



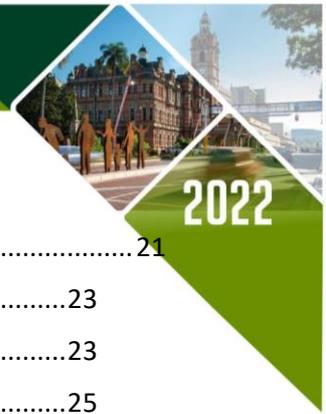
**CITY
DEVELOPMENT
STRATEGY**
2022

**Msunduzi
Municipality**

2022

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1. INTRODUCTION

1.1 City Development Strategies: Dealing with developmental challenges

Cities are key drivers of growth and, like cities across the world; South Africa's major urban areas contribute greatly to the country's economic growth and development. By year 2020, 67.3% of the South African Population live in urban areas. In 2020, South African population was over 59 million and the next Census will be conducted in February 2022, as it was delayed due to Covid-19. The Community Survey that was conducted by Statistics South Africa in 2016, indicated that the population was 679 038, as compared to 621 793 in 2011, which suggest a population growth of 2%¹.

However, South Africa's major urban areas continue to face serious challenges². These include high levels of poverty and unemployment, rapid urbanization and the growth of urban populations and climate change, with droughts and more intense weather systems increasing the vulnerability of the population.

In these circumstances, access to basic services and to livelihood opportunities, particularly for the poor and vulnerable, is becoming increasingly difficult. With rising energy, water, housing, and transportation needs, it becomes ever more critical to plan for the realities of urban growth. Most South African cities are also facing severe funding shortages as they try to meet the bulk, reticulation and maintenance requirements for basic infrastructural services³.

The solution is either to raise tariffs and taxes, or for national government to increase transfers, potentially undercutting development in other key areas. Given these challenges, municipalities have looked to long-term planning strategies to find solutions and provide a framework to guide strategic action⁴. The next section looks at what city development strategies are and compares them to Integrated Development Plans.

¹ Statistics SA Community Survey (2016) Pretoria: South Africa

² Elsona van Huyssteen*, Cathy Meiklejohn*, Maria Coetzee*, Helga Goss*, Mark Oranje, 2010: "An Overview Of South Africa's Metropolitan Areas – Dualistic, Dynamic And Under Threat...", European Spatial Research And Policy, Volume 17 Number 2 provide an analysis of some aspects of these challenges, focusing on the growing dualism economically and spatially.

³ SACN Finance, Chapter 7

⁴ Richard Ballard & Debby Bonnin & Jenny Robinson & Thokozani Xaba, 2007: "Development and New Forms of Democracy in eThekweni", Urban Forum, 18:265–287 provide a critical overview of how such processes develop over time, using eThekweni as a case in point.



1.2. Strategies and Plans: The relationship between CDS's and IDP's

A City Development Strategy (CDS) provides a vision for a city to move towards, aiming to create conditions that increase the likelihood of success in reaching this goal. Internationally, City Development Strategies have focused on a few (four to five) key pillars at the heart of a city's economic, social and environmental levers.

Whilst all municipalities are required by legislation to produce Integrated Development Plans – IDP (5-year plans), prepared every five years and reviewed annually, strategies stand in clear distinction from these. The five yearly IDP format has often not enabled adequate city strategies to emerge that respond to the major long-term challenges. IDPs have also in many cases become “compliance plans” – developed to comply with legislation and manage short-term delivery. Rarely do they articulate strategies and action plans to deal with longer term challenges such as climate change, energy limitations, and access to services.

As a result, many of South Africa's major metropolitan areas (Cape Town, Johannesburg, Tshwane, Ekurhuleni, eThekweni) have developed longer-term strategic plans (which can be loosely described as City Development Strategies) of between 20 and 50 years in length. These strategic documents have tried to develop likely scenarios and growth paths, addressing the impact of possible changes of economic, environmental, service delivery and spatial development realities.

Unlike IDPs, CDS's are not comprehensive plans, but instead are a selection of a few strategic or catalytic thrusts that address key problems within a local area. CDS's are also not bound by municipal boundaries, but instead may focus on particular areas within a municipality or may consider a wider area beyond the municipal boundaries.

CDS's are complementary to IDPs, informing the IDP and using municipal budgets and Service Delivery and Budget Implementation Plans (SDBIPs) to implement the proposed strategy.

In reviewing the strategic issues defined by other South African municipalities in CDS documents, it becomes clear however, that instead of focusing simply on a few key areas which define clearly the path towards the long-term, many of these strategies have become a set of well-meaning visions and targets which are highly unlikely to be attained.

This is in contrast to what a CDS was meant to be: a focus on a few strategic areas aiming at making cities better governed, more inclusive, more productive and sustainable. Generally-speaking, long-term CDS's are not meant to be long-term Municipal Development Strategies, given that municipal jurisdictions may well change over time, and the power of cities as magnets and developers may involve areas of more than one jurisdiction.

Rather, they should be seen as a set of strategies and action plans that should remain focus areas over time and which should not be influenced by the specific jurisdictional boundaries within which they are located.

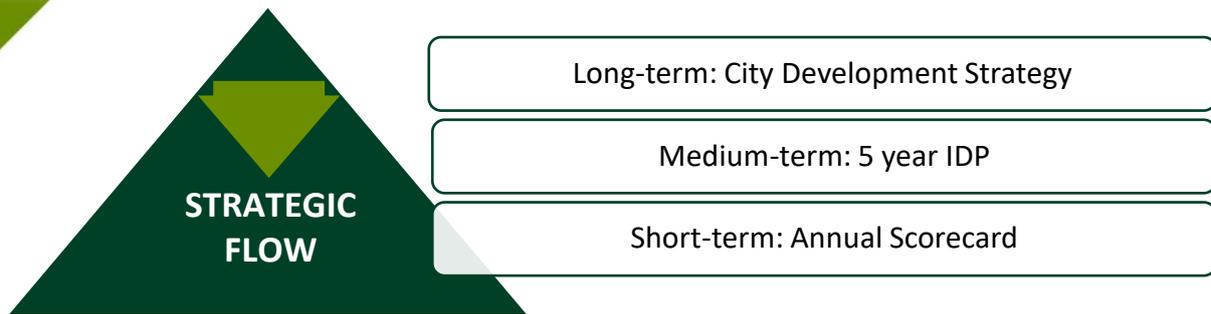


Figure 1: Illustrate the process of strategic planning

2. MSUNDUZI'S CONTEXT WITHIN THE UMGUNGUNDLOVU DISTRICT MUNICIPALITY

The Msunduzi Municipality is located within the uMgungundlovu District Municipality and lies approximately 85 km west of the Durban Port. The city of Pietermaritzburg, situated in the Msunduzi Municipality, is the second-largest city in the KwaZulu-Natal province and the fifth-largest city in South Africa. It is the capital of KwaZulu-Natal, and the main economic hub in the uMgungundlovu District Municipality and the Midlands. The N3 national highway (corridor) and the R56 provincial arterial route run through the municipality in an east–west and a north–south direction respectively. The municipality shares boundaries with the Mkhambathini Municipality to the east, Richmond Municipality to the south, Impendle Municipality to the south-west, uMngeni Municipality to the west, and uMshwathi Municipality to the north.

2.1. Msunduzi's context within the Umgungundlovu District (2016 Stats SA)

62% population of the district resides at Msunduzi. Between 2011 and 2016, uMngeni local municipality indicated the highest population growth, followed by Msunduzi local municipality.

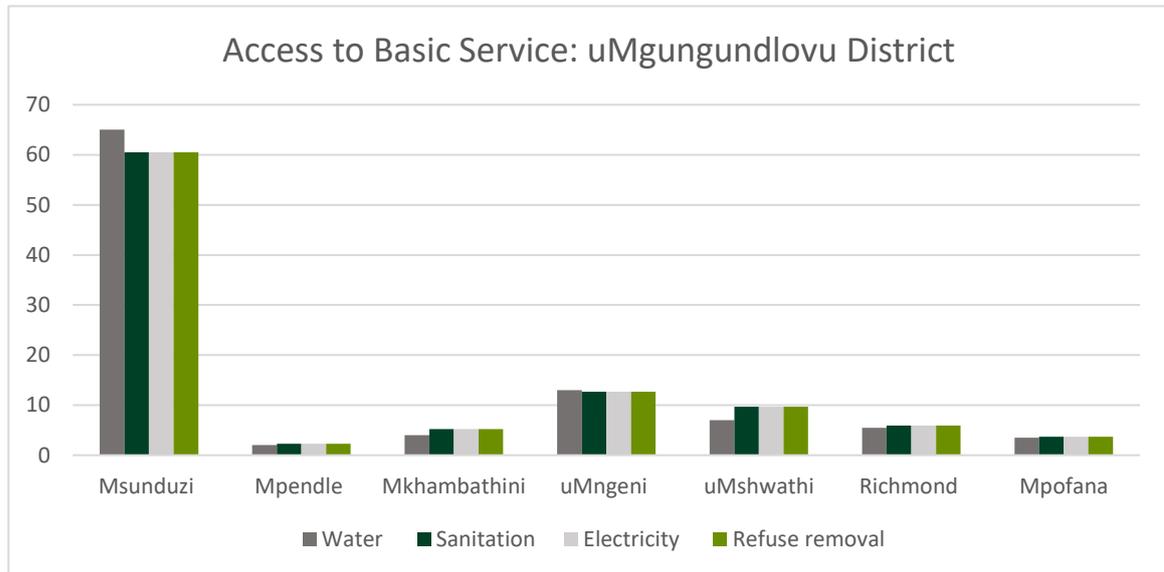
MUNICIPALITY	2011 POPULATION	2016 POPULATION	POPULATION GROWTH RATE (%)
KZN225: Msunduzi	621 793	679 039	2
KZN224: Impendle	30 382	29 526	-0,65
KZN226: Mkhambathini	54 933	57 075	0,87
KZN222: uMngeni	93 858	109 867	3,58
KZN221: uMshwathi	106 388	111 645	1,10
KZN227: Richmond	65 540	71 322	1,92
KZN223: Mpofana	34 913	37 391	1,56
DC22 Umgungundlovu District	1 007 806	1 095 865	1,90

Source: Statistics SA: Community Survey, 2016



2.2. Access to Basic Services within the Umgungundlovu District Municipality (2016)

Msunduzi Municipality has higher access to basic service deliver in the district. ⁵The below graph illustrates the status of local municipalities within Umgungundlovu District in relation to service delivery.



Source: Statistics SA: Community Survey, 2016

2.3 MSUNDUZI AS A SECONDARY CITY

Cities Alliance and the South African Cities Network have documented the importance of secondary cities in the global network of highly urbanized places⁶. Secondary cities produce just less than 40 percent of the global GDP but provide most of the resources needed to support the operations and development of the world’s largest cities. In an age of growing competition, trade and exchanges between cities globally, function and role – not population size – are increasingly defining a secondary city’s status with the global system of cities. There are more than 2 400 cities in the world that could be loosely described as secondary cities; nearly two-thirds of which are located in Africa and Asia.

Successful secondary cities have tended to leverage⁷:

- Availability of land and lower land costs
- Locational advantages – intrinsic and devised
- Unique attributes based on historic assets
- Creative and ambitious local leadership

⁵ Stat SA Community Survey (2016)

⁶ The following are useful references from which material in this sub-section has been obtained:

<http://www.citiesalliance.org/secondarycitiesaspotlight>; Secondary cities in South Africa: The start of a conversation, SACN, 2012

⁷Setting the Scene: The Rise of Secondary Cities, Presentation for the Asia Development Dialogue: Building Resilience and Effective Governance of Emerging Cities in ASEAN, Lee Kuan Yew School of Public Policy, National University of Singapore, 31 March – 1 April 2014

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- **Diversified and integrated growth strategies, including:**
 - Strategic investment plans to attract business, industries and a highly skilled workforce infrastructure (e.g. airports, railway & road networks, communication, conference and accommodation facilities), educational institutions etc.
 - Effective branding.
 - Development of high value-added and fast-growing industries e.g., electronics, pharmaceutical, IT, manufacturing and machinery (e.g., automobile clusters in India).
 - Liveability and high quality of environment: recreation and the arts;
 - Polycentric structure through new infrastructure projects that connect to larger cities.
 - Integration into the national and regional economy.
 - Partnership/networks with other cities and the private sector (e.g., Bangalore, Zhuhai, Shantou)

- **At the same time, emerging secondary cities face challenges such as:**
 - Economic – sufficient and sustainable economic growth, weak linkages to new markets, job creation for large number of in-migrants, attractiveness for investment, ‘bankability’, fiscal decentralization and ‘anemic’ revenue from local sources.
 - Social – balance between wealth generation and poverty reduction, rapid social change and conflict, spatial segregation, access to social support services.
 - Infrastructural/Environmental – infrastructure deficits (e.g., road, public transport, waste treatment, schools, hospitals), shortage/oversupply of housing, urban sprawl, degradation of farmlands and natural resources.! Governance – weak fiscal base, dependence on allocations, information deficits, limited human resources; regulatory/legal frameworks; local government may simply sustain itself rather than be transformative.

