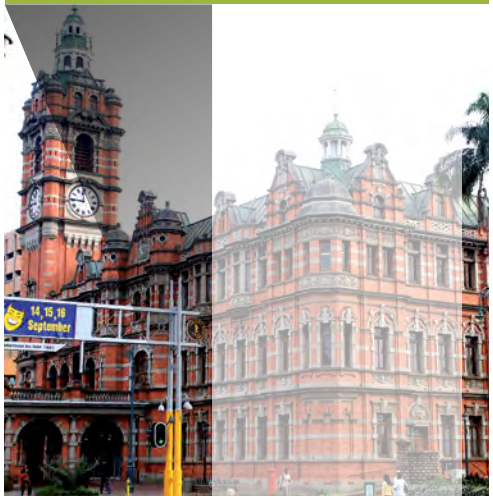
CITY OF CHOICE

PIETERMARITZBURG
MSUNDUZI

DRAFT INTEGRATED DEVELOPMENT PLAN FOR THE 2016/17 TO 2020/21 FINANCIAL YEARS

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MAYOR
CLLR CHRIS NDLELA

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR CHRIS NDLELA

The 2015/16 Integrated Development Plan (IDP) review was the last review of the third generation IDP. For the past three financial years the Msunduzi IDP has been ranked amongst the best in the province of KwaZulu-Natal. This illustrates the hard work that is put in by both the officials and the councilors. The year 2014/15 also saw the Municipality receiving a clean audit from the Auditor General for its financial and performance information. The 2016/17 to 2020/21 IDP marks the start of the fourth Generation IDP. This IDP is underpinned by the pillars agreed to nationally and provincially in respect of the following:

- Basic service delivery
- Local Economic Development
- Municipal transformation and institutional development
- Good governance
- Financial viability and management
- Cross cutting interventions

The City Development Strategy was developed during the 2014/15 financial year. It guides the strategies, programmes and projects that are found in the fourth generation IDP. The City Development Strategy identifies eight city wide key areas which are as follows;

1. Building a capable and developmental Municipality
2. Back to basics: cleaning, repairing, enforcing and responding
3. Improved infrastructure efficiency- Planning, budgeting, spending, implementing, maintaining
4. Financial sustainability
5. Growing the regional economy
6. Serving as a provincial capital
7. Creating a learning city and city of learning
8. Spatial effectiveness & justice increasing densities and improving mobility.

The Municipality is already doing a lot with regards to achieving some of these strategies. This is attested by the clean audit received for the 2014/15 financial year. During the 2015/16 financial year, the Municipality conducted IDP Mayoral Izimbizo during the month of December 2015. At this platform, the Municipality presented progress with regards to various municipal projects and also presented future projects to be implemented. The community also came out in their numbers to show support and also voice their concerns where they felt there was room for improvement. Community-need surveys were also conducted at these izimbizo. The results of these surveys play a critical role when reviewing the IDP and considering the allocation of funds over the Medium Term Revenue and Expenditure Framework (MTREF).

The Municipality continues to strengthen its management and governance structures in order to ensure a satisfied and dedicated staff. Municipal Performance Awards were held during the month of December 2015 where all staff were present and the high performers were rewarded in order to instill a culture of high performance. The Municipality remains committed to aligning its plans to those of national and provincial government, and the recently approved policy of Back to Basics has been incorporated in this 2016-2021 IDP. The Municipality has completed a number of key documents which will inform future development within the city. The Spatial Development Framework, Housing Sector Plan, Local Economic Development Strategy and the City Development Strategy were all reviewed during the 2014/15 financial year.

I take keen interest on matters raised by the Honorable MEC for COGTA in respect of the previously submitted IDP. The Municipality has finalized and incorporated most of the issues raised. I will also ensure that the Municipality improves on all the matters raised by the Auditor General. In closing the leadership of the municipality has been able to improve the functioning of the municipality moving it from a state of being under administration to receiving a clean audit for the first time ever. The Municipality will also solidify its stance of directing government programmes and projects in alignment with Municipal plans and living up to the status of being the capital city of the province.



MUNICIPAL MANAGER
MR MXOLISI NKOSI

FOREWORD BY THE MUNICIPAL MANAGER: 2016/17 TO 2020/21 DRAFT IDP

Being the fourth generation Integrated Development Plan (IDP), the Municipality has laid a solid foundation with the 2014/15 clean audit and credible 2015/16 IDP review. This indicates the strides that have been made by Council's leadership and administration in terms of building a capable and capacitated Municipality. One can safely say that the right systems and procedures are in place to enable the Municipality to achieve its 2030 vision and also implement its City Development Strategy (CDS), which guides the IDP. The integral link between the CDS and the IDP will be ensuring that the long term plans that are contained in the CDS are translated into the 2016/17 to 2020/21 IDP.

The 2016/2021 IDP is a culmination of the activities as contained in the IDP/ Budget Process Plan that was approved by the Council in August 2015. These activities include, amongst others, public participation in the planning process of the Municipality. The public participation process, as mandated by Chapter 4 of the Municipal Systems Act, is an integral part of the IDP review. In this regard, IDP/ Budget izimbizo were held in the five (5) Area Based Management areas of the Municipality, namely the Vulindlela, Edendale, Imbali, Central and Northern areas. As part of this process, community-need surveys were conducted in all these areas. In addition, as part of the stakeholder participation process, stakeholder engagement sessions were held with targeted groups such as businesses, NGOs, CBOs, traditional leadership, ward committee members and government departments. The 2016/2021 IDP has therefore been produced taking into account all input that has been received as a result of the public participation process.

As explained by the Mayor, the City Development Strategy was developed during the 2014/15 financial year; which guides the strategies, programmes and projects that are found in the fourth generation 2016-2021 DP. The City Development Strategy identifies eight (8) city wide key areas which are as follows;

1. Building a capable and developmental Municipality
2. Back to basic: cleaning, repairing, enforcing and responding
3. Improved Infrastructure Efficiency- planning, budgeting, spending, implementing, maintaining
4. Financial Sustainability
5. Growing the regional economy
6. Serving as a provincial capital
7. Creating a learning city and city of learning
8. Spatial effectiveness & justice increasing densities and improving mobility.

With the above in mind, the Municipality aligns to national and provincial policies. Chapter 2 of this document demonstrates how the Municipality aligns to the various policy initiatives. The IDP follows very closely the prescribed COGTA template and the chapters are set as required by the COGTA IDP guidelines. The Municipality has also ensured that the Back to Basics policy is incorporated into the IDP and also, forms a part of the monthly report by the relevant managers and the leadership.

Having followed a very rigorous programme of consultation, both internally and externally, the 2016/2021 IDP is one which the community, politicians and staff of the Municipality can take ownership of and work together in ensuring that the vision, objectives, strategies and plans are implemented to the best of our ability as we move forward to ensure that indeed the Msunduzi Municipality is the City of Choice – Second to None!

It goes without saying that Management and the Political Leadership must continue to:

a) Brief the stakeholders on the Strategic Planning process;
b) Take ownership of the process and sell the vision;
c) Preach on the municipal priorities and 6 outcomes
e) Provide collective leadership;
f) Lead from the front and lead by example

Having followed a very rigorous programme of consultation, both internally and externally, this reviewed IDP is one which the community, politicians and staff of the municipality can take ownership of and work together in ensuring that the vision, objectives, strategies and plans are implemented to the best of our ability as we move forward to ensure that indeed the Msunduzi Municipality is the City of Choice – Second to None*!*

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List of Abbreviations:

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

SECTION A-CHAPTER 1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Msunduzi Municipality is the second largest in KwaZulu/Natal, and is proudly the Capital of the Province. The confirmation of the capital status of Msunduzi has entrenched its role and position as the administrative and political hub of KwaZulu/Natal. The Municipality is moving in the direction of achieving Metropolitan status, and, as such, new and more strategic approaches to reviewing the Integrated Development Plan (IDP) have been adopted.

The Municipality is located along the N3 corridor which links Durban to Gauteng. The Municipality covers an area of approximately 590,6 km2 and consists of 37 wards. It is predominantly urban to peri-urban in nature, with areas of rural residential.

