Edendale/ Vulindlela Areas.

3.2.2.6 THE SPATIAL DEVELOPMENT FRAMEWORK

In terms of Chapter Five of the Municipal Systems Act (No. 32 of 2000), in 2014 the Msunduzi Municipality embarked on the review of its 2009 Spatial Development Framework (SDF). Based on a thorough understanding of the study area following the status quo phase, the comprehensive SDF map 2014/2015 was compiled in a systematic manner. The SDF is based on seven key developmental pillars identified as forming a backbone of sustainability for the future city. The seven pillars upon which the Msunduzi SDF is built are as follows:-

- 1. Global Connectivity: Improved local, regional and national physical connectivity of the municipality via road, rail, NMT and air transport, as well as bridging the digital divide with a strategy for enhanced ICT connectivity;
- 2. Productive Systems: Developing a strategy for land release along the N3 corridor, reviving the CBD and other secondary and tertiary centres of economic activity, introducing new economic centres in previously neglected areas (particularly those previously considered 'rural'), and making the most of productive agricultural land.



- Ecological Infrastructure: Enhancing the open space network in the city for improved natural service provision and ecological functionality, through the protection of formal and informal nature reserves, open spaces, enhancing linkages across catchments and increasing setback lines in key areas such as those adjacent to watercourses.
- 4. Sustainable Transport: Spatially identifies and promotes an equitable movement structure across the city, through an enhanced public transport backbone (e.g. the IRPTN and possible future NMT routes) and by reviewing the functionality of the rail network.
- 5. Quality Urbanism: Creating functional, well-serviced neighbourhoods, building a polycentric city structure with secondary major centres (such as in Edendale), identifying areas for future smaller sustainable urban centres, promoting densification and public place making in the aforementioned areas and along public transport trunk routes.
- 6. Social inclusivity: Identifying areas for new housing opportunities, areas where informal housing needs to be addressed and/or upgraded on-site, and areas requiring the equitable distribution of public amenities.
- 7. Sustainable Services: Enhancing existing infrastructure based on findings per ABM, identifying areas for future infrastructure installations and mechanisms for achieving infrastructure-related efficiency through economies of scale (at densified urban centres and along key transport routes, using resource-efficient technologies where appropriate).

The above interventions were conceptualised based on the following key philosophies:

- Transformation;
- Equity/ Equality;
- Restructuring;
- Recycling / Upcycling;
- Reinventing; and
- Public Place Making.

Further to this, the SDF is based on a growth model developed as part of this study, which identified future population as well as economic space required for the future. This enables the SDF to have a sound basis informed by sustainable anticipated growth.

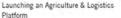
The economic and population growth models identified a need to ensure a minimum 2500ha of industrial land, 600ha of commercial land and 9550ha of residential land , These land allocations were adequately tied into the forecasted 2050 plan.

3.2.2.6.1 SDF IMPLEMENTATION

The implementation plan of the SDF has resulted in 50 projects being proposed with the following catalytic programmes being introduced as 'top prize' programmes for change:













Promoting Land Release Industrial Development



Creating Viable Urban Centres



Inception of Rapid Delivery Agency



Enhancing Municipal Knowledge Management



Revival of the Garden City



These seven programmes are linked directly to the seven developmental pillars forming the basis of the SDF. Their effects, when implemented are cross-cutting and would result in an integrated and sustainable space economy in the municipality.

3.2.2.6.2 PROJECT IDENTIFICATION AND CAPITAL INVESTMENT

Following the priority areas of the SDF Implementation, various projects are currently on-going to facilitate development in the municipality. Some of these include the Land Audit and Land Acquisition Programme which are aimed as stock-taking of municipal land viable for different development potentials as well as the deliberate acquisition of land in locations where capital investment can occur. The Greater Edendale area is currently the prime focus of land acquisition to facilitate mixed-use development as part of changing the apartheid landscape. The Integrated Rapid Public Transport Network (IRPTN) is also a flagship project which seeks to achieve the strategic vision of being "a well accessible and connected city". The IRPTN will see the roll out of a reliable and efficient public transport system. However one of the elements that is essential to ensuring that the system is viable is adequate residential densities along the route.

The SDF implementation contains approximately 50 projects outlined in terms of their objectives, timeframes, budgets, implementing departments, the plans were mapped on a discreet project-by-project basis (where possible), serving as a capital investment framework, and checked in terms of their alignment with key planning tools (i.e. IDP).

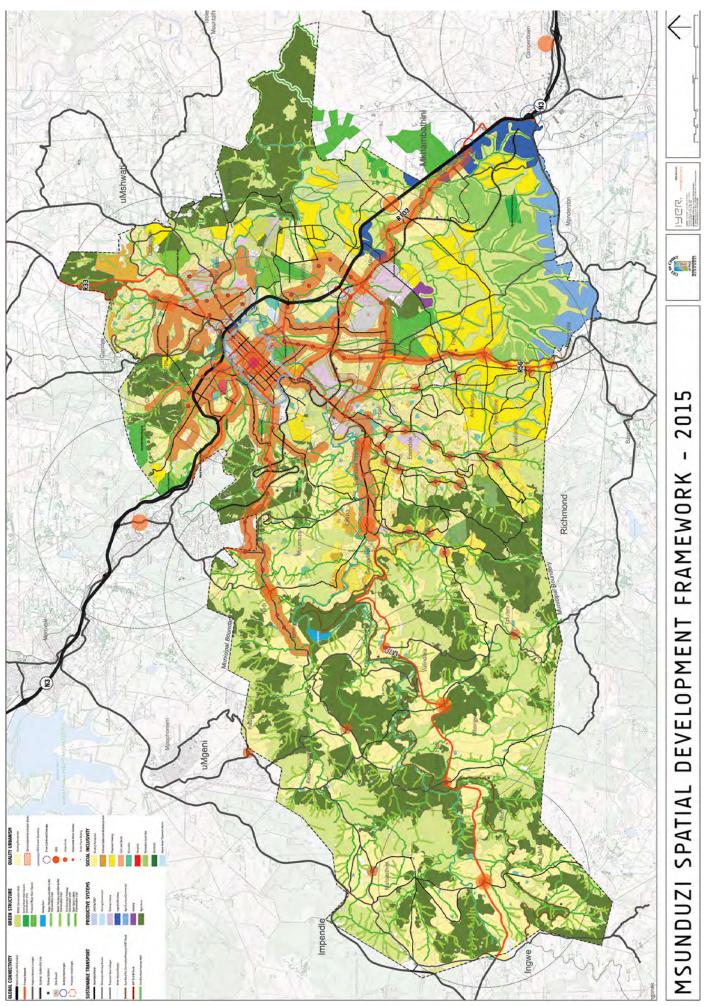
A phasing plan was built in accordance with the various projects - as they relate to certain land use categories. This resulted in a land use guideline which can be cross-referenced against the distinct SDF map legend items as well as the more generic/broad land use categories.

The process of monitoring and evaluation reveals the importance of departmental alignment and long term financial planning and forecasting to achieve desired outcomes in the most efficient manner for the city. In this regard, some of the strategic proposals that the city has to consider strongly is the establishment of:

- A Rapid Delivery Unit to assist with key aspects such as appropriate funding mechanisms, streamlined project management and overall efficacy;
- An internal Municipal Development Alignment Forum for officials to discuss issues of alignment and conflict.

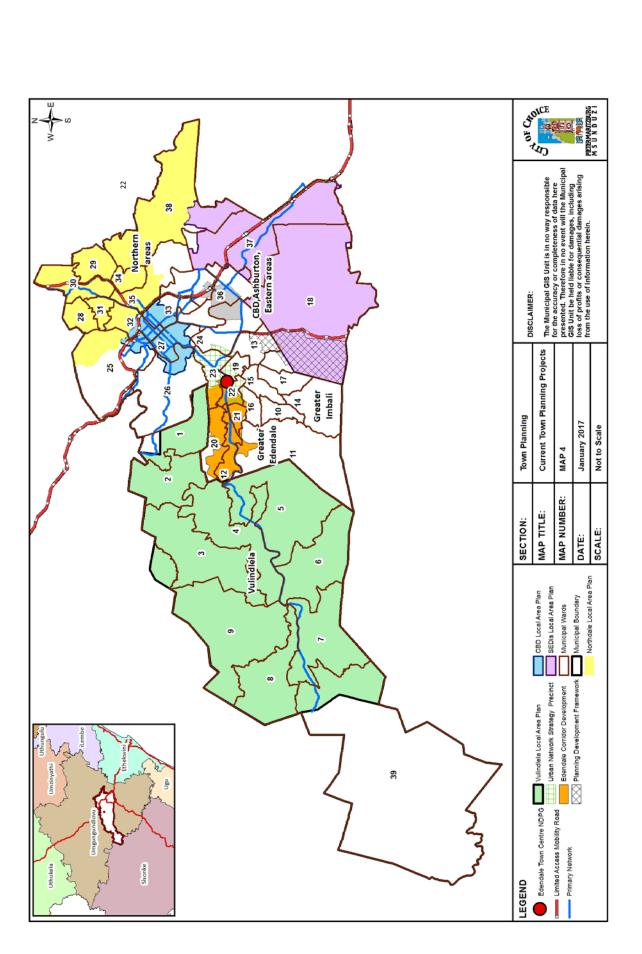
The Msunduzi Municipality has the tools in hand to begin seeing the vision of the SDF through for a sustainable, thriving city. This roadmap which has been created, points to the vision of the "City of Choice and being Second to None".





MAP 3: Spatial Development Framework

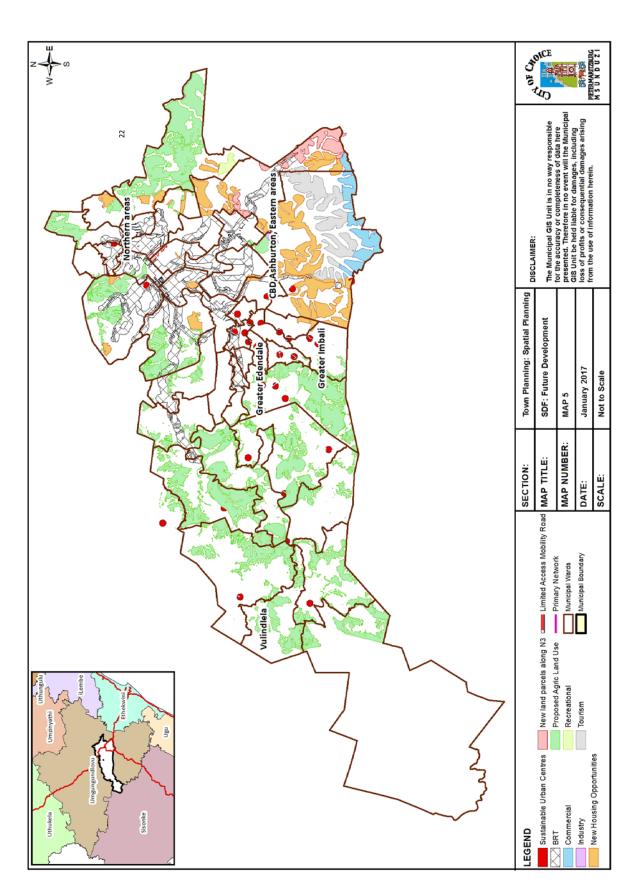
83



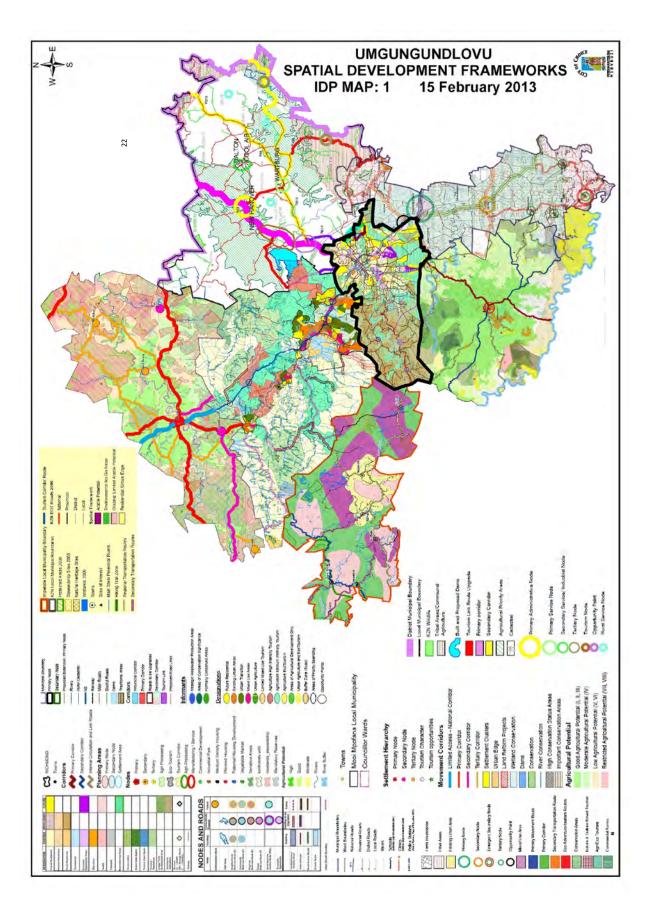
2030

nD



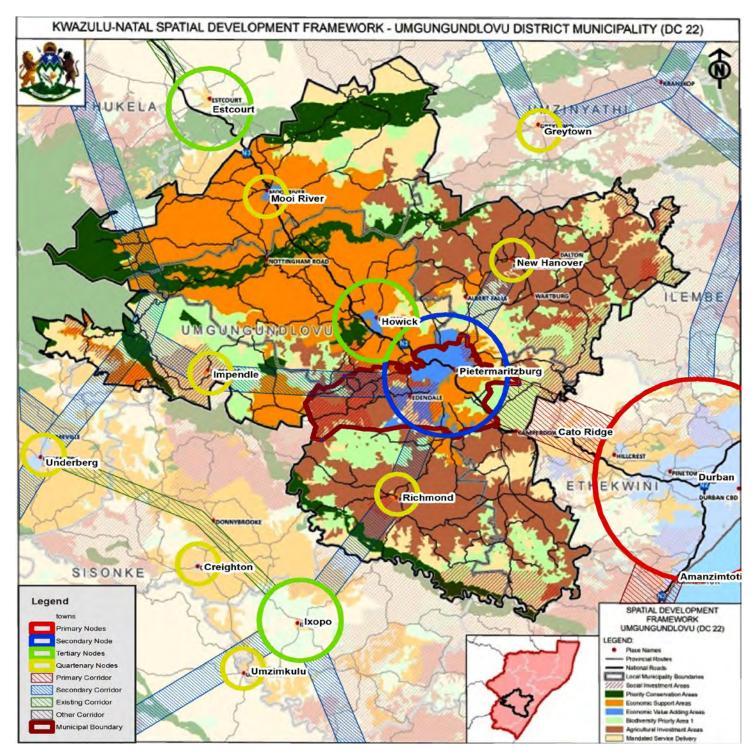








MAP 7: KZN Spatial Development Framework UMDM





3.2.2.6.3 REGIONAL CONTE

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

Through the SDF and ABM plan preparation process, attention has been paid to the alignment of the Msunduzi SDF to that of the surrounding local municipalities, as well as to the SDF of the uMgungundlovu DM. The two maps above summarise the Msunduzi Municipality's SDF in terms of the surrounding SDFs in the uMgungundlovu District Municipality, as well as the Msunduzi Municipality in terms of the Provincial Growth and Development Strategy. The following is noted:

- The PGDS identifies the Msunduzi Municipality as a secondary node in the province, secondary to the eThekwini node.
- The PGDS identifies the N3 corridor as a Primary Corridor, with the roads linking the Municipality to the New Hanover, Richmond, and Impendle nodes as secondary corridors.
- The uMgungundlovu SDF identifies the Msunduzi Municipality as the Primary Node.

3.2.2.6.4 NODES AND CORRIDORS

The Msunduzi SDF is based on a concept of a hierarchy of nodes, connected by a system of corridors. This is summarised in the tables below:

(i) NODES

TABLE 10: DEVELOPMENT NODES WITHIN THE MSUNDUZI MUNICIPALITY



30	8

Name	Description	
Neighbourhood Multi-Use Nodes	These operate at a neighbourhood level, and have retail components of between 5 000 m2 and 12 000 m2. These types of nodes occur in two forms, viz as mono use nodes that are pure retailing, and those that are multi-use. Again, the SDF identifies existing nodes that are to be maintained or expanded, and future nodes.	
Focussed Multi-use Nodes	This node includes light industrial, warehousing, "big-box" retailing, and other uses not normally found in the other nodes, and is located at Camps Drift.	
Administrative Node	This node is on the edge of the CBD Node and includes Greys Hospital, Carter High School, and the Town Hill Hospital Grounds, to which the Provincial Parliament is likely to relocate.	
Rural Service Centres	Rural Service Centres (RSC's) are identified focal points from which a conglomeration of services would occur to serve the generally poor rural communities. These are main distribution centres, or higher order points (nodes) where services are concentrated. The RSC's are based on the Rural Service System model which seeks to spatially distribute economic activities (including effective service delivery) at an identified concentration point (node) along movement networks. The concentration of economic activities is based on mutual benefit i.e. shared infrastructure, shared market, and one activity producing an input for another activity. The range of services at a concentration point is determined by the threshold which it serves, and, therefore, the larger the threshold, the greater the range of activities. Most of these nodal points are located in the Vulindela area.	
Large Scale Mixed- Use Nodes (Corridor Opportunity Areas)	Large scale mixed-use nodes are identified along the N3. These offer opportunities for integrated and coordinated mixed use developments, which include activities such as industry, offices, and commercial land uses. In terms of Provincial policy, development is to be encouraged along the Provincial Priority Corridor (N3) at appropriate locations. In the case of Msunduzi, this would be around the intersections where development potential still exists, i.e. the Lynfield Park/Lion Park and Richmond/Umlaas Road intersections. Local Area Development Plans would be required.	

(ii) CORRIDORS

TABLE 11: DEVELOPMENT CORRIDORS WITHIN THE MSUNDUZI MUNICIPALITY

MSUNDUZI CORRIDORS			
Description	The main objectives of development corridors are to achieve integration, improve access, and provide investment opportunities whilst correcting imbalances created by the Apartheid planning system. It is suggested that through the use of development corridors, previously segregated areas can be connected, and opportunities created for economic development in previously disadvantaged communities, as well as the identification of alternative development axes.		
Name	Description		
Provincial Priority Corridor/Limited Access Mobility Road	This is the N3 which has been identified as a priority development corridor by the Provincial Cabinet. Its prime function is to serve as a long-distance movement corridor, and although the agglomeration benefits of the corridor should be optimised, this should not interfere with its primary function. Consequently, development will be located at or near some intersections.		
Activity Spines	Generally referred to as development corridors, these occur along major arterials leading into or from the CBD Node. A mix of complementary land uses including retail, office, entertainment, and residential; about half a street block in width fronting onto the arterials are to be encouraged, but only in specific areas.		



Name	Description
Arterial Roads and	These existing, improved, and proposed roads are aimed at improving accessibility,
Bypasses	alleviating congestion in and around the core, and opening up areas previously
	excluded from the local economy. In the case of future roads, the alignment shown is
	merely diagrammatic. The proposed road "matrix" comprises both major and minor
	arterial connections. A number of such roads is proposed in the Edendale, Imbali,
	Ashburton areas in order to improve connectivity to all parts of the city, especially new
	employment areas.

3.2.2.7 BROAD LAND USES

A broad land use analysis was prepared as part of the SDF (2009) preparation process. This will be updated as more up to date information comes through from the review process. It must be noted that the percentages used to indicate land use trends, and to inform overall spatial planning at an SDF level, are an approximation. A more detailed land use audit is required at the Scheme level, which will follow the preparation of the SDF.

TABLE 12: LAND USES PER AREA BASED MANAGEMENT AREA

GENERAL LAND USE PERCENTAGES	The Grasslands takes about 31.7 of the land in the Municipality, followed by land used for settlement purposes at 29.1%, which includes formal settlements (14.8%), traditional settlements (14.1%), and informal settlements (0.5%). It is important to distinguish between the different types of settlements, as these would give an idea of the level of services available, and those that are required.
ABM	DESCRIPTION
CBD, ASHBURTON AND EASTERN AREAS ABM	Whilst the dominating land use is thornveld and grasslands, this area is predominantly used for residential purposes. The area is also home to some of the major employers in the city, namely government sector in the central area, and industries in Mkhondeni, Willowton, and Pelham. This area is therefore the largest rates contributor of the city. It is important to mention that this area plays a significant role in terms of transport infrastructure available in the city. This area accommodates the larger part of the N3, a primary movement corridor (also part of the Provincial Development Corridors) dissecting the city and the Edendale – Northdale development corridor; it is also home to the city's only airport and railway station. A concentration of education facilities is found in this area, the largest of them being the University of KwaZulu-Natal. The north-eastern part (Bellvue/New England) and south-eastern part (Ukulinga/Ashburton) has pockets of cultivated land.
NORTHERN	This area is mostly used for residential purposes, and the natures of the settlements are both
AREAS ABM	formal and informal, especially in the areas of Claridge and Copesville. Forestry/Plantations are the dominant land uses, especially to the west of the area with natural bush in between. The majority of commercial activities in the city are within this area, with pockets of industrial uses in places. There are also pockets of Active/Passive Open Spaces (the largest being Queen Elizabeth Park), and Cultivated Land (Copesville/Claridge). It is important to note that the largest health institutions in the city namely Grey's Hospital and Townhill Mental Institution, are within this area. The area is also part of the Edendale – Northdale development corridor and the N3.
GREATER	A large part of this area is used for residential purposes, even though it is largely under-
	serviced. The natures of the settlements are formal, informal, and traditional, even though
ABM	there is no tribal authority in this area. Even though there are industrial activities in the area, the majority of people are unemployed and are relatively poor. This area has been identified as one city's areas of priority spending, with initiatives already underway to support this, namely the Greater Edendale Development Initiative (GEDI) and the Edendale – Northdale Development Corridor. This area was also home to the Ndumiso Teacher's College, now home to Durban University of Technology (Imbali Campus) and Umgungundlovu FET, the Edendale Hospital, and the railway depot.



ABM	DESCRIPTION
VULINDLELA	This area is under traditional authorities, and is predominantly rural with largely traditional
ABM	settlements. There are, however, pockets of informal settlements. This area is the largest of the
	ABMs, and houses the majority of the city's population, yet it is highly underdeveloped and
	under-serviced. The majority of people are unemployed and dependant on government
	grants, while some live off the land through subsistence farming. There are also pockets of
	Active/Passive Open Spaces, Forestry/Plantation, Grasslands, and Natural Bush. The education
	facilities are scattered around area, and the lack of health facilities is clear.

3.2.2.8 LAND USE CONTROLS

The Municipality is working towards the roll-out of a wall-to-wall scheme for the entire municipal area. The Municipality currently has schemes covering the following areas:

TABLE 13: EXISTING SCHEME COVERAGE

SCHEME NAME	COVERAGE (ha)
Pietermaritzburg	15,196.35
Ashburton	3,108.88
Plessislaer	214.44

As per the SPLUMA, the Municipality has moved towards creating a wall to wall Scheme by completing four projects which are follows:

- 1. The extension of the PMB TPS to include the Greater Edendale area
- 2. The extension of the PMB TPS to include the Sobantu area;
- 3. The Local Area Plan for the South Eastern District (SED);
- 4. The Local Area Plan for the Central Area and CBD Extension Node, including an Inner City Regeneration Strategy.
- 5. The Vulindlela Local Area Plan; and
- 6. The Municipality is preparing Terms of Reference for the Northern Areas Local Area Plan

3.2.4 COMMUNITY BASED PLANS

The project prioritization table is a key component for the Msunduzi Municipality as part of the (IDP) integrated development plan and budgeting process in order to be able to budget for both capital and operational projects. While scoring the community needs in the (CBD) and Eastern zone it was noticed that areas that are located in the (CBD) score higher than sub-wards that are not situated in the (CBD), due to the fact that projects needing to occur in areas that are in the (CBD) for example upper town, will result in the implementation of (IDP) identified catalytic projects. Additionally, areas in the (CBD) occur within (SDF) identified node or corridor, consequently they end up being rated high.

It was found that in Vulindlela, many of their needs scored low with water and electricity being an exceptions. This is because according to the Project prioritization model, no wards in Vulindlela are related to any IDP- identified catalytic projects in Msunduzi; because it does not occur within any SDF identified node or corridor. Water and electricity have been identified in sector specific plans and so have scored higher than other needs listed in the IDP. After assessing the capital projects for 2017/2018 it was evident that projects regarding office supplies such as Furniture and Computers score low as it does not result in the implementation of IDP- identified catalytic projects. Whiles the other projects that are in the Vulindlela Zone score low due to it not having any nodes and corridors and other needs that they need are not in the sector plans.



GOVERNMENT INTERVENTION

The Government interventions are as follow:-

DEPARTMENT	INTERVENTION
Msunduzi Municipality	Sanitation project (VIP toilets)
Dept. of Transport (DOT)	Upgrading of main road
Msunduzi Municipality	Renovations of Community halls, local constructors employs local people from
	impoverished households
Dept.of Human Settlement (DHS/VDA)	Construction of RDP houses
Co-operative Governance and	COGTA has employed youth from the ward to do Community work projects
Traditional Affairs (COGTA)	(CWP)
Msunduzi Municipality	Provides tractors for cultivation of land for garden projects, this programme is currently ongoing
Dept. of Health (DOH)	Has employed a number of youth in the ward from low income households as Community Care Givers (CCGs).
Msunduzi Municipality	Water cuts are still happening in the ward, the municipality ensures in providing mobile water tankers
Dept. of Social Development (DSD)	Continues assisting with Social Grants in the ward
Msunduzi Municipality (HIV/ AIDs Unit)	The Local Municipality has also provides Counseling Course to the youth with matric qualification and have passion to work with HIV/ AIDs infected and affected people, this is an ongoing programme.

NEEDS

There is a great need for employment, to have proper houses and upgrade of access roads. Poverty alleviation program, Health care, Dumping facilities, SAPS visibility, Agricultural assistance and disable care.

TABLE 14: SWOT

KEY ISSUES RELATING TO SPATIAL PLANNING:

- The need to develop the full suite of plans for the Municipality. Msunduzi has prepared an SDF, and is now embarking upon the preparation of Area Based Plans for the South Eastern Districts (SED) and Central Business District (CBD) areas, which are two of the pressure spots in the Municipality. There is a need to prepare similar plans for all ABMs in the Municipality.
- Meeting land use needs and identification of economic development potentials through the development of new residential areas, the development of new economic opportunity areas and nodal points, and restructuring of the CBD.
- New and infill development to be focussed so as to create a coherent system, mainly in the south-east quadrant of the Municipality;
- Integration of low income residential areas into the city with a focus on Shenstone and Ashburton;
- Encouraging new economic opportunities in identified growth areas and adjacent to major roads;
- Better integration within the city through the creation of east-west and north-south road linkages between major parts of the city;
- Urban densification in the periphery of the city, and adjacent to major nodes;
- A need to restructure the city through:
 - Creating a polycentric city, with new nodes and new economic opportunity areas;
 - Mixed- use activity spines between focus points;
 - Redressing imbalances with improved infrastructure and new economic opportunities; and
 - The development of a road system matrix.
- Creating a quality urban environment through reinforcing the public transport system, and creating a mix of housing types in different areas.
- Improving the sustainability of the city through the protection of environmentally sensitive areas, protecting areas of high agricultural potential, in situ upgrading of informal settlements, and upgrading residential areas with appropriate infrastructure.



 STRENGTHS An SDF and the preparation of 4 ABM plans, and the development of a further 2 currently underway. City Development strategy in place and supported Some SDF Prgrammes and Projects are already underway 	 WEAKNESSES Not all Key spatial plans have been developed. limited but growing sector department buy-in for implementation 	
OPPORTUNITIES	THREATS	
• Working with the new IRPTN to link the city for efficiency.	The poor are located some distance from their	
Community based plans.	places of employment or from job opportunities.	
Urban renewal programme already in place.	 Enforcement needs to ensure implementation of the SDF and scheme. 	

3.3 THE ENVIRONMENT

3.3.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The Msunduzi Municipality, in partnership with the National Department of Environmental Affairs (DEA) and the KwaZulu-Natal Department of Agriculture, Environmental Affairs and Rural Development (DAEA&RD) developed, and in July 2010 approved, the environmental policy and strategic level plans listed below:

- An Environmental Status Quo Analysis (State of Environment) consisting of:
 - Flood Line Assessment
 - Geotechnical Assessment
 - Surface Water Resources
 - Wetland Mapping
 - Agricultural Resources
 - Biodiversity Assessment
 - Air Quality Assessment
 - Service Capacity Assessment
 - Socio-economic Analysis and Planning Policy Review
 - Cultural Heritage Assessment
 - Institutional Framework Assessment
- A Strategic Environmental Assessment (SEA)
- An Environmental Management Framework (EMF)
- A Strategic Environmental Management Plan (SEMP)
- An Environmental Services Plan (ESP)

The Msunduzi SEA takes the form of a sustainability framework which provides a set of criteria against which the Municipality can assess any policy, program, or plan, and is aimed at informing development planning and promoting and supporting sustainable development.

The EMF provides the following tools:

- Areas deemed suitable or unsuitable for development;
- Key environmental information to assist decision making on development applications;
- Environmentally sensitive areas requiring protection to ensure ecosystem service delivery; and
- Environmental goals and mechanisms to achieve the above

The SEMP provides an operational framework for the Msunduzi Integrated Environmental Management Policy by identifying specific Action Plans which will be operationalised through the IDP. The SEMP also provides a monitoring and evaluation strategy that will enable Msunduzi to measure progress towards meeting the environmental objectives identified in the SEA.

The Draft ESP identifies areas to be set aside for the maintenance of ecosystem goods and services, so as to maximise the ecological viability of ecosystems within Msunduzi and ensure the persistence of biodiversity. Methodology to evaluate Social Criteria are included.



The following table summarises the key environmental policies and plans that the Municipality has developed, or is currently in the process of developing:

TABLE 15: MSUNDUZI ENVIRONMENTAL MANAGEMENT UNIT: POLICIES AND PLANS

Plan / Policy	Status	Time Frame	Comments
Environmental Status Quo	Complete - Approved July	1st review due July 2016	Contains twelve specialist
	2010		studies
Strategic Environmental	Complete	Reviewed and updated in the 2016/2017	
Assessment (SEA)		financial year	
Environmental	Gazetted in the KwaZulu-	EMF to be reviewed	Biodiversity based
Management Framework	Natal Provincial gazette no.	and updated in the	conservation plan
(EMF)	1486 (Provincial Notice no.	2016/2017 financial	
	125 of 2015) as of the 3rd of	year.	
	September 2015".		
Environmental	Complete - Approved July	1st review due July 2016	GIS environmental spatial
Management framework	2010		layers linked to spatial
Sustainability Framework	Complete - Approved July		decision support tool (SDST) Tool for the sustainability
			appraisal of all Municipal
	2010		plans, policies and projects
Strategic Environmental	Complete	Reviewed and updated	Contains 26 priority specific
Management Plan (SEMP		in the 2016/2017	Action Plans
		financial year	
Ecosystem Services Plan	"Seven focus areas	Focus area 1 to be	
(Action plan E4 of SEMP)	prioritised".	completed by 30	
		October 2016. Entire ESP to be refined and	
		adopted by 2030	
Conservation Land Use	1st Draft in Preparation	18 Months	
Ownership Models			
Ecosystems Services	2nd Draft in progress	18 Months	
information Booklet			
Climate Change Policy	Complete, approved by full	First Draft 12 Months	
Municipal Olineate	council in March 2015		Contains as als and potion
Municipal Climate Change Adaptation	1st Draft Complete	Council approval by December 2016	Contains goals and action plans relating to climate
Strategies		December 2010	change risk in the municipality
Integrated Environmental	was adopted by Council	First review due July	
Management Policy	in 2007 and is currently	2016.	
(IEMP)	undergoing review.		
Environmental	3rd draft in progress	Final draft due July	
Management Bylaws		2016.	
Generic Environmental	Final draft being reviewed	Final Report approved	
Management Programme (EMPr)	and revised internally	in 3 months	
Edendale Environmental	currently underway	Final due July 2016	
Services Plan and			
Implementation Plan			
Baynespruit Rehabilitation		Ongoing up to 10 year	Will require an EIA, Water Use
Project as part of the	February 2014.	projected time frame	License, EMP and wetland
Umgeni Ecological			specialist studies.
Infrastructure Partnership			
(UEIP)			



3.3.2 THE NATURAL ENVIRONMENT

"The Msunduzi Municipality, together with a broad range of stake holders, recently signed a Memorandum of Understanding (MOU) to implement the restoration and management of natural resources (Ecological Infrastructure) within the Greater uMngeni River Catchment. The overall objective of the project, known as the Umgeni Ecological Infrastructure Partnership (UEIP), is to improve the quality and quantity of water generated by the Msunduzi and Umgeni rivers through rehabilitation of wetlands, floodplains and streams and to improve land-use practices. Each of the three Water Services Authorities, uMgungundlovu District Municipality, eThekwini Metropolitan Municipality and the Msunduzi Local Municipality, in accordance with the MOU has identified pilot projects within their areas of jurisdiction. The Msunduzi Municipality has identified the rehabilitation and restoration of the Baynespruit - which is approximately nine kilometres in length with its headwaters in the residential area of Northdale and joining the Msunduzi River east of the residential suburb of Sobantu. This relatively small tributary does unfortunately contribute significantly to the poor quality of water within the catchment because of very high pollution loads including industrial effluent, solid waste as well as sewerage contamination due to damaged and poorly utilised sewerage and storm water infrastructure – as its key pilot project. This Project builds on the Msunduzi Municipality's existing Environmental Management Framework (EMF), Environmental Management Framework - Status Quo Report, Strategic Environmental Management Plan (SEMP) and Final Draft Strategic Environmental Assessment (SEA). The SEMP identifies various Action Plans to address the state of the rivers reporting as well as rehabilitation thereof to which this project will address by developing proposals, plans and mitigation strategies."

3.3.2.1 TOPOGRAPHY, GEOLOGY AND SOIL CAPABILITIES

Pietermaritzburg is situated in the basin of the uMsunduzi River and its tributaries. An escarpment rises approximately 400m above the city to the West and North-West. Altitude within the Municipality ranges from 495 to 1795 metres above sea level, and the Municipality generally slopes from west to east. The mountains around the city bowl create a distinction between the urban and rural parts of the Municipality. While this has provided opportunities to manage the urban/rural interface, it has limited the city's expansion potential, resulting in the formation of a number of small urban hubs outside the city.

The predominant lithologies present in the Msunduzi municipal area are comprised of sedimentary rocks of the Ecca Group and Dwyka Formation, which form part of the lower Karoo Supergroup. The aforementioned sediments are extensively intruded by Jurassic post-Karoo dolerite sheets, dykes, and sills that intermittently outcrop across the entire municipal area. Each major lithological sequence exhibits a distinct set of geotechnical conditions. When combined with general slope characteristics of the area, these conditions can be expected to vary greatly within a region of similar underlying geology. The diversity of the geotechnical conditions in the Msunduzi Municipality brought about by the geology and geomorphology, combined with the hilly areas surrounding the Pietermaritzburg Central Business District (CBD), result in a very complex interplay between slope gradient and potentially unstable transported sediments and soils.

Soils within the Municipality vary greatly with the topography, and rainfall patterns and geology have resulted in the high agricultural potential of the area. Large portions of highly productive agricultural land have, however, been developed for other uses, such as housing. The remaining areas of highly productive agricultural land occur mainly on communally-owned land in the Vulindlela area, and poor agricultural practices in this area are affecting the productivity of the land. Map 27 shows the distribution of the bioresource groups (BRG's), as identified by the Department of Agriculture. The BRG's provide further detail of the spatial distribution of both soil types and land capability.

Moist Highland Sourveld, indicated as a dusty pink in map 27, occurs only in a small portion of the Municipality, along the western border near Elandskop. Soils in this portion of the Municipality are relatively deep, highly leached, and strongly acidic. Fertility is low, but physical properties are favourable, which result in a short growing season. Soils and aspect in this area both have a marked effect on the species composition and the productivity of the grassland. Much of the Vulindlela area of the Municipality is characterised as Moist Midlands Mistbelt. The potential of the soils of this BRG are high, in spite of the fact that they are leached and the inherent nutrient status is very low, with problems of phosphorus fixation and aluminium toxicity. The high potential of the arable areas of this BRG has meant that little value has been placed on the veld, and veld management practices have been poor, including excessive burning, particularly during the season of active grass growth, followed by continuous selective overgrazing. These practices have largely destroyed the palatable grass species, and



resulted in grassland of low pastoral value. Moist Coast Hinterland Ngongoni Veld, indicated in dark red, occurs in the northern parts of the Municipality, including Sweetwaters, Raisethorpe, Copesville, and Bishopstowe. Soils of the area are acidic and leached, and injudicious burning, coupled with selective overgrazing, have resulted in a very poor quality veld cover. The Dry Coast Hinterland Ngongoni Veld bioresource group occurs in over 20 % of the Municipality, and reaches from north to south down the middle of the Municipality. This bioresource group has limited potential due to low rainfall. A past history of early burning, and in fact burning at any time of the year, coupled with selective overgrazing as the grass emerges, has resulted in a particularly poor quality veld cover. The Coast Hinterland Thornveld covers mainly the area in which the city occurs. The bioresource group is known for its floristic richness, but drastic deterioration in the quality of the veld has resulted from the common practice of burning throughout the year to promote a flush of fresh growth followed by selective overgrazing. Where both soil and water are suitable, the potential exists for the production of sugar cane, maize, and vegetables within this area. The Valley Bushveld bioresource group occurs in a small area in the far eastern parts of the Municipality. The low and erratic rainfall of this BRG generally precludes any type of farming other than livestock production that is based on the veld, except for select areas of arable land adjacent to a reliable source of water from a river. As sweetveld, grazing can support beef animals throughout the year. Goats can effectively utilise the available grazing in summer, but need to graze during much of the winter, when trees lose their leaves. Wildlife should play an important role in the economy of the Valley Bushveld.

3.3.2.2 RIVER AND WETLANDS

Msunduzi Municipality is almost entirely one catchment area. This has benefits in terms of catchment management, but also means that any impact within the catchment will affect the entire Municipality. The majority of the water produced in the Msunduzi catchment goes towards servicing/supplementing Durban's water requirements, while Msunduzi sources the majority of its water from the Umgeni catchment. The uMsunduzi River (and its various tributaries) is an important feature of the municipal landscape, and significant proportions of the Msunduzi Municipality have catchments that are currently in either a fair, poor, or seriously modified ecological state. Catchments within the Municipality that are transformed have reached their full supply capacity. Water quality varies between catchments, but the impact of the city is evident in the decrease in water quality that occurs as it passes through the urbanised portions of the Municipality. Rivers within Msunduzi are the source of a number of goods and services, and these include:

- Water supply for industry, domestic use, agriculture, and livestock watering;
- Dilution and removal of pollutants from agricultural, domestic, and industrial sources;
- Reducing sediment inputs to coastal zone;
- Decomposing organic matter;
- Storing and regenerating essential elements;
- Provision of building materials in the form of clay bricks;
- Grazing fodder during dry seasons;
- Recreational and subsistence fishing;
- Providing aesthetic pleasures;
- Storm water management and control;
- Sites for recreational swimming;
- Recreational sport, such as canoeing, and income generated in the area from events e.g. Dusi Canoe Marathon;
- Open spaces within the city, such as Alexandra Park;
- Environment for contemplation and spiritual renewal; and
- River-based educational activities.

The extent of wetlands has declined significantly, particularly in developed areas. Wetlands have been transformed, and most of the remaining wetland areas are in a degraded state due to inappropriate land use and inadequate catchment management. There is a lack of ground level information regarding the functionality of most of the wetland habitats within Msunduzi, and as part of the Status Quo Phase of the EMF, a wetland specialist study was undertaken that mapped a total of 1049 wetlands, covering an area of approximately 1001 Ha. Most wetlands within the Municipality are small, with an average wetland size of approximately 1 Ha. While the condition of wetlands was not specifically evaluated as part of the wetland specialist study, observations made during ground verification suggest that most of the wetlands that remain are in a degraded state. The network of wetland habitats do, however, form part of the system that generates the goods and services as listed above. Wetlands also provide unique goods and services such as storm water attenuation.



97

Water quality monitoring in streams and rivers within the municipal area is largely undertaken by Umgeni Water. Monitoring results confirm poor to very poor levels of water quality, with this important resource classified as unsuitable of human consumption without treatment, and largely unsuitable for recreational use. Residents who depend upon or make use of water harvested from these highly polluted riparian areas for drinking, cooking, and irrigation purposes may be exposed to severe health risks. Pollution and degradation of water courses also has a significant negative impact on indigenous biodiversity, including aquatic organisms, riverine vegetation, animals, birds, and insects.

Poor or unavailable solid waste removal services within certain areas also results in significant levels of pollution, as residents often treat riparian areas as convenient for the disposal of refuse.

Rapidly expanding development, and an increase in densities, is resulting in increased storm water run-off. This, coupled with the destruction, degradation, and reduction of wetlands and inappropriate use of flood plains, has significantly increased the risk of flooding, damage to infrastructure, and potential loss of life. Preliminary results on the potential effect of Climate Change predict that annual rainfall within this region is likely to remain fairly constant, with fewer storm events of a significantly higher intensity and severity. Higher flood peaks (flash floods) can therefore be anticipated, increasing the risk for communities living in flood prone areas such as Sobantu, Imbali, Allandale, Rosedale, Oakpark, Townbush Valley, and Prestbury. Measures to protect and rehabilitate wetlands, streams, and flood plains, as well as measures to manage and reduce storm water run-off, are necessary to limit potential impacts.

Water quality monitoring in streams and rivers flowing through the municipal area is carried out by Umgeni Water, but also by the Municipal Environmental Health Section. Almost without exception, this monitoring indicates poor levels of water quality, with important resources being classified as being unsuitable for human consumption without treatment, and, to a large extent, unsuitable for recreational use. Many residents depend directly on water harvested from these highly polluted streams and rivers for drinking, cooking, and irrigation, which have direct, and on occasion, severe health implications. Pollution and degradation of water courses also has a significant negative impact on indigenous biodiversity, including aquatic organisms, riverine vegetation, animals, birds, and insects.

3.3.2.3 CLIMATE AND AIR QUALITY

The climate and local weather in Msunduzi are strongly influenced by topography; the higher lying areas in the north and west of the Municipality are cooler and receive more rainfall. Average annual temperature varies between 16.3oC and 17.9oC. Msunduzi falls within a summer rainfall area, characterized by dry winters and wet summers, with thunderstorms being very common in summer. Average rainfall within the Municipality varies between 748mm and 1017mm per annum.

Msunduzi is located in a hollow formed by the valleys of the uMsunduzi River and its tributaries. On clear winter nights, katabatic flow occurs, resulting in the movement of air from upslope areas down to the city bowl, much like water. This fills the valley floor with cold, dense air, creating an inversion that does not allow pollutants to escape. This air movement also brings pollutants from the entire Municipality into the valley, where it remains trapped by the inversion layer. The majority of industrial development within Msunduzi has been established within this inversion layer, as this land is both flat and in close proximity to both road and rail transport routes. As a result, the city suffers short-term peaks in pollution, despite relatively few heavy industries. Reported trends in air quality are as follows:

- There has been a decreasing trend in smoke generation over the last 30 years.
- Sporadic ambient monitoring of sulphur dioxide concentrations indicates decreases at two of the six sites while all the other monitoring sites show an increase.
- An Increase of pollution within the Northdale-Willowton basin (Baynespruit Valley) has been noted.
- High ambient benzene concentrations that exceed health standards were recorded. Benzene emissions are usually associated with vehicular emissions.
- The presence of sulphurous compounds (sulphur dioxide and/or hydrogen sulphide) has been suggested as the cause of most of the public's odour complaints.



Within Msunduzi, there are four main sources of air pollution:

- An increase in vehicle volumes and traffic congestions in peak hours, particularly in the CBD and many of the arterial routes;
- A large majority of industries operating old and dated technologies that have higher emissions than modern alternatives;
- Formal and informal settlements that use coal and firewood for heating and cooking; and
- Burning of sugar cane and brush wood.

3.3.2.4 BIODIVERSITY

The topography, geology, and other land characteristics in Msunduzi give rise to diverse habitats and species richness. High levels of transformation have, however, resulted in a significant loss of natural habitat and hence a range of species. A biodiversity specialist study (conducted as part of the Status Quo Phase of the EMF) identified 20186 ha (or 31.7% of the municipal area) as having conservation importance. However, only 853.5 ha (or 1.35% of the Municipality) is formally protected.

A total of 56 animal species, 20 plant species, and 8 vegetation types are regarded as being of particular biodiversity significance within Msunduzi. A high number of rare or threatened species are present, with at least 50 endemic species occurring. For example, at least 28 species of frogs have previously been recorded within the municipal region, although it is not certain that all of these still exist here. Most are red data species.

Natural ecosystems deliver a range of free goods and services which have a direct and significant impact on the quality of life of residents, and on the development of a sustainable city. These goods and services include: recreation, genetic resources, raw materials, food production, refugia, biological control, pollination, waste treatment, nutrient cycling, soil formation, erosion control, water supply, water regulation, disturbance regulation, climate regulation, and cultural opportunities. Indiscriminate and/or poorly planned and sited development, illegal dumping, unsustainable utilisation of natural resources, and the uncontrolled encroachment of alien invasive plant and animal species all have a significant negative effect on the ability of natural systems to deliver these goods and services.

The Draft Ecosystem Services Plan identified a land footprint of 22 000 hectares, portion of which is currently undergoing refinement and ground truthing. Five key areas are currently being assessed, as below, with the sixth area (Greater Edendale) to come on stream with the appointment of a Consultant. This appointment process is underway.

Key Area	Status	Time Frame
Key area 1: Bisley Valley Nature Reserve and	Underway.	To be completed by 30 October 2016
the Upper and Lower Mpushini Valley – Total extent of area is 5 900ha		
Key area 2: Ferncliffe Nature Reserve,	Completed	
Clarendon and Worlds' View - Total extent	,	
of area is 2 600ha.		
Key area 3: Albany Park, Sweetwaters – Total	Completed	
extent of area is 450ha		
Key area 4: Hesketh Conservation Area and Sobantu – Total extent of area is 1 480ha	Completed by 2030	
Status: property and biodiversity data		
collected		
Key area 5: Bishopestowe - Total extent of	Project boundaries	To be completed by 2030
area is 1 853ha	determined	
Key area 6: Greater Edendale area - 10 000ha	Underway.	To be completed July 2016
Key area 7: Umlaas road/Thornville area -	Project boundaries	To be completed by 2018
total extent of area is 4 100ha	determined	



99

This is an on-going, large and detailed process with the six areas identified above being Phase 1. A public consultation process early in 2015 will follow the completion of Phase 1 during which Phase 2 will commence.

3.3.3 THE URBAN ENVIRONMENT

(i) CULTURAL HERITAGE

Msunduzi has an extremely rich cultural, architectural, historical, and archaeological resource base that collectively makes up the heritage resources of the area. A Cultural Heritage Specialist Study identified and mapped a total of 646 heritage resource points, and 32 heritage resource zones, within the Msunduzi Municipal area. These consisted of architectural resources, archaeological resources, as well as historical and cultural resources.

Results of the mapping revealed that the majority of heritage resources located within the Msunduzi Municipal area consist of architectural resources, in the form of built structures (mostly buildings). These are concentrated within the Pietermaritzburg CBD and its surrounding suburbs, as well as in the Georgetown area of Edendale. A significant number of historical and cultural resources are also present within the Msunduzi Municipality. These consist of places of worship such as churches, mosques and temples, cemeteries, as well as open spaces, areas of political significance, and areas of past economic significance, to mention but a few. A general decline in the condition and quality of the area's identified heritage resources is noted.

As part of the Heritage Resource Study, a number of archaeological sites were also identified in the Msunduzi Municipality. However, as no systematic archaeological survey of the municipal area has been undertaken to date, the extent of the Municipality's archaeological resource base is largely unknown.

A significant lack of formally recognised historical and cultural sites of traditional African, Coloured, and Indian cultures within the Msunduzi Municipal area is notable, and is a serious gap in the available data.

(ii) URBAN GREENING AND TREES

Maintaining a 'green' built environment is important for both the image of the city, and the social and environmental health of residents. There is a need to focus on planting programmes in the CBD to replace storm-damaged and old/dangerous trees with indigenous alternatives that are hardy and drought tolerant.

(iii) SOLID WASTE POLLUTION

Widespread illegal dumping of domestic and industrial waste, as well as indiscriminate littering, is widespread in the city. Not only does this have a negative impact on the natural environment (including streams, open spaces, vacant lots, buildings, roads, and streets), but it also has a negative social impact, as well as direct health implications on residents. The costs of clearing illegally dumped waste is significantly higher than managing this waste at source, and in approved landfill and garden refuse sites.

3.3.4 COMMUNITY INVOLVEMENT

The Msunduzi Municipality has created opportunities for civil society to participate in its affairs through the IDP process and the LA21 Forum. There are a number of civil society groups and NGO's that are actively involved with issues of water, biodiversity conservation, air quality, and climate change. The DWA Catchment Management Forum also promotes society's participation in environmental decision making. Civil society plays an active role in biodiversity conservation through at least nine conservancies and trusts. There is, however, no mechanism or structure to promote collective participation in biodiversity governance in the Municipality. Business and industry, through the Pietermaritzburg Chamber of Commerce, has created the Air Quality and Environment Forum, to promote participation in air quality and environmental governance. There are various projects and activities that promote sustainable land management and agriculture in Msunduzi.



ENVIRONMENTAL HEALTH

In terms of Environmental Health and Social Services in the Municipality, Environmental Health (defined as Municipal Health Services by the National Health Act, 2003 (Act No. 61 of 2003)) entails the following:

- Water quality monitoring
- Food control
- Waste management
- Health surveillance of premises
- Surveillance and prevention of communicable diseases, excluding immunisations
- Vector control
- Environmental pollution control
- Disposal of the dead; and
- Chemical safety;

It excludes port health, malaria control, and control of hazardous substances. The Municipality fulfils these functions in terms of the Act.

3.3.5 CLIMATE CHANGE

3.3.5.1 INTRODUCTION

The Msunduzi IEMP and the Msunduzi SEMP informs part of the climate change policy as they were developed to assist / guide the municipality towards achieving sustainable development. Both documents include numerous key aspects, action plans, strategies and approaches which have been identified for long term implementation, to promote and encourage sustainability and ensure the conservation / preservation of natural resources. The Climate Change Policy is aimed at ensuring Municipal Business Units are compelled to take environmental impacts of their activities / plans into consideration and ensure that there are suitable strategies in places which enable cooperative and coordinated environmental management throughout Municipal structures and activities.

The Climate change policy builds on the Msunduzi Municipality's existing Environmental Management Framework (EMF), Environmental Management Framework – Status Quo Report, Strategic Environmental Management Plan7 (SEMP) and Final Draft Strategic Environmental Assessment (SEA); however, the primary aim is to provide a well-defined direction for responding to climate change risks and challenges. The main goal of this policy is to ensure that Msunduzi's Carbon footprint is reduced and the city is able to adapt to climate change related impacts and ensure there are options available when decisions need to be made regarding adaptation and mitigation. The relevance, effectiveness and implementation of this policy will be managed through on-going monitoring, evaluation and review to ensure it reflects the most recent developments in climate change science and technology, and delivers on the Municipality's statutory responsibilities.

The Climate Change Policy seeks to unpack core issues and identifies adaptation and mitigation measures (which are discussed in greater detail in the Climate Change Adaption And Mitigation Strategy) in greater detail, to be implemented (i.e. each adaptation and mitigation option would be case / site specific) which would contribute to the reduction of climate change related impacts on each of the sectors mentioned above.

3.3.5.2 ADAPTATION

Climate Change adaptation involves managing the unavoidable and developing strategies, which are practical and implementable, in order to reduce the impacts of extreme weather events. Even if emissions are stabilized relatively soon, climate change and its effects will last many years, and adaptation will be necessary (Farber, 2007). Climate change adaptation is especially important in developing countries since those countries are predicted to bear the brunt of the effects of climate change (Daniel, 2008). The types of adaptation measures adopted will depend on the impact of climate change on particular regions and economic sectors, on predicting and quantifying the type and scope of potential impacts, and on increasing the capacity to adapt to these.

South Africa's primary approach to adapting to the impact of climate change is to strengthen the nation's resilience. This involves enhancing the integrity of ecosystems, improving natural and potable water quality, improving



101

health care, reducing greenhouse gas emissions, improving waste management, strengthening infrastructure, preserving agriculture & food security, creating climate change awareness and improving governance. This strategy requires ensuring that national, provincial and local government embrace climate change adaptation by identifying and putting into effect appropriate strategies. Adaptation strategies include adequate support for the vulnerable; equitable disbursement of financial assistance; significant investment in new adaptive technologies and techniques in the water, biodiversity, waste, agricultural, energy, health, and infrastructure sectors; early warning systems for adverse weather & pest and disease occurrence; disaster relief preparedness; and significant investment in conserving, rehabilitating and restoring natural ecosystems to improve resilience.

The Msunduzi Climate Change Adaptation & Mitigation Strategy (currently being drafted) includes adaptation measures in the form of action plans relating to 9 different goals. These goals each identify with a key theme, namely: Biodiversity, water, health, energy, waste management, infrastructure, agriculture & food security, climate change awareness & research and governance. This will ensure that Msunduzi improves its resilience against the effects of climate change. The adaptation strategies focus on ensuring that Msunduzi and its communities are able to identify and implement strategies and plans which are implementable and realistic when faced with threats associated with direct and indirect impacts of a changing climate.

3.3.5.3 MITIGATION

Climate Change mitigation focuses on reducing the amount of GHG's that are emitted into the atmosphere. This action will help to avoid future impacts of climate change beyond that which is already projected, and involves implementing strategies, which would reduce and limit the current GHG percentages. An example of such strategies would be the monitoring of harmful gases emitted throughout the city, with investigations being conducted with regards to the strategies which can be implemented in order to reduce these emissions.

The mitigation strategies contained in the Climate Change Adaptation & Mitigation Strategy are aimed at reducing the severity of, or avoiding irreversible climate change impacts altogether, by ensuring that certain strategies are implemented and / or are evaluated. Examples of such strategies are greening programmes and renewable energy use.

3.3.6 ENVIRONMENTAL MANAGEMENT STAFF COMPLEMENT

The organisational structure for the Environmental Management Unit has 13 posts as follows:

Manager Environment:	1 post
Scientist Open Space Planning:	1 post
Scientist Planning and Policy:	3 posts
Technician Training and Education:	1 post
Scientist Impact Assessment:	5 posts
Scientist Climate Change:	1 post
Administration Officer/GIS:	1 post

Although the 2013 structure has not been implemented there is a legislative requirement for the Municipality to address and manage environmental compliance and planning issues and as such the following staff are currently employed:

Manager Environment:	1 permanent staff member acting in that position pending placement
Scientists:	4 scientists on short term Contracts (not permanently employed)
Scientist:	1 scientist on Work Back Bursary
Administration Officer:	1 Contact employee (Short term Contract, nor permanently employed)
Environmental Intern:	1 Intern for 2016



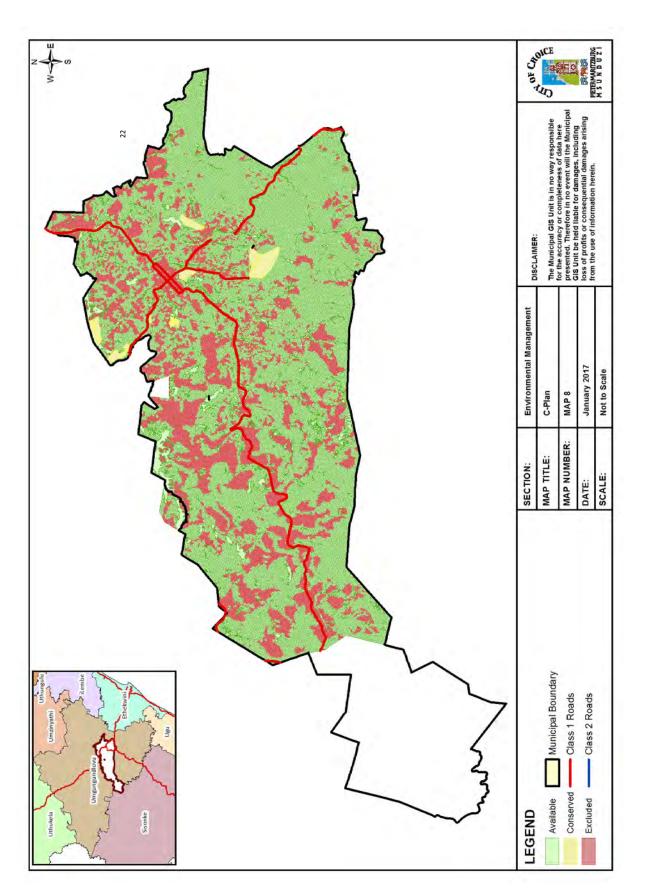
TABLE 16: SWOT

KEY ISSUES RELATING TO THE NATURAL ENVIRONMENT INCLUDE:

- Clearing of alien-invasive plants as they impact on biodiversity, agricultural land productivity, and water quality and supply. It is also a legal requirement, as the Municipality is a land owner, and is thus required to eradicate all Category 1 invasive species.
- Loss and degradation of key wetlands due to urban sprawl, overgrazing, poor sewerage and waste water management.
- Litter and illegal dumping in and around urban areas.
- Pollution of natural water courses.
- Flood risk heightened due to climate change impacts and degradation of natural environment.
- Seasonally high air pollution levels caused by inversion layer, as well as through industry and agriculture emissions.
- Pollution caused by vehicular emissions at peak periods resulting in high levels of carcinogens.
- Compliance with international and national carbon reduction targets.
- The need to mainstream climate change into municipal functions, and for the Municipality to proactively adapt to the changes brought about by climate change.
- A need for urban greening and indigenous planting programmes in the CBD, and in new commercial, industrial, and residential developments.
- The need to rehabilitate degraded land caused by inappropriate land uses.
- Loss of strategically located agricultural land to urban sprawl.
- The need to identify communities that are at risk of environmental impacts.
- High levels of noise, impacting on the social environment.
- Limited institutional capacity within the Municipality to deliver on the legal mandate and priority action plans emanating from the Strategic Environmental Management Plan.
- A need for greater public participation in environmental matters through the reinstatement of the LA21 Forum.
- A need for greater public access to environmental policies and plans through media like the internet.
- A need for training of Councillors, officials, and the public on principles of sustainable development.

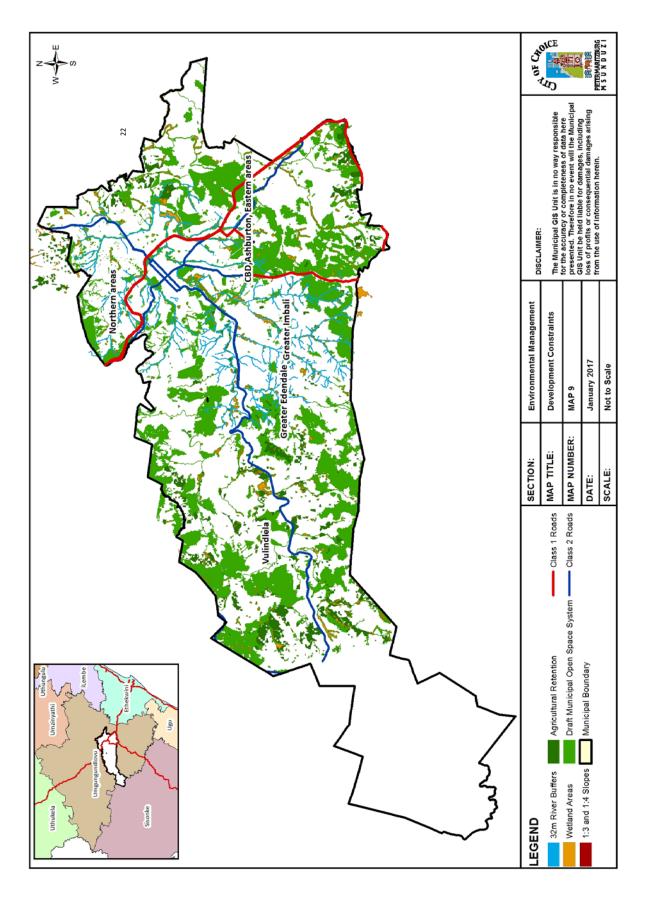
STRENGTHS		WEAKNESSES		
	• Fu	unctional GIS spatial analysis system	• La	ck of vehicles
	• Q	ualified staff registered with professional	• La	ck of human resources – Environmental
	bo	odies	Мс	anagement Unit currently consists of 1 permanent
	• G	ood co-operative governance with other	an	d 6 contract staff
	sp	pheres of government		
OPPORTUNITIES		THREATS		
	• Th	ne SEMP has a number of actions plan	• De	velopment in sensitive areas such as riparian areas
	al	lready outlined for implementation	• La	ck of budget
	• Er	nvironmental Education and Training	• Lai	nd invasion
	• Re	ehabilitation of ecological infrastructure		



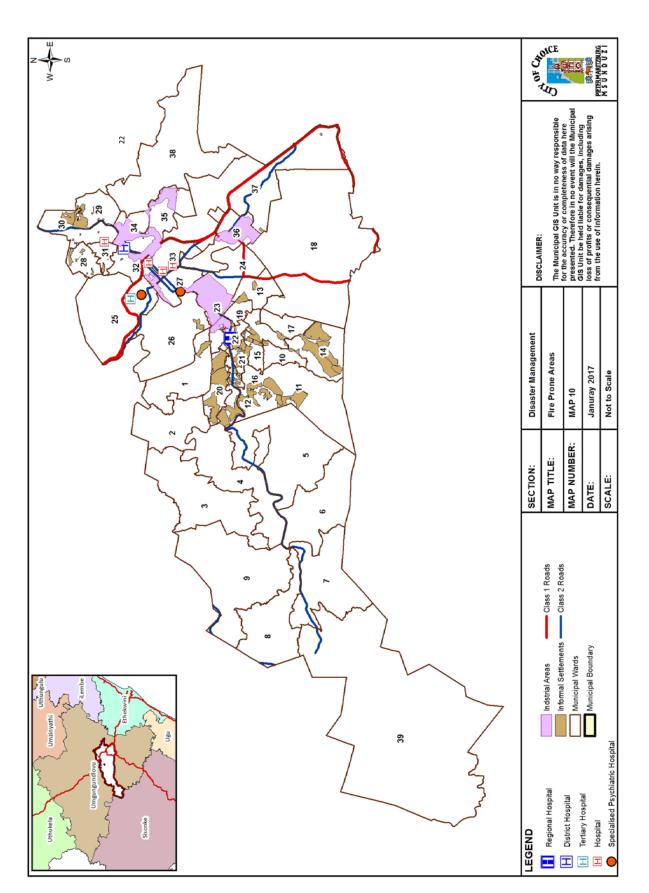




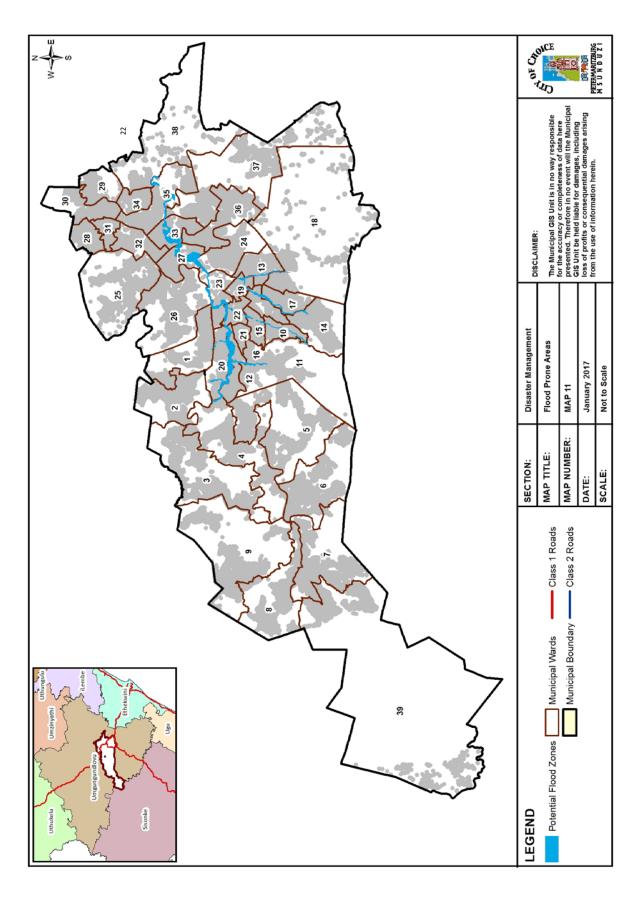












106



3.4 DISASTER MANAGEMENT

3.4.1 INTRODUCTION

The Disaster Management Act (57 of 2002) clearly outlines initiatives that must be undertaken to make sure that organs of state comply with the Act and policy framework on disaster management. The Msunduzi Municipality is prone to different types of disasters, both natural and human made. Natural disasters range from snow, wind, fires to floods and tornados. It is therefore important to understand that natural disasters cannot be prevented, but that the least the Municipality can do is to develop strategies to mitigate the effectiveness of such natural disasters. Closer relationships with other departments are needed to mitigate the effect of natural disasters In addition, it is important to note that human disasters can be prevented by making sure that continuous sharing of information takes place with the community at all times.

The uMgungundlovu District Municipality has prepared a draft Disaster Management Plan, which the Msunduzi Municipality has been part of. The Municipality has developed an in-house review of the Consolidated Disaster Management Framework and Disaster Management Plan.

3.4.2 MUNICIPAL INSTITUTIONAL CAPACITY

(i) DISASTER MANAGEMENT

Disaster Management, as a discipline, is changing from being reactive to being proactive. To achieve this, it is necessary to determine the risks that communities are faced with, so as to provide a safe environment, and to provide relief assistance for the affected. During the 2016/17 financial year, risk analysis workshops were conducted and the raw data processed. The Disaster Management plan was approved during March 2015 by the full council. Disaster management Officials conducted awareness campaigns to alert the community to the dangers of floods, fires and strong winds.

Relief supplies and assistance were given to those affected by storms, fires, and other disasters. Relief is in the form of temporary accommodation, food rations, and waterproofing, and it's noted that the number of incidents has decreased.

- During the annual financial year 2015/2016, 200 incidents responded to affected 12506 community members, cost emergency relief R1467592.00 Community and school Awareness campaigns conducted reached 6000 community members in Msunduzi area.
- During the 2016/17 financial year 173 incidents that affected 2414 people were responded to. Total emergency relief supplies cost amounted to R1, 264,114.

KEY ISSUES RELATING TO DISASTER MANAGEMENT INCLUDE

- The need to refurbish the emergency services communications centre;
- The need to budget for improving radio communications for all units within Public Safety and extending radio communications to all wards within Msunduzi.
- The need to allocate budget to replace Emergency PABX system.
- The need to improve the reporting of all emergencies (ie. fire, traffic, security, disaster);
- Dispatch of emergency resources to emergency incidents must be in compliance with national standards relating to emergency response;
- There is a need for disaster response plans for prioritised high risks; and (Fire training school has already got a recognized facility)

(ii) FIRE SERVICES

In terms of the Fire Brigade Services Act 99 of 1987, the fire brigade service is intended to be employed for:

- (a) preventing the outbreak or spread of a fire;
- (b) fighting or extinguishing a fire;
- (c) the protection of life or property against a fire or other threatening danger;



- (d) the rescue of life or property from a fire or other danger;
- (e) subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service; or
- (f) the performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

During the 2015/2016 financial year, a total of 1898 fires were attended to, and 615 other related incidents were attended to. During the 2016/2017 financial year, 1270 fires were attended to and 335 other related incidents were attended to. Average response times in urban areas have increased from 15 minutes to during 2015/2016 to 16 minutes in 2016/2017 financial year. In rural areas, the average response time for both financial years was 35 minutes.

KEY ISSUES RELATING TO FIRE FIGHTING:

- Erection two fire stations, and appointment of the necessary human and machinery resources, one each in Northdale and Vulindlela areas, to comply with and improve emergency response times in terms of SANS 10090: 2003;
- The replacement of old and/or obsolete critical fire fighting vehicles and related equipment;
- Implementation of airport firefighting and rescue requirements for the Cat 6 airport licencing compliance
- Increased staffing, filling of vacant funded and unfunded posts, to ensure compliance to SANS 10090: 2003 community fire safety standards;
- All-weather parking facilities for fire fighting vehicles at Central Fire Station; and
- Public education on basic fire prevention and life safety, with particular focus on residents of informal settlements.

(iii) TRAFFIC SERVICES

The Department helps ensure a safe environment, and improves quality of life through effective traffic policing combined with efficient use of security officers. Traffic services include:

- Control and regulate all forms of traffic, promote education and training in road and traffic safety;
- Attend scenes of motor vehicle collisions and assist with traffic control, removal of injured persons, and removal of vehicles so that traffic may flow freely again; and
- Eliminate points of congestion, obstruction, hindrance, interference, or danger to vehicles and pedestrians.

Other areas of service provision currently requiring attention include by-law enforcement and crime prevention.

The Municipality is currently undertaking a study to ascertain the number of traffic personnel require to fulfil their legal mandate.

There were 682 accidents during the 2012/13 financial year, which increased to 739 during the 2013/14 financial year.

KEY ISSUES RELATING TO TRAFFIC SERVICES INCLUDE:

Shortage of employed personnel; Reliability of the traffic services fleet; and Human resource issues relating to change management, training, staff morale, and disciple.

(iv) SECURITY SERVICES

The Security Services Section's responsibilities include:

- Protection of municipal assets;
- Access control to municipal buildings;
- Protection of municipal forests and nature reserves;
- Serving of municipal notices (ie. Illegal occupations, illegal dumping);



- Escorting municipal officials on disconnections (ie. water and electricity); and
- Enforcing by-laws with regard to illegal trading.

The Municipality is also part of the Safe City Pietermaritzburg initiative. Key objectives of this initiative are to provide camera surveillance of certain areas within the Msunduzi Municipality, so as to encourage a crime-free environment for the benefit of Msunduzi communities, and to attract investors and promote development, tourism, and job creation. Partners in the initiative include:

TABLE 17: SAFE CITY PIETERMARITZBURG ROLEPLAYERS

ROLE PLAYER	RESPONSIBILITY
The Msunduzi	• The Municipality has provided Operational and Capital Budget since 2002; and
Municipality	• The Municipality provides response teams for traffic and by-law infringements.
The SA Police Services	 Provides significant Business Skills input at no cost to initiative;
	• Provides funding for the Royal Agricultural Show public engagements as well as
	equipment needs; and
	 Provides funding for SMS Safe City Project (DIAL 083676 SAFE).
The National	Provides 24/7 presence in control room;
Prosecuting Authority	Provide rapid response to crime incidents detected on screen;
	Provide guidance to operators in respect of Criminal Procedures Act
	requirements; and
	Provide daily crime stats for operational purposes.
Business Fighting Crime	Provide dedicated court for all CCTV related cases;
	Provide specialised prosecutor for CCTV cases; and
	• Provide monthly feedback and overview of previous month's criminal cases.

KEY ISSUES RELATING TO SECURITY SERVICES INCLUDE:

- Human Resource issues relating to current levels of skills and training needs.
- Staff suitability for accreditation as Peace Officers;
- Reliability of the municipal fleet;
- Key challenges relating to Safe City include:
 - Obtain capital funding to extend the existing system into new areas of the Municipality, and to assist the Msunduzi Municipality in the enforcement of Traffic and other general laws;
 - Maintain automatic number plate recognition operations in conjunction with the Traffic Department, despite a severe manpower shortage in the Department;
 - Increase the number of by-law arrests for infringements detected by camera, which requires a
 dedicated Municipal Security Response team;
 - Keeping camera down-time below 1%, despite financial constraints;
 - Maintain close cooperation with all Safe City Partners;
 - Maintain a high level of control room vigilance;
 - Investigate possibilities to increase Safe City's income revenue; and
 - Upgrade existing cameras and Control Room technology in order to maintain and grow the required performance levels.

109

3.4.3



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

The following classification of hazards has been developed for the Municipality. These will be finalized in the Disaster Management Plan.

TABLE 18: DISASTER RISK PRIORITY

RISK ASSESSME

Disaster risk priority	Risk type
1	Fires (shack) informal dwellings
2	Fires (veld)
3	Flooding
4	Severe weather conditions
5	Hazardous materials (storage, transportation, and usage) fire department does the
	compliance . DISASTER need to identify the M.RH.R.
6	Lightning incidents
7	Special events (as an on-going processes)
8	Mission Critical Systems Failure (MCSF) E.C.C.
9	Transportation accidents fire
10	Building collapse fire

3.4.4 RISK REDUCTION AND PREVENTION

Prevention and mitigation strategies identified in the District Disaster Management Plan include:

- The development of an early warning system for natural disasters such as floods, hailstorms, and droughts;
- Prevent forest fires by having fire breaks;
- LED Programmes;
- Upgrade and maintenance of infrastructure;
- Develop protocols for specific risks;
- Road and sidewalk maintenance;
- Upgrade and maintenance of landfill sites;
- Public awareness campaigns;
- Replacement of old vehicles and machinery;
- Establish rehabilitation centres;
- Develop poverty alleviation strategies;
- Develop job creation programmes (ie. Cleaning campaigns); and
- Implementation of regular patrols.

Several of these issues are addressed through the IDP's strategic framework.

TABLE 19: SWOT

KEY ISSUES RELATING TO THE DISASTER MANAGEMENT INCLUDE:

- The need for the development of an emergency services communications centre;
- The need for one emergency number for reporting on all emergencies (ie. fire, traffic, security, disaster);
- Despatch of emergency resources to emergency incidents must be in compliance with national standards relating to emergency response;
- There is a need for disaster response plans for prioritised high risks; and

STRENGTHS

WEAKNESSES

 The in-house review of the Consolidated Disaster Management Framework and Disaster Management Plan.
 OPPORTUNITIES
 The development of an in-house Disaster
 FUNDING .
 Obtain capital funding to extend the existing system into new areas.
 THREATS
 Human Resource issues relating to current

Management Plan. The establishment of two new fire stations to bring

- response times down and extend services to previously un-serviced areas.
- levels of skills and training needs.
- Staff suitability for accreditation as Peace Officers.



C2-DEMOGRAPHIC CHARACTERISTICS

3.5 **POPULATION**

The recent Census (2011) indicates that the population for the uMsunduzi Municipality has risen from a total of 552 837 people in 2001, to 618 536 people in 2011, which represents an average annual growth rate of 1.12 percent per annum. The Census also indicates that the number of households has risen from 130 292 in 2001, to 163 993 in 2011, although the average household size has decreased from 4.0 people per household in 2001, to 3.6 in 2011.

The table below indicates the population per ward in the Municipality. The wards with the highest populations include wards 13, 16, 17, 18, 28, 30, and 34, each with more than 20,000 people per ward.

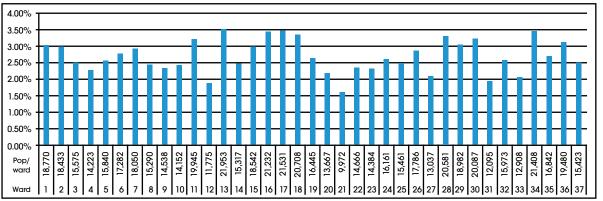


Figure 5a: Population per municipal ward as a percentage of the total population (StatsSA, 2011)

Stats SA Census 2011

The census 2011 figures indicated that Msunduzi has more females (54.55%) than males (45,45%T) a trend that has continued in 2016 as the StatsSA Community Survey (2016), figures also indicate that there are more females (51.30%) than males (48.30%) in the Municipality. Although the trend has remained the same the number of males has increased by 3%. The percentage of male headed households has increased from 57% in 2011 to 61,9% in 2016.

The census 2011 figures showed that the Majority (68,4%) of the Population fall within the economically active age charts (15 to 64 years). This was also the case in 2016 Msunduzi Municipality's actual Economically Active Population was approximately 273 000 which is 40,02% of its total population and roughly 65,48% of the total Economic Active Population of the uMgungundlovu District Municipality. (HSMarket2016)

Within the Msunduzi Municipality, the number of people without any schooling decreased from 2001 to 2011 to 2016 at an average rate of -2,4% while the number of people within the matric only category increased from 94 100 to 143 000. The number of people with matric and certificate/diploma increased with average annual rate of 3, 78% with the number of matric and bachelor's degree increasing as well. (HSMarket2016)

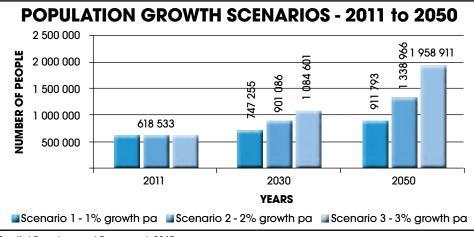
In terms of child-headed households, the table below summarises the prevalence over the previous three Censuses, mas compared to the uMgungundlovu District Municipality average. As can be seen, the highest prevalence of child headed households occurred in 1996, when 0,9% of households in the Municipality were child-headed. The 2001 figures indicate a decline in child-headed households to 0,3%.

3.5.1 **POPULATION GROWTH RATE**

In terms of the anticipated growth scenario the population and economic growth rates will be in excess of that achieved over the past 10 years. The population growth rate is anticipated to be 1,7%, whereas the economy will grow at a rate of 3,2%. This scenario assumes that the HIV/AIDS pandemic has been curbed and that the negative impact thereof on population growth has been reduced.

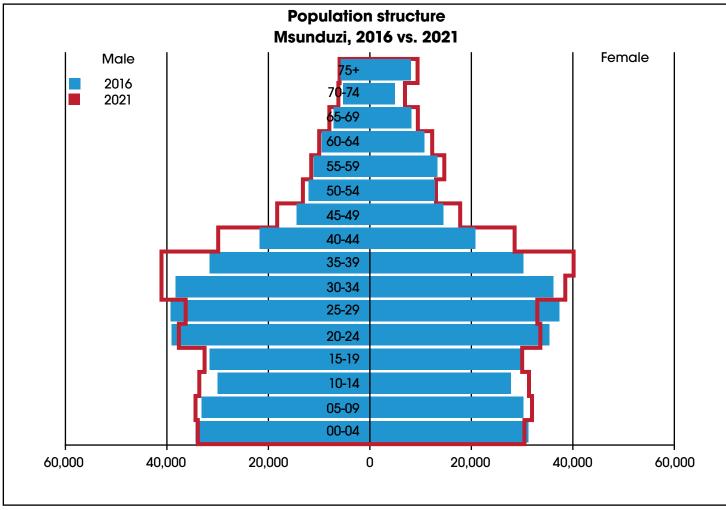


Figure 5b population growth scenarios



Spatial Development Framework 2015

Figure 5c



Source: IHS Markit Regional eXplorer version 1070)



As depicted on the pyramid above the Municipality has a high number of young people between 20 and 34 (31.4%). In 2016, the female population for the 20 to 34 years age group amounts to 15.6% of the total female population while the male population group for the same age amounts to 15.7% of the total male population. As depicted on the pyramid above the Municipality has a high number of young people. About 70% of the population is below the age of 34 years. This is one of the reasons why the City Development Strategy aims to create a city of learning. The Municipality has numerous programmes to assist the youth and works closes with the department of education which ploughs Hugh amounts of money into the city's education sector. The Municipality has invested immensely in youth development with programmes to up skill the youth so they can assist with the development of challenges. The Municipality has a programme to train 180 youth in plumbing and thereafter they can assist with the water leaks around the Municipality. The Municipality also gives points to local businesses when procuring for services this again aims to ensure that business around the city benefits and employs local people.

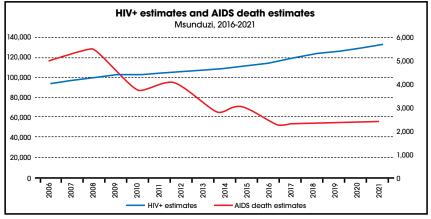
TABLE 20: PREVALENCE OF CHILD HEADED HOUSEHOLDS

	No. of Ho	ouseholds he Children (0-17 years)	aded by	% of Households headed by Children (0-17 years)					
	1996	2001	2011	1996	2001	2011			
uMgungundlovu	2 215	1 398	1 755	1,2	0,6	0,6			
uMsunduzi	1 067	674	920	0,9	0,3	0,6			

Department of Health, 2011 Annual Report

In 2010, the uMgungundlovu DM had the highest prevalence of HIV/Aids in the province, as well as in the country, according to the annual Department of Health ante-natal survey undertaken at state hospitals. These figures are summarised below, and indicate an upward trend in infections. The Municipality is attempting to establish ward-level Aids Committees and involving Ward Councillors in this regards.

FIGURE 6: CHART 6.AIDS PROFILE AND FORECAST - MSUNDUZI LOCAL MUNICIPALITY, 2006-2021



Source: IHS Markit Reginal eXplorer version 1070

Msunduzi developed an HIV/Aids Strategic Plan (2012 – 2016) which is included as an Annexure to the IDP. This plan includes the establishment of a local Aids Council.

The successful implementation of the HIV/Aids Strategic Plan (2012 - 2016) will depend on a number of imperatives, which include the provision of leadership at all levels; greater involvement of communities and their structures; behavioural and attitude change among the community members; greater involvement of people living with HIV and AIDS; the sustainability and adequate resourcing of initiatives that are aimed at reduction of the spread and impact of HIV, AIDS, STIs, and TB.



There are a number of existing and potential long-terms risks associated with the current prevalence rate, that if not sufficiently addressed, will cause existing impacts to become more firmly established, whilst new ones will take root in communities. Both existing and potential impacts have the potential to reverse many of the developmental gains made in the district since 1994. The economic costs of HIV and AIDS, the stigma surrounding the disease that leads to discrimination and withdrawal, and the inability to access social services, combine to expand socioeconomic inequalities in society. HIV and AIDS is not only killing people, it further divides communities and society in general, and the pandemic has caused a great deal of suffering in communities. The most visible impact of this has been an increase in the number of people who are getting sick, and those who are dying due to sicknesses related to the pandemic. According to USAID (2003) in a study conducted in Sub-Saharan Africa, the HIV and AIDS pandemic affects the performance of health systems through:

- More demand for hospital beds
- More demand for treatment
- Longer hospital stays
- Increased need for community services
- Increased costs of services
- Medical personnel being infected and affected

Similarly, in the education sector, sickness and death of teachers, and learners who have been orphaned or have a parent that is sick, contribute to poorer results. The private sector is also affected through higher costs associated with absenteeism of sick workers, training of new staff to replace workers who have died, and the loss of productivity.

In order to determine Mortality and Morbidity rates for the Municipality, the Department of Health's Annual Report (2011-2012) has been utilised, which unfortunately aggregates the information to a District level. This aside, the top four causes of years of life lost in the uMgungundlovu DM are TB (22.4%), Lower Respiratory Infection (LRI) (10.1%), Diarrhoeal Disease (9.2%), and HIV/Aids (8.6%). In terms of maternal mortality rates, the District average is 193.5 maternal deaths per 1 000 births, which is classified as "much poorer than expected".

TABLE 21: SWOT

KEY ISSUES RELATING TO POPULATION

- A growing population with a growing number of households, but with a decreasing average household size.
- A population that is predominantly within the economically active age groups, and one where people within the working age groups are less dependent on those who are employed.
- A population that is improving in levels of skills development and literacy shown by the improving levels of schooling and post schooling qualifications.
- A population with the highest level of HIV/Aids infection in the province.
- A population with a relatively high level of child headed households. **STRENGTHS**

WEAKNESSES

- High number of economically vulnerable households
- Places of residence some distance from work opportunities.
- High levels of unemployment.

THREATS

- High but stabilizing levels of HIV/AIDS
- Increasing in migration

OPPORTUNITIES

active age cohorts

• A stabilising population growth rate.

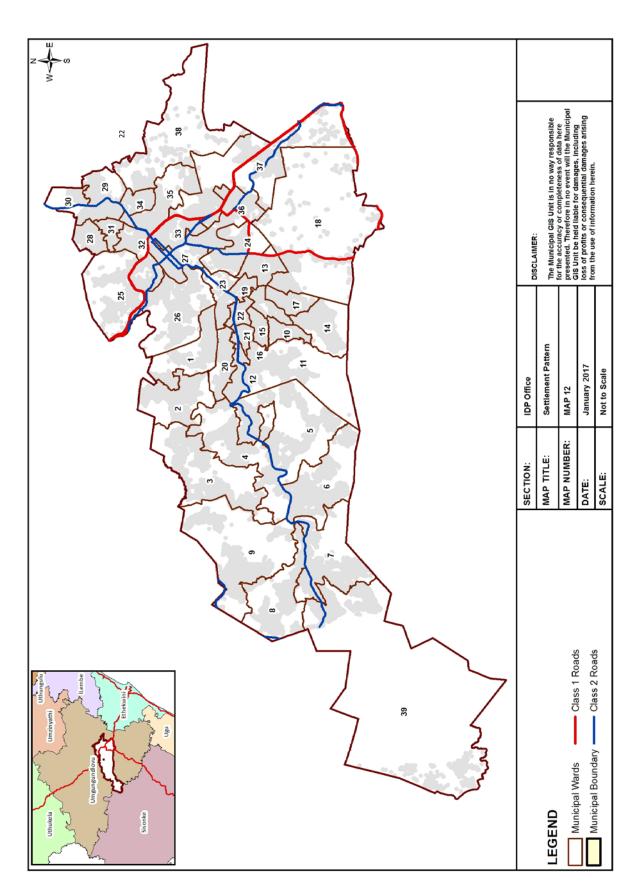
 The majority of the population in the economically active age cohorts

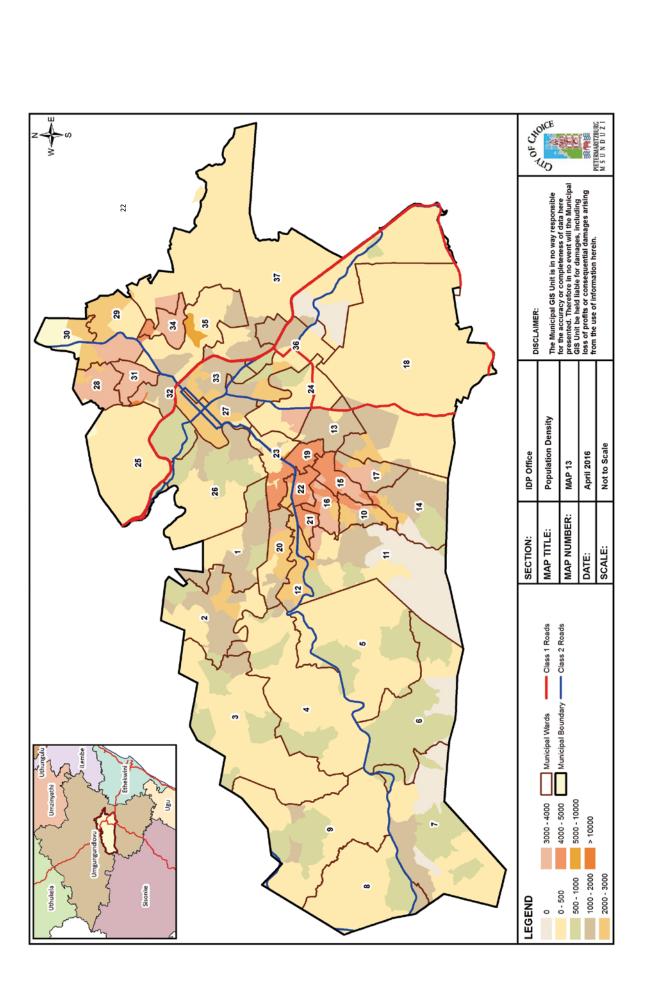
Decreasing number of child-headed households

The majority of the population in the economically

- Good levels of education amongst adults
- Improving levels of literacy and tertiary training.

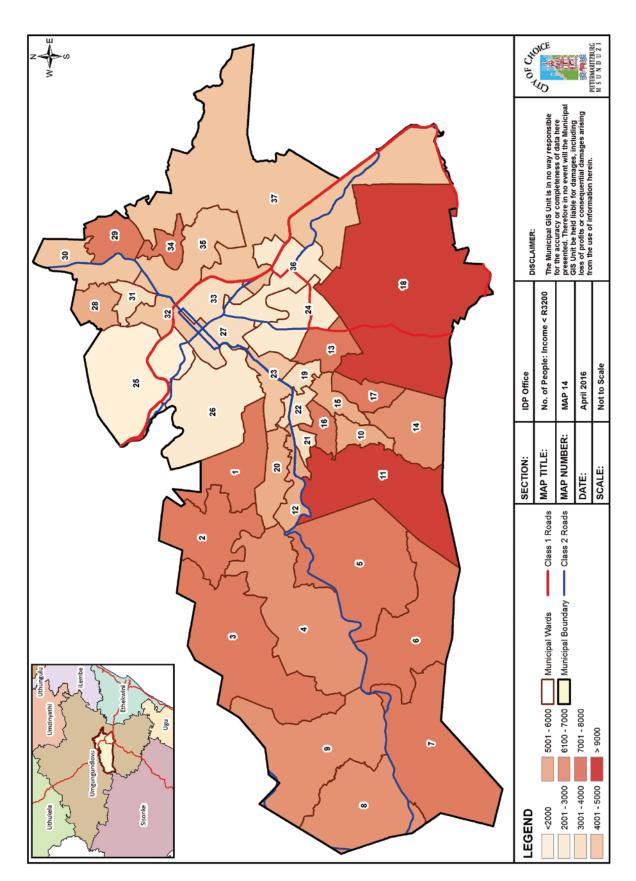




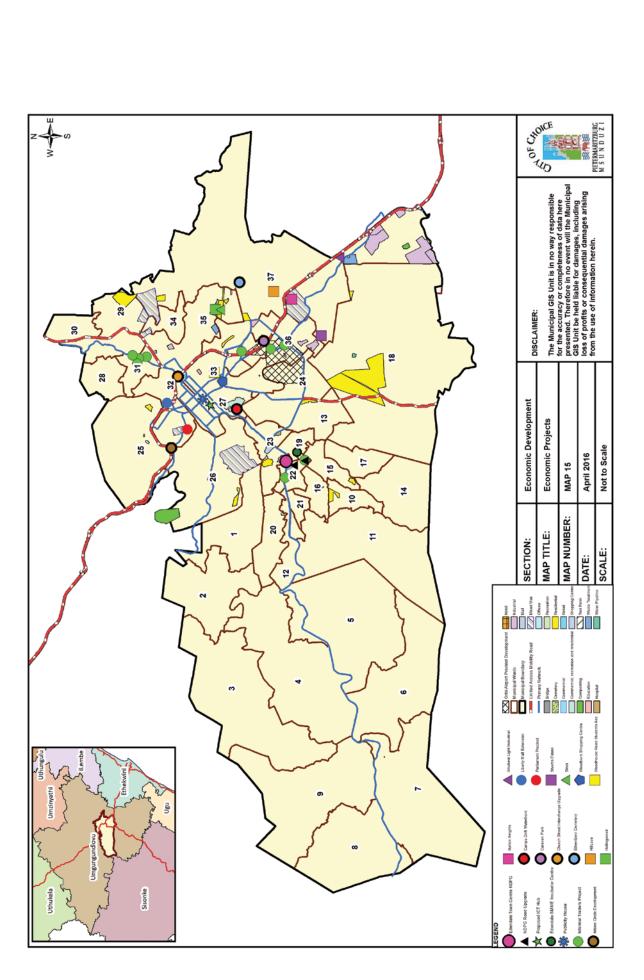


nD





• •







C3-PGDS GOAL: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3.6 MUNICIPAL TRANSFORMATION

Serious financial challenges within the Msunduzi Municipality necessitated an intervention in terms of section 139 of the MFMA. The financial crises came to be because of poor controls, rampant corruption amongst senior staff, and failure to prepare the mid-year Adjustments Budget and the 2010/11 Budget by deadline. By mid-March 2010, when the Provincial Intervention Team (PIT) was appointed, the budget deficit for budget 2009/10 was estimated at R162 million.