International research into the economic drivers of successful secondary cities found four categories of such towns⁸:

- Towns that are recreation or retirement destinations or adjacent to an abundance of natural assets
- Towns with historic downtowns or prominent cultural or heritage assets.
- Towns with or adjacent to a college campus.
- Towns adjacent to a metropolitan area or an interstate highway

All four of these categories apply to Msunduzi – it is adjacent to eThekweni, contains excellent tertiary and secondary educational institutions, contains significant historical records and has recreational/retirement/natural resource advantages.

Some of the lessons learnt from the above research that are relevant to Msunduzi include the following:

- **The importance of developing a strategic plan**, which has a comprehensive package of strategies and tools, rather than a piecemeal approach. Although one-off projects may have value, much of this may be lost if they are not part of a broader plan. Where resources are limited, they should be used in a focused approach.

⁸ Small towns, big ideas: Case Studies in Small Town Community Economic Development, 2008



- **Local communities are a small town's best economic development tool:** Community development programmes can directly lead to economic development; this is particularly so where community development programmes are guided by a common community vision.
- **Cities that embrace change and are future oriented succeed** - Towns should be proactive in implementing development programmes. At the same time, programmes should identify, measure and celebrate short-term successes to sustain support for long-term community economic development. Small towns could embrace innovation in ways that larger cities cannot.
- **Assets and opportunities should be defined broadly** – these can yield innovative strategies that capitalize on a community's competitive advantage.
- **Partnerships between local government and community or private sector** organizations can significantly enhance the capacity for community economic development

3. PROBLEM STATEMENT AND SWOT ANALYSIS

The Status Quo discussion document produced for comment in August 2014, and the information collected from various public participation programmes and the January 2022 Senior Management Strategic Planning, provided a review of key issues in Msunduzi in order that priority issues could be identified to be addressed in the City Development Strategy. This section summarizes important issues identified:

3.1 POLITICAL AND GOVERNANCE ISSUES

- Msunduzi Municipality became a hung municipality after 2021 Local Government Elections. No Political party received outright majority (51%). For the first time in the history of Msunduzi, where the municipality will be governed on a coalition.
- Msunduzi underwent a Section 139 provincial intervention in 2019 due to financial challenges. A Ministerial Representative was appointed in order to bring stability by preparing and implementing a comprehensive recovery plan. The ministerial representative was tasked to ensure implementation of financial systems, policies and procedures, including preparation and implementation of cost-cutting measures as well as implement governance systems and procedures, including oversight over the administration including ratification of decisions taken by the Municipal Council, the Executive Committee, Municipal Manager and Section 56 Managers⁹.

⁹ KZN Cogta: media statement on Msunduzi intervention by provincial government, 9 April 2019

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3.2 FINANCIAL AND ECONOMIC ISSUES

- The ever-increasing debtors' book remain a big challenge in the financial health of the municipality. The municipality is currently reviewing its revenue enhancement strategy to respond speedily to issues of revenue collection.
- There must also be a greater focus on improving the infrastructural base, given that water losses, electricity losses and poor metering all point to this need.
- Covid-19 and July 2021 social unrest (looting) both had a negative impact in the economy of the country. Many jobs have been lost, and many businesses have shutdown.
- The importance of capital city status is clear, and it buffers the city in times of economic downturn. At the same time, provincial government strategies for the city must be properly synchronized and integrated with Msunduzi's strategies. It is estimated that about 50% to 55% of the total wage bill in the Msunduzi economy is generated through the different spheres of government housed in Msunduzi.
- Business confidence is declining. 50% of businesses reported a deterioration in the area of community improvement, citing issues such as inadequate electrical infrastructure, crime, HIV/AIDS, government inefficiency, lack of maintenance, lack of employment, businesses closing or moving away and the poor condition of roads.
- An informal economy chamber was established in 2012 to represent the needs of informal sector.
- The scale of higher education spending and existing infrastructure within the city suggests that this is an area of high potential growth for the city.
- Msunduzi is a key player in the uMgungundlovu district, contributing over 73% of the districts GDP.

3.3 SOCIAL ISSUES

- Msunduzi has the highest literacy rate (88.5%) in the Province of KwaZulu Natal¹⁰.
- Highest mortality rate (60%) with uMgungundlovu District.
- Early Childhood Development is the third highest (72.7%) in the district and it is above provincial average of 66.8%
- Youth unemployment within the city has declined and is below the national average.
- Msunduzi has an indigent policy to ensure that the poor have access to municipal services.
- According to the reviewed 2022 SDF, it is estimated that Msunduzi Municipality's population will increase to more than one million people in 2050, which is an increase of 386,631 people from 2025 to 2050.
- The household growth and the household growth per income group provides an indication of the future residential need in the various income groups and subsequent land demand.

¹⁰ Stat SA Community Survey (2016). Pretoria. South Africa



- The new demarcation in the 2021 Local Government added two wards in Msunduzi. There are 41 wards in total, as compared to the previous 39 wards.
- Covid-19 affected the city negatively, as signature (international, National, Provincial and Local) events were canceled.
- The distribution and location of the various social facilities throughout the municipal jurisdiction needs improvement in certain areas, the quality of these facilities and the service that they offer remains a challenge. The poor quality of services has been raised by the communities and should be addressed as a matter of importance.

3.4 HUMAN SETTLEMENTS AND BASIC SERVICES

- According to Msunduzi Housing Master Plan Msunduzi is experiencing a relatively high rate of urbanization. The population of the Msunduzi Municipality has grown phenomenally over the last three decades, with indications that this phenomenon will continue into the distant future reaching nearly 80% by 2050. It exerts pressure on the existing infrastructure, public facilities and housing stock, and requires the municipality to respond to the expressed need in a manner that accommodates future demand as well.
- The provincial programme: Operation Sukuma Sakhe and the District Development Model (One Plan) will assist the municipality in accelerating service delivery.
- The Spatial Planning and Land Use Management Act of 2013 (SPLUMA) prescribes principles and processes for land development, spatial planning and township establishments¹¹.
- The National Development Plan seek to address the impact of apartheid settlement patterns and by suggesting strategies that will reshape settlement patterns and create spatially integrated and environmentally sustainable human settlements¹².
- Sustainable Development Goals makes provisions for sustainable cities and communities¹³ and one of the objectives for Msunduzi Housing Master Plan is to provide for a variety of housing typologies and densities in appropriate locations in in response to different housing needs in the Msunduzi.
- There are many challenges facing Msunduzi in the provision of basic services.
- With regards to the provision of lighting inside dwellings however, Msunduzi fares well where 91% of dwellings have lighting, compared to a national average of 84.7%.
- An informal housing and slum clearance strategy is currently being implemented as one of the strategies in the Housing Master Plan.

3.5 INFRASTRUCTURE

- The Msunduzi Municipality is in the beginning stages of implementing its integrated rapid public transport network (IRPTN). The IRPTN will be focused on the five modes of transportation, namely rail, bus, minibus taxi, metered taxi, and non-motorized transport.

¹¹ Spatial Planning and Land Use Management Act (2013) Pretoria: South Africa

¹² National Development Plan (2011) Pretoria: South Africa

¹³ United Nations: Sustainable Development Goals (2015) New York City: United State of America

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Although there has been a significant focus on motorized transport, such as the establishment of bus rapid transit (BRT) routes, there is still room for improvement with regard to non-motorized transport (NMT), as a large percentage of the population still depends on NMT.

- Road infrastructure requires constant maintenance, and the municipality is implementing a road resurfacing and pothole management programmes. There is a plan to build new roads.
- Msunduzi's electrical network is old and under pressure. Blackouts are frequent. An in-depth electrical infrastructure assessment has been undertaken and longer-term planning in this regard is underway. Some electricity in the city is supplied by Eskom, and some by the city itself. This creates a discrepancy in pricing and is the cause of unhappiness for many residents and businesses.
- Illegal connections are common – the council has not been effective in addressing these.
- Msunduzi Municipality is a Water Service Authority.
- Ageing infrastructure is a key challenge for Msunduzi Water. Real losses in 2017/18 accounted for 32% of bulk water purchases. Such losses were only marginally fewer in 2018/19 at 30%. Approximately 65% of the Municipality's operational expenditure for water is made up of bulk water purchases from Umgeni Water, which leaves little for spending on water asset maintenance after other costs such as depreciation and departmental charges are subtracted from the remaining 35%.

3.6 PLANNING AND ENVIRONMENTAL ISSUES

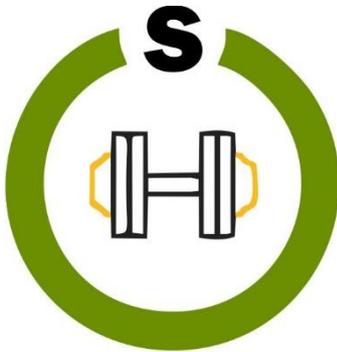
- Several spatial and sector plans have been developed for the city. These provided a good basis for going forward, and these sector plans are integrated in the municipal IDP.
- The city has significant environmental diversity and opportunity. Managing these will be an important aspect of building tourism within the city. Mismanagement of them will also have significant environmental health problems for residents.
- The current administration is determined in cleaning the city, and there are numerous cleaning campaigns.
- There is a need for a new landfill site, as the current one has reached its lifespan.
- November 2021 – January 2022 the City experienced disastrous storms that destroyed significant number houses and municipal infrastructure.
- The city is currently implementing its Covid-19 response plan.

3.7 GENERAL

- Actions around governance related matters, including capacity building, enforcement, getting the basics right and spatial targeting, need to be developed and implemented.
- All Sector Plans need to be reviewed on regular basis.

3.8 SWOT ANALYSIS

Strengths



- Pietermaritzburg is strategically located along the N3 and has good physical and non-physical connectivity.
- The Msunduzi Municipality has a strong cultural heritage.
- Durban–Free State–Gauteng logistics and industrial corridor enables focused investment in projects that strengthen the N3 logistics and transport corridor and enhance regional connectivity.
- The existing agri-business should be exploited to create new job opportunities and to create a value add for the municipality (e.g. the creation of a fresh produce market).
- Schools and Universities with good reputation in the country, which will aid in entrepreneurship and job skills levels.
- The existence of the IRPTN is beneficial to the Municipality – Phase 1 is currently in its implementation stage.
- The two Priority Human Settlements and Housing Development Areas of Edendale and Msunduzi North and East Development Areas, promote investment in integrated human settlements and infrastructure with the intended outcome of spatial transformation.
- The Msunduzi Municipality's location within the Midlands Meander tourism route.
- Better access to basic services than most other municipalities in the district.
- Water Service Authority

Weaknesses



- Spatial transformation and spatial restructuring have not realized as planned.
- There is a lack of waste water treatment measures and waste is being dumped in the watercourses and biodiversity areas.
- Very little and poor infrastructure is within the rural areas (ICT, paved roads, energy, etc.).
- Social facilities are not easily accessible by people with disabilities.
- Poor Revenue Collection
- Illegal connections are common, by-law enforcement is weak
- Outdated Sector Plans
- Poor Infrastructure maintenance
- Uncleanliness of CBD

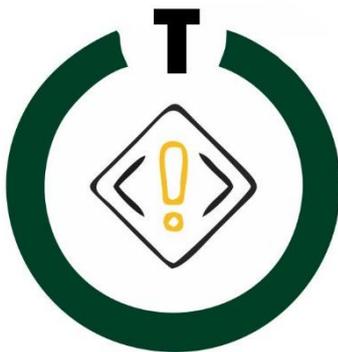
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Opportunities



- DDM One Plan
- Prioritization and upgrade of electricity Substations to ensure long-term source of supply and network stability.
- Upgrading of the Msunduzi airport.
- Establishment of the Msunduzi Technology Hub.
- Capital City of KZN: high number of employed civil servants stabilizes the economy
- The undulating topography and location along the Midlands Meander.
- N3 Corridor
- Central player in the uMgungundlovu district
- Highest literacy rate in the province
- Various development initiative across the city.