This IDP marks the fourth generation IDP which covers the period 2016/2017 to 2020/2021, it incorporates key amendments including the review of the Municipal Vision, Strategic Priority Areas, Goals, Value Statements, and includes longer-term targets for 2030. The reviewed IDP also includes the revised organogram, which is aligned to vision 2030.

1.2 THE MUNICIPALITY AT A GLANCE

The following table summarises key municipal statistics, and is explained briefly below:

Table 1: Municipal Summary of Key Statistics

TOTAL POPULATION	618 536
NUMBER OF HOUSEHOLDS	163 993
AVERAGE HOUSHOLD SIZE	3,6
POPULATION GROWTH RATE (2001 – 2011)	1,12% p.a
MALE: FEMALE	45.45 : 54.55
FEMALE HEADED HOUSEHOLDS	45.2%
UNEMPLOYMENT	33%
FLUSH TOILETS CONNECTED TO SEWERAGE	51.6%
WEEKLY REFUSE REMOVAL	53.2%
PIPED WATER INSIDE DWELLING	47.9%
ELECTRICITY FOR LIGHTING	91.9%

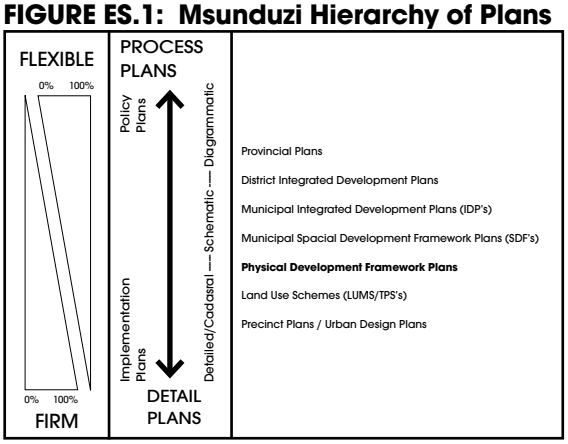
1.2.1 SPATIAL PLANNING

The Msunduzi Municipality has embraced the concept of a Hierarchy of Plans, which is illustrated below. A consolidated Spatial Development Framework (SDF) has been developed in 2015 and adopted by Council. A series of Area Based Management Plans (ABM) were adopted in 2010 for the following areas:

- Vulindlela;
- Greater Edendale and Imbali;
- The Northern Areas; and
- CBD, Ashburton, and the Eastern Areas.

Detailed planning has been undertaken around the CBD and Ashburton during 2014. This process is aimed at consolidating wall to wall schemes.

FIGURE ES.1: Msunduzi Hierarchy of Plans



As per the PDA, the Municipality has moved towards creating a wall-to-wall scheme by identifying four projects that have been initiated:

1. The extension of the PMB TPS to include the Greater Edendale area (as well as a revision of the Plessislaer TPS);
2. The extension of the PMB TPS to include the Sobantu area;
3. The drafting of a Local Area Plan for the South Eastern District (SED}; and
4. The drafting of a Local Area Plan for the Central Area and CBD Extension Node, including an Inner City Regeneration Strategy.

Spatial Structuring elements of the Municipality, as contained in the SDF, include:

- Nodes (Concentration of activity);
- Corridors (Main roads/Arterials);
- Settlement Patterns (Formal/Informal/Traditional);
- Restrictive Conditions (Environmental/Topographical/Geo-technical);
- Environment/Open Spaces (Active/Passive);
- Urban Edge; and
- Mixed-Use Developments Aesthetic Environment (Visual Form/Heritage Special Features)

Msunduzi Municipality embarked on upon a long- term Spatial Development Strategy, which will inform the refinement and review of the Integrated Development Plan and the Spatial Development Framework, thereby assisting the Municipality in achieving its Constitutional mandate and other legislative obligations. Key outcomes of the strategy include:

- A description of the desired 2030 outcomes in terms of vision, goals, and objectives;
- Agreement on the set of indicators that will be applied to measure the progress being made to achieve the desired outcomes;
- Agreement on the targets and the City growth path in respect of each of the indicators;
- Agreement on the strategic interventions required to achieve the set targets;
- A description of the catalytic projects in support of the interventions, where possible; and
- Agreement on the monitoring, evaluation, reporting, and review framework of the plan.

1.2.2 THE ENVIRONMENT

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

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

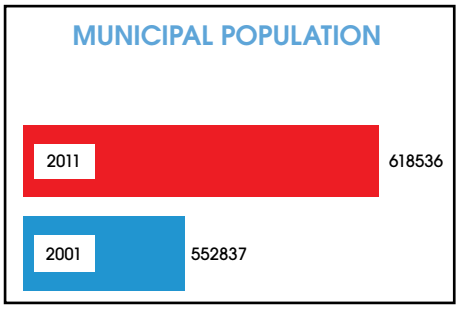
Maintaining a 'green' built environment is important for both the image of the city and the social and environmental health of residents. There is a need to focus on planting programmes in the CBD to replace storm-damaged and old/ dangerous trees with indigenous alternatives that are hardy and drought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

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

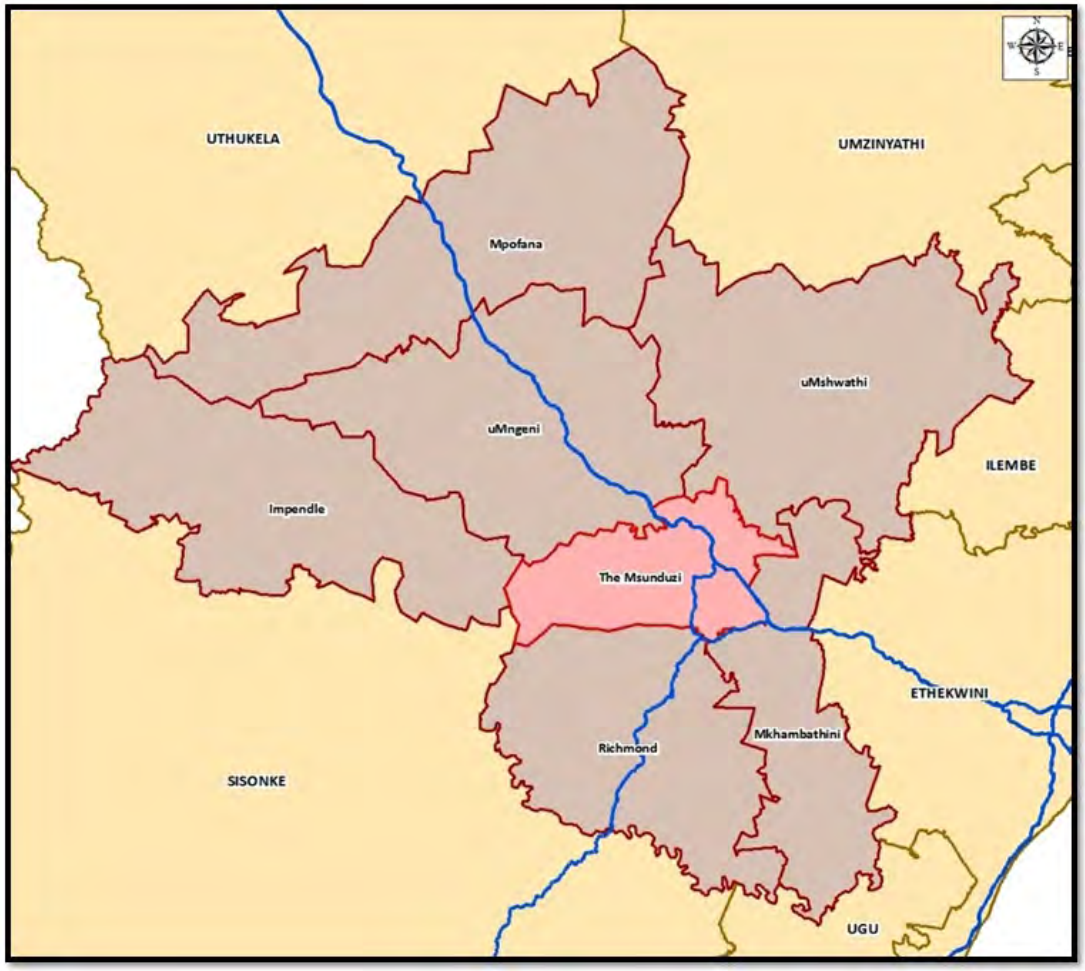
1.2.3 POPULATION

The recent Census (2011) indicates that the population for the uMsunduzi municipality has risen from a total of 552 837 people in 2001, to 618 536 people in 2011, which represents an average annual growth rate of 1.12% per annum. The Census also indicates that the number of households has risen from 130 292 in 2001, to 163 993 in 2011, although the average household size has decreased from 4.0 people per household in 2001 to 3.6 in 2011. Wards with the highest populations include wards 13, 16, 17, 18, 28, 30, and 34, each with more than 20,000 people per ward.