The administration period saw the suspension, and in some instances the resignation, of section 57 managers, as well as the Municipal Manager and the CFO. The Provincial Intervention Team drafted four Turn Around Strategies, consisting of a Financial Strategy, an Infrastructure Development Strategy, a Community Services Strategy, and a Good Governance Strategy. These strategies were developed to stabilise the affairs of the Msunduzi Municipality. The 2011/12 financial year saw the lifting of the intervention and the appointment of the Municipal Manager, the Chief Financial Officer, and the Deputy Municipal Manager: Infrastructure Services. The posts of Deputy Municipal Manager, Development Services, and Community Services have been advertised.

A Policy Development Specialist was seconded to the Municipality form COGTA to assist with the development and review of 26 Organisational Development Policies. The Policies are currently being workshopped at the portfolio committee, as part of the consultative process preceding approval. During the latter part of 2011/2012, an OD specialist was further seconded to the Municipality from COGTA, to review the current organisational structure and align capacity to improve service delivery. The 3 tier structure was developed, and has been tabled for Council approval. Consultation with the Business Units occurred in June of 2012, extending the review and beyond level 3.

3.7 ORGANISATIONAL DEVELOPMENT

Approval of key operational matters within the Municipality follows the following approval process, namely Strategic Management Committee (SMC), Portfolio Committees, EXCO, and Council.

3.7.1 POWERS AND FUNCTIONS

The powers and functions of the Msunduzi Municipality are summarised as follows:



TABLE 22: POWERS AND FUNCTIONS OF THE MSUNDUZI MUNICIPALITY

LEGISLATIVE MANDATE	DESCRIPTION
Constitution of SA:	Local Government, especially sections 151, 152 and 153. Also Schedule 4, Part B and
Chapter 7:	Schedule 5 Part B.
	152. The objectives set out in the Constitution for local governments are to:
	 Provide democratic and accountable government;
	 Ensure the provision of sustainable services to local communities;
	 Promote social and economic development;
	Provide a safe and healthy environment; Encourage involvement of community ergenisations in local government
	Encourage involvement of community organisations in local governance.
	Schedule 4B identifies the following functions for the Municipality:
	Air pollution
	Building regulations
	Child care facilities
	Electricity reticulation
	Firefighting services
	Local tourism
	Municipal airports
	Municipal planning
	Municipal public transport
	Municipal public works (internal)
	Stormwater management
	Trading regulations
	Water and sanitation services
	Schedule 5B identifies the following functions for the Municipality:
	Billboards and display advertisements
	Cemeteries, funeral parlours, crematoria
	Cleansing
	Control of public nuisances
	Licensing of dogs
	Licensing & control of food undertakings
	Local amenities
	Local sports facilities
	Markets
	Municipal parks and recreation
	Municipal roads
	Noise pollution
	Public places
	Refuse removal; solid waste disposal
	Street trading
	Street lighting
	Traffic and parking
	Municipal Pound
	The Msunduzi local government is responsible for the complete authority over
	functions listed in the table above. Delegation of this authority is in respect of
	Municipal Pound, Airport, and Tourism.
Municipal Structures Act:	The Msunduzi Municipality is a Category B Municipality in terms of Section 7, with a
	collective executive system and a ward participatory system Section 9(b).
The White Paper on	The White Paper on Developmental Local Government lists three key outcomes:
Developmental Local	Provision of basic household infrastructure and services;
Government:	Creation of liveable, integrated cities, towns, and rural areas;
	Promotion of local economic development.



There are two wings to Msunduzi local government's responsibilities. The first is concerned with large-scale functions, such as the planning and promotion of integrated development planning, land, and economic and environmental development. The second is concerned with the provision of specific services, such as housing, water, and electricity.

Planning and Promotion of Integrated Development

• Planning and promotion of the Integrated Development Plan (IDP)

The IDP is a single strategic plan that guides all decisions and programmes related to managing and developing the Municipality. This includes municipal as well as private sector and provincial programmes and plans.

Planning and promotion of land development

The Municipal Systems Act requires that each municipal IDP includes guidelines for land management and development. This means the Municipality must provide a system for making decisions regarding land development, development applications, land use, and land use change.

Planning and promotion of economic development

The Msunduzi local government is responsible for providing an environment that encourages economic growth by focusing on basic community needs, as well as promoting social and economic development. In other words, its role is to provide an enabling environment, rather than being responsible for economic growth and job creation.

Planning and promotion of environmental development

This function includes the regulation of air and noise pollution, as well as services such as storm water management, water and sanitation, and recreational facilities. The Msunduzi Municipality is required by the National Environmental Management Act to incorporate environmental strategies handed down by the province, and to produce an integrated waste management plan.

Service delivery

Housing Services

The Municipality does take on aspects of this function, which includes finding land and beneficiaries for lowcost housing, developing housing projects, infrastructure, and renting and owning houses.

Water Services

The Msunduzi Municipality is responsible for water supply from bulk supplier to the Local Community, inclusive of the management and maintenance of water and wastewater reticulation systems. Attention has been given to providing free basic water and sanitation services to the poor.

Electricity Distribution Services

This relates to the provison of electricity services to certain areas of the municipality. ESKOM is responsible for the coverage of limited areas.

Roads and Transport Services

The Msunduzi Local Municipality is responsible for providing and maintaining local streets, as stated in Schedule 5B of the Constitution. The provincial government also funds municipalities to carry out provincial road repairs. Although a transport plan is a key part of the IDP for the Municipality, creating an adequate plan may be difficult due to a lack of resources.

• Solid Waste Services

The Municipality is responsible for cleansing, refuse removal, dumps, and solid waste disposal. Although not specified, this function does involve minimising waste and recycling.

121



Community Development Services

The community services provided by Msunduzi local Municipality include community halls, sport and recreational facilities, public toilets, libraries, the Art Gallery, public swimming pools, cemeteries, and crematoria.

Emergency Services

Fire-fighting remains a function of the Municipality, and the local governments is required to prepare disaster recovery plans.

Public Safety Services

The functions of municipal Public Safety Services are road traffic policing, policing of municipal by-laws, and the prevention of crime.

Public Works

Though municipal public works is listed as a function, it can be seen more as an internal support service, geared towards construction and maintenance of public infrastructure and facilities.

3.7.2 ORGANISATIONAL STRUCTURE/ ORGANOGRAM

There are five Business Units in the Municipality, which mirror the committee portfolios and report to the Municipal Manager. These Business Units, each headed by a Deputy Municipal Manager, ensure that services are delivered to the people of the Msunduzi Municipality, and are structured as follows:

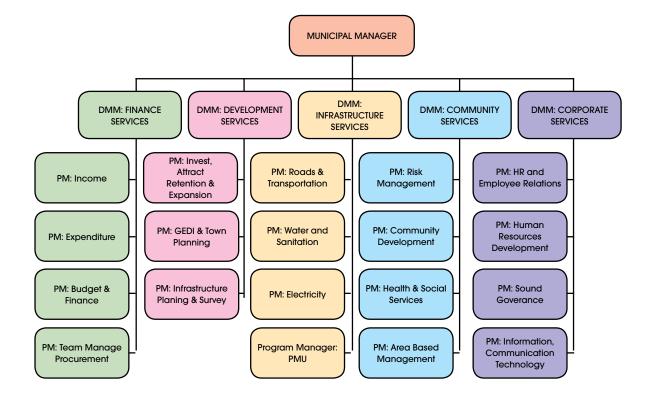
- Infrastructure Services;
- Community Services;
- Economic Development;
- Financial Services; and
- Corporate Services

The Municipal Manager and his team of executive managers hold weekly meetings to discuss key strategic service deliverables, and to offer guidance on achieving IDP goals. The administrative component is aligned with the five National Key Performance Areas: Financial Viability and Management, Local Economic Development, Basic Service Delivery and Infrastructure Development, Good Governance and Public Participation, Institutional Development and Transformation, and Environmental Planning and Social Services.

FIGURE 7: Top Administrative Structure of the Msunduzi Municipality



CURRENT TOP ADMINISTRATIVE STRUCTURE





INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

NEW APPROVED FUNCTIONAL ORGANOGRAM

The following diagram summarises the new approved functional organogram of the Municipality:

FIGURE 8: Organogram of Top Management

	TIER 1			
	CITY MAN	AGER		
	FUNCTION			
	Strategic F	Plannina		
	Political Su	•		
		ional Compliance, Performanc	e and	
		e Management		
	Communi	cations & IGR		
	Internal Au	ıdit		
TIER 2	TIER 2	TIER 2	TIER 2	TIER 2
CHIEF FINANCIAL OFFICER	GENERAL MANAGER: CORPORATE SERVICES	GENERAL MANAGER: INFRASTRUCTURE SERVICES	GENERAL MANAGER: COMMUNITY SERVICES	GENERAL MANAGER: SUSTAINABLE DEVELOPMENT & MUNICIPAL ENTITIES
TIER 3	TIER 3	TIER 3	TIER 3	TIER 3
SENIOR MANAGERS	SENIOR MANAGERS	SENIOR MANAGERS	SENIOR MANAGERS	SENIOR MANAGERS
EXPENDITURE MANAGEMENT	LEGAL SERVICES	ROADS AND	PUBLIC SAFETY.	DEVELOPMENT
		TRANSPORTATION	EMERGENCY	SERVICES
BUDGET PLANNING	SECRETARIAT &		SERVICES &	PLANNING &
IMPLEMENTATION &	AUXILIARY SERVICES	WATER & SANITATION	ENFORCEMENT	ENVIRONMENTAL
MONITORING				MANAGEMENT
	HUMAN RESOURCES	ELECTRICITY	WASTE MANAGEMENT	HUMAN SETTLEMENTS
			RECREATION &	CITY ENTITIES
REVENUE MANAGEMENT	ICT	PROJECT MANAGEMENT UNIT	FACILITIES	
SUPPLY CHAIN			AREA BASED	
	FUNCTIONS	MANIACERS		FUNCTIONS
MANAGEMENT	FUNCTIONS:	MANAGERS	MANAGEMENT	FUNCTIONS:
	Labour law,			
	Contracts, SCM,		FUNCTIONS:	Licensing, Business
	Bylaws & Policies,	WATER SERVICES AUTHORITY		Development,
FINANCE GOVERNANCE	Litigation &		Traffic Security,	Economic
& PERFORMANCE	Town Planning &		Fire, Disaster	Development
MANAGEMENT	Conveyance		management,	
	Committee Officers,		Emergency	Town Planning,
	translators, Printing,	MECHANICAL WORKSHOP	Communications	Environmental
	Archives, Registry &		Communications	Management,
	information			Building Control,
			Dusiness Waste	Land Servey,
ASSET & LIABILITY			Business Waste,	Environmental Health
MANAGEMENT	Systems, ICT Security,		Domestic waste,	& GEDVI
	ICT Infrastructure,	FUNCTIONS:	Street Sweeping,	Housing Planning,
	Business Optimisation		Garden Sites, Public	Implementation,
511110510110	& ICT Projects	Transportation Planning,	Toilets, Landfill &	Informal Settlements,
FUNCTIONS:		Traffic Signals, Roads &	Recycling	Administration
Creditors, Pay office,	Personnel, Job	Storm-water Maintenance,	Sports, Parks,	Tourism, Agriculture,
Internal controls	Evalustion, HR Unit	Road Marking & Road	Servitude, pools,	Art Gallery / theatre,
Finance Support, Budget	Management,	Design	Libraries, Buildings &	Airport, Safe City
Planning & implementation	Occupational		Facilities	
g a spontonialion	Health & Safety,			
Rates & Auxiliary Revenue,	Organisational	Water & Sanitation, Planning,	Area Based	
Customer Care, Utilities,	Development & Skills	Design & Construction	Management, Halls,	
Debtors Management	Development	Monitoring. Operations &	HIV & Social Services	
20010 Management		Maintenance & Infiltration		
Supply Chain		Control		
Supply Chain Management Stores				
Management, Stores				
Financial Cash		Electrical Planning, Revenue		
Management, Financial		management & Operations		
performance, Compliance		Maintenance		
& Reporting				
Loss Control, Asset		Financial Management,		
management, Fleet, Real		Project Engineering &		
Estate & Valuations		Control		
		Pollution Control,		
		Compliance & Monitoring		
		Vehicle Servicing, Welding,		
		Tyre Bay, Auto Electrical &		
		Machinina		

Machining



3.7.3 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

(a) MUNICIPAL MANAGER AND SECTION 56 POSTS

The municipal manager and five section 56 posts are now filled. There was one vacancy, deputy municipal manager: infrastructure services, due to the resignation of the Incumbent. The process manager electricity was acting in this position and has been appointed.

- Municipal Manager Filled
- Chief Financial Officer Filled
- General Manager Infrastructure Filled
- General Manager: Community Services Filled
- General Manager: Sustainable Development Vacant
- General Manager: Corporate Services -Filled

(b) FILLING OF VACANT POSTS

The unacceptably high vacancy rate in the organisation is a matter of grave concern. For instance, a vacancy rate of 48% or 2318 vacant posts were reported in February 2016. Delays with the filling of the vacancies have impacted negatively on service delivery, and the filling of critical posts is now a priority within the organisation. 30 vacancies were advertised in the month of March 2017. The selection and recruitment of staff is guided by an existing employment process and will be further directed with the approval of a drafted Selection and Recruitment Policy.

TABLE 23: VACANT POST ADVERTISED

BUSINESS UNIT	POSTS ADVERTISED
Infrastructure Services	11
Community Services	14
Corporate Services	8
Finance	12
Corporate Business Unit	5
Development Services	18
Total Posts Advertised	68

The filling of critical vacancies is to be addressed alongside the implementation of workable staffretention strategies. The management of staff vacancies within the municipality must be proactive in identifying possible incentives for retaining scarce skills and ensuring that roles and responsibilities are clearly defined within job descriptions.

The municipal Strategic Management Committee (SMC) annually considers priority vacant posts for filling. This is aligned with the budgeting process so that funds are committed for the new officials.

3.7.4 HUMAN RESOURCE DEVELOPMENT

(a) EMPLOYMENT EQUITY

In the past, the staff components of the Municipality did not fully reflect the demographics of the municipal area, and the approved Equity Plan had to be activated to address the imbalances created by Apartheid employment policies. To date, the Municipality has complied with the required provisions of the Employment Equity Act.



TABLE 24: EMPLOYMENT EQUITY WITHIN THE MSUNDUZI MUNICIPALITY

OCCUPATIONAL CATEGORY		FEMALE			MALE				TOTAL				TOTAL
OCCUPATIONAL CATEGORY	Α	С		W	Α	С		W	Α	С		W	IOIAL
11 - LEGISLATORS	23	2	2	2	30	2	6	6	53	4	8	8	73
12 - MANAGERS	4	0	0	0	4	1	1	1	8	1	1	1	11
2 - PROFESSIONALS	59	3	31	28	58	2	27	14	117	5	58	42	222
3 - TECHNICIANS AND TRADE WORKERS	53	9	8	0	155	17	67	75	208	26	75	75	384
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	92	23	21	9	206	7	61	14	298	30	82	23	433
5 - CLERICAL AND ADMINISTRATIVE WORKERS	216	46	83	29	103	15	53	27	319	61	136	56	572
6 - SALES WORKERS	7	2	5	1	2	1	3	0	9	3	8	1	21
7 - MACHINE OPERATORS AND DRIVERS	10	0	0	0	40	1	6	4	50	1	6	4	61
8 - ELEMENTARY WORKERS	242	3	8	0	480	8	39	1	722	11	47	1	781
TOTALS	706	88	158	69	1078	54	263	142	1784	142	421	211	2558

(b) WORKFORCE CAPACITY DEVELOPMENT

Section 68 (1) of the Municipal Service Act (2000) required municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient, and accountable way.

The Municipality, through the Human Resources Development Unit under the Corporate Services Department, is the custodian or champion for skills development on behalf of the Municipality. Various training interventions are conducted through different levels in the organisation. There are training programmes that are intended to equip the employee in order to improve the quality and standard of service delivery. The Workplace Skills Plan is developed along the LGSETA guideline. The Municipality collects in full almost all of what is due to it in training rebates , on an annual basis. Whilst the Human Resources Development Unit is tasked to improve the competency of our employees, the unit is also responsible for working in partnership with various departments, training providers, and communities to improve the level of skills, knowledge, and behaviour of our employees and citizens, enabling them to be active participants in the economic development and growth of the city.

OCCUPATIONAL		FEM	ALE			MA	LE			TOT	AL		TOTAL	% OF TOTAL
CATEGORY	Α	С		W	Α	С		W	Α	С		W	IUIAL	EMPLOYEES
11 - LEGISLATORS									0	0	0	0	0	0.00%
12 - MANAGERS	6		2	1	6	1	4	3	12	1	6	4	23	209.09%
2 - PROFESSIONALS	37		21		35	3	14	1	72	3	35	1	111	50.00%
3 - TECHNICIANS AND TRADE WORKERS	2				4	1	1		6	1	1	0	8	2.08%
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	66		9		110		15		176	0	24	0	200	46.19%
5 - CLERICAL AND ADMINISTRATIVE WORKERS	56	11	22	4	17	6	5		73	17	27	4	121	21.15%
6 - SALES WORKERS									0	0	0	0	0	0.00%
7 - MACHINE OPERATORS AND DRIVERS	33				43		11		76	0	11	0	87	142.62%
8 - ELEMENTARY WORKERS	31				154		2		185	0	2	0	187	23.94%
TOTALS	231	11	54	5	369	11	52	4	600	22	106	9	737	28.81%

TABLE 25: TOTAL NUMBER OF EMPLOYEES WHO RECEIVED TRAINING



127

The Municipality has several well-developed capacity development programmes and systems in place, namely:

- Annual Workplace Skills Plan •
- Learnership and Apprentices Schemes
- Study Assistance
- Internship
- Adult Basic Education Programmes •
- Management Training Programmes
- **Councillor Training Programmes**
- **Community Training**

The annual workplace skills plan was adopted on the 30th of June 2016 and the latest review was in 2016.

HUMAN RESOURCE STRATEGY (c)

The human resource strategy was initiated in 2013 with assistance from COGTA. The strategy has now been finalised and is currently being implemented.

RETENTION AND ATTRACTION STRATEGY (d)

The Municipality has developed and adopted a policy on Staff Retention and Attraction, to address the scarce skills phenomenon. It is the belief of the Municipality that through recruitment, the application of the staff Retention and Attraction Policy will contribute towards assisting the Municipality to meet its objectives as expounded in the IDP.

Besides remuneration linked to a market rate of a particular post, the Municipality also has scarce skills development strategies. Employees and non-employees are contracted to learnerships for scarce skills training, and bursaries are granted in key disciplines (such as architecture, town planning, quantity surveying, engineering, land surveying, professional valuers, etc.). Coaching and mentoring, job satisfaction surveys, and career path planning, are all part of the Policy.

3.7.5 WORKPLACE SKILLS PLAN (WSP)

The WSP is an annual plan developed by the Msunduzi Municipality that describes the training and development strategy of the prganization, and assists the organisation to meet its overall objectives and targets. The WSP of the Municipality must relate to the key municipal Integrated Development Plan objectives, and to the priority training areas identified in the sector skills plan.

The process of compiling the Work Place Skills Plan started in March 2016, when all Strategic Business Unit Managers were approached and are requested to complete Personal Development Plans (PDP's) for their subordinates. The training needs that are identified in these PDP's are used to compile the Work Place Skills Plan for 2016/2017.

Organisations that have more than 50 employees must consult on the process of developing the Workplace Skills Plan in a Training and Development Committee. Where a workplace is unionised, trade union and management structures must be represented on this Committee, as their signature is required to verify that consultation on the development of the workplace skills plan has taken place. It is essential to obtain buy-in in the process, initially at Council Level, and then throughout the Organisation. The Human Resources Development Sub-Committee, which is a sub-committee of the Local Labour Forum, plays a crucial role in this respect. The Skills Development Unit will present the Skills Development Unit will present the Workplace Skills Plan 2017/2018 and the Annual Training Report 2015/2016 to the Municipal Manager, The Chairperson of the Corporate Services Portfolio Committee, and Union Leadership for signing before 30 June 2016, as the reports must reach the Local Government SETA by the 30th of June, 2016.



3.7.6 **PROCESS FOR PREPARING THE WSP**:

The plan to address skills needs is developed from information gathered and input received from departments and committees (Training and EE Committees), taking into account the LGSETA requirements. The Skills Development Facilitator:

- Studies and adheres to the LGSETA requirements and guidelines on the format and content of the WSP and the process for approval and submission;
- Develops draft criteria for the approval of the WSP, in consultation with municipal management (e.g. alignment with EE, consultation, and approval processes);
- Collates the input (prioritised training needs as identified by the audit conducted in the different departments into the Municipality's WSP and completes the documentation for the WSP as required by the LGSETA;
- Submits the draft WSP to management and stakeholders for comment and recommendations, revises the draft WSP on the basis of the comments and recommendations received;
- Prepares the final WSP and submits to Council for approval, and to all stakeholders for their signatures; and
- Submits the completed WSP to the provincial LGSETA by 30 June.

TABLE 26: SWOT

KEY ISSUES RELATING TO MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT:

- The development of a cohesive organisational structure;
- Changing the organization's culture to a performance driven culture;
- Attracting and retaining critical and technical skills;
- A serious infrastructure backlog (information, communication technology infrastructure, and information systems applications);
- Uncoordinated and disintegrated systems development;
- Outdated processes and systems; and
- The development of a more customer focused organisation (Incorporation of Batho Pele principles).

STRENGTHS	WEAKNESSES
Reviewing of the organogram.	Outdated processes and systems.
• The development of a more customer focused	
organisation (Incorporation of Batho Pele	
principles).	
OPPORTUNITIES	THREATS
• The development of a cohesive organisational	Low morale in staff.
structure.	Shortages of key skills.
Changing organisational culture to be	Fraud and corruption.
performance driven.	• Uncoordinated and disintegrated systems development.
SAP System to integrate processes	



C4-SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

3.8 INTRODUCTION

The following table summarises the sector plans developed by the Municipality, together with the date of adoption where available.

TABLE 27: MUNICIPAL SECTOR PLANS

SECTOR PLAN	STATUS	COMMENTS
Water Services Development	The ToR for the revision of WSDP is currently	The WSDP was adopted by council in
Plan	in the process of being revised. This is to	December 2016.
	align with new Census 2011 information.	
Bulk Water Master Plan	The ToR for the revision of 2005 Bulk Water	A consultant has been appointed. It
	Master plan is currently being revised. This	is anticipated that this process will be
	will now include the greater Vulindlela	completed by December 2016
	area and Ashburton, which were not	
	previously covered.	
Bulk Sanitation Master Plan	The ToR for the revision of 2007 Bulk	It is anticipated that this process will
	Sanitation Master Plan is currently been	be completed by December 2016.
	developed. This will now include all	
	the proposed housing developments	
	with recommendations for a possible	
	secondary Waste Water Treatment Works.	
Non-Revenue Water	Approved 2010	This is now being implemented
Reduction Master Plan		
IWMP	Approved	Adopted March 2015
Environmental Status Quo	Approved	Includes 12 specialist studies
Report		
Environmental Management	Approved	GIS environmental layers linked to
framework (EMF)		spatial decision support tool (SDST)
Strategic Environmental	Approved	Includes sustainability framework
Assessment (SEA)		
Strategic Environmental	Approved	Includes 26 Action Plans
Management Plan (SEMP)		
Ecosystem Services Plan/C	1st Draft approved, 2nd Draft in progress	Currently refining data on 5 focus
Plan		areas
Climate Change Policy and	1st Draft in progress	
adaptation strategies		Le sidetive De suiters ant Telles
Comprehensive Integrated	Approved by Council	Legislative Requirement. To be
Transport Plan (CITP) (2012)		updated every 5 years i.e. in 2017. It
		incorporates / consolidates a range
Major Doado Dian	No proof it was approved by Coupeil	of smaller plans
Major Roads Plan Transportation Plan	No proof it was approved by Council No proof it was approved by Council	Needs update
Road Safety Plan (2007)	No proof it was approved by Council	Needs update
Non-Motorized Network Plan	Not approved by Council	Needs update Under review , being integrated with
2009		IRTPLAN
Roads Asset Management	Approved	Approved during 2015/2016 financial
Plan (RAMP) (2006)		year
Integrated Rapid Public	Approved by Council	Network under design for
Transport Network (IRPTN)		implementation
Plan		
Public Transport Network	No proof it was approved by Council	Superseded by IRPTN
Plan (2002)		
Building Asset Management	Not Approved	Budgeted for 2016/2017 financial year
Plan		



3.9 WATER

3.9.1 LEVELS OF SERVICE

Census (2011) indicates that houses receiving piped water inside their dwelling have increased from 38.3% of households in 2001, to 47.9% of households in 2011. The Census further indicates that only 3.9% of households have no access to piped (tap) water, and only a further 3.9% of households are between 200 – 1 000m from piped (tap) water.

3.9.2 WATER SERVICES DEVELOPMENT PLAN

The City is required by law to develop a Water Services Development Plan as part of the water sector chapter of the Integrated Development Plan. The current Water Services Development Plan needs to be updated and developed further in the light of new data (Census 2012 information) and the City's new strategic priorities. The Infrastructure Services unit will be managing the process.

In terms of the Water Services Act, Act 108 of 1997, clause 12 (1), every water services authority must prepare and submit both a draft water services development plan and a summary of that plan.

The draft water services development plan to the notice of consumers and invite public comment. The Msunduzi Municipality appointed a consultant team to undertake the revision of the WSDP.

A similar approach is currently adopted for the revision of both the Bulk Water and Sanitation Master plans. We anticipate both these master plans to revised and concluded by July 2016.

3.9.3 Water Services Authority

The MEC for Local Government, Traditional Affairs, and Housing designated the Msunduzi Municipality a Water Service Water Authority through a Government Gazette dated 13 June 2003. This notice authorized the Msunduzi Municipality to perform the functions and exercise the powers referred to in Section 84(1) (b) of the Municipal Structures Act (117 of 1998), which provides for the provision of potable water supply and sanitation systems. In terms of Section 11 of the Water Services Act (108 of 1997), every Water Services Authority has a duty to ensure adequate and sustainable access to water and sanitation for all consumers within the area of jurisdiction.

The Msunduzi Municipality has signed and entered into a Bulk Services Agreement with Umgeni Water, which came into effect from December 2012. This is a 10 year agreement that regulates the supply and sale of bulk water from Umgeni Water to Msunduzi Municipality. The following is a brief summary of the relevant obligations, as contained in the agreement:

Msunduzi to provide Umgeni Water with projected water demand based on expected growth over the contract period;

- Umgeni Water is responsible for meeting the hourly, daily, and monthly peak flow demands;
 - Meter at Strategic points in order to regulate and measure the sale of bulk water;
- Pay bulk water supply service charges as follows:-
 - Volume based charges in respect of water consumed;
 - Installation charges of new customer connections;
 - Capital contribution charges where a new water supply requires capital expenditure; and
 - Monitor and measure the performance of Umgeni Water against the said agreement.
- Ensure that the quality of water meets all the requirements of SANS 241.



(i) OPERATIONAL MANAGEMENT

The Department of Water Affairs initiated a drinking and waste water quality regulation programme during 2005, with the specific objective of ensuring the improvement of tap water (potable) and waste water quality, by means of compliance monitoring. The Msunduzi Municipality was awarded Blue Drop Status for 2015. This indicates that according to the South African National Standards, the drinking water quality has a 97% microbiological compliance, and a minimum of 85% chemical compliance. The municipality has a water and sanitation operational plan that guides daily operations.

Generally, asbestos cement (AC) pipelines account for over 66% of the 920 km of the municipal water reticulation network. These pipes have a lifespan of 30 years, and many of these pipes have reached the end of their lifespan, something that is evident in the number of water service interruptions that are occurring. The number of bursts has been increasing, with a current average of 5 bursts per day, which highlights the precarious nature of the existing infrastructure. This is depicted in the graph below.

TOTAL NUMBER OF BURSTS PER FINANCIAL YEAR 2000 1800 1600 1400 1200 1000 800 600 400 200 0 2011/2012 2012/2013 2013/2014 2014/2015

FIGURE 9: Burst Main Trends per financial year

Msunduzi 2014/2015 Annual Report

As per the in 2013, President's State of the Nation address, municipalities are obliged to halve water losses by 2014. This directive was prepared by the Department of Water Affairs, which has subsequently prepared the National Water Conservation/Water Demand Management Strategy/Initiative. This initiative targets continuous and sustained water supply, reduction in water losses, enhancement of Revenue collection, and ultimately reduction in non-revenue water through water conservation strategies via a 5 year plan with MIG funding of R 214,464,626.00, as approved in July 2011.

As part of the Non-Revenue Water Master Plan, a total of 16 core Non-Revenue water initiatives were identified and programmed, for which realistic goals and targets were set. The 16 core interventions were made up of 8 real loss and 8 billing control interventions, which are summarised below:

TABLE 28: CORE NON- REVENUE WATER REDUCTION STRATEGIES

REAL LOSS IMPROVEMENTS	 Pressure reduction (rezoning) Pressure reduction (implementation) PRV (pressure reducing valves) optimization Leak detection Leak repair Reservoir inspection and repair Existing pipe replacement Creation of district metered areas
------------------------	--



3.10 SANITATION

3.10.1 LEVELS OF SERVICE

Households with flush toilets connected to sewerage, however, have declined from 52.3% in 2001 to 51.6% (84 675 households) in 2011. Census (2011) further indicates that only 2% or 3 316 households do not have access to any form of sanitation, and that 34.1% of households have pit latrines, both ventilated and unventilated. Peri-urban and rural communities have the lowest levels of flush toilets, with the highest levels of pit latrines. The review of the WSDP is essential to address this problem.

3.10.2 OPERATIONAL MANAGEMENT

The municipal sewer system is also aging, and broken pipes and dislodged joins frequently cause sewer blockages, which then impact on river systems and therefore the general health of the population. The graph below summarises the mainline blockages over the past six financial years, and shows increasing frequency of these occurrences.

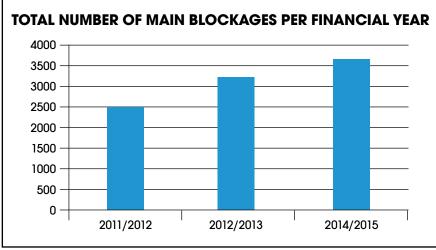


FIGURE 10: Total Number of Mainline Blockages per Financial Year

Msunduzi 2014/2015 Annual Report

By analysing and trending our current financial year statistics, and in comparing with previous financial years, the relative trend line clearly indicates the increasing frequency of these occurrences. It should be noted that these are only the main reactive faults - the general extent of all fault types have increased.

As outlined above, the volatile nature of our water and sewer infrastructure has increased the operating cost with regard to maintenance and overtime. This is further compounded by increases in labour, fuel, and materials.

3.11 ELECTRICITY

3.11.1 LEVELS OF SERVICE

Households with electricity for lighting have also improved from 85.8% in 2001 to 91.9% in 2011, which is well above the provincial average of 77.9% of households. 463 households indicated that they did not have access to electricity for lighting.



Households without electricity services may be due to:

- Households that have not applied for electricity, either because they cannot afford the service or they were missed out when marketing was done in the area.
- Households may be on infill sites, where households have only recently been developed. Eskom and Council will provide services in these areas if it is practical to do so and funding is available.
- The development may not have been planned in accordance with town planning norms and according to current Council policy, no electricity will be provided if it obviates future service delivery.

Due to financial constraints and ageing infrastructure, the Municipality has brought on board the Independent Development Trust (IDT) to do a condition assessment and source funding to rectify problems, which is being undertaken in this financial year.

The Municipality is also piloting solar powered street lighting and traffic lights in the CBD

3.11.2 LICENCE AGREEMENT

Eskom is licenced to supply electricity in the Greater Edendale and Vulindlela areas, while the Municipality provides electricity in other areas.

The Municipality is required to comply with NRS 047 and 048, which deal with the provision of electrical distribution in residential areas in terms of its licence agreement.

3.11.3 OPERATIONAL MANAGEMENT

The electrical department is stabilising with regard to outages. There is, however, a lot of work that requires more attention relating to infrastructure and its upgrades, and plans are in place in this regard, including a 132 KV Upgrade Plan, a Street Lighting Plan, and a Substation Maintenance Plan. The Municipality's current maintenance programme focusses on the replacement of defective street lights and the refurbishment of mini-substations and pole transformers.

The Municipality is currently implementing the Hilton/Sweetwaters 33 KV line upgrade project, which will stabilise power in these areas. The Municipality is also currently busy with the provision of high mast lighting in Greater Edendale and Vulindlela.

The electrical assets in the Municipality are aging, and there are more than 10 transformers that are more than 38 years old, which need replacement and refurbishment. The Municipality has embarked on a 10 year transformer replacement programme. Vandalism, tampering, and theft of electricity assets are on the increase. More protection and fraud prevention strategies are needed to safe-guard electrical assets.

There is also a critical shortage of skilled management and technical expertise in the department.

3.12 SOLID WASTE

There are two components to solid waste in the Municipality, namely Solid Waste Removal and Solid Waste Disposal.

3.12.1 SOLID WASTE REMOVAL

In terms of the Census (2011) information, weekly refuse removal has declined from 59.5% in 2001 to 53.2% in 2011, but this could be associated with a growth in the number of households. Of the approximately 94 000 households in the 'borough' of Pietermaritzburg, approximately 84 000 are receiving weekly refuse removal.

133



The Solid Waste Removal section in the Municipality is responsible for the following areas:

- Waste Collection;
- Management of Garden Sites (Prestbury, Link Road, Grange, Richie Road, Sobantu, South Road, Woodlands, and Eastwood);
- Street Sweeping;
- Maintenance of Public Convenience (toilets); and
- Eradication of Illegal Dumping.

3.12.2 SOLID WASTE DISPOSAL

The New England Road Landfill Site is a licensed facility that is managed by the Municipality, and is the largest disposal facility in the KZN Midlands. The Site spans an area of 44 hectares, of which 29 hectares is currently being filled. The Site is managed in terms of its permit requirements, and in terms of relevant environmental legislation. The Landfill is classified as a general, large, leachate bearing site, and does not accept any hazardous waste. The Site is equipped with two weighbridges and a billing system, and users of the site are billed for the disposal of waste as per Council's tariff of charges. Waste disposed of is captured on the waste information system per category and type of waste. It is a regional facility that accepts waste from some of the local municipalities under the jurisdiction of the uMgungundlovu District. Quarterly monitoring for gas emissions, groundwater and surface water contamination, and leachate disposal is conducted to ensure that the surrounding environment, water courses, and groundwater are not being contaminated.

The site currently has a lifespan of seven years, and feasibility studies into implementing advanced waste management systems aimed at reducing waste to landfill are being considered to extend the lifespan. Some of these initiatives involve recycling at source, implementation of a waste recycling collection system, the construction of a Materials Recovery Facility, and the construction an organic waste composting facility to treat organic waste.

3.13 **TELECOMMUNICATIONS**

3.13.1 BACKLOGS

Census (2011) indicates that the number of households with landline telephones has dropped from 45 471 in 2001 to 35 779 in 2011. Households with cell phones, on the other hand, have almost trebled from 43 593 in 2001 to 146 407 in 2011. 62 701 households also indicated that they now have access to the internet (Census, 2011).

The telecommunication industry has changed significantly over the past 20 years with the emergence of cellular networks and the semi-privatisation of Telkom, and it is noted that the Municipality is now well coved by both cellular networks and landlines. Telkom responds to landline applications and provides users with lines and the necessary hardware. Cellular networks, on the other hand, frequently assess demand on cellular networks and masts and install the necessary hardware based on demand. A problem with the current service delivery model is that telecommunications operators are profit-driven businesses and have the following tendencies:

- Technology and network rollout is prioritised for high income areas;
- Project investment needs a short-term return to shareholders; and
- Servicing under-developed areas has low priority, and is a branding exercise at best.

Due to the high scrap metal prices for copper, residents and businesses in the Municipality experience intermittent levels of services as a result of the theft of cables. This is of concern as it directly impacts on the functionality of businesses.

3.13.2 LEGISLATIVE FRAMEWORK

The installation of Cellular Telecommunications Infrastructure is regulated by the Electronic Communications Act No 36 of 2005, the Constitution Act 108 of 1996, the National Environmental Management Act No 197 of 1998, National Building Regulations, the KwaZulu-Natal Planning and Development Act 6 of 2008, and any other relevant legislation, bylaws, and Council Policy.



3.13.3 MSUNDUZI POLICY

The Msunduzi Municipality has prepared a policy for the development of Cellular Telecommunications infrastructure. The aim of this policy is to establish a uniform and comprehensive set of standards and assessment criteria to assist in the control, development, and installation of cellular telecommunications infrastructure in the area of jurisdiction of the Msunduzi Municipality. This policy is intended to protect the social and physical environment from potential negative impacts, while at the same time not restricting the development of essential cellular telecommunications infrastructure.

This policy is intended for the use by Council, members of the public, and cellular telecommunications infrastructure providers seeking approval for the erection or modification of cellular telecommunication infrastructure. At present, this policy focuses on the Cellular Telecommunication industry, but it is intended to revise the policy to include all parties, i.e. commercial, public and state, current and future, in accordance with the Telecommunications Act of 1996.

3.13.4 FUTURE PROJECTS

The Municipality focusses attention on the access to the internet through its 2030 Vision and develops targets in this regards. The Municipality has also identified increased broadband accessibility as one of its catalytic projects. Increased access to ICT services can uplift communities through:

- Educational benefits of the Internet for schools and libraries;
- Access to bigger markets for entrepreneurs and job seekers;
- Emergency communications at lower cost;
- Easier access to government's e-services; and
- Generally cheaper cost of communications.

3.14 TRANSPORTATION

The 2001 Census indicated that the daily modal split in the Msunduzi Municipality was 62% by public transport and 38% by private vehicles. In analysing this information at a ward level, it was found that public transport is dominant in the western and southern regions of the Municipality, with higher levels of private vehicle usage in the central and north- eastern regions. Cordon counts by the uMgungundlovu District Municipality (UDM) 2007 indicate that the percentage of public transport person trips by minibus taxi had increased from 85% in 2005 to 88% in 2007, with trips per bus reducing from 15% to 12%. It must also be noted that there are no rail services that form part of the daily commuter public transport system.

The high dependency on public transport and the high level of pedestrian activity places a focus on the need for high standard public transport services throughout the Municipality, with attention on non-motorised transport (NMT) integrated with the public transport system.

The Roads and Transportation Sub-unit is responsible for the planning, design, construction, and maintenance of roads, public transport facilities, bridges, footbridges, and storm water and drainage systems. It operates in consultation with the Department of Transport, and the uMgungundlovu DM, who are authorities with similar responsibilities for different levels of facilities. The sub-unit is reasonably staffed, although it lacks qualified and experienced Engineers and Technologists.

3.14.1 ROADS

The backlog of roads that need upgrading, road safety measures (traffic lights, calming measure, signage enhancement, etc), road infrastructure rehabilitation, and maintenance continues to be a major challenge for the Municipality in the current financial year. There are still huge backlogs for construction of new roads and upgrading of gravel roads in the Greater Edendale, Vulindlela, and the North Eastern parts of Msunduzi (i.e. Thembalihle, Tamboville, Copesville, etc). These areas continue to grow, since there are new low-cost housing programme being provided with sub-standard road services (i.e. gravel and hyson cell concrete roads).



In the 2009/10 financial year the construction of the N3/Chota Motala Road Interchange commenced, which was finalised in the 2012/13 financial year. This project seeks to ease the traffic congestion experienced by southbound peak-hour traffic from the Northern Areas into and out of the CBD.

Inadequate funding for bulk services is increasingly becoming a retarding factor for development. The userpays principle is applied for new developments to fast-track provision of bulk services. Due to internal budgetary constraints, the Municipality continues to use externally sourced funds (i.e. COGTA, DoT, MIG, etc.) for funding its programmes and projects. Priority is currently given to the problematic Electricity and Water infrastructure due to losses and outages experienced by these services. However, asset renewal (i.e. road rehabilitation, major defects patching, surface overlays, etc) remains unattended to, due to financial constraints. Potholes have increased in number on the city's roads over the last few years because of fatigue to road infrastructure.

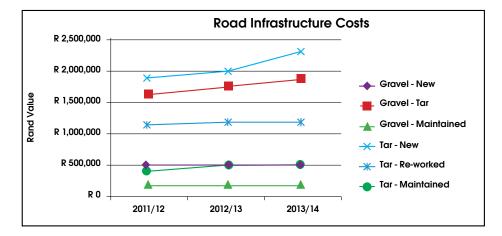
TABLE 29: GRAVEL ROADS INFRASTRUCTURE (KILOMETRES)

	TOTAL GRAVEL	NEW GRAVEL	GRAVEL ROADS UPGRADED	GRAVEL ROADS
	ROADS	ROADS	TO TAR	UPGRADED/ MAINTAINED
2012/2013	890,4	0	29,0	124
2013/2014	865,7	0	24,7	89
2014/2015	850,2	0	15,5	42

TABLE 30: TAR ROAD INFRASTRUCTURE (KILOMETRES)

	TOTAL TAR ROADS	NEW TAR ROADS	EXISTING TAR ROADS RE- TARRED	EXISTING TAR ROADS RE- SHEETED	TAR ROADS MAINTAINED
2012/2013	1330,8	29	1,4	0	55
2013/2014	1355,5	24,7	6,12	0	5,6
2014/2015	1840.5	15.5	4.88	0	8

FIGURE 11: Road Infrastructure Costs



MIG is funding 60% of the road upgrading projects in Vulindlela and Edendale. The Municipality funds around 80% of all major road extensions and expansions, with the remaining 20% coming from grant funding from the Provincial and National Departments of Transport. The backlog for the upgrading of gravel roads is so huge that substantial amounts of additional funding is required.

3.14.2 RAIL

The main line from Gauteng to Durban runs through the Municipality. A further important rail link runs west from the city to the Eastern Cape.

Although still in the conceptual stage, a high speed rail line linking Gauteng and Durban will bisect the Municipality. No concrete proposals exist as to its alignment.



3.14.3 AIRPORTS

The primary airport in the city is the Pietermaritzburg Airport, the management of which is outsourced to Indiza Airport Management Company. The airport has been upgraded, a project that was finalized during the 2014/2015 Financial Year.

3.14.4 INTEGRATED RAPID PUBLIC TRANSPORT SYSTEM

The Msunduzi Municipality was selected as one of the cities to receive national support and funding for the restructuring of their public transport system in terms of an Integrated Rapid Public Transport Network (IRPTN). The Msunduzi IRTN planning and preliminary design commenced in August 2011, and is almost complete due to the grant received from the National Department of Transport.

An IRPTN is about the integration of various forms of public transport to realise a more efficient and reliable transport network. In general terms, it is an integrated system of high demand public transport corridors, referred to as trunk routes, fed by a comprehensive system of feeder routes. As a system, this provides effective coverage and frequent service for all users of the network. The objectives and goals of the Msunduzi IRTPN are as follows:

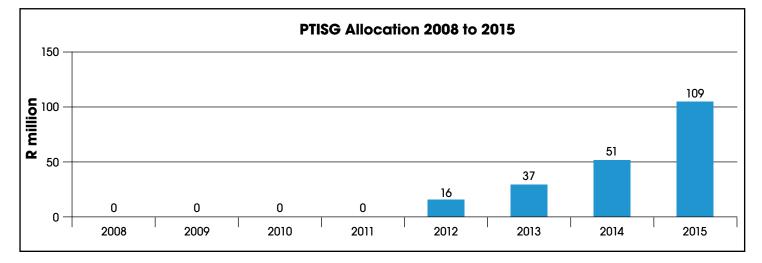
- Create a Transformed City with a high level of mobility for accessibility to employment, education, hospitals, etc.
- Modernised/ Vibrant Transport System with a high quality priority network, a modern reliable fleet, architecturally pleasing infrastructure, and convenience, safety and efficiency.
- Increased Environmental Responsibility.
- Economic spin-offs such as job creation, investment, and business opportunities.
- Visual awareness of the City's commitment to the poor and marginalised.
- Increased in-house technical skills and capacity.
- State-of-the-art transport modelling tools.

The first phase of the network considers the following types of routes:

- Trunk the core route with the highest demand using a segregated right of way. One such route has been identified for the initial phase running from Edendale in the west through to Raisethorpe in the east, a distance of some 17km.
- Complementary other strategic bus routes branded as "Quality Bus" routes.
- Feeder these routes serve more isolated areas, and where the road network may comprise gravel roads.

These services link with trunk and complementary routes, and services would typically be provided by 14- seater minibuses.

TOTAL AMOUNT RECEIVED TILL END OF JUNE 2015TOTAL AMOUNT SPENT TILL END OF JUNE 2015R 251.3 millionR 213.3 million





Although the project has stalled negotiation with the taxi industry are ongoing and it is now progressing well with construction during to start during the 2015/16 financial year. A marketing campaign was run by the IRPTH office whereby the public was encouraged to come up with a name for the IRPTN bus service. Below is the future expenditure in terms of the operations of the IRPTEN office.

Name of Municipality: Msunduzi Local Municipality		2016/17	2017/18	2018/19	Total
Area	Expenditure item	PTI Grant	PTI Grant	PTI Grant	
Planning costs		R5 000 000	R7 000 000	R10 000 000	R22 000 000
Equipment costs		RO	R15 000 000	R90 000 000	R105 000 000
Infrastructure Costs	Roadway Civil Works	R122 031 000	R100 023 000	R80 033 000	R302 087 000
	Top Structures for stations/stops	RO	R20 000 000	R10 000 000	R30 000 000
	Depots	R50 000 000	R45 000 000	RO	R95 000 000
	Control Centre	RO	RO	R10 000 000	R10 000 000
	Land Property Acquisitions	R10 000 000	R3 000 000	RO	R13 000 000
Transitional Costs	Industry Compensation	RO	RO	RO	RO
	Other (specify)	R10 000 000	R5 000 000		R15 000 000
Sub-total PTI Grant		R197 031 000	R195 023 000	R200 033 000	R592 087 000
	Expenditure item	PT NO Grant	PT NO Grant	PT NO Grant	Total
Operating costs	Vehicle Operations	RO	RO	R3 000 000	R3 000 000
	Station Services	RO	RO	RO	RO
	Fare Systems Management	RO	RO	RO	RO
	ITS Management	RO	RO	RO	RO
	Oversight Entity	RO	R2 000 000	R2 000 000	R4 000 000
	System Marketing	R5 000 000	R2 000 000	R3 000 000	R8 000 000
	Other: (specify) Traning	RO	R1 000 000	R4 000 000	R5 000 000
Sub-total PT NO Grant		R3 000 000	R5 000 000	R12 000 000	R20 000 000
Total		R200 031 000	R200 023 000	R212 033 000	R612 087 000

3.14.5 NON-MOTORISED TRANSPORT

The Non-motorised Transport Plan for the Msunduzi Municipality (2009) identifies a number of pedestrian problems, as follows:

- A lack of sidewalks in residential areas;
- Intersections where informal trading is taking place;
- A lack of sidewalk maintenance;
- Speed of vehicles approaching pedestrian crossings; and
- Trading activities blocking sidewalks.

Problem areas have been identified as follows:

- On several busy roads in the city centre, including Victoria Road, Church Street, Boshoff Street, Pietermaritz Street, Hoosen Haffejee Street, Langalibalele Street and Jabu Ndlovu Street.
- Around Primary Schools in all areas.
- At the Greytown Road Interchange.
- On the route from the CBD to the Liberty Midlands Mall.
- At major hospitals (Edendale, Greys, and Northdale), as well as local clinics.





Problematic roads identified for cyclists include:

- Victoria Road;
- Alexandra Road;
- CB Downs Road and the link to Ashburton (R103);
- All major roads where the speed and volume of motorised traffic is high; and
- All roads in industrial areas, because of space sharing with trucks.

3.15 INDIGENT SUPPORT

Support to indigents in terms of municipal services is summarised as follows:

TABLE 31: INDIGENT SUPPORT

CATEGORY	DESCRIPTION
Property	Indigents qualify, like all domestic consumers, for a reduction in the market value of the property
Rates	as approved from time to time by Council, and as reflected in the applicable tariff register. A
	rebate of 100% is granted on all residential property from a value of R15 001.00 to R100 000.00.
	If a property is worth more than R100 000.00 and residents approach Council for relief, a means
	test is applied.
Electricity	Indigents qualify for 60 kWh free electricity, as determined from time to time by Council and as
	reflected in the applicable Tariff Register.
Electricity	Indigents qualify for free amperage as determined by Council from time to time and as reflected
MCB	in the applicable Tariff Register, with a 20 Amp circuit breaker.
Water	Indigents qualify for 7kl of water per month, an amount determined from time to time by Council
	and as reflected in the applicable Tariff Register.
Refuse	Indigents qualify for free refuse removal as determined by Council from time to time, and as
	reflected in the applicable Tariff Register.
Sewerage	Indigent households qualify for 4.2 kl of free sewerage discharge as determined by Council from
	time to time and as reflected in the applicable Tariff Register.

TABLE 32: SWOT

KEY ISSUES RELATING TO INFRASTRUCTURE DELIVERY

- Backlogs on repairs, maintenance, and refurbishment of infrastructure.
- High demand for engineering services in the informal and peri-urban areas and areas that did not previously form part of the borough of Pietermaritzburg.
- The need to protect revenue from theft and tampering by residential and business users.
- The need to reduce revenue losses caused by technical losses, illegal connections, tampering, unbilled metered consumers and unmetered authorised consumers.
- As the service provision footprints increase, there is a need for larger operations and maintenance budgets.
- The difficulty of attracting and retaining qualified and competent technical staff with the shortage of technical staff continuing to affect service delivery.
- The theft and vandalism of infrastructure.
- An ageing fleet of vehicles with frequent breakdowns resulting in stoppages in service delivery.

STRENGTHS

- Investment in stabilising water and electricity provision in the Municipality.
- Relatively high levels of service provision with relatively low backlogs against RDP standards.

OPPORTUNITIES

- The existence of a number of sector plans.
- An increased drive to recycle waste.
- The IRPTN roll-out in the Municipality.
- Expansions to the airport, resulting in larger planes being able to use runways.
- Proximity to the N3 corridor.
- Potential high-speed rail link through the Municipality, linking Gauteng to Durban.

WEAKNESSES

- Staff and skills shortages in key positions.
- An ageing fleet of vehicles.
- Varying levels of service provision.

THREATS

- The need to reduce revenue losses due to technical losses, illegal connections, tampering, and unbilled usage.
- There is a need for larger operational and maintenance budgets to service the ever increasing service delivery footprint.
- Theft/ vandalism of infrastructure.



3.16 HUMAN SETTLEMENTS

3.16.1 STRATEGIC ISSUES FOR CONSIDERATION (SDF)

The implications of the medium road scenario to be considered in future spatial development planning in the Msunduzi Municipality are:

The population of Msunduzi could potentially increase considerably over the next four years. This suggests, in simple terms, that the current space available for residential development in the Msunduzi Municipality must increase substantially and that higher density housing development must be a key strategy going forward.

The expansion of residential areas must therefore be planned for, and in each urban area the spatial implications of expansion and densification must be considered.in terms of the adopted SDF (2015) it is anticipated that the majority of this expansion will take place in the N3 Corridor (the South Eastern District specifically), which is the area where the most substantial areas of land for development where future economic development will potentially be concentrated.

It is anticipated that by 2021 the population of Msunduzi Municipality will be approximately 680 389 calculated at a rate of 2 per cent per annum. In order to accommodate the population growth it is proposed that the human settlements be provided at a recommended 25 dwelling units per hectare along strategic corridors in the form of 2-3 storey walk ups building typologies in order to maximize available land.

Based on this the SDF (2015) proposes the establishment of new housing opportunities in new areas within the Municipality. The exploration of new housing opportunities is key to the development of the city as it will help accommodate the projected city population growth for the coming years.

The SDF (2015) proposes new housing in the following key areas: Ambleton, Foxhill, Ashburton, Hayfields and Willowton. The provision of housing in these areas will support the south-eastern expansion of the Greater Edendale area and enable future residents better access to employment in the industrial areas located within the Mkhondeni area and along the N3.

Planning for more appropriate integrated housing opportunities will successfully address the 2021 projected housing demand through the development of a range of housing typologies targeted at the full spectrum of income levels, lifestyles and stages of life.

Msunduzi UM SDF (2015)

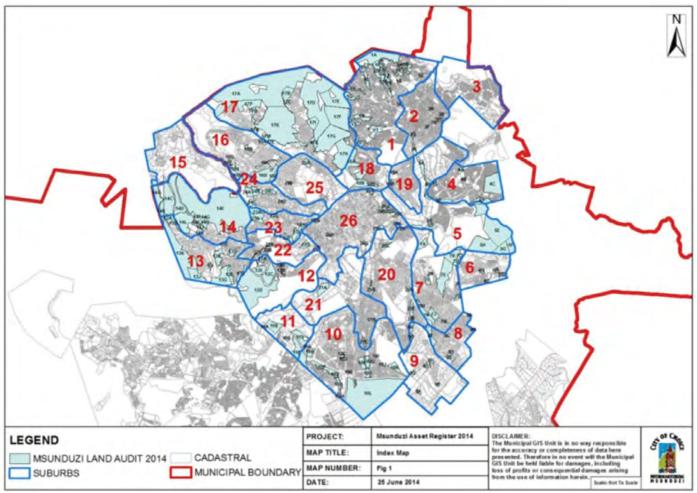
Identification and Location of Land Suitable for Human Settlements Development (Housing Sector Plan)

The identification, location and acquisition of land suitable for human settlements are the ultimate determinant of the pace at which housing delivery is secured.

Msunduzi Municipality has a dedicated Valuation Department which, among other functions, determines land values on land offered for human settlements. While the municipality actively and proactively looks for land suitable for human settlements developments, the scarcity of the land and rate at which it is offered are among the major impediments to human settlements development.

The Land Audit project of 2014 identified 256 hectares of land within the jurisdiction of the municipality that was deemed to be suitable for general development. This initiative together with the acquisition of land within the GEVDI ABM are key strategies that assist in unlocking potential land for human settlements all in aid of accommodating the projected population by the year 2021.





3.16.2 ESTIMATED BACKLOGS

The municipal has prepared the Municipal Housing sector plan and the slums clearance plan during the 2013/14 financial year, this plan is now being implemented.

3.16.3 INFORMAL SETTLEMENTS

Msunduzi Municipality commissioned Kayamandi Development Services (Pty) Ltd during the 2013/2014 financial year to develop an Informal Settlement Upgrading Strategy under the National Upgrading Support Programme (NUSP), an initiative of the Department of Human Settlement, and the report was released in February 2014.

The NUSP report enumerated and documented all informal settlements within the jurisdiction of Msunduzi Local Municipality, profiled and classified them based on severity of informality and perceived urgency of intervention. In summary, the NUSP report broadly categorised informal settlements within the municipality as follows:

Informal settlement category	Description	Number of Settlements
A	Full basic services in place, pending full upgrade	2
B1	Only interim services are in place	41
B2	Only emergency services are in place	41
С	No services in place, candidate for immediate relocation	28
TOTAL		70

141



TABLE 33: EXTENT OF INFORMAL SETTLEMENTS IN THE MUNICIPALITY (MSUNDUZI HOUSING PLAN, 2011)

PROPOSED HOUSING PROJECT	WARD
Snathing Phase 1	11
Edendale T2 unit 18 Extension	15
Edendale Unit EE Phase 3	17
Bhobhonono/Masomini	20
Smero	20
Woodlands	32
Willowfontein Terminus	14
Phupha Phase 1	14
Buntine Place	23
MArryvale	34
Nhlalakahle	31
Nkululeko	28
Masson	29
Yellowood Place	32
Baverstock Road	27
Oribi Village	24
Woodpecker Road Extension	28
Regina Road	1 and 28
Shortts Retreat	37
East Street Hostel	32

From the above summary, it is evident that more than 97% of all informal settlements in Msunduzi are in urgent need of upgrading intervention, and the NUSP Msunduzi Informal Settlements Upgrading Strategy details the requisite budgetary implications of the informal settlements upgrading exercise, broken down per category of informality, over a 5 year period (2014 -2019) as follows:

Category	Upgrading Budget (2014 – 2019)
B2/C	40,829,623
B1	406,218,222
A(+B2)	130,492,058
А	82,662,997
TOTAL	926,805,514

3.16.4 EXISTING HOUSING PROJECTS

The distribution of projects within the Municipality indicates that:

- 60% of projects are located in Edendale/Imbali ABM
- 22.5% of projects are located in the Central Areas ABM
- 17.5% of projects are located in the Northern ABM

The majority of housing projects in Msunduzi are individual and project linked subsidy projects. Housing projects in urban areas are as follows:

- A total of 40 housing projects are being administered by the Municipality at present.
- A total of 30 056 housing subsidies for these projects have been applied for.
- To date 25 657 houses have been built and 4 399 houses still have to be built.



In terms of the type/category assigned to each project, the following project list is provided:

TABLE 34: PROJECTS IN THE MSUNDUZI MUNICIPALITY

PROJECT TYPE/CATEGORY	AMOUNT OF SUBSIDIES	HOUSES BUILT TO DATE
25 in-situ upgrade	19 212	13 122
4 Greenfield developments	1 994	302
1 institutional		6 beds (closed out)
6 slum clearance	7 178	5 067
1 special needs	Proposed 40 beds	
1 urban consolidation	1044	975
2 in-situ/green-fields	1 288	1 218
1 urban individual	432	432
Total	31 148	25 657

(Source: Msunduzi Housing Delivery Unit, 2010)

3.16.5 PLANNED HOUSING PROJECTS

Future housing projects have been identified by the Housing Delivery Unit of the Municipality, and are in various stages of planning. The projects are spread throughout the municipal area and can be summarised as follows:

TABLE 35: SUMMARY OF PLANNED PROJECTS

PLANNED PROJECTS	PLANNED NUMBER OF SITES
Edendale (southern areas)	8 419
Northern areas	4 100
Vulindlela	25 000
Sub-total	37 519
Rental housing	3 085 planned units

(Source: Msunduzi Housing delivery unit and Msunduzi Housing Association)



TABLE 36: SWOT

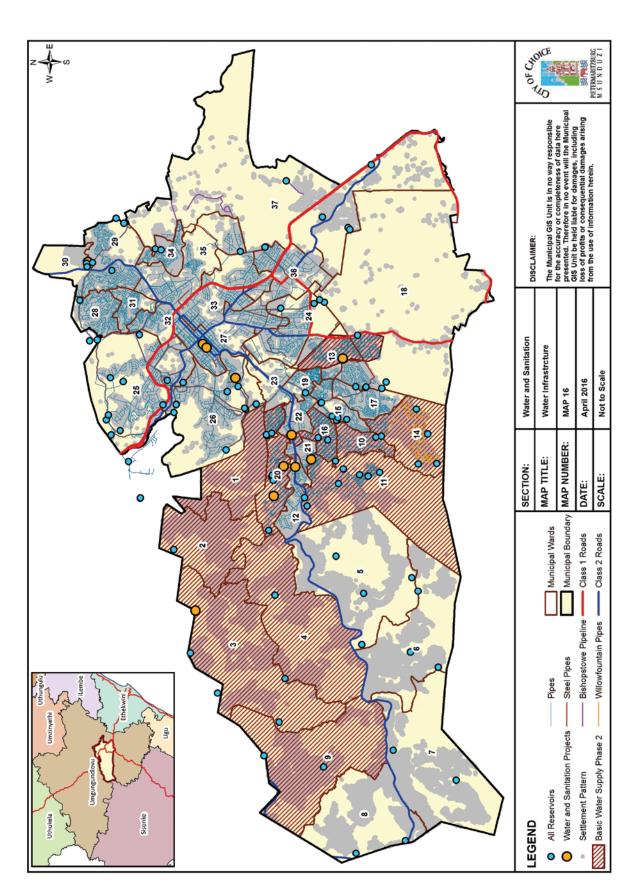
KEY ISSUES RELATING TO HOUSING:

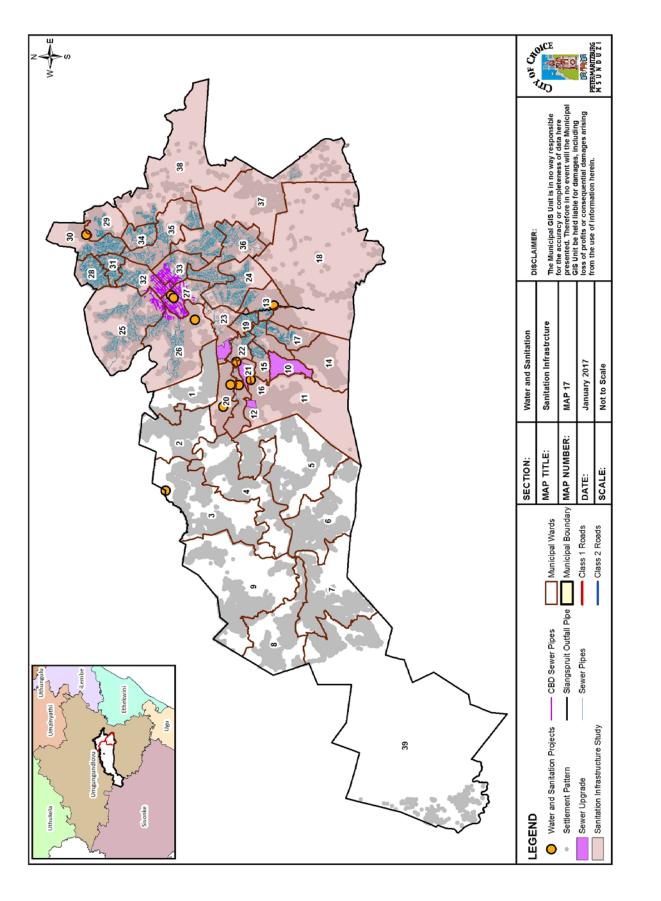
- Housing Delivery:
 - Accreditation level 1 for housing delivery from the Department of Human Settlement (DOHS);
 - Funding and assistance for upgrading of informal settlements from DOHS (National Upgrading Support Programme);
 - Prioritised for Social Housing and identified as one of 13 municipalities with Provisional Restructuring Zones;
 - Land invasion creates queue jumping;
 - Release of suitably located land for housing being delayed by the state. Many parcels have been identified but the state is delaying release
 - Land/ legal problems are affecting transfers both of land for housing and completed houses; and
 - Suitable organisational structure and staffing in the Municipality not approved to deliver on housing fully.
- Rental Stock:

settlements.

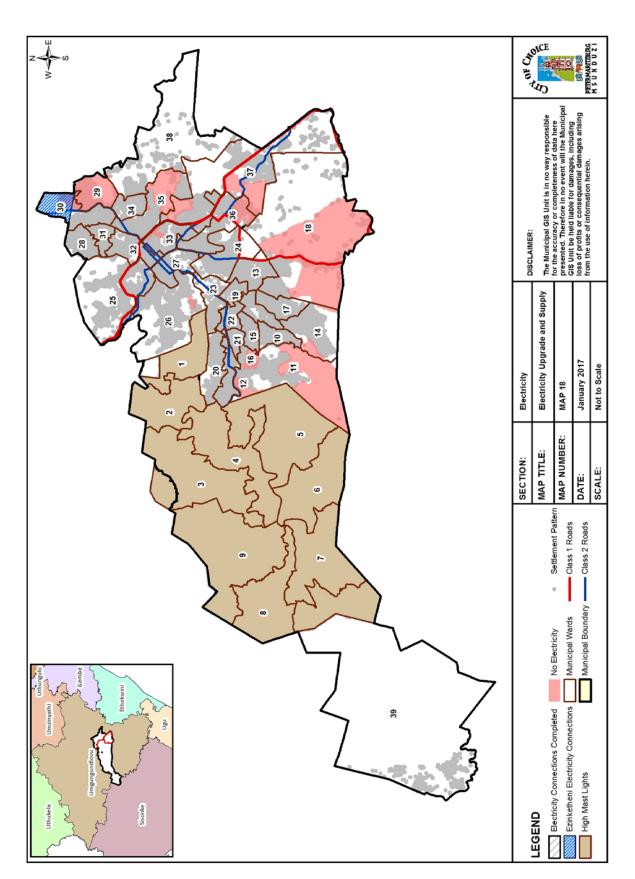
- Ageing infrastructure (rental flats);
- Insufficient funding for repairs and maintenance which relates to poor rental payments;
- Possibility of transferring certain rental units under Enhanced Extended Discount Benefit Scheme (EEDBS) policy (National Department of Human Settlement Policy); and
- Delays by DOHS in investigation of rental stock for the EEDBS transfers.

STRENGTHS	WEAKNESSES
Accreditation level 1 with the Department of Human	Ageing rental stock.
Settlement (DOHS).	 Insufficient funding for repairs and
Funding forthcoming from the DOHS.	maintenance.
OPPORTUNITIES	THREATS
Transfer of rental stock in terms of the Enhanced Extended	Illegal occupation of land.
Discount Benefit Scheme.	Land legal problems affecting the transfer
Social Housing prioritised as one of 13 municipalities.	of land and housing.
Release of strategically located land for densification and	
residential infill.	
• Funding assistance from DOHS for the upgrading of informal	

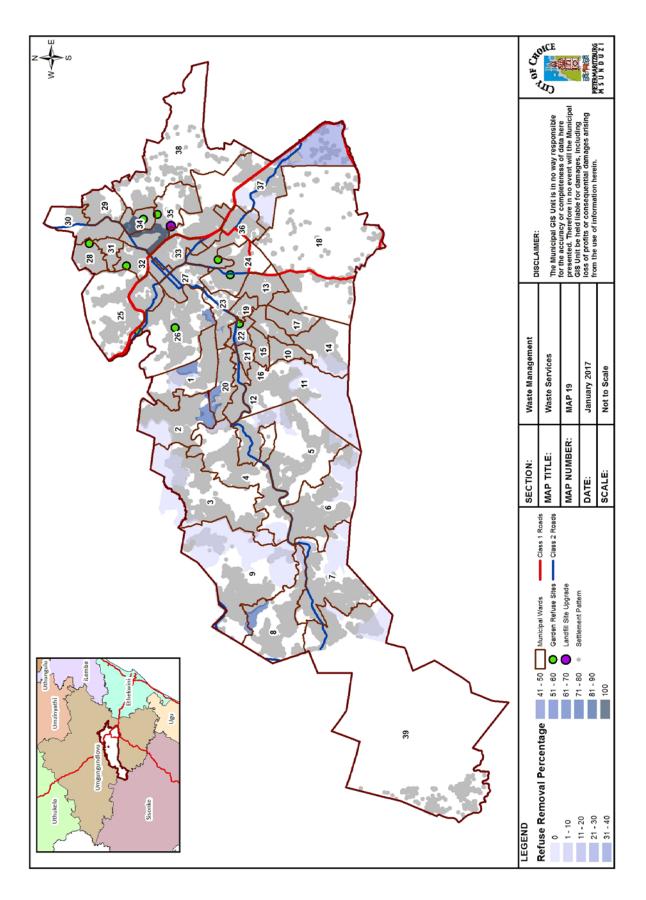




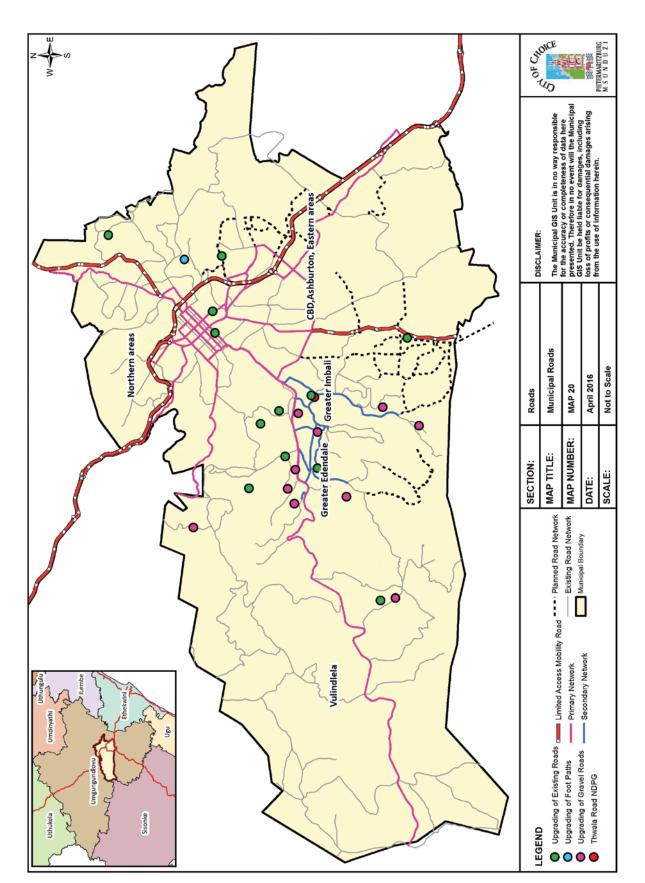


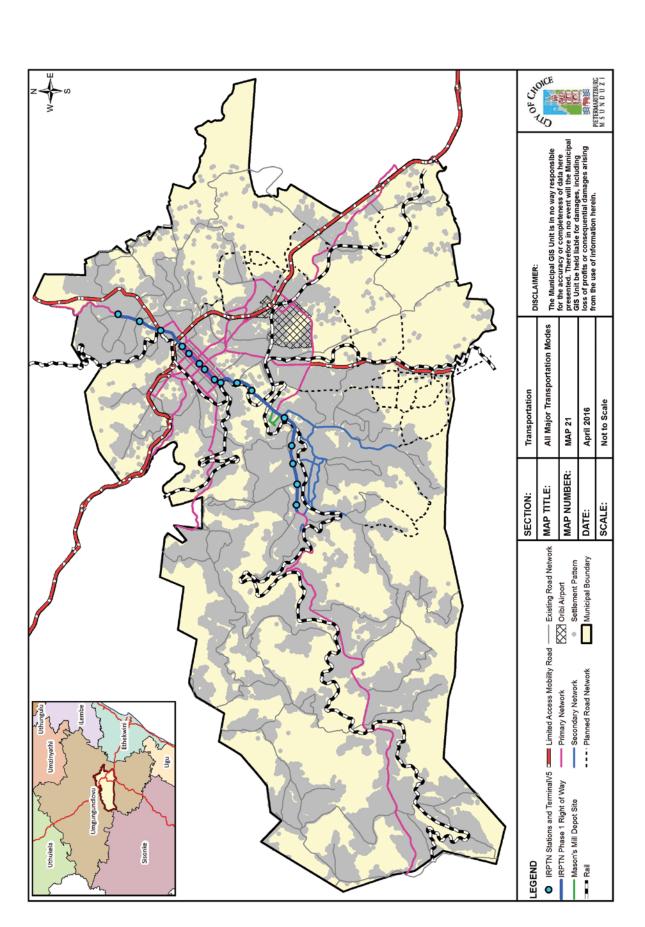






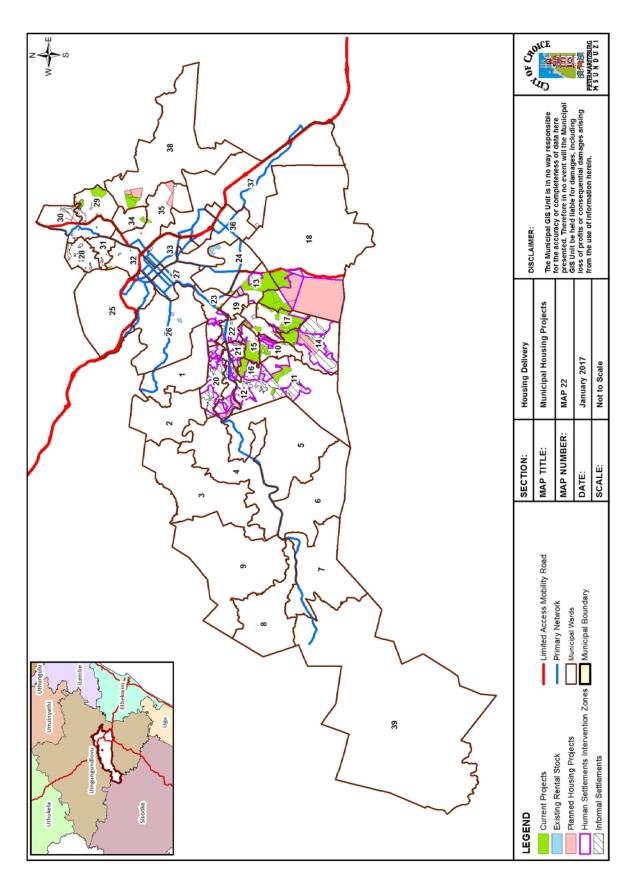


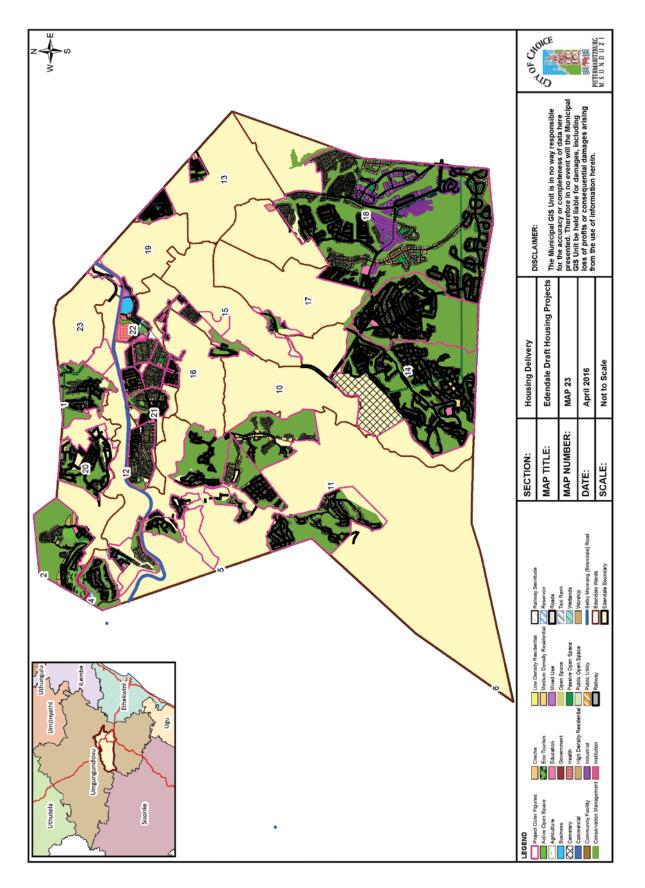






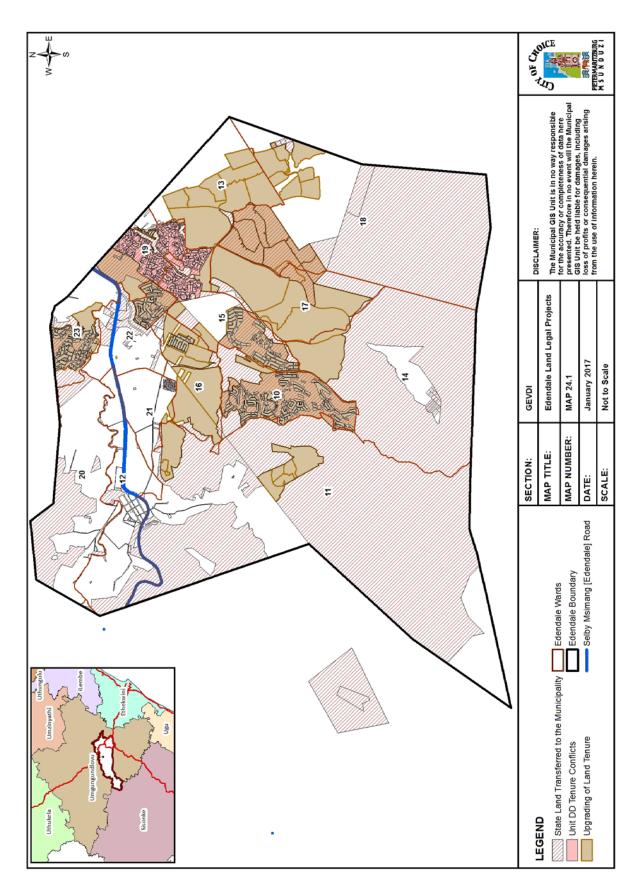














3.16.6 THE EDENDALE LAND INITIATIVE AND THE GREATER EDENDALE DEVELOPMENT INITIATIVE

3.16.6.1 LEGAL BACKGROUND

Proclamation LG No 73/1995 established the Pietermaritzburg/Msunduzi Transitional Local Council (now Msunduzi Municipality). This included the area comprising the Greater Edendale Complex. From the date of this proclamation, Edendale was administered by the Municipality. However, the underlying land was in State or Private (generally 'Black') ownership. In response to the above, the Minister, in terms of section 10 of the Local Government Transition Act 209/1993, promulgated Proclamation 84/1996, which required that the transfer of immovable assets to the Municipality be effected by agreement. A general Power of Attorney (No 540/1997), issued by the Minister of Land Affairs (now RDLR) on 22 September 1997, and which was assigned to the KZN Provincial Department of Housing (now known as the KZN Provincial Department of Human Settlements, or DOHS), also provided for the transfer of State land to the Municipality.

The Municipality was tasked with the matters set out in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution of the Republic of South Africa 1996, including (but not limited to) Municipal planning and development. As a result, the Greater Edendale Development Initiative (hereinafter referred to as 'GEDI') was established to embark on the development of the area known as the Greater Edendale Complex, comprising all the properties that are the subject of the legal provisions as detailed in the above paragraphs.

A Joint Provincial/Municipal Working Committee was established in terms of a written agreement dated 20 March 1998, as amended by the amending agreement dated 15 August 2000, for the express purpose of resolving the land and legal issues (historical and current) in the Greater Edendale Complex in order to pave the way for the redevelopment of Edendale for the benefit of its inhabitants. The DOHS provided grant funding for this purpose.

As will be seen below, the above mentioned committee, now known as the Department of Human Settlements/ Msunduzi Municipality Land Legal Committee (hereinafter referred to as 'the LLC') was expanded, and currently serves as a joint governmental committee, having representation from KZN DOHS, RDLR, KZN Public Works, the Municipality, the National Housing Development Agency, appointed land and legal experts, and other professionals.

3.16.6.2 MEMORANDUM OF AGREEMENT

The Municipality, via GEDI, requested financial assistance to resolve land tenure issues, and assistance to gain control and ownership of the state land and private land, which land was substantially marginalised due to informal settlement thereon, and which had and was fast developing into untenable 'slums'. Further, the LLC established that, with reference to private land, a large proportion of the owners were long deceased, and their estate had not been wound up or, as was generally the case, had not even been reported to the Master of the High Court's office. This resulted in tenure insecurity, poor land administration, and the inability of Government in general, and the Municipality in particular, to provide basic services in the Greater Edendale Complex.

The Municipality and DOHS, on 1 March 2002, entered into a Memorandum of Agreement (hereinafter referred to as 'the DOHS MOA') for the acquisition of private land in Edendale, and the transfer of land under the control of the State and within the jurisdiction of the Municipality to the Municipality.

The DOHS MOA provided grant funding to the Municipality. The implementation of the DOHS MOA falls under the jurisdiction of the LLC. This grant funding has been fully committed .

The main functions of the LLC include, inter alia:

- Project Management and Administration;
- Setting up and maintaining a current GIS for GEDI;
- Setting up, appointment, management, and payment of Professional Valuers;
- Management and funding of the Sales Administration process associated with the acquisition of Private Land;
- Appointment, management, and payment of 'negotiators'; and
- Generally, all other costs directly related to the implementation of the DOHS MOA.



155

The Department of Land Affairs (now Rural Development and Land Reform, or RDLR), through its Provincial Land Reform Office, is mandated by its legislative and policy framework to provide funding for land acquisition for designated groups for purposes of settlement and production. To this end, the Municipality entered into a further Memorandum of Agreement with the RDLR on 21 October 2008 (hereinafter referred to as 'the RDLR MOA'). In terms of the RDLR MOA, the RDLR has budgeted amounts of twenty million rand (R20m) for land acquisition and fifteen million rand (R15m) for the upgrading of tenure, resolution of tenure conflict and tenure insecurity, and conveyancing for the Greater Edendale Complex.

Further, and within the new strategic framework, RDLR identified the Greater Edendale Complex as a primary opportunity to give effect to the policies on tenure upgrade, land acquisition for sustainable human settlements, land acquisition for agriculture, and industrial and economic development. The Greater Edendale Complex, with its multiple land ownership and irregular settlement patterns, is materially hindering development, and accordingly the RDLR, via and in terms of the RDLR MOA, has become a major role-player in the redevelopment of Edendale.

3.16.6.3 LAND TITLE ADJUSTMENT

The RDLR have appointed three Land Titles Adjustment Commissioners in terms of the Land Title Adjustment Act, Act 111 of 1993. The above is critical, and will enable the LLC to deal with deceased estates and related land issues as provided for in the Land Title Adjustment Act, Act 111 of 1993. The above initiative will benefit in excess of 20 000 (twenty thousand) people who are currently living without secure tenure. The Land Titles Adjustment Commissioners will play a role in that:

- They will make awards of property where there are competing interests that have arisen historically; and
- They will make awards where the properties affected have already been transformed and the award will be in monetary value.

3.16.6.4 HISTORICAL COMMUNITY INVOLVEMENT

It is important to note that it was in fact the Edendale Private Land Owners and Rate Payers Association (hereinafter referred to as 'ELRA') who, in the year 2000, approached the then Provincial Department of Housing to seek assistance in dealing with their land in Edendale, which had been materially marginalised by ever-increasing settlement from informal occupiers of their land. The history of this settlement is well-known, and is not repeated here; however, it is important to note that rates arrears have been, and remain, a major issue with respect to the above, and extensive interaction between ELRA, the Municipality, LLC, and local community structures have informed the processes embarked upon to date.

3.16.6.5 PLANNING AND PROVISION OF HOUSING

The LLC embarked upon a major planning initiative for the Greater Edendale Complex. Three (3) of the eighteen (18) 'functional' areas identified for development purposes in terms of the above integrated planning initiative by the LLC have been prioritized by the Municipality. This prioritization was based on the fact that these are the areas where the problems outlined above are concentrated. Of these priority areas, one of them is the area known as Dambuza.

Legislation provides that Municipalities must take all steps within the framework of national and provincial housing legislation and policy to ensure that inhabitants have access to adequate housing and services. Municipalities must set housing delivery goals, identify and designate land for development, and create and maintain a public environment conducive to housing development which is financially and socially viable. The Municipality, via GEDI, is accordingly actively and aggressively participating in the National Housing Programme, in accordance with the rules applicable by promoting housing development projects, acting as the developer in respect of the planning and execution of housing development, and administering the National Housing Programme in its area of jurisdiction; and accordingly, 12 housing projects were identified as part of the above initiative, from which five (5) priority housing projects were identified and resolved by the Municipality to be implemented forthwith.

3.16.6.6 EXPROPRIATION



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

A large portion of the land that the Municipality will be acquiring is in the ownership of deceased estates. Given the background set out above, and in particular the urgency of the matters, the Municipality has resolved to proceed by way of expropriation, it being in the public's interest to do so. Section 190 of the Local Authorities Ordinance No 25/1974 provides for the expropriation of land by the Municipality if it is unable to purchase the land on reasonable terms through a negotiated process and it has obtained the express permission of the MEC to expropriate such land. The Expropriation Act, Act 63 of 1975, then governs the expropriation process to be followed. The first 63 properties identified for expropriation have followed the whole process and are in the final legal stages of expropriation before the Municipality takes possession of the properties.

It must be specifically noted that as these properties are in the hands of deceased estates, the Land Titles Adjustment Commissioners will play a meaningful role in order to ensure that the compensation payable is received speedily and expeditiously by the heirs of these estates, and where it is recognized that, in most of the deceased estate cases, these have not been reported at the Master of the High Court's Office in Pietermaritzburg.

3.16.6.7 PROPERTY IDENTIFICATION

In terms of the DOHS MOA, and further endorsed by the RDLR MOA, the Municipality has established a subcommittee of the LLC, this being the Land Acquisition Committee (hereinafter referred to as the 'LAC'). The RDLR is represented on the LAC, which is chaired by the Municipality's Manager Real Estate and Valuations, and is mandated by the DOHS MOA, the RDLR MOA, and the Municipality, to identify, resolve, and to acquire properties required for the redevelopment of the Greater Edendale Complex. The LAC is responsible to ensure that all such properties resolved to be acquired shall be valued by two independent Professional Valuers. The Municipality then pays compensation on the basis of the higher of the two approved valuations, plus a 10% solatium. In order to maintain a fair market value for each property, an escalation factor has been included in the daily update of each property

3.16.6.8 PURCHASE AND SALE

The Private Land Acquisition Programme is, of course, driven initially by consultation with the Registered Land owner/s, whereupon the recommended negotiation price is determined by valuation and then forwarded to a Negotiator drawn from a panel of Negotiators appointed by the project, who are largely Attorneys drawn from the Edendale area.

Presently, a total of 255 properties are in various stages of being purchased for the first 5 Priority Housing projects, the majority of these having been valued twice, and are now in the negotiation stages of purchase or being set aside for expropriation, for various reasons.

3.16.6.9 ADDITIONAL FUNDING

At present, the DOHS is offering to continue funding the Land Initiative for a further 3 years, and a Business Plan (of approximately R 71 million) has been submitted to them for consideration. This includes an amount of R 54 million for land purchase, and R 17 million for project administration, conveyancing, and the like.

3.16.7 RESIDENTIAL DEMAND

Determining the demand for residential property is a function of available resources, affordability parameters and both natural and induced household growth. Given that this is a high level spatial planning exercise, an approach of considering these inputs in the context of the Msunduzi SDF has been followed.

According to the Quantec Database and Urban-Econ calculations, in 2017 there are approximately 189 428 households with the Msunduzi area. This figure was extrapolated from the 2001 (130 292 households) and 2011 (164 625 households) census figure for the Msunduzi households. This reflects an annual growth rate of 2.4%. Three growth scenarios for the next 5 years (low-growth of 1.5% the current growth of 2.4% and high-growth of 3.5%) have been developed to consider the potential future demand housing unit stock in Msunduzi. It is assumed that in 2017, there is no additional demand for residential property in the Municipality as this would be met by the markets supply. The tables below display the results of the three scenario demand model calculation.



157

The first row of each table displays the projected number of households from 2017 – 2022. The next row displays additional number of units that are required to match the annual growth in households that was projected. The final row displays the effective number of households that will be in demand in the Msunduzi Local Municipality.

Table: Effective Demand for Residential Units (Low Growth Scenario: 1.5% annual household growth)

Low Growth Scenario (1.5% Annual Household Growth	2017	2018	2019	2020	2021	2022
Number of Households	180 009	182 709	185 449	188 231	191 054	193 920
Additional Households Units Required Per Annum	0	2 700	2 741	2 782	2 823	2 866
Effective Number of Units in Demand	0	2 700	5 441	8 222	11 046	13 912

Quantec Database: Census 2001 and 2011: Urban-Econ Calculations (2017)

Low Growth Scenario : The total number of households is projected to increase from 180 009 in 2017 to 193 920 in 2022. In the next 5 years, the estimated cumulative demand for housing, as per the demand forecast, is 13 912 houses demanded by 2022.

Table: Effective Demand for Residential Units (Current Growth Scenario : 2.4% annual household growth)

Current Growth Scenario (2.4% Annual Household	2017	2018	2019	2020	2021	2022
Growth						
Number of Households	189 428	193 911	198 500	203 197	208 006	212 928
Additional Households Units Required Per Annum	0	4 483	4 589	4 697	4 809	4 922
Effective Number of Units in Demand	0	4 483	9 072	13 769	18 578	23 500

Quantec Database: Census 2001 and 2011: Urban-Econ Calculations (2017)

Current Growth Scenario: The total number of households is projected to increase from 189 328 in 2017 to 212 928 in 2022. In the next 5 years, the estimated cumulative demand for housing, as per the demand forecast, is 23500 houses demanded by 2022.

Table: Effective Demand for Residential Units (High Growth Scenario : 3.5% annual household growth)

Current Growth Scenario (2.4% Annual Household	2017	2018	2019	2020	2021	2022
Growth						
Number of Households	189 428	193 911	198 500	203 197	208 006	212 928
Additional Households Units Required Per Annum	0	4 483	4 589	4 697	4 809	4 922
Effective Number of Units in Demand	0	4 483	9 072	13 769	18 578	23 500
High Growth Scenario (3.5% Annual Household Growth	2017	2018	2019	2020	2021	2022
Number of Households	202 367	209 449	216 780	224 367	232 220	240 348
Additional Households Units Required Per Annum	0	7 083	7 331	7 587	7 853	8 128
Effective Number of Units in Demand	0	7 083	14 414	22 001	29 854	37 981

Quantec Database : Census 2001 and 2011 : Urban-Econ Calculations (2017)

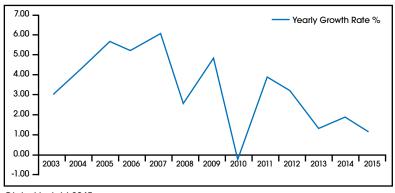
High Growth Scenario: The total number of households is projected to increase from 202 367 in 2017 to 240 348 in 2022. In the next 5 years, the estimated cumulative demand for housing, as per the demand forecast is 37 981 houses demanded by 2022.

C5-LOCAL ECONOMIC DEVELOPMENT

3.17 THE STATE OF THE ECONOMY

The municipality continues to be the main driving force behind the economy of the umgungundlovu District, contributing GDP-R of R39.7 billion to the district economy, which represents 69.5% of the district's economy, during 2015. Whilst the city's economic growth has been sluggish, the growth rate marginally exceeded that of the KZN province for 2015 – 1.03% compared to 0,98%. The national growth rate for the period was 1.28%. Figure 12 below indicates the GDP growth for the city from 2003 to 2015.

Figure 12: GDP from 2003 to 2015



Global insight 2015

The economic outlook for 2016 and the next few years, however, remains bleak as the economy tries to withstand the effects of increasing prices, including electricity tariffs which have the potential to impact on business investment within the municipality, rising interest rates, a stagnating housing market and the eroding of disposable incomes levels. There has been a modest increase in per capita income, with GDP-R per capita in 2015 reaching R53 500 compared to R39 000 in 1996.

The figure below illustrates trends in the location quotient, diversity, competition, and actual versus necessary employment. Positive figures indicate low or decreasing risk, figures around zero show a neutral risk, and negative figures show high or increasing risk. As can be seen for the period 1996 to 2014, risk factors in the Msunduzi economy are associated with employment, whereas

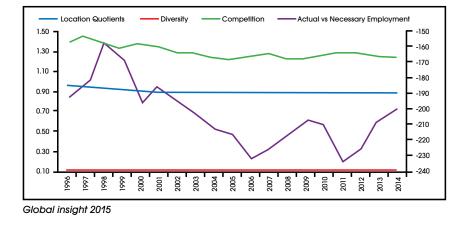


FIGURE 13: Location Quotient, Diversity, Competition, and Actual vs Necessary Employment in the Msunduzi



3.18 KEY ECONOMIC SECTORS

3.18.1 INTRODUCTION

The key economic drivers within the municipality in 2015 were Community Services (28%), Finance (17%), Manufacturing (15%) and Trade (13%).