Threats



- Inner-City decay
- Climate change causes extreme rainfall, which results in floods, increased run-off water, and soil erosion.
- Illegal dumping
- There are high unemployment levels especially in Greater Edendale and Imbali.
- The high crime rate, especially in the CBD, discourages new business ventures and contributes to the deterioration of the CBD.
- The uncontrolled land invasion and lack of law enforcement.
- Covid-19 and job losses
- Social unrest
- Illegal businesses
- Increase in number of people living in informal dwellings

Complaints from business and community members that the municipality is unresponsive to their requests and complaints.



4. LAYING THE BASIS FOR MSUNDUZI'S CITY DEVELOPMENT STRATEGY

Before developing a City Development Strategy, it is important to understand its purpose and the context within which it is being created.

4.1. UNDERSTANDING THE PURPOSE OF THE CITY DEVELOPMENT STRATEGY

A CDS aims to develop “a collective city vision and strategy, improved urban governance and management, increased investment and systematic and sustained reductions in urban poverty”.¹⁴

In developing such a strategy for Msunduzi, the end result must ensure:

- Livelihoods are improved, including job creation, business development, and sources of household income;
- Safe and better communities
- Environmental sustainability and energy efficiency of the city and the quality of its service delivery;
- Improved spatial form and infrastructure;
- Adequate and sustainable financial resources; and Improved governance.
- Innovation in the City

Overall, the strategy should be flexible enough to accommodate changing governance and economic realities, and should ensure that the monitoring, evaluation and development of the plans become properly institutionalized.

The next section outlines the context within which the CDS is being developed, examining previous and current strategic and integrated plans that have been developed for the municipality.

4.2. Thinking globally and implementing locally

The City Development Strategy should be mindful of the International, Continental, National, Provincial and District strategic frameworks. Strategic alignment is important as it provide a strategic direction and cohesion between various layers strategic frameworks.

4.2.1. Sustainable Development Goals

In 2015, UN member states adopted the 2030 agenda for sustainable development which provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education,

¹⁴ UN Habitat:<http://www.unhabitat.org/content.asp?typeid=19&catid=374&cid=188>

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reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests¹⁵.

These SDG's are as follows:

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

4.2.2. Africa Agenda 2063

The 24th Ordinary Assembly of the Heads of States and Government of the African Union adopted Agenda 2063 in Addis Ababa, Ethiopia (31/01/2015). Agenda 2063 is the blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the strategic framework for delivering on Africa's goal for inclusive and sustainable development and is a concrete manifestation

¹⁵ United Nations: Department of economics and social affairs, USA (2022) (<http://www.un.org/sustainabledevelopment>)



of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance¹⁶.

African Union identified 20 goals for Agenda 2063, which is aligned to the 17 SDG as outlined by the UN. Africa Agenda 2063 goals:

1) A high standard of living, quality of life and well-being for all citizens.	11) Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.
2) Well educated citizens and skills revolution underpinned by science, technology and innovation.	12) Capable institutions and transformative leadership in place.
3) Healthy and well-nourished citizens.	13) Peace, security and stability is preserved.
4) Transformed economies.	14) A stable and peaceful Africa.
5) Modern agriculture for increased productivity and production.	15) A fully functional and operational APSA
6) Blue/ocean economy for accelerated economic growth.	16) African cultural renaissance is pre-eminent.
7) Environmentally sustainable and climate resilient economies and communities.	17) Full gender equality in all spheres of life.
8) A United Africa (Federal or Confederate).	18) Engaged and empowered youth and children.
9) Continental financial and monetary institutions established and functional.	19) Africa as a major partner in global affairs and peaceful co-existence.
10) World class infrastructure criss - crosses Africa.	20) Africa takes full responsibility for financing her development Goals.

4.2.3. National Development Plan – Vision 2030

The National Development Plan was adopted in 2011. The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realize 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 society¹⁷. The NDP identified 9 national challenges and priority areas in order to effectively address the identified challenges and achieve its vision. The NDP is in aligned to the Africa Agenda 2063 and the Sustainable Development Goals 2030 Agenda. Below are 7 national priorities:

Priority 1: Capable, Ethical and Developmental State

Priority 2: Economic transformation and job creation

Priority 3: Health and Education

Priority 4: Consolidating Social Wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

¹⁶ African Union: Africa Agenda 2063, Addis Ababa: Ethiopia (2022) <https://au.int/en/agenda2063>

¹⁷ National Development Plan: Vision 2030

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Priority 6 : Social Cohesion and Safe Communities

Priority 7: Better Africa and the World

4.2.4. Medium-Term Strategic Framework: 2019 – 2024

The MTSF is a national medium-term development-planning instrument, which adopts a results-based approach to outcome and impact planning. The MTSF 2019-2024 was developed in 2019, approved by Cabinet at the end of October 2019 and officially launched with the SONA 2020 for implementation. A decision was taken to revise the MTSF based on critical new developments including the COVID-19 pandemic. MTSF focuses on seven national strategic priorities of the sixth administration of government towards the achievement of NDP goals in particular those relating to poverty, inequality and unemployment.

Priority 1: Capable, Ethical and Developmental State

Priority 2: Economic transformation and job creation

Priority 3: Education, Skills and Health

Priority 4: Consolidating Social Wage

Priority 5: Spatial integration, human settlements and local government

Priority 6 : Social Cohesion and Safe Communities

Priority 7: Better Africa and the World

4.2.5. National Infrastructure Management Plan – 2050

The South African Government adopted a National Infrastructure Plan in 2012. The objective of the plan is to transform the economic landscape while simultaneously creating significant numbers of new jobs and strengthen the delivery of basic services. The plan also supports the integration of African economies. Public infrastructure investment is central to achieving greater productivity and competitiveness, reducing spatial inequality and supporting the emergence of new job creating sectors. It is thus one of the non-negotiable foundations of transformation and inclusive growth. The construction of infrastructure generates employment and broad-based black economic empowerment opportunities, further contributing to the goals of the National Development Plan (NDP)¹⁸. The NIDP identified 6 key focus areas:

Energy infrastructure	Digital Communications Infrastructure
Freight Transport Infrastructure	Building a Regional Agenda for Infrastructure
Water Infrastructure	Infrastructure Finance

4.2.4. Provincial Growth and Development Plan

The growth and development of this Province is the collective responsibility of government, business, labour and civil society and the first Provincial Growth and Development Strategy (PGDS) was developed and adopted in 2011, in consultation with all growth and development partners and

¹⁸ National Infrastructure Management Plan 2050: Department of Public Works and Infrastructure, South Africa, Pretoria (2021).



stakeholders in the Province of KwaZulu-Natal. It was agreed that the PGDS is reviewed every five years and, as such, a consultative review was undertaken in 2016 and the 2021 PGDS review is now in process. In the best interest of alignment, coordination and integration, the framework for the review of the 2021 PGDS reflects the seven priorities as pronounced in the 2019 -2024 Medium Term Strategic Framework¹⁹.

Priority No. 1 - Basic Services

Priority No. 2 - Job Creation

Priority No. 3 - Growing the Economy

Priority No. 4 - Growing SMMEs and Cooperatives

Priority No. 5 - Education and Skills Development

Priority No. 6 - Human Settlement and sustainable livelihood

Priority No. 7 - Build a Peaceful Province

4.2.5. District Development Model

The District Development Model (DDM) has been endorsed and approved by the Joint Cabinet Committee on 21 August 2019. The aim of the DDM is to address service delivery and economic development challenges through the enhanced district level synchronization of planning across all spheres of government. DDM is centered on the formulation and implementation of One Plan and One Budget, which must be adopted at a District or Metro geographical space level, by all 3 spheres as Intergovernmental Compacts. Development will be pursued through single, joined up district level plans, enabled by the vision of “One District; One Plan; One Budget; One Approach”

Governance and Management
Basic Service Delivery
Climate Change
Waste Management
Spatial Equity, Land and Human Settlement
Economic Development
Sustainable water resource management

¹⁹ KZN Provincial Growth and Development Plan: Provincial Planning Commission, South Africa, Pietermaritzburg (2021)

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4.3 INTEGRATING WITH AND BUILDING ON EXISTING AND PREVIOUS PLANS AND STRATEGIES

The reviewed CDS aims to integrate and build on the Vision 2040 strategy, the 2022-2027 IDP, the 2022 SDF which is currently being reviewed and all sector plans.

4.3.1 MSUNDUZI'S VISION 2040

The newly elected Council (November 2021) has hit the ground running and they are committed in building better life for Msunduzi residents. In line with the 5-year IDP (2022-2027), the new Council formulated the below vision that will drive the municipality going forward.

4.3.1.1. Msunduzi 2040 Vision

“By 2040, Msunduzi will be a safe, vibrant, sustainable and smart Metropolis.”

4.3.1.2. Mission statement:

To ensure that the Municipality functions efficiently to deliver basic, social, economic and environmental services to build better Communities.

4.3.1.3. Municipal Values:

Councillors and Employees committed in the bellow values that will instill trust and strengthen relations will all stakeholders. Below is the commitment from Councillors and Employees, and combined the values translate to T.R.U.S.T

- **Transparency:** Municipal employees and Councillors should be transparent to the public and we will not promise what we cannot deliver.
- **Result-oriented:** Municipal employees and Councillors should be result driven in order to enhance service delivery
- **Ubuntu:** Municipal employees and Councillors should be compassionate to the needs of citizens.
- **Sustainability:** Municipal employees and Councillors should strive at deriving sustainable solutions
- **Teamwork:** Municipal employees and Councillors should work as team in building better life for the Citizens of Msunduzi.



4.3.3.4. Medium-Term Strategic Goals and Strategic Objectives (2022-2027)

The current Council has set 5-year strategic goals and objective for the term of 2022-2027. These goals and objectives contribute to the 2040 strategic outcomes.

Goals	Strategic Objectives
1) Governance and Policy	1.1 Eradicate fraud and corruption 1.2 Compliance with all legislative provisions 1.3 Develop and strength Communication and Stakeholder Relations 1.4 Human Resources Management and Development
2) Developed and Maintained Infrastructure	2.1 Ensure access to affordable, reliable, sustainable and modern energy for all. 2.2 Ensure availability and sustainable management of water and sanitation for all. 2.3 Develop and maintain Municipal Road networks 2.4 Develop ICT infrastructure
3) Human and community development	3.1 Enhance waste management capacity. 3.2 Enhance the Public facilities, Parks and public spaces within the City. 3.3 Enhance the Enforcement of By-laws, Public Safety and Security. 3.4 Safeguard and enhance sustainable livelihoods and food security.
4) Financial Viability	4.1 Improved Revenue collection 4.2 Revenue Enhancement 4.3 Improved Expenditure Management 4.4 Improved Budgeting and reporting
5) Economic Growth and Development	5.1 Job Creation 5.2 Improved Investment Attraction and Retention 5.3 Improved and developed Tourism sector 5.4 Promote SMME and entrepreneurial development
6) Spatial Equity & Human Settlements	6.1 Integrated land use management, ensuring equitable access to goods and services, attracting social and financial investment. 6.2 Improved Environmental Management 6.3 Integrated Residential Development (Inner-city Housing)

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3.2. Vision 2040 Strategic Goals and Objectives (long-term)

Mid-term goals and objectives (2022-2027) talks to the long-term strategic goals (vision 2040). The overall objective is to achieve vision 2040, and different Councils will have different focus areas during their 5-year term, which is in line with the long-term direction of the municipality.

Goals	Objectives
A Sustainable City	<ul style="list-style-type: none"> - Build and maintain roads infrastructure and promote a pothole free municipality - Eliminate power outages by building and maintain electricity infrastructure - Build a reliable waste management infrastructure and services to all msunduzi citizens - Eliminate slums and land invasion by intensifying the visibility of enforcement officers - Enhance access to water, sanitation, electricity and waste services. - Maximize compliance on municipal by-laws - Coordinate development activities with sector departments via the DDM: One Plan - Investing on diversity of private (cars, bikes, walking) and public (trains, buses, taxis) transport options, using a range of adequate physical infrastructure (roads, rail, bikeways, walkways) is readily available to all residents. - Social Infrastructure that supports healthy lifestyles, learning opportunities and community cohesion. - Major recreational infrastructure (sports stadia and cultural venues) contributes to the city's economy by allowing for world-class events and tourism. - Maximize opportunities of the N3 corridor and other economic corridors in the city. - Equal distribution of social facilities and maximize the use of public open space network - Maximize Urban Renewal and Greening into communities and to business fraternity, as it is a contributing factor to environmental and ecological sustainability as well as supporting future residential, commercial and industrial development. - Strengthen the enforcement of by-laws to eliminate any form of pollution. - Enhance Revenue collection measures - Create measure in place to achieve clean audit - Create a performance driven culture across the municipality. - Improve billing system
A Safe City	<ul style="list-style-type: none"> - Develop programmes that will promote social cohesion and promote building inclusive communities. - Promote programmes that will involve civil society organizations and community participation towards the implementation of safety and security strategies. - Working together with SAPS to ensure that there are active Community Policing Forums across the municipality. - Promote social cohesion events that will bring together communities from all ABM areas (i.e. sports, indigenous games, cultural and religious events, etc).