Figure ES2: Municipal Population



MAP E.S.1: Locality Map



The Census figures also indicate that there are more females (54.55%) than males (45.45%) in the Municipality, a trend that has strengthened since 2001. The number of women- headed households has also increased since 2001, from 44.5% to 45.2% of all households in 2011.

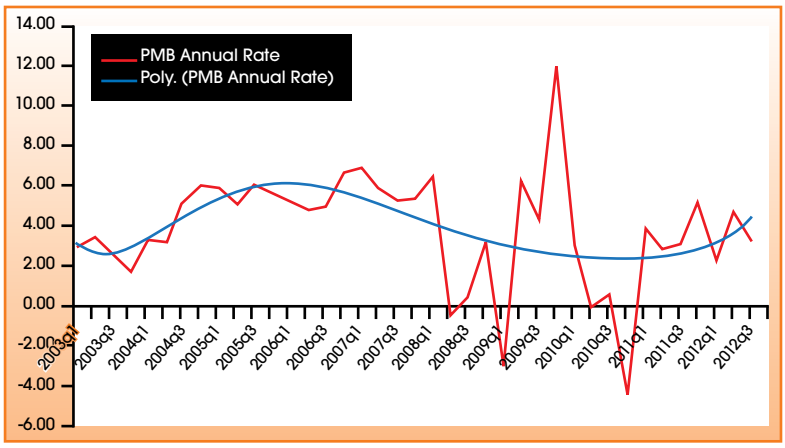
The Census (2011) also indicates that the majority (68.4%) of the population fall within the economically active age cohorts (15 to 64 years), with 26.6% being under 15 years of age, and 5% being 65 years and older. A further positive trend is that the dependency ratio of people within the 15 to 64 age cohort has decreased from 51.5% to 46.2%, although this figure still remains high.

In terms of education levels, Census (2011) indicates that the percentage of adults over 20 years with no schooling has decreased from 10.9% in 2001, to 5.5% in 2011. The percentage of adults with a matric qualification has also increased from 24.5% in 2001 to 33.7% in 2011. Residents with qualifications higher than a matric have also increased, from 9.2% in 2001 to 13.1% in 2011.

In 2010, the uMgungundlovu District Municipality had the highest prevalence of HIV/Aids in the province, as well as in the country, according to the annual Department of Health anti-natal survey undertaken at state hospitals. This is of concern, and strategies must be developed to address this.

1.2.4 THE ECONOMY

Figure ES3: GDP



As at 2014 The economy of the Msunduzi Municipality still experiences a period of positive growth after a period of negative growth in 2010. The recorded GDP growth rate for 2010 was 3.85%

Census (2011) indicates that levels of unemployment have declined from the high figure of 48.2% of the economically active population in 2001, to a figure of 33% in 2011. A further positive trend is the decline in the youth (15 – 34 years) unemployment rate, which stood at 58.2% in 2001 and declined to 43.1% in 2011.

The Municipality possesses a number of economic advantages, including:

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

1.2.5 INFRASTRUCTURE

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

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

Households with electricity for lighting have also increased from 85.8% in 2001 to 91.9% in 2011, which is well above the provincial average of 77.9% of households.

In terms of Census (2011) information, weekly refuse removal has declined from 59.5% in 2001 to 53.2% in 2011, but this could be associated with a growth in the number of households.

The estimated housing backlog for the Municipality, as estimated by the Department of Human Settlement in the Housing Plan, is 6 858 houses.

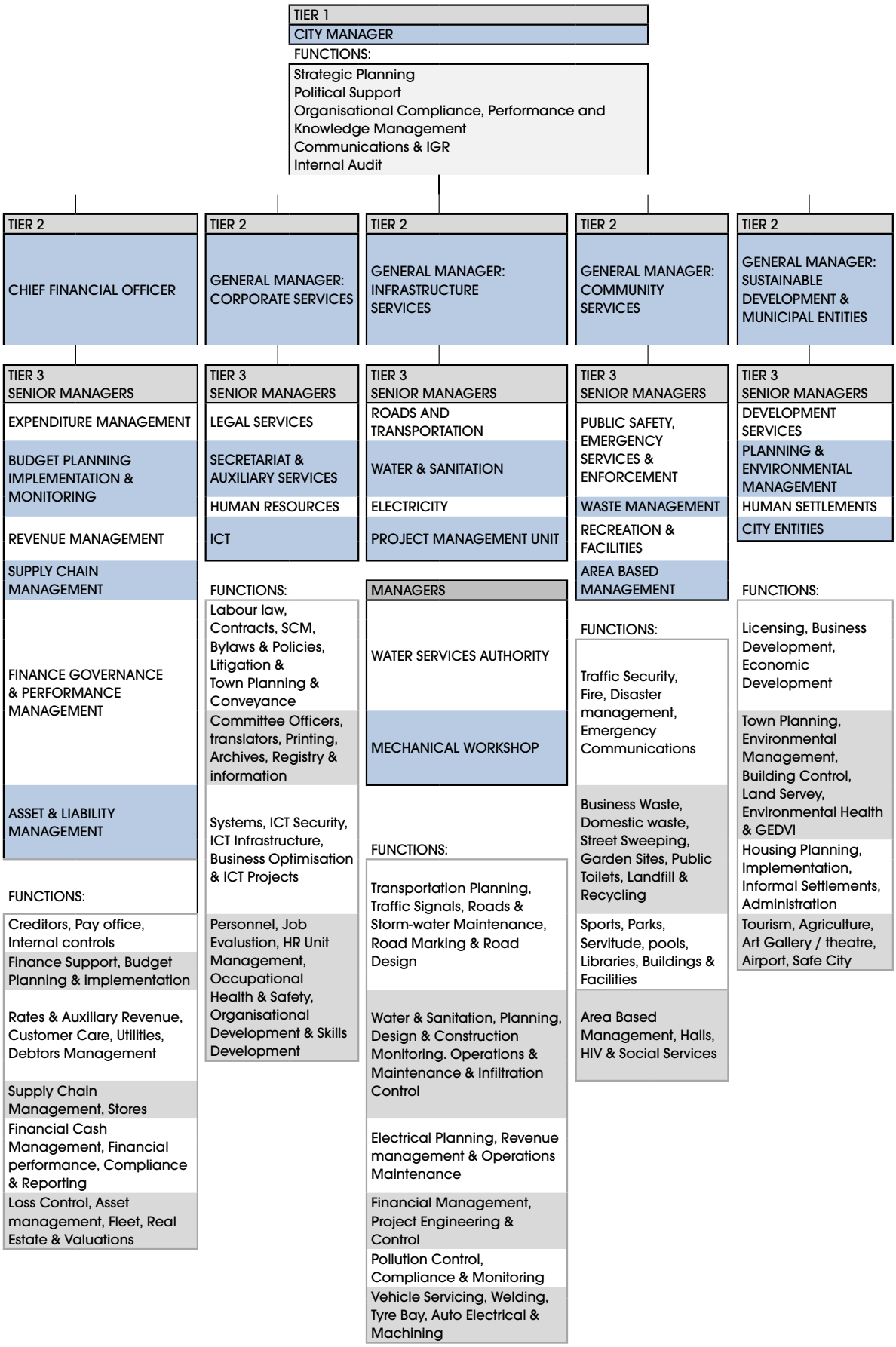
In terms of indigent support, the following table summarises support residents can qualify for:

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

1.3 THE NEW INSTITUTIONAL STRUCTURE

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

FIGURE ES.4: Organogram of Top Management



1.4 THE IDP REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2015/16 IDP

1.4.1 MEC ASSESSMENT OUTCOMES

The Msunduzi 2015/16 IDP was assessed by the MEC's panel in 2015. The results of such an assessment placed Umsunduzi Municipality amongst the 10 best performing municipalities in the province within the period of assessment.