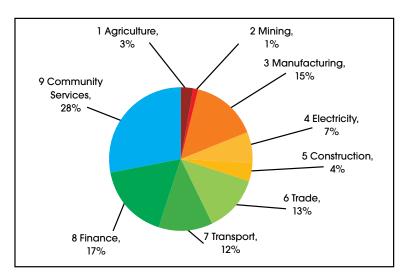


FIGURE 14: GDP per sector for the Msunduzi Municipality (2015)

3.18.2 COMMUNITY SERVICES

Community services amounts for 28% of the Gross Domestic product of the Msunduzi Municipality it has remain consistent from 2011. The city is the capital of the KwaZulu Natal and therefore houses a number of provincial government departments. These are mainly located in the CBD and the Municipality has a plan to leverage on this as part of the city development strategy.

3.18.3 FINANCE

The financial sector of the Msunduzi econonmy is the second largest sector in terms of GDP and accounts for 17% down from 24% in 2011. The fact that it is second largest can be associated with a large number of commercial banks being located in the Municipality, as well as other financial institutions. The location of government departments within the Municipality, together with their financial transactions, reinforced this trend.

3.18.4 TRANSPORT

Transportation accounts for 12% of the GDP of the Municipality slightly down 13% in 2011. The municipality is located along the busy N3 corridor, as well as at the confluence of number of major provincial and district roads. The establishment of a motor sales complex adjacent to the N3 and showground's further attempt to strengthen this sector.

3.18.5 TRADE

Trade accounts for 13% of the municipal GDP up from 12% this an important element of the economy. Many higher order retail facilities are located in the Municipality and have a large catchment area servicing many at the outlying towns and communities both within and outside the Municipality.

3.18.6



MANUFACTURING

Although there has been a decline in the manufacturing output of the Municipality over the last decade manufacturing contributed 15% to the local GDP. This is an important sector and many opportunities exist for its further development and growth. The municipality has plans at advanced stages to release additional land for industrial growth. One such development is the Ibhubesi light industrial park which is a 60 ha site in Ashburton which is under construction and will have 70 sites of commercial and light industrial properties.

3.18.7 AGRICULTURE

Agriculture provides 3% of the GDP of the municipality. Although subsistence agriculture plays an important role in the Municipality, commercial agriculture is not as prevalent as in surrounding municipality. Many surrounding municipalities within the umgungungndlovu Municipality supply produce directly to the markets in the Municipality.

3.18.8 TOURISM

The economy of the municipality is dependent on a number of major sporting and cultural events, including the Comrades Marathon, Midmar Mile, Duzi Canoe Marathon and the Mountain Bike World Cup, to name but a few. These events lead to directed cash-injections into the economy and have positive impact on the local tourism establishments. The Municipality is also located midway between the burg and beach tourism destinations and is a convenient stop-over for many travellers.

3.19 LEVELS OF EMPLOYMENT

3.19.1 EMPLOYMENT

In its Diagnostic Overview released in 2011, the National Planning Commission (NPC) found that education and employment were two major problems affecting the South African economy – specifically a poor quality of education and low employment levels. These two aforementioned variables are interrelated in that a poor quality of education can lead to inability to find relevant employment, resulting in structural unemployment; the most prevalent type of unemployment in South Africa. Inherently, unemployment leads to loss of income by households. As household income decreases and becomes unable to meet all the needs of the household, that household is categorized as living in poverty.

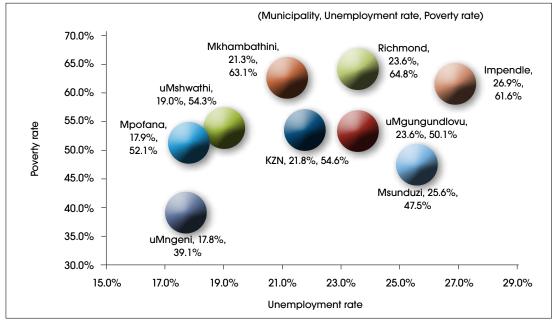


FIGURE 16: Municipality, unemployment rate, poverty rate

It is imperative that the reader considers that the unemployment rates reported above are based on the narrow or strict definition of unemployment, and therefore do not account for discouraged work seekers.

Source: Global Insight, 2014



3.19.2 UNEMPLOYMENT

Census (2011) indicates that levels of unemployment have declined from the high figures of 48.2% of the economically active population in 2001, to a figure of 33% in 2011.

3.20 FORMAL BUSINESSES IN THE MSUNDUZI MUNICIPALITY

The number of registered businesses is an indicator of economic activity in a district. There are 712 businesses registered in the Msunduzi Local Municipality, which is a sizeable number. Informal businesses are often unregistered, and therefore unlikely to be included in this number. Almost half the respondents in the sample were unable to provide statistics on the number of registered businesses. For Msunduzi, having access to this data reflects well on their LED Capacity.

A business register is a valuable database for organising LED processes where the public and private sector work in partnership to improve the local economy. COGTA (2012) recommended that Msunduzi Municipality use its register of businesses to profile its potential private sector partners, and better structure and select its LED interventions to suit the nature of local business.

Respondents who participated in the COGTA (2012) study identified the following key economic sectors in the local economy: Consumer Sales and other Services (54%), Manufacturing (16%), Retail (13%), Training (8%), Hospitality and Tourism (6%) and Professional Services (2%). The prevalence of consumer sales and services, as well as retail and financial services, shows the role of the city as a service centre. There is some diversity in the economy, with manufacturing and tourism (both productive sectors) featuring well. It is surprising that the local economy is not more dependent on government services, given that Pietermaritzburg is the provincial capital.

As part of the COGTA study (2012), local business was asked on their views of doing business with the Municipality in the future. Views on the future of business were only marginally positive overall in Msunduzi, with 38% being positive and 8% very positive, while 38% were neutral about the future, and 15% had a very negative view of the future. Although the sample is too small to draw reliable conclusions, there is some evidence of a mixed and even negative view on the future of business.

Hindrances to future growth were reported most frequently as roads (at 31%), followed by service charges and electricity at 25% each, and by tax rates at 19%. It is not clear if tax rates were understood as municipal rates and taxes which are levied by the local Municipality, or income tax which is a national competence. The finding that roads, electricity, and service charges are a key hindrance to growth can assist the Municipality to focus its efforts in these areas, and improve delivery of these services and infrastructure for the requirements of local business.

3.21 SMALL, MEDIUM AND MICRO ENTERPRISES AND THE INFORMAL ECONOMY

(i) SMMEs IN THE MSUNDUZI MUNICIPALITY

It has been generally acknowledged that the rate of growth and survival of SMMEs and the number of SMMEs in an area are good indicators of growth. Many governments therefore make major efforts to assist new businesses to start up, and offer support to SMMEs to facilitate their growth.

The importance of creating an enabling infrastructure environment for Msunduzi business cannot be overstated. Electricity, telecommunications, water, and roads are the fundamentals of basic economic infrastructure. Existing local and regional economic incentives to invest or expand were regarded as poor by half of the businesses surveyed in the Msunduzi LED Strategy (2008). The provision of incentives is the most important measure municipalities could introduce to promote development. Strategic Priority 5 in the 2030 Municipal Vision talks to the creation of an Economically Prosperous City and deals with the development of this sector.

(ii) THE INFORMAL ECONOMY

Most informal businesses in Msunduzi are low-income generating operations that are typically survivalist. Retail trade (i.e. restaurant, bar, shebeen, tavern, accommodation, vehicle repair/cleaning, shoe repair, repair of personal and household goods, garage, spaza shops/tuck shops/hawker-type stands selling various goods etc.)



and community services (i.e. health, communication (telephones), cell phones, catering, gardening, domestic/ household services, funeral services, hair salon, social and personal services etc.) are the predominant sectors of informal sector activity.

The COGTA (2012) study indicated that the majority of the informal economy sector has been trading for more than 5 years (70%), while 30% had been operating 1 to 5 years. No respondents had been operating for less than 1 year. This could indicate that informal business is becoming a long-term economic reality. The small sample size prevents drawing clear conclusions.

The Msunduzi LED Strategy (2008) indicates that in 2004, retail trade accounted for 49.2% of overall informal activity in Msunduzi. This percentage increases to approximately two-thirds of informal activity, if community services are included in the calculation. Most of the informal businesses in Msunduzi are survivalist and provide support for an average of 5.68 individuals, who are almost always family members and not part- or full-time employees. Most of these businesses also earn less than R 1,000.00 per month (68%). A major cost for these businesses is the cost of transport, usually getting to and from the work site. The cost of transport can be anything from R250.00/month to R1,000.00/month. When this is related to the average earnings of R 1,000.00/month, the problem becomes obvious. The majority of traders are positive about the future, and almost all traders want to grow their respective businesses into larger formal businesses in the future - 36% of all respondents reported that they specifically want to be self-employed.

TABLE 37: INFORMAL ACTIVITIES IN MSUNDUZI

Municipality	Manufacturing	Construction	Trade	Transport	Finance	Community Services	Total Informal
KN - DC22	3 778	4 780	18,311	3 389	2 061	4 926	37 244
Richmond	268	382	1,419	177	188	207	2 640
Pietermaritzburg (Msunduzi)	2,241	3 530	13,555	2,402	1,724	3,677	27,130
Impendle	0	56	176	37	17	34	320
Lions River (uMngeni)	241	504	1 638	351	18	474	3 225
Mooi River (Mpofana)	94	129	378	162	20	212	994
New Hanover (uMshwathi)	933	178	1 147	260	95	322	2 936

Source: UKZN (2006)

In understanding why informal traders are not entering the formal economy, the COGTA (2012) survey indicated that costs of becoming part of the formal economy were the major hindering factor (86%). A further 32% quoted not knowing how to become part of the formal economy, while 2% reported it was too complicated, and 2% reported other reasons. This indicates some reticence to join the formal economy, possibly due to administrative burden and associated compliance costs which form a barrier to transition. However, a significant factor is a lack of knowledge, which suggests the need for greater information and support services for informal business considering migrating to the formal economy in this municipal area. However, a larger sample would need to be canvassed before committing resources to such a specific programme.

There is a critical need to maximise the informal sector and integrate it into the mainstream economy in the Municipality. The sector needs an upward migration programme, as well as the promotion of linkages between informal and formal businesses. In seeking to achieve this, the Msunduzi Municipality, as per the KZN Informal Economy Policy (2011), assisted with the establishment of the "Msunduzi Informal Economy Chamber" on 8 November 2011. The purpose of the chamber is to link the Municipality to the traders. Key functions of the Chamber include:

- To represent informal economy actor issues at District and Local Level;
- To build and strengthen the capacity and leadership of informal economy actors;
- To build an information base on the numbers and situation of informal economy actors;
- To disseminate information on effective organizing strategies for promoting and protecting the rights of informal economy actors;
- To prioritize the upliftment of the poorest informal economy actors;
- To prioritize the interests of low-income informal economy actors by assisting with stopping exploitation and any such conduct by high-income vendors, intermediaries and wholesalers;



- To champion the interests of all informal economy actors by ensuring that government is advised in relation to policies that directly or indirectly affect informal economy actors;
- Chamber members should gain an understanding of common problems of informal economy actors, develop new ideas for strengthening their organizing and advocacy efforts, and through their elected representatives, join in local, district and provincial campaigns to promote policies and actions that can contribute to improving the lives and opportunities of informal traders;
- To work in partnership with the private and the public sector;
- All eleven official languages can be used at meetings; and
- No unsound language and/or behaviour will be tolerable at any meeting of the Chamber.

3.20.1 MAJOR DEVELOPMENTS

•

Msunduzi Country Lifestyle Estate

This development is a lifestyle estate for the over-50s with simplex accommodation and an administrative/leisure complex, which will be adjacent to the Maritzburg Golf Club off New England Road. This land was purchased, and the planning completed some 8-10 years ago, but the development was not implemented due to the global economic crisis. It has now been resurrected and repackaged as a 'lifestyle' development, but now requires an updated EIA, which has commenced, and Spluma application for rezoning. Total investment value will be approximately R150 million and it is expected that construction will commence this year. Resurrected Project – at EIA stage.

Lion Park Warehousing

Lion Park Warehousing is a light industrial development comprising warehousing and office sites (for the storage and distribution of goods by road) as well as sites for factory shops and showrooms. The development property is approximately 25.2 hectares in size with the development comprising of 35 subdivisions ranging from 1336m2 to 28615m2. The development is located in Ashburton near Lynnfield Park. Making slow progress – vast number of environmental conditions to comply with.

Rita Light Industrial Park, Lynnfield Park.

The development involves the establishment of a light industrial park near Lynnfield Park. The development property is approximately 19.4 hectares, of which 17.19 hectares will be developed and comprises 17 light industrial stands, one general business zone, and open spaces. The proposed onsite sewage package plant will be situated on the lowest lying portion of the property. The wetland covers an area of approximately 2 hectares and will remain undeveloped and a 20 meter buffer has been delineated to ensure that no development will take place within this zone. Approvals have been done, except for environmental conditions as under. The time frame for complying with all these is not certain and up to the Developer.

Athlone Circle

The proposed 13,444m2 developments situated adjacent to the N3 and Peter Brown Drive comprises the following:

- 3 commercial buildings of 3 stories
- 446 tenants and visitors parking bays
- 1 retail facility
- 9 residential rooftop loft apartments

Building plans were approved with conditions by the Environmental unit on 14th of October 2014. An Environmental Management Plan was approved 16th January 2015 but not complied with. A site visit conducted on the 14th of January 2016 where it was noted that issues relating to erosion control had been implemented. Still awaited is an Indigenous Landscape Plan including rooftop gardens to be submitted during the construction phase, and a storm water management plan. Earthworks have been done but no construction as yet.

Willowwood Park

Phase 2 of this development is underway. They are now looking at phase 3 of the development, which will be a retail development on the remainder of the property which reaches up to Ohrtmann Road. The accessibility



issues are being addressed with SANRAL, PCB and the Roads Department. This development (Phase 2) is under construction.

Eden Gardens Private Hospital

Eden Gardens Private Hospital is being constructed off Archie Gumede Road. Estimated construction value is R340million and the plans were approved on 11 April 2015. The site works are complete and the site is ready to hand over to the building contractors. It is scheduled to be complete in early 2017.

Woodhouse Road Student Accommodation

The Estates Unit is preparing to advertise and dispose of this site, as well as the Scottsville Bowling Club site. The property is now zoned "General Residential" zone in terms of the Pietermaritzburg Town Planning Scheme. The use of the application site for "Residential Building" student accommodation is in accordance to the Pietermaritzburg Town Planning Scheme. The application for subdivision has also been approved and the survey will be done internally by Land Survey section. SMC resolved on 18 December 2015 that in respect of Woodhouse Road, Scottsville: Remainder of Portion 13 of Erf 17 of Pietermaritzburg, the Deputy Municipal Manager: Economic Development investigates the existing Council resolution and submit a further report on how this matter should be dealt with going forward.

Shopping Centre Taylors Halt

The lease for the land from the INgonyama Trust has been concluded, however it needs to be amended due to a slight change in site. Once that is done they will be handing the Spluma application in to the Municipality. The existence of this project has been pointed out to the drafters of the Vulindlela LAP and Town Planning. A town planner has been appointed by the developer and discussions are being held with Eskom. However this project is now running into a few problems. Further meetings are required with the Traditional Council to discuss various issues before the basic environmental assessment starts, including the relocation of people and alternative shopping centre proposals which they are apparently considering. These issues need resolution before the various studies which are required: traffic impact, environmental management plan etc commence. Moving slowly.

Camp's Drift Waterfront

Environmental Authorisation for this proposed development was granted by the Department of Economic Development, Tourism and Environmental Affairs on 04th February 2015. In terms of the Environmental Authorization a number of additional studies are required before construction can commence. These include: a Traffic Impact Study, green building design, amended environmental management plan, and a landscape plan. Final building plans must also be approved by the Municipality prior to construction commencing. A Water User Licence will be required. This has been communicated to the Developer for their attention. The developer is working on these outstanding requirements including building plans and the Water User Licence application. Extremely slow moving project.

The Environmental Management Unit has received no communication from the Applicant or their Environmental assessment Practitioner that outstanding requirements are being addressed. The Unit is attempting to obtain the necessary information from the Applicants Project Team.

Liberty Midlands Mall Phase 3

The 17,000m2 Phase 3 expansion of Liberty Mall has been stalled for almost a year due to the requirements of the National Department of Water and Sanitation (DWS) regarding their Water User License (WUL). A meeting took place between the Developers and DWS to clarify this issue at the end of January, which has now been resolved. Buildings plans have been approved on 4th March subject to conditions. Mpushini Business Park



165

This was a proposed mixed-use development, comprising a logistics park and office, on a 20.5 hectare site in Ashburton, and the investment value is R1.7 billion. The site was sold to another developer who is proposing to change the condition of the development rights granted for the property. This project is still at the planning stage and moving very slowly.

Hillcove Hills

This is currently the largest proposed residential/mixed-use development in the municipality, on a site 483 hectares in extent between Bellevue and Ashburton. The proposal is for 1369 residential units of various densities, 200,000m2 office and commercial space, 10 Community Facility erven, and public and private open space. The development will be done in a number of phases, with the second phase requiring a major upgrade of bulk services, which will be to the developer's cost. The development was delayed due to SANRAL shelving its plans to build the Bellevue Interchange which would have given direct access to the new township. Moving slowly through all the planning and legal processes.

Ibhubesi Light Industrial Development

This logistics park, light industrial park development is situated on a 60 hectare site in Ashburton. The construction is now well in progress and platforms have been cut. The entrance has been laid out. There are some 70 sites in total with sizes ranging from 2000m2 up to 5 hectares, with a mix of commercial and light industrial. So far two sites are in the process of being sold, with a lot of interest in the other sites. Transfer of sites and subsequent construction of buildings and operations is dependent on the completion of the Lynnfield Park Sewerage works upgrade, which is due to be complete at the end of February. They are also awaiting power supply from Eskom. However they estimate that the first building could be up within 6 months.

3.22 LEVELS OF POVERTY

The Human Development Index (HDI) is a statistic created from data on life expectancy, education, and percapita GDP, as an indicator of standard of living. This table indicates an increase in the percentage of people in poverty between 1996 and 2001, followed by a decrease of the percentage of people in poverty between 2001 and 2007.

TABLE 38: SOCIAL DEVELOPMENT AND PEOPLE LIVING IN POVERTY

2014	Msunduzi
Human Development Index (HDI)	0.60
Gini coefficient	0.64
Share below the food poverty line	26.0%
Share below the lower poverty line	36.6%
Share below the upper poverty line	47.5%
Functional literacy: age 15+, completed grade 7 or higher	86.2%

(Source: Global Insight, 2014)

In a recent study by the African Food Security Urban Network (AFSUN) (2012) on gender and food insecurity in Southern African Cities, it was found that a high proportion of the total household expenditure in the Msunduzi Municipality (52%) goes on food. The study notes that this is widely recognised as an indicator of poverty and food insecurity. As a result, the immediate need to buy food outweighs other long-term needs, such as investment in education, business, and housing. This leaves little leeway in household budgets when they are subjected to income or price shocks. The study also indicated that female-headed households in the Municipality spend a higher share of their income on food than do nuclear households. The study also found that an average of 60% of Msunduzi households, and 64% of female-headed households, are severely food insecure. Only 7% of households in the Municipality are food secure, as compared to the 44% in Johannesburg, 15% in Cape Town, and 18% in Windhoek.

The Gini coefficient measures the levels of inequality in a society, with the figure of '0' reflecting absolute equality, and '1' representing absolute inequality. For the Msunduzi Municipality, a figure of 0.64 was measured in 2010,

which is up from the 0,57 in 1996. This indicates that society in the Municipality is becoming more unequal in nature. It is, however, below the district figure of 0.65 and the provincial average of 0.66. The Human Development Index (HDI) is a composite statistic of life expectancy, education, and income indices, and a score of '1' indicates a good HDI as opposed to the other extreme of '0'. The HDI for the Msunduzi Municipality improved from 0.60 in 1996 to 0.62 in 2004, showing that life is generally improving for residents of the Municipality.

BUILDING PLAN APPROVAL 3.23

In terms of Building Plan approval, for the period July 2012 to January 2013, 430 plans were approved as per the table below:

TABLE 39: BUILDING CONTROL INFORMATION - REPORT TO STATISTICS SOUTH AFRICA - NO OF UNITS

APPROVED	BUILDIN	NG PLAN I	APPROVED BUILDING PLAN INFORMATION FOR THE MSUNDUZI MUNICIPALITY FOR THE PERIOD 1 JULY 2014 TO 30 JUNE 2015	R THE MS		INICIPALITY FOR 1	THE PERIOD	1 JULY	2014 TO	30 JUNE 2015						
NO.	-			m			2	4			ъ			•		
MONTH	Reside: Passed	dential Dw ed	Residential Dwelling Houses Passed	Other I Etc	Residential	Other Residential- Flats, Hotels, Etc	RDP Passed	Non	Residenti	Non Residential- Private Sector Non Residential-	Non R Publid	Non Residentic Public Sector	÷	Alteration Buildings	tion & Ad ngs	Alteration & Additions- All Buildings
	No.	Area	Cost	No.	Area	Cost	RDP Passed	No.	Area	Cost	No.	Area	Cost	No.	Area	Cost
JULY	2]	4190	R 33 735 070,00	0	0	R 0,00	2	5	16615	R 140 017 045,00	0	0	R 0,00	62	7672	R 41 376 277,00
AUGUST	10	2406	R 13 841 495,00	40	4047	R 20 235 500,00	0	0	0	R 0,00	0	0	R 0,00	30	4498	R 21 525 926,00
SEPTEMBER	6	1598	R 9 440 165,00	30	3956	R 25 714 455,00	0	-	512	R 5 124 600,00	0	0	R 0,00	30	2675	R 14 791 715,00
OCTOBER	13	3006	R 17 736 000,00	0	0	R 0,00		0	0	R 0,00	0	0	R 0,00	24	1941	R 10 155 909,00
NOVEMBER	6	1819	R 8 157 965,00	0	0	R 0,00	0	0	0	R 0,00	0	0	R 0,00	39	2929	R 10 683 805,00
DECEMBER	7	1590	R 7 496 910,00	12	1670	R 6 838 560,00	0	-	2424	R 12 122 050,00	0	0	R 0,00	41	10620	R 39 363 769,00
JANUARY	=	2018	R 8 957 145,00	15	1306	R 5 878 845,00	0	-	312	R 1 248 000,00	0	0	R 0,00	31	3521	R 15 282 500,00
FEBRUARY	13	3325	R 15 138 700,00	0	0	R 0,00	0	-	684	R 3 420 700,00	0	0	R 0,00	61	3785	R 15 247 772,00
MARCH	14	4013	R 20 519 225,00	0	0	R 0,00	0	0	0	R 0,00	0	0	R 0,00	42	14430	R 57 624 675,00
APRIL	6	1684	R 8 353 545,00	18	2139	R 9 627 300,00	0	-	13112	R 220 000 000,00	0	0	R 0,00	37	7722	R 26 411 842,00
MAY	22	3484	R 18 142 595,00	12	1863	R 10 000 000,00	0	0	0	R 0,00	0	0	R 0,00	48	6993	R 28 440 145,00
JUNE	21	3594	R 18 387 845,00	15	1209	R 5 440 500,00	0	0	0	R 0,00	0	0	R 0,00	58	6801	R 23 993 732,00
TOTAL	159	32727	R 179 906 660,00	142	16190	R 83 735 160,00	2	10	33659	R 381 932 395,00	0	0	R 0,00	503	73587	R 304 898 067,00







3.24 ECONOMIC ADVANTAGES OF THE MSUNDUZI MUNICIPALITY

The Department of Economic Development and Tourism undertook a study into the comparative advantages of the District Municipalities in KwaZulu-Natal (2012), which indicates that the uMgungundlovu District Municipality, inclusive of the Msunduzi Municipality, had the following comparative advantages:

TABLE 40: MUNICIPAL ECONOMIC ADVANTAGES

ADVANTAGE	CATEGORY	DESCRIPTION
locational Advantages	CENTRALITY	Msunduzi is at the cross-roads of major access routes linking Durban to Gauteng, Ixopo, Underberg with Greytown, Stanger, and as such there are multiple options for access into the Municipality and the uMgungundlovu DM.
	Located on The Gauteng Corridor Primary logistics Corridor	The development of this corridor has recently received renewed prioritisation by being declared as one of the President's Strategic Integrated Plans. This will provide opportunities for Nodes along the corridor identified in the SDF and ABM Plans.
NATURAL/ GEOGRAPHIC ADVANTAGES	Highly Fertile Land	There is a high abundance of fertile land in the DM and LM making it one of the most productive areas in the province.
INFRASTRUCTURAL ADVANTAGES	MAJOR DAMS	Although not in the Msunduzi Municipality, there are no fewer than four major dams in close proximity to the Municipality (Midmar, Nagle, Wagendrift and Albert Falls, and the Spring Grove dam which is currently under construction).
	EXCELLENT ROAD NETWORK RAIL LINKAGES	The Municipality is serviced by an excellent road network primarily centred on the N3 and the District (R) roads. The Municipality is located on the main Gauteng line, as well as the
HUMAN CAPITAL ADVANTAGES	GOOD SCHOOLS AND TERTIARY INSTITUTIONS	line to the Eastern Cape. The Pietermaritzburg and Midlands area is considered to possess the best schools in the province. These schools produce highly capable Matriculants with good leadership abilities. While the tertiary institutions are perhaps not as robustly developed as they are in eThekwini, the University of KwaZulu-Natal and the Cedara Agricultural College, along with various other private tertiary institutions, provide opportunities for well-trained Matriculants to become highly skilled members of the labour force. The existence of these educational institutions gives uMgungundlovu a significant comparative advantage in terms of being able to offer companies a skilled workforce.
INSTITUTIONAL ADVANTAGES	Capital City Status of Pietermaritzburg	The designation of Pietermaritzburg as the province's capital is a major advantage for the district. The district benefits directly from the location of government departments in Pietermaritzburg, while indirect benefits include, private sector clustering around government departments and substantial levels of business tourism. The capital City status of Pietermaritzburg also raises the profile of the entire district.



The study also categorised the Comparative Advantage Sectors as follows:

TABLE 41: COMPARATIVE ADVANTAGE SECTORS

CLASSIFICATION	SECTOR	DESCRIPTION
EXISTING OR STABLE	PUBLIC ADMINISTRATION	Although general government would not normally be regarded as a comparative advantage sector, the public sector's role in the Municipality is not so much a welfare role as it is an institutional and business one. The designation of the Municipality as the provincial capital provides the Municipality with a comparative advantage for attracting public sector business and services, as well as associated private sector business.
UNSTABLE OR THREATENED	CLOTHING AND TEXTILES (FOOTWEAR PRODUCTION)	The employment benefits of this sector are clearly immense, and the sector has experienced relatively healthy growth over the past 10 years. Although the sector as a whole is not revealed to be a comparative advantage by the location quotient method, there may be a niche industry comparative advantage in the production of leather products and footwear. This is confirmed by the fact that the Municipality has the largest concentration of footwear companies in the province and also possesses some leather tanneries. While the sector as a whole is growing, there are significant threats to the future of the leather and footwear industry in the Municipality. In particular, cheap labour in Lesotho has recently drawn investors away from investing in the Municipality and district.
HIGH GROWTH POTENTIAL	POST AND TELECOMMUNICATIONS	This capital intensive industry has been growing at a very impressive rate for the past 10 years and probably reflects the fact that Pietermaritzburg serves as the telecommunications hub for a large hinterland.
	SALES AND REPAIR OF MOTOR VEHICLES AND FUEL	This industry is growing rapidly within the Municipality and reflects the importance of the Municipality being situated on a major transportation corridor. The comparative advantage of this sector is only likely to grow with the renewed strategic focus on the Durban – Gauteng corridor.

In terms of Economic Opportunities and Catalytic Projects, although admittedly not comprehensive, the DEDT (2012) identified the following projects within the Msunduzi Municipality, based on discussions with key stakeholders:

TABLE 42: CATALYTIC PROJECTS IDENTIFIED BY THE DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

STRATEGY	PROJECT	DESCRIPTION	STATUS
EXPLOIT	Dedicated, large	Designated stop for trucks using the N3 Durban-Gauteng	Envisioned
OPPORTUNITIES	scale truck stops	corridor	
ASSOCIATED	Development of	Currently uMgungundlovu products are packaged	Envisioned
WITH THE N3	logistical platforms	and loaded in Durban for trips to Johannesburg; this	
CORRIDOR		represents as waste of fuel and increased costs; a	
		logistical platform should be established north of PMB	
	High Speed train	High speed train, as part of the development of the	Planned
	between Durban	Durban-Free State- Johannesburg Corridor	
	and Johannesburg		
	Train coach	Encourage the manufacture of coaches and rail	Envisioned
	manufacturing at	components at Mason's Mill, and link this to Prasa's	
	Mason's Mill	refurbishment plan	
DEVELOPMENT	SEZ for leather	Vertical integration of companies in this sector to include	Envisioned
OF LEATHER AND	and footwear	entire production process: tanneries, trims, adhesives,	
SHOE INDUSTRY	companies	and retail	



STRATEGY	PROJECT	DESCRIPTION	STATUS
EXPLOIT CAPITAL CITY STATUS OF MSUNDUZI	CBD REVITALISATION	PMB CBD needs to reflect its importance as a provincial capital. Derelict buildings should be restored to their Victorian splendour and the city should be positioned as a preferred location for companies to operate.	Envisioned
	DEVELOPMENT OF A FIVE STAR HOTEL IN PMB	Currently there are a shortage of high-class hotels in the city; this limits business tourism growth	Envisioned
	FURTHER EXPANSION OF PMB AIRPORT	Revamp and expansion of existing airport to make it more accessible and attractive to use for both business and leisure	Planned
	ESTABLISH A MUSEUM AND HERITAGE CLUSTER	Consolidate a number of the disjointed collections into a modern and iconic world class museum	Envisioned
	DEVELOPMENT OF A LARGE- SCALE CONFERENCE CENTRE	Despite being an events capital; PMB offers very few conferencing options. The development of a conference centre at the Royal Show Grounds could offer greater opportunities for hosting more sporting events.	Envisioned
	DEVELOPMENT OF AN ECO- ESTATE IN PMB	PMB needs an up-market residential estate so as to attract top business people.	Envisioned
DEVELOPMENT	FILM SCHOOL	The development of a world class film school.	Envisioned
OF EDUCATION NICHE MARKETS	DEVELOPMENT OF A FLIGHT SCHOOL	The development of a flight school at Oribi Airport.	Envisioned
utilise Engineering Skills	Encourage the location of an airline manufacturer in the Municipality	This would be beneficial to the downstream component manufacturers already located in the Municipality	Envisioned
	Establish an electronics hub	Cluster companies which supply electronic components for the motor industry	Envisioned
DEVELOP THE ICT SECTOR	Msunduzi ICT incubator	To provide an enabling environment for the emerging ICT small business to be sustainable and competitive in regional, provincial and nations markets	Exploratory

3.25 THE MSUNDUZI LED STRATEGY

LED processes in all municipalities should be guided by LED strategies, which are a legislative requirement of municipalities in terms of the Municipal Systems Act. The frequency of reviews and the mode of developing the strategy is a reflection of municipal capacity to manage development internally. As part of the review strategy the municipality is utilising analysis from the Area Based Plans together with a range of other information sources.

COGTA (2012) recommended that the Msunduzi Municipality undertake regular implementation review and adjust the strategy implementation plans accordingly, using in-house capacity. This requires building internal project management skills, where lacking.

The following support plans are in place:

- Clothing and textile plan
- Tourism master plan
- Business process outsourcing strategy
- Agri processing plan
- Forestry plan
- Informal economic strategy
- Regional economic strategy



The Neighbourhood Development Partnership Grant, (NDP) awarded an amount of R35 million as Capital Grant funding and R2.7 million for Technical Grant funding. NDP has reviewed its existing programme and concluded that, in the absence of an integrated and co-ordinated city wide urban regeneration strategy, the programme has had little impact hence the introduction of the Urban Network Strategy. The proposed new strategic direction for the NDPG is based on a spatial development approach that builds on an urban network model, which is "a transit-orientated precinct investment planning, development and management approach aimed at strategic spatial transformation".

The NDPG has now refocused the project from Township Regeneration to Urban Network Hubs and they have set aside R1.375 million the development of an Urban Network Strategy for Greater Edendale. The network hub includes Masons' Mill, Plessislaer (Ekhrosini), Edendale Hospital and the FJ Sithole Road Nodes.

• The Urban Network Strategy remains on course and is funded under the 2013/2014 DoRA allocation to the Municipality.

The Municipality has a Local development strategy in place and was adopted by council during the 2015/16 financial year. The LED strategy was prepared in house with various stakeholders being included in the development of the strategy and also stakeholders are consulted with on an on-going basis. The following structures are in place and functional;

- IDP representatives forum
- LED forum
- SMME forum
- Tourism working group
- Monthly business development workshops
- Weekly Meeting with the Pietermaritzburg Chamber of Commerce

As per figure 16.1 below the municipal Local Economic Development unit is well capacitated in order to assist business and form strategic partnerships. The Municipality has developed a number of plans to ensure that we respond to the key economic drivers identified in section 3.18. The Municipality developed a business retention and expansion strategy to ensure that the Municipality addresses the threats/challenges facing the Municipality. The complete document is attached as an annexure and proposes four(4) interventions as follows;

INTERVENTION 1: Youth Enterprise Development & Training

INTERVENTION 2: Increasing communication between the municipality & business

INTERVENTION 3: Implementation of sustainable development projects & assistance to distressed companies **INTERVENTION 4:** Support & promotion of local production & manufacturing businesses

As per intervention 2 above key economic partners are identified and engaged on an ongoing basis. The activities under this intervention also propose new networks and partnership between various stakeholders.

Small businesses have a major role to play in the South African economy in terms of employment creation, income generation and output growth. They are often the vehicle by which the people with the lowest incomes gain access to economic opportunities and thereby redressing the economic challenges. Business support facilities that service SMME's have increased the sustainability of SMME's throughout the country. These facilities among others business information kiosks, services centres, clusters, one stop shops and incubators.

The Msunduzi SMME and Cooperative Strategy aims achieve the following key objectives:

- Provide a synoptic overview of the socio-economic environment
- Analyse key SMME sector challenges and opportunities
- Capture a shared SMME development vision for Msunduzi Municipality
- Identify key strategies and priority interventions
- Develop an SMME Development Implementation Plan



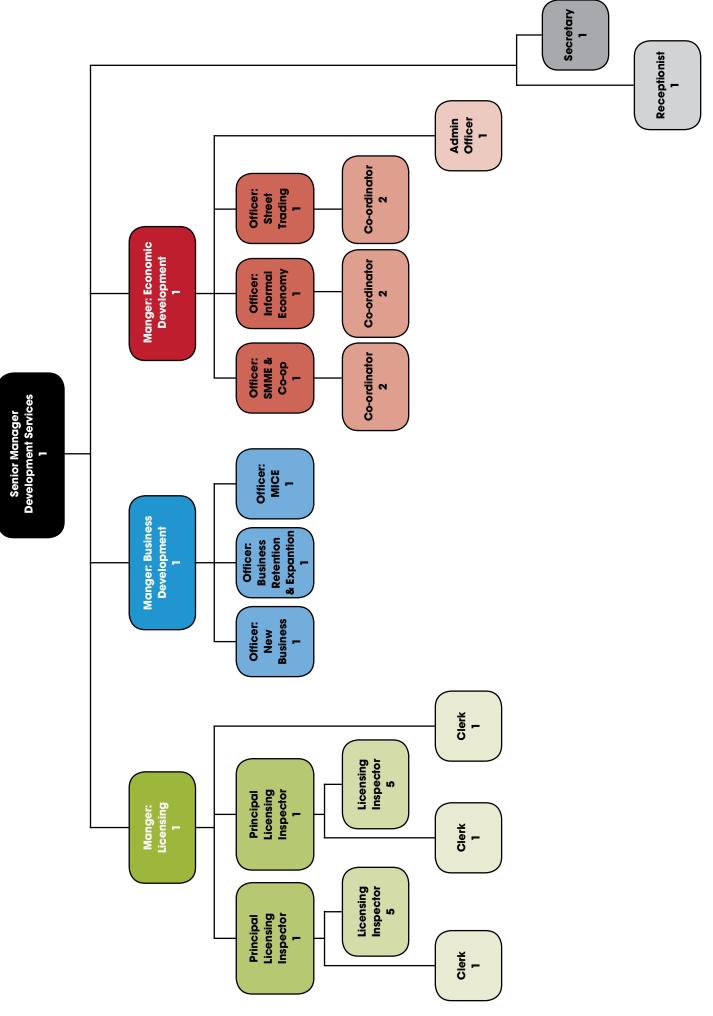




TABLE 43: SWOT

KEY ISSUES RELATING TO THE ECONOMY

- A positive GDP and GVA for the municipal economy with an upward trend curve.
- Unemployment figures, although relatively high, are improving and showing a downward trend.
- The Municipality has a number of sectors that have a competitive and comparative advantage and require further support and assistance from the Municipality and other government sectors.
- LED Studies for the Municipality show that there are opportunities in agriculture, agri-process, wood and wood products, tourism, logistics, ICT, and manufacturing to varying degrees. This is summarized as follows:
 - Agriculture- adding value to local produce taken from the surrounding rural areas and municipalities.
 - Tourism- Increasing events and improving business tourism numbers.
 - Logistics- growing Msunduzi as a logistics centre for breaking bulk between inland and the coast as well as supply chain management services, especially the cold chain with links to Dube Trade Port.
 - **Manufacturing-** linked to agriculture and tourism, for example agricultural chemicals, and to automotive components, as well as wood and wood products.

components, as well as wood and wood products.				
STRENGTHS	WEAKNESSES			
Economic growth is positive.	• Limited space available for industrial expansion.			
Unemployment is on the decline.	Labour residing long distances from places of			
• The number of unemployed youth is on the decline.	employment.			
The economy has well- established secondary and	 The need to review the LED strategy. 			
tertiary sectors.				
The percentage of unemployed youth is on the				
decline.				
The Municipality is the provincial capital.				
OPPORTUNITIES	THREATS			
OPPORTUNITIESAdding value to agricultural produce.	The impacts of the on-going Global financial			
Adding value to agricultural produce.	The impacts of the on-going Global financial			
Adding value to agricultural produce.Increasing events in the Municipality.	 The impacts of the on-going Global financial crisis. 			
 Adding value to agricultural produce. Increasing events in the Municipality. The development of the logistical potential of the 	 The impacts of the on-going Global financial crisis. Globalisation and competition with 			
 Adding value to agricultural produce. Increasing events in the Municipality. The development of the logistical potential of the Municipality's location. 	 The impacts of the on-going Global financial crisis. Globalisation and competition with 			



3.26 SOCIAL INFRASTRUCTURE

3.26.1 HEALTHCARE FACILITIES

The table below summarises the healthcare facilities within the Municipality, and Map 15 indicates the facilities spatially, as well as their catchment areas.

TABLE 44: HEALTH FACILITIES WITHIN THE MSUNDUZI MUNICIPALITY

	MOBILES	SATELLITES	CLINICS	COMMUNITY HEALTH CENTRES
MSUNDUZI	6	7	31	2

Healthcare facilities previously operated by the Msunduzi Municipality have been transferred to the provincial Department of Health.

3.26.2 SCHOOLS

The Pietermaritzburg area of the Municipality is a centre of educational excellence, in both provincial and national contexts. Pietermaritzburg is home to a number of institutions of higher education, including the University of KwaZulu-Natal, technicons, FET colleges, and technical colleges. It is also home to a host of both private and government-owned institutions of primary and secondary education.

Even within the rural and peri-urban areas, schools within the Msunduzi municipal area are situated within the national standards of a primary school within 2km and a secondary school within 5km of all residential areas. A continuous challenge is the standard of school buildings, and access to schools in various areas within Edendale and Vulindlela.

3.26.3 LIBRARIES

The Bessie Head main library remains a flagship facility, having been upgraded with Carnegie Corporation of New York funding. This Library provides services to the entire country, as well as playing host to numerous overseas researchers and visitors. In addition, there are 8 branch libraries and two mobile libraries, providing services to the entire Municipality. The Bessie Head library is one of five Legal Deposit libraries in the country, and is also a major facility within the Province. The top four service delivery priorities are acquisition of book stock to improve services to the public; the provision of periodicals and newspapers to the community; to maintain and upgrade our buildings and facilities; and to maintain and upgrade our computer facilities.

TABLE 45: LIBRARY USAGE

CENTRAL (BESSIE HEAD) LIBRARY					
	ADULT	CHILDREN'S	MUSIC & AV	HOUSEBOUND	TRAVELLING
	LENDING	LENDING	LIBRARY		LIBRARY
JULY 2011- JUNE 2012	172 016	134 862	25 473	40 197	56 462

3.26.4 THEATRES AND COMMUNITY HALLS

There are 45 community halls, 14 local halls, and 1 theatre in the Msunduzi Municipality ,which are hired and used by members of the community.

The major challenge experienced by Council with regard to these facilities relates to recuperating all operational costs relating to the service that is being charged for.

3.26.5 PARKS AND OPEN SPACES

The following table summarises the number of parks and open spaces in the Municipality. Maintenance of these facilities has been problematic, at times.



TABLE 46: PARKS AND OPEN SPACES

DESCRIPTION	NUMBER	AREA (m2)
PARKS	16	1,913,800
OPEN SPACES	133	4.002,000

3.26.6 CEMETERIES AND CREMATORIA

The Municipality has reviewed its strategies in the Cemetery and Crematoria Sector Plan. The Sector Plan proposes, among other things, alternative burial methods in response to the fact that the city is running out of burial areas, as is the case in other cities. Community involvement and participation is essential to ensure buy- in.

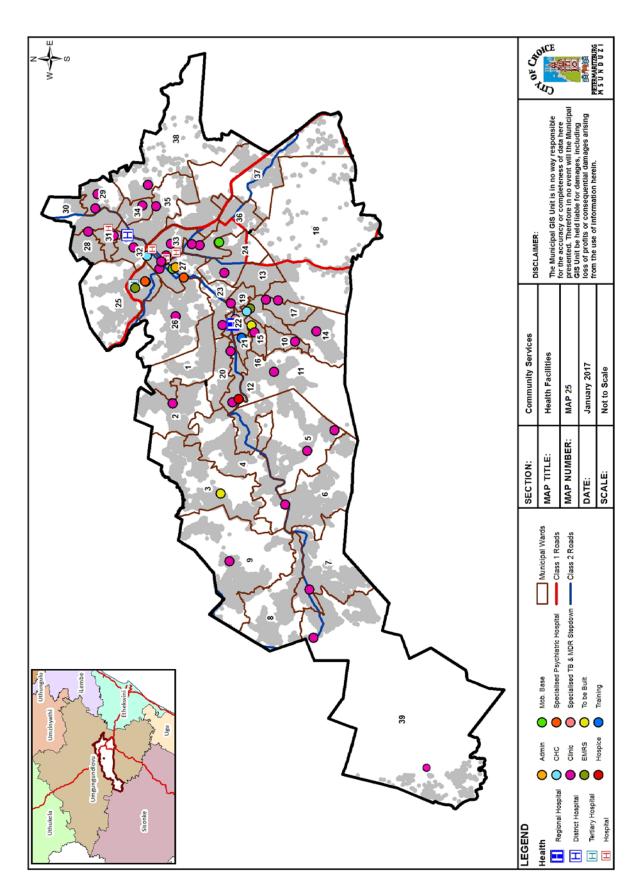
The Municipality operates three cemeteries, namely the Azalea, Snathing, and Mountain Rise Cemeteries. There are three crematoria at Mountain Rise, two of which are operational.

The identification of a new cemetery is vital, as the lack of burial space in the existing cemeteries will seriously impact on service delivery in the near future.

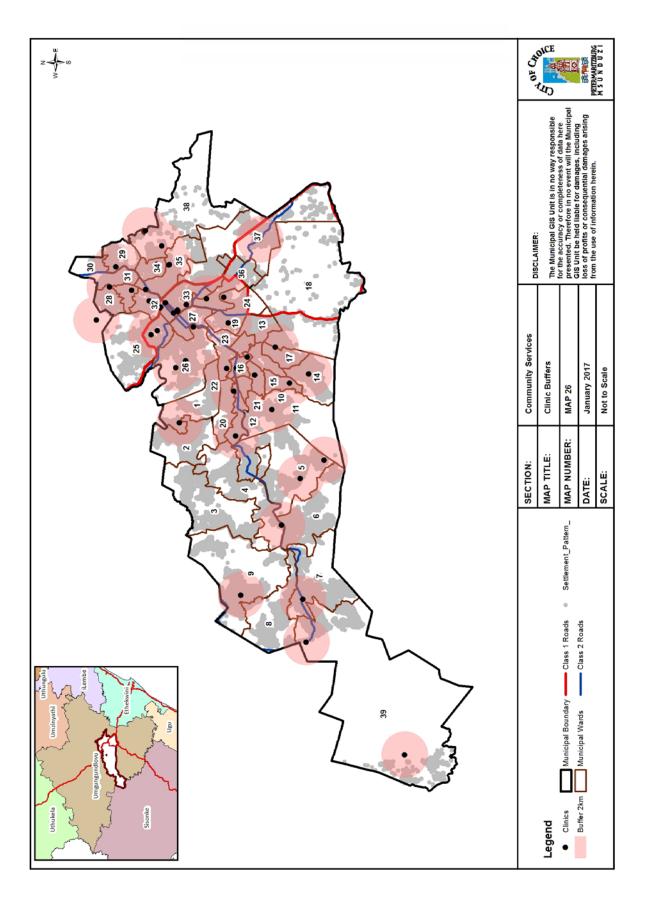
3.26.7 COMMUNITY SAFETY

In terms of National Crime Prevention Strategy, the Provincial Department of Community Safety and Liaison is the custodian of the Community Safety Plan, with plans being formulated in each of the District Municipalities. Local municipalities, like the Msunduzi Municipality, are then responsible for providing inputs into the District Municipality's plan. The Department of Community Safety and Liaison has deployed a staff member to the uMgungundlovu District Municipality to facilitate the preparation of the plan. Due to the fact that the DM does not have a champion to drive the process, the Msunduzi Municipality is liaising directly with the provincial official to facilitate data capture in terms of the guidelines.

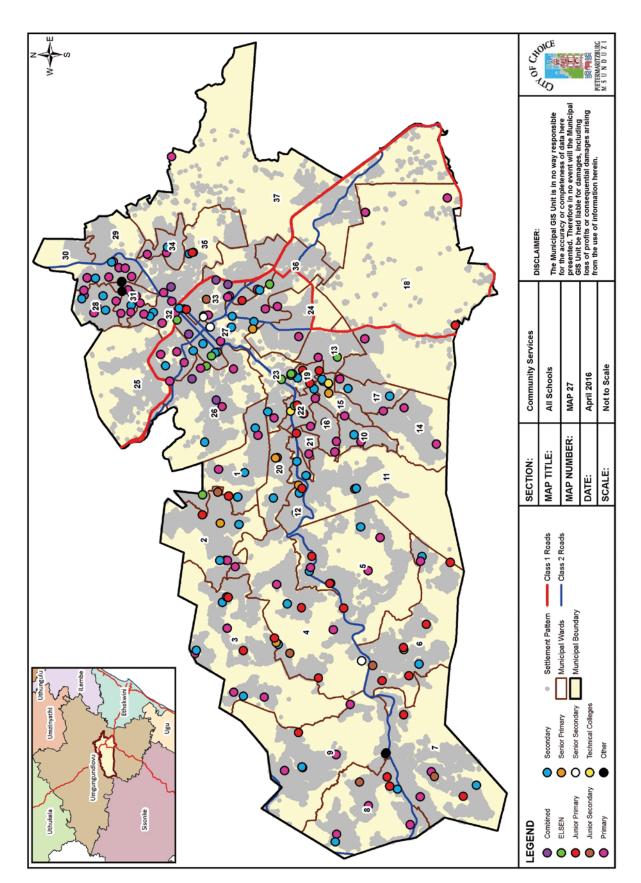




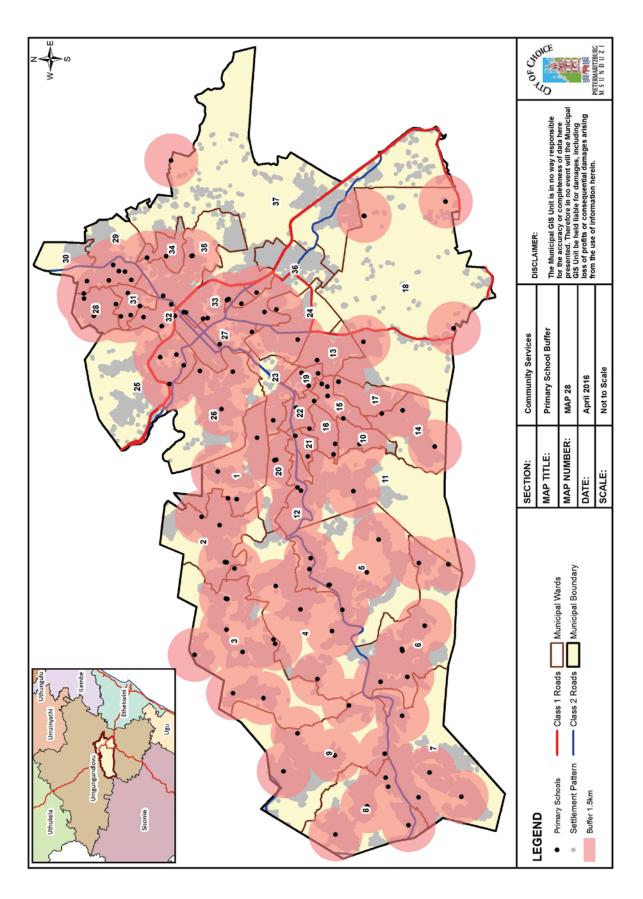


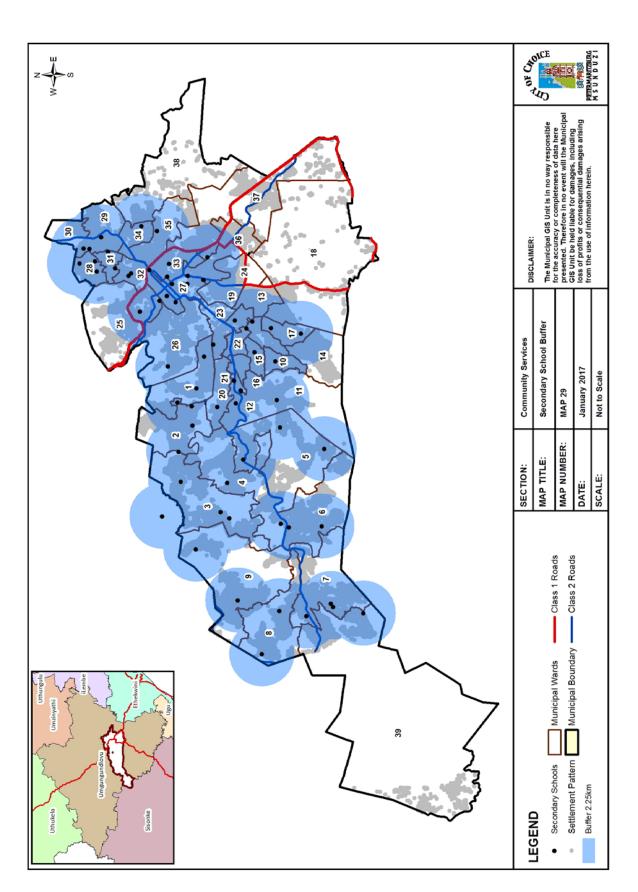




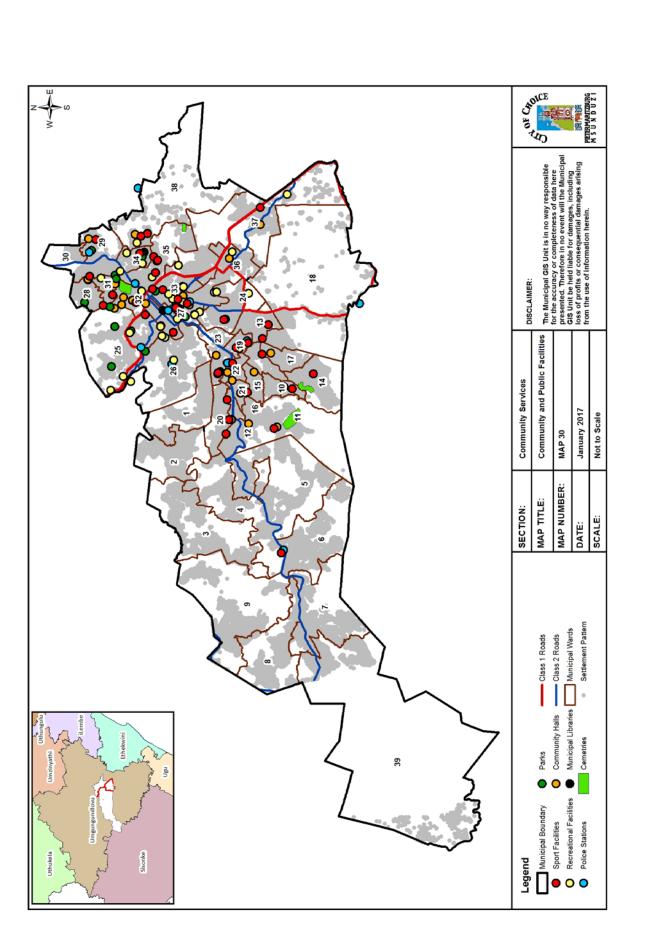








2030



nD



3.26.8 SPECIAL GROUPS

The Msunduzi Municipality is engaged in a number of programmes with special groups (women, youth, the aged, and the disabled). These are summarised below:

TABLE 47: PROGRAMMES FOR THE YOUTH, THE AGED, WOMEN, AND THE DISABLED

CATEGORY	DESCRIPTION
YOUTH	 Sports programmes: Local games are organised for the youth to compete for representation in the District games, from which a team is selected to participate in the SALGA Games which are held annually. This programme has been running since 2002. The Junior City Council (JCC): This is a Youth Council for young people from the Msunduzi Municipality, which meets on a monthly basis. A number of programmes are associated with this, including: A back to school campaign involving visits to 5 schools - one in each zone where stakeholders are invited to address the youth according to social ills identified in schools; Child Protection Campaigns dealing with issues like child abductions; School exchange programmes between four urban and four rural schools; Taking a child to work, where learners are identified from schools and placed in different business units in the Municipality; The JCC Sports Festival involving soccer and netball events; and Leadership Training to capacitate members of JCC, together with 37 ward youth representatives. Vocational guidance: 1 week programme at central locations in each zone, exposing the youth to career opportunities. School Uniforms: The purchase of school uniforms for needy children in ten identified schools. Reed Dance: Provision of busses to assist girls attending the annual reed dance at KwaNongoma. Driver's licences: Assisting orphans and previously disadvantaged youth in acquiring driver's licences. Youth Centre and Career Guidance Councillor: This office is funded by the Municipality and is
AGED	 Golden Games Sports Programme: Wednesdays have been identified as Golden Wednesdays by the MEC for Sports and Recreation, in an attempt to promote active aging. 27 such clubs
DISABLED	 are supported by the Municipality, and the intention is to roll this out in all 37 wards. Brail reading training: This project has been started in Zone 1 as a pilot project, and it is the intention to roll this programme out in other wards. Awareness campaigns: Educating parents on integration of impaired people into society. Some 80 parents have been identified for a 1 week workshop to address this issue. Human Rights Month (March): This campaign involves the education of disabled people on their human rights, including education on grants access.
WOMEN	 A programme for 16 Days of Activism takes places annually where the Municipality partners with Cindi (NGO).



TABLE 48: SWOT

KEY CHALLENGES FACING SOCIAL INFRASTRUCTURE:

- Although the Msunduzi Municipality has a reputation for good educational institutions, the condition of some schools in the peri-urban and rural areas in the western parts of the Municipality are poor and require urgent attention.
- The Municipality has a large number of community halls that it rents out and maintains. Income received from these facilities must be in line with expenditure, so as to recuperate all operating costs related to the service that is being charged for.
- There is a need to identify a new cemetery due to a lack of burial space in existing cemeteries.
- Reliability issues relating to the crematoria need attention.
- Aging equipment and financial constraints relating to staff have had a negative impact on the maintenance and upkeep of parks and open spaces.
- Pavement ramps need to be installed, roads need user friendly to PWD, suitable traffic lights for people with sight impairment.
- Pavements are obstructed by informal traders,
- Law enforcement for obstruction of the disability parking bays
- Parking for disability in front of the city hall to be clearly marked and be left unoccupied at all times
- New taxi rank not accessible to PWD there is a need to install alterations
- Improve access to community halls
- Municipality to conduct access audit to all the municipal buildings and sporting facilities
- Training of ward committees on disability issues related to housing (housing portfolio) Housing policy on disability must be clear Municipality to address 2% employment required for PWD
- SANTACO to train their staff on disability (to deal with attitudes of drivers and their assistants
- Stand pipes not suitable for PWD, Water supply to be accessible to PWD
- Review toilet designs built for communities, accessible sanitation facilities to be provided to schools
- Toilets at the city hall should be opened for PWD

STRENGTHS	WEAKNESSES
• A well-established education sector in the Municipality with	Poorly maintained public facilities, including
both nationally acclaimed public and private schools, as	cemeteries and open spaces.
well as tertiary institutions.	 Reliability of crematoria.
• A well-established public and private healthcare sector.	Ageing equipment.
Good libraries.	Unreliable fleet.
OPPORTUNITIES	THREATS
• The upcoming bus transport system to be accessible to	Maintenance of schools.
PWD at least a minimum of 5 buses	Rental for the use of facilities is insufficient to
The potential to further enhance research and	ensure their upkeep.
development in the institutions in the Municipality	



KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by	geted	Capital Exp	enditure b		vote, functional classification and funding	ication and	funding				
Vote Description	Ref	2014/15	2015/16		o	Current Year 2017/18	2017/18		2018/19 Medium Term Revenue & Expenditure Framework	18/19 Medium Term Reven & Expenditure Framework	Revenue Work
R thousand	-	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget	Budget	Budget
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	Year 2018/19	Year +1 2019/20	Year +2 2020/21
Capital expenditure - Vote											
Multi-year expenditure to be	2										
appropriated											
Vote 1 - City Manager		9,110	6,411	5,020	189,012	104,447	104,447	104,447	1,888	3,888	3,888
Vote 2 - City Finance		742	4,936	24,683	20,500	18,845	18,845	18,845	26,124	27,430	27,610
Vote 3 - Community Services and Social Equity		48,595	34,870	45,805	31,800	71,377	71,377	71,377	24,604	18,811	29,995
Vote 4 - Corporate Services		257	I	24,580	1,300	5,000	5,000	5,000	21,085	2,825	1,200
Vote 5 - Infrastructure Services		326,083	326,001	442,085	269,934	361,034	361,034	361,034	334,528	368,163	374,702
Vote 6 - Sustainable Development and City Enterprises		55,804	26,852	40,685	83,056	114,618	114,618	114,618	9,666	10,000	11,763
Vote 7 - (NAME OF VOTE 7)		1	1	1	I	1	1	1	I	1	1
Vote 8 - (NAME OF VOTE 8)		I	1	I	I	1	1	1	I	I	1
Vote 9 - (NAME OF VOTE 9)		I	I	I	1	1	I	I	1	I	I
Vote 10 - (NAME OF VOTE 10)		I	I	I	1	I	I	1	1	1	I
Vote 11 - (NAME OF VOTE 11)		I	I	I	I	I	I	I	I	I	I
Vote 12 - (NAME OF VOTE 12)		I	I	I	1	1	I	1	1	1	I
Vote 13 - (NAME OF VOTE 13)		I	I	I	I	I	I	I	I	I	I
Vote 14 - (NAME OF VOTE 14)		I	I	I	1	I	I	I	1	I	I
Vote 15 - (NAME OF VOTE 15)		I	I	I	1	I	I	I	1	I	I
Capital multi-year expenditure sub-total	~	440,590	399,069	582,858	595,601	675,321	675,321	675,321	417,894	431,118	449,159
Single-year expenditure to be appropriated	2										
Vote 1 - City Manager		555	763	1,793	6,470	9,048	9,048	9,048	3,867	1,867	1,867

Capability to Execute Capital Projects 3.27

This section summarizes key elements from the municipal budget.

TABLE 49: CAPITAL EXPENDITURE AGAINST BUDGETED AMOUNTS



KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding	geted	Capital Exp	enditure b	y vote, func	tional classif	ication and	funding				
Vote Description	Ref	2014/15	2015/16	2016/17	U	Current Year 2017/18	2017/18		2018/19 Me	2018/19 Medium Term Revenue	evenue
									& Expend	& Expenditure Framework	work
R thousand	-	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget	Budget	Budget
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	Year	Year +1	Year +2
))			2018/19	2019/20	2020/21
Vote 2 - City Finance		27,839	31,896	262	16,907	27,140	27,140	27,140	060'2	5,575	5,395
Vote 3 - Community Services and		21,844	16,180	44,020	26,337	21,447	21,447	21,447	35,165	31,164	39,325
Social Equity											
Vote 4 - Corporate Services		12,260	6,460	395	30,100	4,821	4,821	4,821	3,038	2,996	4,621
Vote 5 - Infrastructure Services		22,878	17,510	15,838	8,500	16,053	16,053	16,053	50,191	4,000	2,250
Vote 6 - Sustainable Development		2,671	4,409	3,491	14,510	8,760	8,760	8,760	54,137	37,425	64,990
and City Enterprises											
Vote 7 - (NAME OF VOTE 7)		I	I	I	I	I	I	I	I	I	I
Vote 8 - (NAME OF VOTE 8)		I	I	1	I	I	I	I	1	1	I
Vote 9 - (NAME OF VOTE 9)		I	I	I	I	I	I	I	I	I	I
Vote 10 - (NAME OF VOTE 10)		I	I	1	I	I	I	I	1	1	I
Vote 11 - (NAME OF VOTE 11)		I	I	I	I	I	I	I	I	I	I
Vote 12 - (NAME OF VOTE 12)		I	I	1	I	I	I	I	I	1	I
Vote 13 - (NAME OF VOTE 13)		I	I	I	I	I	I	I	I	I	I
Vote 14 - (NAME OF VOTE 14)		I	I	1	I	I	I	I	1	1	I
Vote 15 - (NAME OF VOTE 15)		I	I	I	I	I	I	I	I	I	I
Capital single-year expenditure		88,046	77,217	66,327	102,823	87,270	87,270	87,270	153,488	83,027	118,447
sub-total											
Total Capital Expenditure - Vote		528,636	476,286	649,185	698,424	762,591	762,591	762,591	571,382	514,145	567,606
Capital Expenditure - Functional											
Governance and administration		50,762	50,466	55,025	257,708	181,535	181,535	181,535	130,705	120,249	131,071
Executive and council		9,665	7,174	3,866	220,302	113,495	113,495	113,495	81,716	75,179	81,945
Finance and administration		28,581	36,832	26,149	37,407	68,040	68,040	68,040	48,989	45,069	49,126
Internal audit		12,517	6,460	25,009							
Community and public safety		68,187	52,921	83,958	77,627	71,737	71,737	71,737	53,803	48,422	52,780
Community and social services		17,495	4,763	39,479	30,567	16,682	16,682	16,682	12,512	11,261	12,274
Sport and recreation		45,618	39,271	22,350	12,200	27,503	27,503	27,503	20,627	18,565	20,235
Public safety		1,883	3,022	3,139	17,050	4,500	4,500	4,500	3,375	3,038	3,311
Housing		3,191	5,864	18,991	17,810	23,052	23,052	23,052	17,289	15,560	16,960
Health		I									
Economic and environmental		145,875	151,576	237,673	130,141	161,970	161,970	161,970	123,238	106,414	123,179
services				071.00							
Planning and development		2/,03/	23,039	33,140	/2//3/	90,070	90,070	90,070	65,/51	9/1/6	64,502
Road transport		11/,841	126,943	203,169	57,404	/1,202	71,202	71,202	56,977	46,779	58,177

KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding	geted	Capital Exp	enditure b	y vote, func	tional classi	fication and	i funding				
Vote Description	Ref	2014/15	2015/16	2016/17		Current Year 2017/18	2017/18		2018/19 Me	2018/19 Medium Term Revenue	Revenue
									& Expen	& Expenditure Framework	∌work
R thousand	-	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget	Budget	Budget
		Outcome	Outcome Outcome	Outcome	Budget	Budget	Forecast	outcome	Year	Year +1	Year +2
									2018/19	2019/20	2020/21
Environmental protection		667	1,594	1,364		698	698	698	509	459	500
Trading services		235,566	218,966	270,950	223,699	343,056	343,056	343,056	260,202	235,969	257,206
Energy sources		136,907	112,513	175,494	73,293	121,868	121,868	121,868	97,494	89,532	97,590
Water management		53,989	65,591	68,111	98,391	96,916	96,916	96'66	65,690	59,121	64,441
Waste water management		32,050	37,404	18,992	44,345	81,073	81,073	81,073	64,858	58,372	63,626
Waste management		12,620	3,457	8,353	7,670	40,200	40,200	40,200	32,160	28,944	31,549
Other		28,247	2,357	1,579	9,248	4,294	4,294	4,294	3,435	3,091	3,370
Total Capital Expenditure -	m	528,636	476,286	649,185	698,424	762,591	762,591	762,591	571,382	514,145	567,606
Functional											
Funded by:											
National Government		299,283	270,402	411,530	447,390	364,192	364,192	364,192	404,341	394,145	447,606
Provincial Government		57,176	28,696	24,611	12,867	47,717	47,717	47,717			
District Municipality				I							
Other transfers and grants			4,386	I							
Transfers recognised - capital	4	356,459	303,484	436,141	460,257	411,909	411,909	411,909	404,341	394,145	447,606
Public contributions & donations	5			I							
Borrowing	9	100,000	62,181	40,245	38,800	88,800	88,800	88,800	42,041		
Internally generated funds		72,177	110,621	172,798	199,367	261,882	261,882	261,882	125,000	120,000	120,000
Total Capital Funding	2	528,636	476,286	649,185	698,424	762,591	762,591	762,591	571,382	514,145	567,606
: - - -	-	-	:	-	-	-					

Gazetted amounts for grants exist, and planning needs to take place ahead of the start of the financial year; and Planning for procurement of capital projects is to be done timeously, at the start of the financial year; Monitoring through the Strategic Management Committee is to ensure that the above takes place.

COST OF FREE BASIC SERVICES TO THE MSUNDUZI MUNICIPALITY 3.28

Council receives Equitable Share to subsidise those who cannot afford to pay for the minimum needs in life. The objective in calculating the amount to be subsidised, must be to prevent an increasing balance on the account of an indigent as it will be difficult to recover the debt in a humanly way.

According to the Municipal Systems Act 2000, Section 74(3) and 75(2) stipulates, "A tariff policy may differentiate between different categories of users/ debtors."

Criteria for Approval:

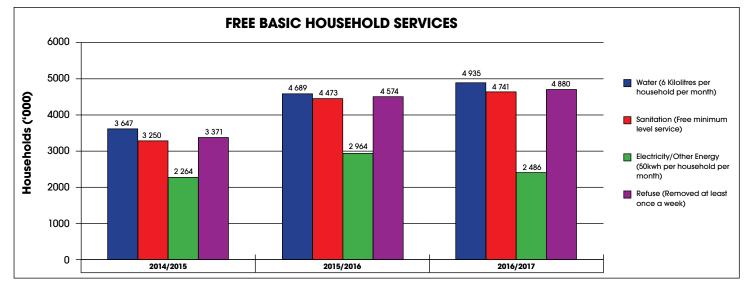
That the gross household income for qualification as a registered Indigent be determined each year by Council in terms of the tariff register. Currently the threshold income is R3 740.00 <u>.</u>...







2. That the prescribed application forms be completed annually.



		FREE BASIC SERV	/ICES TO LOW INCOME	HOUSEHOLDS	
			Number of Hou	useholds	
	Total		Households earning les	ss than R3,740 per mon	th
	Ioidi	Free basic water	Free basic sanitation	Free basic electricity	Free basic refuse
2014/2015	12 532	3 647	3 250	2 264	3 371
2015/2016	16 700	4 689	4 473	2 964	4 574
2016/2017	17 042	4 935	4 741	2 486	4 880

FINANCIAL PERFORMANCE 2016/2017:	COST TO MU	NICIPALITY O	F FREE BASIC	SERVICES DE	LIVERED
	2015/2016		2016	/2017	
Services Delivered	Actual	Budget	Adjustment	Actual	Variance to
			Budget		Budget %
Waster	8 611 396	13 196 800	13 196 800	7 012 266	47
Waste Water (Sanitation)	4 553 556	4 892 700	4 892 700	4 894 449	0
Electricity	3 080 430	2 363 000	2 363 000	2 576 950	10
Waste Management (Solid Waste)	2 195 310	3 265 000	3 265 000	2 904 229	11
Total	18 440 692	23 717 500	23 717 500	17 387 894	37

The equitable share received is used to fund Free Basic Services that is extended to all our customers who have been declared indigent who are earning below R3 740.00 as determined by Council. Further to the free basic services, we are trying to remove the burden from the indigent customers by reducing their amperage on the electricity they use to 20AMPS. We have started a project to replace all indigent customers meter with smart prepaid. Indigent policy refers to: people who are lacking the necessities of life such as sufficient water, basic sanitation, refuse removal, environmental health, basic energy, health care, housing, food and clothing. Spent on electricity for 2016/2017 was R 2 576 950, spent on water 2016/2017 R 7 012 266, spent on sewerage for 2016/2017 R4 894 449, spent on refuse 2016/2017 R2 904 229.

The following table summarises the Msunduzi Operating Budget

TABLE 50: FREE BASIC SERVICES SUBSIDIES FOR 2018-2019

KZN225 Msunduzi - Table A10 Basic service delivery measurement	ivery m	ieasuremer	ŧ							
Description	Ref	2014/15	2015/16	2016/17	Currei	Current Year 2017/18	7/18	2018/1 Revenu Fi	2018/19 Medium Term Revenue & Expenditure Framework	Term Iditure
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets	-									
Water:										
Piped water inside dwelling		80,873	81,128	81,490	83,120	83,120	83,120	84,782	86,478	90,207
Piped water inside yard (but not in dwelling)		63,301	63,899	63,899	65,177	65,177	65,177	67,481	69,310	69,166
Using public tap (at least min.service level)	2	3,116	4,710	6,396	6,524	6,524	6,524	6,654	6,787	6,923
Other water supply (at least min.service level)	4	6,352	4,758	3,072	3,133	3,133	3,133	3,196	3,260	3,325
Minimum Service Level and Above sub-total		153,642	154,495	154,857	157,954	157,954	157,954	162,113	165,835	169,622
Using public tap (< min.service level)	e	6,396	6,396	6,396	6,524	6,524	6,524	6,654	6,787	6,923
Other water supply (< min.service level)	4	3,955	2,740	2,740	2,795	2,795	2,795	1,851	1,408	996
No water supply		I	I	I	I	I	I	I	I	I
Below Minimum Service Level sub-total		10,351	9,136	9,136	9,319	9,319	9,319	8,505	8,195	7,889
Total number of households	S	163,993	163,631	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		84,973	85,096	85,149	86,852	86,852	86,852	91,589	96,761	101,168
Flush toilet (with septic tank)		8,372	8,372	8,319	8,485	8,485	8,485	8,655	8,828	9,005
Chemical toilet		7,076	7,076	7,076	7,218	7,218	7,218	7,362	7,509	7,659
Pit toilet (ventilated)		58,695	58,695	59,427	62,616	62,616	62,616	61,828	60,064	59,326
Other toilet provisions (> min.service level)		I	I	1	1	I	I	I	I	I
Minimum Service Level and Above sub-total		159,116	159,239	159,971	165,170	165,170	165,170	169,434	173,163	177,158
Bucket toilet		I	I	I	I	I	I	I	I	I
Other toilet provisions (< min.service level)		4,877	4,754	4,022	2,102	2,102	2,102	1,184	868	354
No toilet provisions		I	1	I	I	I	I	I	I	I
Below Minimum Service Level sub-total		4,877	4,754	4,022	2,102	2,102	2,102	1,184	868	354
Total number of households	ß	163,993	163,993	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Energy:										

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR





KZN225 Msunduzi - Table A10 Basic service delivery measurement	ivery n	neasuremer	ŧ							
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	Term diture
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Electricity (at least min.service level)		127,123	126,487	123,471	130,462	130,462	130,462	135,271	140,137	145,060
Electricity - prepaid (min.service level)		24,203	24,839	26,285	26,811	26,811	26,811	27,347	27,894	28,452
Minimum Service Level and Above sub-total		151,326	151,326	149,756	157,273	157,273	157,273	162,618	168,031	173,511
Electricity (< min.service level)		I	I	1,570	I	I	I	I	I	I
Electricity - prepaid (< min. service level)		I	I	I	I	I	I	I	I	I
Other energy sources		12,667	12,667	12,667	10,000	10,000	10,000	8,000	6,000	4,000
Below Minimum Service Level sub-total		12,667	12,667	14,237	10,000	10,000	10,000	8,000	6,000	4,000
Total number of households	ß	163,993	163,993	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Refuse:										
Removed at least once a week		120,000	120,000	120,000	122,400	122,400	122,400	129,848	137,345	148,559
Minimum Service Level and Above sub-total		120,000	120,000	120,000	122,400	122,400	122,400	129,848	137,345	148,559
Removed less frequently than once a week		43,993	43,993	43,993	44,873	44,873	44,873	40,770	36,686	28,952
Using communal refuse dump		I	I	I	I	I	I	I	I	I
Using own refuse dump		I	I	I	I	I	I	I	I	I
Other rubbish disposal		I	I	I	I	I	I	I	I	I
No rubbish disposal		I	I	I	I	I	I	I	I	I
Below Minimum Service Level sub-total		43,993	43,993	43,993	44,873	44,873	44,873	40,770	36,686	28,952
Total number of households	ß	163,993	163,993	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		25,099	23,884	23,884	29,536	29,536	29,536	39,476	43,587	48,550
Sanitation (free minimum level service)		25,099	23,884	23,884	29,536	29,536	29,536	39,476	43,587	48,550
Electricity/other energy (50kwh per household per month)		2,800	2,800	2,800	3,080	3,080	3,080	3,265	3,461	3,668
Refuse (removed at least once a week)		5,182	5,182	5,182	5,959	5,959	5,959	6,078	6,200	6,324
Cost of Free Basic Services provided - Formal Settlements (R'000)	α									



1	8	9

KZN225 Msunduzi - Table A10 Basic service delivery measurement	ivery m	ieasuremei	ŧ							
Description	Ref	2014/15	2015/16	2016/17	Currei	Current Year 2017/18	7/18	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	Term diture
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Water (6 kilolitres per indigent household per month)		124,318	132,821	141,906	151,612	151,612	151,612	149,345	168,879	190,969
Sanitation (free sanitation service to indigent households)		8,652	9,243	9,876	5,551	10,551	10,551	11,184	11,855	12,567
Electricity/other energy (50kwh per indigent household per month)		1,410	1,506	1,610	1,720	1,720	1,720	1,837	1,963	2,097
Refuse (removed once a week for indigent households)		4,625	4,942	5,280	3,474	5,641	5,641	5,979	6,338	6,718
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		I	I	I	I	I	I	I	I	I
Total cost of FBS provided		139,005	148,512	158,671	162,357	169,524	169,524	168,346	189,035	212,351
Highest level of free service provided per household										
Property rates (R value threshold)		150,000	150,000	150,000	100,000	100,000	100,000	100,000	120,000	120,000
Water (kilolitres per household per month)		9	6	9	9	9	6	9	9	6
Sanitation (kilolitres per household per month)		I	I	I	I	I	I	I	I	I
Sanitation (Rand per household per month)		115	122	136	145	145	145	153	163	172
Electricity (kwh per household per month)		70	70	70	70	70	70	70	70	70
Refuse (average litres per week)		200	200	200	200	200	200	200	200	200
Revenue cost of subsidised services provided (R'000)	6									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)		15	15	15	15	15	15	15	15	15
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)		355,321	371,029	393,080	416,680	416,680	416,680	441,681	468,182	496,273
Water (in excess of 6 kilolitres per indigent household per month)		1	I	I	I	1	I	I	I	I

Description Ref 2014/15 2015/16 2016/17/18 2016/17/18 2016/17/16 Term	KZN225 Msunduzi - Table A10 Basic service delivery measurement	very m	easuremer	ŧ								
OutcomeOutcomeOutcomeOutcomeOutcomeBudget	Description	Ref	2014/15	2015/16		Currei	nt Year 201	7/18	2018/1 Revenu F	9 Medium ie & Expen ramework	Term diture	190
Image: constraint of the standard of th			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
W(in excess of 50 km ber 564 603 644 688 688 735 785 er month) ne removal a week for 735 785 ne removal a week for 735 785 ne removal a week for 785 <t< td=""><td>Sanitation (in excess of free sanitation service to indigent households)</td><td></td><td>1</td><td>I</td><td>1</td><td>I</td><td>I</td><td>I</td><td>I</td><td>1</td><td>I</td><td>203 D</td></t<>	Sanitation (in excess of free sanitation service to indigent households)		1	I	1	I	I	I	I	1	I	203 D
Ineremoval a week for Inermova week for Inermoval a week for<	Electricity/other energy (in excess of 50 kwh per indigent household per month)		564	603	644	688	688	688	735	785	839	
I Housing-rental rebates - </td <td>Refuse (in excess of one removal a week for indigent households)</td> <td></td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>2</td>	Refuse (in excess of one removal a week for indigent households)		I	I	I	I	I	I	I	I	I	2
top structure subsidies 6 - <td>Municipal Housing - rental rebates</td> <td></td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>I</td> <td>0'</td>	Municipal Housing - rental rebates		I	I	I	I	I	I	I	I	I	0'
Indecost of subsidised services 355,900 371,646 393,739 417,383 417,383 417,383 442,431 468,982	Housing - top structure subsidies	9	I	I	I	I	I	I	I	I	I	18
nue cost of subsidised services 355,900 371,646 393,739 417,383 417,383 417,383 442,431 468,982	Other		I	I	I	I	I	I	I	I	I	/2
	Total revenue cost of subsidised services provided		355,900	371,646	393,739	417,383	417,383	417,383		468,982	497,127	2019

Revenue Enhancement and Protection Strategies 3.29

MUNICIPAL PROPERTY RATES Ξ

The Municipality implemented the Local Government: Municipal Property Rates Act (MPRA) on 1 July 2008 following the original publication of the valuation roll in February 2008. Key activities since publication have been the processing of objections and queries to the roll, publishing of four supplementary rolls in the first financial year, with a target of three supplementary rolls per year thereafter.

(ii) COUNCIL DEBT REDUCTION

The objective of this programme is to reduce municipal debt by actively reviewing and implementing a council credit control and debt management policy. The implementation of this policy will include the following:

- The consolidation of all debts owing in respect of electricity, water, and rates onto one account;
- The consolidation of arrears amounts gives council more leverage to pursue recovery action against non-paying consumers;
 - The stratification of the total outstanding debtors into government, commercial, residential, and vacant land;



DEVELOPMENT PLAN FOR EGRATED **FINANCIAL YEAR**

Each category has different collection strategies:

- All debts in excess of R20 000 are handed over to a newly appointed panel of attorneys for collection;
- Judgement will be taken on all ratepayers that owe more than R20 000 via the high court, in terms of the sale in execution process;
 - Council properties are being investigated and rates outstanding allocated to respective departments;
- Active attention to government debt by arranging meetings with government officials regularly and disconnecting services for non-payment if necessary; and
- Unallocated debt write-offs.

3.30 Municipal consumer debt position

The objective of this programme is to reduce municipal debt by actively reviewing and implementing a council credit control and debt management policy. The implementation of this policy will include the following:

- The consolidation of all debts owing in respect of electricity, water, and rates onto one account;
- The consolidation of arrears amounts gives council more leverage to pursue recovery action against non-paying consumers;
- The stratification of the total outstanding debtors into government, commercial, residential, and vacant land;

Recovery Task Team that meets every Tuesdays to discuss challenges with all relevant departments in terms of debt recovery. Our credit control policy is reviewed annually to close the loop holes and any gaps that were identified during the past financial year. We have also improved our indigent registration in order to better manage the accounts of low income earners such that the income threshold was increased to R3500.00 so that the majority of the poorest Council has appointed a panel of 7 attorneys & 2 debt collectors to collect outstanding arrears from debtors. The Municipal Manager has formed a Debt of the poor are catered for and those who cannot afford to settle their debts in excess of the free basic service, their meters are being changed to prepaid.

FABLE 51: CONSUMER DEBT POSITION

	2013	2014	2015
Government	134 123 488.65	148 595 859.00	145 066 596.00
Business	300 177 979.00	312 907 801.00	396 099 020.00
Residential	894 426 367.77	933 268 060.00	1 152 833 657.00
Other	158 482 109.71	159 521 729.00	168 262 823.00
	1 487 211 958.13	1 554 295 463.00	1 862 264 111.00
% increase		5%	20%

Debtors balance as at 30 June 2015.

Gross - 1 552 747 127 Impairment - (801 836 140) Net R 750 910 987







		LOAN		BALANCE AT	RECEIVED DURING	REDEEMED WRITTEN OFF	BALANCE AT
EXTERNAL LOANS	ACCOUNT NO	NUMBER	REDEEMABLE	30/06/14	THE PERIOD	DURING THE PERIOD	30/06/15
	LONG-TERM LOANS			۲	~	2	~
DBSA - 15.5%	PMB8108710930	11158	30/09/2018	7 054 752		1 186 945	5 867 807
DBSA - 15.5%	PMB8108710930	11159	31/03/2019	9 180 381		1 333 492	7 846 889
DBSA - 15.5%	PMB8108710930	11160	31/03/2019	7 824 029		1 136 476	6 687 554
DBSA - 16.5%	PMB8108710930	13446	31/03/2020	15 963 485		1 728 234	14 235 251
DBSA - 16.5%	PMB8108710930	13447	31/03/2020	6 804 608		736 678	6 067 930
DBSA - 16.5%	PMB8108710930	13448	31/03/2020	10 075 131		1 090 750	8 984 381
DBSA - 14.27%	PMB8108710930	14039/101	31/12/2014	4 897 388		4 897 388	
DBSA - 14.27%	PMB8108710930	14039/102	31/12/2015	350 342		225 866	124 476
DBSA - 14.27%	PMB8108710930	102091	11/02/2020	3 440 475		1 813 633	1 626 842
DBSA - 14.27%	PMB8108710930	102416	28/06/2021	32 126 551		368 776	31 757 776
DBSA - 9.31%	PMB8108710930	101922	30/09/2020	15 249 766		3 278 229	11 971 537
DBSA - 8.7%	PMB8108710930	102797	30/09/2022	64 131 438		5 369 697	58 761 741
DBSA - 10.79%	PMB8108710930	103059/1	30/09/2023	50 928 210		3 297 096	47 631 115
DBSA - 6.75%	PMB8108710930	103059/2	30/09/2023	11 866 022		927 282	10 938 740
DBSA -12.02%	PMB8108710930	103594/1	31/12/2024	96 129 687		4 955 644	91 174 044
DBSA - 6.75%	PMB8108710930	103594/2	31/12/2024	29 844 353		2 034 003	27 810 350
DBSA - 12.10%	PMB8108710930	103721	31/03/2025	173 652 812		8 466 393	165 186 420
DBSA - 9.19%	PMB8108710930	61007262	31/03/2025	I	100 000 000	3 359 031	96 640 969
DBSA Total				539 519 432	100 000 000	46 205 612	593 313 820
Total Long-term Loans				539 519 432	100 000 000	46 205 612	593 313 820
LEASE LIABILITY							
Nedbank - 10.000%	PMB 810 871 0974	Nedbank 10	31/12/2014	43 990		43 990	I
Nedbank - 10.000%	PMB 810 871 0975	Nedbank 11	24/12/2014	43 990		43 990	I
Nedbank - 10.500%	PMB 810 871 0976	Nedbank 12	31/12/2017	819 122		250 024	569 098
Ekhwelo Business Solutions - 14.36%	PMB 810 871 0935		31/01/2017	3 098 861		56 716	3 042 145
Nedbank Total				4 005 963	•	394 720	3 611 243
Total lease liability				4 005 963	•	394 720	3 611 243
TOTAL EXTERNAL LOANS				543 525 395	100 000 000	46 600 331	596 925 064

3.31 Revenue through grants and subsidies

The following table summarises the unspent conditional grants for the Msunduzi Municipality. It must be noted that some grants straddle multiple financial years, owing to the fact that municipal and provincial financial years differ.

TABLE 52: UNSPENT CONDITIONAL GRANTS

EU	8/2L				-				P	
Unspent balance @ 30 June 2015		'	-37 903 967.08	-9 304 976.06	-27 561 118.96	-25 345 275.62	·	- -100 115 919.34	-2 190 200.30	·
Current year receipts	-934 000.00	-1 600 000.00	-103 136 000.00	-29 500 000.00	-151 416.36	-2 000 000.00		-11 389 000.00 -308 791 841.99	-8 000 000:00	
Current year interest earned					-357 137.46			357 137.46		
Funds paid back to grant funder										
Funds paid back to National Treasury			48 318 595.00	5 893 233.00		1 388 205.00	2 019 541.20	69 557 544.20		
Inter project/vote transfer/trf to subsidies										
Transfers	722.49 1 225 976.80	1 600 000.00	109 480 328.34	20 195 024.27	10 148 250.13	82 151 025.57		11 389 009.92 399 347 756.19	5 809 799.70	621.08
Unspent balance @ 01 July 2014	-722.49 -291 976.80		-95 643 464.79	-5 893 233.33	-37 200 815.27	-106 884 506.19	-2 019 541.20	-9.92 -9.92 -259 872 240.28	ľ	-621.08
Unspent Inter Funds paid Unspent Project/vote back to balance @ 01 transfer/trf National to grant Account Description July 2014 Transfers to subsidies Transder	GRANT COMMUNITY DEVELOPMENT WORKERS NATIONAL GRANT - MSIG	FINANCE MANAGEMENT GRANT UNSPENT CONDITIONAL	GRANI - MIG TRANSPORTATION GRANT - N.T.	NT - NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT	UNSPENT CONDITIONAL GRANT - PHB	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME - NT	ELECT.DEMAND SIDE MGT GRANT - NT	NT-MUNICIPAL WATER SERVICE INFRAST (MWIG)	COGTA - URBAN RENEWAL	PG:COMMUNITY COMMUNICATION INITIATIVE







DETAILS OF UNSPENT CONDITIONAL GRANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2015	VDITIONAL GRANTS	S, RECEIPTS AND	TRANSFERS TO	INCOME AS AT	30 JUNE 201	20		
			Inter	Funds paid	Funds			
	Unspent		project/vote	back to	paid back	Current		Unspent
	balance @ 01		transfer/trf	National	to grant	year interest	Current year	balance @ 30
Account Description	July 2014	Transfers	to subsidies	Treasury	funder	earned	receipts	June 2015
LIBRARY UNSPENT CONDITIONAL GRANT -								-
PROVINCE	-8 609 905.93	24 584 505.55	6 617 947.70			-1 014 114.63	-22 218 000.00	-639 567.31
TRANSPORTATION GRANT								
- PROVINCE	-2 962.75	2 962.75						•
COGTA - SANITATION	2 E24 EE	2 E34 EE						
COGTA - EPW PROJECT	-1 584.55	2 783 584.55					-2 782 000.00	-
PREMIER OFF.								
- OPERATION								
DLULISUMLANDO	-1 500 000.00	500 000.00					-500 000:00	-1 500 000.00
ALEXANDRA PARK ATHLETIC TRACK	-19 074.51	19 074.51						ľ
PROV - DEPT OF SPORTS & RFC - WADI FY STDM	-121 000 00	00.000 121						I
ELECTRICITY GRANTS - COGTA	-8 032 074 55	9 188 454 12				-361 800 08		-105 420 51
KZNPT - NHLALAKAHLE								
ELECTRIFICATION	•	4 650 012.62					-4 650 012.62	'
MARKET GRANTS - COGTA	-6 903 477.70	6 076 647.68	560 000.00			-194 600.20		-461 430.22
COGTA - MASSIFICATION	•	4 374 713.08				-97 713.08	-4 277 000.00	•
GRANT - WATER SERVICE DELIVERY PLANNING	-241.84	241.84						0.00
	-26 094 477.46	58 115 152.03	7 177 947.70		1	-1 668 227.99	-42 427 012.62	-4 896 618.34
UNSPENT CONDITIONAL GRANTS : LIBRARY EXTERNAL	-51 638.34	1 867.00			49 938.96	-167.62		0.0
E/DALE LAND LEGAL	-131 287.00	132 921.70				-1 634.70		0.00
E/DALE PVT LAND LEGAL	-3 222 859.02	31 164 626.16				-783 574.12	-29 970 202.19	-2 812 009.17
GRANT DEPT OF ARTS & CULTURE	-106 912.44	988 070.14				-20 959.96	-862 000.00	-1 802.26
GRANT - YOUTH ADVISORY COUNCIL	-35 420.00	35 420.00						1
COGTA - RENOVATION : PUBLICITY HOUSE	-1 417 165.94	1 977 166.00	-560 000.00			-27 780.85		-27 780.79

DETAILS OF UNSPENT CONDITIONAL GRANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2015	NDITIONAL GRANT	S, RECEIPTS AND	TRANSFERS TO	INCOME AS AT	30 JUNE 201	20		
			Inter	Funds paid	Funds			
	Unspent		project/vote	back to	paid back	Current		Unspent
	balance @ 01		transfer/trf	National	to grant	year interest	Current year	balance @ 30
Account Description	July 2014	Transfers	to subsidies	Treasury	funder	earned	receipts	June 2015
GRANT - SPOORNET	-382 076.54					-21 304.46		-403 381.00
	-5 347 359.28	-5 347 359.28 34 300 071.00 -560 (-560 000.00	•	49 938.96	-855 421.71	-30 832 202.19	-3 244 973.22
								-108 257
	-291 314 077.02	-291 314 077.02 491 762 979.22 6 617	6 617 947.70	947.70 69 557 544.20	49 938.96	-2 880 787.16	49 938.96 -2 880 787.16 -382 051 056.80	510.90

The following table summarises the grants for the current and two out-lying financial years. These figures also indicate 'in kind' allocations, where the grantor pays service providers directly.