	Promote and revive arbor day programme in all schools and tertiary institutions within the borders of Msunduzi.
Smart Metropolis	<ul style="list-style-type: none"> - 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. - Monitor the sustainability of SMMEs across the Msunduzi - Investing on reliable telecommunications networks that provides 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. - Build the culture of high levels of innovation and technologically driven City - Reliable 24 hour public transport system - Explore renewable energy across sectors: i.e solar, wind, hydro power, etc - Maximuze investment on sustainable energy technologies - Accelerate the implementation of ERP System (SAP)
A Vibrant City	<ul style="list-style-type: none"> - Hosting international and national events - Enhancing tourism strategy - Intensify Business Attraction, Retention and Expansion strategy. - Build healthy relationship with all stakeholders (Businesses, Rate Payers, Youth structures, Civil organizations, government, etc). - Promote social cohesion events - Maintenance of social infrastructure
TOP 10 CATALYTIC PROJECTS	<ul style="list-style-type: none"> - Inner City; Legislative Precinct Development - Airport International Convention Centre and 5 star Hotel - PMB Logistics Hub - Mphushini Business Park - Camp's drift Waterfront - Lion Park Warehousing - CBD Regeneration - Edendale Town Centre - Sanral Provincial Office on the N3 (Mkhondeni Area) - Leather hub flagship project

The above long strategic goals and objectives illustrate the direction that Msunduzi should take in the next 18 years. Achieving the above strategic goals will require collaborative efforts from all stakeholders, and the commitment in executing the above objectives. Programmes and Projects should be structured in such a way that they respond to long-term strategic goals. It should be noted that despite economic, social and environmental constraints but Msunduzi should be committed in building better communities within the confines of the resources. It might take longer than 2040, however the effort should be felt by the Citizens of Msunduzi.

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4.3.3 Spatial Development Framework

There is a draft 2022 SDF, which is in line with the provincial SDF. The draft SDF is structured around the five areas listed below:

4.3.3.1. *Spatial challenges and opportunities*

It identifies key spatial challenges and opportunities in the Msunduzi Municipality:

- **Biophysical environment:** it emphasizes the importance of natural resources to economic and social well-being and to development in the Msunduzi Municipality, as it provides for the basic needs of the Municipality's residents and of those in the broader context.
- **Socio-economic environment:** This section analyzes demographics and projected population growth of Msunduzi per each zonal area: Vulindlela, Greater-Edendale and Imbali, CBD/Ashburton and Eastern Areas, Northern Areas. This section further proposed development areas per each zone.

4.3.3.2. *Spatial issues and opportunities*

This section identifies overarching and strategic aspects to spatial development in relation to their role that they play in the implementation of the SDF. These areas include:

- Rethinking urban practices
- Intergovernmental coordination, partnerships, and leveraging

4.3.3.3. *Spatial vision*

This section highlights the key policy directives that have informed the vision of the SDF:

- SPLUMA
- IDP (2022-2027)
- CITY DEVELOPMENT STRATEGY

4.3.3.4. *Spatial structuring elements*

This section talks to the spatial structuring elements that gives effect to the strategic drivers that are geared toward improving Msunduzi Municipality's performance, efficiency, attractiveness and management of urban growth:

- Nodes
- Corridors
- Surfaces
- Tourism and cultural heritage

4.3.3.4. *Spatial proposals*

This section analyzes spatial challenges across the municipality and proposes zonal developments.

4.3.4. Strategic development areas in the SDF

Strategic development areas include the development of urban and rural areas with economic, human settlement and private sector investment. This development can occur in the form of brownfield and greenfield development.



The strategic drivers for the first 10 years of the SDF, to help the Msunduzi Municipality to Reclaim the City, are focused on improving the functional governance to manage the **transformation, regeneration and restructuring** of the urban and rural areas. Once this base has been established, the long-term goal to Take the City Forward can be realized.

The strategic drivers to support this will be focused on improving Msunduzi Municipality's performance, efficiency, attractiveness and management of urban growth. Both of these phases are underpinned by the principles of having a people-centred approach that supports cohesive urban and rural development²⁰.

Furthermore, infrastructure and community service provision are to be prioritized in these areas. General guidelines for densification:

- Densification prioritized within the CBD, urban hubs and key urban centres with target density of 100 - 180 du/ha;
- Densification along IRPTN and BRT (up to 100m from IRPTN and BRT route with a target density of 100 du/ha and 100 – 200m from IRPTN and BRT route with a target density of 80 du/ha and 200-300m from IRPTN and BRT route with a target density of 60du/ha);
- Mixed-use to be considered at high densities

²⁰ Msunduzi SDF (2022)



4.2.5 SDF Strategic Drivers

RECLAIM THE CITY (BUILD AND STRENGTHEN) 2020 – 2030

Strategic Drivers	Actions
Transform	<ul style="list-style-type: none"> • Reinvent or reimagine the city, its function regionally, and the function of its nodes internally; • Uplift marginalized areas; • Effect economic growth transformation; • Reinforce Msunduzi as a dominant economic space; • Reinforce Msunduzi’s capital city and government sector status; • Plan and implement with environmental sustainability and climate change in mind; • Improve the resilience of the Msunduzi Municipality and its residence.
Regenerate	<ul style="list-style-type: none"> • Revitalize investor interest and confidence in the CBD; • Create more liveable environments for communities; • Create vibrant urban spaces • Encourage and support the reinvestment and maintenance of brownfields and infrastructure over Greenfields; • Conserve and regenerate the municipality’s cultural heritage; • Support recycling or upcycling.
Restructure	<ul style="list-style-type: none"> • Address spatial inequality and injustice; • Ensure a well-connected city; • Enhance regional or global connectivity; • Improve rural and urban integration; • Manage sprawl and informality; • Support growth through a compact poly-centric city model.

TAKE THE CITY FORWARD (GROW) 2030 – 2040

Strategic Drivers	Actions
Efficient	<ul style="list-style-type: none"> • Promote resource and energy efficient practices; • Encourage smart technologies and installation of ICT; • Advocate for greater financial sustainability; • Plan and implement with environmental sustainability and climate change in mind; • Consider revenue enhancement initiatives.
Attractive	<ul style="list-style-type: none"> • Undertake public–private partnerships; • Improve inter-governmental relationships; • Attract CBD investment; • Secure new investment into the municipality.
Managed urban growth	<ul style="list-style-type: none"> • Support resilient urban development; • Support densification or intensification.



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RECLAIM THE CITY (BUILD AND STRENGTHEN) 2020 – 2030	
Strategic Drivers	Actions
Functional	<ul style="list-style-type: none"> • Strive towards a well-governed municipality; • Support environmentally sustainability; • Improve urban areas through quality place-making; • Consider (and improve) disaster & risk management.
Cohesive	<ul style="list-style-type: none"> • Support development that enables better integrations; • Support development that is sustainable; • Support development that is resilient.
People-centred	<ul style="list-style-type: none"> • Create a city that is more equitable; • Improve access to jobs, social & basic services, economic opportunities; • Encourage development that is more inclusive; • Encourage participative planning; • Adopt Community Based Action Planning.

TAKE THE CITY FORWARD (GROW) 2030 – 2040	
Strategic Drivers	Actions
High performance	<ul style="list-style-type: none"> • Advocate and support good governance; • Promote efficient urban management practices; • Support and enforce good administration; • Encourage transparency; • Enforce accountability; • Be uncompromising on financial viability
Cohesive	<ul style="list-style-type: none"> • Support development that enables better integrations; • Support development that is sustainable; • Support development that is resilient.
People-centred	<ul style="list-style-type: none"> • Create a city that is more equitable; • Improve access to jobs, social & basic services, economic opportunities; • Encourage development that is more Inclusive; • Encourage participative planning; • Adopt Community Based Action Planning



The following are major projects as outlined in the SDF:

- CBD Precinct Plan (various short to long-term projects) for the regeneration of the Pietermaritzburg CBD;
- Hillcove mixed use development;
- Camps Drift Waterfront development;
- Hesketh Estate
- Edendale Town Centre Urban Hub precinct plan
- Imbali Precinct
- Msunduzi Integrated Rapid Public Transport Network (IRPTN)
- Community halls
- Light Industrial Park
- Copesville reservoir
- Government precinct

4.4. COMMENT: CREATING A REALISTIC, ACHIEVABLE PLAN

The 2040 Vision, IDP and SDF of Msunduzi have articulated a range of key areas of action required to ensure the municipality fulfils its legislative mandate as a developmental municipality. The 2040 Vision objectives being set, though, are rather ambitious, particularly given that Msunduzi is still under the provincial government intervention.

The conventional approach in South Africa for developing long-term strategies has been to take the six to eight key focus areas of the IDP and use that as the basis for extrapolating to the long-term a set of targets. These targets usually allow one to visualize a world very different from the fragmented, divided and discriminatory cities which actually exist today.

However, the centuries of colonial, apartheid, economic and other forces which have created our urban reality are not easily displaced and replaced by more equal conditions of life. Indeed, most of the visions and targets generally found in IDPs and CDS's are not derived from sound analysis and modelling, using realistic assumptions about how the local economy, society, financial base, polity, environment and other conditions are likely to change. Rather, the targets become nice to haves with very little thought being put into how we get there. In part, this is also due to the fact that the information we do have about our cities is generally quite poor.

The review of this CDS (2022) has tried to mitigate strategic misalignment. The 2040 vision has long-term goals and objectives, which informs the medium-term goals (5-year IDP) and ultimately translate to the short-term programmes.

The next section describes the framework for the Msunduzi CDS and is followed by the eight key strategic focus areas.

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5. MSUNDUZI'S CITY DEVELOPMENT STRATEGY

5.1 Theoretical Framework

Bronfenbrenner's ecological systems theory suggest that the child's environment is a nested arrangement of structures, each contained within the next²¹. The same theory is relevant to the corporate world, as it seeks to explain that organizational growth happens in a systematic manner. The immediate environment (microsystem) defines the nature of the organization, the importance of its existence and institutional arrangement. The next layer (mesosystem) looks at the important stakeholders, relationship management, and the business context. The following layer (exosystem) relates to the business image, customer perceptions, and the efficiency of conducting business. The outer later (macrosystem) relates to sustainability through being alert of the national and international trend in the sector. The last layer (chronosystem) refers to environmental changes that occurs over time. The business growth is influence by the relatedness of the above layers hence business growth is systematic. The immediate environment needs to be nurtured by setting developmental policies and programmes, and stakeholders need to be consulted in order to support the business objectives. The business image and customer perception are improved when the organizational processes and policies always put the needs of the customers. The sustainability of the organization is influenced by the efficiency of the programmes over time.

5.2. CDS Framework

The CDS framework proposed herein focuses on an incremental programme in which the longer-term goals are located directly in the present, but which look towards a far better future.

Eight aspects of the plan are suggested, the first four being necessary conditions for creating Msunduzi's vision and the last four sufficient conditions for creating a better Msunduzi which allows for a happier, safer, cleaner and greener city.

City Development Strategies are as follows: (1) building a capable and developmental municipality; (2) focusing on back-to-basics; that (3) ensuring the existing and new infrastructure works efficiently, effectively and economically; and (4) sustainable financial base. Investing energy and resources in getting these fundamentals working well, will allow the city to (5) grow the regional economy, (6) serve the needs of a provincial capital, (7) allow the city to continue to be a place of learning and become a learning city and (8) incrementally improve its spatial effectiveness thereby bringing spatial justice to the most disadvantaged who are located furthest from places of opportunity.