CATEGORY	MEC COMMENTS	PROGRESS TO DATE
Good Governance & Public Participation	Combine SWOT for Good Governance & Public Participation	Combined SWOT for GG and PP
	Strategy to address food security	Municipality part of a work group to address food security
	Safety and security issues to take ownership and address	Safety forum established between municipality and Stakeholders
Basic Service Delivery & infrastructure investment	Review and develop WSDP Fill critical posts within the infrastructure unit	WSDP is under review to be completed in Dec 2015 Interview for the DMM Infrastructure held and post from this department were advertised during March 2015
Municipal Transformation & Institutional development	Finalize the HR Strategy	HR strategy finalised
	Filling of DM vacant post	Interviews held on the 18th of February 2015
	Finalize the ICT Governance Strategy	ICT governance Strategy finalised
Spatial development framework	IWMP implementation (Waste Management strategies)	IWMP review strategies to be implemented
	Environmental Package of Plans not aligned to SDF	Environmental Plan so be reviewed
	Clear guidelines to LUMS	LUMS Guidelines included in the SDF
	No capital investment framework aligned to SIP's	Capital investment frame included in the IDP.
	Agricultural sector plan aligned to Policies	Working session with agriculture set up and sector plans to be reviewed
	Integrated Bulk infrastructure Mapping in relation to Human Settlements	Infrastructure alignment working group set up. Infrastructure plans currently under review to include mapping .
Local economic development	Updated LED Strategy	LED strategy under review

1.4.2 THE PROCESS PLAN

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

1.4.3 PUBLIC PARTICIPATION

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

1.4.4 SERVICE PROVIDER CONSULTATION

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

1.5 THE IDP STRATEGIC APPROACH

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

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

(i) SUSTAINABLE DEVELOPMENT GOALS
(ii) NATIONAL DEVELOPMENT PLAN (VISION 2030)
(iii) GOVERNMENT OUTCOMES
(iv) NATIONAL PRIORITIES (STATE OF THE NATION ADDRESS 2016)
(v) BACK TO BASICS
(vi) PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS 2016)
(vii) PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
(viii) PROVINCIAL GROWTH AND DEVELOPMENT PLAN
(ix) DISTRICT GROWTH AND DEVELOPMENT PLAN

1.5.1 IDP KEY ISSUES

The following highlights the main KPAs:

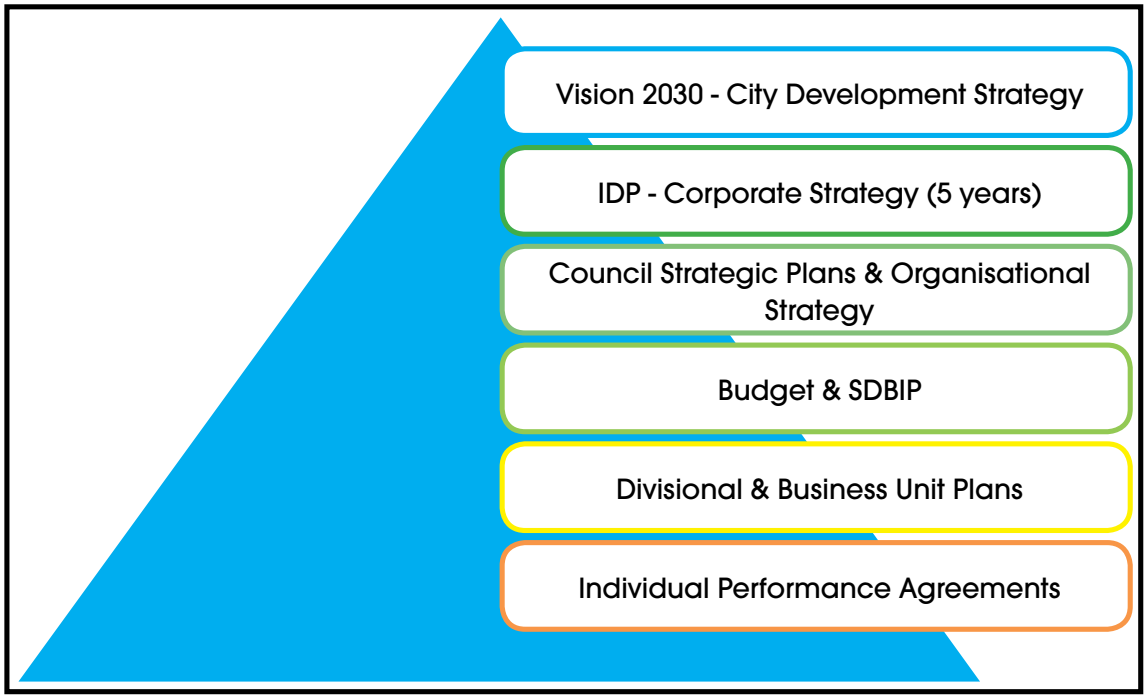
- Basic Service Delivery
- Local Economic Development (Social Development Are To Be Included Here As A Sub-Heading As Per Cogta Guidelines)
- Municipal Transformation And Institutional Development
- Good Governance
- Financial Viability And Management
- Cross Cutting Interventions (Including Spatial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

1.6 DEVELOPING A STRATEGY TOWARDS DEVELOPMENT

1.6.1 INTRODUCTION

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

FIGURE ES.5: Corporate Strategy for the Msunduzi Municipality



1.6.2 VISION 2030: CITY DEVELOPMENT STRATEGY

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

Well-run City — Own a financially viable and well governed city

Live — Live in peacefully

Move — Move about freely and in a cost-effective manner

Work — Work to earn a living, thereby reducing unemployment, poverty, and inequality

Play — Play to lead a healthy lifestyle, thus increasing life expectancy

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

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

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

Table 4: Summary of Strategic Priority Areas

STRATEGIC PRIORITY 1: WELL SERVICED CITY		
GOAL	**VALUE STATEMENT**	**TARGET**
By 2030, Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted, adequate energy supply, and regular waste removal - for ALL neighbourhoods, communities, and centres of business.	1.1 City-wide infrastructure and service delivery provides a reliable, high quality supply of water, sanitation, energy, and waste services - to all.	1.1.1 100% of all households have a municipal water connection to the yard level. 1.1.2 70% of all households have water-borne sanitation. 1.1.3 30% of all households have the basic minimum of Ventilated Improved Pit-latrines VIPs. 1.1.4 To Reduce Non-Revenue Water and Real Water Losses to 20% and 15% respectively. 1.1.5 To reduce the amount of water service interruptions from 1684 per annum (2011/2012) by 80% to 336 bursts per annum and respond to 100% of service interruptions within 8 hours. 1.1.6 To reduce sanitation service interruptions from 2499(2011-2012) per annum by 80% to 500 per annum and respond to 100% of sanitation blockages within 8 hours.
	1.2 City-wide energy infrastructure and service delivery provides a reliable, high quality supply of energy. Energy supply meets the anticipated increased demand for electricity specifically, including peak periods.	1.2. Disruption to energy supply is minimised to 6 hours in 100% of incidents. 1.2.2 Electricity supply keeps pace with expected growth of 4% per annum. 1.2.3 100% of households have basic electricity supply.
	1.3 Energy prices are affordable for residents.	1.3.1 100% of municipal households are fitted with solar water heating geysers.
	1.4 Use of renewable sources of energy is widespread.	1.4.1 100% of street lights and 100% of traffic signals in the CBD are powered by renewable energy.
	1.5 Energy production, capacity, storage, management, and distribution rapidly adapts to changing patterns of demand.	1.5.1 Demand management provides a 10% reduction in peak demand.
	1.6 City-wide infrastructure and service delivery provides reduced electricity losses.	1.6 Reduces electricity losses to below 5% of bulk supply purchases.
	1.7 Municipal-wide waste collection and disposal services to domestic households are available to all Msunduzi residents.	1.7.1 100% of households are rendered a waste collection and disposal service once a week.