TABLE 53: LIST OF GRANTS AND TRANSFERS

KZN225 Msunduzi - Supporting Table SA18 Transfers and arant receipts	fers a	nd arant re	sceipts							
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 M & Exper	2018/19 Medium Term Revenue & Expenditure Framework	i Revenue nework
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		475,437	437,999	467,989	520,105	520,105	520,105	580,856	611,054	662,072
Local Government Equitable Share		373,541	395,786	432,307	468,430	468,430	468,430	505,853	544,673	597,005
Finance Management		1,600	1,600	1,625	1,700	1,700	1,700	1,700	1,700	1,700
Municipal Systems Improvement		808	482							
EPWP Incentive		2,784	4,032	3,913	8,022	8,022	8,022	2,867		
Water Services Operating Subsidy		1,762								
Public Transport Infrastracture		88,849	27,408	15,108	21,001	21,001	21,001	48,773	42,609	42,902
Energy Efficiency and Demand Management										
Operating costs-MIG		6,093	8,690	15,036	20,951	20,951	20,951	21,663	22,072	20,465
Neighbourhood Development Partnership										
lechnical ass										
Provincial Government:		43,754	28,157	29,288	69,167	69,167	69,167	28,281	29,488	31,963
Provincial Government:		e		1,075						
Expanded Public Works Grant		I	I							
Sport and Recreation		60	I							
Human Settlements		19,310	11,225	11,655	53,499	53,499	53,499	8,281	8,464	9,888
Arts and Culture- Community Library Services		7,450	6,618		612	612	612	643	685	738
Arts and Culture- Provincialisation		16,231	9,940	15,386	14,636	14,636	14,636	18,916	19,856	20,849







KZN225 Msunduzi - Supporting Table SA18 Transfers and grant	sfers c	1 million 100	receipts							
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	17/18	2018/19 Mi & Expen	2018/19 Medium Term Revenue & Expenditure Framework	i Revenue 1ework
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget	Budget	Budget
K mousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year 2018/19	Year + I 2019/20	Year +2 2020/21
Arts and Culture-Museum Subsidies		478	268	27	420	420	420	441	483	488
COGTA		222	106	1,145						
District Municipality:		I	I	1	I	I	I	I	I	I
(insert description)										
Other grant providers:		413	I	I	I	I	I	I	I	I
Developer Contribution		413								
Total Operating Transfers and Grants	S	519.604	466.156	497.277	589.271	589.271	589.271	609.137	640.542	694.035
Capital Transfers and Grants										
National Government:		299,283	270,402	411,530	447,390	447,390	447,390	404,344	394,145	447,606
Municipal Infrastructure Grant (MIG)		157,065	182,668	174,517	180,188	180,188	180,188	171,653	175,444	188,671
Public Transport and Systems		20,634	18,140	18	189,012	189,012	189,012	150,331	152,056	162,470
Neighbourhood Development Partnership		20,195	10,231	1,955	40,000	40,000	40,000	42,360	25,645	53,210
Dept of Mineral/Electricty		9,188								
Intergrated National Electrification Porgramme		82,151	8,771	4,115						
Municipal Systems Improvement										
Municipal Water Infrastructure Grant		417	415	.,	38,191	38,191	38,191	40,000	41,000	43,255
Energy Efficiency and Demand Manaagement		9,631	50,176							
Provincial Government:		57,176	28,696	24,611	12,867	12,867	12,867	I	I	I
Airport Development Project		I	10,986	1,467						
Sport and Recreation		80								
KZNPA		5,182	1,004							
Arts and Culture-Museum Subsidies		8,865	3,635	8,598	5,467	5,467	5,467			
COGIA		18,016	2,466		1,000	1,000	1,000			
Human Settlement		25,032	10,605	14,546	6,400	6,400	6,400			
District Municipality:		I	I	I	I	I	I	I	I	I
(insert description)										
Other grant providers:		I	4,386	I	I	I	I	I	I	I
SANEDI			4,386							
Total Capital Transfers and Grants	ŝ	356,459	303,484	436,141	460,257	460,257	460,257	404,344	394,145	447,606
TOTAL RECEIPTS OF TRANSFERS & GRANTS		876,063	769,640	933,418	1,049,529	1,049,529	1,049,529	1,013,481	1,034,687	1,141,641
			•	•	· · · · · ·					

Preservation of municipal infrastructure assets (o & m) 3.32

At the meeting of the full council held on the 9th of December 2015, it was resolved that an Asset Steering Committee be implemented and be driven a strategic level as this is informed by the strategic importance of infrastructure in terms of service delivery. The Asset Steering Committee has been appointed to undertake the following duties;

- To embed, integrate, monitor, support and report on the development and implementation of Asset Management Practices within the Municipality.
 - To drive and implement sustainable asset management across council
- To increase awareness of the importance of integrated service planning and asset management across the organisation
- To ensure compliance with COGTA guidelines for infrastructure Assets Management in local Government
- To work in unison with the development Services Department to create and implement integrated opportunities for asset management and service planning

The asset register has been updated with all movable and immovable assets, including investment property, and is in compliance with all applicable standards of GRAP. The verification, conditional assessment, and revaluation of infrastructure assets have been done and updated in the asset register in compliance with Grap 17. No impairment reports have been made to date. Movable assets are verified on an annual basis. The asset register is updated, on a monthly basis, with asset acquisitions (movable and immovable), disposals, and movements.

TABLE 54: REPAIRS AND MAINTENANCE COSTS

Ţ
-
O
<u> </u>
Ψ
σ
H
0
0
Ž
\leq
-
Q
Sec.
S
4
<u> </u>
0
Å
O
_
0
_
0
- L
N
-
σ
S
\leq
-
L(1)
25 M
5
z

KZN225 Msunduzi - Table A9 Asset Management	Jemer									
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 Mo Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue & ework
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CAPITAL EXPENDITURE										
Total New Assets	-	117,846	82,651	178,293	402,994	279,300	279,300	111,387	101,935	98,125
Roads Infrastructure		607	19,584	3,135	250,092	2,750	2,750	1,293	1,189	1,058
Storm water Infrastructure		I	I	1	1	I	I	1	I	I
Electrical Infrastructure		20,775	18,105	48,144	32,867	86,923	86,923	40,854	37,586	33,451
Water Supply Infrastructure		5,732	300	7,582	54,491	7,000	7,000	3,290	3,027	2,694
Sanitation Infrastructure		1,829	16,135	370	40,445	26,105	26,105	13,269	11,288	10,046
Solid Waste Infrastructure		I	I	139	I	I	I	1	I	1
Rail Infrastructure		I	I	I	6,000	I	I	I	I	I
Coastal Infrastructure		I	1	1	5,800	I	I	1	I	1
Information and Communication										
Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		28,943	54,124	59,370	389,694	122,778	122,778	58,706	53,089	47,249
Community Facilities		15,627	I	14,570	5,900	2,367	2,367	3,112	2,863	2,548
Sport and Recreation Facilities		27,965	28,528	6,224	1	22,250	22,250	10,458	9,621	8,563
Community Assets		43,592	28,528	20,794	5,900	24,617	24,617	13,570	12,484	111,111

INTEGRATED DEVELOPMENT PL AN 18/2019 FINANCIAL YEAR 20





KZN225 Msunduzi - Table A9 Asset Management	Jemer	ŧ								
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 Me Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue & ework
		Andited	Andited	Audited	Original	Adjusted	Full Veor	Budget	Budget	Budget
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year 2018/19	Year +1 2019/20	Year +2 2020/21
Heritage Assets		862	1	37,518	ľ	8,600	8,600	4,042	3,719	3,310
Revenue Generating		I	I	I	1	I	1	I	I	I
Non-revenue Generating		1	1	1	1	I	I	I	I	1
Investment properties		I	I	I	I	I	I	I	I	I
Operational Buildings		825	1	I	1	I	1	1	I	1
Housing		7,423	I	I	7,400	10,900	10,900	5,123	4,713	4,195
Other Assets		8,248	1	I	7,400	10,900	10,900	5,123	4,713	4,195
Biological or Cultivated Assets		I	I	I	1	I	I	I	I	I
Servitudes		1	I	I	I	I	I	I	I	1
Licences and Rights		8,762	I	I	I	45,541	45,541	282	259	231
Intangible Assets		8,762	I	1	1	45,541	45,541	282	259	231
Computer Equipment		27,439	I	393	I	4,946	4,946	2,325	2,139	1,903
Furniture and Office Equipment		1	1	21,385	1	15,144	15,144	7,118	6,548	7,941
Machinery and Equipment		1	I	37,671	I	20,635	20,635	9,698	8,922	7,941
Transport Assets		1	1	1,162	1	26,138	26,138	10,524	10,061	14,244
Libraries		1	I	I	I	I	I	I	I	I
Zoo's, Marine and Non-biological Animals		1	1	I	I	I	I	I	I	I
Total Renewal of Existing Assets	2	410,791	393,635	470,891	196,980	305,936	305,936	387,397	342,197	385,612
Roads Infrastructure		116,538	134,019	203,189	87,580	127,922	127,922	169,403	143,938	163,562
Storm water Infrastructure		52,713	82,956	1	1	I	1	1	I	I
Electrical Infrastructure		116,132	105,400	86,543	38,800	46,700	46,700	56,974	51,846	58,068
Water Supply Infrastructure		I	12,473	43,920	23,400	28,787	28,787	35,120	31,959	35,794
Sanitation Infrastructure		30,221	25,503	14,909	3,900	48,976	48,976	54,751	54,373	60,898
Solid Waste Infrastructure		8,858	755	9,724	4,800	4,800	4,800	5,856	5,329	5,968
Rail Infrastructure		I	I	I	I	I	I	I	I	I
Coastal Infrastructure		I	I	I	I	I	I	I	I	I
Information and Communication										
Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		324,463	361,107	358,285	158,480	257,184	257,184	322,104	287,446	324,290
Community Facilities		7,614	10,990	36,584	10,100	6,369	6,369	13,771	7,071	7,920
Sport and Recreation Facilities		17,653	3,146	20,233	906	I	I	I	I	I
Community Assets		25,267	14,136	56,817	11,000	6,369	6,369	13,771	7,071	7,920
Heritage Assets		57,227	15,823	26,117	•	1	1	1	1	1



KZN225 Msunduzi - Table A9 Asset Management	Jemel	at								
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 Me Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue & ework
		Audited	Audited	Audited	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year	Budget Year +1	Budget Year +2
R thousand								2018/19	2019/20	2020/21
Revenue Generating		I	I	I	I	I	I	I	I	I
Non-revenue Generating		I	I	I	I	I	I	I	I	1
Investment properties		1	1	1	1	1	1	1	1	1
Operational Buildings		I	1	1	2,500	1,300	1,300	1,586	1,443	1,616
Housing		2,692	2,569	20,213	I	I	I	I	I	I
Other Assets		2,692	2,569	20,213	2,500	1,300	1,300	1,586	1,443	1,616
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		I	1	1	I	I	1	1	I	1
Licences and Rights		I	I	I	25,000	40,932	40,932	49,937	46,237	51,786
Intangible Assets		1	1	I	25,000	40,932	40,932	49,937	46,237	51,786
Computer Equipment		1,142	I	4,882	I	I	I	I	I	I
Furniture and Office Equipment		I	1	4,577	1	I	1	1	1	I
Machinery and Equipment		I	I	I	I	I	I	I	I	I
Transport Assets		1	1	1	I	1	I	1	1	I
Libraries		I	I	I	I	150	150	I	I	I
Zoo's, Marine and Non-biological										
Animals		1	•	1	1	1	1	1	1	1
	•									
Total Upgrading of Existing Assets	\$	1	1	1	98,450	177,356	177,356	72,598	70,012	83,868
Roads Infrastructure		I	I	I	46,440	114,802	114,802	53,201	50,096	63,800
Storm water Infrastructure		I	I	I	9,310	2,104	2,104	I	I	I
Electrical Infrastructure		I	I	I	Ι	I	I	I	I	I
Water Supply Infrastructure		I	I	I	30,000	50,000	50,000	4,352	6,594	4,745
Sanitation Infrastructure		I	I	1	3,900	1	I	I	1	1
Solid Waste Infrastructure		I	I	I	4,800	I	I	8,295	6,710	7,718
Rail Infrastructure		I	I	I	4,000	I	I	I	I	I
Coastal Infrastructure		I	I	I	I	I	I	I	I	I
Information and Communication										
Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		I	I	I	98,450	166,906	166,906	65,848	63,400	76,264
Community Facilities		I	I	I	I	I	I	I	I	I
Sport and Recreation Facilities		I	I	I	I	500	500	1,000	1	I
Community Assets		I	1	1	I	500	500	1,000	I	I
Heritage Assets		I	I	I	I	2,250	2,250	I	1	I
Revenue Generating		I	I	I	I	I	I	I	I	1



KZN225 Msunduzi - Table A9 Asset Management	jemei	t.								
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 Me Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue & ∍work
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Vegr	Budget Veor +1	Budget Vedr +2
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2018/19	2019/20	2020/21
Non-revenue Generating		1	1	1	I	1	1	1	I	T
Investment properties		I	I	I	I	I	I	I	I	I
Operational Buildings		I	I	I	I	2,000	2,000	I	I	I
Housing		I	I	1	I	I	I	I	I	I
Other Assets		1	1	1	I	2,000	2,000	1	1	I
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		1	I	1	I	I	I	I	I	I
Licences and Rights		I	I	I	I	I	I	I	I	I
Intangible Assets		I	1	1	I	I	I	1	1	I
Computer Equipment		I	I	I	I	I	I	I	I	I
Furniture and Office Equipment		1	1	I	1	700	700	I	1	I
Machinery and Equipment		I	I	I	I	5,000	5,000	5,750	6,613	7,604
Transport Assets		I	I	I	I	I	I	I	I	I
Libraries		I	I	I	I	I	I	I	I	I
Zoo's, Marine and Non-biological										
Animals		I	I	I	I	I	I	I	I	I
Total Capital Expenditure	4									
Roads Infrastructure		117,145	153,602	206,324	384,112	245,473	245,473	223,897	195,223	228,420
Storm water Infrastructure		52,713	82,956	I	9,310	2,104	2,104	I	I	I
Electrical Infrastructure		136,907	123,505	134,687	71,667	133,623	133,623	97,828	89,432	91,519
Water Supply Infrastructure		5,732	12,773	51,503	107,891	85,787	85,787	42,761	41,580	43,233
Sanitation Infrastructure		32,050	41,638	15,279	48,245	75,081	75,081	68,020	65,661	70,944
Solid Waste Infrastructure		8,858	755	9,863	9,600	4,800	4,800	14,151	12,039	13,687
Rail Infrastructure		I	I	I	10,000	I	I	I	I	I
Coastal Infrastructure		I	I	I	5,800	I	I	I	I	I
Information and Communication		I	I	I	I	I	I	I	I	1
		353 ANA	415 230	417 655	646 624	546 868	FAK RKR	446.657	403 035	447 BUA
Community Eacilities		23 241		51 154		8 736	A 736	16 883	0 035	10 AAR
Coort and Docroation Eacilities		15 AL8	31 474	04 AE7		00 75U	00 75U	11 458		8 563
		68.859	42.664	77.611	16.900	31.486	31.486	28.341	19.556	19.031
Heritage Assets		58,090	15,823	63,635	1	10,850	10,850	4,042	3,719	3,310
Revenue Generating			1	1	1	1	1	I	I	1
Non-revenue Generating		I	I	I	I	1	I	1	1	I

201

KZN225 Msunduzi - Table A9 Asset Management	Jeme	ŧ								
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 Me Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue & swork
		Audited	Audited	Audited	Original	Adjusted Budgot	Full Year	Budget Year	Budget Year +1	Budget Year +2
R thousand		Ourcome	Ourcome	Ourcome	proder	prodel	rorecast	2018/19	2019/20	2020/21
Investment properties		I	I	I	I	I	I	I	I	I
Operational Buildings		825	I	1	2,500	3,300	3,300	1,586	1,443	1,616
Housing		10,114	2,569	20,213	7,400	10,900	10,900	5,123	4,713	4,195
Other Assets		10,939	2,569	20,213	006'6	14,200	14,200	6,709	6,156	5,811
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		1	I	I	1	1	1	I	I	I
Licences and Rights		8,762	I	I	25,000	86,473	86,473	50,219	46,497	52,017
Intangible Assets		8,762	1	1	25,000	86,473	86,473	50,219	46,497	52,017
Computer Equipment		28,581	I	5,275	I	4,946	4,946	2,325	2,139	1,903
Furniture and Office Equipment		I	1	25,962	I	15,844	15,844	7,118	6,548	7,941
Machinery and Equipment		I	I	37,671	I	25,635	25,635	15,448	15,535	15,545
Transport Assets		1	1	1,162	1	26,138	26,138	10,524	10,061	14,244
Libraries		I	I	I	I	150	150	I	I	I
Zoo's, Marine and Non-biological										
Animals		I	I	I	I	I	I	I	I	I
TOTAL CAPITAL EXPENDITURE - Asset		578 A3A	476 286	A40 185	408 474	762 501	762 501	571 382	514 145	567 606
ASSET REGISTER SUMMARY - PPE (WDV)	5			2015-20					F	2001200
Roads Infrastructure		2,061,831	2,550,778	1,741,302	2,536,781	2,422,035	2,422,035	2,794,731	3,015,287	3,311,190
Storm water Infrastructure				156,435		1	1	162,997	157,018	150,740
Electrical Infrastructure		1,297,036	1,700,386	1,275,053	1,563,852	1,563,852	1,563,852	1,256,467	1,166,024	1,072,083
Water Supply Infrastructure		782,055	1,173,333	912,163	939,984	939,984	939,984	1,149,674	1,232,428	1,318,683
Sanitation Infrastructure		528,280	588,640	470,205	561,526	561,526	561,526	650,125	681,596	714,571
Solid Waste Infrastructure		515,410	579,408	15,673	152,937	152,937	152,937	35,522	42,231	49,950
Rail Infrastructure			27,837	1,408				I	I	I
Coastal Infrastructure				4,867				I	1	I
Information and Communication Infrastructure								5.580	7.110	6.601
nfranchau i chi i ro		6 18 A 412	6 670 383	4 E77 106	E 766 081	E 440 334	E 440 334	4 DEE 004	4 301 40E	4 472 817
			00007							010100
Community Facilities		343,102	402,387	294,811	/80'00/	881,334	881,334	19,998	2U,998	22,048
Sport and Recreation Facilities				126,091				14,510	15,236	15,998
Community Assets		393,162	462,387	420,903	766,587	881,334	881,334	34,508	36,234	38,046
Heritage Assets								247,912	247,912	247,912
Revenue Generating		230,945	282,710	226,212	230,945	230,945	230,945	720,224	720,224	720,224

Description												
	~	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 Me Expen	/19 Medium Term Reven Expenditure Framework	2018/19 Medium Term Revenue & Expenditure Framework	20
				Audited	Audited	Original	Adjusted	Full Year	Budget Vegr	Budget Vedr +1	Budget Vagr +2	2
R thousand			Outcome	Outcome	Outcome	Budget	Budget	Forecast	2018/19	2019/20	2020/21	
Non-revenue Generating												
Investment properties			230,945	282,710	226,212	230,945	230,945	230,945	720,224	720,224	720,224	N
Operational Buildings			1,009,017	246,995	711,539	602,937	602,937	602,937	I	I	I	
Housing					271,916				334,721	374,239	379,989	203
Other Assets			1,009,017	246,995	983,455	602,937	602,937	602,937	334,721	374,239	379,989	
Biological or Cultivated Assets	ets		382,805		770		356,914	356,914				
Servitudes					804				804	804	804	
Licences and Rights			17,212			48,733	48,733	48,733	25,735	I	1	 2
Intangible Assets			17,212	1	804	48,733	48,733	48,733	26,539	804	804	N1 0
Computer Equipment					49,799				1,227	5,572	13,166	
Furniture and Office Equipment	nent		44,831	75,086	56,298	46,190	46,190	46,190	16,019	156	4,654	:C 3/
Machinery and Equipment			257,600		1,222,451				ίΩ	322,875	22,340	
Transport Assets					73,941				140,259	167,198	-	
Libraries									150	150		
Zoo's, Marine and Non-biological Animals	ogical											'ED 9 F
TOTAL ASSET REGISTER SUMMARY - PPE	MARY - PPE	Ľ	7 520 183	7 687 562	7 611 730	7 807 386	7 807 386	7 807 386	8 153 080	8 177 0 58	8 220 N34	
Current and planned borrowing	ed borrowing)							5			EVEL ANCI
The Municipality has not taken any new external loans since 2010. The following table summarises the status of borrowing as at 30 June 2015, which totalled an amount of R 596 925 064.00	en any new exter 00	rnal I	oans since	2010. The fc	llowing tak	ole summari	ses the statu	us of borrov	ving as at 30	June 2015, v	which totalled	OPM
TABLE 55: STATUS OF BORROWING	MING											
			SCHEDUL	SCHEDULE OF EXTERNAL		LOANS AS AT 30 JUNE 2015	UNE 2015					
EXTERNAL LOANS	ACCOUNT NO	0	LOAN NUMBER	REDEEMABI		BALANCE AT 1 30/06/14	RECEIVED DURING THE PERIOD		REDEEMED WRITTEN OFF DURING THE PERIOD		BALANCE AT 30/06/15	אַרַ
	LONG-TERM LOANS	ANS				a	2		۲		۲	N
DBSA - 15.5%	PMB8108710930		11158	30/09/2018	2018	7 054 752				1 186 945	5 867 807	F
DBSA - 15.5%	PMB8108710930		11159	31/03/2019	2019	9 180 381				1 333 492	7 846 889	0
DBSA - 15.5%	PMB8108710930		11160	31/03/2019	2019	7 824 029				1 136 476	6 687 554	R

		SCHEDULE	SCHEDULE OF EXTERNAL LOANS AS AT 30 JUNE 2015	DANS AS AT 30	JUNE 2015		
		LOAN		BALANCE AT	RECEIVED DURING	BALANCE AT RECEIVED DURING REDEEMED WRITTEN OFF BALANCE AT	BALANCE AT
EXTERNAL LOANS	ACCOUNT NO	NUMBER	REDEEMABLE 30/06/14	30/06/14	THE PERIOD	DURING THE PERIOD	30/06/15
	LONG-TERM LOANS			۲	~	~	۲
DBSA - 15.5%	PMB8108710930	11158	30/09/2018	7 054 752		1 186 945	5 867 807
DBSA - 15.5%	PMB8108710930	11159	31/03/2019	9 180 381		1 333 492	7 846 889
DBSA - 15.5%	PMB8108710930	11160	31/03/2019	7 824 029		1 136 476	6 687 554
DBSA - 16.5%	PMB8108710930	13446	31/03/2020	15 963 485		1 728 234	14 235 251





		SCHEDULE (SCHEDULE OF EXTERNAL LOANS AS AT 30 JUNE 2015	DANS AS AT 30	JUNE 2015		
EXTERNAL LOANS	ACCOUNT NO	LOAN NUMBER	REDEEMABLE	BALANCE AT 30/06/14	RECEIVED DURING THE PERIOD	REDEEMED WRITTEN OFF DURING THE PERIOD	BALANCE AT 30/06/15
	LONG-TERM LOANS			2	۲	۲	2
DBSA - 16.5%	PMB8108710930	13447	31/03/2020	6 804 608		736 678	6 067 930
DBSA - 16.5%	PMB8108710930	13448	31/03/2020	10 075 131		1 090 750	8 984 381
DBSA - 14.27%	PMB8108710930	14039/101	31/12/2014	4 897 388		4 897 388	I
DBSA - 14.27%	PMB8108710930	14039/102	31/12/2015	350 342		225 866	124 476
DBSA - 14.27%	PMB8108710930	102091	11/02/2020	3 440 475		1 813 633	1 626 842
DBSA - 14.27%	PMB8108710930	102416	28/06/2021	32 126 551		368 776	31 757 776
DBSA - 9.31%	PMB8108710930	101922	30/09/2020	15 249 766		3 278 229	11 971 537
DBSA - 8.7%	PMB8108710930	102797	30/09/2022	64 131 438		5 369 697	58 761 741
DBSA - 10.79%	PMB8108710930	103059/1	30/09/2023	50 928 210		3 297 096	47 631 115
DBSA - 6.75%	PMB8108710930	103059/2	30/09/2023	11 866 022		927 282	10 938 740
DBSA -12.02%	PMB8108710930	103594/1	31/12/2024	96 129 687		4 955 644	91 174 044
DBSA - 6.75%	PMB8108710930	103594/2	31/12/2024	29 844 353		2 034 003	27 810 350
DBSA - 12.10%	PMB8108710930	103721	31/03/2025	173 652 812		8 466 393	165 186 420
DBSA - 9.19%	PMB8108710930	61007262	31/03/2025	I	100 000 000	3 359 031	96 640 969
DBSA Total				539 519 432	100 000 000	46 205 612	593 313 820
Total Long-term Loans				539 519 432	100 000 000	46 205 612	593 313 820
LEASE LIABILITY							
Nedbank - 10.000%	PMB 810 871 0974	Nedbank 10	31/12/2014	43 990		43 990	I
Nedbank - 10.000%	PMB 810 871 0975	Nedbank 11	24/12/2014	43 990		43 990	•
Nedbank - 10.500%	PMB 810 871 0976	Nedbank 12	31/12/2017	819 122		250 024	569 098
Ekhwelo Business Solutions - 14.36%	PMB 810 871 0935		31/01/2017	3 098 861		56 716	3 042 145
Nedbank Total				4 005 963		394 720	3 611 243
Total lease liability				4 005 963	•	394 720	3 611 243
TOTAL EXTEDNAL LOANS				543 575 305		46 KNN 331	506 075 064
IUIAL EALERINAL LOAIN				040 070 040		100 000	

3.34 Municipal credit rating

The following table summarises the municipal credit rating of the Municipality from 2008 to 2012.

TABLE 56: MUNICIPAL CREDIT RATING STATUS FOR 2008 TO 2012

	2012	2011	2010	2009	2008
nort-term	A3	A3	A3	A1-	Al-
ng-term	BBB	BBB	BBB	۷	۷

In terms of these gradings, the following is noted:

- An A3 grade is a "satisfactory" grade, which indicates that there is satisfactory liquidity and other protection factors qualify issues as to investment grade. However, risk factors are larger and subject to greater variation.
- A BBB rating relates to the claims paying ability rating scale. A 'BBB' rating indicates adequate claims paying ability. Protection factors are adequate, although there is considerable variability in risk over time due to economic and/or underwriting conditions.

EMPLOYEE- RELATED COSTS TO TOTAL EXPENDITURE (INCLUDING COUNCILLOR ALLOWANCES) 3.35

The following table summarises the employee-related costs for the Municipality in terms of actual and budgeted expenditure.

TABLE 57: EMPLOYEE (INCLUDING COUNCILLOR ALLOWANCES) PER FINANCIAL YEAR 2012 - 2016

Description Ref 2013/14 2014/15	Ref	2013/14	2014/15		2015/16 Curre	current Year 2016/17	ar 2016/17		2017/18 Medium Term Revenue & Expenditure Framework	/18 Medium Term Reven Expenditure Framework	Revenue &
R thousand	-	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure By Type											
Employee related costs	2	821,108	881,616	938,283	1,035,660	1,083,226	1,083,226	1,083,226	1,140,659	1,209,107	1,281,653
Remuneration of councillors		37,100	34,657	41,763	43,033	43,033	43,033	43,033	45,185	47,444	49,816
Debt impairment	ო	112,679	222,110	92,508	120,815	120,815	120,815	120,815	103,942	110,178	116,789
Depreciation & asset impairment	7	453,332	481,107	554,292	506,103	506,103	506,103	506,103	536,470	568,658	602,777
Finance charges		67,174	71,169	75,095	65,460	67,130	67,130	67,130	62,129	52,804	43,801
Bulk purchases	2	1,453,402	1,586,802	1,799,214	1,936,708	1,963,823	1,963,823	1,963,823	2,073,551	2,192,161	2,324,945
Other materials	8	139,060	193,317	151,360	180,842	49,928	49,928	49,928	85,667	90,807	96,256
Contracted services		21,066	29,698	65,468	35,108	444,777	444,777	444,777	420,405	445,629	472,367
Transfers and subsidies		4,429	11,572	5,911	148,325	148,325	148,325	148,325	8,901	9,346	9,813
Other expenditure	4,5	489,573	620,296	521,580	380,320	315,756	315,756	315,756	292,109	294,399	312,062
Loss on disposal of PPE		12,291									
Total Expenditure		3,611,214	3,611,214 4,132,346 4	4,245,473	4,452,374 4,742,917 4,742,917	4,742,917	4,742,917	4,742,917	4,769,018	5,020,534	5,310,280

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR





The Treasury norm for employee costs is 30%, and the Msunduzi Municipality is well within this normative figure.

3.36 SUPPLY CHAIN MANAGEMENT (SCM)

The Msunduzi Supply Chain Management (SCM) Unit is a support function for all business units within the Council, to ensure provision of efficient, transparent, fair, equitable, and cost effective procurement services, assisting them to implement their service delivery priorities. In terms of the Municipal Finance Management Act's SCM regulations, the SCM unit is established to implement the SCM policy adopted by Council. It operates under the direct supervision of the Chief Financial Officer (CFO) or an official to whom this duty has been delegated, in terms of Section 82 of the Act. Core functions include demand management, acquisition management, logistics management, disposal management, SCM risk management, and performance management.

The SCM Policy was adopted by Council on 29 September 2011, in terms of the SCM Regulations 3 (1)(a), and was implemented immediately thereafter. Further review of the SCM policy was done in December 2011, to further align the policy to the Preferential Procurement Regulations (2011) issued in terms of Section 5 of the Preferential Procurement Policy Framework Act (5 of 2000). The SCM policy was again reviewed in September 2012.

An SCM Implementation Plan is developed and implemented annually, with quarterly reports on implementation being submitted to Council.

The Municipality has the following committees established and functional, with appointments being valid for one financial year:

- Bid Specification Committee (BSC)- every Thursday at 09h00;
- Bid Evaluation Committee (BEC)- every Tuesday at 14h00; and
- Bid Adjudication Committee (BAC)- every Thursday at 14h00.

3.37 LONG-TERM FINANCIAL PLAN (LTFP)

(i) INTRODUCTION

Given the purpose of the Municipality, and the service delivery mandates and objectives as summarised in Section 2, the Municipality developed a LTFP to give effect to the above imperatives and challenges, but in a sustainable manner and without reverting/deteriorating into a state of financial constraint again.

The LTFP will be reviewed on an annual basis, and ideally all future budgets and financial planning processes must be aligned to the LTFP. In doing so, the LTFP should also be updated with at least the following information:-

- Any direct change in financial status or internal factors, other than previously predicted, which may influence the financial status and viability of the Municipality;
- Any changes in the economic and socio-economic environment, other than previously predicted, which may influence the financial status of the Municipality;
- Any changes in the revenue base or composition which may have an impact on the financial viability of the Municipality;
- Any changes in the National or Municipal priorities as previously identified; and
- Any factors which may have an impact on the ability to implement previously identified projects.

The Msunduzi LTFP takes cognisance of the following additional factors:

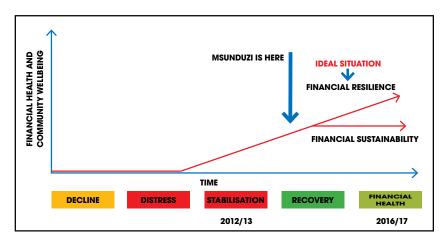
- A collaborative and visionary process. The LTFP does not just forecast the status quo into the future, but considers different possible scenarios and involves all stakeholders, elected officials, line departments, and the public to help identify financial issues, develop consensus strategies, and ensure a successful implementation.
- **A combination of technical analysis and strategizing.** Long-term forecasts and analysis are used to identify long-term imbalances, and financial strategies are developed to counteract these imbalances or inequities.



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

- An anchor of financial sustainability and policy development. The plan develops big-picture and longterm thinking among elected and appointed Officials, and also aims to ensure alignment and credibility of the IDP.
- **Long-term in nature.** The plan should cover between five and ten years, but some components take a longer view. For example, the plan may include a 20-year forecast of infrastructure needs. In this regard, the key is to match this time horizon with the financial strategies of the Municipality.
- Aligned to the Financial Recovery Plan. The LTFP is not intended to replace the FRP, but to rather supplement the FRP and the MTREF Budget of the Municipality.

FIGURE 17: Long-Term Financial Plan



Given the above, Msunduzi, therefore has moved from a point of financial constraint and has to ensure that it attains financial wealth, thereby improving Improving service delivery in the Community it serves

This can only be done in the medium- to long-term, and the measure of success for Msunduzi in terms of the LTFP would be for Msunduzi to ensure that the Council's long-term financial performance and position is sustainable. This will be achieved when planned long-term service delivery and infrastructure levels and standards are met:

- Without unplanned or sporadic increases in rates and tariffs; and /or
- There is no disruption or cuts to services or service delivery due to lack of infrastructure management and old or ageing infrastructure.
- From a policy perspective, the LTFP is aimed at ensuring that the Municipality has sufficient and cost-effective funding, in order to achieve its long-term objectives through the implementation of the medium-term operating and capital budgets. The purpose of this LTFP is therefore to:-
- Ensure that all long-term financial planning is based on a structured and consistent methodology in order to ensure the long-term financial sustainability of Msunduzi;
- Identify assets (including human resources) investment requirements and associated funding sources to ensure the future sustainability of Msunduzi;
- Identify revenue enhancement and cost-saving strategies in order to improve service delivery at affordable rates and tariffs; and
- Identify new revenue sources as funding for future years.

(ii) OBJECTIVES AND PRIORITIES OF THE MUNICIPALITY

The key strategic outcomes of Msunduzi that have been articulated in this IDP, considered and encapsulated in the LTFP include:

- Plan 1: Build a strong institutional and financial base and sustainability;
- Plan 2: Improve quality living environments through basic access to water, sanitation, electricity, waste management, roads, and disaster management;
- Plan 3: Provide safe, healthy, and secure environment (environmental health and public safety);
- Plan 4: Create an environment for economic growth and development, to enhance the Municipal contribution to job creation and sustainable livelihoods through a Local Economic Development Plan;



- 2030 207
- Plan 5: Build a cohesive system of governance that translates deepening democracy into a meaningful sense of public participation; and
- Plan 6: Ensure integrated, sustainable spatial planning and development.

The above outcomes are guided by the following principles that also underpin the LTFP to ensure alignment and consistency in all planning processes:

- Ubuntu: Humanity, I am what I am because of who we are
- Hard working: Passionate and committed to one's work
- Competence: Having requisite skills, knowledge, behaviour, and appropriate attitude in executing one's work effectively and efficiently
- Integrity: To maintain and demonstrate good governance honesty

(iii) CURRENT CHALLENGES WITHIN THE MUNICIPALITY

Given the above service delivery and policy imperatives, it would be remiss not to mention the current challenges within Msunduzi, as the LTFP will also be guided by these. However, the LTFP attempts to address these challenges in a holistic and integrated manner, to ensure that service delivery is improved but more importantly, sustained over time.

- Infrastructure and Asset Management: Infrastructure Services are provided through Sub-Units for Building and Facilities Management; Electricity; Fleet; Landfill; Project Management Unit; Roads and Transportation; and Water and Sanitation; but there are huge backlogs and capacity constraints.
- Information Communication and Technology: The Information Communication and Technology (ICT) Department is responsible for, inter alia, the services of Information Communications and Technology for the entire Municipality. This includes Desktop Support, Hardware Support, Computers and Equipment Purchase, and Maintenance and Management of all Systems in the Municipality. These functions/services will need to be reviewed in light of the strategic direction of the Municipality, as the current arrangements within ICT will not enable optimal service delivery in the future, especially considering that there are 36 legacy systems operating in the Municipality that will need to be updated and integrated into an Enterprise Resource Planning (ERP) System, relevant to the needs of Msunduzi.
- **Economic Development:** The Economic Development Department is seen as the key driver for the development and refinement of the Local Economic Development, land surveys, planning, and environmental management in the Municipality, but planning in the Municipality needs to be further aligned to the National, Provincial and Local imperatives.
- **Powers and Functions:** It should be noted that a number of services are being rendered at significant deficits, and this is due to inappropriate costing of services, inefficiencies in operations, tariff structures, poor management of Staff, etc. The operating model has not been reviewed since the establishment of the Municipality, and will require review to ensure provision of core municipal services and funded mandates.
- **Distribution Losses:** According to the Audited 2010/11 Annual Financial Statements, the Municipality recorded significant electricity and water distribution losses, amounting to R82 million and R75 million in the financial years 2009/10 and 2010/11 respectively.
- **Financial Challenges:** Msunduzi has financial challenges that arise from its institutional arrangements, operations, and administration. Of significance are its declining collection ratios, reducing cash balances, and increase in gross debtors.
- Backlogs in Service Delivery and Infrastructure: As per the status quo above.

The Municipality quantified the backlogs for access to new infrastructure and the refurbishment of existing infrastructure, and this is set out below.

TABLE 58: NEW AND REFURBISHMENT OF INFRASTRUCTURE COSTS

KZN225 Msunduzi - Table A9 Asset Management	t Mane	agement								
Description	Ref	2013/14	2014/15	2015/16	Curre	Current Year 2016/17	2L/9	2017/18 M Expei	2017/18 Medium Term Revenue & Expenditure Framework	levenue & work
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year Budget Year Budget Year	Budget Year
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2017/18	+1 2018/19	+2 2019/20
CAPITAL EXPENDITURE										
Total New Assets	-	174,312	117,846	82,651	226,454	313,689	313,689	356,564	304,340	313,126
Roads Infrastructure		4,780	607	19,584	6,269	6,269	6,269	211,062	149,389	151,858
Storm water Infrastructure		I	I	I	I	I	I	I	I	1
Electrical Infrastructure		131,000	20,775	18,105	108,000	153,248	153,248	32,867	32,468	36,491
Water Supply Infrastructure		6,250	5,732	300	11,178	10,578	10,578	54,491	64,165	46,073
Sanitation Infrastructure		2,000	1,829	16,135	009	I	I	40,445	42,467	44,591
Solid Waste Infrastructure		I	I	I	I	I	I	I	I	I
Rail Infrastructure		I	I	I	I	I	I	6,000	6,200	24,410
Coastal Infrastructure		1	1	I	I	I	I	5,800	1,550	1,603
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		144,030	28,943	54,124	126,047	170,095	170,095	350,664	296,240	305,026
Community Facilities		I	15,627	1	32,814	54,501	54,501	5,900	8,100	8,100
Sport and Recreation Facilities		1	27,965	28,528	5,700	5,700	5,700	I	I	I
Community Assets		I	43,592	28,528	38,514	60,201	60,201	5,900	8,100	8,100
Heritage Assets		2,200	862	I	10,889	10,889	10,889	I	I	I
Revenue Generating		I	I	I	I	I	I	I	I	I
Non-revenue Generating		1	I	I	1	1	I	1	1	1
Investment properties		1	I	I	I	I	I	I	I	I
Operational Buildings		2,822	825	I	I	I	I	I	I	I
Housing		I	7,423	I	I	I	I	I	I	I
Other Assets		2,822	8,248	I	I	I	I	I	I	I
Biological or Cultivated Assets		1	I	I	I	I	ı	I	I	1
Servitudes		I	I	I	I	I	I	I	I	1
Licences and Rights		I	8,762	I	24,026	24,026	24,026	I	I	I
Intangible Assets		1	8,762	I	24,026	24,026	24,026	I	I	I
Computer Equipment		11,000	27,439	I	I	I	1	1	I	1
Furniture and Office Equipment		1	I	I	461	461	461	I	I	I
Machinery and Equipment		550	I	I	22,508	42,508	42,508	I	I	1

208



2017/18 Medium Term Revenue &

Current Year 2016/17

Ref 2013/14 2014/15 2015/16

<u> KZN225 Msunduzi - Table A9 Asset Management</u>

Description



Description	Ref	2013/14	2014/15	2015/16	Curre	Current Year 2016/17	61/6	Expe	Expenditure Framework	work
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year Budget Year Budget Year 2017/18 +1 2018/19 +2 2019/20	Budget Year +2 2019/20
Transport Assets		13,710	I	I	4,010	5,510	5,510	I	I	I
Libraries		1	I	I	1	I	I	1	I	I
Zoo's, Marine and Non-										
biological Animais		'	1	I	1	1	I	1	1	I
Total Renewal of Existing Assets	6	189,594	410,791	393,635	507,787	558,038	558,038	171,980	132,313	136,751
Roads Intrastructure		87,882	116,538	134,019	260,729	260,729	260,729	87,580	63,978	69,594
Storm water Infrastructure		10,500	52,713	82,956	550	550	550	I	I	I
Electrical Infrastructure		4,500	116,132	105,400	80,721	104,721	104,721	38,800	I	I
Water Supply Infrastructure		15,425	I	12,473	46,420	46,420	46,420	23,400	45,070	42,774
Sanitation Infrastructure		34,797	30,221	25,503	17,650	17,650	17,650	3,900	4,095	4,300
Solid Waste Infrastructure		8,091	8,858	755	10,000	10,000	10,000	4,800	5,040	5,292
Rail Infrastructure		I	I	I	I	I	I	I	I	I
Coastal Infrastructure		I	I	I	I	I	I	I	I	I
Information and Communication										
Intrastructure		I	1	I	I	I	1	I	I	I
Infrastructure		161,194	324,463	361,107	416,069	440,069	440,069	158,480	118,183	121,959
Community Facilities		2,800	7,614	10,990	13,540	39,791	39,791	10,100	10,605	11,135
Sport and Recreation Facilities		1,700	17,653	3,146	21,284	21,284	21,284	006	600	006
Community Assets		4,500	25,267	14,136	34,824	61,075	61,075	11,000	11,505	12,035
Heritage Assets		12,050	57,227	15,823	26,784	26,784	26,784	I	I	I
Revenue Generating		I	I	I	I	I	I	1	I	I
Non-revenue Generating		I	I	I	I	I	I	I	I	I
Investment properties		I	I	1	I	I	I	I	I	I
Operational Buildings		I	I	I	I	I	I	2,500	2,625	2,756
Housing		9,349	2,692	2,569	25,045	25,045	25,045	I	I	I
Other Assets		9,349	2,692	2,569	25,045	25,045	25,045	2,500	2,625	2,756
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		I	I	I	I	I	I	I	I	I
Licences and Rights		I	I	I	I	I	I	I	I	I
Intangible Assets		1	I	I	1	I	I	I	I	I
Computer Equipment		2,500	1,142	I	4,985	4,985	4,985	I	I	I

209

1

1 1

1 1

80

80

80

I

I

Furniture and Office Equipment



KZN225 Msunduzi - Table A9 Asset Management	t Mana	agement								
Description	Ref	2013/14	2014/15	2015/16	Curre	Current Year 2016/17	21/5	2017/18 N Expe	2017/18 Medium Term Revenue Expenditure Framework	Revenue & work
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Machinery and Equipment		1	1	1	I	I	1	I	I	I
Transport Assets		I	I	1	1	I	I	I	I	I
Libraries		I	I	I	I	I	I	I	I	I
Zoo's, Marine and Non- biological Animals		1	1	1	1	1	1	•	I	I
Total Ilnaradina of Evistina										
roidi upgradilig ol existilig Assets	Ŷ	I	I	I	I	I	I	98,450	86,619	83,717
Roads Infrastructure		I	I	I	I	I	I	46,440	50,935	56,314
Storm water Infrastructure		I	I	I	I	I	I	9,310	6,349	2,401
Electrical Infrastructure		I	I	I	I	I	I	I	I	I
Water Supply Infrastructure		I	I	I	I	I	1	30,000	10,000	4,000
Sanitation Infrastructure		I	I	I	I	I	I	3,900	10,095	11,300
Solid Waste Infrastructure		I	I	I	I	I	1	4,800	5,040	5,292
Rail Infrastructure		I	I	I	I	I	I	4,000	4,200	4,410
Coastal Infrastructure		I	I	I	I	I	I	I	I	I
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		I	1	I	I	1	I	98,450	86,619	83,717
Community Facilities		I	I	I	I	I	I	I	I	I
Sport and Recreation Facilities		I	I	I	I	I	I	I	I	I
Community Assets		I	I	I	I	1	I	I	1	I
Heritage Assets		I	I	I	I	I	I	I	I	I
Revenue Generating		I	I	I	I	1	I	I	1	I
Non-revenue Generating		1	I	I	I	1	1	I	1	1
Investment properties		I	I	I	I	I	I	I	1	I
Operational Buildings		I	I	I	I	1	I	I	1	I
Housing		I	I	I	I	I	I	I	1	I
Other Assets		I	I	I	I	I	I	I	I	I
Biological or Cultivated Assets		I	I	I	I	I	I	I	1	I
Servitudes		I	I	I	I	1	1	I	1	1
Licences and Rights		I	I	I	I	I	I	I	1	I
Intangible Assets		I	I	I	I	1	I	I	1	I
Computer Equipment		1	1	1	1	I	1	1	1	I



KZN225 Msunduzi - Table A9 Asset Management	h Mana	agement								
Description	Ref	2013/14	2014/15	2015/16	Curre	Current Year 2016/17	21/5	2017/18 M Expei	2017/18 Medium Term Revenue & Expenditure Framework	Revenue & work
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year Budget Year Budget Year 2017/18 +1 2018/19 +2 2019/20	Budget Year +2 2019/20
Furniture and Office Equipment		I	I	I	I	I	I	I	1	I
Machinery and Equipment		I	I	I	I	I	I	I	I	I
Transport Assets		I	I	I	1	1	1	1	1	I
Libraries		I	I	I	I	I	I	I	I	I
Zoo's, Marine and Non- biological Animals		I	1	I	1	1	I	1	1	I
Total Capital Expenditure	4									
Roads Infrastructure		92,662	117,145	153,602	266,998	266,998	266,998	345,082	264,303	277,766
Storm water Infrastructure		10,500	52,713	82,956	550	550	550	9,310	6,349	2,401
Electrical Infrastructure		135,500	136,907	123,505	188,721	257,968	257,968	71,667	32,468	36,491
Water Supply Infrastructure		21,675	5,732	12,773	57,598	56,998	56,998	107,891	119,235	92,847
Sanitation Infrastructure		36,797	32,050	41,638	18,250	17,650	17,650	48,245	56,657	60,190
Solid Waste Infrastructure		8,091	8,858	755	10,000	10,000	10,000	9,600	10,080	
Rail Infrastructure		I	I	I	I	I	I	10,000	10,400	28,820
Coastal Infrastructure		I	I	I	1	I	I	5,800	1,550	1,603
Information and Communication Infrastructure		I	1	I	1	1	I	I	1	I
Infrastructure		305,224	353,406	415,230	542,116	610,164	610,164	607,594	501,042	510,702
Community Facilities		2,800	23,241	10,990	46,354	94,291	94,291	16,000	18,705	19,235
Sport and Recreation Facilities		1,700	45,618	31,674	26,984	26,984	26,984	006	006	006
Community Assets		4,500	68,859	42,664	73,338	121,276	121,276	16,900	19,605	20,135
Heritage Assets		14,250	58,090	15,823	37,673	37,673	37,673	I	I	I
Revenue Generating		I	I	I	I	1	I	I	1	I
Non-revenue Generating		I	I	I	1	1	I	I	1	I
Investment properties		I	1	I	I	I	1	I	1	
Operational Buildings		2,822	825	I	1	1	I	2,500	2,625	2,756
Housing		9,349	10,114	2,569	25,045	25,045	25,045	I	1	
Other Assets		12,171	10,939	2,569	25,045	25,045	25,045	2,500	2,625	2,756
Biological or Cultivated Assets		I	1	I	I	I	I	I	1	I
Servitudes		I	I	1	1	1	1	I	1	I
Licences and Rights		I	8,762	I	24,026	24,026	24,026	I	I	I
Intangible Assets		I	8,762	I	24,026	24,026	24,026	1	1	I



KZN225 Msunduzi - Table A9 Asset Management	t Mano	igement								
Description	Ref	2013/14	2014/15	2015/16	Curre	Current Year 2016/17	21/5	2017/18 N Expe	2017/18 Medium Term Revenue & Expenditure Framework	tevenue & work
R thousand		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year Budget Year	Budget Year
				Onicome				2017/102	41 /0107 1+	12/6102 24
		000;51	78,581	1	4,785	4,785	4,985	1	I	1
Furniture and Office Equipment		1	1	1	541	541	541	1	1	I
Machinery and Equipment		550	I	I	22,508	42,508	42,508	I	I	I
Transport Assets		13,710	1	I	4,010	5,510	5,510	I	I	I
Libraries		I	I	I	I	I	I	I	I	I
Zoo's, Marine and Non- biological Animals		I	I	I	I	I	I	1	I	I
TOTAL CAPITAL EXPENDITURE - Asset class		363.906	528,636	476.286	734.241	871.726	871.726	626.994	523.272	533.593
ASSET REGISTER SUMMARY - PPE (WDV)	ß									
Roads Infrastructure		1,182,581	2,061,831	2,550,778	2,156,530	2,220,246	2,220,246	2,536,781	2,745,485	2,965,537
Storm water Infrastructure										
Electrical Infrastructure		1,302,588	1,297,036	1,700,386	1,614,887	1,614,887	1,614,887	1,563,852	1,466,257	1,364,881
Water Supply Infrastructure		941,979	782,055	1,173,333	972,840	972,840	972,840	939,984	931,828	896,240
Sanitation Infrastructure		604,406	528,280	588,640	564,949	564,949	564,949	561,526	557,453	552,671
Solid Waste Infrastructure		490,689	515,410	579,408	155,783	155,783	155,783	152,937	149,872	146,572
Rail Infrastructure				27,837						
Coastal Infrastructure										
Information and Communication Infrastructure										
Infrastructure		4,522,243	5,184,612	6,620,383	5,464,988	5,528,704	5,528,704	5,755,081	5,850,895	5,925,902
Community Facilities		365,265	393,162	390,131	517,012	517,012	517,012	524,420	539,455	553,874
Sport and Recreation Facilities										
Community Assets		365,265	393,162	390,131	517,012	517,012	517,012	524,420	539,455	553,874
Heritage Assets										
Revenue Generating		177,572	230,945	282,710	230,945	230,945	230,945	230,945	230,945	230,945
Non-revenue Generating										
Investment properties		177,572	230,945	282,710	230,945	230,945	230,945	230,945	230,945	230,945
Operational Buildings		1,017,457	1,009,017	246,995	761,742	761,742	761,742	602,937	436,055	258,141
Housing										
Other Assets		1,017,457	1,009,017	246,995	761,742	761,742	761,742	602,937	436,055	258,141
Biological or Cultivated Assets		362,882	382,805		356,914	356,914	356,914	356,914	356,914	356,914



213

KZN225 Msunduzi - Table A9 Asset Management	h Mane	agement								
Description	Ref	2013/14	2014/15	2015/16	Curre	Current Year 2016/17	/12	2017/18 N Expe	2017/18 Medium Term Revenue & Expenditure Framework	evenue & work
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year Budget Year Budget Year 2017/18 +1 2018/19 +2 2019/20	Budget Year +2 2019/20
Servitudes										
Licences and Rights		2,267	17,212		27,283	27,283	27,283	48,733	73,283	98,556
Intangible Assets		2,267	17,212	I	27,283	27,283	27,283	48,733	73,283	98,556
Computer Equipment										
Furniture and Office Equipment		46,520	44,831	75,086	46,520	46,520	46,520	46,190	41,286	35,318
Machinery and Equipment		872	438,924							
Transport Assets										
Libraries										
Zoo's, Marine and Non- biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	Û	6,495,079	7,701,507	7,615,306	7,405,404	7,469,120	7,469,120	7,565,219	7,528,833	7,459,649
EXPENDITURE OTHER ITEMS										
Depreciation	2	453,332	481,107	554,292	506,103	506,103	506,103	536,470	568,658	602,777
Repairs and Maintenance by	"	120.060	103 217	149 CAT	445 LTI	171 3AA	772 LTI	179 776	707 761	310 610
	0	2000 C	110°°C	47020	A1 0E4	A1 05 A	AT DEA	A1 005	151,272	500,515
		/,U74	0,042	47,029	41,004	41,034	41,034	41,090	.,	30,901 3.605
										3,373
Electrical Infrastructure		47,899	50,624	50,160	35,104	35,104	35,104	129,210	-	140,588
Water Supply Infrastructure		1,554	17,375	15,460	18,423	18,423	18,423	17,885	19,673	21,050
Sanitation Infrastructure		502	5,936	6,125	32,562	32,562	32,562	7,833	8,381	9,052
Solid Waste Infrastructure		1	3,485	8,472	7,399	7,399	7,399	I	1	I
Rail Infrastructure		I	1	1	I	I	1	1,500	1,750	2,000
Coastal Infrastructure		I	I	I	I	I	I	I	I	I
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	1
Infrastructure		57,050	86,063	127,246	135,342	135,342	135,342	207,603	220,342	235,246
Community Facilities		1	9,446	17,218	13,455	13,455	13,455	19,024	166'61	21,005
Sport and Recreation Facilities		I	15,000	I	I	I	I	21,822	22,788	21,552
Community Assets		1	24,446	17,218	13,455	13,455	13,455	40,846	42,778	42,557
Heritage Assets		46,220	38,222	18,379	I	I	I	1,053	1,106	1,161
Revenue Generating		1	I	I	I	I	I	I	1	1
Non-revenue Generating		1	1	1	1	1	1	1	1	I

KZN225 Msunduzi - Table A9 Asset Management	t Mana	igement									
Description	Ref	2013/14	2014/15	2015/16	Curre	Current Year 2016/17	21/9	2017/18 N Expe	2017/18 Medium Term Revenue & Expenditure Framework	Revenue & ∍work	214
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year Budget Year Budget Year 2017/18 +1 2018/19 +2 2019/20	Budget Year Budget Year +1 2018/19 +2 2019/20	4
Investment properties		1	1	I	1	I	I	I	I	I	
Operational Buildings		1,722	14,627	I	18,106	18,106	18,106	12,510	12,399	11,476	
Housing		I	I	I	4,441	4,441	4,441	I	I	I	N
Other Assets		1,722	14,627	I	22,547	22,547	22,547	12,510	12,399	11,476	20
Biological or Cultivated Assets		1	1	I	1	I	I	I	I	I)30 P
Servitudes		I	I	I	1	I	I	I	1	I	
Licences and Rights		I	I	I	1	I	I	7,900	7,950	9,660	
Intangible Assets		1	1	I	1	I	1	7,900	7,950	9,660	2
Computer Equipment		I	I	I	I	I	I	5,280	5,414	7,144	20
Furniture and Office Equipment		1	I	I	1	I	I	483	549	964	1
Machinery and Equipment		22,449	11,658	I	1	I	I	953	1,001	1,051	3/
Transport Assets		11,618	18,301	I	1	I	1	1,242	1,213	1,260	2
Libraries		1	1	I	1	I	1	I	I	1	0'
Zoo's, Marine and Non-											19
biological Animals		1	1	1	1	1	1	1	1	I	F
TOTAL EXPENDITURE OTHER ITEMS		592,392	674,424	717,135	677,447	677,447	677,447	814,340	861,409	913,296	INA

highlighted that approximately R436 million is required to address the backlog in an incremental manner, whilst the annual funding required to address In summary, the Municipality has determined that the total backlog for access to new infrastructure amounts to approximately R5.9 billion. The Municipality existing refurbishments amounts to R1 billion. In total, approximately R1.5 billion will be required annually to address these challenges.

214





215

Again, the Municipality should undertake a detailed exercise to confirm the service delivery backlogs, and future IDP's and Budgets should cater for these on a prioritised basis. It should be noted that these backlogs are unlikely to be resolved in the short-term given Msunduzi's financial and institutional challenges, and this should at least be communicated to Communities or alternate funding sources should be investigated.

In going forward, the Municipality must therefore ensure that all future IDP's include a realistic financial plan (this LTFP updated on an annual basis after approval), covering a longer term period, to indicate how and when backlogs and other projects will be financed, whilst working towards achieving financial sustainability.

This LTFP attempts to make provision for funds to be available to address some of the backlog in the medium- to long-term.

(iv) KEY DRIVERS FOR THE LTFP

An analysis of the Municipality's balance sheet reveals a significant number of infrastructure assets, such as roads, stormwater drainage, water and sewer networks, electricity networks, buildings, etc to the value of R6.4 billion, as at 30 June 2011.

Due to the nature of these assets and the utilisation thereof, they require regular maintenance before eventually being renewed or replaced, and it is therefore important that Msunduzi implements appropriate strategies so that the cost of the asset maintenance and renewal programmes is fairly and equitably funded between current and future users. This process, known as intergenerational equity, must ensure that each generation 'pays their way' and meets the cost of the services and community assets they consume.

To ensure that Council's long-term strategies are effective, it is important to be able to measure performance against such strategies, and in the interests of intergenerational equity it is also important that current users pay for services consumed in such a manner that at least a surplus is generated to fund replacement or renewal (in the future) of currently-used assets. In addition, a surplus is critical to fund expansion of service delivery through access to new infrastructure.

The Municipality's long-term financial sustainability is, in effect, dependent upon ensuring that, on average, its expenses are less than its associated revenues, and that adequate funds are directed at maintaining, growing, and enhancing the asset base of the Municipality, in particular the revenue generating assets of the Municipality. Interdependencies are illustrated below:

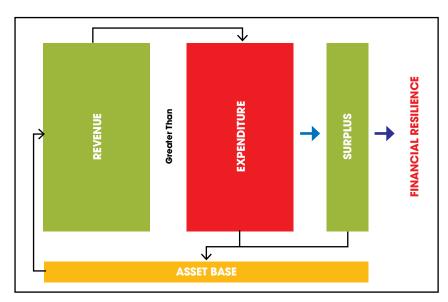


FIGURE 18: Interdependencies

Therefore, and to give effect to the LTFP, the following key ratios have been specifically selected to drive the future strategies, policies, operations, and planning of the Municipality.



The Long-term Financial Plan is drafted with the following framework and outcomes in mind:

- Remain consistent with the Municipality's current IDP and Priorities;
- To increase current service levels and standards;
 - To increase Municipal credit rating without compromising its sustainability, or the viability of its asset base;
- To provide for an asset replacement program over a ten year period to maintain the Municipality's infrastructure at acceptable service standards, with no large backlog of services;
- To create a surplus in the medium-term (2012/13 MTREF Budget), restructure existing loans, and in the longterm (2015/16 MTREF Budget) externally borrow monies to fund new and upgrade assets, rather than purely grant funding, noting that the Municipality will need to have sufficient cash to make payments when due;
- To increase revenue collection and revenue base;
- To optimise internal operations with a view to focus on increasing and sustaining its asset base and service delivery Departments;
- The Plan is a moving document and will be reviewed on an annual basis and updated on an on-going three-to-five year basis, and the Plan will be updated to incorporate any future Council decisions on policy, priorities, new initiatives, or strategic direction; and
- Ensure that all surplus and reserves are cash-backed.

(v) FINANCIAL STRATEGIES OVER THE LONG-TERM

The Municipality has various strategies at its disposal to effect the changes needed for viability and sustainability, but not all could be considered due to its limited cashflow and institutional capacity.

Further, and due to the long-term nature of some of the strategies identified, the focus in the short-term adopted the Pareto Principle (20% of activities that will contribute 80% to the successful implementation of the Plan), ensuring that the strategies adopted will have the greatest impact and can be done within the financial and human resources capacity and capability at Msunduzi.

It should be noted that any other strategies not immediately addressed in this Plan should still be addressed in the long-term, and should not be ignored to enable a holistic, integrated, and multi-pronged change to the financial and service delivery success of Msunduzi.

The strategies had to therefore ensure that the objective of a financial and service delivery turnaround can be achieved in the shortest possible timeframe, and that they at least addressed the following: -

- Reduction in expenditure on non-essentials and non-core activities, and optimising current spending within the Municipality and ensuring growth, job creation, and value for money;
- Increasing revenue through improved collections and billing efficiencies;
- Enhancing and sustaining the asset and revenue generating base of Msunduzi through proper asset management; and
- Ensuring proper administrative and governance arrangements in place to manage and address the key financial and service delivery challenges of the Municipality.

Given the above, and noting that several strategies have been developed and implemented during the intervention process but the impact of these have not fully materialised, the questions that needs to be asked are whether stabilisation or recovery has been reached at Msunduzi, and what impact this Plan will have on the Municipality, to place it on a revised or new trajectory.

Indeed, and relative to where the Municipality was twelve months ago, it can be concluded that a degree of stabilisation has been reached, but the nature of stabilisation and institutionalisation that has taken place is not anywhere near where it can be described as being sustainable or good enough to be at a point of irreversibility, noting that it would take at least approximately three to five years for the Municipality to fully implement and benefit from this LTFP.

This Plan is therefore critical to achieve the objective of viability and sustainability, as originally envisaged. Further, and as informed by the initial assessments, the following overarching strategies to address the challenges faced by the Municipality are therefore contained in the Plan:-



217

The combined impacts of these strategies are intended to address core and underlying problems, which precipitated the decline in the first instance.

Successful implementation will also require greater political oversight, and efficient and effective governance arrangements, to drive and sustain the implementation of the service delivery mandate and Community expectations of the Municipality. These strategies are also intended to respond to both basic and complex challenges facing the Municipality.

It is also emphasised that the initial decision of the Demarcation Board, pronouncing that Msunduzi become a Metropolitan Municipality, must also be managed going forward.

It is important to drive this process to conclusion and to ensure that all the conditions necessary for this status to be realised are indeed achieved.

Achieving Metropolitan Status will also unlock additional revenue streams for the Municipality, such as sharing in the distribution of the national fuel levy, and will further assist the Municipality on its path to recovery and sustainability.

The adoption by Council of the guiding principles and strategies set out in the LTFP, and its successful implementation, will ultimately be a major step towards achieving the above goal, and driving the Municipality towards is potential Metropolitan Status.

(vi) KEY CHALLENGES TO THE LTFP

The LTFP proposes significant changes, particularly with regard to service delivery functions, financial administration, budgeting, financial discipline, and governance. There will be a need for a regular review of the risks identified to ensure that as additional risks arise, timely mitigation strategies can be adopted and instituted. The following table summarises risks identified in the LTFP:

RISK	DESCRIPTION
Non- implementation of Plans	There are numerous plans and strategies developed over the years, which have not been implemented, and a key risk is that implementation of strategies may still not take place. In order to mitigate this risk, the alignment and implementation of this LTFP should be regularly reported to Council.
Finalisation of Structure and Appointment of Key Personnel	Msunduzi should ensure that the "operating model" of the Municipality is finalised as soon as possible, and that the new structure reflects the future business of the Municipality, and that key appointments are filled as soon as possible to ensure ownership and accountability of the LTFP at least at Leadership Level.
Poor Accounting and Record Keeping	A key risk is that the outcomes of this LTFP may not be measured accurately, because of poor accounting processes and the delay in the timeous updating of accounting records. Processes to update the accounting records regularly, and to ensure that they remain up-to-date, are required in order to mitigate this risk, and the implementation of a new/updated Financial System may also go a long way to mitigate this.
Change Management	From a change management perspective, urgent action is required to address some of the poor practices that may have occurred for many years, and there is a need to strictly enforce new policies and procedures.
Community and Stakeholders	There is a risk that there may be Community and Ratepayer resistance to certain aspects of the LTFP, such as budget cuts and the need to increase tariffs. This risk can be managed by effective, improved communication by Councillors, Officials of the Municipality, and the Community. The Municipality must communicate effectively with the Community on all aspects of the Plan, and provide regular feedback on progress, including the submission of this Plan to the Provincial Legislature.

TABLE 59: KEY CHALLENGES TO THE LTFP



(vii) MONITORING AND EVALUATION

Finally, Msunduzi's financial sustainability and resilience has been planned through modelling over ten years, the focus being on its financial performance, financial position, and statement of cashflows, as attached herewith.

The LTFP is based on a number of parameters and assumptions, related to Msunduzi's current position and challenges, and which have been developed to reflect a stabilised and sustainable financial position over the planned period, and also taking into account Msunduzi's drive for Metropolitan status.

This has been done to ensure that there is adequate resources and capacity to fund Operating and Capital Expenditure. The plan also seeks to address short-term challenges and to achieve long-term financial sustainability, while maintaining user charges/tariffs within acceptable levels so as not to undermine the local economy.

This LTFP will therefore have little or no value if it is not implemented and institutionalised holistically, as the various components are integrated and cannot be implemented in isolation, even though certain aspects may only be implemented in the medium- to long-term.

TABLE 60: SWOT

KEY ISSUES RELATING TO FINANCIAL VIABILITY AND MANAGEMENT:

- The gradual increase of debtor's outstanding debt remains a potential risks to the Municipality's working capital, hence the possibility of service delivery delays.
- The prevalent indigent status has a negative impact on municipal revenue base.
- Lack of forward planning, particularly on capital budget expenditure, negatively impacts on the reduction of the service delivery backlogs.

of the service derivery backlogs.		
STRENGTHS	WEAKNESSES	
 After a period of financial strain, decline, and distress, the Municipality is now entering a period of stabilisation and recovery. The implementation of the Long-term Financial Plan for the Municipality. 	 A limited rates base and high levels of demand for services. A growing number of debtors. Under-spending against operations and maintenance budgets. 	
OPPORTUNITIES	THREATS	
 The Municipality has been assessed by Treasury and now has a 1:3 ratio, indicating that the Municipality is building up reserves and becoming more financially sound. 	 The gradual increase of outstanding debt remains a potential risk to the Municipality's working capital, hence the possibility of service delivery delays. The growing number of indigent households, and the financial strain this places on the municipal budget. The lack of forward planning in terms of procurement for services in relation to the capital budget. Under-expenditure against some conditional grants. 	



C7-GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.38 ROLL-OUT OF NATIONAL AND PROVINCIAL PROGRAMMES

(i) OPERATION SUKUMA SAKHE

The origin of Masisukuma Sakhe, which is the motto on the crest of the Provincial Government of KwaZulu-Natal, is taken from the book of Nehemiah, chapter 2, and verse 18, where Nehemiah yearns to rebuild a city that has been destroyed. Operation Sukuma Sakhe is then a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed communities (such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB).

Serious attempts were made to ensure that all developmental needs, as expressed by members of the public, including ward committees, CBOs and NGOs, as well as business and other stakeholders, were captured and analysed accordingly. Currently, the Sukuma Sakhe campaign is intended to create a platform for members of communities to convey their needs in the presence of almost all line function departments. The idea here is to list all individual needs, where possible with reference to specific departments, in order to address their needs as a collective. It was also expected that some of the community needs would have been collected through the CBP process, and that once all those wards that were piloted were completed, that they would feed in their needs through the IDP review process, and that all the needs expressed by various stakeholders would be captured and made available.

In the Msunduzi Municipality, War Rooms have been established in each of the 37 wards and are aligned to the ward councillor's office. The Chairperson of each of these War Rooms is an ordinary member of the ward. For the initiative to succeed, there is a need for good public participation. The project has been very successful, with only one ward being problematic. All government departments are represented in the monthly meetings. If it is found that a War Room cannot cope with the demands from the community, "MBO" is invoked and government descends on the area to address needs - this has already taken place in a number of wards in the municipality.

Monthly Sukuma Sakhe task team meetings take place in the Municipality, and all relevant staff at level 4 participate to address key issues identified by ward level War Rooms. A further structure that exists is the uMgungundlovu District Task Team, which consists of Government Departments and the local municipal task team chairpersons.

Sukuma Sakhe is an important initiative, and offers an ideal opportunity for ward-level communities to identify projects that can be fed into the IDP. The synergies that have been created in the Msunduzi Municipality in terms of linkages to the Area Based Management structures are also important, and have led to the success of the initiative.

(ii) **BATHO PELE**

The term Batho Pele means 'People First', and in this context, it means putting other people first before considering your own needs. The Batho Pele principles are summarised as follows:

PRINCIPLE	DESCRIPTION
CONSULTATION	Citizens should be consulted about the level and quality of the public services they receive
	and, wherever possible, should be given a choice about the services that are offered
SERVICE	Citizens should be told what level and quality of public services they will receive, so that they
STANDARDS	are aware of what to expect.
ACCESS	All citizens should have equal access to the services to which they are entitled.
COURTESY	Citizens should be treated with courtesy and consideration.
INFORMATION	Citizens should be given full, accurate information about the public services they are entitled
	to receive.

TABLE 61: BATHO PELE PRINCIPLES





PRINCIPLE	DESCRIPTION
OPENESS AND	Citizens should be told how national and provincial departments are run, how much they
TRANSPARENCY	cost, and who is in charge.
REDRESS	If the promised standard of service is not delivered, citizens should be offered an apology, a
	full explanation, and a speedy and effective remedy; and when the complaints are made,
	citizens should receive a sympathetic, positive response.
VALUE FOR	Public services should be provided economically and efficiently, in order to give citizens the
MONEY	best possible value for money.
ENCOURAGING	Innovation can be new ways of providing better service, cutting costs, improving conditions,
INNOVATION	streamlining, and generally making changes which tie in with the spirit of Batho Pele. It is
AND REWARDING	also about rewarding the staff who "go the extra mile" in making it all happen.
EXCELLENCE	
CUSTOMER	Impact means looking at the benefits we have provided for our customers, both internal and
IMPACT	external - its how the nine principles link together to show how we have improved our overall
	service delivery and customer satisfaction. It is also about making sure that all our customers
	are aware of and exercising their rights in terms of the Batho Pele principles.
LEADERSHIP	Good leadership is one of the most critical ingredients for successful organisations.
AND STRATEGIC	Organisations who do well in serving their customers can demonstrate that they have
DIRECTION	leaders who lead by example, who set the vision, and ensure that the strategy for achieving
	the vision is owned by all and properly deployed throughout the organisation. They take an
	active role in the organisation's success

The Batho Pele vision for the Msunduzi Municipality can be summarised as follows:

"To continually improve the lives of the people of Msunduzi within an evolving developmental context, by a transformed culture and ethos of public service, which is representative, coherent, efficient, effective, accountable, consultative, and responsive to the needs of all."

There are three broad phases to the roll-out of a Batho Pele system in an organisation, and the Msunduzi Municipality finds itself in the first phase of this process. These phases are summarised below.

TABLE 62: BATHO PELE IN THE MSUNDUZI MUNICIPALITY

DULADED	
PHASES	DESCRIPTION OF ACTIVITIES PER PHASE
1	The development of an awareness campaign around the key elements of Batho Pele, name tags for
	all staff members so that the public can identify the officials serving them, names and designation
	on office doors so that the public can easily find the relevant officials. The establishment of a Batho
	Pele forum, which was launched in February 2013 and in February 2015.
2	The workshopping of municipal employees to educate them on Batho Pele principles, as well as
	to educate them on the functioning of the Municipality so that they can answer queries from the
	community. Image and conduct of employees is also important. A municipal Service Charter is
	also developed in this phase, which ties to the IDP, SDBIP, and PMS system.
3	The evaluation of municipal entities in terms of the Batho Pele principles on a regular basis.
	Participating in the Premier's Department initiatives and evaluations.



3.39 INTERGOVERNMENTAL AND INTERNATIONAL RELATIONS STRUCTURES

(i) INTERGOVERNMENTAL STRUCTURES

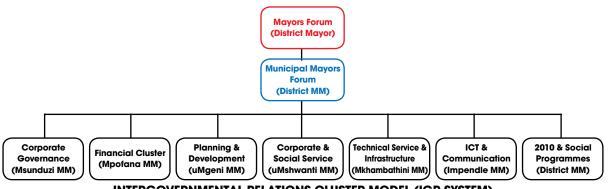
The following table summarises structures that the Msunduzi Municipality participates in:

TABLE 63: INTERGOVERNMENTAL STRUCTURES

STRUCTURE	DESCRIPTION
National	The Municipality remains a member of the South African Cities Network (SACN) and has recently participated in the "Rural Interdependencies Study" project with SACN.
Provincial	The Municipality has received support for the implementation of Organizational Performance Management from the Provincial Department of Cooperative Governance and Traditional Affairs. The Municipal Manager participates in the MUNIMEC and Technical MUNIMEC forums.
Municipal Entities	 The Municipality has one municipal entity called Safe City, which is dedicated to making the City of Pietermaritzburg a better place in which to live, work, and play. The project has a number of elements, including: The monitoring of crime through 70 CCTV cameras in the City; An SMS programme which encourages citizens to report suspicious behaviour and activities; c-SAFE, a panic alert system accessible from your cell phone.
District IGR	At a District level, the Municipality has participated in the District Municipal and Technical Forum which is chaired by the District Mayor, Councillor Yusuf Bhamjee. In addition, the Municipality has partnered with the District on issues related to waste management.

Many endeavours are made to make the Intergovernmental Relations a reality, and the following clusters are in existence at the district level:

FIGURE 19: District Level Intergovernmental Structures



INTERGOVERNMENTAL RELATIONS CLUSTER MODEL (IGR SYSTEM)

The finalisation of this model seeks to streamline these structures in order to improve communication internally and externally, whilst bringing on board sector departments in a more practical and realistic manner. This is to ensure that departments and other key stakeholders do not merely pay lip service to the IDP process.

The Cluster Model has led to the establishment of shared services in the District, which also leads to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning, and Information and Communications Technology. This approach means that the uMgungundlovu family of Municipalities in the District are all benefitting from the availability of scarce resources and expertise within the District.



(ii) INTERNATIONAL STRUCTURES

It goes without saying that there is increased local and global competitiveness between cities, a phenomenon which has increased through the period of the global recession, which impacts directly on the Msunduzi Municipality's ability to attract investment. To address this, the Msunduzi Municipality has fostered 'twinning' initiatives with the cities of Hampton, Virginia Beach, and Atlanta in America; Zhengzhou and Guangzhou in China; Wuhan in Taiwan; and Lincoln in the United Kingdom.

Such initiatives have benefitted all cities involved, and lessons have been shared and learnt. The Msunduzi Municipality is also looking to foster similar relationships with cities across the African continent, thereby realising the objectives expounded by the African Union (AU), the New Partnership for African Development (NEPAD), as well as cross-border challenges facing the South African Development Community (SADC).

3.40 STRUCTURES CREATED WITHIN THE MSUNDUZI MUNICIPALITY

(i) COUNCIL

Councillors are elected by the local registered voters (ratepayers) to serve a predetermined term of office on the local council as representatives of their respective constituencies. The Msunduzi Council has a total of 73 seats, with 37 of these seats being allocated to ward councillors who are elected by the wards they represent, while 36 seats are allocated to political parties in proportion to the number of votes cast for them.

There are ten members on EXCO, and one of these is currently vacant. This will change after elections, the council will have 39 ward councillors with the total number increasing to 77.

(ii) COMMITTEES

The following table reflects the committees of Council and their respective purposes, as well as the frequency of meetings during a financial year.

TABLE 64: MUNICIPAL COMMITTEES AND FREQUENCY OF MEETINGS IN A YEAR

COMMITTEE NAME	FUNCTIONS	NUMBER OF MEETINGS
COUNCIL	Political oversight	1 meeting per month
EXCO	 Deals with matters delegated to it by Council and legislation. 	4 meetings per month
FINANCE COMMITTEE	Financial management oversight	2 meetings per month
ECONOMIC DEVELOPMENT COMMITTEE	 All matters requiring attention arising from the provisions of the relevant legislation. 	2 meetings per month



COMMITTEE NAME	FUNCTIONS	NUMBER OF MEETINGS
CORPORATE SERVICES COMMITTEE	 Council & Committee Support to Political Offices Legal Services and Legislative Compliance Corporate and Legal By Laws Delegation Management Policies, Processes and Procedures Human Resource Management Performance Management Labour Relations Recruitment and Selection Occupational Health Job Evaluation Training and Development Employee Relations Information Management Management Information Systems Information Centre Printing Information, Systems Technical Support 	2 meetings per month
COMMUNITY SERVICES COMMITTEE	 Regional Community Services Provision Airport Health Services and Clinics Libraries Cemeteries and Crematoria Environmental Health Community Services Provision Management Parks, Conservation, and Environment Sport and Recreation Market Forestry Municipal Public Works Tatham Art Gallery Public Safety and Disaster Management Traffic Services Licensing Public Safety and Security 	2 meetings per month
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	Fire and Rescue ServicesDisaster Management	2 meetings per month





	FUNCTIONS	NUMBER OF MEETINGS
COMMITTEE NAME INFRASTRUCTURE SERVICES COMMITTEE	 FUNCTIONS Municipal Infrastructure Planning, Funding, Maintenance and Development Management Municipal Infrastructure Grants Municipal Infrastructure Planning Fleet Management Mechanical Workshops Asset Management and Maintenance Electricity Distribution Management Administration Housing and Human Settlement Development Management Housing Town Planning Valuations and Real Estate Maintenance Planning Networks Connections Water Distribution and Sanitation Management Administration Maintenance Planning Networks Connections Water Distribution and Sanitation Management Administration Maintenance Planning Networks Connections Water Distribution and Sanitation Management Administration Maintenance Planning Networks Connections Sanitation Water Management Waste Removal Refuse Collection Landfill Site Roads and Stormwater Administration Maintenance 	2 meetings per month
AUDIT COMMITTEE	 Planning An independent audit committee fulfils a vital role in governance. The audit committee plays an oversight role on systems of internal, risk management and governance. 	

(iii) IDP REPRESENTATIVE FORUM

The IDP Representative Forum consists of the following role-players with the listed functions:



TABLE 65: IDP REPRESENTATIVE FORUM ROLE-PLAYERS AND FUNCTIONS

ROLE PLAYERS	• EXCO members;
	Councillors;
	Traditional leaders;
	Ward Committee Chairpersons;
	Senior Municipal Officials;
	 Stakeholder representatives of organised groups;
	 Advocates of unorganised groups;
	Resource persons;
	Other community representatives;
	 National and Provincial Departments regional representatives;
	NGO's; and
	Parastatal organisations.
FUNCTIONS	Represent the interest of the Municipality's constituency in the IDP process;
	• Provide an organisational mechanism for discussion, negotiation, and decision making
	between the stakeholders inclusive of municipal government;
	• Ensure communication between all the stakeholder representatives, inclusive of municipal
	government; and
	 Monitor the performance of the planning and implementation process.
	 To institutionalise participation in integrated development planning
	 Membership to ensure geographical and social representation
	 Members to have mandate to represent the interests of their constituents in the integrated
	development planning process
	 Provide an organisational mechanism for discussion, negotiation, and decision-making
	between the stakeholders and municipal government
	Ensure communication between all stakeholders representatives and the Msunduzi
	Municipality
	Monitor performance of the planning process
	Represent interests and contribute knowledge and ideas in the planning process
	Participating in the IDP Rep Forum
	Inform interest groups, communities, and organisations on relevant planning activities and
	outcomes
	Analyse issues, determine priorities, negotiate, and reach consensus
	 Participate in designing project proposals and/or assess them
	 Discuss and comment on the draft Integrated Development Plan
	 Comment on and discuss alignment of annual business plans and budget with Integrated
	Development Plan
	 Conducting meetings/workshops with groups, communities, or organisations



(iv) IDP STEERING COMMITTEE

The IDP Steering Committee consists of the following role-players, with the listed functions:

TABLE 66: IDP STEERING COMMITTEE ROLE-PLAYERS AND FUNCTIONS

ROLE PLAYERS	The Mayor
	The Deputy Mayor
	The Executive Committee Members
	 The IDP Champions (elected from the different party caucuses)
	City Manager (or alternate) (chair)
	Strategic Executive Managers (SEMs)
	Two representatives from IMATU and SAMWU
	Municipal Manager's Coordinating Committee (IDP Broad Planning Technical Committee)
FUNCTIONS	 Provide terms of reference for all reviewing and planning activities
	 Commission IDP planning studies, programs, and projects
	 Process, summarize, and document outputs from subcommittees, teams etc.
	Recommend amendments to the contents of the IDP
	Prepare, facilitate, and document meetings and workshops
	Ensure alignment and participation in the determination and prioritization of plans and
	programs in the spirit of cooperative governance

(v) MUNICIPAL MANAGER'S COORDINATING COMMITTEE

The Municipal Manager's Coordinating Committee consists of the following members, with the following functions:

TABLE 67: MUNICIPAL MANAGER'S COORDINATING COMMITTEE ROLE-PLAYERS AND FUNCTIONS

ROLE PLAYERS	City Manager
	• Managers: Municipal Managers Office, Speaker, Mayor, Budget Office, SCM, PMS, Planning,
	PMU, and IDP.
	Admin Support
FUNCTIONS	Prepare the IDP review process plan
	Identify resources and people
	 Coordinate and manage the components of the planning process, including:
	Stakeholders meetings
	Meeting deadlines
	Horizontal and vertical aligns
	Compliance with national and provincial requirements

(vi) WARD COMMITTEES

Section 74 of the Municipal Structures Act, and regulation 5 of the Government Gazette No. 27699 Ward Committee, state that Ward Committees may have powers and functions delegated to them (which are essentially advisory in nature) in terms of \$59 of the Municipal Systems Act. Among these powers and functions are:

- To serve as an official specialized participatory structure in the Msunduzi Municipality.
- To create formal, unbiased communication channels, as well as a co-operative partnership between the community and the Council.
- Advise and make recommendations to the Ward Councillor on matters of policy affecting the Ward.
- Assisting the Ward Councillors in identifying the challenges and needs of residents.
- Dissemination of information in the Ward concerning municipal affairs, such as the budget, integrated development planning, performance management systems, service delivery options, and municipal properties.
- Receive queries and complaints from residents concerning municipal service delivery, communication with Council, and provide feedback to the community on Council's response.



227

- Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward residents meetings and other community development forums, and
- Interact with other organizations and forums on matters affecting the ward.

A ward committee may also make recommendations on any matter affecting its ward to the ward councillor, or through the ward councillor to the local council. The Msunduzi Municipality has 37 functional ward committees, which meet on a frequent basis. One meeting per month, per ward committee, is scheduled.

(vii) TRADITIONAL LEADERSHIP

Well before the promulgation of the KwaZulu-Natal Traditional Leadership and Governance Act (5 of 2005), the Municipality spearheaded participation and the role of amakhosi within the Msunduzi Municipality. The Municipal Structures Act states that "Traditional Authorities that traditionally observe a system of Customary Law in the area of the Municipality may participate in the proceedings of Council of that Municipality, and those Traditional Leaders must be allowed to attend and participate in any meeting of Council".

In order for legislative compliance, the Speaker has had meetings with the Amakhosi falling under the jurisdiction of the Msunduzi Municipality. The initiative was well received by Council, and the following issues were highlighted in order to build on this relationship:

- Amakhosi be invited to all meetings of the Municipality and participate in discussions. Amakhosi have been allocated to Council's standing committees in order to be actively involved in the discussions happening in those meetings. They will also be attending EXCO and Full Council meetings.
- The provision of an office for Amakhosi at the City Hall, with support staff.
- Providing financial support for programmes and projects.

3.41 STATUS OF MUNICIPAL POLICIES

The following table summarises the policies developed by the Msunduzi Municipality:

TABLE 68: MSUNDUZI MUNICIPAL POLICIES

MUNICIPAL POLICY	COMPLETED %	REVIEWED %	DATE ADOPTED BY COUNCIL
Employment Equity	100%	10	28/08/2013
Allocation Policy	100%		24/04/13
Access to Personal Files	100%		Draft
Disciplinary Code and Procedures	100%		Collective Agreement
Diversity Policy	70%		Draft
Employee Wellness	100%		28/08/2013
Transfer Policy	100%		Draft
Grievance Procedures	100%		Collective Agreement
HIV/AIDS	100%		15/11/1995
Leave	100%		28/08/2013
Fleet Management Policy	100%		16/08/12
Official Transport to Attend Funerals	90%		Draft
Official Working Hours and Overtime	100%		Collective Agreement
Overtime	100%	Draft in progress	30/06/2010
Individual Performance Management	100%		27/01/2013
Organisational Performance Management	100%		26/09/2012
Selection and Recruitment	100%		Draft
Sexual Harassment	100%	100% (Draft)	2006
Training and Development	100%	100% (Draft)	09/12/05
Assessment	100%		06/04/06
Smoking	100%		16/01/2006



MUNICIPAL POLICY	COMPLETED	REVIEWED	DATE ADOPTED BY
	%	%	COUNCIL
Scarce Skills	100%	90% (Draft)	31/072008
Parking Policy	100%		Draft
Internship	100%	100% (Draft)	07/10/04
Learnership	100%	100% (Draft)	09/12/05
External Bursary	100%		28/08/2013
Adult Basic Education and Training	100%	100% (Draft)	07/10/04
Work Exposure Policy	100%		28/08/2013
Induction Policy	100%		28/08/2013
Abscondment Policy and Procedure	100%	100% (Draft)	15/03/2011
Alcohol and Drug Abuse Policy	100%	100% (Draft)	25/03/2011
Bee and Wasp Stings Policy	100%	100% (Draft)	21/02/2006
Management of Heat Stress policy	100%	100% (Draft)	18/03/2011
Post Exposure Protocol	100%	100% (Draft)	26/03/2007
Procedure for Injury on Duty	100%		16/02/2006
Procedure for Management of PTB in Health Care	100%		21/07/2008
Workers			
Personal Protective Equipment	100%		Draft
Acting Policy	100%		28/08/2013
ICT Capacity Plan Policy	100%		24/01/2013
ICT Disaster Recovery Policy	100%		24/01/2013
ICT Security Policy	100%		24/01/2013
ICT Monitoring Policy	100%		24/01/2013
ICT Network Operations Policy	100%		24/01/2013
ICT Patch Management Policy	100%		24/01/2013
Internet Access Policy	100%		24/01/2013
Risk Management Policy	100%		29/08/2012
Whistle Blowing Policy	100%		24/04/2013
Anti- fraud and Corruption Policy	100%		24/04/2013

3.42 INTERNAL AUDIT FUNCTION

(i) INTERNAL AUDIT UNIT

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve the municipality's operations. The unit assists the municipality in accomplishing its objectives through a systematic, disciplined approach to evaluate and improving the effectiveness of risk management, system of internal control and governance processes. By its nature, Internal Audit Unit is a governance structure and not service delivery vehicle. Its role is critical in promoting and enhancing control environment through auditing and special reviews and recommending solutions to management.

To solidify the internal audit institutional framework, an internal audit methodology has been developed and approved by the Audit Committee which guides execution and management of the internal audit activity.

The unit has reviewed its Internal Audit charter in 2012/13 financial year. This was adopted by Council on 24 April 2013 and is in line with the King Three on Corporate Governance, Standards for Professional Practice of Internal Auditing South Africa and the best practice. The Audit Committee's charter was also revised to encapsulate all the requirements of legislation and best practice as per the King Three on Corporate Governance.

A positive change has been realised through internal audit effort by changing the approach of auditing. The three year rolling audit plan is focused on high risks within the municipality, compliance with prescripts, performance information and core mandate of the municipality.



229

Whilst the capacity to fulfil the mandate of the unit is strained due to the vacancy of key posts, with the new organogram it is expected that the process to fill key identified posts will resolve this issue. The unit is supported by the firm of Accountants and Auditors who are co-sourced partners and its funding has increased drastically in 2014/15 financial year in order to cater for these services.

(ii) AUDIT COMMITTEE

The Municipality has an established the Audit Committee, with five Council approved membership.

Its responsibilities arise from section 166 of the Municipal Finance Management Act, Act 56 of 2003 (MFMA). The audit committee acts as an advisory body independent of management and internal and external audit, reporting to the Council through Executive Committee on accountability, internal audit function, external audit, risk management, governance, performance management, financial management and reporting on municipal entities related matters. It provides assistance to the Council by:

- Providing an independent review of the Msunduzi Municipal's reporting functions to ensure the integrity of the financial reports.
- Ensuring all systems of internal control, governance and risk management functions are operating effectively and reliably.
- Providing strong and effective oversight of the Msunduzi Municipal's internal and external audit functions.

The Audit Committee Charter was reviewed and adopted on 24 April 2013.

(iii) RISK MANAGEMENT

Section 62(1)(c)(i) of the Municipal Finance Management Act, Act 53 of 2003 requires the Accounting Officer to establish and maintain effective, efficient & transparent systems of risk management. The Msunduzi Municipality risk management philosophy is informed by the constitutional imperatives. The preamble of our constitution and Chapter 2 of the Constitution deals extensively with the Bill of Rights. The Constitution describes one of the values of founding provisions as; Human dignity, the **achievement of quality and the advancement of human rights** and freedoms. Section 3 of the Constitution further states that all citizens are equally **entitled to the rights, privileges and benefits** of citizenship.

- The values that are enshrined in the Constitution and the Bill of Right are relevant to risk management.
- The Msunduzi Municipality is aware that no organization is functioning in a risk-free environment and as a public institution it is susceptible to risks associated with the fulfilling of our constitutional mandate.

The Msunduzi Municipality is committed to achieve its vision as set out able as well as its vision 2030 City Development Strategy and to contribute towards building a "better life for all" through the blue print National Development Plan. Msunduzi therefore consider risk management as an integral part of its strategy and operations and as a management tool to assist in achieving our service delivery objectives.

To effectively manage risks to the achievement of the municipality's objectives provides managers with a systematic way to make responsible, coherent and informed decisions and enables them to achieve improved outputs and outcomes. A structured approach to the management of risks also enhances and encourages the identification of greater opportunities for continuous improvement through innovation.

In most of the public sector organisations "risk management" is viewed as a stand-alone activity that requires special skills and resources and adds to an already cumbersome workload. Msunduzi prefer to talk about managing risks, rather than "risk management" and incorporates risk management principles into its everyday management processes.

Risk Management Practices requires the Accounting Officer to manage the strategic and operational risks of the municipality. The Msunduzi risk management system provides for mitigating strategies and control activities against the risks within the municipality from unacceptable likelihood and impact.



The municipality's risk management system identifies strategic and operational risks and assigns responsibility to appropriate officials within the municipality. The Audit Committee's role in relation to risk is to provide an oversight role and advise Council.

The municipality has a Risk Management Committee in place that meets on quarterly basis and is made of the Deputy Municipal Managers. The Risk Management Committee has its terms of reference.

Risk register is updated on regular basis and as the municipality embarks on new initiatives and programmes any emerging risks that could have a negative impact on the municipality's ability to achieve its strategic objectives.

The Council is ultimately responsible for risk management supremacy with Exco and Audit Committee playing a very crucial oversight role as a function that is delegated to them and legislated. The status of strategic and operational risks are reported and monitored on regular basis by Internal Audit Unit and Risk Management Committee who give feed back to the Accounting Officer and Audit Committee.