1. **Building a capable and developmental municipality:** As a minimum, Msunduzi requires a capable team of men and women to ensure that development and maintenance of infrastructure occurs, budgets are timeously spent and that there is effective, efficient and economic delivery. This does require very strong motivation, management and monitoring systems to be put in place to ensure all senior management take personal responsibility for delivery.
2. **Back to Basics** – A city which is not continually cleaning, repairing, enforcing, maintaining and responding is unlikely to be a city which grows economically and satisfies its residents, visitors

²¹ Guy-Evans, O. (2020, Nov 09). *Bronfenbrenner's ecological systems theory*. Simply Psychology. www.simplypsychology.org/Bronfenbrenner.html

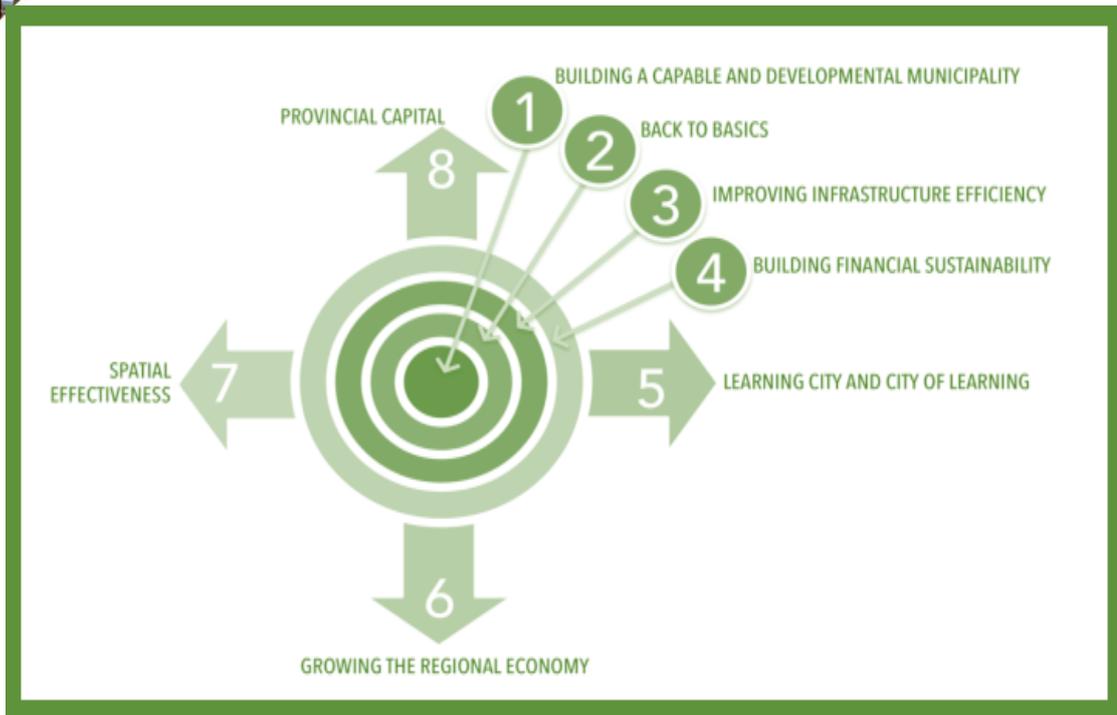


and businesses. Every sector of activity requires clear implementation and operational plans which are implemented without fail.

3. **Improving Infrastructural efficiency** – There is a need for a realistic review of infrastructure within the city and an effective and efficient plan to be developed to allow for budgetary and HR planning. This must include establishment and management of an asset register for the city which will allow for planning and anticipating future operational and capital expenditure.
4. **Building Msunduzi's financial base** – to effect change, Msunduzi will need to be more financially independent and sustainable. This includes a need to improve its ability to spend grants, addressing billing and collection issues as well as cutting expenditure in non-essential areas. There is also a need to maintain and protect the municipality's existing income streams and to look at generating new growth areas for the future.
5. **Growing the Regional Economy** – In addition to building the municipality's revenue base, there is an urgent need to generate growth in the regional economy. This includes both LED initiatives as well as prioritizing, supporting and assisting existing businesses within the city, addressing their spatial and infrastructure requirements. Msunduzi's resources and strengths need to be used to their full extent.
6. **Serving as a provincial capital** – The provincial legislature and executive and their needs must be integrated into the plans of the city and the city's plans must be reflected in provincial strategies. This requires a far closer working relationship with the province and other state bodies. A key area of focus must be on how the establishment of a new Provincial government precinct can be used as a development and regeneration tool within the city.
7. **Creating a learning city and a city of learning** – As an important regional and even continental educational hub, the city must promote education and use its tertiary institutions to help it become a learning institution. There is a need to re-start and prioritize interactions with MIDI, capitalize on the investments that are being made in the municipality by educational institutions and address the needs of students within the city.
8. **Spatial effectiveness** – Msunduzi needs to plan for growth within the city. This includes looking at how an increased population will be accommodated and serviced. Densities must be incrementally increased along public transport corridors, with continuous improvements in non-motorized and other mobility options as well as equitable access to social facilities.

Critical focus areas for immediate attention include the first four priorities: Building a capable and development municipality, focusing on back to basics, prioritizing efficient infrastructure, and finally a focus on building Msunduzi's financial base. Parallel to these must be a focus on making sure the remaining four are prioritized.

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5.2 STRATEGY 1: BUILDING A CAPABLE AND DEVELOPMENTAL MUNICIPALITY

Since 2019, Msunduzi is still under provincial intervention in terms of section 139 (1)b of the Constitution, 1996. There are various systems and processes in place in order to improve the financial status of the municipality, and the overall functioning towards enhancing service delivery.

Msunduzi can only become a capable and developmental municipality if senior management are skilled, able and progressive in their approach. All staff should actively contribute towards reaching the municipality's goals (and ALL staff should be aware of what the municipal vision and strategy are). The 2022 strategic plan, Municipality developed values for all Councillors and Employees., also the medium-term goals for the current Council (2022-2027). These values will assist in instilling accountability and in promoting positive culture that will enhance service delivery.

Resident and customer complaints cannot go unanswered, processes and delivery programmes should be transparent, and administrative weaknesses, such as billing and enforcement issues, deficiencies in implementation, underspending and the need to have efficient and effective systems in place, must be addressed. Staff retention and instability are also major challenges. Political leadership must focus on inspiring, supporting and monitoring.

A key priority for the city, for immediate and urgent attention, is therefore the building of a capable and developmental municipality.

This priority has a number of aspects to it, including:

1. The first and most important action towards this strategy is the establishment of a **high-level senior leadership and capacity task team**, who work closely with both the Mayor and Municipal Manager to guide and manage the tasks outlined below. It is proposed that the team consist of both internal and external practitioners.



The team's focus areas will be on how the priorities outlined below can be realized and must assist the Municipal Manager to identify and deal with poor management and delivery failures. The team should focus too on unlocking larger scale catalytic or strategic projects.

2. **Strong and supportive leadership** – ensure that the municipal leadership are united around the long-term vision, supportive of senior management (without interfering), and regularly interact with political and business leaders as well as the broader community.
3. **Building competent, focused and committed senior managers**, who ensure that they themselves, as well as the staff below them, are doing the right things in the right way, and are reporting on this to the leadership.
4. **Professions and technical staff** – including some highly experienced senior professionals and a graduate pipeline of more junior professionals. This requires a programme to ensure that professionals receive adequate and all-round training, capacity building and support which leads to professional registration. These professional and technical staff are critical in ensuring delivery of municipal projects and programmes. Here also, retention of skilled staff is vital.
5. **Effective operations around a clear vision and short-term goals** – all areas of the municipality rely on each other in order to be able to deliver on their individual mandate. If all areas of the municipal operation are not functioning properly, the system as a whole will fail. This requires oversight, accountability and consequences for poor performance. All of these must be implemented across the entire staff hierarchy. All staff must pull their weight and all staff must buy in and actively support the municipal vision.
6. **Simple, clear and transparent operating procedures for departments**. Each department or unit within the municipality has its own unique way of operating and it is vital that these are documented and clearly communicated, both internally and where relevant externally, so that each department (and the public) understands how others operate, allowing for better monitoring and oversight.

5.3 STRATEGY 2: BACK-TO-BASICS: CLEANING, REPAIRING, ENFORCING, AND RESPONDING

Ensuring a focus on the basic functions of the municipality is critical in preparing the base for future development. Dysfunctional or problematic areas of service delivery need to be addressed and rectified as a matter of urgency.

There is a noticeable improvement in waste collection and cleaning operation in the CBD. However, the upper town and downtown remains a challenge. By-law transgressions are seldom prosecuted, and public spaces needs to be maintained on regular basis. The city has one of the lowest levels of refuse collection of South Africa's major cities. Although this is clearly a solid waste problem, it is also symbolic of a cross section of issues throughout the municipal operations. Many of the issues relate to the lack of by-law enforcement, a shortage of dedicated and well managed on-the-ground teams who can clean, enforce, repair and respond. This becomes a symbolic indicator of a lack of care and attention and is perceived as an unwillingness (or inability) of the municipality to perform basic tasks. There are, however, some areas within the city, which appear to be relatively well attended to, and consideration should be given to looking at how systems are able to function well in these areas, but not in others. The recent (2022) collaboration of Municipal Infrastructure Support Agency (MISA) and Msunduzi through EPWP workers has seen a major improvement in cleaning the CBD and surrounding areas.

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This strategy requires a cross-organizational approach as dealing with many of these issues necessitates the teamwork of a range of council departments.

Reorganizing the way service delivery happens and introducing innovations are key elements of this priority area. Departmental teams, operational blitzes and a focus on areas where high volume traffic and high visibility requires more cleaning/maintenance, should be the norm. Joint departmental teams focused on specific areas of the city, particularly hotspots, would go a long way in improving confidence and productivity.

- **Intensify partnerships with relevant stakeholders:** EPWP workers are contributing positively to the cleaning of the City and surrounding areas. Hotspots areas (key commuter corridors, key business areas, etc) need to be given a special attention. Bins should be distributed across CBD and surrounding areas. Ultimately, every ward should be cleaned on regular basis and waste collection should not be interrupted. The multifaceted approach needs to be employed in order to address issues illegal immigrants, unlicensed businesses, hijacking of building, etc. CBD should reclaim its pride as the Capital City of the KwaZulu Natal.
- **Enforcement** of laws, by-laws and planning schemes is essential, and requires sustained attention. Enforcement must be accompanied by suitable penalties that are well communicated and are seen to be enforced. In this regard a list of priority transgressions should be developed and communicated to the public with information provided on their implications for the municipality and the by-law or legislation they involve. Penalties should also be communicated and mechanisms for invoking them explained. These require high-level political commitment and signoff.
 - Those who are responsible for enforcement must fully understand the parameters of how far the enforcement should extend with clear operating procedures provided. Care should be taken to ensure that enforcement is not only done in, for example, informal trading areas, or with street children, leaving wealthier or more powerful transgressors alone.
 - By-laws must be reviewed and made relevant, with those that are outdated, unenforceable or unnecessary, removed. Similarly, those that don't address an underlying problem should be rescinded. For example, street children can be removed time and time again, but until suitable alternative and safe accommodation is provided for them, the problem will not be addressed.
 - Suitable mechanisms must be found to deal with transgressions. For example, where traders are leaving waste behind, mechanisms should be found to cancel their trading license; where contractors are responsible, a penalty could be levied against them; where services are being accessed illegally, these must consistently be stopped, and infrastructure secured.
 - The legal department must be an integral part of this process, ensuring that the enforcement process is backed up with the necessary legal support and follow-through. The shorter the time period between transgressors being identified, stopped and legal sanction employed, the higher the success rate and the stronger the message that is sent to others.
 - The communications team and media are also important allies in this process to communicate the message that transgressions will be dealt with.
- **Effective monitoring and management of staff on the ground:** Building on the HR issues in Strategy 1 above, staff who are not fulfilling the requirements of their job must be identified and necessary steps need to be taken. Individual Performance Management System (IPMS) need to be cascaded down to all levels of employees. The existing IPMS policy need to be strengthened



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in order to encourage excellent performance, and to devise strong mechanisms on how to address unsatisfactory performance (underperformance). Unions will have to be engaged and there must be consensus on the principle to cascade performance management system. Incentive policy need to be developed in order to enhance performance.