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

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

STRATEGIC PRIORITY 3: A CLEAN, GREEN CITY		
GOAL	**VALUE STATEMENT**	**TARGET**
By 2030, Msunduzi is a city protecting our natural environment, our native plants and animal habitats, limiting pollution, greening the city, and using our natural resources, such as water, wisely. The clean, green city harnesses our renewable energy supply, public open space creation project, and urban renewal and greening programme to these ends. Msunduzi conserves its natural assets while still meeting the demand for more housing, more roads and more services to accommodate our increasing population.	3.1 Msunduzi has widespread use for renewable energy supplies, including but not limited to: solar, wind, and hydro power. The city continually increases investment in delivering more sustainable energy technologies. Businesses use energy efficiently prioritising low carbon emission sources. Alternative energy sources are mainstreamed in new human settlement development for all communities and energy efficiency required in building plans.	3.1.1 30% of Msunduzi's electricity demand is met by renewable sources. 3.1.2 20% of liquid energy is derived from bio-fuel. 3.1.3 50% of new commercial or industrial development incorporates some form of renewable energy technology usage in its design and construction. 3.1.4 80% of new human settlement development incorporates some form of renewable energy technology usage in its design and construction. 3.1.5 100% of building plans approved have due consideration for energy efficiency.
	3.2 Communities benefit from a linked public open space network, providing for a range of sporting, cultural, and recreational uses.	3.2.1 100% of residents are within a 15 minute walking distance to facilities within the city's public, open, and green space network.
	3.3 Urban renewal and greening is recognised by communities and the business fraternity as contributing to environmental and ecological sustainability, as well as supporting future residential, commercial, and industrial development.	3.3.1 100% residential, commercial, and industrial precincts incorporate green spaces. 3.3.2 100% of roads in former black townships and major arterial roads in rural areas are tarred. 3.3.3 100% compliance with trading bylaws within the CBD. 3.3.4 100% compliance with environmental bylaws within the city environs.

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

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

Table 5: IDP Key challenges and Corresponding Strategic Proirities

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

1.6.3 SPATIAL AND GEOGRAPHIC CONSIDERATIONS

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

1.6.4 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

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

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

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

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

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

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

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

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

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

1.7 IMPLEMENTATION OF THE IDP

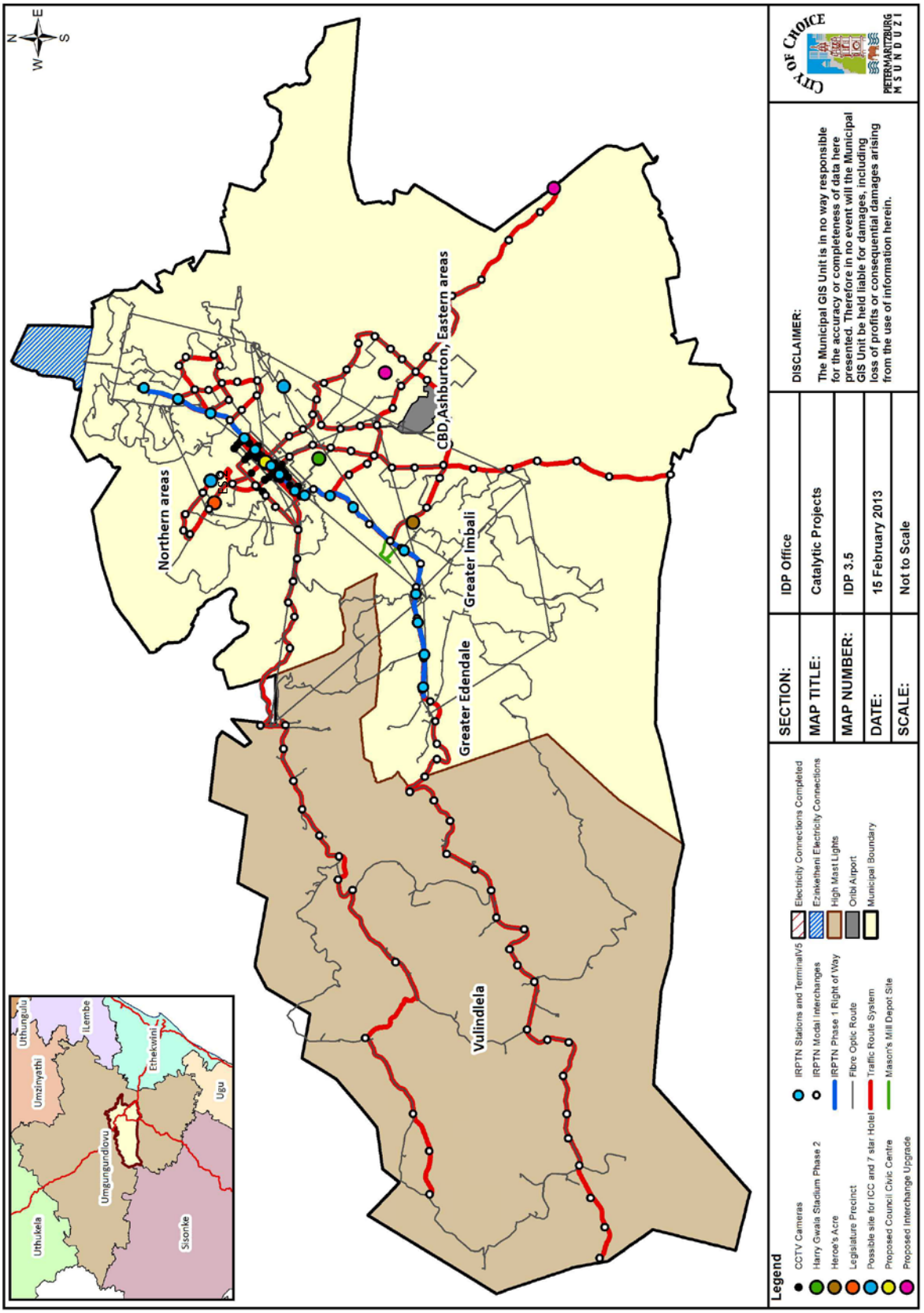
1.7.1 CATALYTIC PROJECTS

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

Table 6: Msunduzi Catalytic Projects

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

MAP **ES.2**


Northern areas
CBD,Ashburton, Eastern areas
Greater Imbali
Greater Edendale
Vulindlela
Uthungulu
Umzinyathi
iLembe
Ethekwini
Ugu
Umgungundlovu
Uthukela
Sisonke
Legend
CCTV Cameras
Harry Gwala Stadium Phase 2
Heroe's Acre
Legislature Precinct
Possible site for ICC and 7 star Hotel
Proposed Council Civic Centre
Proposed Interchange Upgrade
IRPTN Stations and TerminalV5
IRPTN Modal Interchanges
IRPTN Phase 1 Right of Way
Fibre Optic Route
Traffic Route System
Mason's Mill Depot Site
Electricity Connections Completed
Ezinketheni Electricity Connections
High Mast Lights
Oribi Airport
Municipal Boundary
SECTION: IDP Office
MAP TITLE: Catalytic Projects
MAP NUMBER: IDP 3.5
DATE: 15 February 2013
SCALE: Not to Scale
DISCLAIMER:
The Municipal GIS Unit is in no way responsible for the accuracy or completeness of data here presented. Therefore in no event will the Municipal GIS Unit be held liable for damages, including loss of profits or consequential damages arising from the use of information herein.
CITY OF CHOICE
PIETERMARITZBURG
MSUNDUZI

1.7.2 MUNICIPAL INFRASTRUCTURE INVESTMENT FRAMEWORK (MIF)

The following table summarises the municipal capital expenditure.