The following are the top five significant risks that are facing the municipality. The municipality is fully aware of the possible root causes and has been able to put in place mitigating strategies within the SDBIP for 2015/16

TABLE 69: RISK AND MITIGATION STRATEGIES

RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
Political & administration instability collapsing control environment	Political fights, political interference in administration	No mitigating measures as these risks can be mitigated with maturity thinking in understanding the existence of a municipality as per the		
Fatalities of municipal officials & office bearers & councillors	Turmoil within administration	constitution		
Fraud & Corruption	Office Bearers & Councillors fearing losing jobs & wanting to benefit before the end to their term			
Economic meltdown causing high employment rate, poverty & social unrest	Drought	Water conservation, rehabilitation & building of new boreholes	Plumbing programme is being implemented (water licks), Water)	SMC
Frequent electricity outages resulting to litigation & business contraction impacting on economic growth within the municipality	 Conductors/ Cable faults on secondary network Primary infrastructure ageing Obsolete switchgears illegal connections old substation buildings theft of infrastructure 	Council approved a 132kv Network Rehabilitation Plan. Funding of R100m secured from DoE & Plan will be implemented. Council made a provision of R10m from its 2013/14 budget for refurbishment of network & replace obsolete 11kv equipment.	 Two Hilton 132kv lines completed. Refurbishment of 132/11kv Northdale Primary sub-station is in progress. Refurbishment of 132kv City completed & to commence with the sub-station. Refurbish network & replace obsolete 11kv equipment IS continuing. 	DMM: Infrastructure



RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
Electricity Losses as a result of illegal connections	Low society moral fiber and crime rate (theft).	 Electrification of informal settlements areas e.g., SWAPO & eEzinketheni, Nhlalakahle / Balhambra Way. There is also continuous campaigns to uproot illegal connections. 	 Non-Technical losses – projects in progress 	DMM: Infrastructure
Huge debtor's book & low collection rate which impends solvency & liquidity of the municipal finances & going concern or sustainability of the municipal operations	 High rate of unemployment. Lack of vigorous strategy to collect & inaccurate data cleansing. 	 Data cleansing will be undertaken. The filling of critical posts in finance has been prioritized. Daily cash flow monitoring will reflect early warning signals. 	 Data Cleansing completed. The process of handover progressing. Some critical posts have been filled & remainder will be filled once migration has been completed The water debt write off in progress 	CFO
Loss of water due to pipe bursts, leaking pipes & meters that cannot be read.	Poor maintenance & the decaying infrastructure.	 Water is currently in a 3 of a 6 year Non- Revenue water reduction program which started Feb 2011. The 16 core interventions were made up of 8 real losses and 8 billing control interventions. The other interventions include filling of all vacant positions in the water section. The 6 Year Non- Revenue Water Master Plan has been reviewed in order to cater for the different aspects of water losses with a more robust approach. Asset Management Plan which caters for asset replacement. 	 Water & Sanitation is currently in a 5 of a 6 year Non- Revenue water reduction program New strategy being developed to deal with obsolete asbestos pipes 	DMM: Infrastructure



RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
High backlogs of & ageing road infrastructure not receiving the relevant maintenance resulting to potholes.	Limited funding.	 Maintenance Programmes, to review maintenance budget formulation & approach National Treasury for more MIG Funding. The implementation of Integrated Rapid Public Transport Network (IRPTN) will also cater for upgrade of roads. 	Application for MIG funding is continuously being made & request for increase to the maintenance plan budget has been made.	DMM: Infrastructure
Land Invasion	Lack of management of municipal land	 The strategy that was developed was responding to areas that were invaded (AMBLETON PHASE 3 AND FARM SHENSTON) but not a Strategy to prevent land invasion. There is no evidence of a Strategy developed to prevent land invasion. Currently land invasion is dealt with through enforcement of by-laws when land has been invaded. At this point more reliance is placed on removal of the invaders by security personnel when it occurs. 	 A strategy to prevent land invasion has not yet been developed, only mechanisms to react on occurrence of an invasion are developed for each occurrence e.g. Ambleton, Nkawana etc 	DMM: Economic Development



RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
 Lack of burial space causing outcry from the community of Msunduzi. Poor service (bodies half burned) for those who want to cremate resulting in inconvenience to the Msunduzi community & extra cost to them when cremation is taken to Durban. 	 Lack of pro- active long-term planning in the past for the burial services. 	 Land identified at Hollingwood for new cemeteries but the Sobantu community has demanded that the process of building housing & cemetery be done simultaneously. Engaged in a process of identifying new land for cemeteries to take the municipality to 2030. Commission of two new cremators inclusive of maintenance of the cremators concluded but only one is working & challenges are attended to on the other one. 		DMM: Community Services
Brain drain & lack of knowledge management in IS (Electricity alone has 77.5% vacancy rate & of the 22.5% is in acting capacity) is currently understaffed leaving no room for transfer of skills & knowledge of the network due to exit (retirements, resignation, deaths) resulting to multiple challenges including injuries because of working long hours, death at work, etc.	Lack of HR Planning for a number of years in the municipality	 To revise the organogram to provide for additional skilled engineers and other electricity, Roads & Transportation, Water & Sanitation personnel. To consider revising salary scales for scarce skills so that the Municipality can attract talent. To Consider appointing retired engineers on contract as mentor for at least three years for newly employed personnel Ensure that the pool is serviced regularly 	Allocation & placement of staff in progress	DMM: Corporate Services & DMM: Infrastructure



(iv) ANTI-FRAUD & CORRUPTION

The municipality has a reviewed and amended policy on anti-fraud and corruption and was approved and adopted by full council on the 24th of April 2013. The municipality also launched as whistle blowing hot line during August 2014, the call centre is independently managed. The intention was to develop a philosophy; that the entire municipality will fight fraud and corruption as a team and the Policy is set at a high level to cover the worst-case scenario. The Policy seeks to exemplify the following:

- Provision of a focal point and allocation of responsibility, accountability and authority;
- Serves as a conceptual, analytical, planning and review tool;
- Provides a common understanding of what constitutes fraud and corruption that needs to be communicated throughout the Municipal Council;
- Raises vigilance, which means that staff, management and councilors need to be actively involved on an ongoing basis in preventing, detecting and investigating fraud and corruption;
- Uncover the facts which refer to the processes and skills required to manage allegations of fraud and corruption;
- Deterring fraud and corruption, which refers to the processes required in ensuring disciplinary, criminal
 action and civil recovery are instigated as appropriate, pursuing heavy penalties and advising staff of the
 outcome; and
- Presents the key elements required for effective prevention of fraud and corruption and represent the approach of Msunduzi Municipality to managing risk of fraud and corruption.

The policy draws its legal mandate from Chapter 2 of the Constitution which deals extensively with the Bill of Rights. The following sections under the Bill of Right are relevant to the obligations of the Constitution versus management of risks including the risk of fraud and corruption. The Constitution describes one of the values of the founding provisions as; Human dignity, the improvement of the quality of life of all citizens and to free the potential of each person. Section 195 of the Constitution provides normative basic values and principles for public administration, including the following:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.

The anti-fraud and corruption policy is further supported by the Whistle Blowing Policy which was also adopted on the same date as the above policy. The Whistle Blowing Policy:

- is intended to encourage employees, councillors and members of public to feel confident in raising breaches, concerns or disclosing of information relating to fraud and corruption or irregular and or criminal activity in work place in a responsible manner without fear of victimisation;
- is to ensure the whistleblowers that they will be protected from possible reprisals or victimization if the disclosure was made in good faith;
- strive to create a culture which will facilitate the eradication of criminal and other irregular conduct within the municipality;
- provides venues and guidelines for employees, councillors and members of public to disclose information relating to fraud and corruption or irregular and or criminal activity in work place rather than overlooking a problem or blowing the whistle to inappropriate channels; and
- reaffirms the commitment of the Msunduzi Municipality to the Protected Disclosures Act, Act 26 of 2000 came into effect on 16 February 2001.

To give effect to the above policies the Full Council adopted an anti-fraud and corruption strategy which is supported by a matrix of activities and assigns responsibility.

The municipality has been dealing with matters relating to fraud and corruption within the municipality. There are criminal investigations that are going ahead and other matters are with the National Prosecuting Authority. There several cases of misconduct with have been finalised and some are on-going.



235

New allegations of fraud or corruption and other irregularities are currently under investigation and those that are finalised are being referred to either South African Police Services or Legal Unit for formulation of misconduct charges and setting up disciplinary enquiries tribunals. As alluded to under risk management mitigating strategy in respect of fraud and corruption, an intensive conflict of interest identification review has been finalised which will result in a number anti-fraud & corruption initiative.

3.43 MUNICIPAL SUPPLY CHAIN MANAGEMENT

The Msunduzi Municipality's Supply Chain Management unit is a support function for all business units within the council to ensure provision of efficient, transparent, fair, equitable, and cost effective procurement services, thereby assisting them to implement their service delivery priorities. In terms of the MFMA SCM regulations, the SCM unit is established to implement the SCM policy adopted by council. It operates under the direct supervision of the Chief Financial Officer, or an official to whom this duty has been delegated in terms of section 82 of the Act. Core functions include demand, acquisition, logistics, disposal, SCM risk, and performance management.

The supply chain management policy for the year 2014/15 was adopted by Council on 30 May 2014, in terms of SCM Regulation 3 (1) (a), and implemented immediately thereafter. The main change made to the policy was to bring it in line with the structure of the SCM regulations. The aim was to establish a credible base from which the business processes could be developed.

The Municipality has the following functional committees, all members of which are appointed for a period of one financial year: the Bid Specification Committee, Bid Evaluation Committee, and Bid Adjudication Committee. A provincial Teander Appeal Board has been established to address any matters of appeal. The latest policy is in line with this requirement.

3.44 PUBLIC PARTICIPATION, INCLUDING THE PUBLIC PARTICIPATION PLAN

The Msunduzi Municipality adopted a Communication Strategy during the course of the 2011/12 financial year. The policy characterises stakeholders as either internal (including public sector stakeholders and forums), or external (which includes business and labour stakeholders and civil society organizations).

Public participation is an on-going engagement process, and the following are forms of citizenry participation that are utilized by the Municipality to ensure the citizen and stakeholders voice are accommodated in the planning, execution, and review of the IDP, Budget, and PMS processes:

- Ward Committee Monthly Meetings
- Stakeholders Quarterly Meeting (Reporting on PMS, SDBIP, and IDP progress)
- Monthly Community Meetings by Councillors (due to financial constraints, these are now held once every two months, totalling 6 meetings per annum per ward)
- Project Based Meetings
- Sector Plan Based Engagements
- Executive Committee Public Gallery
- Full Council Meeting Public Gallery
- Integrated Development Planning Meetings
- Izimbizo: Public Meetings for Budget, IDP, etc
- Municipal Property Rates Act (MPRA)
- Service Standard or Charter
- Community Based Planning
- Complaints Register: Customer Care and Batho Pele Engagements
- SukumaSakhe Premier's Flagship Tool for Accelerated Service Delivery at a Ward Base Level
- Attendance at meetings and workshops at the invitation of interest groups
- Partnerships and MOUs: MIDI, etc



3.45 COMMUNICATION AND MARKETING PLANS

The Marketing and Communications Unit of the Msunduzi Municipality developed a Marketing Strategy, which aims at being competitive and creating a vibrant brand identity for the city. The marketing strategy incorporates the LED strategy, and aims to synergize Unit efforts to attract investment and marketing to Msunduzi Municipality from the local and global environments.

The objective of the marketing strategy is to formulate guidelines and implementation plans for retaining the existing industries, and the attraction of new and potential industries. In order to achieve this goal, the following have been taken into consideration:

TABLE 70: MARKETING PLAN COMMUNICATION MEDIA

MEDIA USED	DESCRIPTION
Municipal Website	 Use of the municipal website, with up to date information on all kinds of developments taking place. Providing clear details of investment opportunities that are available within the Municipality. Outlining the tourism attractions that are available in Msunduzi Municipality. The promotion of all prominent events in a calendar year.
Magazines and Other	Advertising space in various popular magazines (business, sport, and lifestyle
Publications	magazines), outlining the opportunities as well as attractions within the Municipality.
SA Cities Network	Msunduzi Municipality is a member of the South African Cities Network, and
Website	therefore has the opportunity to promote itself on this platform, which is shared with cities such as Tswane, Durban, and Cape Town.
Events	By associating itself with major events taking place in the City, the Municipality
	receives a lot of mileage in brand exposure through websites, brochures, radio, and television.
Radio and Local Press	 Taking up advertising space in local media provides an opportunity for local investors to better understand what opportunities are available for further investment.

3.46 AUDITOR GENERAL'S REPORT AND FINDINGS

The Auditor General has expressed an unqualified opinion with emphasis on matters relating to:

- Irregular expenditure;
- Restatement of corresponding figures;
- Material losses/impairments;
- Material under-spending of budget; and
- Unaudited supplementary schedules.

Whilst there is no significant improvement on the above matters, there is an improvement in the liquidity ratio and financial sustainability, and the existence of an uncertainty that may cast significant doubt on the Municipality's ability to operate as a going concern.

The audit report indicates that there are still weaknesses in supply chain management, which results in irregular expenditure amounting to R27,483 million. Great strides have been made in this area by implementing controls and through the process of identifying contracts which have been awarded to suppliers in contravention of the Local Government: Municipal Supply Chain Management Regulations (SCM Regulations) in an area that is prone to fraud and corruption. Further efforts are being made to enforce strict control measures that will reduce malpractices. One of the strict control measures is that the Municipality is investigating investing into a process that will be used to identify conflict of interest and non-compliance with SCM regulations.

The significant increase in losses on electricity, which resulted in revenue losses, is noted. The Municipality is fighting the scourge of theft of electricity, and it is anticipated that as resources are increased and new strategies implemented, the Municipality will further reduce losses.



237

The losses on water are static. However, strategies to reduce these loses are nonetheless being implemented, and it is anticipated that results will be seen in the long-term.

Management of the debtor's book is receiving close attention, and stringent credit control measures will be implemented.

Another challenge is material under-spending on the capital budget, which impacts negatively on service delivery, and is evil and immoral, as it deprives poor communities of basic services. Extraordinary measures have to be implemented in this area to improve service delivery.

3.47 MID- TERM PERFORMANCE ASSESSMENT

As per Chapter 8 of the Municipal Finance Management Act (56 of 2009), the Accounting Officer of the Municipality is required to assess the half yearly performance of the Municipality by 25 January every year, and submit the findings to the Mayor, as well as National, and Provincial Treasuries. The following documents are utilised as tools to determine the actual performance, namely:

- The approved Budget for the ending financial year;
- The Service Delivery and Budget Implementation Plan, as aligned with the approved Budget;
- Actuals in the approved Budget and SDBIP;
- Cash and Cash Equivalents;
- The Debtors Analysis on Revenue Billed and Revenue Collected; and
- The General Expenditure Analysis on programmes planned and implemented.

In the 2013 fiscal year a series of recommendations were made to improve the performance of the Municipality and are summarised below:

- Council needs to review the Capital Budget with the Turn-Around Strategy to ensure that approved projects are implemented with speed, to ensure that all are complete or towards completion by the end of the financial year.
- This can be achieved through ensuring that the necessary capacity is available in the SCM section, and that the bid committee sits as planned.
- The Municipality, through its debt collection process, will have to ensure that strict collection processes are implemented.
- The Data Cleansing project is to be implemented as approved, which will also ensure that unrecoverable debt due to non-existence will be written off to reflect a realistic debtor's balance at the year-end, with the correct debtors impairment and provision.
- A revenue enhancement strategy will be implemented from 1 February 2013 to ensure stringent measures are in place for collection of municipal accounts.

TABLE 71: SWOT

KEY ISSUES RELATING TO GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

- Further implementation of performance management in the organization;
- Ensuring on-going functional Ward Committees;
- Improved discipline/management control;
- Structured internal policy framework; and
- Lack of follow up on performance indicators.

238



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

STRENGTHS	WEAKNESSES
Reviewing of the organogram.	Ineffective call centre resulting in
• The development of a more customer focused organisation	disgruntled customers, which may tarnish
(Incorporation of Batho Pele principles).	the image of the Municipality.
The establishment and functioning of a number of	
municipal committees.	
The establishment and functioning of ward committees.	
The development of ward plans.	
Relationships with traditional leaders.	
 The development of a number of municipal policies. 	
OPPORTUNITIES	THREATS
The development of a cohesive organisational structure.	Low staff morale.
Changing the organization's culture to a performance	 Shortages of key skills.
driven culture.	Fraud and corruption.
 Attracting and retaining critical and technical skills. 	
The identification of risks and the development of mitigation	
strategies.	
The review of municipal policies.	



4.1 INTRODUCTION

The Vision, Objectives, Strategies, and Projects of the Msunduzi Municipality are underpinned by Strategic Planning and Policies at a National and Provincial level, which were summarised in Chapter 2 above. The objectives and components of these documents and policies have helped determine the direction in which the Municipality is moving, as reflected in this IDP.

4.2 MUNICIPAL NEEDS ANALYSIS

The following table provides a summary of the issues raised by community members during the IDP izmbizo held during the Month of December 2016. The identified needs have been limited to five per municipal area as per the COGTA Guidelines and also to make the IDP easy to administer. A comprehensive list is available from the IDP office on request and has been included as annexure to this document.

TABLE 72: MUNICIPAL WARD NEEDS FOR 2018-2019

WARD	COMMUNITY NEEDS
1	Tarring of roads
	Upgrading of concrete roads
	Multi-purpose centre
	Installation of high mast lights
	 Rehabilitation of halls (Mbucwana, Phayiphini, Mpumuza - Laduma)
	Upgrade of sports facilities (Sixties area, Vezokuhle, laduma, Blackburn and Mbambo area)
	Establishment of orphanage home
	Installation of water pipes
	Maintenance of crèches
	Construction of clinic
	Construction of shopping centre (Sweetwaters)
	Construction of library
	Mvubukazi, mvundlweni, Iraq and Phayiphini bridge
	One stop centre
	Construction of RDP houses
	Street lights



WARD COMMUNITY NEEDS

2 Hall and Sports Facilities

Rehabilitation of Sweetwaters sports facilities Maintenance of Mashaka and Mpushini community halls Ngcebeni Community Sports Complex Mbutshane sports field Maintenance Siyanda Sports field Zayaka sports field

Roads

Upgrade of access roads Stadium Road Upgrade of gravel roads to tarr D2069 Mabane Road Skhakhane Road Extension of Bhada Road Masimini Road Ungcoya Road Nsika Road and others Sweetwaters sports ground Extension of Soul City Road

- · Installation of streetlights and high master lights
- Speed humps
- Bus shelters
- Installation of new water pipe in Soul city area as well as Mbutshane extension
- Upgrade of access roads
- Bus shelters
- Construction of clinics
- Water

- Electricity
- Maintenance and upgrading of Nxamalala, Siwelile and Mgwagwa community halls
- Upgrading of roads
- Water extension pipes
- New electricity connections
- Construction of multipurpose centre
- Construction of sports field
- Construction of crèches
- Construction of Baleni footbridge
- Upgrade of Mgwagwa sportsfield
- Water supply
- Street lights
- Construction of library
- Construction of playground
- Job creation
- Access to funding for small businesses
- Construction of RDP houses
- Electricity





	2018/2019 FINANCIAL YEAR
WARD	COMMUNITY NEEDS
4	 Henley dam bridge, Mgodini hall D 1138 road for upgrade TVET college construction Finish RDP houses Phase 1 Erection of high master lights Mpohlweni road upgrade to concrete D1138 upgrade to tarr Upgrade Henley dam road to tarr Ndeleshane road upgrade Renovation of poultry project Mvundiweni road upgrade Fencing and upgrading of halls (Shange, obhaqeni, Etsheni, Ezibovini) Construction of mgodini footbridge Construction of Mgodini Hall Vu Mkhize Rd for concrete Upgrade of rufaro road Henley dam bridge (Bhalekani bridge) Construction of Multi purpose center Kwashange creche Electrification of houses in all new sites: Henley, kwashange, Ndeleshane, ezibovini, Mvundiweni, Taylor's eshowe etc Fencing and upgrading of spotsfield (Rufaro ezibovini eshowe) Construction of basket ball court Access roads (throughout the ward) Khoza road, Ndumo road, lushozi road, Bhodweni Rd, dinagwe rd, nkwalini, skulkey, Merica, ezibovini ground, enhlanenembe, Mdletshe Rd, Lagubha, Renovation of Eshowe spotsfield Extension of water main pipes in all new sites like Henley, Shange, Gezubuso, Taylors, Ndeleshane ezibovini, mbubu Upgrade kinous portsfield Extension of water main pipes in all new sites like Henley, Shange, Gezubuso, Taylors, Ndeleshane ezibovini, mbubu Upgrade kinous portsfield Extension of water main pipes in all new sites like Henley, Shange, Gezubuso, Taylors, Ndeleshane ezibovini, mbubu Upgrade kwaRooi roads Bus Shelters Stream crossover bridge for Mvundlweni Ngcobo Recreation park/centre



WARD COMMUNITY NEEDS

5 • KwaMnyandu

- Phase 2 Concrete Jakalase Road
- High master lights
- Electrification of new households
- Upgrade of Makhaye road
- Renovation of Ngubane sports field
- Upgrade Mbuz emhlophe road
- Upgrading of Mzimba road
- Water extension pipes new households
- Ramps kwaMnyandu school
- Zamelisizwe
- Upgrade Ngqemane road
- Phase 2 Vulingqondo road
- Renovation Vulindlela South Hall
- High master lights
- Renovation of sportsfield
- Water extension pipes
- Renovation Gezubuso sportsfield
- Library
- Zanini
- Renovation of Ngubeni Hall
- Water extension pipes
- High master lights
- Electrification of new households
- Regravelling of Jubeli road

Ngubeni

- Upgrade of Mphiniwephiki road
- Regravelling access roads
- Upgrade of Ginananda road
- VIP toilets
- Electrification of households
- Noshezi
- High master lights
- Upgrade of Ntombela road
- VIP toilets
- Regravelling acess road
- Electrification of households

Ngqwangele

- Upgrade and bridge Malala road
- Concrete Makhaye road
- VIP toilets
- Sportsfield
- High master lights
- Footbridge
- Electrification of households
- Mbizane
- Multi-purpose centre
- Electrification of households
- Sportsfield
- High master lights
- Concrete Mphaqalala road
- KwaXIMBA/Mkangala
- Multi-purpose centre
- High master lights
- Renovation of sportsfield





WARD	
5	Electrification of households
	Footbridge
	VIP toilets
6	Construction of roads
	Installation of electricity
	Construction of crèche
	Sports facilities
	RDP houses
	Sanitation
	Youth development programmes
	Refurbishment of community halls
	Maintenance of sports ground
	Job creation for youth
	Construction of clinic
	Installation of water pipes
	Construction of Deda hall
	Upgrade of access roads
	Cellular network point at Tafuleni and Mgodi
	Maintain and upgrade Qanda, kwaDindi and Taylors Halt halls
7	Roads all VD's
	Renovation of community halls and sportsfield
	Two new community halls.
	Youth and community skills development
	Construction of library
	Upgrade of access road L803
	Building of early childhood development centre
	High mast lights
	New kick about sports field Statistics of powerbalds
	Electrification of new households
	 Upgrade of D2217 Rehabilitation of street lights
	 High mast lights
	 Regravelling of the old road by Ngubane store and Mbabane
	 New road around 14
	Construction of Mbabane community hall
	Construction of community centre
	New kick-about sports field
	Bus shelter
	Bus stop by Zaba
	Mbabane and Nkabini footbridge
	New road to Nzuke
	Bus shelter at 14
	Concrete or upgrade Mathoyisi road
	Upgrade of Madlala road and road 14
	Upgrade of the early childhood development centre
	High mast lights
	Electrification of new households
	Upgrade of road L1451
	Regravelling and upgrade of L1936
	New road to Bulwer
	Electricity of more than 75 houses including Bulwer area
	Resuscitation of KwaMncane market
	New sport ground multicentre (Rugby, tennis, netball)
	Regraveling of brewery road
	 Uich mast lights

• High mast lights

7



WARD COMMUNITY NEEDS

- Fixing of the old lights
 - Renovation of KwaMafunze community hall
- New gravel road Dangwini
- Upgrade or concrete of Madleni
- Rework of Diphini road
- New road at Kwamasheleni
- High mast light
- Upgrade of Mbuyiselwa
- Regravelling and upgrade of Amen road
- New road next to Diphini
- · New early childhood development centre
- High mast lights
- Kick-about sport field
- Renovation of Syakhana crèche
- Regravelling and upgrade of L795 (Wohloza road), L00801 and L815
- Additional high mast lights
- New passage road at Wohloza
- Electrification of new houses
- Kick-about sports field
- Electrification of KwaNgcaki area
- Upgrade of L814 and L801 road
- Renovation and rework at Nkabini crèche
- Renovation of Vulindlela north community hall
- Electrification of new houses
- New road from main road to Songonzima
- Upgrade of the old road
- Renovation of Hashini crèche
- New early child development centre at Magwenyane branch office
- Electrification of new houses
- Water issues at Hashini and Mgogodleni
- Ramps at Magwenyane bus stop
- Rehabilitization of street lights
- New kick-about at Hashini
- New community hall
- One stop shop business
- New road at passage Mnywini, Magwenyane and Ntabeni
- Upgrade on L2483, L1875, L1456, D22017 and Ntabeni road
- New sports ground (cricket, soccer, volleyball)
- Upgrade of roads
- · New road from Mbabane crèche to the end of new home
- New crèche
- Speed up on VDA houses
- Skills development focusing on youth development
- Co-operatives development and financial assistance
- Reviving the CPF
- Paving Kwazinqamu centre and the taxi rank
- Development of the SMME and truck shop owners
- · Rehabilitation of Songonzima clinic and functional facilities 24 hour services
- Introduction of new sports codes
- · Addressing the high rate of inequality, poverty and unemployment
- Reduction of teenage pregnancy and drug abuse
- · Promoting the rural industrialization and rural urban development



245

WARD	COMMUNITY NEEDS
7	 Joining and upgrading of the roads from Magwenyane to main road for easy access to public transport Boxing and karate sports centre Water metres on the new houses
8	 Zondi Store: Upgrade of access road -Madlula Road, Ntombela Road, Ngcobo Road Tarr Road - D1122, Sports Ground Community Hall Shelter Electricity Street light and toilet Maswazini: Upgrade of access road- Ndlovu Road, Ngola Road, Bhengu Road, Zwane Road, Mwelase Road Tarr Road: P402 Shelter Street Lights and toilet Machobeni: Upgrade of access road-Mchunu Road Ekhethi Location: Upgrade of access Rd-Ndlovu Road, Hiela Road Shelter Community Hall

- Community Hall
- Street light and toilet
- Ndebegheke Location
 - Upgrade of access Rd- Mncwabe Road, Mbense Road
 - Shelter

- Street light and toilet
- Madlala Location:
 - Upgrade of access road Zimu Road, Ntuli Road
 - Shelter
 - Street light and toilet
- Magwenyane Location:
 - Upgrade of access road Sokhela Road, Mahlase Road
 - Hall
 - Sports ground
 - Electricity
 - Street and toilet

9



WARD COMMUNITY NEEDS

- Phenduka VD –
 Community hall
 - Bus Shelter
 - Sportsfield
 - Access Road
 - Master light
 - 24 hours clinic
 - Electricity
 - Housing
 - VIP toilet
- Mafakatini VD
 - Access Road
 - Buthelezi road for upgrade concrete
 - Side Walks for D1133
 - Speed humps for R617
 - Taxi Rank
 - Master lights
 - Electricity
 - Housing
- Dutch VD
 - Access Road
 - Primary School
 - Creche
 - Sithole Road for concrete upgrade
 - Community hall
 - Master light
 - Water Meter
 - Electricity
 - Housing
- Ngcede School VD
 - Access Road Maintenance
 - Bus shelter
 - Hlela Road concrete upgrade
 - Hlongwane Road concrete Road and Khebane road
 - Master lights
 - Water meter
 - Electricity
 - Housing
 - Sikhakhane Road for upgrade
- Ngcede Hall VD
 - Access Road
 - Electricity
 - Master light
 - Toilet
 - Sportsfield
 - Shopping Centre
- Khobongwane VD
 - Community Hall
 - Access road
 - Water meter
 - Electricity
 - Sportsfield
 - Speed humps for D1140





WARD	COMMUNITY NEEDS
9	Silindokuhle VD
,	Access road
	Electricity
	Master light
	Zondi road for upgrade
	Bus Shelter
	Sbanesihle VD
	Sportsfield
	Access road
	Dladla upgrade (embileni)
	Bus shelter
	 Maintenance for Mweli road potholes (new home)
	 Sanelisiwe VD
	Phase 2 of Ngcobo road upgrade
	Community hall
	Master light
	Sportsfield
	Bus shelter
10	Housing
10	 Establishment of high school
	 Installation and repairing of meters
	Renovation of community halls
	Bursaries
	Construction of library
	Building of wire wall houses
	Internet café
	Vubamasi
	Upgrade of Foster Road to A Bisley
	Upgrade Access roads
	Rehabilitate kick about
	 Bus shelter X 3 – Bekide , Mungu and Mbatha
	High Master lights X 3
	Mtakyane
	Demolish wire walls build new houses
	Huge water pump to be installed
	Upgrade of access roads
	High master lights X 3
	Road construction
	School childrens foot bridge
	Maflethini
	Upgrade of access roads
	High master lights X 2
	Sewer pipe
	Construction of VIP toilets
	Gravel road to Mtaliyane
	• E4
	RDP houses
	High master lights
	Access roads
	Gravel road as a connection point



WARD COMMUNITY NEEDS

11 • Water

12

- Electricity
- 4 room RDP housing
- Installation of water and sewerage pipes at Tafuleni
- Access roads
- Installation of high mast lights
- Construction of multipurpose centre
- Maintenance of sports field
- Extension of community hall
- Water monitor
- Grazing boundaries
- Community block makers
- Fruit and vegetable fields
- Drug problems
- Standpipes to be fixed
- Repairing of broken street lights
- Road construction and maintenance
- Construction of RDP houses
 - Road construction and maintenance
 - Repairing and replacement of water taps
 - Renovating of street lights
 - Job creation
 - Repairing of sports ground
 - Water in Okhalweni and Esigodini
 - Eradication of crime
 - Skills development centre
 - Refuse collection
 - Tree felling in the area
- Sanitations
 - Community hall
 - Construction of RDP houses
 - Clinic in wards
 - Satellite police station
 - Maintenance of street lights
 - Speed humps
 - Job creation
 - Sanitation
 - Construction of clinic
 - Poverty eradication
 - · Construction of multi-purpose centre
 - Water replace and repair
 - · Cutting of trees
 - Widening of main road
 - Water pressure is very low
 - Road construction
 - Refuse collection
 - Construction of orphanage home



0		
\sim	4	5

WARD	COMMUNITY NEEDS
14	 Review of water and rates Sports facilities Fixing of potholes Speed humps Construction of youth centre Encouragement of public participation CPF to be visible Roads to be tarred Installation of street lights Establishment of factory Construction of crèches Pathway along the main road Water and sanitation Consumer education on water and electricity issues Housing Construction of Ndlulamithi community hall
15	 Construction of Ndlulamithi community hall Road upgrading in Fedsem and eMaqaleni Road resurfacing in Fedsem, J2 and Unit 18 Installation of water meters in Unit 2 Housing roofing in Unit 18 Construction of houses in Unit 18 Construction of outside gym at Chakide road open space Speed humps Construction of walk way in Unit 18 Road marking Maintenance of street lights Installation of sanitation pipes in Unit 2
16	 Multi-purpose Hall Proposed unit H Primary school High-masts lights Extension of unit H sewer project Fencing of Madlelengileni cemetery Roads construction-tarring of roads Re-construction of concrete roads Speed Humps guard-rails and Ramps Construction of a Sports ground Expropriation of land



WARD COMMUNITY NEEDS

WARD	COMMUNITY NEEDS
17	 Construction of community Hall 2018/2019 Road Maintenance Tarring of Roads -access roads Construction of Sanitation facilities VIP Construction of bus shelters Water Construction of RDP houses - Housing Block drains Job Creation-EYNP (Labour Intensive) Crime Toilets VIP Fixing of potholes Installation of guard rails - no budget (speed humps) Construction of pathway in Unit BB New kick about in Unit E Installation of street lights (high mast per ward) Construction of soccer pitch / stadium
18	 Sanitation Construction of community hall RDP houses Sports field / recreational facilities Establishment of primary school in Unit 14 and high school in Mpumelelo area Land acquisition Construction of foot bridge Pay point for elders Maintenance of high mast lights Construction of clinic Tarred roads Agricultural programme Water (Thornville area) Job creation
19	 Refuse collection Construction of library Sports field Renovation of community hall Easy access of tractors Construction of roads Review of high water bills Decrease of crime Drug abuse Job creation Refuse collection RDP houses Installation of street lights Private water connections Agricultural assistance Construction of bus shelters Storm water drains Land ownership



251

WARD	COMMUNITY NEEDS
20	 Roads to be fixed Construction of Smero and Harewood community halls Upgrade of Caluza sports field Extension of mazambane roads Housing project of 1000 units in Harewood, Smero and Caluza Construction of bridges Water and stand pipes Application of water meter at reduced price Sanitation and toilets per household with sewerage system Fencing of Caluza dam Installation of high mast lights Construction of primary and high schools Car wash Old age home Computer centre Youth centre Shelter for people with disabilities Sewing / handcraft centre Taxi rank with public toilets on Caluza and Smero road Park Swimming pool Lot 118 road in Caluza to be built
21	 Land acquisition RDP houses Water Sanitation Sports facilities Clinic Skills development of co-operatives Change (child and youth care workers) Maintain and upgrade hall Youth desk and gym Construction of bridge Construction of mall
22	 Construction of community hall in Unit 3 and Unit CC Construction of library in Unit 3 Construction complex in Unit 3, FJ Sithole Road Installation of high mast lights Maintenance of Dennisfield and Poyinandi hall VIP toilets Tar road in Dennisfield and Tehuis area Completion of the youth centre Speed humps in robot of Selby Msimang and Mount Patridge road and Mkhize and Nkabinde road RDP houses Land acquisition New access gravel road in Motha area Robot in corner of Mount Patridge and Thwala road Macibisa

• Speed humps on Dambuza Road and Old Edendale Road

23



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

WARD COMMUNITY NEEDS

- Installation of High Mast Lights
 - Harewood Housing Project (Ward 23 and Ward 20)
 - Clearing of illegal dump sites
 - Herschsohn Road Upgrade
 - Transit Area Roads Upgrade
 - Peace Valley 3 Housing Project (Ward 23 and Ward 26)
 - IRPTN
 - Wire Wall Rectification Project (Transit Area and Ashdown)
 - Vacant Sites (Residential and Non Residential)
 - Speed Humps
- SOUTH LANDS
 - Lightening Conductor
 - Drainage Construction(Flooding area)
 - Bridge by Southgate Spar Robots
 - Speed Humps
 - Fenced by Railway line
 - Upgrade and maintain park
 - GRANGE/RIDGEPARK/WESTGATE
 - High School
 - Primary School
 - Speed humps
 - Mobile police station
 - Multi purpose centre with internet cafe
 - Better Sport combo courts
 - Upgrading of Hall
 - Upgrade parks
 - Speed Humps
 - ORIBI
 - Hall maintenance
 - Sport fields
 - Community centre with internet cafe
 - Mobile library
 - Extension of drainage pipes
 - Swimming pool
 - Speed Humps
 - BISLEY
 - Sport combo courts
 - Soccer fields/netball field
 - Small shop cubicles to small businesses
 - Clinic
 - Improve storm water drains
 - Speed humps



 Roads not in good condition, need rehabilitation and resurfacing (example, Allan Hirst, Connection, Carter Drive, Mitchell Road and roads in Woodlands Extension and Chasedene) Potholes on Carter Drive, Silverdale Crescent and Chase valley Road No formal drainage system Illegal signage and illegal dumping Speed humps (Neden, Howick Road, Montgomery and Francis Staniland Road) Uneven roads. Extension and resurfacing of upper Townbush Road Electricity upgrades-in some areas the electricity supply is affected by the weather; the electri department needs to conduct assessments and provide a permanent solution to this problem Woodlands extension and Old Howick Road have frequent outages. Burst pipes (common occurrence where the same pipes burst every few weeks; infrastructure to be replaced) Bug weed and Lantana is not being cleared in the open spaces e.g. along Peter Brown and the space section.
 open space near the Keg in Town Bush Road The creepers overtaking the trees down Taunton road Lots of trees are hanging over street light poles causing problems; minimal lighting on to the r These branches must be cut back and lower branches to be cut as well Parks department need to do general maintenance more often in all suburbs Replace fused globes on the street lamps Street lights needed under the Twickenham Bridge Cut back of the pavement trees along most roads Clearing of the storm water drains The traffic lights in McCarthy drive/entrance to Cascades shopping centre-The lights should b re-timed as there is a constant queue approaching the lights from the Town Bush road side wh at times causes congestion which hampers traffic exiting into McCarthy from the Cascades re parking and at peak times builds up back to the entrance to Virgin Active and at times almost to Town Bush The traffic lights cnr Town Bush/Montgomery-In peak traffic hours especially in the affernoon travelling towards the CBD, traffic flow is severely hampered by vehicles turning right from Tow into Montgomery Drive which causes congestion stretching back beyond Neden road
 Old Howick Road refuse site needs upgrades and maintenance Recycling initiative needs council support to make it sustainable.



WARD COMMUNITY NEEDS

- Grass cutting
 - Waste collection
 - Illegal dumping
 - Fixing of street lights
 - Grass cutting and maintenance of verges and vacant land
 - Roads resurfacing
 - Roads resurfacing of Uplands road
 - Construction of water reservoir
 - Resurfacing of Rowan place
 - Resurfacing of gravel road
 - Construction of community hall
 - Housing upgrades
 - Installation of high mast lights
 - Tar surfacing on main roads
 - Provision of toilets
 - Upgrading of public open spaces
 - Levelling, upgrading, goal posts and maintenance of sports field
 - Replacement of old water reticulation pipes in Prestbury and Napierville areas
 - Resurfacing of Morcom Rd and Bevery Rd from Sweetwaters Rd to the top of Morcom Rd at the DH Hill reservoir site.
 - Resurfacing of Roy Campell Drive, Napierville
 - Construct Black -topped Roads in Peace Valley connecting to the top of Neville Rd.
 - Repairs and rehabilitation of road surfaces on parts of De Villiers Drive where tree roots and sub-soil drainage have caused excessive deformation of the old surface
 - Construction of community hall
 - Maintenance of municipal houses
 - Traffic flow problems on Zwartkop road and Mayors walk
 - Establishment of a kick-about soccer field in area being used as illegal refuse dump
 - · Roads widening on Mayors walk and Zwartkop road
 - Grass cutting and maintenance of Garden road island
 - Maintenance of parks and verges
 - Illegal dumping

- Multi-purpose Disaster and Community Centre
- Construction of a community hall
- · Decent wheelchair access to pavements and resurfacing of pavements
- Social housing on Havelock road
- Upgrading of Greyling street
- Extension of tarred surfaces to the gutters on West, Pietermaritz and Boom street
- Fencing of the skate board park in Alexander road
- Community centre at 128/130 Pine street and including old taxi rank on corner Havelock road
- Pine street open space-playground equipment
- Dales park fencing and security, upgrade of sports facilities especially netball field
- Resurfacing of McAlister road
- Proper allocated kombi tax routes and properly demarcated taxi stops
- Alexandra road hardening of area outside PMB Girls' high
- Waste collection and cleaning of community taxi ranks
- · Crime rate very high-implementation of safety strategy
- Prostitution to be eradicated



WARD	COMMUNITY NEEDS
VARD 28	 TRURO MAIN HALL TRURO Hall needs to be pointed. Curtains/ blinds need to be replaced. Air cons needs to repaired or replaced. Up liftment of the toilets. More security in the parking lot. More security in parking lot as the private taxis are using the parking lot to drink and loiter around. The school children are bunking school and using the parking lot as a hide out. The files needs to be replaced as residents pay for the hall and the hall needs to be maintained. EGRET ROAD HALL The fencing to be replaced as residents want to use the grounds as a walk way. A foot path around the grounds. Residents can make use of the grounds. Residents don't have to go all the way to Protea grounds. Given this opportunity will enhance the area. This will also avoid criminal activity in the area. Residents are requesting to have a squash or tennis court put in place Upliftment of hall inside and outside. More lighting in the grounds. A bright light to be reflecting on the railway line. A boundary wall needs to be put up. Along the rail way as this is a huge problem. It is currently left open which makes it very easy for criminal activity to take place on a daily basis. SOUTH ROAD DUMPSITE Security guard at the dumpsite night and day. More skips to be put in. The structure to be removed and a guard house to be put in place as scavengers are invading the dumpsite. Residents are currently being charged to dump garden refuse. Maintenance Of Roads Water Pipes Renewed Belfort Area Old Infrastructure Housing Maintenance Of Streetlights Maintenance Of Area Old Infrastructure Bollards On the Pavement In front Of Regina Primary School. The Sewer Next To 41 Flamingo Road Needs To Be Removed Or Redirected As It Is Overflowing Or An On-going Basis. Old Age Home Maintenance Of Tivers
	 More Speed Humps Maintenance Of Truro Social Centre Manhole Covers To Be Replaced
	 Db Boxes To Be Locked Trees To Be Pruned Road Painting Maintenance Of Electricity & Sub Station Youth Centre
	 Recycling Skips - South Road Dumpsite Removal Of All Illegal Structures

29



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

WARD COMMUNITY NEEDS

- RDP Housing project for +- 20,000 unit
- Electrification of housing informal
- Maintenance of gravel roads
- Clinic
- VIP Toilets
- Community Children game park
- Water miter for Swapo & Pakkies, Areas and Masson
- Community Hall
- Thusong Centre / Community Centre
- Taxi Rank
- Speed humps at first Rd Haniville X 2
- Speed humps at Main Rd Haniville X 3
- Speed humps at Gun City Rd Haniville X 2
- Speed humps at Triumph Rd next to Indus Crn X 1
- Speed Humps at Sutarnspar x 2
- Road widening, resurfacing and tarring on all Haniville.
- Pavement and walk way from Copesville corner to Clinic.
- Pavement and walk way from Gun city corner to Bombastic Rd
- Pavement and walk way from Hanniville corner to Table Mountain Dr / Chief Mhlabunzima Rd.
- Cleaning of all blocked Drains
- High Mast lights
- Haniville Roads to be widen its too narrow
- Upgrade of Copesville Sports
- ground
- Library
- Water miters to each house in all informal settlement.
- Youth Centre
- Crèche
- Old age home
- Building of shopping Centre
- Reduce crime / Social ills
- Unemployment
- Service delivery
- Bus shelter
- Youth / Skills Development



WARD	COMMUNITY NEEDS
30	Please can we have the areas for speed humps and fencing of indicated.
	Speed humps:
	Rosham Road
	Allandale Primary School
	Outside Dunveria School- Executive Drive
	Helston Road
	Moosa Road
	Bambatha/New Greytown and Brixham Road intersection (just after intersection) heavy foot traffic,
	many accidents
	Short cuts to be fenced/ Closed off:
	 Next to Dunveria School – between Executive Drive and Brixham Road
	Rosham Road corner between Rosham and Mothie Singh Road
	Capricorn Crescent from Bambatha Road/ New Greytown
	Request for Guardrails:
	Rosham Road Corner
	Khan Road along Naidoo road- Rails to be replaced/maintained
	Request for new Gate at Allandale park
	Request for new gates and fencing at Protea Sports grounds
	Urgent Maintenance at Protea sports grounds/ toilets and facilities
	Maintenance of the Bynespruit River – tree trimming/ grass cutting etc
	Canalisation of the Bynespruit River – Urgently
	Signage No lottering signs glong Bailog Bogd
	 No loitering signs along Baijoo Road No dumping sign 36 Baijoo Road
	 No Dumping Sign Rosham Road corner to Surya Road
	 Paving and walkways developed from Newholme Furnishers / Old Greytown Road and upgrade to
	the intersection of Old Greytown and Amod Road to the island etc.
	 Paving Developed along Old Greytown Road (Between sunset Crescent to Khan Road)
	Reservoir to be built at Ezinkethini
	Pedestrian Crossing at the intersection of Brixham and Bambatha/ New Greytown Road- Very
	dangerous, and we have heavy foot traffic
	Robots installed at the intersection of Brixham and Bambatha/New Greytown Road
	Resurfacing of Bambatha/ New Greytown Road, from Ezinkethini to Copesville Drive
	Resurfacing of Old Greytown Road from Trichy to Bombay Road
	Resurfacing of Sirkhod Road
	Resurfacing of Privet Road
	Resurfacing of Amod Road
	Maintenance at Sohan Crescent reservoir
	New Fencing and gate at Sohan Crescent Reservoir
	Maintenance and refurbishing of electricity box/ substation at the corner of Khan and Bombay
	Road
	 Maintenance and refurbishing of the electricity box at the corner of Bayat and Manuel Road
	 New main water pipes to be installed and replaced in Ward 30 in its entirety
	New water meters to be installed for residents in ward 30 who have not had them installed yet
	Regular Maintenance of all storm water drains in Ward 30
	Upgrade of sewer pipelines and maintenance of drains in ward 30
	 Installation of overhead power cables for the residents of Privet Road – to deter theft of electricity.

- Installation of solar streetlights in ward 30
- Installation of streetlights in Ezinkethini
- Resurfacing/ NEW Roads in Ezinkethini to be surfaced
- Relocation/ housing for the informal residents at Khan Road, Privet Road and Springvale Road to Ezinkethini / Swapo if no other lad identified.
- Additional street lighting in Chota Motala Road

31

32

33



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

WARD COMMUNITY NEEDS

- Housing for informal settlements dwellers
 - Installation of water taps
 - Refuse removal
 - Toilets
 - Sanitation
 - Construction of pathway
 - Widening of Bangalore, Barnabas and Greytown road
 - Extend Debi market
 - Increase parking around Debi market
 - Upgrade and provide public toilets
 - Upgrade and maintenance of Northdale stadium
 - Maintenance and upgrade of infrastructure at Olympic Swimming pool
 - Upgrade and reconstruct the Trimpark area with fencing
 - Satellite library for the lower end of Northdale
 - Upgrade of civic hall
 - RDP housing
 - Speed humps
- Walthew Square restoration and a cession of industrial park
 - Dookran Road park restoration (all public parks)
 - Site 11 housing rectification to include substantial housing allocation, a minimum of 500 unit
 - Upgrading of Greyling street (irreparably damage) between Walthew square and Retief Street
 - Upgrading and resurfacing of Boom street, Melsetter road, Jacaranda and Woodlands road
 - Speed humps at Woodlands Road, Mulberry road and Camphor road
 - East Street Hostel: upgrade and infrastructure
 - Security
 - Waste removal
 - Fencing
 - Lighting (on premises)
 - Water wastage
 - Yellow Wood Housing Project- a minimum of 500 units (implementation phase)
 - Woodlands Housing Expansion along the boundary of Mulberry Road
 - Woodlands Community Hall and AF Wood Hall upgrade
 - Jika Joe Waste Collection and illegal dumping
 - Ablution facilities in Masukwane
 - Installation of high mast lights
 - Sportsfield where shacks were demolished
 - Job Creation
 - Manor Transfer of ownership of flats (sectional title)
 - Installation of robots on Maple road
 - Extension of ward office to include community hall
 - Upgrading of garages 9van Riebeeks place)
 - Road Widening on Echo road
 - Installation of CCTV cameras on Maple road
 - Lower Down Town Resurfacing of roads
 - Pavements rehabilitation
 - Blocked drains and gutters
 - Construction of community hall at Rusty Park
 - Brookside Mall redesign and widen Fitzimmons road
 - Relocation of water stand pipe on Fitzimmons road
 - Central Scottsville bowling club to be allocated to Scottsville primary school
 - Fixing of fence of the historic grave site
 - Installation of solar streetlights
 - Upgrading of pavements in Scottsville



BD 259

WARD	COMMUNITY NEEDS
34	 Foxglove Place open space upgrade to include soccer/volleyball ground and BMX track to include spectator benches and gates for community to be able to lock and open to prevent vandalism Renovations and repairs to Panorama Hall Madiba Road tarring and fixing drainage system Clearing space in Cinderella park to develop recreation for children Repairs and painting of Eastwood Community Centre Soccer grounds, tennis courts and basketball court to be fenced off Revamping of Eastwood soccer fields Installation of high mast lights on the grounds Installation of guard rails in Madiba and Cinderella park Construction of bus shelters Speed humps Community hall in Madiba Installation of gabions Supply of bin bags in households Upgrade of sports facilities and change rooms Widening of Eastwood main road
35	 New development Construction of a computer hub Construction of a Heroes park Housing (Hollingwood, Sobantu infields) Shopping centre Renovations/Revamp Nie Radebe Sports Field precinct/including tennis and basketball courts Sewer Line rehabilitation Antony"mfenendala Xaba" Community Hall Azaria"Mabheshu" Ndebele Council Chambers Sipho " Machina" Xulu Administration Building Skills centre Houses Red bricks(removal Asbestos, metal Sheeting etc.) Pholani Swimming Pool Ekuphumuleni Old age Home Unfinished Construction Graham Radebe Youth centre Construction of Speed humps in mountain raise. (Royston road, Turs lane, Oakland road and Kenilworth)



WARD COMMUNITY NEEDS

36	BELLEVUE:	ROAD INFRASTRUCTURE
		The remainder of Crestview Road to be resurfaced.
		• A proper link road between Iris Rd, Cyclamen Rd, Aster Rd and Morgan Rd needs to be
		designed and built.
		POTHOLES
		 Dangerous potholes have been identified in Ivy Road and Azalea Avenue.
		TRAFFIC CALMING MEASURES
		 The erection of speed humps in Beacon Road, Crestview Road, Southview Road and Bonanza Road
		TRAFFIC SIGNAGE & SPEEDHUMPS: MURRAY ROAD
		• In addition to widening of the road surface, 40kph and Go-Slow traffic signs are urgently required in Murray Road.
		 An overgrown hump and trees at the Varley Road intersection need urgently to be levelled and cut – they are obstructing the view.
		CLEARING/GRASS CUTTING/TREE FELLING
		 The municipal open space at the bottom of Morgan Rd needs to be cleared and
		regularly maintained. The boundary fence needs to be repaired and secured.
		STORM WATER DRAINS & GRILLS
		 Storm water drains – repair and replacement of grills and drain covers.
		CRIME PREVENTION: FLOODLIGHTING
		Erection of flood-lighting or high-mast lighting in open spaces



WARD	COMMUNITY NEEDS
37	ASHBURTON
	Rehabilitation of all roads in Ashburton especially Greenpoint Rd. Kingfisher Rd, Newa Ave,
	Margaret Ave and Lynn Dr including Storm Water Drains
	 Resurfacing of R103 from Pick 'n Pay up Polly shorts and along Pope Ellis to the N3
	Side Walk (along Pope Ellis and Wally Hayward)
	 Traffic Lights at intersection of Pope Ellis Dr /Wally Hayward and the R103
	 Upgrade on water pipes in Ashburton and Lynnfield Park
	Furnishing of Ward Councillors Office
	• EPWORTH
	Upgrading and maintenance of sewerage system in Epworth.
	Storm water drains along Golf Rd
	rehabilitation of Black Burrow Spruit open space Space bump leaded Boardmare Drive
	 Speed hump Isabel Beardmore Drive HAYFIELDS
	 Speed calming Hesketh Drive, Rushmore Rd Dennis rd Laurence Cres
	 Layby at Hayfields Primary school
	 Traffic Lights at intersection of Foxon Rd And Hesketh Drive
	 The Island in Blackburrough Road opposite Pick n' Pay and Spar needs to be redesigned and
	built to accommodate the curved road. Also the pedestrian bridge across the DUZI between ward
	37 and 35 in Woodhouse Rd
	An overgrown hump and trees at the Varley Road intersection need urgently to be levelled and
	cut – they are obstructing the view.
	Two speed humps in Murray Road between the intersection with Hesketh Drive and the bridge
	over the N3
	 The municipal open space off Murray Rd, between Cleland Rd and Varley Rd, needs to be
	cleared and regularly maintained.
	SACCA INFORMAL SETTLEMENT
	Housing development at Sacca
	Roads at Sacca
	Water and Sanitation at Sacca
	 Electricity at Sacca Provision of a community Hall at Sacca
	War Room Venue
	Early Childhood Development Center (ECDC)
	 Provision of Sports Field in Ashburton
	Refuse removal for Sacca
	Government Old Age Home
38	Houses
	Walking bridge
	Speed humps
	Halls renovation and maintenance
	sport ground grass planting
	Toilets in Zamokhuhle
	Access roads
	Master light

39



WARD COMMUNITY NEEDS

- Upgrade of access roads
 - Maintenance of community hall
 - Skills development centre
 - Construction of foot bridge
 - Construction of youth centre
 - Construction of library
 - Upgrade of road D1141
 - Construction of RDP houses
 - Gravelling of new roads
 - Regravelling of existing roads
 - Installation of electricity
 - Installation of water
 - Installation of high mast lights
 - Construction of sports field
 - Speed humps
 - Construction of bus shelter
 - VIP toilets
 - Hiring of security and caretakers at community hall
 - Regravelling of roads
 - Construction of RDP houses
 - Upgrade of road P121
 - Cellular network infrastructure
 - VIP toilets
 - Upgrade of Mdlebe road
 - Skills development centre
 - Maintenance of community halls
 - Hiring of security and caretakers at community halls
 - Water connections
 - Electricity
 - Maintenance of water springs
 - Construction of boreholes
 - Installation of high mast lights
 - Construction of library
 - Construction of multipurpose centre
 - Maintenance of water pumps
 - Maintenance of sports field
 - Agricultural business support
 - Construction of community hall
 - Installation of high mast lights
 - Gravelling of new roads
 - Regravelling of existing roads
 - Fast-tracking incomplete road L763
 - VIP toilets
 - Construction of sports field
 - Installation of high mast lights
 - Installation of electricity
 - VIP toilets
 - Regravelling of Mbongwa and Masheleni road
 - Job creation
 - Construction of community hall
 - Maintenance of community crèche
 - Installation of high mast lights
 - Installation of electricity
 - VIP toilets
 - Gravelling of roads



WARD COMMUNITY NEEDS

39

- Job creation
 - Maintenance of community crèche
 - Construction of community hall
 - Construction of sports field
 - Maintenance of access roads
 - Water extension pipes

The above issues are summarized into the following key issues:

4.3 THE MAIN KPAS

- Basic Service Delivery
- Local Economic Development
- Municipal Transformation And Institutional Development
- Good Governance
- Financial Viability And Management
- Cross Cutting Interventions





4.4 MUNICIPAL KEY ISSUES

The following are the key issues for the Msunduzi Municipality:

TABLE 73: IDP KEY CHALLENGES AND CORRESPONDING STRATEGIC PRIORITIES

КРА	KEY CHALLENGES	CORRESPONDING STRATEGIC PRIORITY
 Financial Viability And Management Good Governance 	Revenue protection and enhancement.	6. A Financially Viable and Well-Governed City
Basic Service	Addressing service delivery challenges in terms of water, sanitation, and electricity.	1. A Well-Serviced City
Delivery	Integrated waste management and renewable energy.	 A Well-Serviced City A Clean, Green City
Cross Cutting Interventions	Seamless movement of people, goods, and services in and around the city.	2. An Accessible and Connected City
	City connectivity.	2. An Accessible and Connected City
	Institutional and individual performance management framework.	6. A Financially Viable and Well-Governed City
Municipal Transformation	Institutional skills development and professionalization of the organisation.	6. A Financially Viable and Well-Governed City
And Institutional Development	Improved capacity to spend on capital expenditure;	6. A Financially Viable and Well-Governed City
	Filling of strategic critical vacant posts.	6. A Financially Viable and Well-Governed City
Local Economic Development	Economic growth leading to the creation of decent jobs.	5. An Economically Prosperous City

4.5 MUNICIPAL VISION

The Vision of the City of Choice, Second to None is to develop a safe, vibrant city in which to live, learn, raise a family, work, play and do business.



Own a financially viable and well governed city

Live in peacefully

Move about freely and in a cost-effective manner

Work to earn a living, thereby reducing unemployment, poverty, and inequality

Play to lead a healthy lifestyle, thus increasing life expectancy



The Msunduzi Municipality shall deliver on six strategic city-wide outcomes to achieve this vision, as follows:

- A well-serviced city;
- An accessible, connected city;
- A clean, green city;
- A friendly, safe city;
- An economically prosperous city; and
- A financially viable and well-governed city.

In order to realise the Vision, the Municipality has prioritised thirteen objectives clustered under each of these six broadly defined outcomes, as follows:

- The focal areas for the first, a well serviced city, shall be: water and sanitation service delivery, energy supply provision, and implementation of waste management for all citizens.
- The focal areas for the second, an accessible and connected city, shall be: roads construction and maintenance, transport management, human settlement development, telecommunications connectivity, and social infrastructure distribution.
- The focal areas for the third, a clean, green city, shall be: renewable energy supplies, public open space creation, and urban renewal and greening promotion.
- The focal areas for the fourth, a friendly, safe city, shall be: social cohesion, and safety and security.
- The focal area for the fifth, an economically prosperous city, shall be: job creation.
- The focal area for the sixth, a financially viable and well-governed city, shall be: financial viability and good governance.

All the six themes and related objectives above are inter-related, and cannot be achieved in isolation.

4.6 STRATEGIC PRIORITY AREAS- HIGH LEVEL

The following table summarises the six Strategic Priority Areas, their associated goals, value statements, and the targets identified. Following this, it is further unpacked, where it is linked to the five year organisational scorecard, as well as the one year scorecard, including quarterly targets.

TABLE 74: TIER ONE: ORGANISATION LEVEL (5 YEAR SCORECARD)

	2018/2019	FINANCIAL YEAR
STRATEGIES	BUILD A CAPABLE AND DEVELOPMENTAL MUNICIPALITY Implement the workplace skills plan Re-engineer critical organisational processes Comply to the PMS framework and execute all work plans for corporate	Increased Provision of MunicipalEnhance existing and future infrastructureServicesEnhance existing and future infrastructureServicesImproving the basics: cleaning, repairing, enforcing, and respondingImprovedImproving the basics: cleaning, repairing, enforcing, and respondingImprovedEntorcing, and respondingImprovedFocus investment on corridor and sustainable urbanServicescentres
STRATEGIC OBJECTIVE	Increased institutional capacity and promote transformation Optimised systems, procedures and processes Increased performance	Increased Provision of Municipal Services Improved state of Municipal Infrastructure Improved provision of Social Development Services
RE RE	A1 A3	83
STRATEGIC PRIORITY (MUNICIPAL GOALS)	Financially viable and well governed City	Well serviced; An accessible and connected city;
PGDS	Human Resource Development	Strategic Infrastructure
INTEGRATED URBAN DEVELOPMENT FRAMEWORK	Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration	Inclusion and access
OUTCOME 9 OUTPUT	Implement a differential approach to Municipal Financing, planning and support.	Improved access to basic services
NDEX PERFORMANCE AREAS	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	BASIC SERVICE DELIVERY
INDEX	<	۵





INDEX	NATIONAL KEY PERFORMANCE	OUTCOME 9 OUTPUT	INTEGRATED URBAN	PGDS	STRATEGIC PRIORITY	6	STRATEGIC	STRATEGIES
	AREAS		DEVELOPMENT FRAMEWORK		(MUNICIPAL GOALS)	KEF	OBJECTIVE	
ပ	LOCAL ECONOMIC DEVELOPMENT	Implementation of Community	Growth: To harness urban	Inclusive economic	An economically prosperous citv	ប	Reduced unemplovment	Implement the LED stratedy
		works Programme	dynamism	growth		ប	Increased	Grow the regional
		and supported	for inclusive,				economic activity	economy
		Cooperatives	sustainable			ິບ	Optimised land	Implement Land
			economic .				nsage	release along the N3
			growth and					corridor
			development					Strengthen centres of economic activity
	FINANCIAL VIABILITY	Improve Municipal		Governance	A Financially viable	5	Increased revenue	Implement
	AND FINANCIAL	Financial and		and policy	and well-governed			the revenue
	MANAGEMENT	Administrative			city			enhancement
		Capability						strategy
						D2	Improved	Apply expenditure
							expenditure and SCM	controls procedures
						D3	Improved	Conform to MFMA
							budgeting and	calendar of reporting
							reporting	
ш	GOOD	Deepen Democracy	Inclusion and	Governance	A Financially viable	Ξ	Strengthened	Comply with all
	GOVERNANCE	through a refines	access	and policy	and well-governed		Governance	legislative provisions
	AND PUBLIC	Ward Committee			city	Ы	Improved	Implement the Batho
	PARTICIPATION	System					Customer	pele principles and
							experience &	Public participation
							Public participation	policy
						E3	Promote public	implement the
							knowledge and	public participation
							awareness	policy





			INTEGRATED		STRATEGIC			
	NATIONAL KEY NDEV BEDEODMANCE		URBAN		PRIORITY IC	PP	STRATEGIC	CTD ATECLES
			DEVELOPMENT		(MUNICIPAL R	REF	OBJECTIVE	JIKAIEOIEJ
	AKEAO		FRAMEWORK		GOALS)			
u	CROSS CUTTING	One window of co-	Spatial	Spatial Equity	A clean green city	Ξ	F1 Improved	Develop and
	ISSUES	ordination	integration:				Municipal Planning Implement the	Implement the
			To forge new				and spatial	IDP/budget/OPMS
			spatial forms				development	process plan
			in settlement,					Implement the
			transport,					Spatial Development
			social and					framework
			economic	Responses	A Friendly, Safe City	F2	F2 Improved	Implement
			areas.	to Climate			community and	and improve
				Change			environmental	environmental health
							health and safety	services
								Implement
								the Disaster
								Management plan
				Human and		£	F3 Increased access	Implement the
				Community			to housing units	Housing master plan
				Development				



_	_	_
\frown		
	\mathbf{c}	

Mards	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
implications Financial										
Municipal Dept	Corp Services	Corp Services	Corp Services	Corp Services	Corp Services	Corp Services	Corp Services	AII	CBU	AII
2021/22	95	75	8	ო	100%	%66	100%	80%	32	ო
2020/21	%06	75	66	ო	100%	%66	100%	75%	32	က
2019/20	85%	70	06	က	100%	%66	100%	70%	32	e
2018/16	80%	65	8	n	100%	%66	100%	65%	32	ε
81/7102	75%	60	06	ო	100%	%66	100%	%0%	32	2
Backlog	30%	40	535	0	%0	1%	%0	40%	4768	5
Demand	100%	100	5800	e	100%	100%	100%	100%	5800	5
Baseline	%02	60	45	ო	100%	%66	100%	60%	32	ε
ORGANISATION KPI	% of municipal Back to Basics deliverables achieved	% of critical posts filled	Number of people developed through the Human Resource Development Strategy	Number of top management positions filled by people from special focus groups	% of employment equity Plan targets achieved	Average % uptime of all Information & Communication Technology Systems	% of Council adopted policies with standard operating procedures		Number of employees on Performance Management	Overall Organisational Performance Rating
EF D	A 1.1	A 1.2	A 1.3	A1.4	A1.5	A2.1	A 2.2	A2.3	A3.1	A3.2
Strategies	Build a capable and developmental	municipality		Implement the workplace skills plan		Re-engineer critical organisational processes			Comply to the PMS framework & execute all	work plans
Code Objectives	Increased institutional capacity	and promote transformation				Optimised systems, procedures and processes			Increased performance	
Code	٩١					A2			A3	
ИКРА										





rds							
Wards	AI	AII	AII	AI	AI	AII	F
Financial implica- tions							
Dept	ខ	S	ខ	Com Serv	All	FS	IS, Com Serv, Eco dev
2021/2022	161350	158100	163536	125550	100%	22 00	100%
12/0202	161250	157955	163436	125400	100%	22 000	100%
02/6102	161100	157855	163336	125244	100%	22 000	100%
61/8102	160809	157855	163336	125244	100%	22 000	100%
81/7102	160709	157855	163336	125244	100%	22 000	100%
gacklog	3284	6138	657	38749	%0	•	•
Demand	163 993	163 993	163 993	163 993	100%		100%
Baseline	160709	157855	163336	125244	100%	22 00	100%
ORGANISATION KPI	No. of households with access to electricity	Number of households with access to piped water supply	Number of households with access to basic sanitation	Number of households with access to refuse removal	Percentage of catalytic projects being implemented	Number of households earning less than R3 500.00 with access to free basic services	% of operations and maintenance plan implemented according to schedule
IDP REF	B 1.1	B 1.2		B 1.3	B1.4	B1.5	B2.1
Strategies	Enhancing existing and future infra- structure						Improving basics: cleaning, repairing, enforcing, and responding
Code Objectives	Increased Provision of Municipal Services						Improved state of Mu- nicipal Infra- structure
Code	Bl						B2
ИКРА				ice Delivery	: Basic Serv		



<u>v</u>							
Wards	AII	AII	AII	AII	AI	AII	AII
Financial implica- tions	<u> </u>			~		<u> </u>	
Dept	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev	CBU	AII	Serv	Com Serv
2021/2022	100%	100%		39	70%	39	240
2020/21	100%	100%		39	50%	39	240
5019/20	100%	100%		39	30%	38	240
61/8102	100%	100%		39	20%	38	240
81/7102	100%	100%		1	1	38	240
ရူရင်နေစြ	1			0	30%	-	80
Demand	100%	100%	100%	36	100%	36	240
Baseline	100%	100%		39	70%	39	240
ORGANISATION KPI	% of operations and maintenance budget spent	% of capital budget actually spent on capital projects	% of Infrastructure in good state with in the CBD	Number of Mayoral projects co- ordinated	Percentage of capital projects implemented within the nodes and corridors	Number of wards with access to functional Social infrastructure within a 15 km radius	Number of road safety campaigns conducted
IDP Ref	B2.2	B2.3	B2.4	B 3.1	B 3.2	B 3.3	B 3.4
Strategies				Focus investment on corridor and	ainable in res		
Code Objectives				Improved provision of Social D e velopment	Services		
				B3			
ИКРА			ivery	Service Del	NKPA 2: Basic		





ards			Mards	All
\$	All	•	implications Financial	-
Financial implica- tions			Dept	IS, Com Serv,
Dept	Com Serv		2021/2022	1000
2021/2022	148 (2020/21	1000
5020/21	148		5019/20	1000
16/0606	71		61/8102	1000
5019/20	148		81/7102	ÏŽ
61/8102	148		Backlog	Ž
81/7102	148		Demand	1000
			Baseline	1000
Backlog	0			
Demand	148			'hrough ives
Baseline	148		Ъ	created through LED initiatives
ORGANISATION KPI	B 3.5 Number of community facilities in good state		ORGANISATION KPI	C1.1 Number of jobs crea
REF	3 3.5 N 6 1 9		IDP REF	C1.1
Strategies			Strategies	Implement the LED strategy
Code Objectives Sti			Objectives	Reduced un- Implem employment the LED strategy
Code			а В В В В В В В В В В В В В В В В В В В	ប
NKPA			ИКРА	

Mards	AII					AII		AII		AII		AII		AII		AII		AII		AII	
implications Financial																Есо	Dev				
Dept	IS,	Com	Serv,	Есо	dev	Eco	dec	Eco	Dev	Eco	Dev	Eco	Dev	Есо	Dev			Есо	Dev	Есо	Dev
2021/2022	1000					85%		26		4		9		16				20ha		%02	
2020/21	1000					80%		24		3		9		16		ı		15ha		%0 9	
5019/20	1000					75%		22		2		9		16		•		10ha		50%	
61/8102	1000					75%		20		l		9		14		·		0ha		40%	
81/7102	lin					75%		20		l		4		14		•		0ha		40%	
gacklog	İŻ					25%		5		3		2		86		·		50ha		%0 9	
Demand	1000					100%		25		4		9		100				50ha		%001	
Baseline	1000					75%		20		l		4		14		ı		0 ha		40%	
ORGANISATION KPI	C1.1 Number of jobs created through	EPWP,CWP and LED initiatives				% of LED strategy implemented		C1.3 Number of business opportunities	created for registered Local Business	C2.1 Number of functional LED structures	as per the LED Strategy	Number of programmes and projects	aimed at focus groups implemented	Number of SMME's and	Cooperatives established	Number of stakeholders mobilised	toward LED	Hectors of land secured for LED	projects	% of successful LED projects.	
IDP REF	CI.1					C1.2		C1.3		C2.1		C2.2		C2.3		C2.4		C3.1		C3.2	
Strategies	Implement	the LED	strategy							Grow the	regional	economy						Land re-	lease along	the N3 cor-	ridor
Objectives	Reduced un-	employment								Increased	economic	activity						Optimised	land usage		
ORG REF	บิ									C2								ប			
ИКРА				-	uə	ud	ole	θΛƏ	a a	oim	ou	DOE	q	00	3:1	٧d	AK				



ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	81/7102	2018/19	5019/20	2020/21	2021/2022	Dept	implications Financial	Wards
ID	Increased revenue	Implement the revenue enhancement	D 1.1	% of revenue collection rate on outstanding debt	20%	100%	80%	•	25%	25%	25%	25%	FS		N/A
		strategy	D 1.2	% of revenue collection rate on current debt	%06	100%	10%		%06	%06	%06	%06	FS		N/A
			D 1.3	Debt coverage ratio	1:09	1:1	0.01		1:09	1:09	1:09	1:09	FS		N/A
			D 1.4	Outstanding services debtors to revenue ratio	1:02	Ë	10.0	I	1:02	1:02	1:02	1:02	FS		N/A
D2	Improved	Apply	D 2.1	Cost coverage ratio	1:09	1:1	0.01	•	1:09	1:09	1:09	1;09	FS		N/A
	expenditure	diture	D 2.2	% of Creditors paid	%06	100%	10%	•	%06	%06	%06	%06	FS		N/A
	and maximize the	control		within 30 days from											
		biocedules			75	75	c		75	75	75	75	U U		NIA
			ר גי ב	davs taken to finalise	2	S	5	I	2	S	2 2	2	2		
				Bids at supply chain											
			D2.4	Number of functional	ო	ო	0	ო	3	e	ო	ო	FS		N/A
				bid committees											
			D3.1	% of OPEX spent on WSP	0.008%	3%	2.992%	0.008%	1%	1%	1%	1%	FS		N/A
D3	Improved	Conform	D3.2	% compliance with	98%	100%	2%		98%	100%	100%	100%	FS		N/A
	budgeting, reporting	to MFMA calendar of		MFMA calendar of reporting											
	and the audit reporting opinion	reporting	D3.3	% of actual budget spent vs. projected	100%	100%	%0	I	100%	100%	100%	100%	FS		N/A
			D3.4	% of grants spent	20%	100%	80%	100%	100%	100%	100%	100%	FS		N/A
															N/A



ИКЪ	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	anilasp 8	Demand	gacklog	81/7102	61\810 <u>2</u>	2019/20	12/0202	5021/2022	Dept	implications Financial	Mards
	ш	Strengthen Governance	Comply with all legislative	E 1.1	% of Council bylaws and policies enforced	15%	%	%	20%	30%	%	%	%	AII		N/A
uoi		and reduce risk	provisions	E 1.2	E 1.2 Number of risks on the risk dashboard rated above 3	ሩ	0	ć	ı	ć	5	ε	2	CBU		N/A
bat				E1.3	% of anti-fraud and	2	12	12	12	12	12	12	12	CBU		N/A
isitu					corruption awareness campaians conducted per											
od o					year											
pild				E1.4	AG audit opinion rating	2	2	e	2	4	4	4	2	AII		N/A
nd	E2	Improved	Implement the	E 2.1	E 2.1 Number of wards with	38	39	-	38	38	38	38	39	CBU,		N/A
% ə		Customer	Batho pele		functional war rooms									Com		
ou		experience	principles											Serv		
bu.		& Public	and Public	E 2.2	E 2.2 % of people on the customer	I	100%	ı	ı	ı	50%	80%	%06	CBU		N/A
ΙƏΛ		participation	participation		satisfactory survey rating											
ЭÐ			policy		the Municipality above											
ро					satisfactory on service											
09					delivery											
) : G				E 2.3	Number of wards with	39	39	0	39	39	39	39	39	CBU		N/A
∀d					functional ward committees											
ИК	E3	Promote public	Develop and	E 3.1	% of communication strategy	%01	100%	100%	20%	50%	100%	100%	100%	CBU		AII
		knowledge and	Implement		implemented											
		awareness	the marketing													
			strategy													



			1		I	1		1	1	
Mards	AII	27, 32, 34	N/A	N/A	10-37	10-37	AII	AII	AII	AII
implications Financial										
Dept	Eco dev	CBU	Eco dev	CBU	Eco Dev	Eco Dev	Com serv	Com Serv	Eco dev	Eco dev
2021/2022	NIL	NIL	-	4	800	9320	75%	450	2000	
12/0202	25%	60%	-	4	800	9320	75%	450	2000	
2019/20	25%	50%	-	4	800	9320	75%	450	1879	
61/8102	25%	30%	-	4	800		75%	450	160	
81/7102	25%	25%	-	4		0006	75%	400	ć	
Backlog	25%	80%	4	0	0	0	25%	50	14840	
Demand	100%	100%	5	4	800	0006	100%	500	15000	
Baseline	750%	20%	-	4	800	9320	75%	450	160	
ORGANISATION KPI	% of Land use management framework developed and implemented		Number of SDF reviews conducted	Number of IDP Rep forums conducted per year	Number of fire inspections conducted	Number of health compliance inspections conducted	% of fire incidents responded to in terms of the norms and standards	Number of water sources tested	Number of housing units built	Hectors of land acquired for low income housing development
IDP REF	F 1.1	F 1.2	F 1.3		F 2.1	F2.2	F2.3	F2.4	F3.1	F3.2
Strategies	Promote and Implement the SDF			Develop and implement the IDP	Implement the Disaster	Management plan			Implement the Housing Sector	
Objectives	Improved Municipal planning	and spatial development			Improved Disaster and	Management and response	to fires and emergencies		Increased access to	housing units
ORG REF	Ξ								£	
ИКЪ∀			suoit	Interven	6uittu	O ssor	C : 6 Aq	IN		

TABLE 75: TIER ONE: ORGANISATION LEVEL (2018/19 SCORECARD)

	Ρ			3/20																
Mards	N/A	N/A	N/A		N/A		A/A	- -	N/A			N/A		N/A			N/A		N/A	
implications Financial																				
Dept	Corp Services	Corp Services	Corp Services		Corp	Services	Corp		Corp	Services		Corp	Services	AII			CBU		AII	
Gnatter 4	80%	65	45		e		100%		%66			100%		65%			32		~	ı
Gnarter 3	80%	0	45		3		100%		%66			100%		65%			32		~	i
Gnatter 2	80%	0	0		°		100%		%66			100%		65%			32		~	1
Quarter]	80%	0	0		3		100%		%66			100%		65%			32		~	i
Annual Target 2016/17	80%	65	06		e		100%		%66			100%		65%			32		6	ı
၉ရငနုုဝဝ	25%	40	490		0		0%0		1%			%0		40%			4768		2	i
Demand	100%	100	5800		3		100%		100%			100%		100%			5800		5	,
Baseline	75%	60	06		3		100%		%66			100%		%09			32		3	,
ORGANISATION KPI	% of municipal Back to Basics deliverables achieved	Number of critical posts filled	Number of people developed through	the Human Resource Development Strategy	Number of top	management positions filled by people from	special rocus groups	equity Plan targets achieved	Average % uptime	of all Information	& Communication Technology Systems	% of Council adopted	policies with standard operating procedures	% of community	complaints resolved	within the set norms and standards	Number of employees	on Performance	Overall Organisation	Performance Rating
REF D	A 1.1	A 1.2	A 1.3		A1.4		A1.5		A 2.1			A 2.2		A2.3			A3.1		A3.2	2
Strategies	BUILDING A CAPABLE AND DEVELOPMEN-	TAL MUNICIPAL- ITY			Implement	the workplace skills plan			Re-engineer	critical	organisarionar processes	-					Comply to the	PMS frame-	ecute all work	plans
Objectives	Increased institutional capacity	and promote transformation							Optimised	systems,	procedures and processes	•					Increased	performance		
Code	Al								A2								A3			
ИКЪ∀		ŧ	uəwc	golevelop] uc	oitosinu	J rgc) pup l	loit	ເພດ	ojsu	Tra	icibal	un	M : I	КРА 1	N			







Mards								
implications Financial								
tq9Ū	SI	হা	হা	হ	S	ম	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev
Guarter 4	160809	157855	163336	125244	100%	22 000	100%	100%
Gnatter 3	160809	157855	163336	125244	100%	22 000	100%	100%
Gnatter 2	160809	157855	163336	125244	100%	22 000	100%	100%
gnatter]	160809	157855	163336	125244	100%	22 000	100%	100%
Target 2016/17 סיופפל	160809	157855	163336	125244	%001	22 000	100%	100%
၉ရငနုုဝဒိ	3284	6138	657	38749	%0		1	
Demand	163 993	163 993	163 993	163 993	100%		100%	100%
Baseline	160709	157855	163336	125244	100%	22 00	100%	100%
ORGANISATION KPI	No. of households with access to electricity	Number of households with access to piped water supply	Number of households with access to basic sanitation	Number of households with access to refuse removal	Percentage of catalytic projects being implemented	Number of households earning less than R3 500.00 with access to free basic services	% of operations and maintenance plan implemented according to schedule	% of operations and maintenance budget spent
IDP REF	B 1.1	B 1.2		B 1.3	B1.4	B1.5	B2.1	B2.2
Code Objectives Strategies	Enhancing existing and future	infrastruc- ture					Back-to- basics: cleaning, repairing, enforcing,	and re- sponding
Objectives	In- creased Provision	of Mu- nicipal Services					lm- proved state of Munici- pal Infra-	structure
е О ИКЬФ	81		L)	rvice Delive	ROSIC 261	икрд 2:	B2	
	l				U - 1,2-0	J . Z/III		





Wards	AII	AII	AII	AII	AII	AII	
implications Financial							
Dept	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev	CBU	All	COM Serv	Com Serv	Com Serv
Quarter 4	100%		1	20%	38	240	148
Gnatter 3	100%		1	20%	38	240	148
Gnatter 2	100%		1	20%	38	240	148
Gnatter]	100%		I	20%	38	240	148
Target Pnnual 2016/17	100%		1	20%	38	240	148
ရွှင်နုုဝဝ			0	%06	-	80	0
Demand	%001	%001	39	100%	39	240	148
Baseline	100%		39	10%	39	240	148
IDP REF ORGANISATION KPI	% of capital budget actually spent on capital projects	% of Infrastructure in good state	Number of Mayoral projects co- ordinated	Percentage of capital projects implemented within the nodes and corridors	Number of wards with access to functional Social infrastructure within a 15 km radius	Number of road safety campaigns conducted	Number of community facilities in good state
IDP REF	B2.3	B2.4	B 3.1	B 3.2	B 3.3	B 3.4	B 3.5
Code Objectives Strategies	Focused investment on corridor	of Social and sus- Develop- tainable ment Ser- urban cen-	tres				
Objectives	lm- proved provision	of Social Develop- ment Ser-	vices				
	B3		·				
NK₽A			ivery	sic Service Del	NKPA 2: Ba		



A 2 111	ORG Objectives REF	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	ရွှင်နုဝဝ	Target Annual 2016/17	Gratter]	Gnarter 2	Grratter 3	Quarter 4	Dept	implications Financial	Wards
บ	Reduced unemploy- ment	Implement the LED strat- egy	C1.1	Number of jobs created through EPWP,CWP and LED initiatives	1000	1 000	ĨZ	1000	1000	1080	1000	1000	IS, Com Serv, Eco dev	4	AII
			C1.2	% of LED strategy implemented	75%	100%	25%	75%	75%	75%	75%	75%	Eco dec	4	AII
			C1.3	Number of business opportunities created for registered Local Business	22	25	ε	24	24	24	24	24	Eco Dev	4	AII
		1	C2.1	Number of functional LED structures as per the LED Strategy	2	4	7	ო	ო	ო	ო	m	Eco Dev	4	AII
3	Increased economic activity	Growing the regional economy	C2.2	Number of programmes and projects aimed at focus groups implemented	Ŷ	\$	0	9	Ŷ	\$	Ŷ	Ŷ	Eco Dev	4	AII
		<u> </u>	C2.3	Number of SMME's and Cooperatives established	16	100	84	16	16	16	16	16	Dev o	4	AII
			C2.4	Number of stakeholders mobilised toward LED			•	I	ı	ı		ı	Eco Dev	4	AII
ប	Optimised land usage	Land release along the N3	C3.1	Hectors of land secured for LED projects	10ha	50ha	40ha	15ha	15ha	15ha	15ha	15ha	Eco Dev	4	AII
		corridor	C3.2	% of successful LED projects.	20%	60%	40%	30%	40%	40%	40%	40%	Eco Dev	4	AII



Mards	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A		N/A	N/A		N/A		N/A
implications Financial																	
Dept	FS	FS	FS	R	FS	R	FS		FS	FS		FS	FS		£		FS
Quarter 4	25%	%06	1:09	1:02	1:09	%06	75		0	e		0,25%	100%		100%		100%
Gnatter 3	25%	%06	1:09	1:02	1:09	%06	75		0	e		0,25%	100%		75%		80%
Quarter 2	20%	%06	1:09	1:02	1:09	%06	75		0	e		0,25%	100%		50%		%0 9
@narter]	20%	%06	1:09	1:02	1:09	%06	75		0	e		0,25%	100%		25%		40%
Target 2015/16 2015/16	25%	%06	1:09	1:02	1:09	%06	75		0	e		1%	100%		100%		100%
Backlog	80%	10%	0.01	0.01	0.01	10%	0		¢.	0		%0	2%		%0		0%
Demand	100%	100%	÷	₽	÷	100%	75		0	e		1%	100%		100%		100%
B aseline	20%	%06	1:09	1:02	1:09	%06	75		ċ	e			98%		100%		100%
ORGANISATION KPI	% of revenue collection rate on outstanding debt	% of revenue collection rate on current debt	Debt coverage ratio	Outstanding services debtors to revenue ratio	Cost coverage ratio	% of Creditors paid within 30 days from receipt of invoice	Average number of days	taken to finalise Bids at supply chain	Number of deviations from	Number of functional bid	committees	% of OPEX spent on WSP	% compliance with MFMA	calendar of reporting	% of actual budget spent vs.	projected	% of grants spent
REF	D 1.1	D 1.2	D 1.3	D 1.4	D 2.1	D 2.2	D 2.3		D 2.4	D2.5		D3.1	D3.2		D3.3		D3.4
Strategies	Implement the revenue	enhance- ment strat-	egy		Apply expen- D 2.1	diture con- trols						Conform to	MFMA calen-	dar of report-	ing		
Objectives	Increased revenue				Improved	expenditure diture con- and maxi- trols	mise the	economies of scale				Improved	budgeting,	reporting	and the au-	dit opinion	
ORG REF	5				D2							D3					
ИКРА			ţu	9m9b	bui	oM & N	(tilio	Viap	ncial	pui	4:	∀ď	NK				



	ORG OR	Objectives	Strategies	IDP Ref	ORGANISATION KPI	Baseline	Demand	gacklog	Target Annal 2015/16	Guarter]	Gnarter 2	Gnatter 3	Gnarter 4	Dept	implications Financial	Mards
Ξ	ς Ω	Strengthen Governance	Comply with all legislative	E 1.1	% of Council bylaws and policies enforced	100%	100%	1	100%	80%	85%	%06	100%	AII		N/A
	σ	and reduce risk provisions	provisions	E 1.2	Number of risks on the risk dashboard rated above 3	5	1		3	e	ო	e	m	CBU		N/A
				E1.3	% of anti-fraud and	4	12	æ	8	2	2	7	2	CBU		N/A
					corruption awareness											
				E1.4	AG audit opinion rating	-	5	4	4			4		All		N/A
出		Improved the	Implement the	E 2.1	Number of wards with	39	39	0	39	39	39	39	39	CBU,	_	N/A
	0	Customer	Batho pele		functional war rooms									Com		
	Φ	experience	principles											Serv		
	<u>∞</u>	& Public	and Public	E 2.2	% of people on the	50%	100%	·	80%		50%		50%	CBU	_	N/A
	٩	participation	participation		customer satisfactory survey											
			policy		rating the Municipality											
					above satistactory on service delivery											
				E 2.3	Number of wards with	39	39	0	39	39	39	39	39	CBU		N/A
					functional ward committees											
£	4	Promote public Develop and		E3.2	% of communication	100%	100	0	100%	100%	100% 100%	100%	100%	CBU		All
	¥	knowledge	Implement		strategy implemented											
	σ	and awareness the marketing	the marketing													
			strategy													



282

SDF F 1.2 % of tour use implement the management fram developed and implemented F 1.2 % of town rehabilit plan implemented		25%	Demo	ີ 5012\1 ນີ້ ສຸດເຊາວ	Target	မှိ တက္ခာရ	granter :	g anarter 3		Linancial Dept	implicatio	Mards
	amework				%.67	%0		%02		dev o	Ā	
	ation	25% 24	25% 2	25%	30%	10%	10%	10%	NIL	CBU	27, 32, 34	
F 1.3 Number of SD conducted	of SDF reviews d	1	1	0	-				- С	Eco dev	N/A	A
Develop and Number of IDP Rep f implement the conducted per year IDP	Number of IDP Rep forums conducted per year	4	4	0	4	L	-	L	-	CBU	N/A	۲
Implement F 2.1 Number of f the Disaster conducted	fire inspections	800 8	800	0	800	200	200	200	200 E	Eco Dev	10	10-37
Management F2.2 Number of health plan compliance inspe conducted	ections	9320 90	0006	0	9320	2330	2330 2	2330 2	2330 E	Eco Dev	10	10-37
F2.3 % of fire incidents responded to in te the norms and sta	rms of ndards	75% 10	100% 2	25%	75%	75%	75%	75%	75% (s	Com serv	AII	
F2.4 Number of v tested	Number of water sources tested	450 5	500	50	450	112	112	112	114 O S	Com Serv	AII	
Implement the F3.1 Number of t Housing Sector built	Number of housing units 1 built	1879 15	15 000 1;	13121	2000			121	1879 E	Eco dev	AII	
Plan F3.2 Hectors of lan for housing d	 land acquired lg development 								шо	Eco dev	`	AII



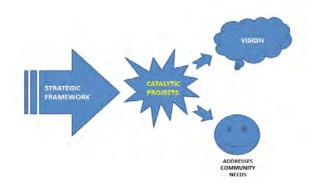


283

4.9 CATALYTIC PROJECTS

A catalyst is described as something that 'precipitates an event' or something that causes change. Catalytic projects speed-up realisation of the municipal strategies leading to community needs being met, and facilitate speedier realisation of the Vision. The Municipality has identified a number of projects that seek to stimulate change and development in the Municipality.

FIGURE 20: Catalytic Projects



The following catalytic projects that are aimed at revitalising the economy and growth trajectory for the Msunduzi Municipality:

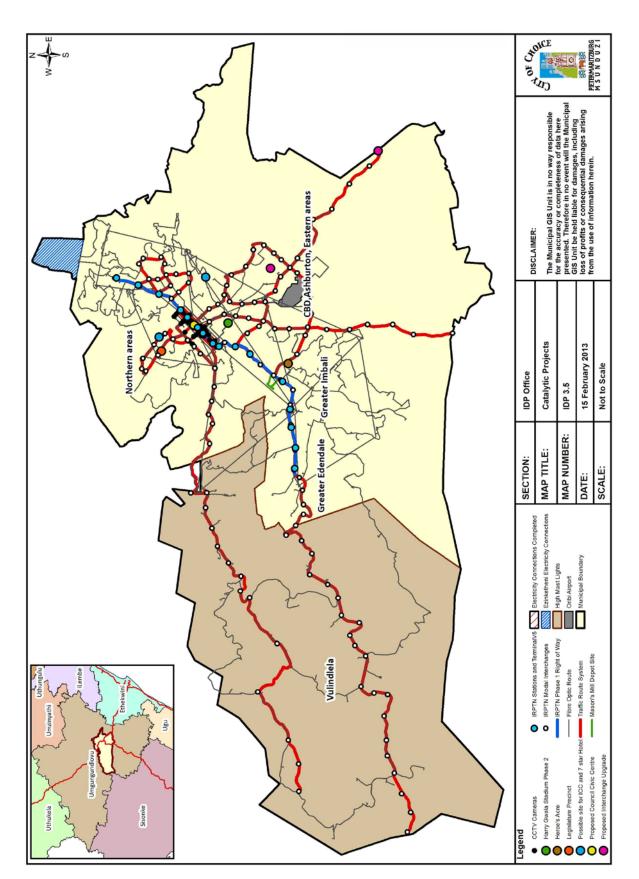
TABLE 76: SUMMARY OF MSUNDUZI CATALYTIC PROJECTS

PROJECT	DESCRIPTION	EST. BUDGET
Legislative Precinct Development	This is a medium to long-term initiative which will see the development of a new legislative precinct that will better cater for the needs of the legislature and facilitate good governance.	R2 Billion
Pietermaritzburg Airport Upgrade	This is a short- term project that will see the extension of the existing runway, together with the terminal buildings. This will allow for larger aeroplanes to make use of the airport, thereby attracting additional operators and increasing the amount of feet through the airport.	R0.5 Billion
Harry Gwala Stadium Upgrade Phase 2	This is a medium to long-term project which will see the development of further stands at the stadium. Associated with this project, in the short to medium term, is the further development and upgrading of the Alexander Park Sports Precinct with additional parking.	R0.5 Billion
International Convention Centre and 5 star Hotel	This is a medium to long-term project that will see the development of an international calibre conference centre- which will allow the city to host international-standard conferences. In the short to medium-term, a 5 star hotel associated with this will be developed.	Private Investment
Council Civic Centre	This is a medium- term project and will see the further development of the Council Civic Centre to cater for additional needs and demands.	R1.2 Billion
Integrated Rapid Public Transport System	This project is a short to medium-term project which will see the roll-out of reliable and efficient public transport between key points in the city, thereby reducing resident's commuting times.	R3.2 Billion
Fibre Optic Cable Network	This is a short to medium-term project that will see the development of a leading-edge technology fibre optic telecommunications network leading to increased connectivity and usage, decreased costs, and stimulating growth and development.	R0.5 Billion
Electrical Infrastructure Upgrade	This is a short to medium-term project that will see the rehabilitation and upgrading of the Municipality's electrical infrastructure.	R0.9 Billion
City- wide CCTV System	Camera surveillance of areas within the Msunduzi Municipality so as to encourage a crime-free environment.	R0.5 Billion



PROJECT	DESCRIPTION	EST. BUDGET
Hero's Acre	This project was mentioned by the KZN Premier in the 2013 State of the Province address, and will be a museum commemorating the Heroes of the Struggle. It will include a wall commemorating the "Seven Days War" on the site where the remains of Moses Mabhida and Jonny Makhathini are buried. The proposed development will cover a developed area of at least 102,000 m ² .	R1 Billion
Freeway Node Development	This is a medium-term project that involves the upgrade of key freeway interchanges within the Municipality so as to ensure more efficient movement of traffic, as well as unlocking strategically located adjacent land for the development of commercial, residential, and associated activities.	R1 Bill
Non- Revenue Water Reduction Project	This is a medium to long-term project that will simultaneously increase revenue and reduce water losses. The reduction of water losses will ultimately reduce the demand on our source (dams), which will have a catalytic benefit to the catchment.	R0.5 Bill







4.10 PROJECT PRIORITISATION MODEL

The prioritisation of investment projects is a key task for all municipalities as part of the IDP and Budget review process. It is clearly not possible to implement all projects simultaneously, and a rational, systematic approach to prioritisation helps to ensure that not only are the legal requirements met as early as possible, but also that the available resources (both human and finance) are used as effectively and efficiently as possible.

The following project prioritisation model has been developed to assist with decision-making in allocating resources.

CRITERIA DESCRIPTION SCORING Vision 2030 Impact Will the project realise the Vision Statements, Goals, Value 5 - Yes definitely Statements, and Targets contained in Vision 2030 for the 3 – Partially Msunduzi Municipality? 1 - Not at all Will the project result in the implementation of IDP-identified 5 - Yes definitely Project directly relates to the IDP-identified catalytic projects? 3 - Partially Catalytic projects 1 – Not at all Community Has the project been identified by a community, through 5 - Yes definitely 1 - Not at all Identification of community engagements, Ward Councillor involvement, War project Room deliberations, or through a Community Based Plan? Sector Plan Has the project been identified in a sector-specific plan 5 - Yes definitely identification of (ie. Water Services Development Plan, Local Economic 1 - Not at all project **Development Plan)?** Linkage to the Has the project been aligned to the SDF? 5 - Yes definitely **Spatial Development** Does the project occur within an SDF-identified Node or 3 - Partially Framework Corridor? 1 - Not at all Sustainable Does the project assist the Municipality and its communities 5 - Yes definitely development Goals to realise the targets set out in the Millennium Development 3 – Partially Goals (MDGs)? 1 - Not at all

TABLE 77: PROJECT PRIORITISATION MODEL FOR THE MSUNDUZI MUNICIPALITY



SECTION E CHAPTER 5: STRATEGIC MAPPING

E1 5.1 CONTEXT

During this financial year a number of spatial planning processes are underway to give direction to the municipal planning. This is because the Msunduzi Municipality has embraced the concept of a Hierarchy of Plans. A consolidated Spatial Development Framework (SDF) was adopted by Council in 2015, and a series of Area Based Management Plans (ABM) were adopted in 2010 for:

- Vulindlela;
- Greater Edendale and Imbali;
- The Northern Areas; and
- CBD, Ashburton, and the Eastern Areas.