- **Maintaining community facilities and open space:** although some public space has been well maintained, many community facilities and public open space are in a poor condition. Although significant steps have been made, these actions must be enhanced and further developed. In this regard, it is proposed that the following are undertaken:
 - **Identification and mapping of the full range of community facilities** within the municipality, in order to address areas of under-provision and to establish a work-schedule to which staff can be allocated. This will also allow for better budgeting and staffing requirement projections.
 - **Identification of community facilities which have been ‘privatized’ and are available for community use.** Together with the legal department, community development and the relevant councillors, these must be tackled, and mechanisms found to address them.
 - Continue the use of **EPWP workers** to enhance service delivery.
- **Address inner city problems** – there are considerable problems in the inner city with tenant farming, slums, abandoned or hijacked buildings. This requires an innovative and developmental approach and should not simply take the form of evictions.
- **Improving stakeholder relations and communication** – one of the common complaints about the municipality is the lack of ability of residents, businesses and other interested parties, to communicate effectively with the municipality. To address this there is a need to consider the following:
 - Identifying or creating effective communication channels that work and allow for an **omnichannel approach**, where people can use a variety of ways to communicate with the municipality. This should include social media, email, SMS’s, website or service centres for face-to-face interactions.
 - Review the effectiveness and broaden the scope of the **call centre** so that it is able to answer basic questions and direct communication to the right person or department. The call centre should also be able to respond to multi-channel interactions as outlined above and should be able to digitally link to a range of city services – such as fault reporting, account queries, fire and emergency services, and general customer complaints.
 - **Contact details** (which are constantly updated) for people who are responsible for particular issues should be well publicized.
 - **Monitoring communications** to ensure that they are being handled efficiently and effectively and most importantly that responses and follow ups are made.
 - Establishment of **dedicated ‘trouble-shooting’ personnel** – above and beyond the central switchboard/ contact centre there is a need for a few dedicated individuals who are available to take up more complex issues and assist in their resolution. Many customers complain about being sent from department to department in trying to get their problems resolved – building on the omnichannel approach outlined above, municipal customers (business and residential) should have a seamless experience in dealing with the municipality.

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- Improved **internal communication** mechanisms – a monthly digital newsletter – sent out to all staff with information on municipal matters. This can be displayed on notice boards for staff not on the email system.
- **Key communication messages**, that back up this strategy should be put out and reinforced.
- Revive ABM's in complex areas – Msunduzi's existing area-based management (ABM) approach should be focused to deal particularly with highly problematic complex areas which involve multiple stakeholders. These can play a vital role in bringing community, business and city role-players together to address issues within that area.
- Operational Inspections and Blitzes - The implementation of regular blitzes should be linked to the city's new communication strategy to ensure maximum effectiveness and improve the public's perceptions and confidence in the city. Regular operational blitzes should be held where a cross-section of departments have a focused engagement in a particular area. In addition, the Mayor, Municipal Manager and senior management team should visit particularly problematic areas within the municipality and assess the problems, successes and failures within that area.

The following key departments should be included in blitz operations:

- Community Services (disaster management, health and social services, area-based management and community development).
- Infrastructure Services (roads and transportation, electricity and water and sanitation).
- Economic Development Services (town planning and environmental management).
- Introduce **Service Delivery Roadshows** into communities. This will strengthen the relationship between Citizens and the municipality. Through these roadshows, the culture of payment for services needs to be communicated clearly.
- Prioritize **ward based plans** in order to respond to the needs of the citizens.
- **Climate change awareness campaigns** should be introduced in order to mitigate the impact of natural disasters.

5.4 STRATEGY 3: IMPROVED INFRASTRUCTURAL EFFICIENCY – PLANNING, BUDGETING, SPENDING, IMPLEMENTING, MAINTAINING

Msunduzi's infrastructure must operate more effectively and efficiently. In addressing the infrastructure requirements within the city, the focus should be on developing realistic and implementable plans for infrastructure maintenance and upgrade as well as the delivery of new infrastructure. Plans that are neither realistic nor implementable should be revised or rescinded. All operational and spatial plans should be required to demonstrate economic, financial, social and environmental sustainability.

Much of Msunduzi's infrastructure is ageing and in a poor condition. There is a need to increase expenditure on repairs and maintenance. The municipality should comply with the National Treasury's recommendation of 8% on the property plant and equipment budget. The expenditure on the infrastructure maintenance needs to be improved significantly.

A task team should be established to focus on this priority, looking at the following:

- **Compiling a State of the City's Infrastructure Report:** There is a need to undertake a review of current infrastructure capacity, remaining useful life (RUL) growth trends, spatial focus and the development of a long-term infrastructure plan. Although different sector departments have undertaken sector-specific assessments (for example, electricity have conducted such a review)



there is a need for a consolidation of these into a comprehensive report on the state of the city's infrastructure. This should review both the current infrastructure network and the need for new infrastructure.

- **Comprehensive Municipal Infrastructure Plan:** Using this report as a base, a plan should be developed outlining the need for new infrastructure development, replacement and maintenance. This must be closely aligned to the projected spatial growth of the city as outlined in the SDF and projected population and economic growth.
- **Asset Management System:** Aligned to the above should be the use of the asset management system to monitor and manage the city's infrastructural assets. In addition, asset management unit together with custodian departments should identify all the challenges associated with the management of municipal assets, and devise strategies on how to mitigate such challenges. An effective asset management system will allow for the development of realistic infrastructure maintenance plans, prioritize maintenance; ensure that maintenance expenditure is efficient and effective; monitor illegal connections and reduce water/ electricity losses.
- **Asset funding plan and budget:** Using the above plan and asset management system will allow Msunduzi to develop a long-term budget projection that includes both capital and operational costs relating to infrastructure within the municipality, ensuring that maintenance costs are increased, and new infrastructure is adequately budgeted for. This should increase the ability of the city to spend on its capital budget for trading services. It will also allow for planning around technical and other human resource capacity within the various departments.
- The task team should also investigate how the **municipal procurement system can be better managed** to speed up the tender process and reduce the time for tender award.
- Explore different sources of the **renewable energy** that are available within the city.
- Review **CITP** every after 5 years to be in line with the IDP
- Develop a concrete plan to deal with **water and electricity losses**, and standard operating procedures
- Ensure that there is a **reliable ICT infrastructure** in all the wards of Msunduzi
- Invest on the new landfill site and new crematoria

5.5 STRATEGY 4: FINANCIAL SUSTAINABILITY

The successful implementation of the CDS rest on the collaborative effort by all departments within the municipality. A healthy financial status will serve as a catalyst in implementing strategies that are outlined in this document. Issues raised by Auditor General (AG) would have to be attended urgently, together with issues raised by MEC: COGTA on the assessment of IDP credibility.

The municipality will have to be innovative on the various mechanisms to be employed in order to improve City Finances holistically. The billing system needs constant improvements and so as revenue collection.

The following strategies need to be explored:

- **Billing and collection:** Although this are important aspects of financial sustainability it must also be addressed as an internal operational issue as it relates to a number of departments, not simply the finance department.
- The need for **data cleansing** of the debtors' book has long been listed as a requirement for the city. This needs to be urgently undertaken.

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- A tougher stance is needed around **illegal connections**.
- Additional work is required to ensure that all **meters are fully functional** and that all connections are metered.
- **Disconnections** must be actively and rapidly implemented.
- Attention should be given to the municipality's **rental housing stock** where, in addition to poor maintenance, there is a significant amount of outstanding debt.
- The progress made in identifying and repairing **non-functional water meters** must be sustained.

5.6 STRATEGY 5: GROWING THE REGIONAL ECONOMY

Msunduzi's success as a city is highly dependent on its ability to retain and grow local business. This provides the municipality with much of its income through rates and tariffs. It also provides employment and improves the lives of residents.

There is good industrial and agricultural potential in Msunduzi. Together with the Local Economic Development (LED) plans (2014) which addresses the need for economic development, and the positioning of Msunduzi as a regional hub for growth, these are important elements in building the economy. Whilst it is important that the recommendations in the LED plan are considered and where feasible implemented, it must also be recognized that there are a number of municipal activities that can actively hinder or help growth, as detailed below.

A responsive, engaged, developmentally oriented team must be established to work on both evaluating all opportunities and ensuring they are implemented faster than anywhere else.

- **Responding to, and engaging, local business** – throughout the research conducted in developing this strategy, a common complaint about Msunduzi was the difficulty businesses faced in getting responses to their complaints and problems. This sends a negative message to business and contributes to decreased business confidence. Responding to business stakeholders cannot simply be left to the Municipal Manager or the Mayor and should be a priority for all staff. This suggests the need for both an institutionalized response system (such as by improving the call centre) as well as an attitudinal shift on behalf of senior staff. Responsible municipal management must demonstrate urgency and response times must be benchmarked to be the best in the country. Local businesses should be Msunduzi's best salespeople.
- **Town planning:** Planning schemes are designed to control how land is used in order to protect surrounding land uses and the city as a whole. However, planning schemes often are not synchronized with other initiatives and policies. There is a need for a review of the Msunduzi planning scheme to assess its alignment with the city's economic development strategy, SDF, housing strategy etc. For example, the success of a densification strategy will be limited if parking requirements, subdivision, coverage and bulk constraints do not change.
- **Land release** – there are a number of strategic pieces of land that are owned by either the city or other government entities. Where these are in areas identified within the SDF as having strategic potential, priority should be given to releasing them for development. Emphasis must be on ensuring that the process of land release and land use permissions on strategic parcels of land is done rapidly.
- **Infrastructure repairs, maintenance and development** – as noted above, reliable electricity, water and other basic services are vital for business and industry. Emphasis must be placed on ensuring that these are maintained and repaired timeously.



- **Rates and Tariffs** – there is a concern by business that tariffs in Msunduzi are generally high and increases have not been gradually phased in. There should be a review of the comparability of Msunduzi’s rates and tariffs with other cities.
- **Procurement** – Msunduzi’s procurement of goods and services is a significant driver of the local economy. Issues that impact on its success include how it is targeted to local businesses or SMME’s (including their knowledge of the tender advert and process); the regularity and reliability of municipal spend; the speed at which tenders get processed and the speed at which suppliers get paid. Consideration should be given to how these issues can be addressed to boost local business.
- **Implementation of appropriately developed by-laws** – whilst much work has been done in developing and updating Msunduzi’s by-laws, there is a need to constantly evaluate their appropriateness, implementation ability and the impact on the city.
- **Creating a liveable city which provides a good quality of life** – retaining businesses and attracting new ones requires the creation of a city which provides a good quality of life (for all citizens). There are a range of definitions of what creates a ‘liveable’ city, but factors that are directly the responsibility of municipal governance include access to cultural, sporting and recreational facilities, high quality public spaces that create interaction amongst people, environmental factors and quality of infrastructure.
- **Lowering transport costs**, through, for example, public transport, non-motorized transport (NMT) infrastructure and accommodating the fact that the municipality has a high level of unemployment which is spatially distributed in the south-eastern areas of the city. This should work together with a densification strategy for strategically located areas of the city.
- **Establishment of a city-provincial-business and non-profit forum** to discuss programmes that relate to economic development. This should include the chamber of commerce, the informal chamber, individual business owners, education bodies and revive MIDI. This should also encourage communication across traditional economic sector lines.
- Establishment of a **young-professionals network, including young academics**, to connect and grow young leaders with a passion for economic development and entrepreneurialism.
- Use the media and other communication mechanisms to **communicate areas of success** in order to build support for economic development initiatives within the city.

5.7 STRATEGY 6: SERVING AS A PROVINCIAL CAPITAL

Being home to the Provincial Capital is an important resource and opportunity for Msunduzi. As the seat of power within the province, it stands to benefit from a range of economic benefits. This includes the locating of organizations allied to the provincial government, associations and NGO’s which have both direct and indirect income and employment benefits. The academic literature points to the potential innovation advantages of being a capital city, due to the convergence of a range of diverse people in a particular place. In addition, provincial procurement and job security provides a significant opportunity for the city.

A visible benefit of being a provincial capital is the location of a wide range of provincial government offices in the city. Currently most of these are located within the CBD, but there are some that are located on the edge or outside of the CBD.