Table 7: Capital Projects for 2015/16

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	ALL	CNL - VEHICLES & PLANT	CNL	A3				
	ALL	CNL - VEHICLES	CNL	A3		32,000,000	33,000,000	
	ALL	CNL - VEHICLES & PLANT	CNL	A3		0	0	
	ALL	CNL - LV PROTECTION RETROFIT	CNL			0	0	
	ALL	CNL - SUBSTATION BATTERY CHARGERS	CNL			0	0	
	ALL	DBSA - UPGRADE OF TRANSFORMERS / CAPITAL EQUIPMENT	DBSA			0	0	
	ALL	CNL - VEHICLES AND PLANT	CNL	A3				
	ALL	MIG - MASTER PLANNING SANITATION	MIC	B1				
	ALL	CNL - FURNITURE AND EQUIPMENT	CNL					
	ALL	CNL - COMPUTERS	CNL		50,000	60,000		
	ALL	CNL - FURNITURE	CNL		150,000	120,000		
	ALL	CNL - PLANT AND VEHICLES	CNL					
	ALL	CNL - Partitioning of Offices Revenue section	CNL		80,000	45,000		
	ALL	CNL - Adding Machines/Calculators -Rates	CNL		2,500	2,500	2,500	
	ALL	CNL - NEW FILING SYSTEM RATES	CNL		80,000	0	0	
	ALL	CNL - Printer RATES clearence	CNL		20,000			
	ALL	CNL - Installation of Window -Office Partition	CNL		15,000			
	ALL	CNL - Fodged Note Detector –Cashiers	CNL					
	ALL	CNL -Note Counting Machines –Cashiers	CNL					
	ALL	CNL - Financial Management System -SAP	CNL		24,467,500	15,000,000	11,000,000	
	ALL	CNL - COMPUTERS -DuziSAP	CNL		250,000			
	ALL	CNL - FURNITURE AND EQUIPMENT -DuziSAP	CNL		130,000			
	ALL	CNL - Renovations to DuziSAP Offices and Training Centre	CNL		250,000			
	ALL	CNL - install more camera systems	CNL		30,000	50,000	50,000	
	ALL	CNL - Furniture	CNL		80,000	30,000	40,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	ALL	CNL - Stores Roof	CNL					
	ALL	CNL - Stores forklift	CNL					
	ALL	CNL - Computers	CNL		20,000	35,000	40,000	
	ALL	CNL - FURNITURE	CNL		25,000	30,000	35,000	
	ALL	CNL - Filing Cabinets	CNL		10,000	12,000	15,000	
	ALL	CNL - FURNITURE	CNL		10,000	10,000	10,000	
	ALL	CNL - SHREDDER CFO	CNL		30,000			
	VAR	CNL - GENERATORS FOR COUNCIL BUILDINGS	CNL	B2		0	0	
	VAR	CNL - TRAFFIC CALMING MEASURES	CNL	B2	250,000	2,000,000	2,000,000	
	VAR	CNL - PURCHASING OF NEW TRAFFIC SIGNAL CONTROLLERS	CNL	B2	150,000	150,000	150,000	
	VAR	CNL - PLANT AND EQUIPMENT - (Traffic Lights spares, equip etc)	CNL	B2	80,000	100,000	100,000	
	VAR	CNL - INSTALLATION OF NEW GUARD RAILS	CNL		400,000	1,200,000	1,200,000	
	VAR	MIG - BASIC SANITATION VIP TOILETS	MIG	B1	5,000,000	9,000,000	10,000,000	
	VAR	CNL - PLANT AND EQUIPMENT	CNL	B2		1,000,000	1,500,000	
		CNL - PURP	CNL		9,000,000	6,000,000	5,000,000	
		CNL-PLANT & EQUIPMENT	CNL					
		CNL - FURNITURE	CNL		500,000		0	
		MSIG - AIRCONDITIONERS WARD COMMITTEE	MSIG					
		COGTA - ROAD CONSTRUCTION PURP	COGTA					
		CNL - CBU FURNITURE	CNL					
		MIG - KWAQANDA COMMUNITY HALL	MIG	B3	4,500,000			
		MIG - SWEETWATERS COMMUNITY HALL	MIG		10,200,000			
		MIG - SWEETWATERS DUAL PURPOSE SPORT CENTRE	MIG	B3	3,000,000	1,000,000	1,000,000	
		MIG - UNIT BB COMMUNITY HALL	MIG	B3	4,500,000			
		NDPG - THWALA RD PUBLIC REALM-NDPG	NDPG		2,902,905			
		NDPG - THWALA RD UPGRADE	NDPG		9,304,996			
		TECHNOLOGY HUB INFRASTRUCTURE			15,000,000			
		CNL - LAN/WAN	CNL	C1	2,000,000	1,500,000	2,000,000	
		CNL - FIBRE REPLACEMENT	CNL	C1	2,985,000	3,000,000	4,000,000	
		CNL - SERVICES AND COMPUTERS	CNL		1,000,000	3,000,000	3,500,000	



VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
		CNL - BUILDINGS	CNL		120,000			
		CNL - PRINTING EQUIPMENT	CNL		85,000			
		TRANSLATION SOFTWARE			70,000.00			
		AUDIO VISUAL EQUIPMENT		C3	55,000.00			
		BUILDINGS		C2	85,000.00			
		PLANNING LABORATORY	CNL		6,000,000	2,000,000	2,000,000	
		TOURISM INFORMATION SIGNAGE FOR CITY	CNL		2,000,000	1,000,000	1,000,000	
		HIGH PRECISION GPS EQUIPMENT-LAND SURVEY	CNL		450,000	250,000	250,000	
		OFFICE RENOVATIONS & PARTITIONING-PLANNING	CNL		500,000	100,000	100,000	
		OFFICE REFURBISHMENT-ENVIRONMENT MGMT	CNL		50,000	50,000	50,000	
		OFFICE FURNITURE/PARTITIONING-LAND SURVEY	CNL		147,500	100,000	100,000	
		OFFICE FURNITURE-BUILDING CONTROL	CNL		80,000	80,000	80,000	
		OFFICE SECURITY UPGRADES-SIGNAGE	CNL		60,000	50,000	50,000	
		OFFICE FURNITURE-LICENCING	CNL		20,000	20,000	20,000	
		2X I P TOUCHPHONE-PLANNING/LAND MGMT OFFICE	CNL		20,000	0	0	
		COMPUTERS-PLANNING	CNL		100,000	60,000	60,000	
		COMPUTERS-LAND MGMT OFFICE	CNL		100,000	50,000	50,000	
		COMPUTERS/HARDWARE-ENVIRONMENT MGMT	CNL		80,000	50,000	50,000	
		7X COMPUTERS	CNL		110,000	50,000	50,000	
		5X COMPUTERS-SIGNAGE	CNL		80,000	50,000	50,000	
		MIG - WARD 15 COMMUNITY HALL	MIG		4,500,000			
		MIG - KWAQANDA COMMUNITY HALL	MIG		4,500,000			
		MIG - UNIT BB COMMUNITY HALL	MIG		4,500,000			
		MIG - WARD 18-Community Hall	MIG		4,500,000			
		MIG - REGIONAL ATHLETIC TRACK SPORT COMPLEX	MIG		8,000,000			
		MIG - SWEETWATERS DUAL PURPOSE SPORT CENTRE	MIG		3,000,000			
	1	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 1 ROADS	MIG	B2	2,000,000	7,000,000	7,000,000	
	1 - 11	MWIG - BASIC WATER SUPPLY	MWIG	B1	10,721,000	12,191,000	16,000,000	
	1 - 11	MWIG - REDUCTION OF NON REVENUE WATER	MWIG	B2	16,000,000	16,000,000	20,000,000	
	1-37	MIG - HIGH MAST LIGHTS IN VULINDLELA & GREATER EDENDALE	MIG	B1	10,000,000	9,000,000	10,000,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	1 - 9/11/14	MIG - BASIC WATER SUPPLY	MIG	B1	5,043,376	-	-	
	1-37	CNL - ROAD REHABILITATION - PMS	CNL	B2	7,000,000	20,000,000	25,000,000	Rehabilitation
	1 - 32	CNL - TELEMETRY / INSTRUMENTATION EQUIPMENT	CNL	B1		600,000	600,000	
	1 - 32	CNL - LEAK DETECTION EQUIPMENT	CNL	B1	500,000	600,000	800,000	
	1 - 32	CNL - COMPUTERS	CNL	B1	500,000	0	0	
	1 - 32	CNL - FURNITURE AND FITTINGS	CNL	B1				
	1-37	CNL - INSTALLATION OF NEW TRAFFIC SIGNALS	CNL	B2	450,000	1 040,000	1 040,000	
	1,2,18 -37	CNL - NETWORK 132kV REHABILITATION PLAN	CNL					
	1,2,18 -37	DBSA - NETWORK 132kV REHABILITATION PLAN	CNL	B2		100,000,000	100,000,000	
	1,2,18-37	CNL - NETWORK REFURBISHMENT	CNL	B2	5,020,000	12,000,000	14,000,000	
	1,2,18-37	CNL - SYSTEM REINFORCEMENT	CNL	B2		10,000,000	12,000,000	
	1,2,18-37	CNL - RELOCATION OF JOINT SERVICES CONNECTIONS	CNL	B2				
	1,2,18-37	CNL - STREETLIGHTING	CNL	B2		10,000,000	10,000,000	
	1,2,18-37	CNL EQUIPMENT PURCHASES	CNL	B2	10,000,000	40,000,000	40,000,000	
	1,2,18-37	CNL - UPGRADE OF DRAWING OFFICE	CNL	B2		5,200,000	6,000,000	
	1,2,18-37	CNL - UPGRADE OF ELECTRICITY CONTROL CENTRE	CNL	B2		7,100,000	10,000,000	
	1,2,18-37	CNL - REPLACEMENT OF PREPAYMENT METERS	CNL	B2				
	1,2,18-37	CNL - FURNITURE AND FITTINGS	CNL	B2		3,000,000	0	
	1,2,18-37 1	CNL - METERING	CNL	B2				
	1,2,18-37	CNL - UPGRADING OF AGEING INFRASTRUCTURE	CNL	B2				
	1,2,18-37	CNL - RETROFIT	CNL	B2				
	1,2,18-37	CNL - METERING	CNL	B2	100,000,000	120,000,000		
	1,2,18-37	INEP - ELECTRIFICATION	INEP	B1	10,500,000	15,000,000	10,000,000	
	2	MIG - MABANE BRIDGE PROJECT	MIG	B2	1,500,000			
	2	MIG - UPGRADE DESIGN OF GRAVEL ROADS - VULINDLELA	MIG	B2	368,938	2,500,000	2,500,000	
	2	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - D2069 (MTHALANE RD) -Phase2	MIG	B2	3,000,000	12,700,000		
	3	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 3 ROADS	MIG	B2	2,000,000	7,000,000		
	4	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 4 ROADS	MIG	B2	2,000,000	6,500,000	6,500,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	6	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 6 ROADS	MIG	B2	2,000,000	7,000,000	7,000,000	
	7	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 7 ROADS	MIG	B2	2,000,000	7,000,000	7,000,000	
	8	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 8 ROADS - Masoyi Rd, etc	MIG	B2	2,000,000	7,000,000	7,000,000	
	9	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 9 ROADS	MIG	B2	2,000,000	5,000,000	5,000,000	
	10	MIG - WARD 10 ROADS - REHABILITATION OF ROADS & STORMWATER UPGRADE	MIG	B2	2,500,000	3,500,000	3,500,000	
	10	MIG - HOUSING UNIT S	MIG		18,968,669			
	10	MIG - SEWER PIPES AZALEA - PHASE 2	MIG	B1	7,315,043	7,000,000	7,000,000	
	10	MIG - UNIT S ROADS	MIG	B2				
	10	MIG - UNIT S SANITATION	MIG	B1				
	10 12 13, 15, 16, 17, 19, & 21 TO 37	MIG - SANITATION INFRASTRUCTURE FEASIBILITY STUDY	MIG	B2	3,018,646	7,000,000	8,000,000	
	11	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - STATION RD	MIG	B2	3,500,000	2,000,000	2,000,000	
	11	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Snathing Rds	MIG	B2	1,500,000	1,500,000	1,500,000	
	12	MIG - UPGRADE GRAVEL ROADS IN EDENDALE IN ESIGODINI	MIG	B2	373,021			
	12	MIG - UPGRADING OF GRAVEL RDS - EDN - WARD 12 - MOSCOW AREA RDS	MIG	B2	596,008	500,000	500,000	
	12	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - GEORGETOWN AND SURROUNDING AREA	MIG	B2	1,300,000	1,500,000	1,500,000	
	12 - 37	MIG -REDUCTION OF NON REVENUE WATER	MIG	B2	11,132,773	12,398,510	19,000,000	
	13	MIG - UPGRADING OF ROADS IN EDENDALE - KWANYAMAZANE ROADS	MIG	B2	1,598,809	2,500,000	3,000,000	
	14	MIG - UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN ROADS	MIG	B2	2,157,981	3,500,000	3,500,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	14, 15, 17, 18, 19, 23, 35	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (SEWER)	MIG	B1	6,024,160	7,000,000	10,000,000	
	14, 15, 17, 18, 19, 23, 35	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (WATER)	MIG	B1	500,000	600,000	1,000,000	
	15	MIG - REHABILITATION OF ROADS IN IMBALI UNIT 18	MIG	B2	300,000	2,000,000	2,000,000	
	15	MIG - WARD 15 COMMUNITY HALL	MIG	B3	4,500,000			
	16	CNL - BUS TAXI LAY-BYES	CNL	B2		2,000,000	2,000,000	
	16	MIG - SEWER PIPES UNIT H	MIG	B2	7,000,000	6,000,000	6,000,000	
	16	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - WARD 16	MIG	B2	1,500,000	2,500,000	3,000,000	
	17	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - WARD 17 Roads (Phase 3, Unit 13)	MIG	B2	1,500,000	2,500,000	3,000,000	
	18	MIG - SHENSTONE AMBLETON SANITATION SYSTEM	MIG	B1	1,000,000	3,000,000	8,000,000	
	18	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - Roads in Unit 14/Unit P - Design	MIG	B2	2,162,970	3,500,000	3,500,000	
	18	MIG - WARD 18-Community Hall	MIG	B3	4,500,000			
	19	CNL - Upgrade SWD system in the Imbali Roads - Lower Sinkwazi Rd flooding, etc	CNL	B2	1,220,000	7,500,000	10,000,000	
	13-19, 22	MIG - BUS STOP SHELTERS	MIG	B2	1,525,490	1,500,000	1,500,000	
	13, 14, 15, 19, 24	CNL - NON-MOTORISED TRANSPORT INFRASTRUCTURE	CNL	B2		6,000,000	6,000,000	
	15 / 19	MIG - HORSE SHOE ACCESS RD AND PASSAGES IN IMBALI STAGE 1 & 2	MIG	B2	1,500,000	2,500,000	3,000,000	
	20	MIG - EDENDALE PROPER NEW MAINS & RETICULATION	MIG	B1	2,000,000	2,200,000	4,000,000	
	20	MIG - UPGRADE OF BRIDGES - Pedestrian Bridge Over River - Smero/Esigodini	MIG	B2	100,000	1,100,000		
	20	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - CALUZA ROADS	MIG	B2	1,300,000	1,500,000	1,500,000	
	20	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - HAREWOOD AREA	MIG	B2	100,000	5,000,000	7,500,000	
	20	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Smero roads & SW	MIG	B2	2,000,000	4,500,000	5,000,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	20 / 21	MIG - ELIMINATION OF CONSERVANCY TANKS - (SEWER)	MIG	B1	-	-	-	
	20 / 21	MIG - ELIMINATION OF CONSERVANCY TANKS - (WATER)	MIG	B1	400,000	600,000	800,000	
	21	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - DAMBUZA MAIN ROAD Major SWD Upgrade	MIG	B2	2,000,000			
	21	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - MACHIBISA / DAMBUZA RDS	MIG	B2	1,572,798	2,500,000	3,000,000	
	22	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - WARD 22 - 8,4km roads - Storm-water drainage provision	MIG	B2	1,000,000	1,500,000	2,000,000	
	23	MIG - ASHDOWN BANK PROTECTION AGAINST COLLAPSING OF ADJACENT HOUSES - P15	MIG	B2	1,000,000			
	23	MIG - REHABILITATION OF ROADS IN ASHDOWN	MIG	B2	2,117,000	3,000,000	3,000,000	
	23 / 26	MIG - UPGRADING OF ROADS IN PEACE VALLEY - (Plan & Design in 2014/15) - 10km	MIG	B2				
	25, 30, 31, 33, 35	MIG - REHABILITATION OF SANITATION INFRASTRUCTURE	MIG	B1	7,476,350	7,000,000	7,000,000	
	25 / 32	CNL - CONNOR - OTTO'S BLUFF ROADS - LINK	CNL	B2	100,000	11,300,000	10,000,000	
	25 / 32	CNL - EASTERN RING ROAD - DETAIL DESIGN AND CONSTRUCTION	CNL	B2	2,000,000	4,000,000	0	
	25 / 32	CNL - MAYORS WALK ROAD WIDENING	CNL	B2	2,000,000	12,000,000	0	
	27	CNL - AIRCONDITIONING UPGRADE - BASEMENT, LOWER GROUND FLOORS - AS CHETTY BUILDING	CNL	B2	300,000	0	0	
	27	CNL - LIGHTING & MAIN DISTRIBUTION BOARD & CEILING UPGRADE (A.S. Chetty Bldg)	CNL	B2	950,000	950,000	500,000	
	27	CNL - UPGRADE TO 2nd & 5th FLOOR FOYERS - (A.S. Chetty Bldg)	CNL	B2	250,000	0	0	
	27	CNL- CIVIL DESIGNER SOFTWARE IMPLEMENTATION AND TRAINING AND MAINTENANCE UPGRADES	CNL	A3	0	150,000	150,000	
	27	CNL- FURNITURE	CNL	A3	80,000	50,000	30,000	
	27	CNL- COMPUTERS	CNL	A3	50,000	75,000	50,000	
	27	CNL - BURGER STREET EXTENSION	CNL	B2		25,000,000		
	27	CNL - PLANT AND EQUIPMENT	CNL	B2		350,000	400,000	
	27	CNL - DOULL RD - CANTEEN AND CHANGEROOMS & ABLUTIONS	CNL	B2		1,000,000	0	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017 / 2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	27	CNL - LIGHTING UPGRADE - PROF NYEMBEZI BLDG	CNL	B2	200,000	200,000	100,000	
	27	CNL - UPGRADES TO FOYERS - (Prof Nyembezi Bldg)	CNL	B2	250,000	500,000	0	
	27	CNL - REPLACEMENT OF AIRCON CONSOLE UNITS - PROFESSOR NYEMBEZI BLDG	CNL	B2		0	0	
	27	CNL- PLANT AND EQUIPMENT	CNL	B2		0	150,000	
	27	CNL - REFURBISHMENT - CITY HALL	CNL	B2		1,000,000	1,500,000	
	27	MIG - BERG ST POOL REFURBISHMENT	MIG	B3	68,242			
	27	MIG - COMPUTERS	MIG		12,000			
	27	MIG - FURNITURE AND FITTINGS	MIG		100,000			
	27	MIG - PLANT AND EQUIPMENT	MIG	B2	5,000			
	27	MIG - REGIONAL ATHLETIC TRACK SPORT COMPLEX	MIG	B3	9,841,378			
	27 / 33	CNL - UPGRADE SWD SYSTEM IN THE CBD ROADS - Chapel Street Floods etc	CNL	B2	1,000,000	0	0	
	27 / 32	CNL - REHABILITATION OF PUBLIC TRANSPORT FACILITIES (TAXI RANKS)	CNL	B2	300,000	1,000,000	1,000,000	
	29	CNL - REHABILITATION OF BHAMBATHA ROAD (NEW GREYTOWN ROAD) - PHASE 1	CNL	B2		0	0	
	29	MIG - COPESVILLE RESERVOIR	MIG	B1	1,500,000	12,700,000	6,000,000	
	29	MIG - UPGRADE OF INTERNAL ROADS - HANIVILLE	MIG	B2	2,000,000			
	31	CNL - BANGALORE ROAD - ROAD WIDENING	CNL	B2		0	0	
	31 / 33	CNL - CANNALIZATION OF STREAMS IN NORTHDALE (Revised design, EIA and Constr)	CNL	B2	1,000,000	11,000,000	0	
	32	CNL - BROOKSIDE TAXI HOLDINGS	CNL	B2		0	0	
	32	CNL - REHABILITATION OF PUBLIC ABLUTIONS	CNL	B2		500,000		
	33 / 35	MIG - LANDFILL UPGRADE	MIG		8,962,508	9,365,650	10,864,160	
	33 / 35	MIG - WOODHOUSE PEDESTRIAN BRIDGE	MIG	B2	2,000,000			
	35	CNL - GRIMTHORPE ROAD BRIDGE	CNL	B2	2,500,000	15,000,000	0	
	37	CNL - UPGRADING OF NEW ENGLAND ROAD	CNL	B2	400,000	150,000	10,000,000	