Whilst these review processes are underway the following are the guiding principles starting to give shape to the municipality's investment areas.

TABLE 78: SPATIAL GUIDING PRINCIPLES

GUIDING PRINCIPLES	APPLICATION
Compaction	 New and Infill development focused to create coherent system, mainly in SE quadrant
Integration	 Shenstone and Ashburton as areas to integrate Low Income residential areas into city New economic opportunities in growth area and adjacent to major roads New E-W and N-S roads links to major parts of city
Urban Densification	In periphery of CBDAdjacent to major nodes
Restructuring of the City:	 Creating a Polycentric City with new nodes and new economic opportunity areas Limited mixed-use activity spines between focus points Redressing imbalances with improved infrastructure and new economic opportunities Creating a road system matrix
Meeting Land Use Needs and Identification of areas of economic development potentials Sustainability	 New Residential areas New economic opportunity areas New nodal points Restructure CBD Protecting environmentally sensitive areas Coherent and reinforcing infrastructure Protecting agriculture potential areas Upgrade residential areas with appropriate infrastructure In situ upgrading of Informal settlements
Creating a quality urban environment	 Create a polycentric city Create a mix of housing types in different areas Reinforce public transport system

Spatial Structuring elements of the Municipality include:

- Nodes (Concentration of activity);
- Corridors (Main roads/Arterials);
- Settlement Patterns (Formal/Informal/Traditional);
- Restrictive Conditions (Environmental/Topographical/Geotechnical);
- Environment/Open Spaces (Active/Passive);
- Urban Edge; and
- Mixed-Use Developments Aesthetic Environment (Visual Form/Heritage Special Features)



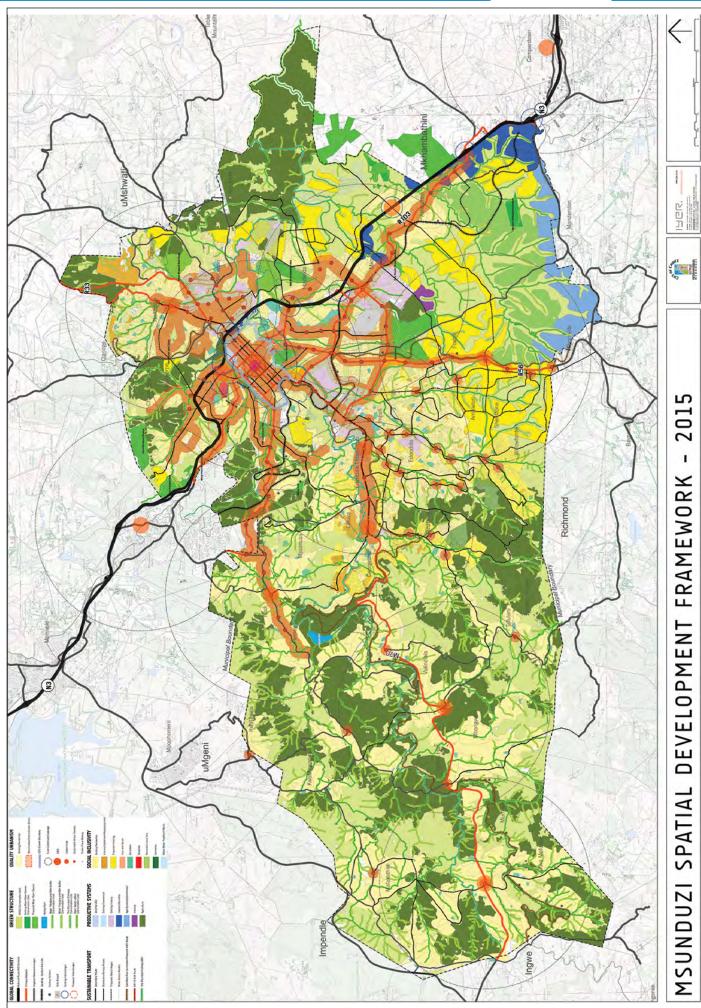
5.2 TOWARDS A LONG-TERM SPATIAL DEVELOPMENT FRAMEWORK

The Long-Term Spatial Development Strategy, adopted in 2015, will inform the refinement and review of the Integrated Development Plan and the Spatial Development Framework, thereby assisting the Municipality in achieving its Constitutional mandate and other legislative obligations. Key outcomes of the strategy include:

- A description of the desired 2030 outcomes in terms vision, goals, and objectives;
- Agreement on the set of indicators that will be applied to measure the progress being made to achieve the desired outcomes;
- Agreement on the targets and the City growth path in respect of each of the indicators;
- Agreement on the strategic interventions required to achieve the set targets;
- A description of the catalytic projects in support of the interventions, where possible; and
- Agree on the monitoring, evaluation, reporting, and review framework of the plan.

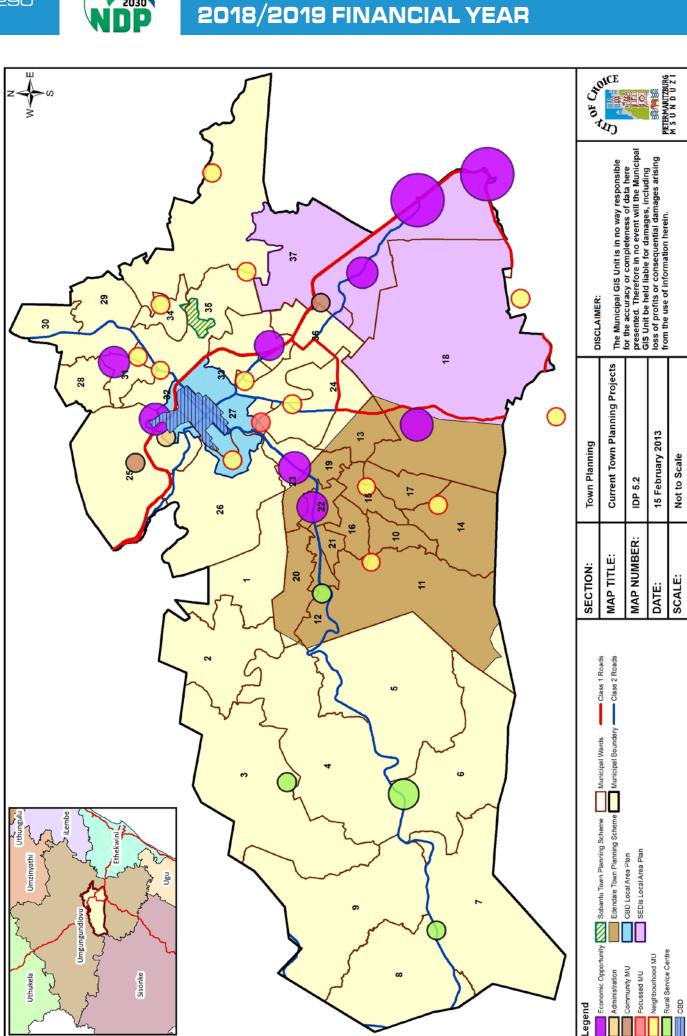






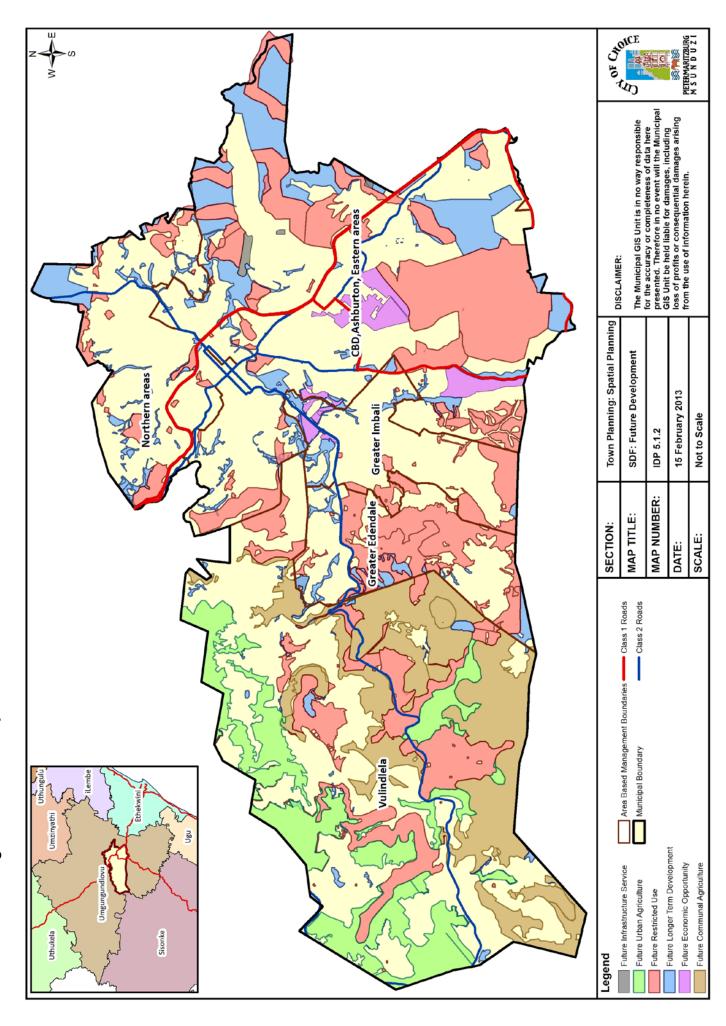
MAP 31: Spatial Development Framework

MAP 32: Town Planning Current Town Planning Projects

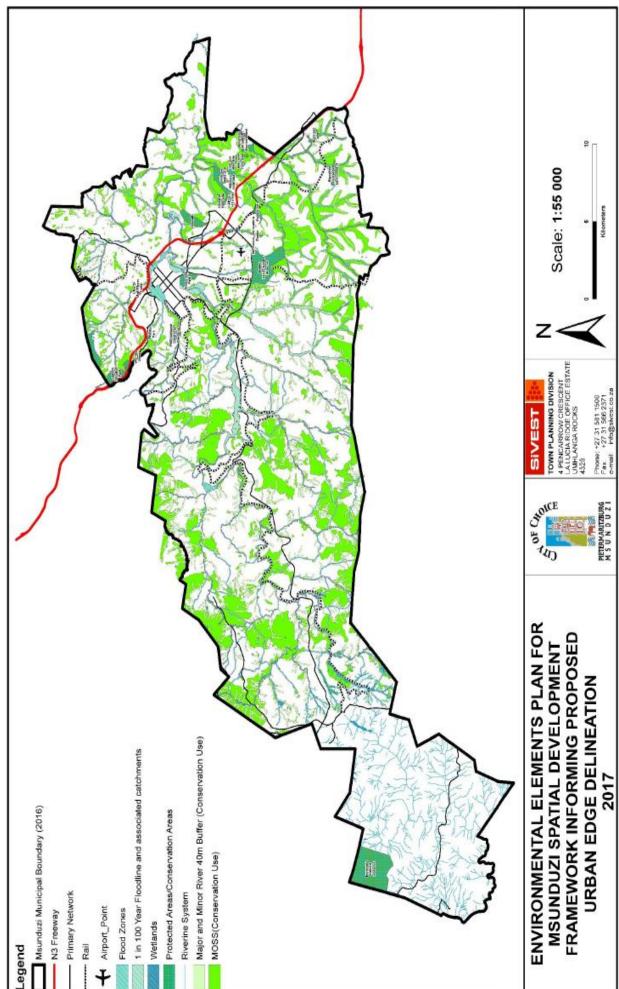


INTEGRATED DEVELOPMENT PLAN FOR

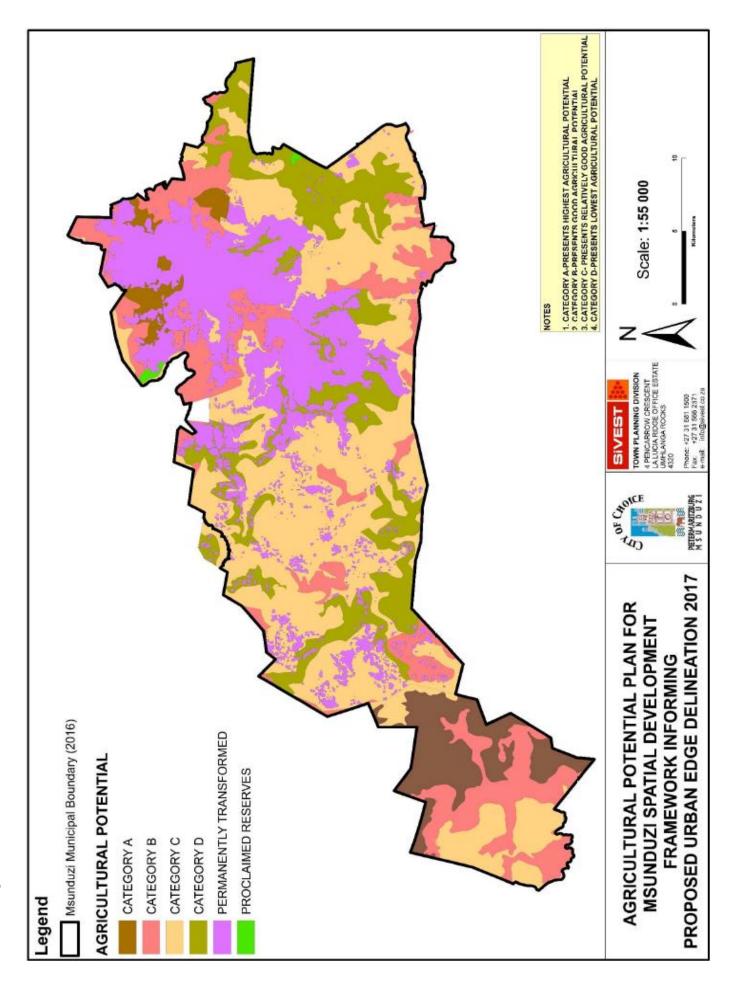






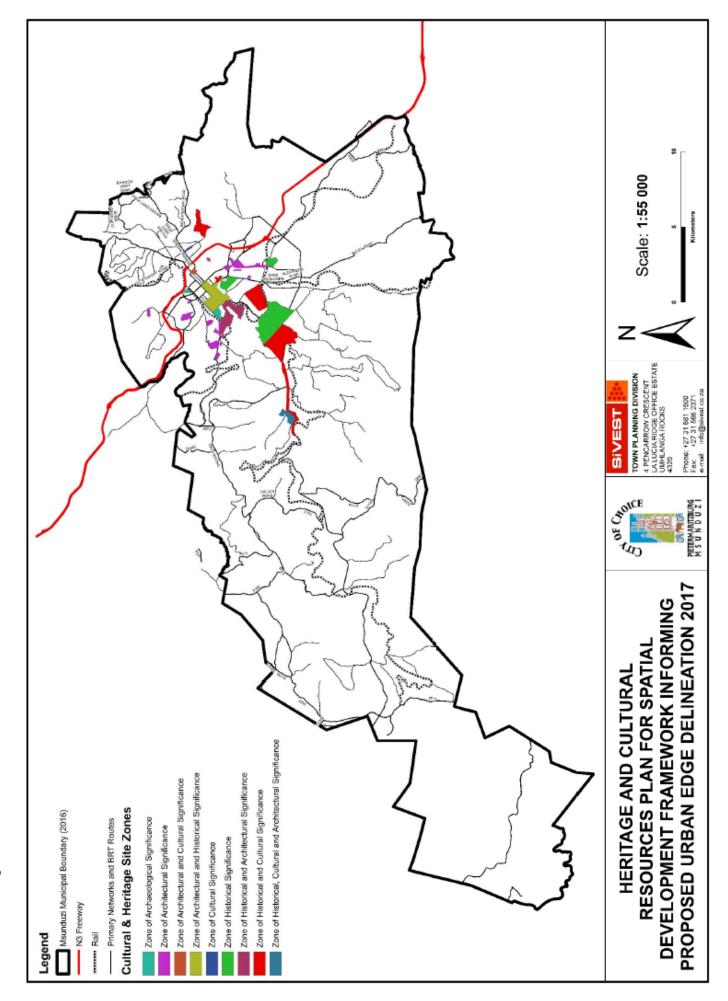


MAP 33 A: Environmental sensitive areas





MAP 33 C: Heritage and culture resources



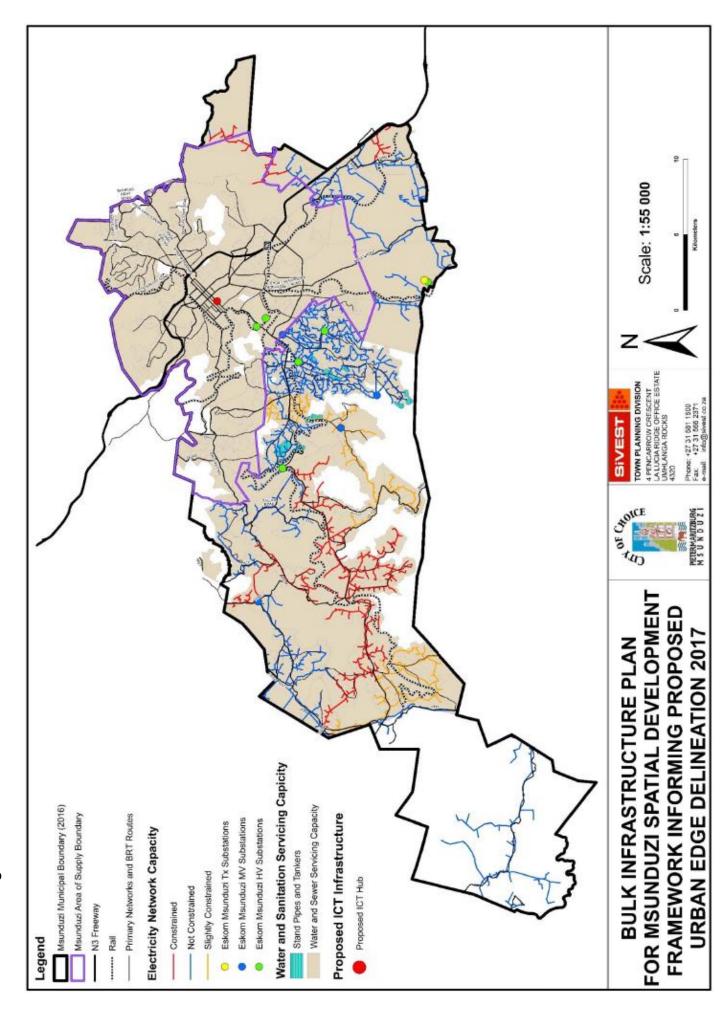
INTEGRATED DEVELOPMENT PLAN FOR

2018/2019 FINANCIAL YEAR

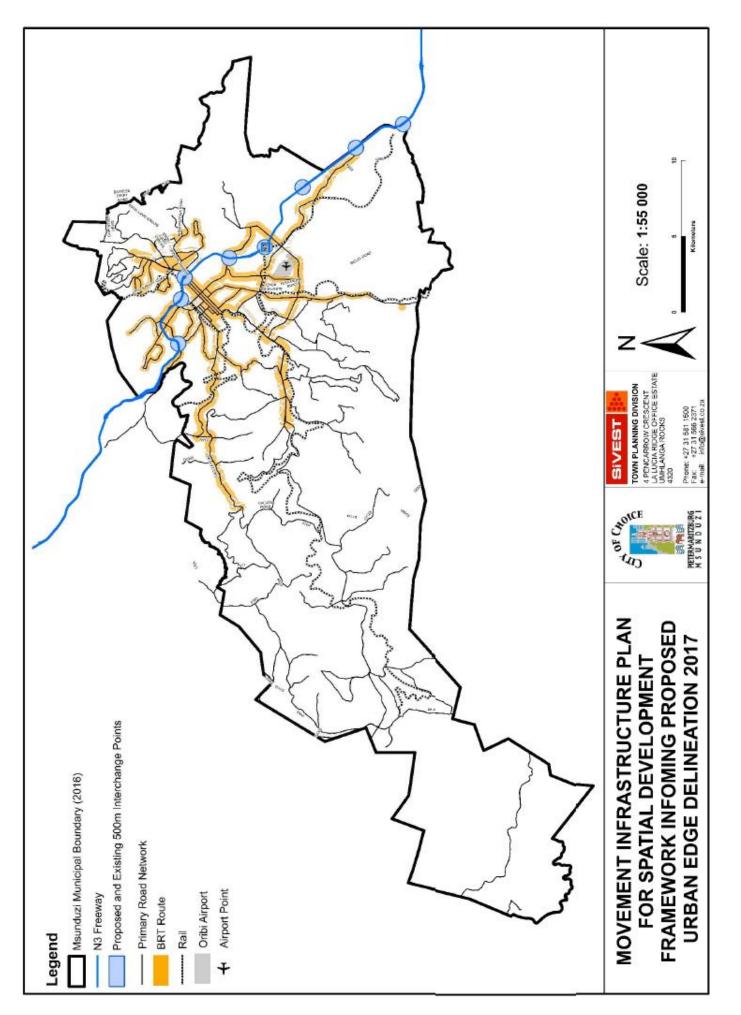
2030

Π





MAP 33 E: Transportation Infrastructure

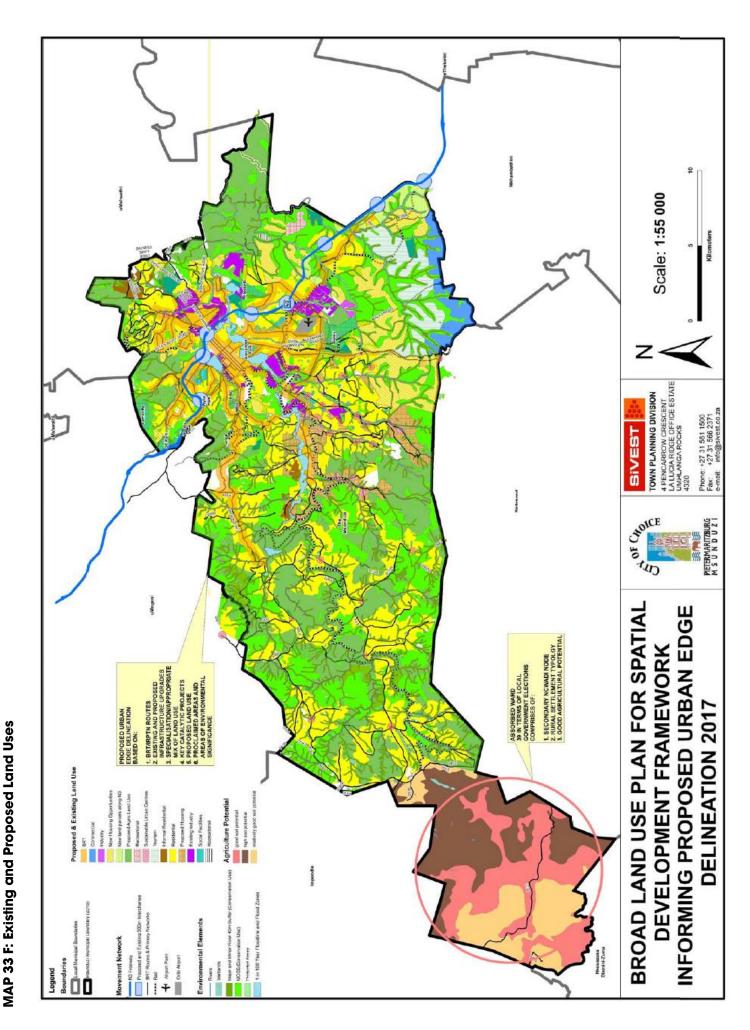


INTEGRATED DEVELOPMENT PLAN FOR

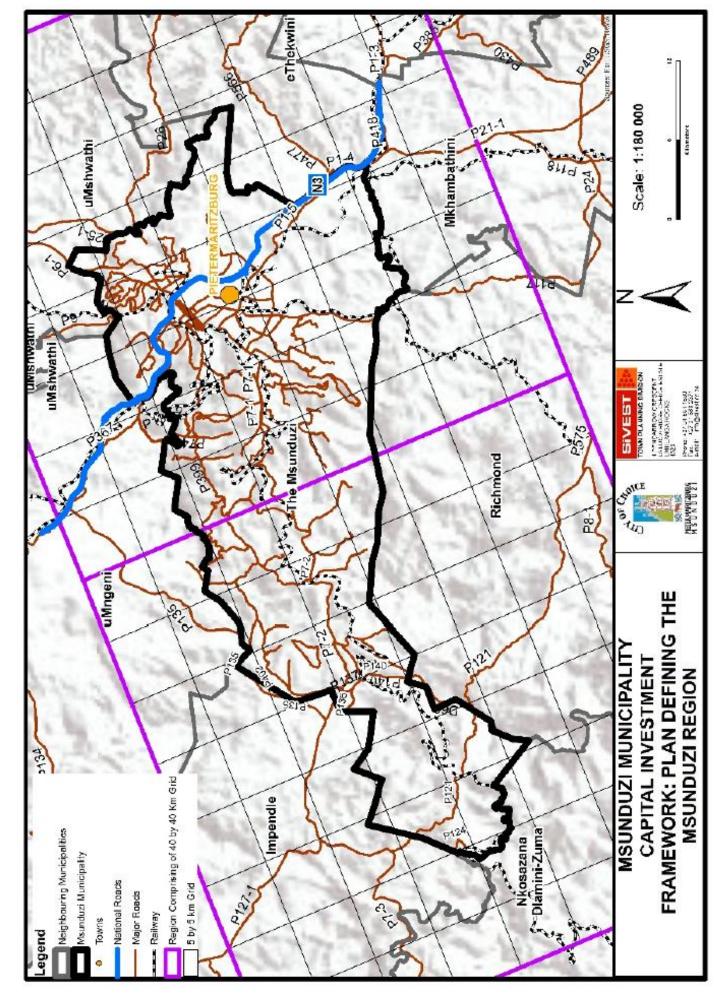
2018/2019 FINANCIAL YEAR

2030





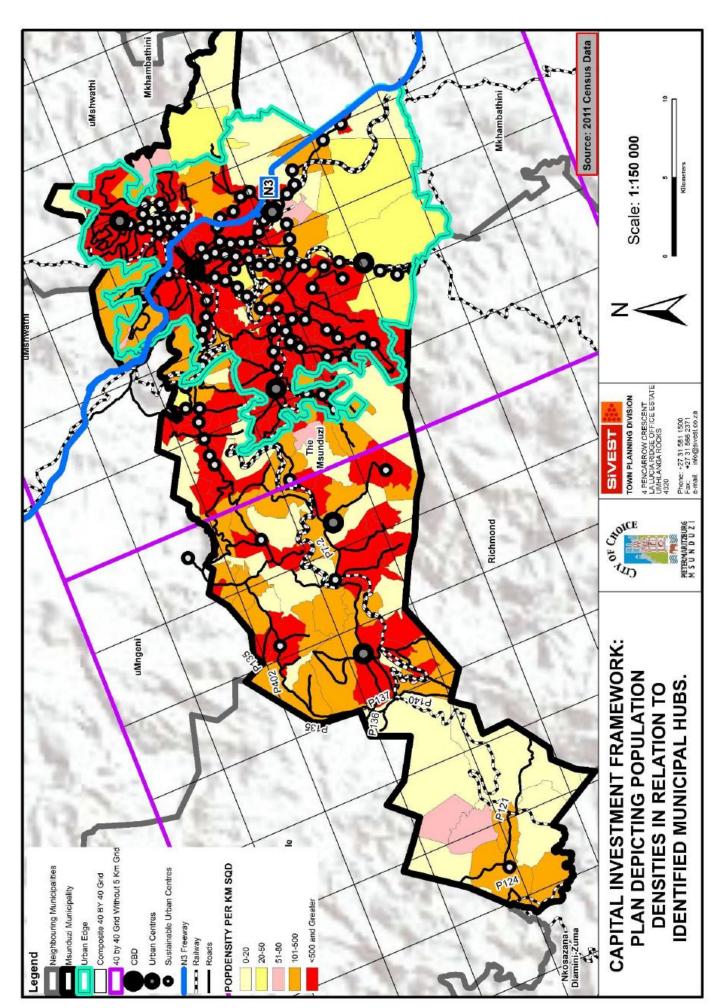
MAP 33 G: Defining the Msunduzi Region





INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



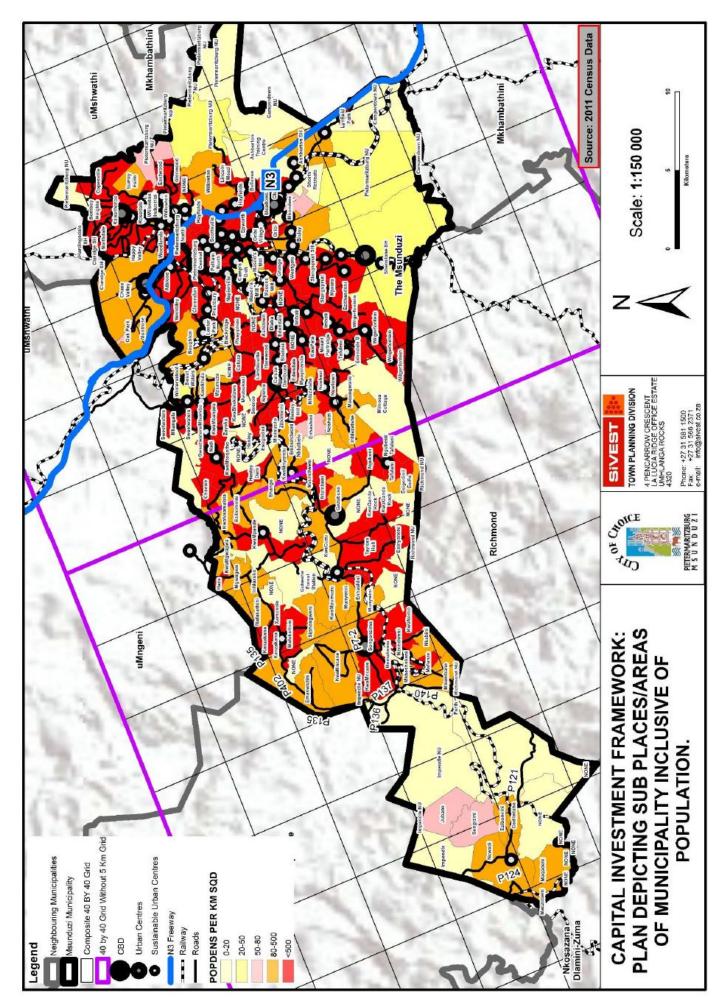
MAP 33 H: Population Densities to Municipal Hubs

MAP 33 I: Municipal Areas of Need/Sub Places and Population Densities

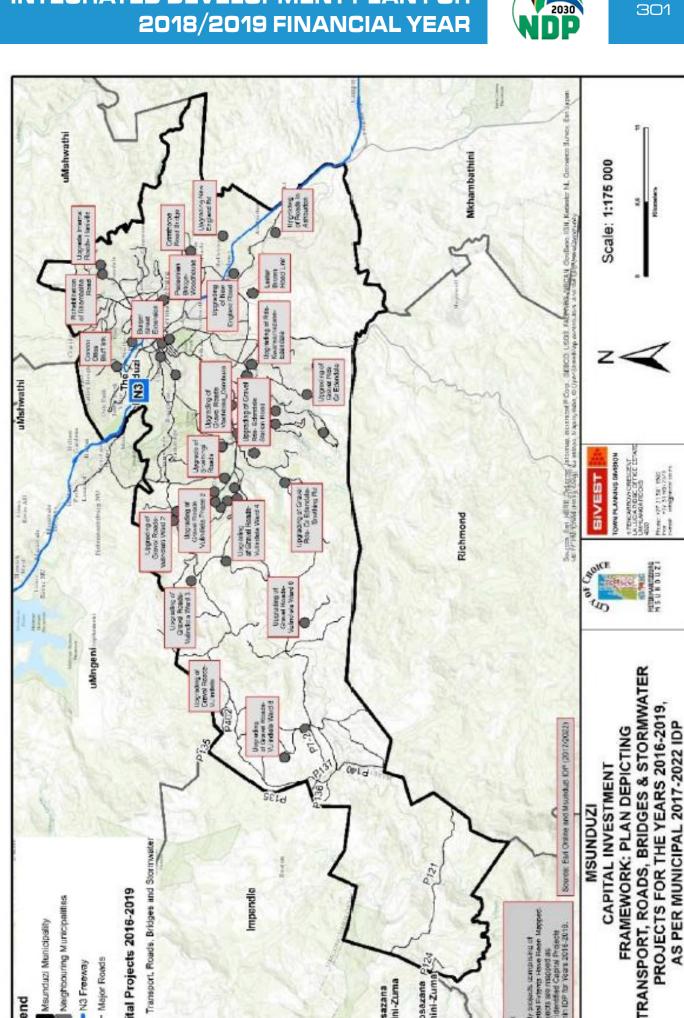
300



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



MAP 33 J: Transportation, Roads, Bridges and Storm Water Projects as per IDP 2017/2022



OPEd

Diamini-Zuma

Nkosazana

Nkosazana Diamini-Zuma

SELd

mpendle

Transport, Roads, Bridges and Stormwater

φ

Capital Projects 2016-2019

- Major Roads N3 Freevay

Neighbouring Municipalities Msunduzi Municipality

Legend

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

301

CAPITAL INVESTMENT

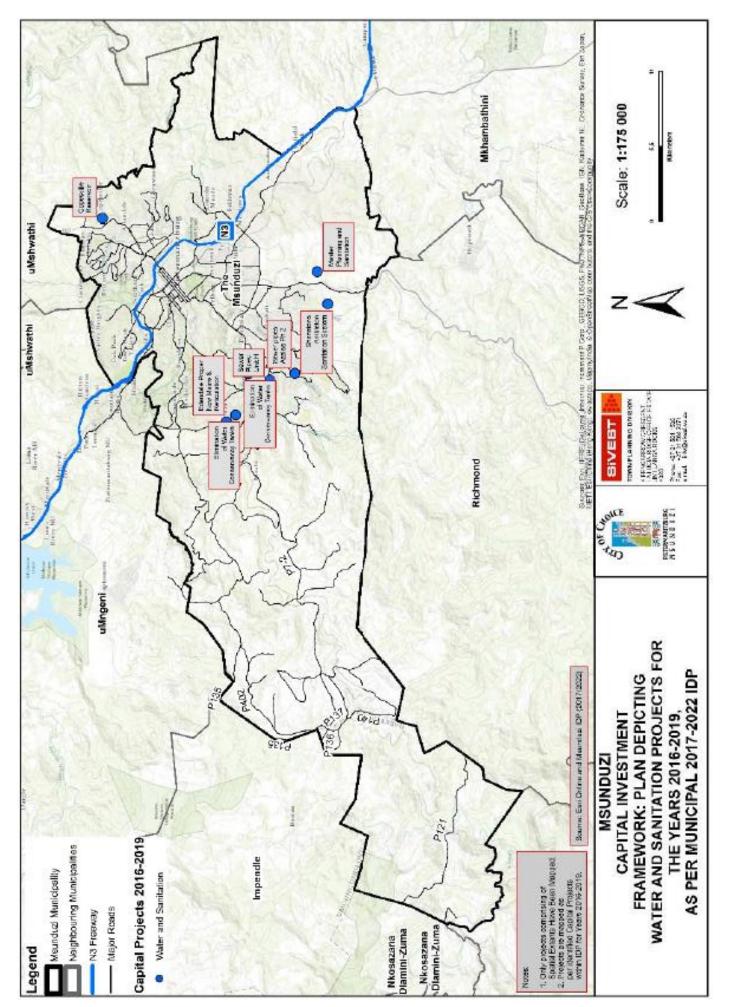
IZNDNDNZI

¢

Projects are mapped as per identified Capital Projects with IDP for Years 2016-2019. Spottel Extents Have Reen Map Projects are mapped as . Only projects compliant of

NODIA N

MAP 33 K: Water and Sanitation Projects as per IDP 2017/2022



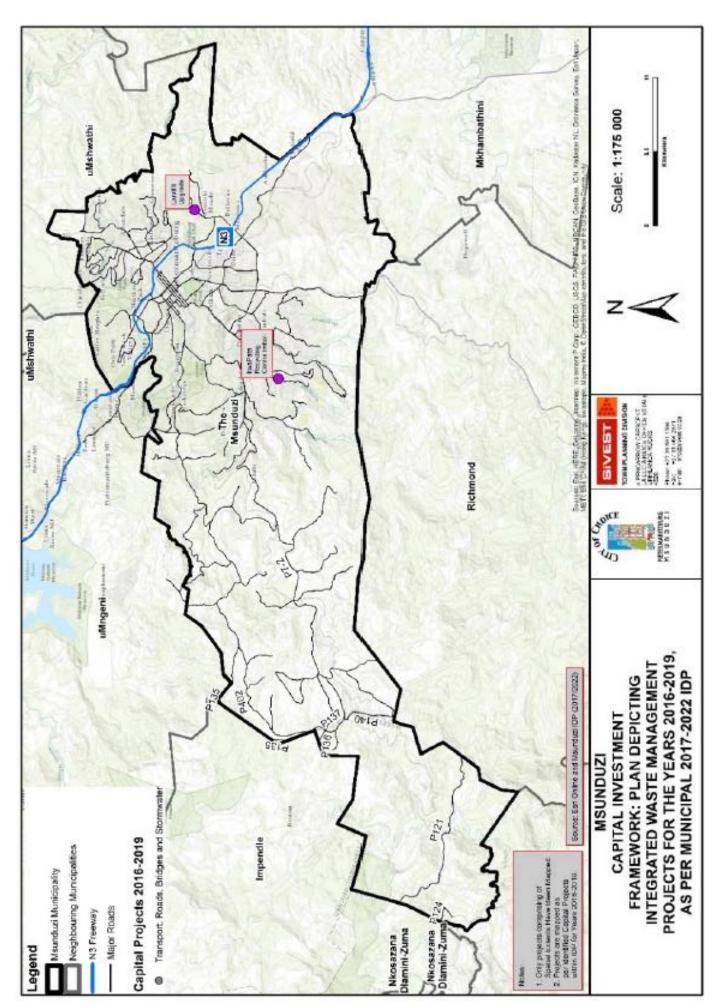
302

2



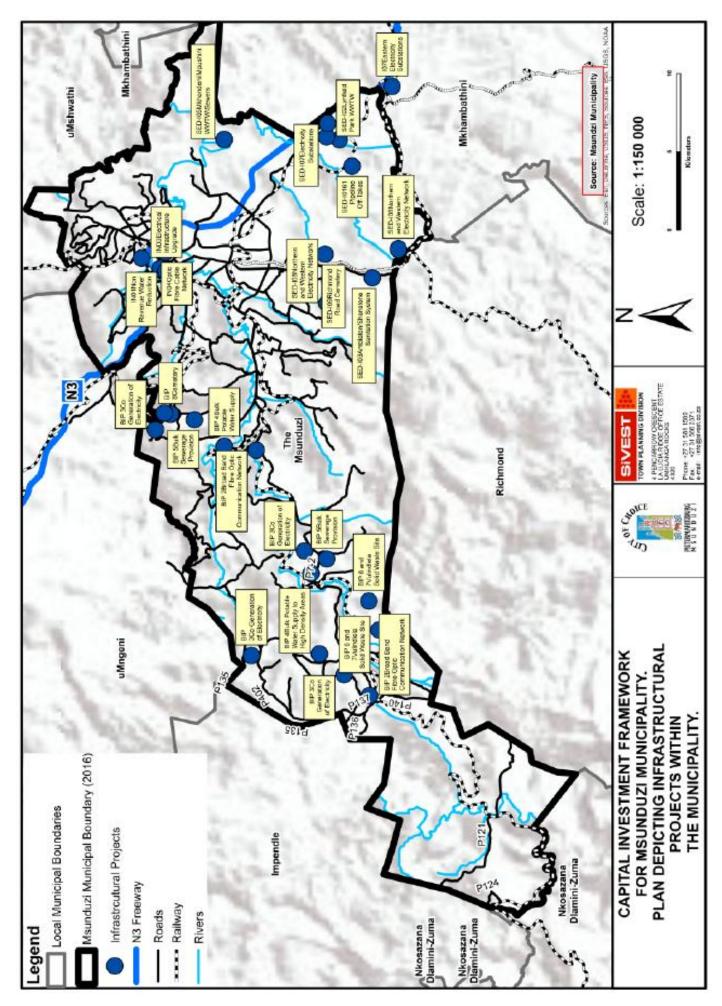
INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

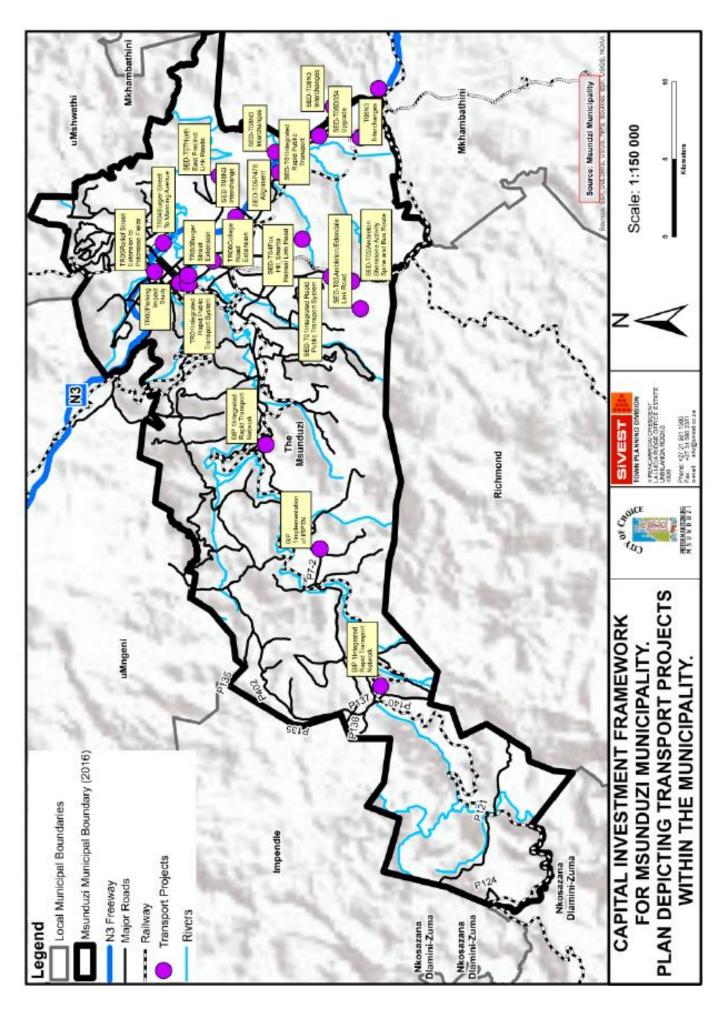
INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



MAP 33 L: Integrated Waste Management Projects as per IDP 2017/2022

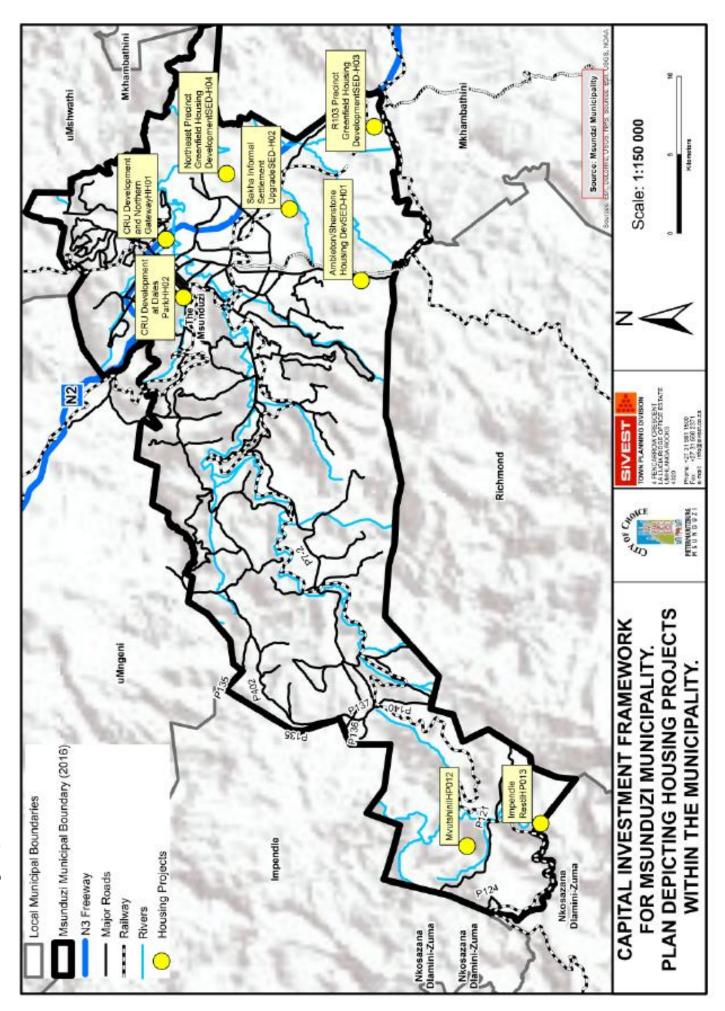






MAP 33 N: Transport Projects as Identified within Municipal LAP's





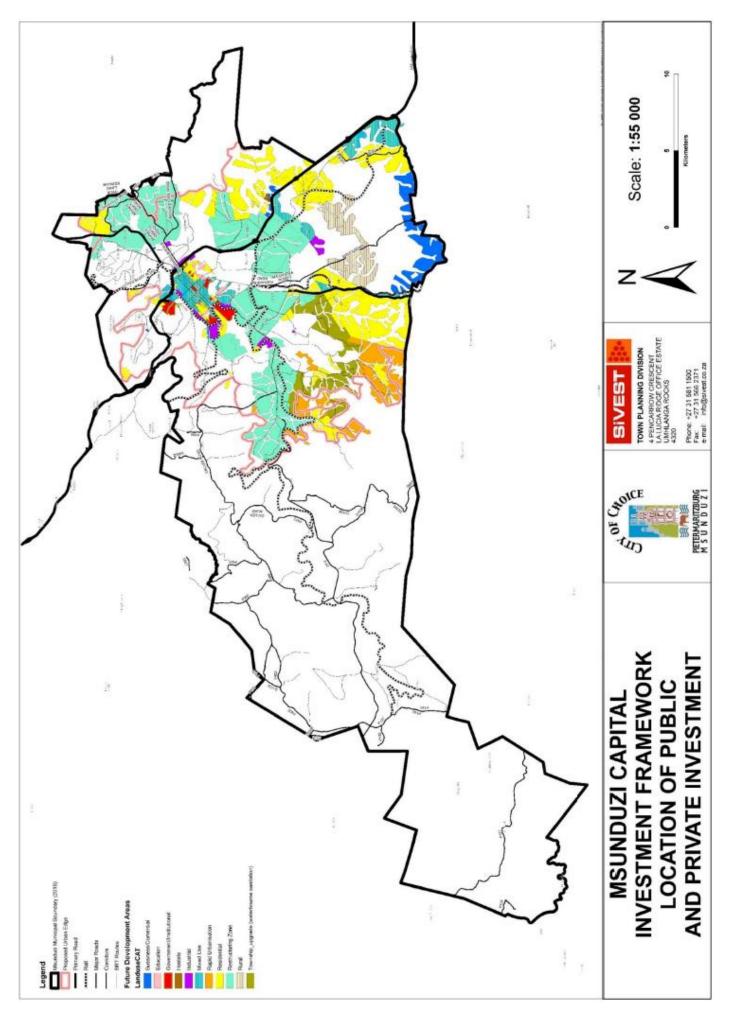
MAP 33 O: Housing Projects as Identified within Municipal LAP's



Environmental Comment	Suitable for development	Suitable for development	Upper portion along road is suitable for development but requires EIA. The watercourse and wetland area must be retained as open space.	Suitable for development	Suitable for development but will require an offset for the loss of public open space within the urban centre.	Suitable for development but requires EIA. Wetlands areas, Large indigenous trees to be retained as open space.	Suitable for development but requires EIA. Watercourse and wetlands to be retained as open space.	Suitable for development	Suitable for development	Suitable for development	Suitable for development	Suitable for development
General Value	R4 200 000	R4 200 000	R3 400 000	R7 700 000	R2 800 000	R350 000 each (Ptn 1,2 3)	R30 000 000	R5 460 000	N/A	R4 100 000	R7 000 000	R154 000 & R172 000
Preferred Land Use	Future Economic Activity area	Future Economic Activity area	Future Economic Activity area	Petrol Filling Station and Convenient Shop.	Future Economic Activity area	Euture Economic Activity area	The Land parcel could be identified for medium to high density housing	Commercial Development	Commercial Development	Student Accommodation	Mixed Use Commercial	Commercial Development
Zoning	General Industrial	General Industrial	General Industrial	General Industrial	Passive Public Open Space.	General Industrial	Open Space & Residential	Active Open Space	Active Public Open Space	General Residential	Active Public Open Space	Limited Business
Extent (M ²)	102336m²	28015m ²	38623m²		16080m²	136900m ²	191187m²	$52000 m^2$	42116m²	42000m ²	5802m ²	573m² & 1514m²
Property Description	Rem of Erf 10 000 of Murray Road Mkhondeni	Erf 188 of Shorts Retreat	Portion 12 of Erf 441 Shorts Retreat	Portion 12 of Erf 23295 Edendale CC	Portion 7 of Erf 1889 PMB	Erf 456 portions 1, 2 and 3 PMB	Rem/ 186/ PMB	Rem of Erf 10000	Ptn A & B of Erf 1556	Portion A of Erf 10000	Portion A of Erf 1913	Erf 2008 & 2009
Address	Mkhondeni	40 Haworth RD	Bulman Road	Imbali Unit CC	1 Ormond Rd - Central City	Skhumbuzo Ngwenya	Chase Valley, Chase Valley Road	Caravan Park, Hayfields	Armitage Road	Woodhouse, Scottsville	Cnr. St. Patricks & New England	Cnr. FJ Sithole & Mthombothi
Land Audit Ref No.	H	9 D	9 C	Corner FJ Sithole and Thwala Road	261	Portion of 10 B	17 B	Off Cleland Road (Along N3)	Polocrosse	Scottsville	Scottsville (Bowling Club Site)	Edendale DD

TABLE 79: SUMMARY OF PROPERTIES IDENTIFIED FOR PRIVATE AND PUBLIC INVESTMENT PURPOSES

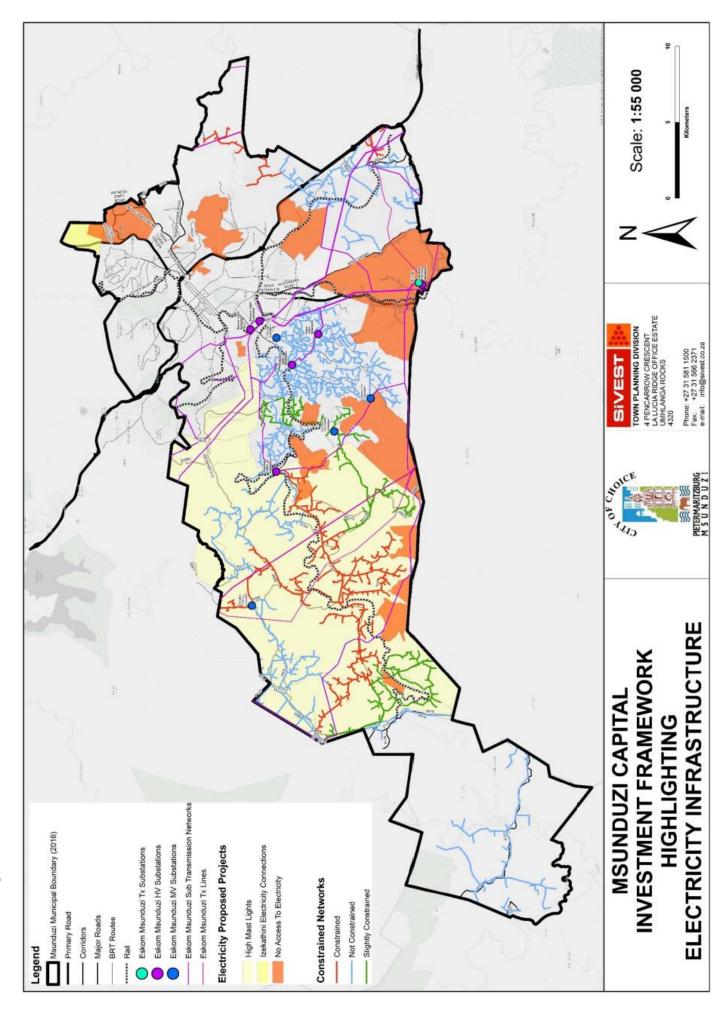
MAP 33 P: Areas identified for private and public investment purposes



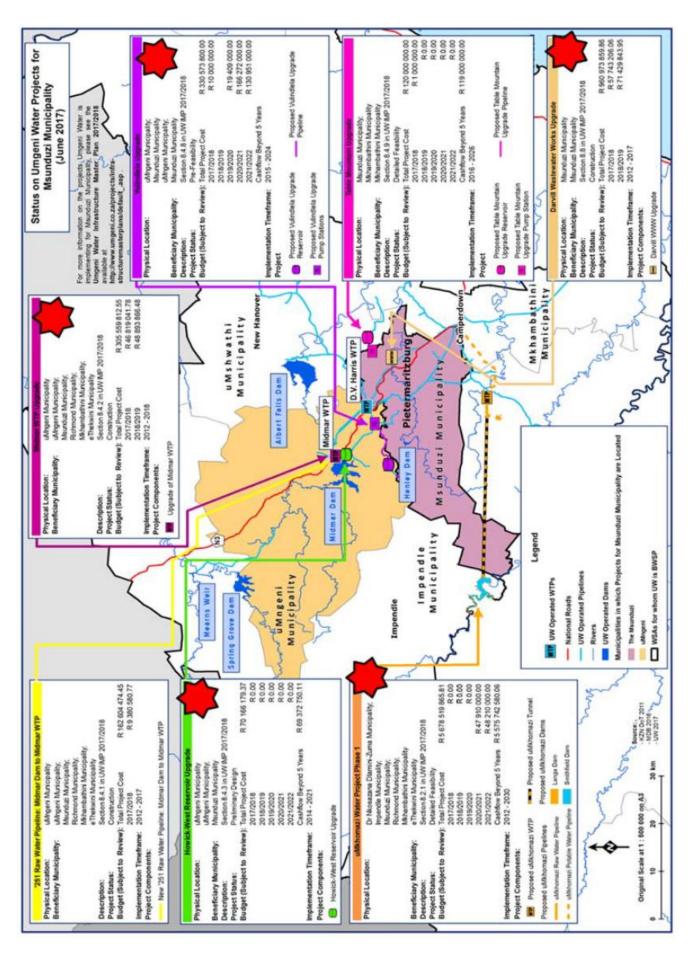
2030

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

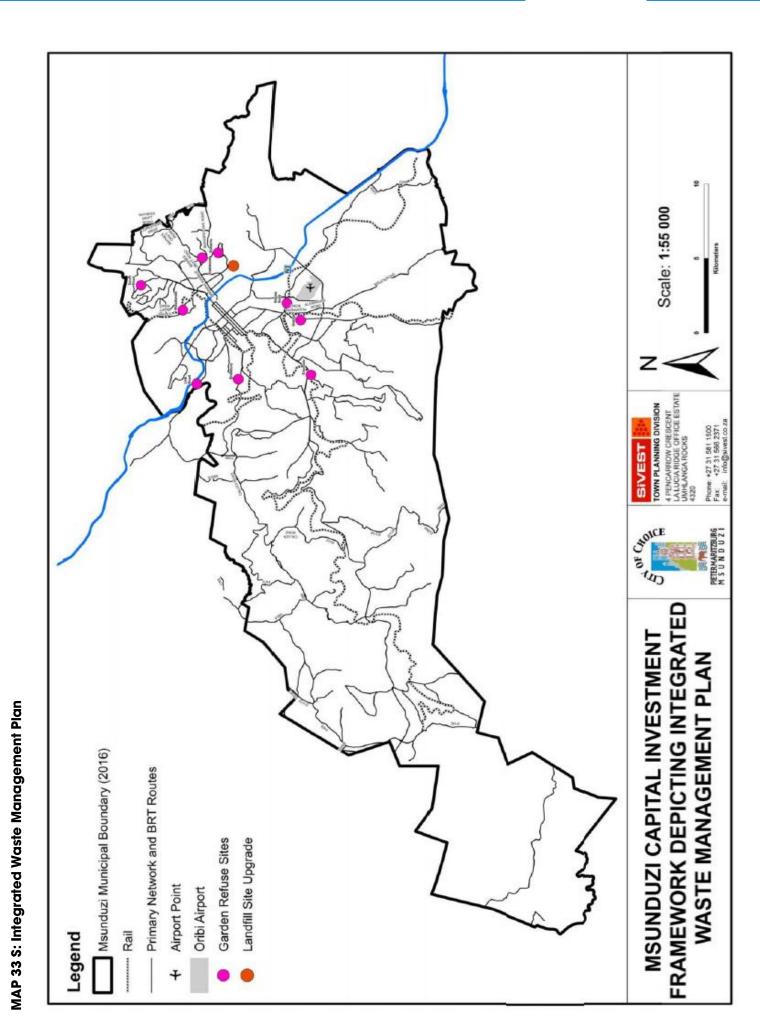
INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR











E2 IMPLEMENTING THE PLAN

5.3 INTRODUCTION

This review of the IDP has seen alignment between the 2030 Municipal Vision, the IDP strategic framework, the SDBIP, and the capital investment framework. A unique IDP number has been given to each Vision Statement, the corresponding Value Statements, and the Targets (as well as to the 5 year and 1 year targets) and their associated Projects. In creating these linkages, it becomes far easier for oversights structures (e.g. Council, Internal Auditors, the Auditor General, etc.) to ensure that municipal expenditure is in terms of the municipal vision and the IDP.

This project is a work-in-progress, and will develop and mature in the years to come through its daily use. It has also been captured in an electronic spreadsheet format, which makes monthly and quarterly reporting by departments far easier to undertake.

5.4 IMPLEMENTATION PLAN

The following table summarises the capital Budget for 2014/15.

TABLE 80: MSUNDUZI CAPITAL BUDGET 2018-19

KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding Vote Description Ref 2014/15 2015/16 2016/17 Current Year 2017/18	lgeter Ref	geted Capital Expenditure t Ref 2014/15 2015/16	penditure t 2015/16	oy vote, fun 2016/17	ctional cla	ssification Current Ye	ssification and fundin Current Year 2017/18	0	2018/19 Me	2018/19 Medium Term Revenue &	Pevenue &
									Expen	Expenditure Framework	work
R thousand	-	Audited	Audited Audited	Audited	Original	Adjusted	Original Adjusted Full Year Pre-audit	Pre-audit	Budget	Budget	Budget
		Outcome	Outcome Outcome Outcome	Outcome	Budget	Budget	Budget Forecast	outcome	Year 2018/19	Year +1 2019/20	Year +2 2020/21
Funded by:											
National Government		299,283	270,402	411,530	447,390	364,192	364,192	364,192	404,341	394,145	447,606
Provincial Government		57,176	28,696	24,611	12,867	47,717	47,717	47,717			
District Municipality				I							
Other transfers and grants			4,386	I							
Transfers recognised - capital	4	356,459	303,484	436,141	460,257	411,909	411,909	411,909	404,341	394,145	447,606
Public contributions & donations	5			I							
Borrowing	9	100,000	62,181	40,245	38,800	88,800	88,800	88,800	42,041		
Internally generated funds		72,177	110,621	172,798	199,367	261,882	261,882	261,882	125,000	120,000	120,000
Total Capital Funding	~	528,636	476,286	649,185	698,424	762,591	762,591	762,591	571,382	514,145	567,606

Business Unit	CH	Grants (other sources)) Total per BU
Finance	25 709 500	0	25 709 500
Community	27 863 000	20 000 000	47 863 000





Business Unit	Cnl	Grants (other sources) Total per BU	Total per BU
Corporate Business Unit	5 750 000	0	5 750 000
Development Services	9 797 500	27 500 000	37 297 500
Infrastructure	44 480 000	541 560 000	586 040 000
Sound Governance	6 400 000	0	6 400 000
Total	120 000 000	187 456 000	709 060 000

5.5 ONE YEAR CAPITAL INVESTMENT FRAMEWORK

TABLE 81: ONE YEAR CAPITAL INVESTMENT FRAMEWORK

/ 20																		
Project information	New or renewal			NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	NEW	EXISTING	NEW
Project in	Ward Iocation			ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	ADM & HO	various	ward 1, 8, 39, 19, 25, 29, 37, 36,
m Term enditure rk	Budget Year +2 2020/21			100		27,610			45	50				200	5,000		150	60
2018/19 Medium Term Revenue & Expenditure Framework	Budget Year +1 2019/20			100	20	27,430	50	50	45	80				200	5,000		150	60
2018 Rever	Budget Year 2018/19			100	50	26,124	50	50	30	200	30	200	300	1,000	5,000	80	150	60
Prior year outcomes	Current Year 2017/18 Full Year Forecast																	
Prior yed	Audited Outcome 2016/17																	
Total Project Estimate																		
Asset Asset GPS Class Sub-Class co-ordinates	'n																	
Asset Sub-Class	m																	
	m																	
Project IDP Goal Individually number code 2 Approved Audited (Yes/No)	Ŷ																	
IDP Goal code 2																		
Project number Audited	Actual																	
Municipal Vote/ Ref Program/Project Project IDP Go Capital project code description number code Audited				COMPUTERS	COMPUTERS	FINANCIAL MANAGEMENT SYSTEM - SAP	COMPUTERS	COMPUTERS AND LAPTOP	NOTE COUNTING MACHINES - CASHIFP	INSTALL MORE CAMERA SYSTEMS STORES	MOTOR VEHICLE CANOPY	SECURE FENCING STORES	SORES CHANGE ROOMS	FUEL MANAGEMENT SYSTEM NCT AND NEW VEHICLES	VEHICLES incl. Meter Readers	COMPUTERS	COMPUTERS x 10	PRINTERS × 10
Ref	4																	
Municipal Vote/ Capital project	R thousand	Parent municipality:	List all capital projects grouped by Municipal Vote	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY FINANCE	CITY MANAGER	CITY MANAGER

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR





INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

KZN225 Msunduzi - S	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	led capital b	pudget												
	Ref Program/Project	Project	IDP Goal	Project IDP Goal Individually	Asset	Asset	GPS	Total	Prior yea	Prior year outcomes	2018/	2018/19 Medium Term	n Term	Project in	Project information
	description	Audited	CODE	Approved (Yes/No)	ŝ		co-ordinales	Estimate			Kevel	revenue « Expenditure Framework			
R thousand	4	Actual		¢	m	e	ŋ		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
CITY MANAGER	PARK HOMES × 3										450	450	450	ward 1, 8, 39, 19, 25, 27, 37, 36, 13	NEW
CITY MANAGER	COMPUTERS × 7										105	105	105	ward29, 38, 39	NEW
CITY MANAGER	IP PHONES x7										46	46	46	ward 27	NEW
CITY MANAGER	TABLETS										5	5	5	ward 27	NEW
CITY MANAGER	PRINTERS x 2										12	12	51	ward 27	NEW
CITY MANAGER	CAMERAS X 2 SECTIDITY SYSTEM													ward 27	NEW
CITY MANAGER	LAPTOPS x 3										75	75	75	ward 27	NEW
CITY MANAGER	IP PHONES x 2										13	13	13	ward 27	NEW
CITY MANAGER	LAPTOP										25	25	25	ward 27	NEW
CITY MANAGER	IP TELEPHONES										7	7	7	ward 27	NEW
CITY MANAGER	COMPUTERS × 10										150	150	150	ward 27	NEW
CITY MANAGER	SEWING MACHINES DALISIDE FENCING										061	091	061	ward 27	NEW
CITY MANAGER	STREET FURNITURE										300	300	300	ward 21	NEW
CITY MANAGER	COMPUTER										15	15	15	ward 27	NEW
CITY MANAGER	LAPTOPS X 3										75	75	75	ward 27	NEW
CITY MANAGER	VOICE RECORDING SOFWARE										888	3,888	3,888	ward 27	NEW
CITY MANAGER	FURNITURE										3,000			ward 27	NEW
COMMUNITY SERVICES	Levs:AH:New:Furniture & Office Equip										215	580	214	35	UPGRADING
	LEVS:ZA:NEW:MACHINERY & FOLIIPM										750	180	250	15	EXISTING
SERVICES	& FOLIIPM & FOLIIPM										100	200		6	EXISTING
COMMUNITY SERVICES	LEVS:ZA:NEW:TRANSPORT ASSFTS										1,700	3,000	3,000	18	EXISTING
COMMUNITY SERVICES	OPERATION SUKUMA SAKHE											465		17	EXISTING
COMMUNITY SERVICES	TUSONG CENTER										1,204	4,300	2,750	27	EXISTING
COMMUNITY SERVICES	PARK HOMES										1,000		1,200	2	EXISTING
COMMUNITY SERVICES	TRANSPORT ASSETS										4,800	5,500			NEW
COMMUNITY SERVICES	Critical Fire Fighting Eauipment										200		550		NEW
COMMUNITY SERVICES	PABX WITH VOICE RECODER										900				NEW
COMMUNITY SERVICES	RADIO EQUIPMENT										150	250	250		NEW
COMMUNITY SERVICES	SHOOTING RANGE 2ND PHASE										2,000				EXISTING





KZN225 Msunduzi -	oortir	ailed capital	budget												
Municipal Vote/ Capital project	Ref Program/Project description	Project number Audited	IDP Goal code 2	Project IDP Goal Individually number code 2 Approved Audited (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior yea	Prior year outcomes	2018/ Revenu	2018/19 Medium Term Revenue & Expenditure Framework	n Term nditure	Project ir	Project information
R thousand	4	Actual	1	9	e	m	ĥ	-	Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
COMMUNITY SERVICES	UPGRADING OF BUCHANNAN SWIMMING POOL	U									1,500				NEW
COMMUNITY SERVICES	MIG - LANDFILL UPGRADE	ЭЕ									2,000	2,166	4,000	35	NEW
COMMUNITY SERVICES	MIG - WARD 15 COMMUNITY HALL										8,000	I	T	15	NEW
COMMUNITY SERVICES	MIG - WARD 38 COMMUNITY HALL										006	1,995	2,095	38	UPGRADING
COMMUNITY SERVICES	MIG - KWAQANDA COMMUNITY HALL										I	3,000	5,500	6	EXISTING
COMMUNITY SERVICES	MIG - Ward 18 COMMUNITY HALL										8,500			18	NEW
COMMUNITY SERVICES	MIG - UNIT BB COMMUNITY HALL										8,500	I	T	17	NEW
COMMUNITY SERVICES	MIG - WARD 7 COMMUNITY HALL											I	000'6	7	UPGRADING
COMMUNITY SERVICES	MIG - WARD 29 COMMUNITY HALL										300	I	5,110	29	NEW
COMMUNITY SERVICES	MIG - WARD 24 COMMUNITY HALL										3,500	4,000	ı	24	NEW
COMMUNITY SERVICES	MIG - WARD 8 COMMUNITY HALL										I	I	000'6	8	NEW
COMMUNITY SERVICES	MIG - WARD 13 COMMUNITY HALL										800	7,200		13	NEW
COMMUNITY SERVICES	MIG - MADIBA COMMUNITY HALL										800	2,850		34	NEW
COMMUNITY SERVICES	MIG - SWEETWATERS DUAL PURPOSE SPORT CENTRE	ПAL									4,000		T	7	NEW
CORPORATE SERVICES	STITCHING MACHINE										200	200	200	ADM & HO	NEW
CORPORATE SERVICES	1X LAPTOP										25	25		ADM & HO	NEW
CORPORATE SERVICES	COMPUTERS										011	100		ADM & HO	NEW
CORPORATE SERVICES	DIGITAL RECORDERS										01			ADM & HO	NEW
CORPORATE SERVICES	COMPUTER										211			ADM & HO	NEW
CORPORATE SERVICES	DOCUMENT MANAGEMENT SYSTEM										20,000			ADM & HO	NEW
CORPORATE SERVICES	DIGITAL RECORDER										37			ADM & HO	NEW
CORPORATE SERVICES	NETWORK REFRESH/ REPLACING SERVERS										750	2,500	1,000	ALL ZONES	EXISTING
CORPORATE SERVICES	COMPUTERS										180	300	1,000	ALL ZONES	EXISTING



KZN225 Msunduzi -	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	ed capital	budget												
Municipal Vote/ Capital project	Ref Program/Project description	Project number Audited	IDP Goal code 2	Project IDP Goal Individually number code 2 Approved Audited (Yes/No)	Asset Class \$	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior yed	Prior year outcomes	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	l Term Iditure	Project in	Project information
R thousand	4	Actual		ð	m	m	ß	-	Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward Iocation	New or renewal
CORPORATE SERVICES	FIBRE REPLACEMENT											1,400	1,500	ALL ZONES	EXISTING
CORPORATE SERVICES	LAN/WAN - CABLING										1,500	1,000	1,921	23	UPGRADING
CORPORATE SERVICES	IP TELEPHONES										70	196	200	15	UPGRADING
CORPORATE SERVICES	LAPTOPS/ DESKTOPS										30	6		20	UPGRADING
INFRASTRUCTURE	ALNS:ZA:DBSA - NETWORK 132KV REHAB PLAN										42,041	I		ALL ZONES	UPGRADING
INFRASTRUCTURE	I P hones										40				UPGRADING
INFRASTRUCTURE	Computers										60 2 000	000 7	000		UPGRADING
INFRASTRUCTURE	Network Refurbishment										4,000	a,000 3,675	3,000 4,675		UPGRADING
INFRASTRUCTURE	Computers										32				UPGRADING
INFRASTRUCTURE	Air conditioner										35				UPGRADING
INFRASTRUCTURE	Workshop Tools										183				UPGRADING
INFRASTRUCTURE	Rudimentary Water Scheme										1,405	1,500	2,000	39	UPGRADING
INFRASTRUCTURE	Reservoir Fencing										1,500	1,000	1,000	15, 10, 17, 18	UPGRADING
INFRASTRUCTURE	Telemetry and Control Upgrades										500	1,500	1,500	15, 10, 17, 18, 14	UPGRADING
INFRASTRUCTURE	Vehicles										1,000	1,000	1,500		UPGRADING
INFRASTRUCTURE	Plant and Equipment										200	500	500		UPGRADING
INFRASTRUCTURE	Sanitation Pump Stations										1,000	675	675	35, 25, 36	UPGRADING
INFRASTRUCTURE	Vulindela Satellite office											1,000	1,000	1-9, 39	UPGRADING
INFRASTRUCTURE	ED 2 and ED 4 system Upgrade										500	1,000	1,500	14, 21, 11, 10, 16, 18, 13, 17	UPGRADING
INFRASTRUCTURE	Water Pump Stations											1,500		11, 14, 21, 10, 16	UPGRADING
INFRASTRUCTURE	TRAFFIC CALMING MEASURES										500				EXISTING
INFRASTRUCTURE	PMS										4,105	9,475	9,425		UPGRADING
INFRASTRUCTURE	Lester Brown										2,400				EXISTING
INFRASTRUCTURE	SMALL PLANTS (PEDESTRIAN ROLLERS, BRUSH CUTTERS AND CHAINSAW)										001	200	250		EXISTING
INFRASTRUCTURE	TRAFFIC SIGNAL SPARES										300				NEW
INFRASTRUCTURE	NEW:COMPUTER EQUIPMENT										100				EXISTING
INFRASTRUCTURE	INSTALLAT OF NEW GUARD RAILS										300				EXISTING
INFRASTRUCTURE	NEW CONRETE CASTING YARD CHANGE ROOMS										300				UPGRADING



KZN225 Msunduzi - Su	ortin	ed capital t	oudget												
Municipal vote/ K Capital project	kei Program/Project description	Project number Audited	code 2	Project IDP Goal Individually number code 2 Approved Audited (Yes/No)	Asser Class	Asser Sub-Class	GPS co-ordinates	Project Estimate	Prior yea	Prior year ourcomes	ZUI8/ Revenu F	2018/19 Meaium lerm Revenue & Expenditure Framework	lerm diture	Project	Project Information
R thousand	4	Actual		••	ę	m	w	<u> </u>	Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	ta _ 2	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
INFRASTRUCTURE	UPGRADING OF GRAVEL ROAD -VULINDLELA - WARD 1										5,000			23	EXISTING
INFRASTRUCTURE	MIG - REHABILITATION OF ROADS IN ASHDOWN										1,500	1,433	1,504	26	EXISTING
INFRASTRUCTURE	MIG - UPGRADING OF ROADS IN PEACE VALLEY - 10km										7,569	6,665	6,497	15	EXISTING
INFRASTRUCTURE	MIG - REHABILITATION OF ROADS IN IMBALI UNIT 18										400	1,365	1,433	20	EXISTING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - CALUZA ROADS										1,300	1,365	1,433	12	EXISTING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Ward 12										1,300	1,365	1,433	01	EXISTING
INFRASTRUCTURE	MIG - UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN ROADS											3,000	1	16	EXISTING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - WARD 16										1,000	I	I	12	EXISTING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - STATION RD										4,000	1,200	1	18	EXISTING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - Roads in Unit 14/Unit P - Design											800	I	11	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - WARD 17 Roads (Phase 3, Unit 13)										006	945	992	21	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - DAMBUZA MAIN ROAD Major SWD Upgrade - Ward 21										1,500	1,500	1	2	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDIELA - D2069 (MTHALANE RD) - Phase 3												I	E.	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Snathing Rds										2,900	2,100	2,205	e	UPGRADING



	1		
. –		\mathbf{H}	
-		-	

(ZN225 Msunduzi - Su	ontin	ed capital b	udget	:											
Municipal Vote/ Ret Capital project	st Program/Project description	Project number Audited	DP Goal 1 code 2	Project IDP Goal Individually number code 2 Approved Audifed (Yes/No)	Asset Class S	Assef Sub-Class	GPS co-ordinates	Total Project Estimate	Prior yea	Prior year outcomes	2018/ Reven	2018/19 Medium Term Revenue & Expenditure Framework	n Term nditure k	Projecti	Project information
R thousand 4		Actual	<u> </u>	v	m	m	ŋ		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward Iocation	New or renewal
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 3 ROADS										2,000	2,100	6,000	20	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - HAREWOOD AREA										2,400	2,520	6,000	-	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 1 ROADS										5,000	5,250	6,000	ব	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 4 ROADS										2,000	2,100	2,205	ß	UPGRADING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 5 ROADS										2,510	5,941	8,785	Ŷ	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 6 ROADS										2,000	2,100	2,205	2	UPGRADING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 7 ROADS										2,000	2,100	2,205	œ	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 8 ROADS										2,000	2,100	2,205	o	NEW
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 9 ROADS										2,000	2,100	2,205	39	UPGRADING
INFRASTRUCTURE	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 39 ROADS										2,000	2,000	5,000	12	UPGRADING
INFRASTRUCTURE	MIG - UPGRADE OF BRIDGES - Pedestrian Bridge Over River - Smero/Esigodini										1,300	1,365	1,433	33 , 35	UPGRADING
INFRASTRUCTURE	MIG - WOODHOUSE PEDESTRIAN BRIDGE										3,440	4,557	I	2	UPGRADING
INFRASTRUCTURE	MIG - MABANE BRIDGE PROJECT										1	5,000	2,095	1 to 39	UPGRADING





hation		New or renewal	EXISTING	EXISTING		-	>	>	EXISTING	EXISTING	EXISTING	EXISTING	EXISTING	EXISTING	EXISTING	>	>	>	2
inform		z <u>o</u>	EXIS		NEW	NEW	NEW	NEW	EXIS	EXIS	EXIS	EXIS	EXIS	EXIS	EXIS	t, NEW	NEW	NEW	NEW
Project information		Ward location	13, 14, 15, 24	15, 16, 19, 25, 26, 28, 29, 31, 32,	55, 55 61	0	21	15	10.18	10 to 37	21	15	30	1 to 39	1 to 39	1, 2, 3, 4, 5, 6, 7, 8, 9, 14, 30, 39	1 to 39	1 to 39	1 to 39
n Term	nditure k	Budget Year +2 2020/21	1,323	2,205	6,907	11,451	11,125	5,513	4,851	6,505	12,774	1,005	6,000	4,000	6,710	162,470	12,000	31,255	1,500
2018/19 Medium Term	Revenue & Expenditure Framework	Budget Year +1 2019/20	1,260	2,100	5,578	10,810	9,500	4,250	4,620	6,195	12,070	945	4,620	10,600	5,670	152,056	10,000	31,000	1,500
2018/	Reven	Budget Year 2018/19	1,200	2,000	6,265	13,726	4,019	5,000	4,400	5,401	10,354	006	4,400	6,213	5,400	150,331	10,000	30,000	1,500
Prior year outcomes		Current Year 2017/18 Full Year Forecast																	
Prior yed		Audited Outcome 2016/17																	
Total	Project Estimate																		
GPS	co-ordinates	ŋ																	
Asset	Sub-Class	m																	
Asset	Class	m																	
capital budget Project IDP Goal Individually	Approved (Yes/No)	Ŷ																	
oudget IDP Goal	code 2	J																	
d capital t Project	number Audited	Actual																	
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget Municipal Vote/ Ref Program/Project Project IDP Go	description		MIG - BUS STOP SHELTERS	MIG - NON MOTORISED TRANSPORT	MIG - REHABILITATION OF SANITATION INEPASTRUCTURE	MIG - SEWER PIPES UNIT H	MIG - SEWER PIPES AZALEA - PHASE 2	MIG - ELIMINATION OF CONSERVANCY TANKS - (SEWER)	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (SEWER)	MIG - SHENSTONE AMBLETON SANITATION SYSTEM	MIG -REDUCTION OF NON REVENUE WATER	MIG - ELIMINATION OF CONSERVANCY TANKS - (WATER)	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (WATER)	MIG - COPESVILLE RESERVOIR	MIG - HIGH MAST LIGHTS IN VULINDLELA & GREATER EDENDALE	Public transport System	WSIG:ZA:REDUCTION OF NON REVENUE WATER	WSIG:ZA:BASIC WATER SUPPLY	AIR POLLUTION STATION(EDN)
- Supp		4																	
KZN225 Msunduzi - Municipal Vote/	Capital project	R thousand	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES



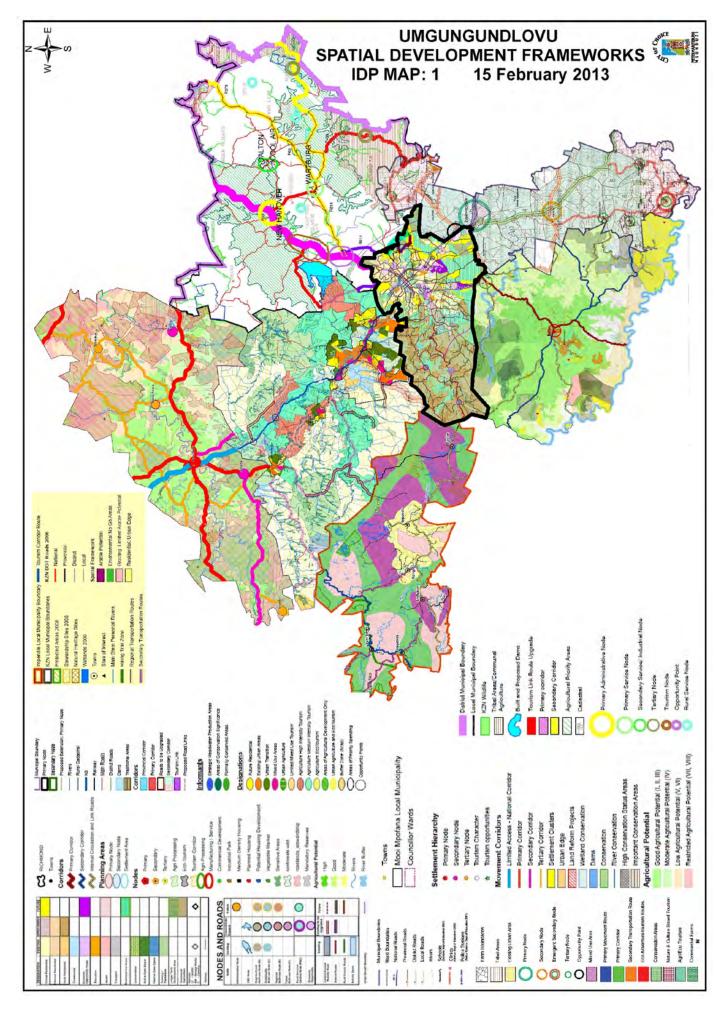
budget IDP Goal I
number code 2 Approved Class Audited (Yes/No)
Actual 6 3





KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget Municipal Vote/ Ref Program/Project Project IDP Go	6 Detaile oject	d capital b Project	udget DP Goal I		Asset	Asset	GPS	Total	Prior yed	Prior year outcomes	2018/	2018/19 Medium Term	n Term	Project ir	Project information
description number code 2 Approved C Audifed (Yes/No)	Approved (Yes/No)	Approved (Yes/No)	-	0	class	sub-Class	Class Sub-Class co-ordinates Project Estimate	Project Estimate			Reven	Revenue & Expenditure Framework	nditure <		
4 Actual 6		•	•		ო	ო	ŋ		Audited	Current Year	Budget	Budget	Budget	Ward	New or
									Outcome 2016/17	2017/18 Full Year Year Forecast 2018/19	Year 2018/19	Year +1 2019/20	Year +2 2020/21	location	renewal
MIG - JIKA JOE CRU											9,666	10,000	11,763	various	NEW
NDPG:EDENDALE TOWN											20,700	ı	ı	various	EXISTING
CENTRE: Promenade 2															
NDPG:EDENDALE											21,657	I	I	various	EXISTING
TOWN CENTRE: Civic															
Building, Informal Trading															
NDPG:EDENDALE											1	25,645	1		EXISTING
TOWN CENTRE: Civic															
Building, Informal Trading															
Stalls & Piazza															
NDPG:EDENDALE TOWN											I	I	53,210		EXISTING
CENTRE: stage 4															
											571,382	517,145	567,606	-	0

MAP 34: Spatial Development Framework



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



323

5.6 KEY CAPITAL PROJECTS

The following projects have been identified by municipal departments as requiring implementation.

5.6.1 WATER AND SANITATION

STRATEGIC PRIORITY 1: WELL SERVICED CITY	ED CITY	
KPA: BASIC SERVICES DELIVERY		
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city serviced 1.1 City-wide infrastructure and	1.1 City-wide infrastructure and	1.1.1 100% of all households have a municipal water connection to the yard level.
with quality water and sanitation	service delivery provides a reliable,	service delivery provides a reliable, 1.1.2 70% of all households have water-borne sanitation.
reticulation, uninterrupted,	high quality supply of water,	1.1.3 30% of all households have the basic minimum of VIPs.
adequate energy supply, and	sanitation, energy, and waste	1.1.4 To Reduce Non-Revenue Water and Real Water Losses to 20% and 15%
regular waste removal - for ALL	services - to all.	respectively.
neighbourhoods, communities,		1.1.5 To reduce the amount of water service interruptions from 1684 per annum
and centres of business.		(2011/2012) by 80% to 336 bursts per annum and respond to 100% of service
		interruptions within 8 hours.
By 2030, Msunduzi is a city serviced 1.1 City-wide infrastructure and	1.1 City-wide infrastructure and	1.1.6 To reduce sanitation service interruptions from 2499(2011-2012) per annum
with quality water and sanitation	service delivery provides a reliable,	by 80% to 500 per annum and respond to 100% of sanitation blockages within 8
reticulation, uninterrupted,	high quality supply of water,	hours.
adequate energy supply, and	sanitation, energy, and waste	
regular waste removal - for ALL	services - to all.	
neighbourhoods, communities,		
and centres of business.		