It is proposed that the following activities be undertaken in this regard:

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- **Prioritization of the City-Province task team** – this should include high level representation from both the Mayor and Municipal Manager’s office, the Premier, MEC COGTA, MEC Finance and Speaker. Some of the initial tasks of this team are outlined below.
- **Alignment of provincial and municipal plans** – especially with regard to the proposed new government precinct. Alignment must also be undertaken with regard to Transnet, Eskom and other state utility plans. There is an urgent need for provincial needs and requirements within Msunduzi to be integrated into municipal plans and vice versa. The task team should look at creating a joint medium-term plan and approach.
- **Government precinct** – Building on the above alignment, Msunduzi should actively encourage and facilitate the KZN Province to locate its proposed new government precinct within the Pietermaritzburg CBD, as this can be used as an important opportunity to regenerate the CBD. If provincial offices do move, an exit-strategy should be developed for provincial offices vacating their current premises and work done to ensure that these buildings are re-let or converted to, for example, residential accommodation.
- **Using government leases or ownership to leverage change in the inner city** - work should be done to look at issues such as the interface between both provincial and municipal buildings and the street. In almost all instances, these have blank street faces, whereas more active interfaces between the buildings and the street would go a long way to improving safety and amenity within the city. Similarly, security guards employed in government buildings could be given broader responsibilities to ensure safety in the CBD.
 - **Involving the private sector** - Given the security afforded through high proportions of government services, the major opportunity to involve private sector investment in decisions on office-building or leases and the like must be transparently pursued.
 - **Addressing the needs of provincial government employees** – Msunduzi should pay careful attention to the accommodation, transport, entertainment and recreation needs of government employees and use this information to create a city with improved liveability.

5.8 STRATEGY 7: CREATING A LEARNING CITY AND CITY OF LEARNING

The range of educational institutions (both schools and tertiary institutions) in Msunduzi and the surrounding areas represents a unique opportunity for the city to position itself as a national and even continental educational hub. This stands to benefit the educational institutions, the municipality, local industry and the broader community. Actions within this include the following:

- **Revitalize the relationship with MIDI:** Perhaps the most important element of achieving this goal is to ensure a closer working relationship between the municipality and the educational institutions. In this regard, the MIDI initiative as a joint forum between the municipality, educational institutions and business, is a vital element. Msunduzi must prioritize this and ensure it is represented on this forum by individuals who are able to make decisions, follow up on issues raised and are senior enough to ensure response from within the municipality. Most of the actions listed below should be facilitated by or managed through MIDI.
- The MIDI forum should continue work to ensure **synergy between economic development patterns and educational programmes**, ensuring that skills are developed to meet business and industry’s needs.
- **Imbali Educational Precinct Initiative** is an innovative opportunity to link educational and community facilities. DHET is investing considerable funds into this initiative, including into



new facilities and student residences. Msunduzi must both support this initiative and use it to maximum advantage in developing the GEDI area.

- Consideration should be given to establishing a **centre for leadership development** together with local higher education facilities and the city/ province. This could provide skills training for both government and the private sector. Coordinating government's needs for learning programmes and the like can result in both cost savings and an increase in quality, including long-term arrangements with tertiary institutions to both improve skills and competency levels amongst municipal staff, as well as using students as resources to work on municipal projects.
- Msunduzi needs to look at ways to improve its positioning as a **University town**. Research suggests that secondary cities with good educational facilities can use them to shape the identity of the city to the benefit of all residents – whether they are students or not. This includes finding ways to better integrate institutional facilities into the fabric of the city – (here the Imbali Educational Precinct could find a good local solution to achieving this.) Another important factor that should be considered is improving student life, through improving the availability of suitable accommodation, pedestrian or cycle accessibility, access to arts, culture and entertainment, recreational and sporting facilities and general safety. Many of these issues are covered in the 'liveability' strategy above. A further part of this positioning could be to build on Msunduzi's 'small town' identity, including through the preservation of historical assets, particularly in the CBD. In this regard, the city's historical assets should be seen as economic development assets.
- **Increasing linkages with elite learning institutions** – the range of elite schools in and around Msunduzi presents an important opportunity which should be exploited. Using MIDI, Msunduzi can create a forum which allows these (and other) schools to directly interact with the municipality. This can both enhance the environment for the schools and may bring twinning or other opportunities for the city.
- Conduct **community skills audit** per each ward in order to understand skills gap within the Msunduzi. Engage public and private sector on the skills demand in the city.

5.9 STRATEGY 8: SPATIAL EFFECTIVENESS AND JUSTICE: INCREASING DENSITIES AND IMPROVING MOBILITY

Msunduzi has significant disparities within the city in income, property ownership, access to basic services, planning and housing types. Development within the city has been concentrated in the previously white areas and the inequalities are particularly evident in the Edendale, Vulindlela, Imbali, Northdale, Shenstone and Ambleton areas.

This strategy looks at how Msunduzi can become more spatially effective and address some of its spatial inequalities.

- **Preparing for population growth:** Between 2016 and 2050, depending on the growth scenario used, Msunduzi's population is set to double (see for example the projected figures in the 2022 SDF, Figure 9). This requires careful consideration as to how the municipality will accommodate, through the provision of houses, services and public amenities, this growing population. Msunduzi Housing sector plan (2019) indicates that there was a decline on the inward immigration from 2011 (35 408) to 2016 (16 874). However, this still impact on

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housing and associated social and civil infrastructure²². Housing demand comes from housing backlog (44 263), informal shacks (9151) informal dwelling (4347), backyard rooms and caravans and tents (97). This statistic is about change pending the Census 2022. In addition to housing needs, the spatial needs of increased manufacturing, commercial and government land uses will need to be met. This emphasizes the need for focused release of strategically located land within the municipality.

- **Managing sprawl and densifying the city:** As with many other South African cities, Msunduzi faces massive challenges in containing urban sprawl. The current spread of residential neighborhoods is unsustainable. The anticipated growth levels will create significant pressure for greater sprawl. Sprawl results in low density growth, significantly raises service delivery costs (due to high distances that must be covered as well as the lack of efficiency) and reduces access to employment and amenities. A concerted focus must be on encouraging densification in key areas within the city.

Densifying the city will require:

- **The delivery of higher density housing** – such as 4 storey walkup's – in strategically located areas which have good access to transport or are close to employment opportunities.
- Focus **investment on strategic corridors and sustainable urban centres** as outlined in the 2022 SDF.
- Improving the **urban environment within and around the CBD** so that it can accommodate a bigger population in a liveable environment. Here issues such as safety and security are critical.
- **Public space management** - public space within the municipality must be better managed. This includes aspects such as uncontrolled street vending, management of parks and other public space etc.
- Finally, improving **access to social facilities**, such as safety, health, etc., must become a key focus for improvement.

6. ALIGNMENT OF STRATEGIES

The CDS strategies have been drawn up with a view to ensuring alignment with the National Development Plan (NDP), the Provincial Growth and Development Strategy (PGDS), the Integrated Development Plans (of Umgungundlovu and Msunduzi), District Development Model: One Plan, the Spatial Development Framework, Msunduzi Housing Sector Plan, Msunduzi LED Strategy for Msunduzi. The following sub-sections summarize this alignment:

²² Msunduzi Housing sector plan: 2019



Vision 2040 Strategic Goals	IDP medium-term goals (2022-2027)	City Development Strategies	District Development Model: One Plan	Provincial Growth and Development Strategy	National Development Plan
Sustainable City	<ul style="list-style-type: none"> • Governance and Policy • Developed and Maintained Infrastructure 	<p>Strategy 1: Building a capable and developmental municipality</p> <p>Strategy 6: Serving as a provincial capital</p> <p>Strategy 7: creating a learning city and city of learning</p>	Governance and Management	Priority 1: Basic Services	<ul style="list-style-type: none"> • Priority 1: Capable, Ethical and Developmental State • Priority 3: Health and Education • Priority 4: Consolidating Social Wage through reliable and quality basic services
	<ul style="list-style-type: none"> • Financial Viability 	Strategy 4: Financial sustainability	Governance and Management	Priority 3: Growing the Economy	<ul style="list-style-type: none"> • Priority 1: Capable, Ethical and Developmental State
	<ul style="list-style-type: none"> • Economic Growth and Development 	Strategy 5: Growing the regional economy	Economic development	<p>Priority 2: Job Creation</p> <p>Priority 4: Growing SMMEs & Cooperatives</p>	<ul style="list-style-type: none"> • Priority 2: Economic transformation and job creation
	<ul style="list-style-type: none"> • Spatial Equity & Human Settlements • Human and community development 	<p>Strategy 8: spatial effectiveness and justice: increasing densities and improving mobility</p> <p>Strategy 2: Back to Basic: Cleaning, Repairing, Enforcing and Responding</p>	<ul style="list-style-type: none"> • Spatial equity, land and human settlements • Climate change adaptation strategies and sustainable water resource management • Waste management 	Priority 6: Human Settlement and sustainable livelihood	<ul style="list-style-type: none"> • Priority 5: Spatial integration, human settlements and local government • Priority 3: Health and Education



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Vision 2040 Strategic Goals	IDP medium-term goals (2022-2027)	City Development Strategies	District Development Model: One Plan	Provincial Growth and Development Strategy	National Development Plan
Safe City	<ul style="list-style-type: none"> Spatial Equity & Human Settlements Human and community development 	<p>Strategy 2: Back to Basic: Cleaning, Repairing, Enforcing and Responding</p> <p>Strategy 8: spatial effectiveness and justice: increasing densities and improving mobility</p>	Spatial equity, land and human settlements	Priority 7: Build a Peaceful Province	<p>Priority 6: Social Cohesion and Safe Communities</p> <p>Priority 5: Spatial integration, human settlements and local government</p>
Smart Metropolis	<ul style="list-style-type: none"> Developed and Maintained Infrastructure 	<p>Strategy 3: Improved infrastructural efficiency – planning, budgeting, spending, implementing, maintaining</p>	Basic Service Delivery	Priority 6: Human Settlement and sustainable livelihood	<p>Priority 4: Consolidating Social Wage through reliable and quality basic services</p> <p>Priority 7: Better Africa and the World</p>
Vibrant City	<ul style="list-style-type: none"> Economic Growth and Development 	<p>Strategy 5: Growing the regional economy</p> <p>Strategy 7: creating a learning city and city of learning</p>	Economic Development	Priority 3: Growing the Economy	<p>Priority 2: Economic transformation and job creation</p> <p>Priority 3: Health and Education</p>



6.1. ALIGNMENT WITH THE IDP

It is critical that the municipality's IDP aligns to any long-term strategy, such as a CDS.

The following tables provide a link between the long-term CDS goals (2040), IDP goals (2022 – 2027) and the strategies that needs to be employed in order to achieve the vision of the city.

VISION 2040 STRATEGIC GOAL: A SUSTAINABLE CITY	
SDF Strategic Drivers	<ul style="list-style-type: none"> • Support development that enables better integrations; • Support development that is sustainable; • Improve rural and urban integration • Reinvent or reimagine the city, its function regionally, and the function of its nodes internally
DDM alignment	Governance and Management
PGDS alignment	- Priority 1: Basic Services
NDP alignment	<ul style="list-style-type: none"> - Priority 1: Capable, Ethical and Developmental State - Priority 3: Health and Education - Priority 4: Consolidating Social Wage through reliable and quality basic services
IDP GOALS (2022-2027)	Governance and Policy
IDP Strategic Objectives <ul style="list-style-type: none"> • Eradicate fraud and corruption • Compliance with all legislative provisions • Develop and strength Communication and Stakeholder Relations • Human Resources Management and Development 	CDS Alignment <i>Strategy 1: Building a capable and developmental municipality</i> <ul style="list-style-type: none"> • Effective programmes on the implementation of short to medium goals • Capacity building programmes that promote professional and technical registration into relevant boards. • Leadership development to ensure competent, focused and committed senior managers • Professional and technical staff support programme <i>Strategy 6: Serving as a provincial capital</i> <ul style="list-style-type: none"> • Prioritization of the City-Province task team • Msunduzi should be the leading player in the DDM: One Plan. Strengthen relations with government departments, civil society and government parastatals. • Government precinct to be located in the CBD • Security guards employed in government buildings could be given broader responsibilities to ensure safety in the CBD. • Msunduzi should pay careful attention to the accommodation, transport, entertainment and recreation needs of government employees and use this information to create a city with improved liveability. <i>Strategy 7: Creating a learning city and city of learning</i> <ul style="list-style-type: none"> • Revitalize the relationship with MIDI and ensure the municipality is suitably represented. • Establish centre for leadership development together with local Universities. University Town Centre: Educational Economy • Conduct community skills audit per each ward



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VISION 2040 STRATEGIC GOAL 1: A SUSTAINABLE CITY CONT.....