TABLE 82: WATER AND SANITATION BUDGET

				_											
			New or	renewal											
	Project information		Word	location							UPGRADING	UPGRADING	UPGRADING	UPGRADING	
	Project in		Budget	Year +1 Year +2 location	2019/20 2020/21										
	٤	ure			2019/20								5,000	4,675	
	2018/19 Medium Term	Revenue & Expenditure	Current Budget	Year	2018/19								6,000	3,675	
	2018/19 N	Revenue & I	Current	Year	2017/18 Full Year	Forecast					40	60	2,000	4,000	
	Prior year	outcomes	5 Audited		2016/17										
	Total	Project c													
	"GPS	Class" Sub-Class" co-ordinates" Project outcomes		,											
		Sub-Class"	~)											
	"Asset	Class"		,											
	"Individually	number Goal Approved	oue (res/NO)	Actual											
udget	"IDP	Goal													
d capital b	Project	number													
y Table SA36 Detailed	Ref Program/Project Project "IDP "Individually "Asset "Asset	description									I P Phones	Computers	Capital equipment	Network	Refurbishment
porting	Ref														
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	Municipal Vote/	Capital project	D thousand				Parent municipality:	List all capital projects	grouped by Municipal	Vote	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	







|--|

		New or renewal																			
rmation		Ward location re	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	UPGRADING	NEW	NEW	NEW	NEW	EXISTING	EXISTING	EXISTING
Project information		Budget W Year +2 Io 2020/21	5	5	5	39 UI	15, 10, UI 17, 18		5		35, 25, UI 36	1-9, 39 UI	14, 21, UI 11, 10, 16, 18, 13, 17			10 N	21 N	15 N	10.18 E)	10 to 37 E)	21
		Budget Year +1 2019/20 2				2,000	1,000	1,500	1,500	500	675	1,000	1,500		6,907	11,451	11,125	5,513	4,851	6,505	12,774
ədium Term Expenditur		Budget Year 2018/19				1,500	1,000	1,500	1,000	500	675	1,000	1'000	1,500	5,578	10,810	9,500	4,250	4,620	6,195	12,070
2018/19 Medium Term Revenue & Expenditure	Framework	Current Year 2017/18 Full Year Forecast	32	35	183	1,405	1,500	500	1,000	200	1,000		200		6,265	13,726	4,019	5,000	4,400	5,401	10,354
Prior year outcomes		Audited Outcome 2016/17																			
टं	6	<u>د</u>																			
Total ss" Project																					
"GPS co-ordinates"		ო																			
"Asset Sub-Class"		ო																			
"Asset Class"		•																			
"Individually Approved	(Yes/No)"	Actual Actual																			
budget "IDP Goal	code	۳.																			
ed capital Project number																					
g Table SA36 Detaile Program/Project description			Computers	Air conditioner	Workshop Tools	Rudimentary Water Scheme	Reservoir Fencing	Telemetry and Control Upgrades	Vehicles	Plant and Equipment	Sanitation Pump Stations	Vulindela Satellite office	ED 2 and ED 4 system Upgrade	Water Pump Stations	MIG - Rehabilitation Of Sanitation Infrastructure	MIG - SEWER PIPES UNIT H	MIG - SEWER PIPES AZALEA - PHASE 2	MIG - ELIMINATION OF CONSERVANCY TANKS - (SEWER)	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (SEWER)	MIG - SHENSTONE AMBLETON SANITATION SYSTEM	MIG -REDUCTION OF NON REVENUE WATER
upporting Ref I		4				_ 0,					., .,									,	
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget Municipal Vote/ Ref Program/Project Project "IDP Capital project description number Goal		R thousand	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE





			New or renewal																		
	Project information		Ward Iocation		EXISTING		EXISTING						EXISTING		NEW			NEW			
	Project ir		Budget Ward Year +2 locati 2020/21		15		30						1 to 39		1 to 39			1 to 39			
	-	Q	Budget Budget Year +1 Year +2 2019/20 2020/21		1,005		6,000						4,000		12,000			31,255		132,734	
	2018/19 Medium Term	kevenue & Expenditure Framework			945		4,620						10,600		10,000			31,000		129,538	
	2018/19 M	Revenue & I Framework	Current Budget Year Year 2017/18 2018/19	Full Year Forecast	006		4,400						6,213		10,000			30,000		113,133	
	Prior year	comes	Audited Outcome 2016/17																		
	Prio	e ont	ŋ																		
	Total	Project Estimate																			
	"GPS	Class" sub-class" co-ordinates" Project ourcomes Estimate	m																		
	"Asset	sup-Class"	ო																		
	Asset																				
	<u>ا</u>	Approved (Yes/No)"	Audited 6 Actual																		
udget	dQI.	code	۳.																		
ed capital b	Project	number Goal																			
g Table SA36 Detaile	Ref Program/Project	description			MIG - ELIMINATION	OF CONSERVANCY TANKS - (WATER)	MIG - SERVICE	MIDBLOCK	ERADICATION	IN SOBANTU,	ASHDOWN & IMBALI	(WATER)	MIG - COPESVILLE	RESERVOIR	WSIG:ZA:REDUCTION	OF NON REVENUE	WATER	WSIG:ZA:BASIC	WATER SUPPLY		
porting	Ref		4																	-	
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	Municipal Vote/	capital project	R thousand		INFRASTRUCTURE		INFRASTRUCTURE						INFRASTRUCTURE		INFRASTRUCTURE			INFRASTRUCTURE		Parent Capital	expenditure

WATER	FUNDING SOURCE	PROPOSED BUDGET 2014/2015	PRIORITY CATEGORY 1	PRIORITY CATEGORY 2	PRIORITY PRIORITY CATEGORY CATEGORY 2 3
	CNL	4 700 000	400 000	300 000	4 000 000
	DOHS	0		ı	ľ
	MIG	59 291 225	51 791 225	7 500 000	
	MWIG	11 389 000	10 389 000	1 000 000	•
TOTAL		75 380 225	62 580 225	8 800 000	8 800 000 4 000 000

LANDFILL 5.6.2

TABLE 83: LANDFILL SITE BUDGET

Municipal Vote/Capital	Ref	Program/Project	Project	d D L	"Individually	"Asset	"Asset	"GPS	Total	Prior year	ear	2018/1	2018/19 Medium Term		Project information	formation
project		description	number Goal code 2"	Goal code 2"	Approved (Yes/No)"	Class"	Sub-Class"	Approved Class" Sub-Class" co-ordinates" Project (Yes/No)" Estimate	Project Estimate	outcomes	mes	Revenu	Revenue & Expenditure Framework	lditure		
R thousand	4		Audited Actual		ø	ო	ო	ſ		Audited Outcome 2016/17	Audited Current Budget Budget Ward Dutcome Year Year +1 Year +2 location 2016/17 2017/18 2018/19 2019/20 2020/21 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	3udget Budget Budget Ward New or Year Year +1 Year +2 location renewal 018/19 2019/20 2020/21	New or renewal
Parent municipality:																
List all capital projects grouped by Municipal Vote																
COMMUNITY SERVICES		MIG - LANDFILL UPGRADE										2,000	2,166	4,000	35	NEW
Parent Capital expenditure	-											2.000	2,166	4,000		

COMMUNITY FACILITIES 5.6.3

TABLE 84: COMMUNITY FACILITIES BUDGET FOR 2018-19 TO 2020-21

		EAR				JF						
Project information		New or renewal				35 UPGRADING	15 EXISTING	6 EXISTING	18 EXISTING	17 EXISTING	27 EXISTING	2 EXISTING
Project		Ward location				35	15	Ŷ	18	17	27	2
i Term Iditure		Budget Year +2 2020/21				214	250		3,000		2,750	1,200
2018/19 Medium Term Revenue & Expenditure	Framework	Budget Budget Budget Ward Year Year+1 Year+2 location 2018/19 2019/20 2020/21				580	180	200	3,000	465	4,300	
2018/1 Revenu	Œ	Budget Year 2018/19				215	750	100	1,700		1,204	1,000
ear nes		Current Budget Budget Budget Year Year +1 Year +2 2017/18 2018/19 2019/20 2020/21 Full Year Forecast										
Prior year outcomes		Audited Outcome 2016/17										
Total Project	Estimate											
GPS co-	ordinates"	ເກ										
"Asset "Asset Sub- Class" Class"		m										
"Asset Class"		m										
"Individually Approved	(Ves/No)"	•										
Goal	code 2"											
al budget Project "IDP number Goal		Audited Actual										
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget Municipal Vote/Capital Ref Program/Project Project project description number						LEVS:AH:NEW:FURNITURE & OFFICE EQUIP	LEVS:ZA:NEW:MACHINERY & EQUIPM	LEVS:ZA:NEW:MACHINERY & EQUIPM	LEVS:ZA:NEW:TRANSPORT ASSETS	OPERATION SUKUMA SAKHE	TUSONG CENTER	PARK HOMES
orting T Ref		4				30	32	3 2	Ξ¥	0	7	£
KZN225 Msunduzi - Supporting Municipal Vote/Capital Ref project		R thousand	Parent municipality:	List all capital projects	grouped by Municipal Vote	COMMUNITY SERVICES	COMMUNITY SERVICES	COMMUNITY SERVICES	COMMUNITY SERVICES	COMMUNITY SERVICES	COMMUNITY SERVICES	COMMUNITY SERVICES

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



327





| | 1/21 location renewal | Ne Ne | | | | | |

 | | | |
 |
 | 2 EX NE EX

 | | 23 23 24 24 24 24 24 24 24 24 24 24 24 24 24

 | 21 23 24 24 24 24 24 24 24 24 24 24 24 24 24
 | 23 23 24 24 24 24 24 24 24 24 24 24 24 24 24 | | 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
 | 5 January 1 Janu
 | | 23 23 20 20 20 20 20 20 20 20 20 20 20 20 20 |
|--------------------|--|--|---|---|---|--|--
--
--
--|---|---|---

--
--
--
--|--
--

--
--|---|---

---|---
---|
| | Year +1 Year +2
2019/20 2020/21 | Year +1 Year +2
2019/20 2020/21
5,500 | Year +1
2019/20
5,500
550 | 5,500 550 | Year +1
2019/20
5,500
5,500
550
2020/21
5,500 | Year +1
2019/20
5,500
5,500
550
2020/21
250 | Year +1
2019/20
5,500
550
250
550 | Year +1 Year +2
2019/20 2020/21
5,500 550
250 250

 | Year +1 Year +2
2019/20 2020/21
5,500 550
250 250
250 250 | Year +1
2019/20
5,500
5,500
550
250
250
250
250
250
250 | Year +1
2019/20
5,500
5,500
550
250
250
250
250
250
300 | Year +1
5,500
5,500
5,500
5,500
250
250
250
2,500
2,500
2,500
2,500
2,500
 | Year +1
2019/20
5,500
5,500
550
250
100
250
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,500
2,5000
2,5000
2,500
2,500
2,
 | Year +1 Year +2 2019/20 2020/21 5,500 5,50 2560 250 100 100 2,500 300 2,500 1,000 2,500 10,000

 | Year +1 Year +2 2019/20 2020/21 5,500 5,500 250 5,500 250 250 250 250 100 100 250 250 250 250 250 250 250 200 100 100 250 300 260 10,000 5,000 10,000 | Year +1 Year +2 2019/20 2020/21 5,500 5,500 250 5,500 250 250 250 300 2,500 300 2,500 300 2,500 10,000 1,000 10,000 5,000 10,000 5,000 10,000

 | Year +1 Year +2 5,500 5,500 5,500 550 250 250 100 100 250 300 2,500 300 2,500 10,000 2,500 10,000 2,500 10,000 9,000 1,000
 | Year +1 Year +2 2019/20 2020/21 5,500 550 250 550 250 250 250 250 100 100 2500 300 2500 10,000 1,000 10,000 5,000 10,000 9,000 1,500 9,000 1,500 | Year +1 Year +2 2019/20 2020/21 5,500 550 250 550 250 550 250 300 2500 300 2500 10,000 1,000 10,000 5,000 10,000 9,000 11,500 9,000 300 5,000 10,000 | Year +1 Year +2 2019/20 2020/21 5,500 550 250 550 250 550 250 250 250 250 250 250 250 250 250 300 2500 10,000 5,000 10,000 9,000 11,500 9,000 5,000 5,000 300
 | Year +1 Year +2 5,500 5,500 5,500 5,50 250 250 100 100 2500 300 2500 10,000 5,000 10,000 5,000 10,000 5,000 10,000 5,000 10,000 5,000 5,000
 | Year +1 Year +2 5,500 5,500 5,500 5,60 25,000 100 2,500 100 2,500 100 2,500 1000 2,500 10,000 2,500 10,000 3,000 5,000 1,500 1,500 9,000 5,000 1,500 6,200 5,000 5,000 | Year +1 Year +2 5,500 5,500 5,500 5,50 250 5,50 250 250 2500 100 2500 300 2,500 10,000 2,500 10,000 3,000 10,000 9,000 10,000 9,000 6,000 6,000 6,000 |
| | Year
2017/18
Full Year
Forecast | Year
2017/18
Full Year
Forecast | Year
2017/18
Full Year
Forecast | Year
2017/18
Full Year
Forecast | Year
2017/18
Full Year
Forecast | Vear
2017/18
Full Year
Forecast | Vear
2017/18
Full Year
Forecast | Vear
2017/18
Full Year
Forecast

 | Vear
2017/18
Full Year
Forecast | Vear
2017/18
Forecast
Forecast | Vear
2017/18
Forecast
Forecast | Vear
2017/18
Full Year
Forecast
 | Vear
2017/18
Full Vear
Forecast
 | Vear
2017/18
Full Vear
Forecast

 | Vear
Full Year
Forecast | Vear
Full Year
Forecast

 | Vear
Full Year
Forecast
 | Vear
Full Year
Forecast | Vear
Full Year
Forecast | Vear
Full Year
Forecast
 | Vear
Full Year
Forecast
 | Vear
Full Year
Forecast | Vear
Full Year
Forecast |
| Outcome
2016/17 | | | | | | | |

 | | | |
 |
 |

 | |

 |
 | | |
 |
 | | |
| | | | | | | | |

 | | | |
 |
 |

 | |

 |
 | | |
 |
 | | |
| | | | | | | | |

 | | | |
 |
 |

 | |

 |
 | | |
 |
 | | |
| Actual | | | | | | | |

 | | | |
 |
 |

 | |

 |
 | | |
 |
 | | |
| | | TRANSPORT ASSETS | TRANSPORT ASSETS
Critical Fire Fighting
Equipment | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REFURBISHMENT OF ECC

 | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REFURBISHMENT OF ECC
RADIO EQUIPMENT | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REFURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSETS | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEUVBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSETS
TEAUSTORT ASSETS
LEVS:ZA:NEW:MACHINERY &
EQUIPM
 | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
RENOVATION FO
 | IRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
PHASE
RENOVATION FOR MARKET
OFFICES
REEURBISHMENT OF ECC
RADIO EQUIPMENT
IRANSPORT ASSETS
IRANSPORT ASSET AS
IRANSPORTASSET ASSET ASSET AS

 | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
OFFICES
RELURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSET | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTION FOR MARKET
OFFICES
REFURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT
 | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTION FOR MARKET
OFFICES
REEVORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
COMPLIANCE WITH
LEVSZA:NEW:MACHINERY &
EQUIPMENT
COMPLIANCE WITH
LEGISLATION
LEVSZA:NEW:MACHINERY &
EQUIPMENT
 | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTING RANGE 2ND
PHASE
REURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
COMPLIANCE WITH
LECYS.ZA:NEW:MACHINERY &
EQUIPM
LEVS.ZA:NEW:MACHINERY &
EQUIPM
LEVS.ZA:NEW:MACHINERY &
EQUIPM
LEVS.ZA:NEW:TRANSPORT
ASSETS
NEW BUILDING | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEVORTION FOR MARKET
OFFICES
REEVORTION FOR MARKET
OFFICES
REEVORTION FOR MARKET
OFFICES
REEVORTING RANGE
REEVORTING RADIO
REEVORTING RANGE
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
EQUIPM
MULTI CENTRE PUBLIC
SAFETY
PROTECTIVE EQUIPMENT
COMPLIANCE WITH
LEGISLATION
LEVS:ZA:NEW:MACHINERY &
EQUIPM
LEVS:ZA:NEW:MACHINERY &
EQUIPM
LEVS:ZA:NEW:TRANSPORT
ASSETS
NEW BUILDING
MACHINERY & EQUIPM | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO
EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
OFFICES
REEURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
EQUIPM
MULTI CENTRE PUBLIC
SAFETY
PROTECTIVE EQUIPMENT
COMPLIANCE WITH
LEGISLATION
LEVS:ZA:NEW:MACHINERY &
EQUIPM
LEVS:ZA:NEW:MACHINERY &
EQUIPM
LEVS:ZA:NEW:MACHINERY &
EQUIPM
LEVS:ZA:NEW:MACHINERY &
EQUIPM
NEW BUILDING
MACHINERY & EQUIPM | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
REEURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
TRANSPORT ASSETS
LEVS.ZA:NEW:MACHINERY &
EQUIPMENT
COMPLIANCE WITH
LEVS.ZA:NEW:MACHINERY &
EQUIPMENT
COMPLIANCE WITH
LEGISLATION
LEVS.ZA:NEW:MACHINERY &
EQUIPMENT
COMPLIANCE WITH
LEGISLATION
MULTI CENTER PUBLIC
SAEETY
PROTECTIVE EQUIPMENT
COMPLIANCE WITH
LEVS.ZA:NEW:MACHINERY &
EQUIPMENT
DEVELOPMENT OF NEW
MACHINERY & EQUIPMENT
DEVELOPMENT OF NEW
 | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
DISASTER MANAGEMENT
MULTI CENTRE PUBLIC
SAFETY
PROTECTIVE EQUIPMENT
COMPLIANCE WITH
LEG'SLATION
LEVS:ZA:NEW:MACHINERY &
EQUIPM
MULTI CENTRE PUBLIC
SAFETY
PROTECTIVE EQUIPMENT
COMPLIANCE WITH
LEG'SLATION
LEVS:ZA:NEW:MACHINERY &
EQUIPM
MULTI CENTRE PUBLIC
SAFETY
PROTECTIVE EQUIPMENT
COMPLIANCE WITH
LEG'SLATION
LEVS:ZA:NEW:MACHINERY &
EQUIPM
MACHINERY & EQUIPM
MACHINERY & EQUIPM
WACHINERY & EQUIPM
WACHINERY & EQUIPM
WACHINERY & EQUIPM
WAINTENANCE OF POOLS
(Alexandra, Olympic,
Edstwood, Pliditch, Berg(
furn styles) | TRANSPORT ASSETS
Critical Fire Fighting
Equipment
PABX WITH VOICE RECODER
RADIO EQUIPMENT
SHOOTING RANGE 2ND
PHASE
RENOVATION FOR MARKET
OFFICES
RENOVATION FOR MARKET
OFFICES
REEURBISHMENT OF ECC
RADIO EQUIPMENT
TRANSPORT ASSETS
TRANSPORT ASSETS
MULTI CENTRE PUBLIC
SAFETY
PROTECTIVE EQUIPMENT
COMPLIANCE WITH
LEGISLATION
LEVS:ZA:NEW:MACHINERY &
EQUIPM
MULTI CENTRE PUBLIC
SAFETY
PROTECTIVE & EQUIPMENT
COMPLIANCE WITH
LEGISLATION
LEVS:ZA:NEW:MACHINERY &
EQUIPM
WASTE: NEW MACHINERY
MAINTENANCE OF POOLS
(Turn styles)
MODIFY CONTAINERS /
PARK HOMES AS TOILET
FACILITIES |
| | | | | | | | |

 | | | |
 |
 |

 | |

 |
 | | |
 |
 | | |
| | Ourcome Year Year | Actual Actual Year Year | Actual Feat 1 Feat 1 | ACTUCI Control Fort Fort | ACTUCI FIGURE FIGURE< | Addition Control Fight of the fight of | Actual Currents Fort Control Fort F | Actual Control Control <th< td=""><td>National interview National interview Nationa</td><td>And And And</td></th<> <td>Addition Addition Addition</td> <td>Actual
In Nacy
Equipment Control
In Nacy
Equipment Control In Nacy
In Nacy
Equipment Control In Nacy
In /td> <td>Antiol Cutoman <th< td=""><td>Andie Andie <th< td=""><td>AUG AUG AUG</td></th<><td>Addition Condition <th< td=""><td>Attract Attract <t< td=""><td>Ander
Anschriftsich
Generation
Europhanie Outcome
(Marken Arstische
Europhanie Outcome
(Marken Arstische
(Marken Arstische) Outcome
(Marken Ar</td><td>Autor Conduction Condon Conduction Conduction</td><td>Autor Autor <th< td=""><td>Autor Autor <th< td=""><td>Market
According
to apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat</td><td>Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i</td></th<></td></th<></td></t<></td></th<></td></td></th<></td> | National interview Nationa | And And | Addition Addition | Actual
In Nacy
Equipment Control
In Nacy
Equipment Control In Nacy
In Nacy
Equipment Control In Nacy
In | Antiol Cutoman Cutoman <th< td=""><td>Andie Andie <th< td=""><td>AUG AUG AUG</td></th<><td>Addition Condition <th< td=""><td>Attract Attract <t< td=""><td>Ander
Anschriftsich
Generation
Europhanie Outcome
(Marken Arstische
Europhanie Outcome
(Marken Arstische
(Marken Arstische) Outcome
(Marken Ar</td><td>Autor Conduction Condon Conduction Conduction</td><td>Autor Autor <th< td=""><td>Autor Autor <th< td=""><td>Market
According
to
apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat</td><td>Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i</td></th<></td></th<></td></t<></td></th<></td></td></th<> | Andie Andie <th< td=""><td>AUG AUG AUG</td></th<> <td>Addition Condition <th< td=""><td>Attract Attract <t< td=""><td>Ander
Anschriftsich
Generation
Europhanie Outcome
(Marken Arstische
Europhanie Outcome
(Marken Arstische
(Marken Arstische) Outcome
(Marken Ar</td><td>Autor Conduction Condon Conduction Conduction</td><td>Autor Autor <th< td=""><td>Autor Autor <th< td=""><td>Market
According
to
apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat</td><td>Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i</td></th<></td></th<></td></t<></td></th<></td> | AUG | Addition Condition Condition <th< td=""><td>Attract Attract <t< td=""><td>Ander
Anschriftsich
Generation
Europhanie Outcome
(Marken Arstische
Europhanie Outcome
(Marken Arstische
(Marken Arstische) Outcome
(Marken Ar</td><td>Autor Conduction Condon Conduction Conduction</td><td>Autor Autor <th< td=""><td>Autor Autor <th< td=""><td>Market
According
to
apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat</td><td>Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i</td></th<></td></th<></td></t<></td></th<> | Attract Attract <t< td=""><td>Ander
Anschriftsich
Generation
Europhanie Outcome
(Marken Arstische
Europhanie Outcome
(Marken Arstische
(Marken Arstische) Outcome
(Marken Ar</td><td>Autor Conduction Condon Conduction Conduction</td><td>Autor Autor <th< td=""><td>Autor Autor <th< td=""><td>Market
According
to
apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat</td><td>Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i</td></th<></td></th<></td></t<> | Ander
Anschriftsich
Generation
Europhanie Outcome
(Marken Arstische
Europhanie Outcome
(Marken Arstische
(Marken Arstische) Outcome
(Marken Ar | Autor Conduction Condon Conduction Conduction | Autor Autor <th< td=""><td>Autor Autor <th< td=""><td>Market
According
to
apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat</td><td>Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i</td></th<></td></th<> | Autor Autor <th< td=""><td>Market
According
to
apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat</td><td>Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i</td></th<> | Market
According
to apply
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automatic
automat |
Anti-
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
interview
intervinterview
interview
interview
interview
interview
i |



KZN225 Msunduzi - Suppo	orting ¹	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	l budget													
Municipal Vote/Capital Ref project	Ref	Program/Project description		"IDP Goal code 2"	"Individually Approved (Yes/No)"	"Asset Class"	"Asset Sub- Class"	"GPS co- ordinates"	Total Project Estimate	Prior year outcomes	year mes	2018/1 Revenu Fr	2018/19 Medium Term Revenue & Expenditure Framework	Term iditure	Project i	Project information
R thousand	4		Audited Actual		ø	m	ო	μ		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
COMMUNITY SERVICES		FENCING OF BISLEY NATURE RESERVE										200				NEW
COMMUNITY SERVICES		UPGRADING OF BUCHANNAN SWIMMING POOL										1,500				NEW
COMMUNITY SERVICES		MIG - LANDFILL UPGRADE										2,000	2,166	4,000	35	NEW
COMMUNITY SERVICES	_ 0	MIG - WARD 15 COMMUNITY HALL										8,000	I	1	15	NEW
COMMUNITY SERVICES	_ 0	MIG - WARD 38 COMMUNITY HALL										006	1,995	2,095	38	38 UPGRADING
COMMUNITY SERVICES	_ 0	MIG - KWAQANDA COMMUNITY HALL										I	3,000	5,500	Ŷ	EXISTING
COMMUNITY SERVICES	_	MIG - Ward 18 COMMUNITY HALL										8,500			18	NEW
COMMUNITY SERVICES		MIG - UNIT BB COMMUNITY HALL										8,500	T	I	17	NEW
COMMUNITY SERVICES		MIG - WARD 7 COMMUNITY HALL											I	6,000	7	UPGRADING
COMMUNITY SERVICES	_ 0	MIG - WARD 29 COMMUNITY HALL										300	I.	5,110	29	NEW
COMMUNITY SERVICES	_ 0	MIG - WARD 24 COMMUNITY HALL										3,500	4,000	I	24	NEW
COMMUNITY SERVICES		MIG - WARD 8 COMMUNITY HALL										T	T	6,000	80	NEW
COMMUNITY SERVICES	_ 0	MIG - WARD 13 COMMUNITY HALL										800	7,200		13	NEW
COMMUNITY SERVICES	_	MIG - MADIBA COMMUNITY HALL										800	2,850		34	NEW
COMMUNITY SERVICES		MIG - SWEETWATERS DUAL PURPOSE SPORT CENTRE										4,000		I	7	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES		LIGHT INDUSTRIAL HUB										2,000	2,000	2,000	various NEW	NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES		NDPG:EDENDALE TOWN CENTRE: Promenade 2										20,700	1	1	various	various EXISTING
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES		NDPG:EDENDALE TOWN CENTRE: Civic Building,Informal Trading Stalls & Piazza										21,657	1	T	various	various EXISTING
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES		NDPG:EDENDALE TOWN CENTRE: Cwic Building.Informal Trading Stalls & Piazza										1	25,645	1		EXISTING

329

		3	30							ſ	20:	30	
	Project information				renewal				EXISTING				
	Project			Ward	location								
	n Term	nditure	~	Audited Current Budget Budget Budget	Year Year +1 Year +2 location	2020/21			53,210			106,226 83,471 124,529	
	2018/19 Medium Term	Revenue & Expenditure	Framework	Budget	Year +1	2019/20			I			83,471	
	2018/1	Revenu			Year	2018/19			I			106,226	
	/ear	mes		Current	Year	2017/18	Full Year	Forecast					
	Prior year	outcomes		Audited	Dutcome Year	2016/17 2017/18 2018/19 2019/20 2020/21							
	Total	Project	Estimate		<u> </u>								
	"GPS	ċ	ordinates" Estimate	ŋ									
	"Asset Sub-	Class"		ო									
		Class"		m									
	Project "IDP "Individually "Asset	number Goal Approved Class"	(Yes/No)"	9									
	dQI"	Goal	code 2"										
al budget	Project	number		Audited	Actual								
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	Program/Project	description							NDPG:EDENDALE TOWN	CENTRE: stage 4			
oorting	Ref			4								-	
KZN225 Msunduzi - Sup	Municipal Vote/Capital Ref	project		R thousand					SUSTAINABLE	DEVELOPMENT AND CITY	ENTERPRISES	Parent Capital	expenditure

HOUSING 5.6.4

GOAL	VALUE STATEMNET	TARGET
By 2030, Msunduzi is a city with sufficient and	2.2 Housing	2.2.1 100% eradication of informal settlements.
well-maintained road, rail, and other physical	backlogs are	2.2.2 Rural Residential housing infrastructure backlogs are reduced such that less
infrastructure serving all residents, whether	significantly	than 10% of households remain without access to formal housing.
they use public or private transport modes.	reduced, with	2.2.3 Zero tolerance for exclusions based on racial, ethnic, religious or other
It has layers of diverse transport networks	human settlement	demographic characteristics, is reflected in 100% of new settlement patterns.
interconnecting at centres and internal	patterns reflecting	2.2.4 20% of each new mixed-use development consists of rental stock.
urban hubs. Human settlement initiatives	inclusive	2.2.5 30% densification of urban space.
reduce housing backlogs and eliminate	demographics.	2.2.6 Council Rental Stock maintained on a regular and consistent basis to eliminate
spatial separation by racial categories.		unsafe structures and to prevent deterioration of Council's assets.
Telecommunications and information		2.2.7 Old Rental Stock to be reduced by transferring certain units to qualifying
technology is universally accessible and reliable.		tenants.
Social infrastructure, focussed on educational,		2.2.8 Allocations of new houses in subsidised housing projects to be 100% compliant
health and recreational facilities meets all		with DOHS policies by installation of Housing Needs Register and capture of names.
communities' needs.		

TABLE 85: HUMAN SETTLEMENTS BUDGET FOR 2018-19 TO 2020-21

	PROJECT NAME	PROJECT TYPE	FUNDING SOURCE	2018/19	2019/20	2020/21
_	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
2	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
c	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
4	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
5	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
6	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		



INTEGRATED DEVELOPMENT PLAN FOR EAR



WARD	PROJECT NAME	PROJECT TYPE	FUNDING SOURCE	2018/19	2019/20	2020/21
7	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
8	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
6	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
10	Edendale Unit S Phase 8 Ext.	Housing - Construction	DOHS	11,250,000	15,000,000	15,000,000
10	Kwa 30	Housing - Feasibility	DOHS	1,200,000	10,000,000	15,000,000
II	Lot 182 Snating	Housing - Construction	DOHS	3,000,000		
II	Snating Phase 1	Housing - Feasibility	DOHS	1,000,000	7,500,000	15,000,000
II	Snating Phase 2	Housing - Feasibility	DOHS	0	2,500,000	500,000
12	Khalanyoni	Housing - Feasibility	DOHS	2,500,000	10,000,000	20,000,000
14	Willowfountrain - Bulwer	Housing - Feasibility	DOHS	800,000	7,500,000	15,000,000
14	Willowfountrain - Terminus	Housing - Feasibility	DOHS	0	1,000,000	3,000,000
14	Willowfountrain - Phupha	Housing - Feasibility	DOHS	0	1,000,000	3,000,000
15	Edendale T2 & T3	Housing - Construction	DOHS	900'06	3,000,000	12,000,000
15	Edendale J2 and Quarry	Housing - Feasibility	DOHS	1,000,000	7,500,000	15,000,000
17	Edendale EE - Phase 1	Housing - Construction	DOHS	8,352,000	0	0
17	Edendale EE - Phase 3	Housing - Feasibility	DOHS	0	1,000,000	3,000,000
18	Shenstone / Ambleton	Housing - Feasibility	DOHS	2,000,000	7,500,000	15,000,000
19	Imbali Hostel	Housing - Planning	DOHS	0	5,000,000	7,500,000
20	Harewood	Housing - Feasibility	DOHS	800,000	3,000,000	12,000,000
20	Caluza / Smero	Housing - Feasibility	DOHS	800,000	3,000,000	12,000,000
20	Bhobhonono / Masomini	Housing - Feasibility	DOHS	800,000	3,000,000	12,000,000
21	Edendale 5 Priority Project	Housing - Land Acq.	DOHS	7,000,000	7,000,000	0
22	Land Acquisition	Urban Improvement	DOHS	15,000,000	0	0
23	Peace Valley 2	Housing - Planning	DOHS	2,000,000	7,000,000	15,000,000
24	Oribi Village	Housing - Planning	DOHS	0	10,000,000	25,000,000
25	OSS Phase 2	Housing - Construction	DOHS	12,000,000	5,000,000	0
26	Signal Hill / Peace Valley 3	Housing - Planning	DOHS	7,000,000	25,000,000	30,000,000
27	Railway Precinct - Baverstock - Rental	Housing - Planning	DOHS	0	5,000,000	15,000,000
29	Copesville	Housing - Planning	DOHS	2,500,000	10,000,000	15,000,000
30	Bakerville	Land Acquisition	DOHS	0	20,000,000	0
32	Happy Valley	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
32	Site 11	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
32	Yellowood Place	Housing - Feasibility	DOHS	500,000	3,000,000	12,000,000
33	Jika Joe CRU	Construction	DOHS	10,000,000	20,000,000	40,000,000

<u>331</u>

WARD	PROJECT NAME	PROJECT TYPE	FUNDING SOURCE	2018/19	2019/20	2020/21
33	Jika Joe CRU	Construction	DOHS	64,000,000	90,000,000	120,000,000
35	Sobantu Infill	Housing - Planning	DOHS	0	5,000,000	15,000,000
37	Ethembeni - IRDP	Housing - Feasibility	DOHS	1,000,000	20,000,000	30,000,000
37	Mkondeni / SACCA	Housing - Interim	DOHS	50,000,000	30,000,000	30,000,000
38	Tamboville	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
38	Thembalihle	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
38	Q Section	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
38	Glenwood South East Sector	Housing - Feasibility	DOHS	800,000	3,000,000	7,500,000
39	OSS	Housing - Feasibility	DOHS	1,000,000	28,000,000	20,000,000
10, 13, 17 & 23	Msunduzi Wirewall	Housing - Construction	DOHS	9,000,000	25,000,000	25,000,000

5.6.5 ROADS, STORMWATER, BUILDINGS AND TRANSPORTATION

8	3/	2		15		71	N	A	N	C			
	TARGET	2.1.1 Road and rail infrastructure backlogs are reduced	such that 90% of communities have access to road and rail	services.	2.1.2 100% compliant with Roads infrastructure management	plan.	2.1.3 90% of Msunduzi residents can get to work within 45	minutes.	2.1.4 Reliable Public transport services are available 24 hours	per day, with accessibility every 15 minutes to key activity	nodes.	2.1.5 90% of travel in morning peak periods comprise	walking, cycling or energy efficient public transport.
	VALUE STATEMENT	2.1 A diversity of private	(cars, bikes, walking) and	public (trains, buses, taxis)	transport options, using	a range of adequate	physical infrastructure	(roads, rail, and bikeways/ minutes.	walkways) is readily	available to all residents.			
	GOAL	By 2030, Msunduzi is a city with sufficient and well-maintained 2.1	road, rail, and other physical infrastructure serving all residents, (cars, bikes, walking) and	whether they use public or private transport modes. It has	layers of diverse transport networks interconnecting at centres	and internal urban hubs. Human settlement initiatives reduce	housing backlogs and eliminate spatial separation by racial	categories. Telecommunications and information technology	is universally accessible and reliable. Social infrastructure,	focussed on educational, health and recreational facilities	meets all communities' needs.		

332



333

KZN225 Msunduzi - Sup	pporti	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	oital budg	et												
Municipal Vote/ Capital project	Ref	Program/Project description	Project number	2" de 20 de 20 de	"Individually Approved (Yes/No)"	"Asset ' Class"	"Asset Sub- Class"	"GPS co- ordinates"	Total Project Estimate	Prior year outcomes	ear mes	2018/19 Revenue Fr	2018/19 Medium Term Revenue & Expenditure Framework	i Term iditure	Project in	Project information
R thousand	4		Audited Actual		ø	m	ო	ы		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
Parent municipality:																
List all capital projects grouped by Municipal Vote																
INFRASTRUCTURE		TRAFFIC CALMING MEASURES										500				EXISTING
		PMS										4,105	9,475	9,425		
INFRASIRUCIURE		Lester Brown										2,400				EXISING
INFRASTRUCTURE		SMALL PLANTS (PEDESTRIAN ROLLERS, BRUSH CUTTERS AND CHAINSAW)										100	200	250		EXISTING
INFRASTRUCTURE	-	TRAFFIC SIGNAL SPARES										300				NEW
INFRASTRUCTURE		NEW:COMPUTER EQUIPMENT										100				EXISTING
INFRASTRUCTURE		INSTALLAT OF NEW GUARD RAILS										300				EXISTING
INFRASTRUCTURE		UPGRADING OF GRAVEL ROAD -VULINDLELA - WARD 1										5,000			23	EXISTING
INFRASTRUCTURE		MIG - REHABILITATION OF ROADS IN ASHDOWN										1,500	1,433	1,504	26	26 EXISTING
INFRASTRUCTURE		MIG - UPGRADING OF ROADS IN PEACE VALLEY - 10km										7,569	6,665	6,497	15	EXISTING
INFRASTRUCTURE		MIG - REHABILITATION OF ROADS IN IMBALI UNIT 18										400	1,365	1,433	50	20 EXISTING
INFRASTRUCTURE	_ • Ш	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - CALUZA ROADS										1,300	1,365	1,433	12	12 EXISTING
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - WORD 12										1,300	1,365	1,433	01	10 EXISTING
INFRASTRUCTURE		MIG - UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN ROADS											3,000	I	16	16 EXISTING
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - WARD 16										1,000	I	T	12	EXISTING
INFRASTRUCTURE	_ • 1	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - STATION RD										4,000	1,200	I	18	18 EXISTING

TABLE 86: ROADS AND TRANSPORTATION BUDGET FOR 2018-19 TO 2020-21





KZN225 Msunduzi - Su	upport	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	pital budg	et												
Municipal Vote/ Capital project	Ref	Program/Project description	Project number	"IDP Goal 2"2"2"	"Individually Approved (Yes/No)"	"Asset" Class"	"Asset Sub- Class"	"GPS co- ordinates"	Total Project Estimate	Prior year outcomes	ear mes	2018/1 Revenu F	2018/19 Medium Term Revenue & Expenditure Framework	Term Iditure	Project in	Project information
R thousand	4		Audited Actual		vo	m	m	u		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - Roads in Unit 14/Unit P - Desian											800	1	11	17 NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - WARD 17 Roads (Phase 3, Unit 13)										006	945	992	21	NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - DAMBUZA MAIN ROAD Major SWD Upgrade - Ward 21										1,500	1,500	1	ß	2 NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - D2069 (MTHALANE RD) -Phase 3										4,390	8,043	I	F	11 NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Snathing Rds										2,900	2,100	2,205	n	3 UPGRADING
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 3 ROADS										2,000	2,100	6,000	20	20 NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - HAREWOOD AREA										2,400	2,520	6,000	-	NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 1 ROADS										5,000	5,250	6,000	4	NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 4 ROADS										2,000	2,100	2,205	ى ك	5 UPGRADING
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 5 ROADS										2,510	5,941	8,785	Ø	6 NEW
INFRASTRUCTURE		MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 6 ROADS										2,000	2,100	2,205	~	7 UPGRADING



N225 Msunduzi - Sup	pportin	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	oital budget	-												
Municipal Vote/ Capital project	Ref	Program/Project description	Project number o	"IDP Goal code 2"	"Individually Approved (Yes/No)"	"Asset" Class"	"Asset Sub- Class"	"GPS co- ordinates"	Total Project Estimate	Prior year outcomes	ear mes	2018/1 Revenu Fi	2018/19 Medium Term Revenue & Expenditure Framework	diture	Project information	ormation
R thousand	4		Audifed Actual		•	m	ო	ю		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
INFRASTRUCTURE	20>&	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 7 ROADS										2,000	2,100	2,205	Ø	NEW
INFRASTRUCTURE	20>&	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 8 ROADS										2,000	2,100	2,205	φ.	NEW
INFRASTRUCTURE	20>&	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 9 ROADS										2,000	2,100	2,205	39	39 UPGRADING
INFRASTRUCTURE	20>&	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 39 ROADS										2,000	2,000	5,000	12	12 UPGRADING
INFRASTRUCTURE	270	MIG - UPGRADE OF BRIDGES - Pedestrian Bridge Over River - Smero/Esigodini										1,300	1,365	1,433	33 ,35	33,35 UPGRADING
INFRASTRUCTURE	2 द	MIG - WOODHOUSE PEDESTRIAN BRIDGE										3,440	4,557	1	7	2 UPGRADING
INFRASTRUCTURE	2 6	MIG - MABANE BRIDGE PROJECT										I	5,000	2,095	1 to 39	1 to 39 UPGRADING
Infrastructure Infrastructure	225	MIG - BUS STOP SHELTERS MIG - NON MOTORISED TRANSPORT										1,200 2,000	1,260 2,100	1,323 2,205	13,14,15, 24 15, 16, 19, 25, 26, 28, 29, 31, 32, 32, 35	EXISTING
INFRASTRUCTURE	۵.	PUBLIC TRANSPORT SYSTEM										150,331	152,056	162,470		NEW
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	20	NDPG:EDENDALE TOWN CENTRE: Promenade 2										20,700	I	I	various EXISTING	EXISTING
Parent Capital expenditure	-											242,445	234,105	237,509		

PRIORITY CATEGORY 3	500 000	•		500 000
PRIORITY CATEGORY 2	8 730 000	38 800 000	tion	47 530 000
PRIORITY CATEGORY 1	53 381 900	51 200 000	DoRA Allocation	104 581 900
PROPOSED BUDGET 2014/2015 PRIORITY CATEGORY 1 PRIORITY CATEGORY 2 PRIORITY CATEGORY 3	62 611 900	92 200 000		154 811 900

GOAL	VALUE STATEMENT	TARGET
By 2030, the Msunduzi Municipality is a	6.2 By 2030, Msunduzi will have	6.2.1 100% effective administration con
financially sound and well governed	a civil society that actively	6.2.2 Effective fleet management to en
institution, delivering on its legislative	participates in, and contributes	service delivery.
mandates and offering residents of the	to, sound decision making,	6.2.3 To maximize the disaster resilience
Municipality value for their rates payments. ensuring greater accountability of coordination of all pre-disaster risk red	ensuring greater accountability of	coordination of all pre-disaster risk red
	Councillors and Officials.	response activities within a framework

TABLE 87: FLEET MANAGEMENT BUDGET 2018-19 TO 2020-21

2030

duction - as well as post disaster t of sustainable development.

ce of Msunduzi through

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

Upgrade

20 000

50 000

140 000

CNL

CNL - FURNITURE

32

An Accessible and Connected City

Basic Service Delivery

Msunduzi - S	oorting To	sA36 Detaile	d capi	lal budget													
Municipal Vote/Capital project		Ref Program/Project Project description number	on		"IDP Goal / 2" 2"	"Individually Approved (Yes/No)"	"Asset Class"	"Asset Sub-Class"	"GPS co-ordinates"	Total Project Estimate	Prior yea	Prior year outcomes	2018/ Revenu	2018/19 Medium Term Revenue & Expenditure Framework	n Term nditure k	Project information	rmation
	4			Audited Actual		vo	ო	m	u		Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Budget Budget Year +1 Year +2 2018/19 2019/20 2020/21	Budget Year +2 2020/21	Ward location	New or renewal
CITY FINANCE		MOTOR VEHICLE CANOPY	CLE										30			ADM & HO	NEW
CITY FINANCE		FUEL MANAGEMENT SYSTEM NCT AND NEW VEHICLES	AND SS										1,000		200 200	ADM & HO	NEW
CITY FINANCE		VEHICLES incl. Meter Readers	sl. ∍rs										5,000	5,000	5,000	ADM & HO	NEW
NFRASTRUCTURE		Vehicles											1,000	1,000	1,500	٩U	UPGRADING
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	PMENT S	FLEET											540	540	540	various	NEW
SUSTAINABLE DEVELOPMENI AND CITY ENTERPRISES	PMENT S	FLEET											300	300	300	various	NEW
													7870000	7870000 7040000 7540000	7540000		
Basic Service Deliverv	An Accessible and Connected City	ble and I Citv	32	- IND	REPLA	CEMENT C	JF LIFTS	S A S CHE	CNL - REPLACEMENT OF LIFTS A S CHETTY BUILDING	CNL م		100 000	0	0	Re	Refurbishment	- t
Basic Service Delivery	An Accessible and Connected City	ble and I City	32	CNL- L CHETT	CNL- LIGHTING UP CHETTY BUILDING	NG UPGRA DING	VDE 4TI	H, 2ND, 1S	CNI- LIGHTING UPGRADE 4TH, 2ND, 1ST FLOORS AS CHETTY BUILDING	s CNL		200 000	175 000	200 000		Upgrade	0
Basic Service Delivery	An Accessible and Connected City	ble and I City	32	CNL- / SLAB	ASCH	CNL- A S CHETTY BUILI SLAB	- ONIO	. WATERPR	DING - WATERPROOFING ROOF	OF CNL		250 000			Re	Refurbishment	nt 2
Basic Service Delivery	An Accessible and Connected City	ble and I City	32	CNL -	AIRCC RS AS C	CNL - AIRCONDITIONING UPG FLOORS AS CHETTY BUILDING	NG UP	GRADE 41	CNL - AIRCONDITIONING UPGRADE 4TH, 2ND, 1ST FLOORS AS CHETTY BUILDING	CNL		1 000 000 1 000 000 0	1 000 0(0 00	dU	Upgrade	7

mplying with its legal mandates.

nsure resource availability for



-	-	-	ო	2	-	2	-	-
Refurbishment	Upgrade	Committed	Upgrade	500 000 Upgrade	200 000 Upgrade	Rehabilitation	Rehabilitation	
0	0	0	0	500 000	200 000	1 000	0	
0	500 000 1 000 000 0	0	500 000	500 000	150 000	2 500 000 1 000 000	3 000 000 4 500 000 0	
400 000 0	500 000	100 000	500 000	600 006	100 000	180 000	3 000 000	350 000
CNL	CNL	CNL	CNL	CNL	CNL	CNL	CNL	CNL
CNL- REPLACEMENT EDENDALE ROAD DEPOT ROOF - DAMAGED BY WHITE ANTS	CNL - HOSTEL AND CHANGEROOMS (Water/ Sanitation Female staff)	CNL-COMPLETE REFURB OF LIFTS PROFESSOR NYEMBEZI BUILDING	CNL- REPAIRS TO BRICKWORK PROFESSOR NYEMBEZI BUILDING	CNL- PROFESSOR NYEMBEZI BLDG - REPLACEMENT OF AIRCON CONSOLE UNITS	CNL- NEW PLANT AND EQUIPMENT	CNL - REFURBISHMENT OF CITY HALL BUILDING - (Door, Windows, Gutters, Down Pipe, Moldings, Toilets Etc) Appt AMAFA Consultant for application and costing	CNL - COMPLETION OF MOSES MABHIDA MULTI- PURPOSE BUILDING	UPGRADE OF FIRE DETECTORS IN CITY HALL
32	32	32	32	32	32	32	22	32
An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City
Basic Service Delivery	Basic Service Delivery	Basic Service Delivery	Basic Service Delivery	Basic Service Delivery	Basic Service Delivery	Basic Service Delivery	Basic Service Delivery	Basic Service Delivery

5.6.7 ELECTRICITY

GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is	1.2 City-wide energy infrastructure and service delivery provides	1.2.1 Disruption to energy supply is minimised to 6 hours in 100%
a city serviced with	a reliable, high quality supply of energy. Energy supply meets	of incidents.
quality water and	the anticipated increased demand for electricity specifically,	1.2.2 Electricity supply keeps pace with expected growth of 4%
sanitation reticulation,	including peak periods.	per annum.
uninterrupted,		1.2.3 100% of households have basic electricity supply.
adequate energy	1.3 Energy prices are affordable for residents.	1.3.1 100% of municipal households are fitted with solar water
supply, and regular		heating geysers.
waste removal - for	1.4 Use of renewable sources of energy is widespread.	1.4.1 100% of street lights and 100% of traffic signals in the CBD
ALL neighbourhoods,		are powered by renewable energy.
communities, and	1.5 Energy production, capacity, storage, management, and	1.5.1 Demand management provides a 10% reduction in peak
centres of business.	distribution rapidly adapts to changing patterns of demand.	demand.
	1.6 City-wide infrastructure and service delivery provides reduced 1.6.1 Reduces electricity losses to below 5% of bulk supply	1.6.1 Reduces electricity losses to below 5% of bulk supply
	electricity losses.	purchases.

TABLE 88: ELECTRICITY BUDGET FOR 2018-19 TO 2020-21

Municipal Vote/Capital Ref Program/Project Project " project description number G	Ref	Ref Program/Project Project "IDP "Individually "Asset description number Goal Approved Class"	Project number	"IDP	Project "IDP "Individually number Goal Approved	"Asset Class"	"Asset Sub-Class"	"GPS co-ordinates"	Total Project	Prior year outcomes	outcomes	2018/19 Revenue	2018/19 Medium Term Revenue & Expenditure	Term diture	Project ir	Project information	38
				code 2"	(Ves/No)"				Estimate			Ŧ	Framework				
R thousand	4		Audited Actual		s	ę	m	IJ		Audited Outcome	Current Year	Budget Budget Budget Year Year +1 Year +2	Budget Year +1		Ward Iocation	New or renewal	
										2016/17	2017/18 Full Year Forecast	2018/19 2019/20 2020/21	2019/20	2020/21			
CORPORATE SERVICES		NETWORK REFRESH/										750	2,500	1,000	ALL ZONES	EXISTING	030 P
		REPLACING SERVERS															
INFRASTRUCTURE		ALNS:ZA:DBSA -										42,041	T		ALL 1	ALL UPGRADING	
		Network 132KV Rehab Plan													ZONES		1N 20
INFRASTRUCTURE		Network										4,000	3,675	4,675	_	UPGRADING	יכ
		Refurbishment															
												46790920 6174872 5674872	6174872	5674872			С З,

ELECT	FUNDING	PROPOSED PRIORITY	PRIORITY CATEGODY 1	PRIORITY CATEGORY	PRIORITY
	CNL	128 500 000	128 500 000	0	
	DOE	8 000 000	8 000 000	0	0
	DME	100 000 000	100 000 000	0	0
	INEP	20 000 000	20 000 000	0	0
	MIG	10 000 000	10 000 000	0	0
	TOTAL	R 266 500 000.00	R 266 500 000.00 R 266 500 000.00	0	0





339

SECTION F CHAPTER 6: FINANCIAL PLAN

6.1 INTRODUCTION

This section summarises key elements from the Municipal Budget. The municipal has a financial plan in place supported by sound financial strategies. During the 2016/17 financial year the municipality received an Adverse audit opinion (Disclaimer) there is currently compromised financial health of the municipality, Ever increasing debtors book, Ineffective credit control (to maximize collection), Poor expenditure management controls, Poor management of budget, Inaccurate and late billing, Poor asset management and control. Poor management and collection on housing rental stock, Poor maintenance of municipal property and High vacancy rate, Poor spending on capital grants & capital project management. Aged and ageing infrastructure, Increasing electricity and water losses Inefficient oversight Poor leadership and management controls Poor work ethics amongst staff Lack of supervision Poor management of overtime Poor fleet management, Poor implementation and enforcement of bylaws and policies, Lack of regional and town planning, Filthy city, Lack of law enforcement and traffic control, Long lead times for processing and business licenses & opportunities

To counter all the challenges listed above the city is implementing a streamlined Turn-around strategy that will strength governance and ensure that we further are on the right path. The strategy is based on the four pillars listed below supported by a 10 point action plan.

- 1. Finance and Governance,
- 2. Service Delivery Model and Performance Management.
- 3. Organizational Reconfiguration and Capacity Building
- 4. Combating Fraud, Corruption and Misconduct
- 1. Finance and Governance,
- Conduct risk assessment
 - Strengthen internal controls
 - Strengthen records management
 - Review financial & administration delegations
- Budget adjustment
- Implementation of cost containment plan
- Review & implement revenue enhancement plan
- Alignment & implementation of audit plan
- Investment management
- Capex spending
- Cost reflective tariffs
- Expanding revenue sources by establishing new income streams

10 POINT PLAN - PROJECT SIYAJIK'IZINTO

- 1) Audit action plan
- 2) Budget adjustment & management
- 3) Cost containment measures
- 4) Revenue management & enhancement
 - Debtor management
 - Meter replacement programme
- 5) Investment management
- 6) Alternate revenue sources
- 7) Capex spending
- 8) Management of entities
- 9) Call centre & records management
- 10) Filling of vacant positions

The following table summarises the Msunduzi Operating Budget.

TABLE 89: 2018-19 TO 2020-21 MUNICIPAL OPERATING BUDGET

Ĕ
-
σ
٩
0
\mathbf{X}
•
σ
č
U
(1)
H
2
2
5
Ľ
J
Ϋ́
0
C
O
č
erfo
T,
0
ã
Π
2
0
č
ž
Ĕ
Fin
d Fine
ed Fine
ed Find
eted Find
aeted Find
lgeted Find
dgeted Find
udgeted Find
Budgeted Find
Budgeted Find
4 Budgeted Find
A4 Budgeted Find
A4 Budgeted Find
e A4 Budgeted Find
ole A4 Budgeted Finc
able A4 Budgeted Find
able A4 Budgeted Find
Table A4 Budgeted Find
- Table A4 Budgeted Find
zi - Table A4 Budgeted Finc
uzi - Table A4 Budgeted Finc
luzi - Table A4 Budgeted Finc
iduzi - Table A4 Budgeted Finc
nduzi - Table A4 Budgeted Finc
unduzi - Table A4 Budgeted Finc
sunduzi - Table A4 Budgeted Finc
<u> Msunduzi - Table A4 Budgeted Finc</u>
Msunduzi - Table A4 Budgeted Find
5 Msunduzi - Table A4 Budgeted Finc
25 Msunduzi - Table A4 Budgeted Finc
225 Msunduzi - Table A4 Budgeted Finc
N225 Msunduzi - Table A4 Budgeted Finc
2N225 Msunduzi - Table A4 Budgeted Finc

<u> KZN225 Msunduzi - Table A4 Budgeted Financial Performance (revenue and expenditure)</u>	ted F	inancial Per	formance	(revenue ar	nd expendi	iure)						
Description	Ref	2014/15	2015/16	2016/17		Current Year 2017/18	ar 2017/18		2018/19 M(& Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue Jework	
R thousand	-	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
Revenue By Source												
Property rates	2	686,396	742,052	795,878	849,846	849,846	849,846	849,846	900,837	954,887	1,012,180	
Service charges - electricity revenue		1,566,133	1,798,548	1,865,158	2,038,443	2,038,443	2,038,443	2,038,443	2,177,873	2,326,839	2,485,995	
Service charges - water revenue	2	452,443	473,021	464,204	716,666	612,836	612,836	612,836	603,661	682,619	771,906	
Service charges - sanitation	2	127,516	126,391	121,806	157,301	129,313	129,313	129,313	137,072	145,296	154,014	
Service charaes - refuse revenue	~	81.544	84.240	88.928	105.929	100.260	100.260	100.260	106.276	112.653	119.412	
Service charges - other										Î		
Rental of facilities and equipment		23,477	20,851	26,144	22,085	24,382	24,382	24,382	35,220	36,240	38,415	
Interest earned - external		50,973	68,242	54,590	52,424	37,968	37,968	37,968	39,866	41,860	43,953	
investments												
Interest earned - outstanding												
debtors		69,529	80,450	96,347	66,259	111,190	111,190	111,190	118,141	125,197	132,709	
Dividends received												
Fines, penalties and forfeits		138,841	52,922	18,046	71,432	70,867	70,867	70,867	75,203	79,705	84,488	
Licences and permits		89	272	521	97	5,766	5,766	5,766	100	106	112	
Agency services		578	2,148	2,998	713	713	713	713				
Transfers and subsidies		519,604	466,156	497,277	589,271	619,577	619,577	619,577	672,679	691,597	745,450	
Other revenue	2	89,221	66,348	108,426	267,351	196,172	196,172	196,172	165,019	171,254	181,529	
Gains on disposal of PPE		18,537	I									
Total Revenue (excluding capital transfers and contributions)		3,824,882 3,981,641	3,981,641	4,140,323	4,937,818	4,797,333	4,797,333	4,797,333	5,031,948	5,368,255	5,770,163	
Expenditure By Type												
Employee related costs	2	881,616	948,875	990,111	1,145,989	1,158,889	1,158,889	1,158,889	1,264,814	1,358,489	1,460,356	
Remuneration of councillors		34,657	41,763	43,574	45,185	45,185	45,185	45,185	48,573	52,217	56,133	
Debt impairment	ო	222,110	102,369	332,295	103,942	103,942	103,942	103,942	110,178	116,789	123,796	
Depreciation & asset impairment	2	481,107	504,289	597,068	536,470	460,960	460,960	460,960	467,691	491,076	515,630	
Finance charges		71,169	75,072	68,463	62,129	56,232	56,232	56,232	50,672	43,270	36,984	





KZN225 Msunduzi - Table A4 Budgeted Financial Performance (revenue and expenditure)	ited Fi	nancial Per	formance ((revenue ar	id expendi	'ure)					
Description	Ref	2014/15	2015/16	2016/17		Current Year 2017/18	ar 2017/18		2018/19 Me	2018/19 Medium Term Revenue	
									Budget	Budaet	Budget
R thousand	-			Audited			Full Year	Pre-audit	Year	Year +1	Year +2
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2018/19	2019/20	2020/21
Bulk purchases	7	1,586,802	1,799,214	1,866,283	2,050,950	2,010,053	2,010,053	2,010,053	2,050,322	2,229,396	2,425,369
Other materials	œ	193,317	32,181	46,025	85,667	46,076	46,076	46,076	63,489	65,359	68,051
Contracted services		29,698	462,005	556,406	420,405	537,150	537,150	537,150	605,860	595,014	631,939
Transfers and subsidies		11,572	26,544	36,447	8,901	8,901	8,901	8,901	57,140	60,969	64,055
Other expenditure	4, 5	620,296	164,926	201,669	444,351	326,578	326,578	326,578	209,227	205,184	212,020
Loss on disposal of PPE			75,423	74,522							
Total Expenditure		4,132,346	4,232,660	4,812,863	4,903,988	4,753,966	4,753,966	4,753,966	4,927,968	5,217,762	5,594,331
Surplus/(Deficit)		(307,464)	(251,020)	(672,540)	33,830	43,367	43,367	43,367	103,980	150,493	175,832
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		356,459	303,484	436,141	460,257	411,358	411,358	411,358	404,341	394,145	447,606
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	ø	1	I	1	1	I	I	1	I	I	I
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		48,995	52,465	(236,399)	494,087	454,725	454,725	454,725	508,321	544,638	623,438
Taxation											
Surplus/(Deficit) after taxation		48,995	52,465	(236,399)	494,087	454,725	454,725	454,725	508,321	544,638	623,438
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		48,995	52,465	(236,399)	494,087	454,725	454,725	454,725	508,321	544,638	623,438
Share of surplus/ (deficit) of	~										
associate											
Surplus/(Deficit) for the year		48,995	52,465	(236,399)	494,087	454,725	454,725	454,725	508,321	544,638	623,438

341

TABLE 90: TRANSFERS AND GRANTS RECEIPTS

KZN225 Msunduzi - Supporting Table SA18 Transfers and grant re	sfers c	and grant r	eceipts							
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 M & Expei	2018/19 Medium Term Revenue & Expenditure Framework	n Revenue nework
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year	Budget Year +1	Budget Year +2
RECEIPTS:	1, 2									12/0202
Operating Transfers and Grants										
National Government:		475,437	437,999	467,989	520,105	520,105	520,105	580,856	611,054	662,072
Local Government Equitable Share		373,541	395,786	432,307	468,430	468,430	468,430	505,853	544,673	597,005
Finance Management		1,600	1,600	1,625	1,700	1,700	1,700	1,700	1,700	1,700
Municipal Systems Improvement		808	482							
EPWP Incentive		2,784	4,032	3,913	8,022	8,022	8,022	2,867		
Water Services Operating Subsidy		1,762								
Public Transport Infrastracture		88,849	27,408	15,108	21,001	21,001	21,001	48,773	42,609	42,902
Energy Efficiency and Demand Management										
Operating costs-MIG		6,093	8,690	15,036	20,951	20,951	20,951	21,663	22,072	20,465
Neighbourhood Development Partnership										
Technical ass										
Provincial Government:		43,754	28,157	29,288	69,167	69,167	69,167	28,281	29,488	31,963
Provincial Government:		3		1,075						
Expanded Public Works Grant		I	I							
Sport and Recreation		60								
Human Settlements		19,310	11,225	11,655	53,499	53,499	53,499	8,281	8,464	9,888
Arts and Culture- Community Library Services		7,450	6,618		612	612	612	643	685	738
Arts and Culture-Provincialisation		16,231	9,940	15,386	14,636	14,636	14,636	18,916	19,856	20,849
Arts and Culture-Museum Subsidies		478	268	27	420	420	420	441	483	488
COGIA		222	106	1,145						
District Municipality:		I	I	I	I	I	I	I	I	I
(insert description)										
Other grant providers:		413	I	I	I	I	I	I	I	I
Developer Contribution		413								
Total Operating Transfers and Grants	S	519,604	466,156	497,277	589,271	589,271	589,271	609,137	640,542	694,035
Capital Transfers and Grants										
National Government:		299,283	270,402	411,530	447,390	447,390	447,390	404,344	394,145	447,606
Municipal Infrastructure Grant (MIG)		157,065	182,668	174,517	180,188	180,188	180,188	171,653	175,444	188,671





KZN225 Msunduzi - Supporting Table SA18 Transfers and grant r	sfers o	and grant r	eceipts							
Description	Ref	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 M & Expei	2018/19 Medium Term Revenue & Expenditure Framework	n Revenue nework
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Public Transport and Systems		20,634	18,140	184,923	189,012	189,012	189,012	150,331	152,056	162,470
Neighbourhood Development Partnership		20,195	10,231	1,955	40,000	40,000	40,000	42,360	25,645	53,210
Dept of Mineral/Electricty		9,188								
Intergrated National Electrification Porgramme		82,151	8,771	4,115						
Municipal Systems Improvement										
Municipal Water Infrastructure Grant		417	415	38,021	38,191	38,191	38,191	40,000	41,000	43,255
Energy Efficiency and Demand Manaagement		9,631	50,176	8,000						
Provincial Government:		57,176	28,696	24,611	12,867	12,867	12,867	I	I	I
Airport Development Project		1	10,986	1,467						
Sport and Recreation		80								
KZNPA		5,182	1,004							
Arts and Culture-Museum Subsidies		8,865	3,635	8,598	5,467	5,467	5,467			
COGIA		18,016	2,466		1,000	1,000	1,000			
Human Settlement		25,032	10,605	14,546	6,400	6,400	6,400			
District Municipality:		1	1	1	I	1	1	1	1	I
(insert description)										
Other grant providers:		I	4,386	I	I	I	I	I	I	I
SANEDI			4,386							
Total Capital Transfers and Grants	ъ	356,459	303,484	436,141	460,257	460,257	460,257	404,344	394,145	447,606
TOTAL RECEIPTS OF TRANSFERS & GRANTS		876,063	769,640	933,418	1,049,529	1,049,529	1,049,529	1,013,481	1,034,687	1,141,641



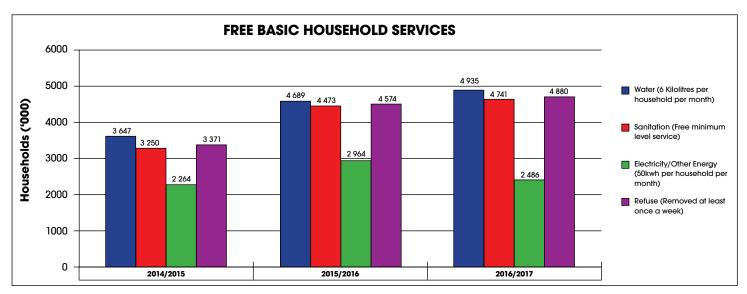
6.3 COST OF BASIC SERVICES

Council receives Equitable Share to subsidise those who cannot afford to pay for the minimum needs in life. The objective in calculating the amount to be subsidised, must be to prevent an increasing balance on the account of an indigent as it will be difficult to recover the debt in a humanly way.

According to the Municipal Systems Act 2000, Section 74(3) and 75(2) stipulates, "A tariff policy may differentiate between different categories of users/ debtors."

Criteria for Approval:

1. That the gross household income for qualification as a registered Indigent be determined each year by Council in terms of the tariff register. Currently the threshold income is R3 740.00



2. That the prescribed application forms be completed annually.

		FREE BASIC SERV	/ICES TO LOW INCOME	HOUSEHOLDS	
			Number of Hou	useholds	
	Total			ss than R3,740 per mon	
	Ioidi	Free basic water	Free basic sanitation	Free basic electricity	Free basic refuse
2014/2015	12 532	3 647	3 250	2 264	3 371
2015/2016	16 700	4 689	4 473	2 964	4 574
2016/2017	17 042	4 935	4 741	2 486	4 880

FINANCIAL PERFORMANCE 2016/2017:	COST TO MU	NICIPALITY O	F FREE BASIC	SERVICES DE	LIVERED
	2015/2016		2016	/2017	
Services Delivered	Actual	Budget	Adjustment	Actual	Variance to
	Actual	Budgei	Budget	Actual	Budget %
Waster	8 611 396	13 196 800	13 196 800	7 012 266	47
Waste Water (Sanitation)	4 553 556	4 892 700	4 892 700	4 894 449	0
Electricity	3 080 430	2 363 000	2 363 000	2 576 950	10
Waste Management (Solid Waste)	2 195 310	3 265 000	3 265 000	2 904 229	11
Total	18 440 692	23 717 500	23 717 500	17 387 894	37

The equitable share received is used to fund Free Basic Services that is extended to all our customers who have been declared indigent who are earning below R3 740.00 as determined by Council. Further to the free basic services, we are trying to remove the burden from the indigent customers by reducing their amperage on the electricity they use to 20AMPS. We have started a project to replace all indigent customers meter with smart prepaid. Indigent policy refers to: people who are lacking the necessities of life such as sufficient water, basic sanitation, refuse removal, environmental health, basic energy, health care, housing, food and clothing. Spent on electricity for 2016/2017 was R 2 576 950, spent on water 2016/2017 R 7 012 266, spent on sewerage for 2016/2017 R4 894 449, spent on refuse 2016/2017 R2 904 229.



345

K7N225 Msunduzi - Table A10 Basic service delivery measurem	e del	iverv meds	Irement							
		2014/15	2015/16	2016/17	Curre	Current Year 2017/18	17/18	2018/19 Md Expen	2018/19 Medium Term Revenue & Expenditure Framework	levenue & work
Description	Ref	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets	-									
Water:										
Piped water inside dwelling		80,873	81,128	81,490	83,120	83,120	83,120	84,782	86,478	90,207
Piped water inside yard (but not in		63,301	63,899	63,899	65,177	65,177	65,177	67,481	69,310	69,166
dwelling)	c		012 4		101 1		N CL	L X X		200 1
using public tap (ar least min.service level)	N	3,110	4,710	0,390	0,524	47.C'O	0,524	0,004	0,/8/	0,923
Other water supply (at least min.service	4	6,352	4,758	3,072	3,133	3,133	3,133	3,196	3,260	3,325
		160 / 10	10.4.00	16 4 067		167.064			1/6 0.05	
Minimum Service Level and Above sub- total		103,042	154,495	108,401	404,/CI	4c4'/c1	404,101	102,113	00,830	109,022
Using public tap (< min.service level)	ო	6,396	6,396	6,396	6,524	6,524	6,524	6,654	6,787	6,923
Other water supply (< min.service level)	4	3,955	2,740	2,740	2,795	2,795	2,795	1,851	1,408	996
No water supply		1	1	I	1	I	I	1	I	1
Below Minimum Service Level sub-total		10,351	9,136	9,136	9,319	9,319	9,319	8,505	8,195	7,889
Total number of households	ß	163,993	163,631	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		84,973	85,096	85,149	86,852	86,852	86,852	91,589	96,761	101,168
Flush toilet (with septic tank)		8,372	8,372	8,319	8,485	8,485	8,485	8,655	8,828	9,005
Chemical toilet		7,076	7,076	7,076	7,218	7,218	7,218	7,362	7,509	7,659
Pit toilet (ventilated)		58,695	58,695	59,427	62,616	62,616	62,616	61,828	60,064	59,326
Other toilet provisions (> min.service level)		I	I	I	I	I	I	I	I	I
Minimum Service Level and Above sub- total		159,116	159,239	159,971	165,170	165,170	165,170	169,434	173,163	177,158
Bucket toilet		I	I	I	1	I	I	1	I	I
Other toilet provisions (< min.service level)		4,877	4,754	4,022	2,102	2,102	2,102	1,184	868	354
No toilet provisions		I	I	1	I	1	1	I	1	I
Below Minimum Service Level sub-total		4,877	4,754	4,022	2,102	2,102	2,102	1,184	868	354
Total number of households	ß	163,993	163,993	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Energy:										
Electricity (at least min.service level)		127,123	126,487	123,471	130,462	130,462	130,462	135,271	140,137	145,060
Electricity - prepaid (min.service level)		24,203	24,839	26,285	26,811	26,811	26,811	27,347	27,894	28,452
Minimum Service Level and Above sub- total		151,326	151,326	149,756	157,273	157,273	157,273	162,618	168,031	173,511

TABLE 91: FREE BASIC SERVICES SUBSIDIES FOR 2018-2019





KZN225 Msunduzi - Table A10 Basic service delivery measurer	ce deli	very meas	urement							
		2014/15	2015/16	2016/17	Curr	Current Year 2017/18	7/18	2018/19 Md Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue & work
Description	Ref	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Electricity (< min.service level)		1	1	1,570	1	1	1	1	1	1
Electricity - prepaid (< min. service level)		I	I	1	I	1	1	I	I	1
Other energy sources		12,667	12,667	12,667	10,000	10,000	10,000	8,000	6,000	4,000
Below Minimum Service Level sub-total		12,667	12,667	14,237	10,000	10,000	10,000	8,000	6,000	4,000
Total number of households	ß	163,993	163,993	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Refuse:										
Removed at least once a week		120,000	120,000	120,000	122,400	122,400	122,400	129,848	137,345	148,559
Minimum Service Level and Above sub- total		120,000	120,000	120,000	122,400	122,400	122,400	129,848	137,345	148,559
Removed less frequently than once a week		43,993	43,993	43,993	44,873	44,873	44,873	40,770	36,686	28,952
Using communal refuse dump		I	1	I	I	1	I	I	I	I
Using own refuse dump		1	I	I	1	1	1	I	1	I
Other rubbish disposal		I	I	1	I	1	1	1	I	I
No rubbish disposal		I	I	I	I	I	I	I	I	I
Below Minimum Service Level sub-total		43,993	43,993	43,993	44,873	44,873	44,873	40,770	36,686	28,952
Total number of households	ß	163,993	163,993	163,993	167,273	167,273	167,273	170,618	174,031	177,511
Households receiving Free Basic Service	~									
Water (6 kilolitres per household per month)		25,099	23,884	23,884	29,536	29,536	29,536	39,476	43,587	48,550
Sanitation (free minimum level service)		25,099	23,884	23,884	29,536	29,536	29,536	39,476	43,587	48,550
Electricity/other energy (50kwh per household per month)		2,800	2,800	2,800	3,080	3,080	3,080	3,265	3,461	3,668
Refuse (removed at least once a week)		5,182	5,182	5,182	5,959	5,959	5,959	6,078	6,200	6,324
Cost of Free Basic Services provided - Formal Settlements (R'000)	œ									
Water (6 kilolitres per indigent household per month)		124,318	132,821	141,906	151,612	151,612	151,612	149,345	168,879	190,969
Sanitation (free sanitation service to indigent households)		8,652	9,243	9,876	5,551	10,551	10,551	11,184	11,855	12,567
Electricity/other energy (50kwh per indigent household per month)		1,410	1,506	1,610	1,720	1,720	1,720	1,837	1,963	2,097



KZN225 Msunduzi - Table A10 Basic service delivery measurement	se del	ivery meas	urement							
		2014/15	2015/16	2016/17	Curr	Current Year 2017/18	17/18	2018/19 Me Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue & work
Description	Ref	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Refuse (removed once a week for indigent households)		4,625	4,942	5,280	3,474	5,641	5,641	5,979	6,338	6,718
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		1	1	1	1	1	1	I	I	I
Total cost of FBS provided		139,005	148,512	158,671	162,357	169,524	169,524	168,346	189,035	212,351
Highest level of free service provided per household										
Property rates (R value threshold)		150,000	150,000	150,000	100,000	100,000	100,000	100,000	120,000	120,000
Water (kilolitres per household per month)		6	¢	\$	6	6	6	Q	Ŷ	Ŷ
Sanitation (kilolitres per household per month)		I	1	I	I	I	I	I	1	1
Sanitation (Rand per household per month)		115	122	136	145	145	145	153	163	172
Electricity (kwh per household per month)		70	70	70	70	70	70	70	70	70
Refuse (average litres per week)		200	200	200	200	200	200	200	200	200
Revenue cost of subsidised services provided (R'000)	0									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)		15	15	15	15	15	15	15	15	15
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)		355,321	371,029	393,080	416,680	416,680	416,680	441,681	468,182	496,273
Water (in excess of 6 kilolitres per indigent household per month)		I	1	1	1	I	1	I	I	I
Sanitation (in excess of free sanitation service to indigent households)		I	I	I	I	I	1	1	I	I
Electricity/other energy (in excess of 50 kwh per indigent household per month)		564	603	644	688	688	688	735	785	839
Refuse (in excess of one removal a week for indigent households)		I	I	I	I	I	1	1	I	I
Municipal Housing - rental rebates		I	I	I	I	I	I	I	I	I
Housing - top structure subsidies	9	I	1	1	1	1	I	1	1	I

KZN225 Msunduzi - Table A10 Basic service delivery measurement

34	8	(2030
Revenue & ework	Budget Year +2	2020/21	497,127	
2018/19 Medium Term Revenue & Expenditure Framework	Budget Year +1	2019/20	468,982	
2018/19 Me Expen	Budget Year	2018/19 -	442,431	
2/18	Full Year Forecast	1	417,383	
Current Year 2017/18	Original Adjusted Full Year Budaet Budaet Forecast		417,383	
Curr	Original Budaet	1	417,383	
2016/17	Outcome	1	393,739	
2014/15 2015/16 2016/17	Outcome Outcome Outcome	1	371,646	
2014/15	Outcome	1	355,900	
	Ref			
2014/15 2015/1	Description	Other	Total revenue cost of subsidised services provided	



349

KZN225 Msund	KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)	ple SA4 R	econc	siliation of l	DP strategid	c objectives	and budge	r (revenue)					
Strategic Objective				2014/15	2015/16	2016/17	Currei	Current Year 2017/18	//18	2018/19 M & Exper	2018/19 Medium Term Revenue & Expenditure Framework	Revenue Jework	
	Goal	Code"	Ref	Audited	Audited	Audited	Original	Adjusted Budget	Full Year	Budget Year	Budget Year +1	Budget Year +2	
R thousand										2018/19	2019/20	2020/21	
Financial Viability and Management	Financially viable and well governed City			1,205,095	1,205,095	1,357,043	1,475,047	1,475,048	1,475,048	1,357,043	1,519,298	1,563,550	_,
Basic Service Delivery	Improved the state of municipal infrastructure			2,602,248	2,717,168	2,666,687	3,414,411	3,225,026	3,225,026	3,567,433	3,681,805	4,069,153	
Local Economic Development	An economically prosperous city			23,573	10,573	30,873	32,159	32,159	32,159	29,586	33,124	34,088	
Good governance and Public Participation	To develop strong welcoming, caring & diverse communities living in a variety of friendly.			283,942	224,326	400,946	348,649	348,649	348,649	320,757	359,108	369,568	
Gross Cutting Issues	Reduce housing backlogs and eliminate spatial separation by racial categories.			66,157	81,806	73,622	77,497	77,497	77,497	71,297	79,822	82,147	
Municipal Transformation and Institutional	Improved customer experience & public			326	46,157	47,293	50,312	50,312	50,312	171,09	89,242	99,263	
Allocations to other priorities	participation other priorities		7										

ALIGNMENT OF THE MUNICIPAL BUDGET WITH THE MUNICIPAL GOALS AND OBJECTIVES

6.4

The table below indicates budget per strategic objective.

TABLE 92: ALIGNMENT OF BUDGET AND IDP OBJECTIVES

KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective				2014/15	2014/15 2015/16 2016/17	2016/17	Curre	Current Year 2017/18	7/18	2018/19 M & Exper	2018/19 Medium Term Revenue & Expenditure Framework	Revenue Rework
R thousand	Goal	Code	Ref	Audited Outcome	Audited Audited Audited Outcome Outcome	Audited Outcome	Audited Audited Audited Original Adjusted Full Year Outcome Outcome Budget Budget Forecast	Adjusted Full Year Budget Forecast	Full Year Forecast	Budget Year 2018/19	3udget Budget Budget Year Year +1 Year +2 :018/19 2019/20 2020/21	Budget Year +2 2020/21
al Revenue (nsfers and co	Total Revenue (excluding capital transfers and contributions)		-	4,181,341	4,285,125	4,576,464	4,181,341 4,285,125 4,576,464 5,398,075 5,208,691 5,208,691 5,436,289 5,762,400 6,217,769	5,208,691	5,208,691	5,436,289	5,762,400	6,217,76

TABLE 93: ALIGNEMENT OF THE OPERATING EXPENITURE WITH THE MUNICIPAL IDP OBJECTIVES

KZN225 Msunduz	KZN225 Msunduzi - Supporting Table SA5 Reconciliation of IDP	SA5 Reco	pncilid	ption of IDF		strategic objectives and budget (operating expenditure)	ind budget	(operating	expenditu	(e)		
Strategic Objective				2014/15		2016/17	Curre	Current Year 2017/18	7/18	2018/19 M & Exper	2018/19 Medium Term Revenue & Expenditure Framework	Revenue ework
	Goal	Code"	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year	Budget Year +1 2010/20	Budget Year +2 2020/21
	Financially viable and well governed Citv			343,629	539,004	517,541	539,106	539,106	539,106	549,888	593,016	641,536
	Improved the state of municipal infrastructure			949,280	879,931	865,004	982,959	832,937	832,937	914,700	910,266	943,601
Local Economic Development	An economically prosperous city			381,841	318,425	580,774	516,243	516,243	516,243	526,568	567,867	614,329
Good governance and Public Participation	To develop strong welcoming, caring & diverse communities living in a variety of friendly.			138,196	180,975	502,452	138,299	138,299	138,299	141,065	152,129	164,576
Gross Cutting Issues	Reduce housing backlogs and eliminate spatial separation by racial categories.			2,310,161	2,302,804	2,333,470	2,713,337	2,713,337	2,713,337	2,781,421	2,979,035	3,213,576
Municipal Transformation and Institutional Development	Improved customer experience & public participation			9,238	11,521	13,623	14,045	14,045	14,045	14,325	15,449	16,713

350





142,975

155,545

181,599

232,367

232,367

232,367

232,279

183,426

3,925

ш

Reduce housing

Gross Cutting Issues

friendly.

backlogs and eliminate spatial

separation by

				_	_							_	
Devenue	lework	Budget Year +2	2020/21		5,594,331			n Revenue nework	Budget Year +2 2020/21	61,718	134,785	164,959	11,883
e) 2018/19 Medium Term Pevenue	& Expenditure Framework	Budget Year +1	2019/20		5,217,762			2018/19 Medium Term Revenue & Expenditure Framework	Budget Year +1 2019/20	70,134	153,165	63,519	13,504
) 2018/10 Mc	& Expen	Budget Year	2018/19		4,927,968			2018/19 M & Expen	Budget Year 2018/19	76,232	166,483	69,042	14,678
		Full Year	Forecast		4,753,966		enditure)	17/18	Full Year Forecast	100,306	236,408	90,845	19,313
	Current Year 2017/18		Budget F		4,753,966 4		P strategic objectives and budget (capital expenditure)	Current Year 2017/18	Adjusted Budget	100,306	236,408	90,845	19,313
P strategic objectives and budget (operating expenditure)	Current		Budget		4,903,988 4		l budget (c	Curre	Original Budget	100,306	172,241	90,845	19,313
SCTIVES and	2016/17		Outcome B		4,812,863 4,		etives and	2016/17	Audited Outcome	94,950	154,104	72,903	1
	2015/16 20		Outcome Out		4,232,660 4,8	(PENDITURE	ptegic obje	2015/16	Audited Outcome	74,980	85,330	57,570	1
	2014/15 201		Outcome Out		4,132,346 4,2		n of IDP stre	2014/15	Audited Outcome	53,741	365,130	89,062	9,983
	20		Ō		4,1	IE CAP	iliatio		Ref				
	τ	le" Ref			-	ИТН ТН	Reconc		Code	۲	മ	U	٥
NZNZZO MISUNGUZI - SUPPORTING TADIE SAO KECONCIIIQITON OT IDI Stratadia		Goal Code"		riorities		TABLE 94: ALIGNMENT OF IDP OBJECTIVES WITH THE CAPITAL EX	KZN225 Msunduzi - Supporting Table SA6 Reconciliation of IDF		Goal	Financially viable and well governed City	Improved the state of municipal infrastructure	An economically prosperous city	To develop strong welcoming, caring & diverse communities living in a variety of
Stratanio	Objective		R thousand	Allocations to other priorities	Total Expenditure	ABLE 94: ALIGNMENT	KZN225 Msunduzi - Su	Strategic Objective	R thousand	Financial Viability and Management	Basic Service Delivery	Local Economic Development	Good governance and Public Participation



51,286

58,280

63,347

83,352

83,352

83,352

94,950

74,980

6,795

ц.

racial categories. Improved customer

Municipal

experience & public

Transformation and Institutional

Development

e

participation

Allocations to other priorities

KZN225 Msunduzi - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

i Revenue nework	Budget Year +2 2020/21	567,606
2018/19 Medium Term Revenue & Expenditure Framework	Budget Year +1 2019/20	514,145
2018/19 Mi & Expen	Budget Year 2018/19	571,382
7/18	Full Year Forecast	762,591 762,591 571,382
Current Year 2017/18	Adjusted Full Year Budget Forecast	762,591
Curre	Original Budget	698,424
2016/17	Audited Audited Original Adjusted Full Year utcome Outcome Budget Budget Forecast	476,286 649,185 698,424
2015/16	Audited Outcome	476,286
2014/15	Audited Outcome	528,636
	Ref	
	Code	
	Goal	ure
Strategic Objective	R thousand	Total Capital Expenditure

6.5 OPERATIONAL AND MAINTENANCE COSTS

The following table summarises the Operations and Maintenance costs spent per financial year, as well as the percentage this is of the total expenditure.

TABLE 95: REPAIRS AND MAINTENANCE COSTS

KZN225 Msunduzi - Table A9 Asset Management									
Description	2014/15	2015/16	2016/17	Curre	Current Year 2017/18	17/18	2018/19 M & Exper	2018/19 Medium Term Revenue & Expenditure Framework	ı Revenue nework
Ref Ret Ret Ret Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CAPITAL EXPENDITURE									
Total New Assets	117,846	82,651	178,293	402,994	279,300	279,300	111,387	101,935	98,125
Roads Infrastructure	607	19,584	3,135	250,092	2,750	2,750	1,293	1,189	1,058
Storm water Infrastructure	1	1	1	I	1	I	I	1	1
Electrical Infrastructure	20,775	18,105	48,144	32,867	86,923	86,923	40,854	37,586	33,451
Water Supply Infrastructure	5,732	300	7,582	54,491	7,000	7,000	3,290	3,027	2,694
Sanitation Infrastructure	1,829	16,135	370	40,445	26,105	26,105	13,269	11,288	10,046
Solid Waste Infrastructure	1	1	139	I	1	I	I	1	I
Rail Infrastructure	I	I	I	6,000	I	I	I	I	I
Coastal Infrastructure	1	1	I	5,800	1	I	I	1	I
Information and Communication Infrastructure	1	I	I	I	I	I	I	I	I
Infrastructure	28,943	54,124	59,370	389,694	122,778	122,778	58,706	53,089	47,249
Community Facilities	15,627	I	14,570	5,900	2,367	2,367	3,112	2,863	2,548
Sport and Recreation Facilities	27,965	28,528	6,224	I	22,250	22,250	10,458	9,621	8,563
Community Assets	43,592	28,528	20,794	5,900	24,617	24,617	13,570	12,484	111,111
Heritage Assets	862	1	37,518	I	8,600	8,600	4,042	3,719	3,310
Revenue Generating	I	I	I	I	I	I	I	I	I
Non-revenue Generating	1	1	I	I	I	I	I	I	I
Investment properties	1	I	I	I	I	I	I	I	I
Operational Buildings	825	I	I	I	I	I	I	I	I
Housing	7,423	I	I	7,400	10,900	10,900	5,123	4,713	4,195

352





353

KZN225 Msunduzi - Table A9 Asset Management	ţ						-			
Description		2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 M & Exper	2018/19 Medium Term Revenue & Expenditure Framework	n Revenue nework
	Ref	Audited	Audited	Audited	Original	Adjusted	Full Year	Budget	Budget	Budget
k mousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2018/19	2019/20	7edr +2 2020/21
Other Assets		8,248	1	1	7,400	10,900	10,900	5,123	4,713	4,195
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		I	1	1	I	1	I	I	1	I
Licences and Rights		8,762	I	I	I	45,541	45,541	282	259	231
Intangible Assets		8,762	1	1	I	45,541	45,541	282	259	231
Computer Equipment		27,439	I	393	I	4,946	4,946	2,325	2,139	1,903
Furniture and Office Equipment		I	1	21,385	1	15,144	15,144	7,118	6,548	7,941
Machinery and Equipment		I	I	37,671	I	20,635	20,635	9,698	8,922	7,941
Transport Assets		I	I	1,162	I	26,138	26,138	10,524	10,061	14,244
Libraries		I	I	I	I	I	I	I	I	1
Zoo's, Marine and Non-biological Animals		I	I	I	I	I	I	I	I	I
t de la company de la contra de contra de la	¢		200 (2L	100 011	000 201	20F 02 7	10F 007	-00 -00	- 10 L CL	207 (10
Iordi kenewal of Existing Assers	N	410,/71	573,033	4/0,071	094'04I	302,930	303,930	30/,57/	342,177	300,012
Koads Intrastructure		116,538 E0 712	134,U19	203,189	87,580	12/,922	127,922	169,403	143,938	103,562
SIORT WORER INTRASIRUCTURE		517,20	006,20	I	I	I	I	I	I	I
Electrical Infrastructure		116,132	105,400	86,543	38,800	46,700	46,700	56,974	51,846	58,068
Water Supply Infrastructure		I	12,473	43,920	23,400	28,787	28,787	35,120	31,959	35,794
Sanitation Infrastructure		30,221	25,503	14,909	3,900	48,976	48,976	54,751	54,373	60,898
Solid Waste Infrastructure		8,858	755	9,724	4,800	4,800	4,800	5,856	5,329	5,968
Rail Infrastructure		I	I	I	I	I	I	I	I	I
Coastal Infrastructure		I	I	I	I	I	I	I	I	I
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	1
Infrastructure		324,463	361,107	358,285	158,480	257,184	257,184	322,104	287,446	324,290
Community Facilities		7,614	10,990	36,584	10,100	6,369	6,369	13,771	7,071	7,920
Sport and Recreation Facilities		17,653	3,146	20,233	006	I	I	I	I	I
Community Assets		25,267	14,136	56,817	11,000	6,369	6,369	13,771	7,071	7,920
Heritage Assets		57,227	15,823	26,117	I	I	I	I	I	I
Revenue Generating		I	I	I	I	I	I	I	I	I
Non-revenue Generating		I	I	I	I	I	I	I	I	I
Investment properties		I	I	I	I	I	I	I	I	I
Operational Buildings		I	I	I	2,500	1,300	1,300	1,586	1,443	1,616
Housing		2,692		20,213	I	I	I	I	I	I
Other Assets		2,692	2,569	20,213	2,500	1,300	1,300	1,586	1,443	1,616
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		1	1	1	1	1	1	1	1	1





KZN225 Msunduzi - Table A9 Asset Management	ŧ									
Description		2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 M & Expen	2018/19 Medium Term Revenue & Expenditure Framework	Revenue Nework
R thousand	Ref	Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1	Budget Year +2
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2018/19	2019/20	2020/21
Licences and Rights		I	1	1	25,000	40,932	40,932	49,937	46,237	51,786
Intangible Assets		I	1	I	25,000	40,932	40,932	49,937	46,237	51,786
Computer Equipment		1,142	I	4,882	I	I	I	I	I	I
Furniture and Office Equipment		1	1	4,577	1	1	1	1	1	I
Machinery and Equipment		I	I	I	I	I	I	1	I	I
Transport Assets		1	1	I	I	I	I	1	1	I
Libraries		I	I	I	I	150	150	I	1	I
Zoo's, Marine and Non-biological Animals		1	1	1	I	1	1	1	1	I
Total Upgrading of Existing Assets	\$	I	I	I	98,450	177,356	177,356	72,598	70,012	83,868
Roads Infrastructure		I	I	I	46,440	114,802	114,802	53,201	50,096	63,800
Storm water Infrastructure		I	1	I	9,310	2,104	2,104	1	1	I
Electrical Infrastructure		I	I	I	I	I	I	I	1	I
Water Supply Infrastructure		1	1	1	30,000	50,000	50,000	4,352	6,594	4,745
Sanitation Infrastructure		I	I	I	3,900	I	I	I	1	I
Solid Waste Infrastructure		I	1	I	4,800	I	I	8,295	6,710	7,718
Rail Infrastructure		I	I	I	4,000	I	I	I	1	I
Coastal Infrastructure		I	I	I	I	I	I	I	I	I
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		I	I	I	98,450	166,906	166,906	65,848	63,400	76,264
Community Facilities		I	I	I	I	I	I	I	I	I
Sport and Recreation Facilities		I	1	1	I	500	500	1,000	1	I
Community Assets		I	I	I	I	500	500	1,000	I	I
Heritage Assets		I	I	I	I	2,250	2,250	I	1	I
Revenue Generating		I	1	I	I	I	I	1	1	I
Non-revenue Generating		I	1	I	I	I	I	1	1	I
Investment properties		I	I	I	I	I	I	I	I	I
Operational Buildings		I	1	I	I	2,000	2,000	1	1	I
Housing		I	I	I	I	I	I	I	I	I
Other Assets		I	1	I	I	2,000	2,000	1	1	I
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		I	I	I	I	I	I	I	I	I
Licences and Rights		I	I	I	I	I	I	I	I	I
Intangible Assets		I	I	I	I	I	I	I	I	I
Computer Equipment		1	1	1	1	1	1	1	I	I



355

KZN225 Msunduzi - Table A9 Asset Management	∍nt									
Description		2014/15	2015/16	2016/17	Curre	Current Year 2017/18	17/18	2018/19 M & Expen	2018/19 Medium Term Revenue & Expenditure Framework	i Revenue nework
R thousand	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Furniture and Office Equipment		1	1	1	1	700	700	1	1	1
Machinery and Equipment		1	1	1	1	5,000	5,000	5,750	6,613	7,604
Transport Assets		1	1	1	1	1	I	1	1	I
Libraries		I	I	I	I	I	I	I	I	I
Zoo's, Marine and Non-biological Animals		1	1	1	1	1	I	1	1	I
Total Capital Expenditure	4									
Roads Infrastructure		117,145	153,602	206,324	384,112	245,473	245,473	223,897	195,223	228,420
Storm water Infrastructure		52,713	82,956	1	9,310	2,104	2,104	1	1	I
Electrical Infrastructure		136,907	123,505	134,687	71,667	133,623	133,623	97,828	89,432	91,519
Water Supply Infrastructure		5,732	12,773	51,503	107,891	85,787	85,787	42,761	41,580	43,233
Sanitation Infrastructure		32,050	41,638	15,279	48,245	75,081	75,081	68,020	65,661	70,944
Solid Waste Infrastructure		8,858	755	9,863	9,600	4,800	4,800	14,151	12,039	13,687
Rail Infrastructure		I	I	I	10,000	I	I	I	I	I
Coastal Infrastructure		I	I	I	5,800	I	I	I	I	I
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		353,406	415,230	417,655	646,624	546,868	546,868	446,657	403,935	447,804
Community Facilities		23,241	10,990	51,154	16,000	8,736	8,736	16,883	9,935	10,468
Sport and Recreation Facilities		45,618	31,674	26,457	006	22,750	22,750	11,458	9,621	8,563
Community Assets		68,859	42,664	77,611	16,900	31,486	31,486	28,341	19,556	19,031
Heritage Assets		58,090	15,823	63,635	I	10,850	10,850	4,042	3,719	3,310
Revenue Generating		I	I	1	I	I	I	I	I	I
Non-revenue Generating		I	I	I	I	I	I	I	I	I
Investment properties		I	I	I	I	I	I	I	I	1
Operational Buildings		825	I	I	2,500	3,300	3,300	1,586	1,443	1,616
Housing		10,114	2,569	20,213	7,400	10,900	10,900	5,123	4,713	4,195
Other Assets		10,939	2,569	20,213	006'6	14,200	14,200	6,709	6,156	5,811
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	I
Servitudes		T	I	I	1	I	I	1	1	I
Licences and Rights		8,762	I	I	25,000	86,473	86,473	50,219	46,497	52,017
Intangible Assets		8,762	I	I	25,000	86,473	86,473	50,219	46,497	52,017
Computer Equipment		28,581	I	5,275	I	4,946	4,946	2,325	2,139	1,903
Furniture and Office Equipment		I	I	25,962	I	15,844	15,844	7,118	6,548	7,941
Machinery and Equipment		I	I	37,671	I	25,635	25,635	15,448	15,535	15,545
Transport Assets		1	I	1,162	1	26,138	26,138	10,524	10,061	14,244





KZN225 Msunduzi - Table A9 Asset Management	ŧ									
Description		2014/15	2015/16	2016/17	Curre	Current Year 2017/18	7/18	2018/19 Me & Expen	2018/19 Medium Term Revenue & Expenditure Framework	i Revenue nework
R thousand	Ref	Audited	Audited	Audited	Original	Adjusted Budget	Full Year Forecast	Budget Year	Budget Year +1	Budget Year +2
)))))))))			2018/19	2019/20	2020/21
Libraries		I	I	I	I	150	150	I	I	I
Zoo's, Marine and Non-biological Animals		I	I	I	I	I	I	I	I	1
TOTAL CAPITAL EXPENDITURE - Asset class		528,636	476,286	649,185	698,424	762,591	762,591	571,382	514,145	567,606
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Roads Infrastructure		2,061,831	2,550,778	1,741,302	2,536,781	2,422,035	2,422,035	2,794,731	3,015,287	3,311,190
Storm water Infrastructure				156,435		I	I	162,997	157,018	150,740
Electrical Infrastructure		1,297,036	1,700,386	1,275,053	1,563,852	1,563,852	1,563,852	1,256,467	1,166,024	1,072,083
Water Supply Infrastructure		782,055	1,173,333	912,163	939,984	939,984	939,984	1,149,674	1,232,428	1,318,683
Sanitation Infrastructure		528,280	588,640	470,205	561,526	561,526	561,526	650,125	681,596	714,571
Solid Waste Infrastructure		515,410	579,408	15,673	152,937	152,937	152,937	35,522	42,231	49,950
Rail Infrastructure			27,837	1,408				I	1	I
Coastal Infrastructure				4,867				I	I	I
Information and Communication Infrastructure								5,580	7,110	6,601
Infrastructure		5,184,612	6,620,383	4,577,106	5,755,081	5,640,334	5,640,334	6,055,096	6,301,695	6,623,817
Community Facilities		393,162	462,387	294,811	766,587	881,334	881,334	19,998	20,998	22,048
Sport and Recreation Facilities				126,091				14,510	15,236	15,998
Community Assets		393,162	462,387	420,903	766,587	881,334	881,334	34,508	36,234	38,046
Heritage Assets								247,912	247,912	247,912
Revenue Generating		230,945	282,710	226,212	230,945	230,945	230,945	720,224	720,224	720,224
Non-revenue Generating										
Investment properties		230,945	282,710	226,212	230,945	230,945	230,945	720,224	720,224	720,224
Operational Buildings		1,009,017	246,995	711,539	602,937	602,937	602,937	I	I	I
Housing				271,916				334,721	374,239	379,989
Other Assets		1,009,017	246,995	983,455	602,937	602,937	602,937	334,721	374,239	379,989
Biological or Cultivated Assets		382,805		770	356,914	356,914	356,914			
Servitudes				804				804	804	804
Licences and Rights		17,212			48,733	48,733	48,733	25,735	I	I
Intangible Assets		17,212	I	804	48,733	48,733	48,733	26,539	804	804
Computer Equipment				49,799				1,227	5,572	13,166
Furniture and Office Equipment		44,831	75,086	56,298	46,190	46,190	46,190	16,019	156	4,654
Machinery and Equipment		257,600		1,222,451				577,334	322,875	22,340
Transport Assets				73,941				140,259	167,198	177,932
Libraries								150	150	150
Zoo's, Marine and Non-biological Animals TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	ŋ	7.520.183	7.687.562	7.611.739	7.807.386 7.807.386	7.807.386	7.807.386 8.153.989		8.177.058 8.229.034	8.229.034



6.6 **REVENUE GENERATION**

The Municipality implemented the local Government: Municipal Property Rates Act (MPRA) on 1 July 2008 following the original publication of the valuation roll in February 2008. Key activities since publication have been the processing of objections and queries to the roll, publishing of four supplementary rolls in the first financial year, with a target of three supplementary rolls per year thereafter.

(i) MUNICIPAL PROPERTY RATES

The Municipality implemented the local Government: Municipal Property Rates Act (MPRA) on 1 July 2008 following the original publication of the valuation roll in February 2008. Key activities since publication have been the processing of objections and queries to the roll, publishing of four supplementary rolls in the first financial year, with a target of three supplementary rolls per year thereafter. The municipality is busy with this process in 2014/2015 awaiting public consultation. It will be implemented on the 1st July 2014

(ii) COUNCIL DEBT REDUCTION

The objective of this programme is to reduce municipal debt by actively reviewing and implementing a council credit control and debt management policy. The implementation of this policy will include the following:

- The consolidation of all debts owing in respect of electricity, water, and rates onto one account;
- The consolidation of arrears amounts gives council more leverage to pursue recovery action against nonpaying consumers;
- The stratification of the total outstanding debtors into government, commercial, residential, and vacant land;

Each category has different collection strategies:

- Focus on businesss. Started issuing of summons in February. Delay due to procurement All debts in excess of R20 000 are handed over to a newly appointed panel of attorneys for collection;
- Judgement will be taken on all ratepayers that owe more than R20 000 via the high court, in terms of the sale in execution process;
- Council properties are being investigated and rates outstanding allocated to respective departments;
- Active attention to government debt by arranging meetings with government officials regularly and disconnecting services for non-payment if necessary; and
- Unallocated debt write-offs.

6.7 ASSET MANAGEMENT

At the meeting of the full council held on the 9th of December 2015, it was resolved that an Asset Steering Committee be implemented and be driven a strategic level as this is informed by the strategic importance of infrastructure in terms of service delivery. The Asset Steering Committee has been appointed to undertake the following duties;

- To embed, integrate, monitor, support and report on the development and implementation of Asset Management Practices within the Municipality.
- To drive and implement sustainable asset management across council
- To increase awareness of the importance of integrated service planning and asset management across the organisation
- To ensure compliance with COGTA guidelines for infrastructure Assets Management in local Government
- To work in unison with the development Services Department to create and implement integrated opportunities for asset management and service planning.

The asset register has been updated with all movable and immovable assets, including investment property, and is in compliance with all applicable standards of GRAP. The verification, conditional assessment, and revaluation of infrastructure assets have been done and updated in the asset register in compliance with Grap 17.No impairment reports have been made to date. Movable assets are verified on an annual basis. The asset registeris updated, on a monthly basis, with asset acquisitions (movable and immovable), disposals, and movements.



6.8 SOUND FINANCIAL STRATEGIES

The Municipality has committed itself to the following sound financial strategies:

- Strategic and sustainable budgeting
- Sound financial management and reporting
- Value for money expenditure
- Growth of revenue and reduction of debtors

6.8.1 SAP

The municipality appointed EOH as a service provider for the implementation of SAP ERP system. EOH presented the project plan to the Strategic Management Committee in November 2014, which was accepted. EOH is currently working on the SAP ERP implementation in conjunction with the project team from Msunduzi.

The Municipality also appointed PWC to assist with project management and Quality Assurance of the SAP ERP system implementation. A seconded PWC project manager is assisting the municipal project team with advisory on project implementation and decision making.

The Municipal Standard Chart of Accounts (mSCOA) principles prescribe a "project based" budgeting and execution approach for all work and expenses/revenue relating to the running of the Municipality.

This means that a "project" must exist for all types of spending, in order to define how the municipal spending converts to deliverables.

These "projects" does not only refer to projects as defined in the traditional sense of the word, but they include all types of work areas relating to the municipality:

- Capital Infrastructure projects
- Operational projects
- Municipal operating tasks
- Municipal running costs
- Typical work streams
- Maintenance
- Movable asset purchases

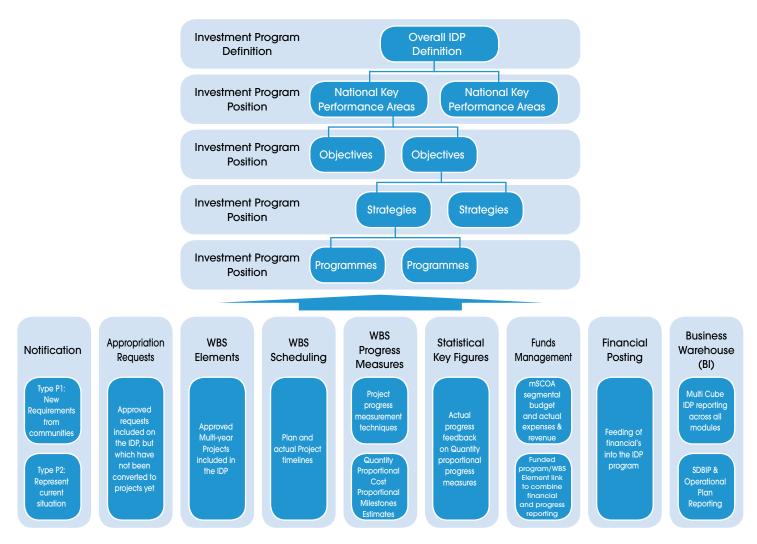
For this reason, the Msunduzi mSCOA solution uses WBS elements to define all types of work packages and expense buckets relating to the municipality.

This design has the advantage that it enables the functionality within the Investment Management module in SAP to be used as the backbone of the IDP solution, but representing the IDP objectives and strategies as an Investment Structure. The WBS elements are one of two objects in SAP which can be linked to the Investment Program Structure in the IM module, the other being Appropriation requests.



359

The diagram below provides a summary of the main SAP objects being used in the overall IDP system design for Msunduzi:



6.8.2 MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)

National Treasury issued Government Gazette No 37577, Municipal Regulations on Standard Chart of Accounts, which is effective 01 July 2017. The objective is to have a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level by providing a Standardised Chart of Accounts which is:

- aligned to budget formats and accounting standards;
- enable uniform information sets across the whole of government to better inform national policy coordination and reporting, benchmarking and performance measurement.

MSCOA is not a system change it is a business process/reform change! There are Seven (7) segments that are to be complied with on a transaction (posting) level and no further breakdown is needed subsequent to transaction posting.

The seven segments are:

- Project
- Function
- Item segment: Assets, Liabilities and Net assets; Expenditure; Revenue; Gains and Losses
- Fund
- Regional Indicator
- Costing
- Municipal Standard Classification No standardisation

Project segment is linked to the IDP is indicates how the projects should be reflected in the IDP it distinguishes projects according to the nature of expense in terms of capital or operational expense. It into capital, operational or default transactions (non-project related Items). Table number 7 on the IDP will have projects classified as per the MSCOA requirements

6.9 PROJECTS WITH COMMITTED FUNDING FROM OTHER SERVICE PROVIDERS

This section is in the process of being completed and will be finalised ahead of Council final adoption of the IDP. Departments have been requested to forward their 3-year MTEFs to the Municipality for inclusion in the IDP.

TABLE 96: COMMITTED BUDGETS BY SECTOR DEPARTMENTS

			INANU				
TOTAL COST	234	1924					R 157 080.00
2019/2020	234	1924					
2018/2019							
2017/2018							R 157 080.00
Ward/ location							Ward 1
STATUS (Completed, In progress Planned)							
PROJECT NAME	refurbishment and rehabilitation of zuzulwazi secondary school	new /replacement infrastructure assets at new woodlands primary school	new /replacement infrastructure assets at umvuzo secondary school	maintenance and repair of m I sultan secondary school	maintenance and repair of nkabini primary school	Major Repairs & Renovations at Mehlokazulu Sec	Child Care and Protection at Inkululeko Creche
DEPARTMENT	Education	Education	Education	Education	Education	Education	Social development
No	-	N	ო	4	Ŋ	Ŷ	2



2030



	_	л
_	_	

				,								
TOTAL COST	R 192 984.00	R 45 492.00	R 71 689.00	R 94 809.00	R 102 306.00	R 134 640.00	R126 616.00	R128 418.00	R 102 187.00	R 92 939.00	R 44 880.00	R 62 084.00
2019/2020												
2018/2019												
2017/2018	R 192 984.00	R 45 492.00	R 71 689.00	R 94 809.00	R 102 306.00	R 134 640.00	R126 616.00	R128 418.00	R 102 187.00	R 92 939.00	R 44 880.00	R 62 084.00
Ward/ location	ward 1	Ward 1	Ward 1	Ward 2	Ward 2	Ward 2	Ward 2	Ward 2	Ward 3	Ward 3	Ward 3	Ward 3
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at iSibukosezwe Creche	Child Care and Protection at Qalokusha Creche	Child Care and Protection at Superkids Montesory	Child Care and Protection at KwaNomusa Creche	Child Care and Protection at Mbubu Creche	Child Care and Protection at St Raphaels Creche	Child Care and Protection at Umkhuleko	Child Care and Protection at Uthando Creche	Child Care and Protection at Harmony Creche	Child Care and Protection at uMzamo Creche	Child Care and Protection at Mpumelelo Educare Community Centre	Child Care and Protection at Press Pre- School
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
No	ω	6	2	=	12	13	4	15	16	11	18	19





TOTAL COST	R 85 833.00	R 118 711.00	R 201 960.00	R 96 662.00	R 65 229.00	R 78 744.00	R 125 664.00	R 95 574.00	R 104 890.00	R 125 800.00	R 5,7 Million	R 96 118.00
2019/2020												
2018/2019												
2017/2018	R 85 833.00	R 118 711.00	R 201 960.00	R 96 662.00	R 65 229.00	R 78 744.00	R 125 664.00	R 95 574.00	R 104 890.00	R 125 800.00	R 5,7 Million	R 96 118.00
Ward/ location	Ward 3	Ward 4	Ward 4	Ward 4	Ward 5	Ward 5	Ward 5	Ward 5	Ward 5	Ward 5	Ward 5	Ward 6
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at Siyakhula Creche	Child Care and Protection at Gezubuso Creche	Child Care and Protection Senzokuhle Creche	Child Care and Protection at Thuthuka Pre-School	Child Care and Protection at Sunshine Creche and Preschool	Child Care and Protection at Amen Day Care Centre	Child Care and Protection at Siyafunda Creche	Child Care and Protection at Siyaqoqa Creche	Child Care and Protection at Sizamiseni Creche	Child Care and Protection at Sizanokuhle crèche	Child Care And Protection at Ngubeni Creche (New Structure)	Child Care and Protection at Buhlebethu Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
Š	20	21	22	23	24	25	26	27	28	29	30	31



NO.	DEPARTMENT	PROJECT NAME	STATUS (Completed, In progress Planned)	Ward/ location	2017/2018	2018/2019	2019/2020	TOTAL COST
32	Social development	Child Care and Protection at Dindi Creche		Ward 6	R137 479.00			R137 479.00
33	Social development	Child Care and Inkanyiso Creche Protection at		Ward 6	R 72 216.00			R 72 216.00
34	Social development	Child Care and Protection at Masibumbane Creche		Ward 6	R 63 121.00			R 63 121.00
35	Social development	Child Care and Protection at Nyakazani Creche		Ward 6	R 89 420.00			R 89 420.00
36	Social development	Child Care and Protection at Poland Creche		Ward 6	R134 373.00			R134 373.00
37	Social development	Child Care and Protection at Zamani Creche		Ward 6	R126 174.00			R126 174.00
38	Social development	Child Care and Protection at Zamelamanadi Creche		Ward 6	R 63 682.00			R 63 682.00
39	Social development	Child Care and Protection at Kusile Community Centre		Ward 7	R131 648.00			R131 648.00
40	Social development	Child Care and Protection at Mamboza Creche		Ward 7	R 58 310.00			R 58 310.00
41	Social development	Child Care and Protection at Nzondweni Creche		Ward 7	R154 105.00			R154 105.00
42	Social development	Child Care and Protection at Siyakhanya Creche		Ward 7	R143 616.00			R143 616.00
43	Social development	Child Care and Protection at Thandokuhle Creche		Ward 7	R 45 883.00			R 45 883.00





TOTAL COST	R128 248.00	R300.000.00	R 86 887.00	R 77 979.00	R 78 370.00	R125 188.00	R 48 688.00	R 73 134.00	R112 200.00	R130 373.00	R 59 874.00	R225 760.00
2019/2020												
2018/2019												
2017/2018	R128 248.00	R300.000.00	R 86 887.00	R 77 979.00	R 78 370.00	R125 188.00	R 48 688.00	R 73 134.00	R112 200.00	R130 373.00	R 59 874.00	R225 760.00
Ward/ location	Ward 7	Ward 7	Ward 8	Ward 8	Ward 8	Ward 8	Ward 8	Ward 9	Ward 9	Ward 9	Ward 9	Ward 9
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at Thembalihle Crèche	Child Care and Protection at Ikusasa Elihle Youth Organisation	Child Care and Protection at Inhlosenhle Creche	Child Care and Protection at Khombindlela Creche	Child Care and Protection at Mahlobo Creche	Child Care and Protection at Qalokuhle Creche	Child Care and Protection at Thandabantu Creche	Child Care and Protection at Imbalenhle Creche	Child Care and Protection at Inadi Creche	Child Care and Protection at Othandweni Creche	Child Care and Protection at Siyathuthuka Creche	Child Care and Protection at Thinasonke Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
NO.	44	45	46	47	48	49	50	51	52	53	54	55



					-								
	IOIAL COST	R108 936.00	R149 056.00	R137 802.00	R93 925.00	R90 865.00	R89 658.00	R269 280.00	R142 375.00	R246 840.00	R121 142.00	R196 554.00	R157 352.00
	2019/2020												
010070100	2018/2019												
	2017/2018	R108 936.00	R149 056.00	R137 802.00	R93 925.00	R90 865.00	R89 658.00	R269 280.00	R142 375.00	R246 840.00	R121 142.00	R196 554.00	R157 352.00
	wara/ location	Ward 10	Ward 10	Ward 10	Ward 10	Ward 11	Ward 11	Ward 12	Ward 12	Ward 12	Ward 12	Ward 12	Ward 13
	SIAIUS (Completed, In progress Planned)												
	PROJECT NAME	Child Care and Protection at Ikhwezi Creche	Child Care and Protection at Vulamehlo Creche	Child Care and Protection at Thandokuhle Creche	Child Care and Protection at Tholulwazi Creche	Child Care and Protection at Tholulwazi Creche	Child Care and Protection at Thubalethu Creche	Child Care and Protection at Fudumele Creche	Child Care and Protection at Sbongumusa Creche	Child Care and Protection at Mthuthuzeli Creche	Child Care and Protection at Zenzele Creche	Child Care and Protection at Selby Msimang Creche	Child Care and Protection at Buhlebuyeza Creche
	DEPARIMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
	V	56	57	58	59	60	61	62	63	64	65	66	67





TOTAL COST	R127 449.00	R45 339.00	R106 046.00	R100 725.00	R96 390.00	R125 664.00	R56 933.00	R84 014.00	R52 241.00	R90 916.00	R148 104.00
2019/2020											
2018/2019											
2017/2018	R127 449.00	R45 339.00	R106 046.00	R100 725.00	R96 390.00	R125 664.00	R56 933.00	R84 014.00	R52 241.00	R90 916.00	R148 104.00
Ward/ location	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 14	Ward 14
STATUS (Completed, In progress Planned)											
PROJECT NAME	Child Care and Protection at Buthokuhle Creche	Child Care and Protection at Endumisweni Creche	Child Care and Protection at Sindisiwe Creche	Child Care and Protection at Siyakhana Creche	Child Care and Protection at Zamimpilo Dropping Centre	Child Care and Protection at Siyacathula Creche	Child Care and Protection at Siyajabula Creche	Child Care and Protection at Sizamokuhle Creche	Child Care and Protection at Vukuzakhe Creche	Child Care and Protection at Manzini Creche	Child Care and Protection at Masihambisane Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
Ö	68	69	70	۲	72	73	74	75	76	17	78



. –	
-	

				,								
TOTAL COST	R148 104.00	R179 520.00	R80 155.00	R201 960.00	R125 664.00	R82 144.00	R246 840.00	R134 640.00	R201 960.00	R70 210.00	R182 270.00	R129 455.00
2019/2020												
2018/2019												
2017/2018	R148 104.00	R179 520.00	R80 155.00	R201 960.00	R125 664.00	R82 144.00	R246 840.00	R134 640.00	R201 960.00	R70 210.00	R182 270.00	R129 455.00
Ward/	Vard 14	Ward 14	Ward 14	Ward 15	Ward 15	Ward 15	Ward 16	Ward 17	Ward 17	Ward 17	Ward 17	Ward 17
STATUS (Completed,	In progress Planned)											
PROJECT NAME	Child Care and Protection at Masijabule Creche	Child Care and Protection at Thandokuhle Creche	Child Care and Protection at Zamukuphila Creche	Child Care and Protection at Ekuthuleni Creche	Child Care and Protection at Isu Elihle Creche	Child Care and Protection at Senzokuhle Creche	Child Care and Protection at Unit J Community Creche	Child Care and Protection at Ezizamele Creche	Child Care and Protection at Sbongumusa Creche	Child Care and Protection at Sbonguthando Creche	Child Care and Protection at Siyanda Creche	Child Care and Protection at Sizakahle Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
NO.	79	80	81	82	83	84	85	86	87	88	89	6





TOTAL COST	R153 850.00	R224 400.00	R61 625.00	R188 496.00	R103 989.00	R336 600.00	R106 777.00	R157 080.00	R98 753.00	R2 <i>67</i> 920.00	R291 720.00	R80 393.00
2019/2020												
2018/2019												
2017/2018	R153 850.00	R224 400.00	R61 625.00	R188 496.00	R103 989.00	R336 600.00	R106 777.00	R157 080.00	R98 753.00	R267 920.00	R291 720.00	R80 393.00
Ward/ location	Ward 17	Ward 18	Ward 19	Ward 19	Ward 20	Ward 20	Ward 21	Ward 21	Ward 21	Ward 21	Ward 21	Ward 21
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at Thuthukani Creche	Child Care and Protection at Siyabonga Creche	Child Care and Protection at Ikusasa Elihle	Child Care and Protection at Vusumuzi Creche	Child Care and Protection at Mirriam Zulu Creche	Child Care and Protection at Zamani Day Care Centre	Child Care and Protection at Duduzile Creche	Child Care and Protection at Funokuhle Creche	Child Care and Protection at Machibisa Creche	Child Care and Protection at Malungelo Creche	Child Care and Protection at Ngoba Pre-primary School	Child Care and Protection at Sakhokwethu Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
N	٥	32	93	94	95	96	67	98	66	100	101	102



0	20	
-	ບອ	

TOTAL COST	R80 393.00	R117 317.00		R205 717.00	R96 917.00	R134 555.00	R87 737.00	R44 880.00	R112 642.00	R489 192.00	R179 520.00	R314 160.00
2019/2020												
2018/2019												
2017/2018	R80 393.00	R117 317.00		R205 717.00	R96 917.00	R134 555.00	R87 737.00	R44 880.00	R112 642.00	R489 192.00	R179 520.00	R314 160.00
Ward/ location	Ward 21	Ward 21		Ward 21	Ward 22	Ward 22	Ward 22	Ward 22	Ward 22	Ward 23	Ward 23	Ward 24
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at Sbonginhlanhla Creche	Child Care and	Protection at Sphembokuhle Creche	Child Care and Protection at Zenzeleni Creche	Child Care and Protection at Phumelela Creche	Child Care and Protection at Surtherlands Tunnary Creche	Child Care and Protection at Ukuhlakanipha Creche	Child Care and Protection at Sibalukhulu Creche	Child Care and Protection at Zuzulwazi Creche	Child Care and Protection at Ashdown Creche	Child Care and Protection at Ashdown Zinhle Creche	Child Care and Protection at SAVF Kalinka Educare Centre
DEPARTMENT	Social development	Social	development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
Š	103	104		105	106	107	108	109	011	Ξ	112	113





No	DEPARTMENT	PROJECT NAME	STATUS (Completed, In progress Planned)	Ward/ location	2017/2018	2018/2019	2019/2020	TOTAL COST
114	Social development	Child Care and Protection at Masakhane Creche		Ward 34	R269 280.00			R269 280.00
115	Social development	Child Care and Protection at Sobantu Village Creche		Ward 35	R314 160.00			R314 160.00
116	Public works	new admin wing: completion contract no 2 (038518)	design stage		Rlm			Rlm
111	Public works	refurbishment of existing buildings and conversion into new kzn construction development centre and new confirence centre	Design stage		R2,5m			R2,5m
118	Public works	day to day maintance	on going		R2,5m			2,5m
119	Mngeni water	251 raw water pipeline: midma dam to midmar WTP.	completed		R 9 380 580			R162 604 474
120	Mngeni water	Midmar WTP up-grade	construction		R 46 819 041	R 48 893 866		R305 559 812
121	Mngeni water	Vulindlela up-grade	Pre-feasibility		RO.00	R0.00		R 330 573 800
122	Mngeni water	Howick-reservoir up- grad	tender		R0.00	R0.00		R 70 166 179
123	Mngeni water	Umkhomazi water up- grade	Detailed feasibility		R0.00	R0.00		R 5 678 519 865
124	Mngeni water	Darville wastewater	construction		R57 743 206	R71 429 843		R 960 973 859
125	Mngeni water	Table mountain up- grade	Detailed feasibility		R 0.00	R 0.00		R 120 000 000
127	SANRAL	N3: New England – Twickenham Rd	Tender/Design		1 billion			1 billion
128	SANRAL	N3: PMB Bypass	Planning and Design		10 billion			10 billion
129	SANRAL	N3: Asburton I/C – Murray Road	Tender/Design		TBC			



TOTAL COST		1,7 million		337 million (subject to available funding	
2019/2020					
2018/2019					
2017/2018	TBC	1,7 million	TBC	337 million (subject to available funding	TBC
Ward/ location					
STATUS (Completed, In progress Planned)	Project Identification	Construction (0-20%)	Tender/Design	tender design	tender/design
PROJECT NAME	N3: Twickenham - Cedara	N3: Sanctuary Rd I/C - Cedara	N3: Sanctuary Rd I/C - Cedara	N3: New England Road tender design I/C to Twickenham Underpass	N3: Lynnfield Park - Ashburton I/C, Improvements and Upgrades
DEPARTMENT	SANRAL	SANRAL	SANRAL	SANRAL	SANRAL
NO.	130	131	132	133	134

1 Budget Subject to Review.





SECTION G CHAPTER 7: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

7.1 ORGANISATION PERFORMANCE MANAGEMENT SYSTEM IN THE MSUNDUZI MUNICIPALITY

The Msunduzi Municipality has an approved Organizational Performance Management System (OPMS) Framework and Individual Performance Management System (IPMS) policy, which serve as the guideline documents for the implementation of the Performance Management System (PMS) within the Municipality. The implementation of performance management is guided by various legislative prescripts and requirements. The OPMS Framework is inclusive of the following interrelated processes:

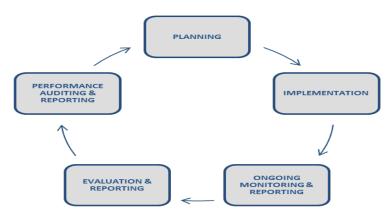
- Planning;
- Implementation;
- Monitoring;
- Evaluation.

The Msunduzi Municipality's PMS is the primary mechanism to monitor, review, and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, the Municipality's PMS facilitates increased accountability, learning, improvement, as well as providing early warning signals to facilitate decision-making.

The PMS monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resource,s and the PMS being closely integrated across all functions at an organizational and individual level. The most valuable reason for measuring performance is that what gets measured gets done.

Once performance planning and the IDP have been completed and departmental SDBIP's are in place, they need to be implemented by executing the work in accordance with these plans. As the work is executed, it needs to be continuously monitored and periodically measured and reported on. Reporting requires that the Municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements, and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, whilst meeting the legal prescripts for reporting. The PMS Cycle can be illustrated as follows:

FIGURE 21: PMS Cycle



7.2 ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

Whilst the organisational key performance indicators are presented in the SDBIP at an annual and quarterly level, the departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at meetings of the operational management committee.



7.3 DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

According to the approved Individual Performance Management System policy, all Deputy Municipal Managers, Process Managers, and other Level three (3) managers must enter into a performance agreement annually. These performance agreements are directly linked to the approved SDBIP and departmental indicators, through the development of individual work plans. Indicators in the work plans also include indicators that are not necessarily included in the SDBIP and/or departmental indicators, but are relevant to the operational functionality of any particular post. The indicators contained within the work plan are agreed upon and signed off by both the supervisor and the incumbent.

7.4 LINKING OF OUTPUTS IN PERFORMANCE AGREEMENTS WITH ACTIVITIES IN THE OPERATIONAL PLANS AND INDICATORS

The work plans referred to above form the basis of the quarterly performance assessments that are conducted. Assessments that take place during the first and third quarter are conducted on an informal basis between the supervisor and the incumbent, and are more informal, as opposed to the mid-year and annual assessments, which are formal in nature and documented accordingly. As mentioned above, the work plan is the document that links to the operational plans and indicators.

7.5 LINKING THE OPMS (DEPARTMENTAL AND INDIVIDUAL INDICATORS) WITH THE GOALS, OBJECTIVES, AND MUNICIPAL BUDGET

The diagram below is indicative of the linkages between the PMS and the overall strategic planning process of the Municipality, starting with the vision and translated down to the level of individual performance agreements:

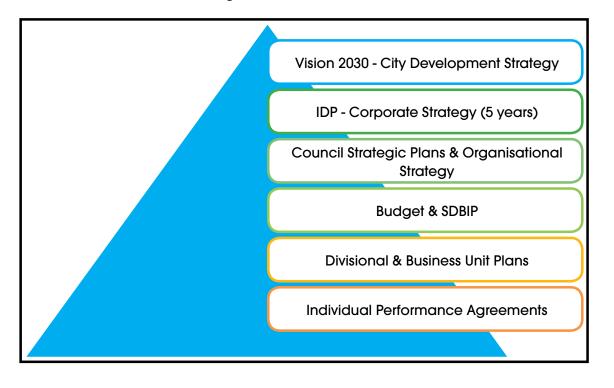


FIGURE 22: Performance Management in the Msunduzi Municipality



7.6 THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

7.6.1 INTRODUCTION

The SDBIP is a key management, implementation, and monitoring tool, which provides operational content to the end-of-year service delivery targets set in the budget and IDP. It determines the Performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process. The biggest challenge is to develop meaningful non-financial service delivery targets and indicators, in addition to the budget indicators. However, this will remain a work in progress for the Municipality.

The development of the Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under the Municipal Finance Management Act (MFMA) and gives effect to the Municipality's Integrated Development Plan (IDP) and annual budget.

The SDBIP is an expression of the objectives of the Municipality, in quantifiable outcomes, that will be implemented by the administration for the municipal financial year. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior management.

These are integral to the implementation and entrenchment of our performance management system. The SDBIP facilitates accountability and transparency of municipal administration and managers to the Council, and of Councillors to the community. It also fosters the management, implementation, and monitoring of the budget, the performance of top management, and the achievement of the strategic objectives as laid out in the IDP.

The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the Municipality, as each activity contains outputs, outcomes, and timeframes. The SDBIP is compiled on an annual basis, and is linked to the 5 year and 1 year organizational scorecards that are contained in the approved SDBIP. The SDBIP is yet another step forward to increasing the principle of democratic and accountable government at local level.

Development objectives are measured through key performance indicators at every level, and continuously monitored throughout the year. The SDBIP is in essence the management and implementation tool which sets inyear information such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the Municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used, and the deadlines set for the relevant activities.

7.6.2 REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, and both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports which the MFMA requires. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the Municipality.

(i) MONTHLY REPORTING

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a Municipality, no later than 10 working days after the end of each month.

Reporting must include the following:

- (i) Actual revenue, per source;
- (ii) Actual borrowings;
- (iii) Actual expenditure, per vote;
- (iv) Actual capital expenditure, per vote;
- (iv) The amount of any allocations received.



If necessary, explanation of the following must be included in the monthly reports:

- (a) Any material variances from the Municipality's projected revenue by source, and from the Municipality's expenditure projections per vote
- (b) Any material variances from the service delivery and budget implementation plan and;
- (c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipality's approved budget

(ii) QUARTERLY REPORTING

Section 52 (d) of the MFMA compels the Mayor to submit a report to the Council on the implementation of the budget and the financial state of affairs of the Municipality, within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the Mayor's quarterly report.

(iii) MID-YEAR REPORTING

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The Accounting Officer is required, by the 25th January of each year, to assess the performance of the Municipality during the first half of the year, taking into account:

- (i) The monthly statements referred to in section 71 of the first half of the year
- (ii) The municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) The past year's annual report, and progress on resolving problems identified in the annual report; and,
- (iv) The performance of every municipal entity under the sole or shared control of the Municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjusted budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP.

The SDBIP is also a living document, and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Msunduzi Local Municipality accountable to the community.

All the municipal Business units have revised scorecards for this financial year and the information below relates to Corporate Business unit being used as an example. Ps these could not be included here to volume of spreadsheets.

TABLE 97: DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS

The Municipality is currently in the process of dratting the Service Delivery and Budget Implementation Plan (SDBIP) 2018/2019 which will be presented to the mayor 14 days after the approval of the IDP and the budget by council.

Corporate Services

N	I	2030)	20)1	8	/20	D1	9	FIN	A	NC		L	Y		2	
CAPEX																		
kesponsible OPEX Business Unit													-					
		AII	100% AII	AI	HRD	HRM		HRM	НКD	НВМ	ū	S	LEGAL	AII	AII	AI	НКМ	
\$		e																
20		e	100% 100%															
7 7		2 2	100%															
packlog		2																
paselline		e																
Demana			%	%	%			%	%	%					%			
		5	100%	100%	100%	-		100%	100%	%001					100%			
TARGET		e	100%	. 0	T		D	ets			s	Le Co			p			
KEY PERFORMANCE INDICATORS		Overall Corporate Services performance rating (1-5)	% Corporate Services compliance with PMS framework and policy	% of employees rating Corporate Services efficiency good on the internal employee satisfactory survey	Number of employees trained according to PDP	Number of critical posts filled	Number of people benefitting from the study assistant programme	% of employment equity targets achieved	% of Work place skills plan implemented	% of disciplinary enqueries finalised within the prescribed timeframe.	Number of ICT Master Systems plan projects implemented	Average Number of days taken to complete minutes after meetings	Number of policies with procedure manuals	Number of Dept. strategic planning session held	% Compliance with the IDP and SDBIP submissions	Number of strateies executed accordingly	Number of internship opporutnities given to focus groups	Number of external bursaries awarded
DIKALEGIES		Comply to the PMS framework and	execute all work plans for Corporate Services		Implement WSP					Re-engineer critical organisation processes				Implement the SDBIP			Implement the bursary and internship	programme
OBJECTIVE		Increase performance	and efficiency levels of Corporate		Increase institutional	capacity	transformation			Optimise system, procedures and	brocesses			Improve operational	planning for Corporate	Services	Increase the provision of internship and	bursaries
		A3			A2					٩١				A4			ū	
OUICOME 9		DIFFERENTIATED APPROACH	TO MUNICIPAL FINANCING, PLANNING AND														Implementation of Community works	Programme and supported Cooperatives
NKPA		MUNICIPAL TRANSFORMATION	AND ORGANISATIONAL DEVELOPMENT														LED	
SUBIP KEF		CORP:A3.1	CORP:A3.2	CORP:A3.3	CORP:2.1	CORP:2.2		CORP:2.3	CORP:2.4	CORP:A1.1	CORP:A1.2	CORP:A1.3	CORP:A1.4	CORP:A4.1	CORP:A4.2	CORP:A4.3	CORP:C1.1	CORP:C1.2



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



×																				
CAPEX																				
OPEX																				
Responsible Business Unit	HRD		ALL	HRD	ALL	ALL	AIL	HRM	ALL	ALL	AII	AI	AII	AII	AII	Q	SG	LEGAL	LEGAL	НКМ
64							-			-	100%		100%	100%	100%					
ଞ			-				-			-	100%		100%	100%	100%					
8										-	100%		100%	100%	100%					
ଷା			-							-	100%		100%	100%	100%					
Backlog											%0		%0	%0	%0					
Baseline											100%		100%	100%	100%					
Demand			5	6%	100%	0	5	35%	100%	4	100%		100%	100%	100%					100%
ANNUAL TARGET			-				8		100%	4	100%		100%	100%	100%					
KEY PERFORMANCE INDICATORS	Amount received from LGSETA for skills development		Number of Corporate Services procurement plan reviews conducted	% of OPEX budget spent on WSP	% of goods and services procured by Corporate Services according to the procurement plan	Number of diviation froms SCM policy motivated by Corporate Services	Number of Corporate Services budget inputs conducted before the deadline	% Employee cost budget vs OPEX	% of Corporate Services budget actually spent vs Actual	Number of Corporate Services SDBIP reviews and updates conducted	% of Commuity Services audit queries resolved	Number of Municipal policies reviewed	% Corporate Services compliance to line function specific legislative mandates	% of Carporate Services risk reduction recommendations made by internal audit implemented	% of Corporate Services related risk committee recommendations implemented	Number of Council meetings held according to the approved calendar	Number of Council structures with adopted terms of reference	Number of required bylaws gazetted	Number of Council policies, contracts and bylaws legally tested	% Compliance to the Occupational Health and saftey plan
STRATEGIES	Sumbitt LGSETA reports and claim	grants for training from respective sources	Implement expenditure controls for	community	services		Comply with the budgeting process plan accordingly				Implement Corporate Services	compliance plan and risk	ritariagement committee resolutions			Comply with the legislative provisions for all	Corporate Services functions			
STRATEGIC OBJECTIVE	Increase income for	Corporate Services	Improve expenditure planning for	Corporate	services		Increase budget for Corporate	Services			Improve Corporate	services compliance &				Strengthen Governance				
IDP LINK	Ы		D2				D3				EI					E3				
OUTCOME 9	DIFFERENTIATED APPROACH	TO MUNICIPAL FINANCING, PLANNING AND	SUPPORT								DEEPEN DEMOCRACY	THROUGH A REFINES WARD	SYSTEM							
NKPA	FINANCIAL VIABILITY AND FINANCIAL	MANAGEMENT									GOOD GOVERNANCE	AND PUBLIC PARTICIPATION								
SDBIP REF	CORP:D1.1		CORP:D2.1		CORP:D2.2	CORP:D2.3	CORP:D3.1		CORP:D3.2	CORP:D3.3	CORP:E1.1	CORP:E1.2	CORP:E1.3	CORP:E1.4	CORP:E1.5	CORP:E2.1	CORP:E2.2	CORP:E2.3	CORP:E2.4	CORP:E2.5

Finance

				D	P			2	U'I	3/	21	JI	9 F		
CAPEX															
OPEX															
Responsible Business Unit	All	AI	AI	Income	Income	Income	Income	Income						scM	
84	e	100%													
8	e	100%													
8 2	3	100%													
ខ	2	100%													
Backlog	2														
Baseline	e														
Demand	5	100%		100%			100%	100%	100%						
ANNUAL TARGET	e	100%													
KEY PERFORMANCE INDICATORS	Overall Financial Services performance rating	% Financial Services compliance with PMS framework and policy	Overall Financial Services efficiency rating by other departments	% of illegal connection cases penalised according to policy	Number of meter audits conducted	Number of anti-electricity theft campaigns conducted	% of electricity distribution losses	% of water distribution losses	% of auditors system controls recommendations implemented	Average number of days taken to finalise bids at SCM	% of adopted policies with standard operating procedures	Number of devictions to SCM policy	Average number of days taken to complete billing cycle (Once meter readings are received)	Number of intership opportunities created by financial services	% of bids awarded to local suppliers
STRATEGIES	Comply to the PMS framework and	execute all work plans for Financial Services		1. Meter audits 2. Educating the	Community. 3. Disconnections 4.				Re-engineer critical organisation processes					Support Local Economic Development	
STRATEGIC OBJECTIVE	Increase performance	and efficiency levels for Financial	Services	Improve operational	planning for Financial	Services			Optimise system, procedures and processes					Increase efficiency levels of access to	free and basic Municipal services
IDP LINK	A3			Ad					AI					ū	
OUTCOME 9	۵	TO MUNICIPAL FINANCING, PLANNING AND	SUPPORT											Implementation C of Community works	Programme and supported Cooperatives
NKPA	MUNICIPAL TRANSFORMATION	and Organisational Development												Ð	
SDBIP REF															

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

378



2030	
D	

EX CAPEX																									
Responsible OPEX Business Unit	Income						Expenditure				Budget and Reporting														
	Ē						ă				100% Bu		100%	100%											
<u>6</u> 4							-			-															
83	-						-			-	% 100%		% 100%	% 100%											
8 2										-	100%		100%	100%											
ଞ	-									-	100%		100%	100%											
Backlog											%0		%0	%0											
Baseline											100%		100%	100%											
Demand	2		6%	100%		0	2	35%	100%	4	100%		100%	100%							100%				
ANNUAL TARGET	_						2		100%	4	100%		100%	100%											
KEY PERFORMANCE INDICATORS	% of revenue collected VS billed	% of the Financial Recovery Plan developed and implemented	Number of months statements distributed before the due date (15th of each month)	% reduction in number of statement returned for incorrect addresses	% reduction in billing errors	Debt recovery ratio (times) Outstanding debtors to revenue	Cost coverage ratio (days)	% of actually budget spent VS projected	% of suppliers paid within 30 days from date of receipt of the invoice	Number of months bank reconcile to cash book 100%	% variance between physical assets and those on the asset register	Number of budget reviews conducted	% compliance to MFMA calendar	% of grants spent		Reduce the number of audit findings on financial management	AG opinion on financial management statements	Number of financial management policies reviewed and/or revised yearly	Average customer satisfactory rating of customer care	% of customer billing queries resolved within 30 days	Number of public engagements conducted for rates and tariffs reviews	% of Financial Services risk reduction recommendations made by internal audit implemented	% of risk committee recommendations implemented	% compliance to Treasury Regulations and MFMA	% of bid adjudication objections resolved within 30 days
STRATEGIES	Implement	the revenue enhancement strategy					Apply expenditure				Conform to MFMA calendar of reporting					Ensure compliance to MFMA and Treasury	regulations					Implement risk mitigation stratey for financial services			
STRATEGIC OBJECTIVE	Increase	revenue					Improve	expenditure and SCM			Improve budgeting and reporting					Strengthen Governance						Reduce risk, fraud and corruption			
IDP LINK	Ы						D2				ß											ដ			
OUTCOME 9		approach to resource usage and allocation														Strong partnerships with all	stakeholders and Customers								
NKPA	FINANCIAL VIABILITY	AND FINANCIAL MANAGEMENT														GOOD GOVERNANCE AND PUBLIC	PARTICIPATION								
SDBIP REF																									

Infrastructure Services

OPEX CAPEX																									
Responsible Business Unit	All	AI	۶	AII		AII	AI																		
8	e	001	80%	30		3 _																			
8	e	00	70%		õ	- 30	- 30																		
8	2	100	%0 <u>9</u>	•••	90	© –	00 <u>-</u> -																		
<u>6</u>	5	100	50%		30	<u> </u>	8 -	100%	≥ 100%	₂ 100%	- <u>0</u> 0	[_] [_] 30	<u>م</u> م	200% - 30	20 20 	<u>م</u> 200% – 30	<u>م 200%</u> - 30	ο μ 20 ο μ 2	ο μ ο μ ο μ ο μ ο μ ο μ ο μ ο μ ο μ ο μ	ο μ μ μ μ μ μ μ μ μ μ μ μ μ μ μ μ μ μ μ					
e Backlog	2	20%	100%		23	16	0 16 23	23 16 10%	23 16 10%	23 16 10%	53 15 10%	23	23	23	23 12 12	53 12 10%	53 23 23	53 12 12 12 13		23 23 23					
Baseline	2	80%	%0		0	0 0	0 0 -	0 0 - 0	0 0 - %06	0 - %06	o o – %	0 0 - 00	0 0 - 00	o o - 00	o o - %	o o - ⁸ 0	o o - 00	o o - [%] 0	o o - %	o o - %	o o - ⁸ 0		o o - ⁸ 00	o o <u>-</u> %	o o - ⁸ 0
	S	100%	100%		7	20	1 20	20 100%	7 20 1 100%	7 20 100% 15	20 20 100%	20 20%	20 20 100%	20 100%	202100%	20 1 100%	20 20%	20 20 100%	20 20%	20 20%	20 20%	20 20%	20 20%	20 20%	20 20%
TARGET	e	100%	80%	30 dove	syburd ve	30 days	2 4 2 20																		
INDICATORS	Overall Infrastructure Services performance rating (1-5)	% Infrastructure Services compliance with PMS framework and policy	% of people rating Infrastructure Services efficiency good on the conusmer survey					g	g	g I	g a start	g g	g g	σ g g	व व										
	Comply to the PMS framework	and execute all work plans for Infrastructure				ture		ő	ő	ğ	ő	Se a la l	Se contraction of the second s	Se alla alla alla alla alla alla alla al		Se la	Se la	Se la	8 8		<u>ğ</u>	<u>ğ</u>	ş	ş	å –
OBJECTIVE	sture	services efficiency			cture	cture es and	σ		Ţ	Ţ	Ū.		<u>ਹ</u>			J			g l	U.S. C.S. C.S. C.S. C.S. C.S. C.S. C.S.	ti de la companya de la compa	in the second se	gi g		ses Ses
	A3				Al	P	Al A4	A4 A1	44 F	PI PI															
	DIFFERENTIATED APPROACH	TO MUNICIPAL FINANCING, PLANNING AND SUIDDODT									IMPROVED ACCESS TO BASIC	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCES TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES	IMPROVED ACCESS TO BASIC SERVICES Implementation of Community
	MUNICIPAL TRANSFORMATION	and Organisational Development									BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE	BASIC SERVICE	BASIC SERVICE	BASIC SERVICE	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY	BASIC SERVICE DELIVERY
SDBIP REF NKPA		IDS : A3.2	IDS :A3.3		DS :A1.1	DS :A1.1 DS :A1.2	IDS :A1.1 IDS :A1.2 IDS :A4.1	IDS A1.1 IDS A1.2 IDS A4.1 IDS A4.2	IDS A1.2 IDS A1.2 IDS A4.1 IDS A4.2 IDS A4.3	IDS :A1.1 IDS :A1.2 IDS :A4.1 IDS :A4.3 IDS :A4.3															



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR



CAPEX													
OPEX													
Responsible Business Unit	Project Management Unit		ALL	ALL	ALL	ALL	ALL	ALL	AII	AII	AII	AI	AI
8			-	80	0	-	100%	e	100%		100%	100%	100%
စ္တ			-	80	0		75%	e	100%		100%	100%	100%
60			-	80	0	-	50%	e	100%		100%	100%	100%
ø			-	80	0		25%	e	100%		100%	100%	100%
Backlog				50%		0			%0		%0	%0	%0
Baseline			-	50%	Q	-		12	100%		100%	100%	100%
Demand			-	100%	0	-	100%	12	100%		100%	100%	100%
ANNUAL TARGET			4	80%	0	7	100%	12	100%		100%	100%	100%
KEY PERFORMANCE INDICATORS	Amount of MIG received		Number of Infrastructure Services procurement plan reviews conducted	% of goods and services procured by Infrastructure Services according to the procurement plan	Number of diviation froms SCM policy motivated by Infrastructure Services	% of Capital budget actually spent on capital projects	% of MIG spent	Number of SDBIP reviews conducted	% of Infrastructure Services audit queries resolved	Number of Infrastructure Services related policies reviewed	% Infrastructure Services compliance to line function specific legislative mandates	% of Infrastructure Services risk reduction recommendations made by internal audit implemented	% of Infrastructure Services related risk committee recommendations implemented
STRATEGIES	Improve Project Management and reporting		Implement expenditure controls for	community services		Comply with the budgeting process	plan accordingly		Ipmlement the community	services risk management and compliance plan			
STRATEGIC OBJECTIVE	Increase income for Infrastructure Services		Improve expenditure planning for infrastructure services										
IDP LINK	Б		D2			D3			EI				
OUTCOME 9	DIFFERENTIATED APPROACH TO MUNICIPAL	FINANCING, PLANNING AND	SUPPORT						DEEPEN DEMOCRACY	THROUGH A REFINES WARD COMMITTEE	9131EM		
NKPA	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT								GOOD GOVERNANCE	AND PUBLIC PARTICIPATION			
SDBIP REF	I.Id: SQI		IDS :D2.1	IDS :D2.2	IDS :D2.3	IDS :D3.1	IDS :D3.2	IDS :D3.3	IDS :E1.1	IDS :E1.2	IDS :E1.3	IDS :E1.4	IDS :E1.5

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL D TARGET	Demand	Baseline Bo	Backlog	61 62	2 63	84	Responsible Business Unit	OPEX	CAPEX
EDP:A3.1	MUNICIPAL TRANSFORMATION	0	A3		6	Overall organisation performance rating	3	e	3 2	7	5	κ	m	ALL		
		TO MUNICIPAL FINANCING,		and efficiency levels	management framework	% overall compliance with PMS framework and policy										
EDP:A3.2	DEVELOPMEN	PLANNING AND SUPPORT					100%	100%		-	100% 10	100% 10	100% 100%	ALL		
						Number of section 56/7 performance contracts signed										
EDP:A3.3						% of PMS refinement project completed	-	100%						ALL		
EDP:A1.1			٩١	Optimise system, procedures and processes		% of performance management processes automated	-	100%						Planning		
EDP:A1.2						% of internal audit committee process plan implemented according to schedule								Planning		
EDP:A1.3						% of compliance plan implemented								GIS		
EDP:A1.4						% of monitoimg and evaluation strategy being implemented								Planning		
EDP:A4.1			A4		Implement the SDBIP	Number of Dept. strategic planning session held								ALL		
EDP:A4.2				planning for Economic		% Compliance with the IDP and SDBIP submissions	-	100%						ALL		
EDP:A4.3				Development Services		Number of strateies executed accordingly								ALL		
EDP:D2.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Financially viable and well governed City	D2	e z		Number of Office of the MM procurement plan reviews conducted	1					-		AI		
				Economic Development services	community services	% of goods and services procured by Office of the MM Services acording to the procurement plan		6%						All		
EDP:D2.2						Number of dividitions from SCM policy motivated by Office of the MM		100%						AI		
EDP:D2.3														AII		
EDP:D3.1			D3	budget mic nent	Comply with the budgeting process plan accordingly	% Office of the MM budget inputs conducted before the deadline	2 2					-	-	AI		
				Services		% of Office the Services budget actually spent vs Actual	ň	35%						All		
EDP:D3.2						Number of Office of the MM SDBIP reviews and updates	100% 10	100%						All		

2030

DP

382

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

P

-

-

-

-

4

4

conducted

EDP:D3.3



SDBIP REF	NKPA	OUTCOME 9 IDP LINK	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand Baseline		Backlog	0 1	63	8	Responsible Business Unit	e OPEX	CAPEX
EDP:E1.1	GOOD GOVERNANCE	DEEPEN DEMOCRACY	EI	Strenghten governance		% of Council resolutions implemented	100%	100%	100%	0%0	100% 10	100% 10	100% 100%	6 All		
EDP:E1.2	AND PUBLIC PARTICIPATION	THROUGH A REFINES WARD				% of MANCO resolutions implemented								All		
EDP:E1.3		SYSTEM				% Council Structures that are Functional	100%	100%	100%	0%0	100% 10	100% 10	100% 100%	6 All		
EDP:E1.4							100%	100%	100%	0% 1	100% 10	100% 10	100% 100%	6 All		
EDP:E1.5							100%	100%	100%	0% 1	100% 10	100% 10	100% 100%	6 All		
ß				Reduce risk, fraud and		Overall organisational risk rating										
				corruption		% of internal audit committee resolutions implemented										
						% of Municipal Public Accounts resolutions implemented										
						% of internal audit process plan followed accordingly										
													_			

CHAPTER 8: ANNEXURES

8.1 MUNICIPAL SECTOR PLANS

The following table summarises the Sector Plans undertaken to date in the Municipality. An IDP is a strategic document, and is unable to incorporate every element of a Sector Plan in to the body of the text. Sector Plans serve as detailed plans for municipal departments, and provide detailed analyses of the current situation in the Municipality, develop strategies to address key issues, and identify projects with indicative budgets. Should more detail be required by users of the IDP, readers are urged to contact the relevant municipal department to acquire the necessary documentation.

TABLE 98: SECTOR PLANS PREPARED BY THE MSUNDUZI MUNICIPALITY

SECTOR PLAN	STATUS	COMMENTS
Water Services Development Plan	The ToR for the revision of WSDP is currently in the process of being revised. This is to align with new Census 2011 information.	The WSDP was adopted by council in December 2016.
Bulk Water Master Plan	The ToR for the revision of 2005 Bulk Water Master plan is currently being revised. This will now include the greater Vulindlela area and Ashburton, which were not previously covered.	A consultant has been appointed. It is anticipated that this process will be completed by December 2016
Bulk Sanitation Master Plan	The ToR for the revision of 2007 Bulk Sanitation Master Plan is currently been developed. This will now include all the proposed housing developments with recommendations for a possible secondary Waste Water Treatment Works.	It is anticipated that this process will be completed by December 2016.
Non- Revenue Water Reduction Master Plan	Approved 2010	This is now being implemented
IWMP	Approved	Adopted March 2015
Environmental Status Quo Report	Approved	Includes 12 specialist studies
Environmental Management framework (EMF)	Approved	GIS environmental layers linked to spatial decision support tool (SDST)
Strategic Environmental Assessment (SEA)	Approved	Includes sustainability framework
Strategic Environmental Management Plan (SEMP)	Approved	Includes 26 Action Plans
Ecosystem Services Plan/C Plan	1st Draft approved, 2nd Draft in progress	Currently refining data on 5 focus areas
Climate Change Policy and adaptation strategies	1st Draft in progress	



INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

SECTOR PLAN	STATUS	COMMENTS
Comprehensive Integrated Transport Plan	Approved by Council	Legislative Requirement. To be updated every 5 years i.e. in 2017 It incorporates / consolidates, a rande of smaller plans
(CITP) (2012)		
Major Roads Plan	No proof it was approved by Council	Needs update
Transportation Plan	No proof it was approved by Council	Needs update
Road Safety Plan (2007)	No proof it was approved by Council	Needs update
Non-Motorized Network Plan 2009	Not approved by Council	Under review , being integrated with IRTPLAN
Roads Asset Management Approved Plan (RAMP) (2006)	Approved	Approved during 2015/2016 financial year
Integrated Rapid Public Transport Network (IRPTN) Plan	Approved by Council	Network under design for implementation
Public Transport Network Plan (2002)	No proof it was approved by Council	Superseded by IRPTN
Building Asset Management Plan	Not Approved	Budgeted for 2018/2019 financial year.
It must be noted that Sector	Diana dan dianaka di ang	the set of the set of the state of sect Municipal Deservations and as such the should alow a sinctal relation the state of

It must be noted that Sector Plans are the strategic tools of each Municipal Department, and as such, they should play a pivotal role in determining the strategic allocation of resources, as they are based on empirical research. As can be seen from the table, many of the Sector Plans are very dated and require review. In future reviews of the Msunduzi IDP, this section will incorporate tables from each Municipal Department that indicate projects that emanate from the Sector Plans.

INTEGRATED **DEVELOPMENT PLAN FOR** 2018/2019 FINANCIAL YEAR







8.2 AUDITOR GENERAL'S REPORT AND MANAGEMENT RESPONSES

The report of the Auditor-General dated 19 December 2017 on the Audit of the Accounts of the Council for the financial year ended 30 June 2017, has been received.

GENERAL RESPONSE

Report on the audit of the consolidated and separate financial statements

Disclaimer of opinion

1. The office of the Auditor General was engaged to audit the consolidated and separate financial statements of Msunduzi Municipality and its municipal entity, which comprises of the appropriation statement, the consolidated and separate statement of financial position as at 30 June 2017.

It also comprised of the consolidated and separate statement of financial performance, statement of changes in net assets, consolidated and separate cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

2. The office of the Auditor General did not express an opinion on the consolidated and separate financial statements of the municipality and its municipal entity. Because of the significance of the matters described in the basis for disclaimer of opinion section of this report, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated and separate financial statements.

The Auditor-General has not expressed an opinion with the following basis for a disclaimer:

3. Land and buildings - Restatement of corresponding amounts

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding amounts for land and buildings included in property, plant and equipment in the consolidated and separate financial statements. As described in note 13 to the consolidated and separate financial statements, the restatement was made to rectify a previous year misstatement, but it could not be substantiated by supporting audit evidence. The office of the Auditor General was unable to confirm the restatement by alternative means. Consequently, They were unable to determine whether any adjustment was necessary to the land and buildings stated at R1,47 billion in the consolidated and separate financial statements.

4. Property. plant and equipment - Other assets

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence that management, had properly accounted for other assets included in property, plant and equipment, as they could not be verified. The office of the Auditor General was unable to confirm these assets by alternative means. Consequently, they were unable to determine whether any further adjustment relating to other assets stated at R408,74 million as disclosed in note 13 to the consolidated and separate financial statements were necessary.

Management Response

Going forward all misstatements identified by the Auditor-General will be corrected to ensure that Annual Financial Statements are fairly presented.



5. Investment property - Restatement of corresponding amounts

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding amounts for Investment property in the consolidated and separate financial statements. As described in note 12 to the consolidated and separate financial statements, the restatement was made to rectify a previous year misstatement, but it could not be substantiated by supporting audit evidence. The office of the Auditor General was unable to confirm the restatement by alternative means. Consequently, they were unable to determine whether any adjustment was necessary to the investment property stated at R720,22 million (2016: R591,24 million) in the consolidated and separate financial statements.

Management Response

Going forward all misstatements identified by the Auditor-General will be corrected to ensure that Annual Financial Statements are fairly presented.

6. Revenue from exchange transactions

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for revenue from exchange transactions which was presented for audit purposes without the underlying supporting ledgers. The office of the Auditor General was unable to audit the revenue from exchange transactions by alternative means. Consequently, they were unable to determine whether any adjustments to revenue from exchange transactions stated at R2,73 billion disclosed in notes 28 -31 and 33 -35 to the consolidated and separate financial statements were necessary.

Management Response

Revenue from exchange transactions raised for the 2016/2017 financial year was processed on the Legacy System (ProMis), it was then uploaded into SAP via journal uploads in terms of mSCOA compliance. The Auditor General was given the upload journals that balanced to the SAP system, for audit purposes, however there was no reconciliations performed between the general ledger(SAP) and subsidiary ledger(ProMis) and we are currently performing such reconciliations to ensure that revenue raised is adequately supported in the financial statements.

7. Revenue from non-exchange transactions

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for revenue from non exchange transactions which was presented for audit purposes without the underlying supporting ledgers. The office of the Auditor General was unable to audit the revenue from nonexchange transactions by alternative means. Consequently, They were unable to determine whether any adjustments to revenue from non-exchange transactions stated at R795,88 million disclosed in note 36 to the consolidated and separate financial statements were necessary.

Management Response

Revenue from non-exchange transactions raised for the 2016/2017 financial year was processed on the Legacy System (ProMis), it was then uploaded into SAP via journal uploads in terms of mSCOA compliance. The Auditor General was given the upload journals that balanced to the SAP system, for audit purposes, however there was no reconciliations performed between the general ledger(SAP) and subsidiary ledger(ProMis) and we are currently performing such reconciliations to ensure that revenue raised is adequately supported in the financial statements.



8. Consumer debtors

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence as consumer debtors recorded in the consolidated and separate financial statements did not reconcile to the debtors age analysis. They were unable to confirm consumer debtors stated at R2,08 billion in note 4 to the consolidated and separate financial statements by alternative means as it was impracticable to do so. Additionally, there was a resultant impact on the related revenue and impairment that could not be determined.

Management Response

In the 2016/2017 financial statements the consumer debtors are disclosed excluding the debtors with credit balances amounting to 82,3 million. This amount is disclosed under Trade Payables from Exchange Transactions, as per the GRAP disclosure requirements.

There is a reconciliation between the age analysis and the financial statements, which is readily available.

9. Receivables from exchange transactions

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence that receivables from exchange transactions was properly accounted for due to the status of accounting records for prepayments disclosed. The office of the Auditor General was unable to confirm these prepayments by alternative means. Consequently, they were unable to determine whether any adjustments to receivables from exchange transactions stated at R51,37 million (2016: R111 ,89 million) disclosed in note 7 to the consolidated and separate financial statements were necessary. Additionally, there was a resultant impact on the related impairment in note 52 that could not be determined.

Management Response

The reconciliations that were submitted to the Auditor General will be reviewed and aligned with the recommendations made by the Auditor General. Although the municipality has impaired IDT, we are currently perusing the recovery of the debt via legal processes.

10. Expenditure - Bad debts written off

Management had written off consumer debts without the appropriate council resolution as required by section 64(2a) of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA). Furthermore, bad debts written off were not adequately supported. I was unable to confirm the bad debts written off by alternative means. Consequently, I was unable to determine whether any adjustments relating to bad debts written off stated at R332,29 million in note 40 to the consolidated and separate financial statements were necessary. Additionally, there was a resultant impact on the related consumer debtors which could not be determined.

Management Response

All bad debt write offs will have full council approval, as required by the Municipal Finance Management Act. Proper supporting documents will be maintained to support the debt write off.

11. Commitments

Management did not properly account for commitments as required by SA Standards of GRAP 17 Property, plant and equipment due to inadequate systems and processes to account for this disclosure. I was unable to determine the full extent of the misstatement as it was impractical to do so. Consequently, commitments stated at R286,94 million in note 60 to the consolidated and separate financial statements was misstated by an unknown amount.



389

Management Response

A commitment policy has now been developed and will be implemented throughout the municipality. This will provide guidance to business units on how to raise and deal with commitments.

Commitments are now centralised, in order to ensure the accuracy and completeness of commitments disclosed on the financial statements.

12. Inventory

Management did not disclose the change in the inventory accounting policy in terms of South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) 3, Accounting policies, estimates and errors. The nature and the amount of the correction at the beginning of the earliest previous period were not disclosed as supporting information was not provided. Additionally, adjustments were made to inventory which could not be supported. I could not confirm these adjustments nor the impact of the change of accounting policy by alternative means. Consequently, I was unable to determine whether any adjustments to inventory stated at R66, 14 million disclosed in note 5 to the consolidated and separate financial statements were necessary.

Management Response

The inventory accounting policy will be amended on the financial statements, to ensure compliance with GRAP 3 requirements. The Inventory system will be tested to ensure configuration compliance with relevant standards. All supporting documentation with regards to the change in accounting policy, supporting the amounts disclosed in the financial statements, were reviewed and submitted to Council for approval.

EMPHASIS OF MATTERS AND OTHER MATTERS:

13. The following matters were raised by the Auditor-General

Material underspending of the conditional grant

14. As disclosed in note 38 to the consolidated and separate financial statements, the municipality materially underspent the budget on the public transportation infrastructure grant and the neighbourhood development partnership grant due to the delays in the implementation of the projects associated with these grants. As a result of the material underspending, the municipality surrendered R165,18 million and R29,77 million to National Treasury respectively.

Management Response

Noted, Action plan addressing material under spending of budget has been developed, currently being implemented.

Material losses -electricity

15. As disclosed in note 70 to the consolidated and separate financial statements, material electricity losses of R279, 12 million (2015-2016: R 181,96 million) was incurred, which represents 16% (2015-2016: 12%) of total electricity purchased. Losses were as a result of illegal connections.

Management Response

The material losses are noted and will be part of the action plan developed by infrastructure to address water and electricity losses.



Other matters

I draw attention to the matters below:

Unaudited disclosure notes

16. In terms of section 125(2)(e) of the MFMA the municipality and its municipal entity are required to disclose particulars of non-compliance with the MFMA in the consolidated and separate financial statements. This disclosure requirement did not form part of the audit of the consolidated and separate financial statements and accordingly I do not express an opinion thereon.

Unaudited supplementary schedules

17. The supplementary information set out on pages 270 to 290 does not form part of the consolidated and separate financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

Responsibilities of the accounting officer for the consolidated and separate financial statements

- 18. The accounting officer is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with the SA Standards of GRAP, and the requirements of the MFMA, and Division of Revenue Act of South Africa, 2016 (Act NO.3 of 2016) (DoRA) and for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.
- 19. In preparing the consolidated and separate financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the intention is to liquidate the municipality and its municipal entity or cease operations, or there is no realistic alternative but to do so.

Auditor General's responsibilities for the audit of the consolidated and separate financial statements

- 20. My responsibility is to conduct an audit of the consolidated and separate financial statements in accordance with the ISAs and to issue an auditor's report. However, because of the matters described in the basis for disclaimer of opinion section of this report, I was not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated and separate financial statements.
- 21. I am independent of the municipality and its municipal entity in accordance with the International Ethics Standards Board for Accountants'

Code of ethics for professional accountants (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

Report on the audit of the annual performance report

Introduction and scope

- 22. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PM) and the general notice issued in terms thereof the office of the Auditor General have a responsibility to report material findings on the reported performance information against predetermined objectives for the selected objectives presented in the annual performance report. They performed procedures to identify findings but not to gather evidence to express assurance.
- 23. Their procedures addressed the reported performance information, which was based on the approved performance planning documents of the municipality. They did not evaluate the completeness and appropriateness of the performance measures included in the planning documents.



391

Their procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, there findings do not extend to these matters.

24. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the municipality and its municipal entity for the year ended 30 June 2017:

Objectives Pages in the annual performance report

Basic service delivery 369 - 440

Cross cutting issues (Safe City Msunduzi NPC) 441 - 445

- 25. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 26. The material findings in respect of the usefulness and reliability of the selected objectives are as follows:

Basic service delivery

Various indicators -Performance indicators not specific

- 27. The targets as determined during planning for the indicators listed below were not specific in clearly identifying the nature and required level of performance, as required by the Framework for managing programme performance information (FMPPI).
 - Number of libraries maintained Number of operational halls maintained every month. Date manufacturing process of 1 X 13-panel 11 kV switchboard for new 132111 kV East Wood substation completed. Date manufacturing process of 28 X 11 kV fixed pattern switchgears for 3 distributor substations completed. Date Leachate tank commissioned. Metres of berm constructed and height.

Council acknowledges the findings, Senior Managers for these units have met with the AG and the outcome being, that these KPIs will be amended / reviewed during Mid – Year 2017/2018 to ensure they conform to the SMART principle.

Various indicators - Performance indicators not verifiable and reliable

- 28. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of targets. This was due to a lack of proper performance management systems and processes to maintain records to enable reliable reporting on achievement of targets. I was unable to confirm that the reported achievement of these indicators was reliable by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievement of the indicators listed below.
 - % Reduced total water losses (wardsl-9). % Reduced total water losses (wards10-37) Number of households with access to refuse removal at least once per week (wards 10 37).
 - Number of New Electricity connections completed (Number of households with access to electricity)
 - Number of New Water connections completed (Application Driven) (Number of households with access to potable (drinkable) water)
 - Number of households earning less than

R3500 per month (application based) provided with access to free basic services.



Council acknowledges the findings, Senior Managers for these units have met with the AG and the outcome being, that these KPIs will be amended / reviewed during Mid – Year 2017/2018 to ensure they conform to the SMART principle. The City Manager has instructed the GMs to ensure that proper Portfolios of Evidence are being prepared and submitted.

Number of HIV/AIDS and social support programmes to be coordinated -Reported achievement not complete

29. The reported achievement for the number of HIV/AIDS and social support programmes to be coordinated was misstated as the evidence provided indicated an estimated 685 and not 597 as reported.

Council acknowledges the findings, Senior Managers for these units have met with the AG and the outcome being, that these KPIs will be amended / reviewed during Mid - Year 2017/2018 to ensure they conform to the SMART principle. The City Manager has instructed the GMs to ensure that proper Portfolios of Evidence are being prepared and submitted.

Cross cutting issues

30. I did not raise any material findings on the usefulness and reliability of the reported performance information for the cross cutting issues objective.

Other matters

31. I draw attention to the matters below.

Achievement of planned targets

32. The annual performance report on pages 71 to 188; 369 to 561 includes information on the achievement of planned targets for the year and explanations are provided for the under and over achievement of a significant number of targets. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 27 to 29 of this report.

Adjustment of material misstatements

33. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of the basic service delivery objective. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

Introduction and scope

- 34. In accordance with the PAA and the general notice issued in terms thereof I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
- 35. The material findings on compliance with specific matters in key legislation are as follows:



Annual financial statements

36. The consolidated and separate financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of disclosure items identified by the auditors in the submitted consolidated and separate financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in a disclaimed audit opinion.

Management Response

Not all misstatements identified were corrected, however the process is under way to address uncorrected material misstatements, using the audit action plan as a tracking tool. All supporting documentation, relating to uncorrected misstatements, will be made available to ensure accuracy and completeness.

Procurement and contract management

37. Goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of regulations 17(a) and (c) of the Municipal Supply Chain Management Regulation, 2005 (MSCMR).

Management Response:

Management did not agree with the finding

The municipality did request three written quotations from at least three providers and in all cases such request was made from a wider pool of providers than just three required by the MFMA: SCM Regulation 16(a). This was done by invoking the MFMA: SCM Regulation 18(a) which states that all requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of paragraph 17, be advertised for at least seven days on the website and an official notice board of the municipality.

The MFMA: SCM Regulation 16(c) states that if it is not possible to obtain at least three quotations, the reasons must be recorded and reported quarterly to the Accounting Officer or another official designated by the Accounting Officer. This requirement is also in Section 17(1) (c) of the Municipality's Supply Chain Management Policy, which emphasize the fact that if it is not possible to obtain at least three quotations, the reasons must be recorded and approved by the Head: Supply Chain Management or an official designated by the Chief Financial Officer or delegation of authority of the municipality. The author (which is the Minister of Finance) of the MFMA: Municipal Supply Chain Management Regulations had foreseen that a possibility existed that whilst the municipality may have invited quotations from three different service providers there was probability that some accredited prospective providers on the municipality's supplier database including those providers who are not listed who meet the listing criteria in the Supply Chain Management Policy required by Supply Chain Management Regulation 14(1)(b) and (c) may not respond to the invitation, and/or alternatively even when advertised in terms of Section 18(a) less than three may respond hence a provision in the MFMA: Supply Chain Management

Regulation 16(c). The MFMA SCM Regulation 17(c) is further emphasis of the fact the author had foreseen the existence of the possibility of less than three service providers responding instead of three service providers responding.

The Municipality is advertising requests for quotations over R30 000 on the website and also using its official notice boards which is situated from the AS Chetty building 5th floor and the notice board situated at the city hall, the municipality further advertise its quotations on the portal which can be accessed by all potential service providers who want to trade with the Msunduzi Municipality. This is not done by any other municipality in the country and this is done to promote competition and to ensure that the quotation system is not abused.

38. Some of the invitations for competitive bidding at the municipality were not advertised for a required minimum period of days, in contravention of regulations 22(1) and 22(2) of the MSCMR. Similar non-compliance was also reported in the prior year.



Management Response:

INTEGRATED DEVELOPMENT PLAN FOR 2018/2019 FINANCIAL YEAR

Management notes the audit finding, however all the bids identified by the auditor were for the previous financial years (2013/2014 & 2014/2015). From the current financial year there are no new cases where bids were advertised for less than 30 days since corrective measures were put in place after AGSA raise the finding during 2015/2016.

 Awards were made to providers who were in the service of the municipality and whose directors or principal shareholders are in the service of the municipality, in contravention of section 112(j) of the MFMA and MSCMR 44. Furthermore, the provider failed to declare that they were in the service of the municipality, as required by MSCMR 13(c).

Management Response:

The municipality is currently developing a policy that will ensure that all employees disclose their business interest and also their declaration of business will be done biannually. The municipality will continue to use the Transunion System to detect undisclosed interest.

40. Persons in the service of the municipality who had a private or business interest in contracts awarded by the municipality failed to disclose such interest, in contravention of MSCMR 46(2e) and the code of conduct for staff members issued in terms of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000).

Management Response

The municipality is currently developing a policy that will ensure that all employees disclose their business interest and also their declaration of business will be done biannually. The municipality will continue to use the Transunion System to detect undisclosed interest.

Expenditure management

- 41. Effective steps were not taken to prevent irregular expenditure of R150,21 million as disclosed in note 66 to the consolidated and separate annual financial statements, as required by section 62(1 ltd) and 95(d) of the MFMA. The majority of the irregular expenditure was caused by non- compliance with supply chain management regulations.
- 42. Effective steps were not taken to prevent fruitless and wasteful expenditure of R11 ,27 million, as disclosed in note 68 to the consolidated and separate annual financial statements, in contravention of section 62(1) (d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by employee suspensions not finalised on time.

Management Response

The municipality will endeavour to ensure that there is compliance with legislation and its regulations when procuring goods and services. The municipality will endeavour to ensure that all suspensions initiated and investigated are finalised within the prescribed time frame, as required by legislation.

Revenue management

43. An adequate management, accounting and information system which accounts for revenue, debtors and receipts of revenue was not in place, as required by section 64(2)(e) of the MFMA.

Management Response

Management has complied with the MFMA however internal control deficiencies identified were related to reconciliations that were due to the change over from the legacy system to the new financial system. Reconciliations are being performed in order to ensure that internal controls are in place.



44. An effective system of internal control for debtors and revenue was not in place, as required by section 64(2f) of the MFMA.

Management Response

Other secondary revenue reconciliations which were not performed by the relevant business unit will be reconciled monthly in order to comply with section 64(2f) of the MFMA.

Asset management

45. An effective system of internal control for assets was not in place, as required by section 63(2c) of the MFMA.

Management Response

The Municipality has developed an action plan to be monitored on a monthly basis by the structures of Council to deal with matters raised by the AG. Further strategies on improving the system of internal control are being employed to deal with matters of emphasis as well as matters on the management report.

Consequence management

46. Unauthorised, irregular and fruitless and wasteful expenditures were certified by council of the municipality as irrecoverable without having conducted an investigation to determine the recoverability of the expenditure, in contravention of section 32(2) of the MFMA.

Management Response

It is the responsibility of Council to appoint the relevant structures to investigate reported matters.

Other information

- 47. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report which includes the mayor's foreword, executive summary, governance information, organisational performance, audit committee's report and other appendices. The other information does not include the consolidated and separate financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in the auditor's report.
- 48. My opinion on the consolidated and separate financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
- 49. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected objective presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
- 50. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein; I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate; however, if it is corrected this will not be necessary.

Internal control deficiencies

51. I considered internal control relevant to my audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon.



52. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for disclaimer of opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

Leadership

53. Leadership did not adequately oversee financial and performance reporting and compliance with legislation. In this regard, leadership did not ensure that effective measures were taken to address previous findings to support the achievement of credible reporting and compliance with legislative requirements.

Management Response

The Municipality has developed an action plan to be monitored on a monthly basis by the structures of Council to deal with matters raised by the AG. Further strategies on improving the system of internal control are being employed to deal with matters of emphasis as well as matters on the management report.

Financial and performance management

- 54. Management did not implement a proper records management system to maintain documents supporting reported performance information, assets, revenue and expenditure.
- 55. Systems and controls were not designed in a manner that would prevent, detect and address risks that had an impact on financial; performance and compliance reporting. In this regard, management did not ensure that regular, accurate and complete financial and performance reports that were supported and evidenced by credible information were prepared.

Management Response

Record keeping and internal controls to be addressed in all areas of financial control. Governance

56. The municipality did not implement appropriate risk management activities to ensure that regular risk assessments, including the consideration of information technology risks are conducted adequately and that a risk strategy to address the risks is sufficiently monitored.

Management Response

The Municipality has developed an action plan to be monitored on a monthly basis by the structures of Council to deal with matters raised by the AG. Further strategies on improving the system of internal control are being employed to deal with matters of emphasis as well as matters on the management report.

Other reports

- 57. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the municipality's consolidated and separate financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the consolidated and separate financial statements or my findings on the reported performance information or compliance with legislation.
- 58. At the request of the accounting officer and senior management, the internal audit unit performed numerous investigations on allegations received from the whistle-blower hotline. These investigations related to allegations of fraud, corruption, theft, mismanagement, recruitment and supply chain management (SCM) irregularities. During the 2016-17 financial year, thirty-one investigations were conducted. Of the thirtyone conducted, twenty-nine were concluded and reported to council. Two cases relating to SCM irregularities are still in progress at the date of this report.



397

59. The provincial department of Cooperative Governance and Traditional Affairs requested that an investigation be conducted after a senior staff member was suspended. The investigation commenced in May 2016 and covered the period 2012 to April 2016. The investigation was initiated based on an allegation of maladministration. This investigation has been completed and is pending legal advice.

CONCLUSION:

The municipality has engaged the services of KPMG to assist in addressing all the disclaimer items, management letter items, and prior year items. An action plan has been developed in consultation with the relevant officials to resolve all reported matters within specific deadlines.

History of the Audit Outcome

Financial Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Outcome	Qualified	Unqualified	Unqualified	Clean Audit	Qualified	Disclaimer



THE MSUNDUZI MUNICIPALITY REPORT BY MUNICIPAL MANAGER FOR COUNCIL 25 JANUARY 2017

RESPONSE TO THE REPORT OF THE AUDITOR-GENERAL ON CONSOLIDATED FINANCIAL STATEMENTS OF THE MSUNDUZI MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2016

BACKGROUND AND PURPOSE OF THE REPORT

The report of the Auditor-General dated 30 November 2016 on the Audit of the Accounts of the Council for the financial year ended 30 June 2016, has been received and is on the Council agenda.

In terms of Section 21 (1) and (2) of the Public Audit Act, 2004 (Act No. 25 of 2004):

- (1) The Auditor-General must submit an audit report in accordance with any legislation applicable to the auditee which is the subject of the audit.
- (2) If there is no such legislation as contemplated in subsection (1) the Auditor-General must submit the audit report to the relevant legislature within the reasonable time.

The Accounting Officer must ensure that the requirements of Section 126 (1) and (2) of the Municipal Finance Management Act, (Act 65 of 2003) are complied with.

Section 121 prescribes that the Annual Report of a municipality must include among others the Auditor-General's Audit Report in terms of Section 126 (3) on the financial statements and particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraph (b) and (c) of Section 121.

Comments and action on matters raised in the report are set out below with the numbering corresponding to the report of Auditor-General.

GENERAL RESPONSE

The Auditor-General has expressed a qualified opinion with the following basis:

1. Receivables

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence non-exchange transactions in respect of a prepayment of R93.66 million had been properly accounted for, due to the status of the accounting records of the municipality. They were unable to confirm that the prepayment was correctly accounted for by alternate means. Consequently, They were also unable to determine whether any adjustment to receivables stated at R370,23 million and the related debt impairment provision of R244,50 million in the consolidated financial statements was necessary.

Management Response

It must be noted that, the matter between IDT and Msunduzi is currently under litigation.

The amount of R93m is made up of payments that were made to IDT in line with the signed agreement. In terms of paragraph 4.5 of the signed agreement, all monies paid by the municipality should be kept by IDT into a dedicated bank account and interest accrued will be for the credit of the municipality and will be refunded to the municipality on the closure of the expire of the agreement. Therefore, based on the above and our consideration for impairment and recoverability, the municipality is of the view that the amount is recoverable as IDT is another organ of state and the municipality has adequate supporting documentation to prove liability.



2. Payables from exchange transactions

The municipality did not recognise all payables from exchange transactions meeting the definition of a financial liability, in accordance with GRAP 104 Financial instruments. This was as a result of the municipality not maintaining adequate records of outstanding payments for goods and services received but not yet paid at year-end. I was therefore unable to determine the full extent of the understatement of payables from exchange transactions and the related expenditure as disclosed in note 16 of the consolidated financial statements as it was impracticable to do so.

Management Response

The municipality will ensure that adequate cut-off procedures on invoices and payments are implemented to ensure that expenditure and accruals are accounted for in the correct period. Creditors statements will be scrutinised and reconciling items will also be adequately followed up to ensure that accruals are recorded in the correct period. The creditors' reconciliations are currently being performed and reviews are conducted by creditors' section to ensure these are done properly and reviewed.

Control measures will be put in place to ensure that Business units submit all accrual information within the cut off times for submission of such information will be set and communicated.

3. Revenue – Fines

The office of the Auditor General was unable to obtain sufficient appropriate audit evidence for revenue from camera fines as disclosed in note 37 to the consolidated financial statements due to the status of the accounting records. The municipality did not have adequate systems of internal control in place for the recording of revenue from camera fines. They could not confirm revenue from camera fines by alternative means. Consequently, They were unable to determine whether any adjustment to revenue from camera fines stated at R34,50 million and the related traffic fine receivable of R30,36 million in the consolidated financial statements was necessary.

Management Response

Msunduzi Municipality was granted a delegation by Director Public Prosecutions (DPP) on 11 July 2012 to perform the function, on the 27 November 2015 the same was withdrawn, the reasons for withdrawal was that the DPP felt that Msunduzi was using the exercise as revenue generating instead of law enforcement.

The purpose of a speed prosecution by camera is to deter speeding and when speed has been deterred the camera is removed and located in a different area.

4. Commitments

The municipality did not disclose all contractual commitments, as required by GRAP 1 Presentation of financial statements. Contractual commitments should be disclosed when the municipality has committed itself to future transactions which will result in the outflow of cash. Consequently, commitments of R92,48 million as disclosed in note 63 to the consolidated financial statements was understated.

Management Response

Commitments were decentralised for the purposes of ownership by each business unit hence the understatement by other business units did not take full responsibility, however, management have taken a decision to centralise all commitments to avoid reoccurrence of the same.

5. Contingent liabilities

The municipality incorrectly disclosed contingent liabilities which did not satisfy the requirements of GRAP 19 Provisions, contingent liabilities and contingent assets, due to breakdowns in processes and controls. Consequently, they were unable to determine the overstatement of the contingent liabilities amounting to R115,54 million as disclosed in note 64 to the consolidated financial statements, as it was impractical to do so.



Management Response

In order to avoid reoccurrence of the same management have decided to create a register of all contingent liabilities which will be maintained by legal department and will be updated on a regular basis. Further to that training in the interpretation and application of GRAP 19 will be provided to relevant legal personnel.

6. Aggregation of immaterial uncorrected misstatements

The consolidated financial statements of the municipality were materially misstated due to the cumulative effect of numerous individually immaterial uncorrected misstatements in revenue, receivables and investment property included in the consolidated statement of financial position, statement of financial performance and the notes to the consolidated financial statements.

Management Response

Going forward all misstatements identified by the Auditor-General will be corrected to ensure that Annual Financial Statements are fairly presented.

EMPHASIS OF MATTERS AND OTHER MATTERS:

The following matters were raised by the Auditor-General and the numbering used below is in line with the audit report.

14. Restatement of corresponding figures

Action plan addressing the shortcomings identified in the implementation of Generally Recognized Accounting Practice has been developed and will be monitored and tested during the preparation of the interim financial statements

15. Material losses/Impairments

The material losses are noted and will be part of the action plan developed by infrastructure to address water and electricity losses.

Electricity Losses

The acceptable norm of electricity loss is 3%. The loss above the norm is due to theft, distribution losses, illegal tampering of electricity meters and can also be attributable to the ageing infrastructure.

16. Water losses

The acceptable norm of water loss in the developing countries is 20%. The loss above the norm is due to theft, distribution losses, illegal tampering of water meters and can also be attributable to ageing infrastructure.

17. Impairments

Noted from 17 to 18

19. Material under spending of conditional grants

Noted, Action plan addressing material under spending of budget has been developed, currently being implemented.

20. Additional matters

Noted



21. Unaudited supplementary schedules

Noted

22. Unaudited disclosure notes

Noted

23. Report on other legal and regulatory requirements

Noted

24. Predetermined objectives

Noted from 24 to 28

29. Additional matter

Noted

30. Achievement of planned targets

Noted

31. Compliance with laws and regulations Noted

32. Annual financial statements

Noted

33. Procurement and contract management

Noted from 33 to 38

39. Expenditure management

Noted from 39 to 41

42. Revenue management

Noted

43. Liability management

Noted

44. Internal control

Noted

45. Leadership

Noted



46. Financial management

Noted

47. Governance

Noted

48. Other Reports

Noted

49. Investigations

Noted from 49 to 51

CONCLUSION:

Whilst the municipality has worked tirelessly on the above matters, the improvement is not what was envisaged when the previous action plan was developed, implemented and monitored on monthly basis.

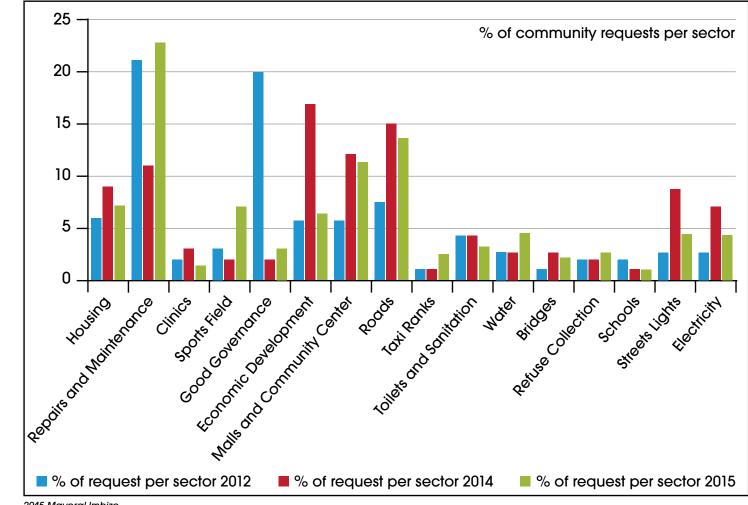
A weekly task team and monthly transformation committee will be revived to address all issues, root causes and deficiencies on the system of internal control.



403

8.3 GOVERNMENT AND PUBLIC SECTOR PARTICIPATION AND COMMUNITY INVOLVEMENT REPORT

The community needs are analyzed and grouped into the different sectors. The community needs were than analyzed for the last three financial years to identify the trend. As can be seen below the demand for housing has increased for the past three financial years and the demand for water and sanitation, infrastructure and sports field have also increased during 2015. The community seems to be satisfied with the delivery of street lights, electricity and repairs and maintenance on infrastructure.



2015 Mayoral Imbizo

The IDP representative's forums have been held 10 times since the 2014/2015 financial and the attendance of sector departments has varied from meeting to meeting. However the Municipality is able to engage sector departments on Development issues and general attendance at IDP forum's is satisfactory.

As indicated in table below the departments that have continuously attended and contributed to our IDP representatives forum are the Department of Health, Umgeni water and the Department of Education. The Department of Rural Development and that of the District municipality is dismal.

NO.	DEPARTMENT	10 OCT	06 MAR	19 JUN	18 SEP	FEB	MAY	SEP	JUNE	SEP	%
		2014	2015	2015	2015	2016	2016	2016	2017	2017	ATTENDANCE
1	Agriculture	1	1	0	1	1	1	1	0	0	67%
2	COGTA	0	1	1	1	1	1	1	0	0	67%
3	Health	1	1	1	1	1	1	1	1	1	100
4	MIDI	1	1	1	1	1	1	0	0	0	67%
5	Public Works	1	1	0	0	0	0	0	0	1	33%
6	Treasury	1	2	0	0	0	0	0	0	0	22%
7	Human Settlements	1	1	0	1	0	1	0	0	0	44%
8	SANRAL	1	1	0	0	1	1	0	0	0	44%
9	Umgeni Water	1	1	1	1	1	1	1	0	1	89%



NO.	DEPARTMENT	10 OCT	06 MAR	19 JUN	18 SEP	FEB	MAY	SEP	JUNE	SEP	%
		2014	2015	2015	2015	2016	2016	2016	2017	2017	ATTENDANCE
10	Economic	1	1		1	1	1	1	0	0	67%
	Development										
11	Statistics SA	0	0	1	1	1	1	1	0	0	56%
12	Social Development	2		2	2	1	1	0	0	1	67%
13	Education		1	1	1	1	1	1	0	1	78%
14	Rural Development &	0	0	0	3	0	0	0	0	0	11%
	Land Reform										
15	Minerals & Energy	1	0	0	2	0	0	0	0	0	22%
16	Umgungundlovu	1	0	0	0	1	0	0	0	1	22%
	District										
17	Transport	1	0	0	0	0	1	0	0	0	22%
18	City Insight	2	0	0	0	1	0	0	0	0	22%
19	IDC	0	0	1	1	1	1	1	0	0	56%
20	MEDA	0	0	0	1	1	1	1	1	1	67%
21	Sports & Recreation	0	0	0	1	0	0	0	1	0	22%

The municipality started preparing ward plans in 2016 and to date all the wards within Msunduzi have adopted ward plans which are generally aligned to the IDP. The wards plan we all reviewed during the 2017/18 financial year to accommodate the COGTA assessment template. Community needs identified in the ward plans have been subjected to the project prioritization model which is table 78 of this IDP. The table

No.	Ward Number(submitted/	Date of the	Level of alignment
	Not Submitted)	review	to the IDP out of 5
1	Submitted	30/01/2018	3
2	Submitted	31/01/2018	3
3	Submitted	05/02/2018	3
4	Submitted	28/11/2017	3
5	Submitted	06/02/2018	3
6	Submitted	08/02/2018	3
7	Submitted	07/02/2018	3
8	Submitted	13/02/2018	3
9	Submitted	15/02/2018	3
10	Submitted	14/02/2018	3
11	Submitted	30/11/2017	3
12	Submitted	19/02/2018	3
13	Submitted	19/09/2017	3
14	Submitted	21/11/2017	3
15	Submitted	08/02/2018	3
16	Submitted	16/02/2018	3
17	Submitted	16/11/2017	3
18	Submitted	23/11/2017	3
19	Submitted	08/02/2018	3
20	Submitted	14/02/2018	3
21	Submitted	13/02/2018	3
22	Submitted	21/02/2018	3
23	Submitted	16/02/2018	3
24	Submitted	20/02/2018	3
25	Submitted	02/2018	3
26	Submitted	31/01/2018	3
27	Submitted	01/02/2018	3
28	Submitted	27/02/2018	3
29	Submitted	12/12/2017	3
30	Submitted	11/12/2017	3
31	Submitted	22/02/2018	3
32	Submitted	15/12/2017	3





No.	Ward Number(submitted/ Not Submitted)	Date of the review	Level of alignment to the IDP out of 5
33	Submitted	28/11/2018	3
34	Submitted	23/02/2018	3
35	Submitted	14/02/2018	3
36	Submitted	06/02/2018	3
37	Submitted	27/02/2018	3
38	Submitted	08/02/2018	3
39	Submitted	01/02/2018	3

8.4 SPATIAL DEVELOPMENT FRAMEWORK

See Part 2 of the Document for a full copy of the SDF.

8.5 DISASTER MANAGEMENT PROGRAMME (PLAN)

A provisional programme is in place to mitigate threats and acts of disaster as they occur. The Municipality, in the past, has reacted and responded accordingly and effectively to disaster and threats. The Municipality has identified flash points, and analysis has been conducted to prepare a comprehensive disaster management plan.

8.5.1 DISASTER MANAGEMENT PROGRAM OF THE MSUNDUZI MUNICIPALITY

Disaster Management Legislation (Disaster Management Act {Act 57 of 2002}) requires that a hazard/risk analysis for the area under consideration must be undertaken. Section 26g of the Municipal Systems Act states that Disaster Management Plans must be part of the Integrated Development Plan. The term "Disaster Management Plan" refers to those remedial plans aimed at preventing or mitigating an identified risk.

The schedule of natural and manmade hazards (and attendant problems) below is by no means an exhaustive list of occurrences/hazards/threats, but rather an overview of things that have happened, or have the potential to happen, because these events occur frequently within the Msunduzi Municipality.

TABLE 99: NATURAL HAZARDS

NATURAL HAZARD	5		
VULNERABILITY		CONSEQUENCE	
Flooding and	Jika Joe Informal Settlement	Loss Of Life/Property Damage/Personal Assets	
Rivers	Msunduzi Low-Level Bridge	Loss Of Life	
	Lower Section Ashdown. Houses	Loss Of Life/Property Damage/Personal Assets	
	Slangspruit. Houses	Loss Of Life/Property Damage/Personal Assets	
	Smero Bridge. Vehicles/Pedestrians	Loss Of Life	
	Kwapata Bridge. Vehicles/Pedestrians	Loss Of Life	
	Dark City/Sobantu Houses	Loss Of Life/Property Damage/Personal Assets	
	Baines Spruit. Khan Rd Informal	Loss Of Life/Property Damage/Personal Assets	
	Settlement		
	Low-Level Bridges	Damage To Infrastructure, Sewers, Water,	
		Electricity	
Wind and Rain	Maswazini, Mafakatini, Sweetwaters,	Structural Failure/Loss Of Life/Property Damage/	
	Pypini, Shayamoya, Copesville,	Personal Assets /Damage To Electricity &	
	Tamboville / Houses	Communications	
	Damage To Informal And Sub-standard	Loss Of Life/Property Damage/Personal Assets /	
	Houses	Accommodation, Re-Establishment Cost	



NATURAL HAZARDS		
VULNERABILITY		CONSEQUENCE
Fire	All Informal Settlements	Structural Failure/Loss Of Life/Property Damage/ Personal Assets /Re-Establishment Cost/Poor Accessibility
	Rural Areas/Grass Fires	Loss Of Life/Property Damage/Personal Assets/ Re-Establishment Cost /Poor Accessibility
	Open Flame Heating And Lighting 1 Informal Settlements 2 Formal Houses / Cannot Afford Electricity	Loss Of Life/Property Damage/Poor Accessibility
Transport	N3 Freeway	Accidents/N3 Road Closure/Main Line Closure /Hazmat Spills/Fires / Loss Of Life / Property Damage / Environmental Damage / Pollution
	Railway Line	Accidents/N3 Road Closure/Main Line Closure/ Hazmat Spills/Fires / Loss Of Life/Property Damage/Environmental Damage/Pollution
Disease	Vector Borne Cholera/HIV Aids	Loss Of Life
	Crop Damage	Loss Income, Food Shortages
	Animal Diseases	Loss Income/Food Shortages
Civil Unrest	Rallies, Political Meetings, Pickets, Strikes, Marches	Work Stoppages/Power Failures, Water Failure, Economic Losses, Serious Disruption, Loss Of Life, Property Damage
Housing	Informal And Sub-standard Structures	On Going Maintenance/Support
Infrastructure	Poor Maintenance	Infrastructure Failure, High Rehabilitation Costs, Work Stoppages / Power Failures, Water Failure, Economic Losses, Serious Disruption, Loss Of Life
Sport Recreation Rallies Fairs / Shows	Public Safety, Security, Fire, Health	Structural Failure, Loss Of Life, Economic Losses, Serious Disruption, Credibility

See Part 2 of the Document for a full copy of the uMgungundlovu Disaster Management Plan.

TABLE 100: ANNUAL REPORT PROVINCE 1 APRIL 2012 - 31 MARCH 2013

	Incidents	Cost	Nr. of people	Nr. of houses	Nr. families
April	13	19413	57	13	14
May	14	35354	80	27	27
June	28	23565	106	34	32
July	15	35354	121	64	64
Aug	39	31908	785	164	164
Sept	21	57225	335	83	83
Oct	18	26227	370	83	127
Nov	15	31172	141	35	35
Dec	15	12915	305	64	77
Jan	10	43471	13695	2960	2960
Feb	12	10879	107	27	22
March	2	1385	3	2	2
	202	328868	16105	3556	3607

TABLE 101: 2015/16 MSUNDUZI DISASTER STATS

	Incidents	Cost	Nr. of people	Nr. of houses	Nr. families
March	4	19538	92	42	42
April	8	14399	53	19	14
May	10	19371	68	26	34
June	14	16858	60	21	24
July	10	8402	41	10	10



	Incidents	Cost	Nr. of people	Nr. of houses	Nr. families
Aug	23	42916	211	50	69
Sept	10	114596	447	312	169
Oct	22	132900	313	233	232
Nov	12	43368	587	143	143
Dec	14	58714	330	98	99
Jan	13	26298	104	31	32
Feb	14	343617	2140	568	568
	154	840977	4446	1553	1436



REFERENCES

COGTA (2012) Benchmark Local Economic Development. Benchmark Report for the Msunduzi Municipality.

Department of Economic Development and Tourism (2012) **Districts Comparative Advantage Report**. Prepared by the Economic Planning: Policy and Planning Unit.

Dodson, B., Chiweza, A. and Riley, L. (2012) **Gender and Food Insecurity in Southern African Cities**. Urban Food Security Series No. 10. Queen's University and AFSUN: Kingston and Cape Town.

Stuart-Hill, S., Bulcock, L. and Schulze, R. (2012) Identifying Climate Change Hotspots by Understanding Water's Link to Societal Vulnerability. School of Agricultural, Earth and Environmental Sciences, UKZN.



Notes

409



Notes



Notes



Notes



CONTACT DETAILS

IDP OFFICE, THE CITY HALL, C/O CHIEF ALBERT LUTHULI ROAD & CHURCH STREET, PIETERMARITBURG, 3200

TELEPHONE: 033-392 2002 EMAIL: municipal.manager@msunduzi.gov.za