SDF Strategic Drivers	<ul style="list-style-type: none"> • Create a city that is more equitable • Improve access to jobs, social & basic services, economic opportunities; • Encourage development that is more inclusive • Ensure a well-connected city; • Enhance regional or global connectivity; • Improve rural and urban integration;
DDM alignment	Basic Service Delivery
PGDS alignment	Priority 6: Human Settlement and sustainable livelihood
NDP alignment	<p>Priority 6: Social Cohesion and Safe Communities</p> <p>Priority 5: Spatial integration, human settlements and local government</p>
IDP Goals (2022 – 2027)	- Developed and Maintained Infrastructure
IDP Strategic Objectives	<p>CDS Alignment</p> <p><i>Strategy 3: Improved infrastructural efficiency – planning, budgeting, spending, implementing, maintaining</i></p> <ul style="list-style-type: none"> • Compilation of a State of the City’s Infrastructure Report • Development of a Comprehensive Municipal Infrastructure Plan • Functional Asset Management System in place to monitor and manage the city’s infrastructural assets and work with custodian departments to identify all challenges for municipal assets and devise mitigation strategies. • Development of a realistic infrastructure maintenance plans and monitor illegal connections, and reduce water/electricity losses • Development of an infrastructure funding plan and budget in order to develop a long-term budget projection that includes both capital and operational costs relating to infrastructure within the municipality, ensuring that maintenance costs are increased and new infrastructure is adequately budgeted for. This should increase the ability of the city to spend on its capital budget for trading services. It will also allow for planning around technical and other human resource capacity within the various departments. • Constantly monitor the municipal procurement system in order to unlock bottlenecks on the tender process • Explore different sources of the renewable energy that are available within the city. • Review CIP every after 5 years to be in line with the IDP • Develop a concrete plan to deal with water and electricity losses, and standard operating procedures • Ensure that there is a reliable ICT infrastructure in all the wards of Msunduzi



VISION 2040 STRATEGIC GOAL 1: A SUSTAINABLE CITY CONT.....	
SDF Strategic Drivers	<ul style="list-style-type: none"> • Strive towards a well-governed municipality • Advocate for greater financial sustainability • Encourage transparency • Support and enforce good administration • Consider revenue enhancement initiatives. • Undertake public–private partnerships;
DDM alignment	Governance and Management
PGDS alignment	Priority 3: Growing the Economy
NDP alignment	Priority 1: Capable, Ethical and Developmental State
IDP Goals (2022 – 2027)	Financial Viability
IDP Strategic Objectives <ul style="list-style-type: none"> • Improved Revenue collection • Revenue Enhancement • Improved Expenditure Management • Improved Budgeting and reporting 	CDS alignment <i>STRATEGY 4: Financial sustainability</i> <ul style="list-style-type: none"> • Constant improvement of billing system and revenue collection. • Establish campaigns that will promote the culture of payment • A tougher stance is needed around illegal connections. • Disconnections must be actively and rapidly implemented. • Officials, Councillors and Ward Committees should together in identifying Indigent customers. • Additional work is required to ensure that all meters are fully functional and that all connections are metered. • Effective programme of action to respond to AG findings. • Revive metre parking system • Improved management of the municipality’s rental housing stock

VISION 2040 STRATEGIC GOAL 1: A SUSTAINABLE CITY CONT.....	
SDF Strategic Drivers	<ul style="list-style-type: none"> • Effect economic growth transformation • Reinforce Msunduzi as a dominant economic space • Revitalize investor interest and confidence in the CBD • Improve access to jobs, social & basic services, economic opportunities; • Undertake public–private partnerships • Attract CBD investment • Secure new investment into the municipality
DDM alignment	Economic development
PGDS alignment	Priority 2: Job Creation Priority 4: Growing SMMEs and Cooperatives
NDP alignment	Priority 2: Economic transformation and job creation
IDP Goals (2022 – 2027)	Economic Growth and Development

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IDP Strategic Objectives

- Economic Growth and Development

CDS alignment

Strategy 5: Growing the regional economy

- Responding to, and engaging, local business on regular basis
- Alignment of sector plans towards the development of CBD and outskirt areas (i.e Housing, LAP, LED, WMP, EMP, IWMP, etc).
- Land release for areas with strategic potential for development as identified in the SDF.
- Effective infrastructure maintenance plans that will instill business confidence and minimize disruption of services.
- Effective and efficient business attraction and retention strategy.
- Revive Msunduzi Innovation & Development Institute: A platform for Tertiary Institutions, PCB and Municipality
- Capacity building for SMME's on the Msunduzi procurement strategy, tender processes, LED strategy, etc.
- Establishment of a young-professionals network, including young academics, to connect and grow young leaders with a passion for economic development and entrepreneurialism.
- Use the media and other communication mechanisms to communicate areas of success in order to build support for economic development initiatives within the city.
- Develop a comprehensive public-private partnership strategy
- Revive annual investment conference
- Develop an inclusive Economic Development strategy that will integrate rural, township and urban economies
- Source statistics from Statistics South Africa on the unemployment rate in Msunduzi, and classify information per ward, gender, age and race in order to respond to the unemployment rate.



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VISION 2040 STRATEGIC GOAL 1: A SUSTAINABLE CITY CONT.....

<p>SDF Strategic Drivers</p>	<ul style="list-style-type: none"> • Create more liveable environments for communities • Support recycling or upcycling • Support environmental sustainability • Encourage and support the reinvestment and maintenance of brownfields and infrastructure over Greenfields
<p>DDM alignment</p>	<ul style="list-style-type: none"> • Spatial equity, land and human settlements • Climate change adaptation strategies and sustainable water resource management • Waste management
<p>PGDS alignment</p>	<ul style="list-style-type: none"> • Priority 6: Human Settlement and sustainable livelihood
<p>NDP alignment</p>	<ul style="list-style-type: none"> • Priority 5: Spatial integration, human settlements and local government • Priority 3: Health and Education
<p>IDP Goals (2022 – 2027)</p>	<ul style="list-style-type: none"> • Spatial Equity & Human Settlements • Human and community development
<p>IDP Strategic Objectives</p> <ul style="list-style-type: none"> • Ensure access to affordable, reliable, sustainable and modern energy for all. • Improved Environmental Management • Enhance the Public facilities, Parks and public spaces within the City. • Enhance waste management capacity 	<p>CDS alignment <i>Strategy 2: Back to Basic: Cleaning, Repairing, Enforcing and Responding</i></p> <ul style="list-style-type: none"> • Intensify partnerships with relevant stakeholders in order to fast-track service delivery. E.g. Municipal Infrastructure Support Agency, etc. • Identification and mapping of the full range of community facilities within the municipality • Identification of community facilities that have been ‘privatized’ and are available for community use. • Address inner city problems • Enforcement of laws, by-laws and planning schemes is essential, and requires sustained attention. • Explore various options for renewable energy <p><i>Strategy 8: spatial effectiveness and justice: increasing densities and improving mobility</i></p> <ul style="list-style-type: none"> • Improve public space management. • Improve access to social facilities. • Preparing for population growth through forward planning • Managing sprawl and densifying the city • Improving the urban environment within and around the CBD so that it can accommodate a bigger population in a livable environment.

VISION 2040 STRATEGIC GOAL 2: A SAFE CITY

<p>SDF Strategic Drivers</p>	<ul style="list-style-type: none"> • Address spatial inequality and injustice • Create more liveable environments for communities • Create vibrant urban spaces • Manage sprawl and informality; • Support growth through a compact poly-centric city model. • Adopt Community Based Action Planning.
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DDM alignment	Spatial equity, land and human settlements
PGDS alignment	Priority 7: Build a Peaceful Province
NDP alignment	Priority 6: Social Cohesion and Safe Communities Priority 5: Spatial integration, human settlements and local government
IDP Goals (2022 – 2027)	<ul style="list-style-type: none"> • Spatial Equity & Human Settlements • Human and community development
IDP Strategic Objectives <ul style="list-style-type: none"> • Enhance the Public facilities, Parks and public spaces within the City. • Enhance the Enforcement of By-laws, Public Safety and Security. • Safeguard and enhance sustainable livelihoods and food security. • Integrated land use management, ensuring equitable access to goods and services, attracting social and financial investment. • Improved Environmental Management • Integrated Residential Development (Inner-city Housing) 	CDS alignment <p><i>Strategy 2: Back-To-Basics: Cleaning, Repairing, Enforcing, and Responding</i></p> <ul style="list-style-type: none"> • Intensify partnerships with relevant stakeholders • Enforcement of laws, by-laws and planning schemes is essential, and requires sustained attention. • Maintaining community facilities and open space • Implement Performance Management to all employees • Address inner city problems (slums, abandoned buildings, crime, homeless people, etc). • Improving stakeholder relations and communication • Introduce Service Delivery Roadshows into communities • Prioritize ward based plans in order to respond to the needs of the citizens <p><i>Strategy 8: Spatial Effectiveness and Justice: Increasing Densities and Improving Mobility</i></p> <ul style="list-style-type: none"> • Preparing for population growth through forward planning • Managing sprawl and densifying the city • Public space management • Improve access to social facilities

VISION 2040 STRATEGIC GOAL 3: A SMART METROPOLIS

SDF Strategic Drivers	<ul style="list-style-type: none"> • Encourage smart technologies and installation of ICT • Ensure a well-connected city • improve inter-governmental relationships
DDM alignment	Basic Service Delivery
PGDS alignment	<ul style="list-style-type: none"> • Priority 6: Human Settlement and sustainable livelihood • Priority 7: Build a Peaceful Province
NDP alignment	<ul style="list-style-type: none"> • Priority 6: Social Cohesion and Safe Communities • Priority 5: Spatial integration, human settlements and local government
IDP Goals (2022 – 2027)	Developed and Maintained Infrastructure



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<p>IDP Strategic Objectives</p> <ul style="list-style-type: none"> • Develop ICT infrastructure • Develop and maintain Municipal Road networks • Ensure access to affordable, reliable, sustainable and modern energy for all. 	<p>CDS alignment</p> <p><i>Strategy 3: Improved infrastructural efficiency – planning, budgeting, spending, implementing, maintaining</i></p> <ul style="list-style-type: none"> • Ensure that there is a reliable ICT infrastructure in all the wards of Msunduzi • Explore different sources of the renewable energy that are available within the city. • Review CITP every after 5 years to be in line with the IDP • Develop a concrete plan to deal with water and electricity losses, and standard operating procedures • Compiling a State of the City’s Infrastructure Report • Comprehensive Municipal Infrastructure Plan
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VISION 2040 STRATEGIC GOAL 4: A VIBRANT CITY

<p>SDF Strategic Drivers</p>	<ul style="list-style-type: none"> • Reinforce Msunduzi’s capital city and government sector status • Reinvent or reimagine the city, its function regionally, and the function of its nodes internally • Reinforce Msunduzi as a dominant economic space
<p>DDM alignment</p>	<ul style="list-style-type: none"> • Spatial equity, land and human settlements • Economic development
<p>PGDS alignment</p>	<ul style="list-style-type: none"> • Priority 3: Growing the Economy • Priority 6: Human Settlement and sustainable livelihood • Priority 7: Build a Peaceful Province
<p>NDP alignment</p>	<ul style="list-style-type: none"> • Priority 3: Health and Education • Priority 5: Spatial integration, human settlements and local government
<p>IDP Goals (2022 – 2027)</p>	<ul style="list-style-type: none"> • Economic Growth and Development • Spatial Equity & Human Settlements • Human and community development
<p>IDP Strategic Objectives</p> <ul style="list-style-type: none"> • Economic Growth and Development • Spatial Equity & Human Settlements • Human and community development 	<p>CDS alignment</p> <p><i>Strategy 5: Growing the regional economy</i></p> <ul style="list-style-type: none"> • Responding to, and engaging, local business • Establishment of a city-provincial-business and non-profit forum to discuss programmes that relate to economic development • Enhancing tourism strategy • Host international and national events • Promote social cohesion events • Creating a liveable city which provides a good quality of life (access to cultural, sporting and recreational facilities, high quality public spaces that create interaction amongst people)

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Strategy 8: spatial effectiveness and justice: increasing densities and improving mobility

- *The delivery of higher density housing* – such as 4 storey walkup's – in strategically located areas which have good access to transport or are close to employment opportunities.
- *Public space management* - public space within the municipality must be better managed. This includes aspects such as uncontrolled street vending, management of parks and other public space etc.
- *Improving access to social facilities*, such as safety, health, etc., must become a key focus for improvement.

7. Conclusion

The City Development Strategy has provided a strategic direction towards achieving Msunduzi Municipality's Vision 2040. This strategy should be considered when developing and reviewing the IDP, sector plans, policies, processes and systems.

CITY OF CHOICE



PIETERMARITZBURG
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