1.7.3 BUDGET ALLOCATIONS FOR THE 2013/14 FINANCIAL YEAR

The table below summarises the Msunduzi municipal budget.

Table 8: Msunduzi Budget

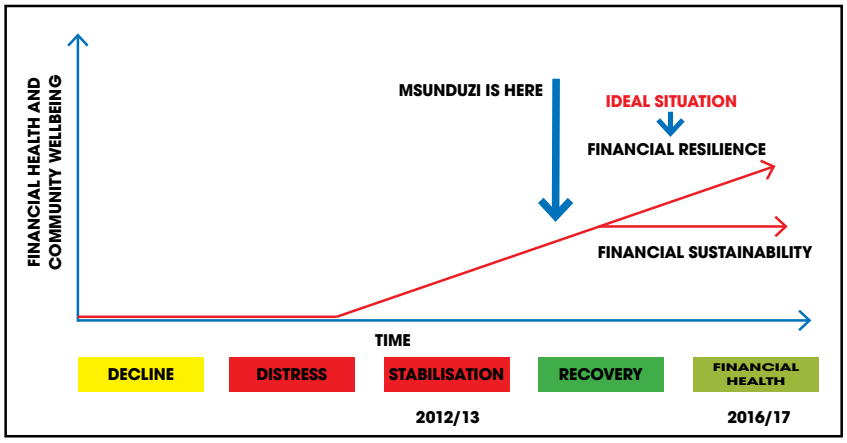
	2015/16 Medium Term Revenue & Expenditure Framework		
	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital Budget Summary By Funding Source			
Council Funding	120 000 000	120 000 000	120 000 000
Municipal Infrastructure Grant (MIG)	187 456 000	195 546 000	207 671 000
Public Transport and Systems	213 271 000	203 605 000	199 958 000
Neighbourhood Development Partnership	20 000 000	30 000 000	30 000 000
Intergrated National Electrification Porgramme	10 000 000	10 500 000	15 000 000
Municipal Water Infrastructure Grant	58 333 000	26 721 000	28 191 000
Borrowings	100 000 000	50 000 000	0
Total Capital Budget	**709 060 000**	**636 372 000**	**600 820 000**

1.8 KEY MUNICIPAL REPORTS

1.8.1 LONG-TERM FINANCIAL PLAN

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

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



1.8.2 ANNUAL REPORT

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

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

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

1.8.3 AUDITOR GENERAL'S REPORT

The Auditor-General performed an audit and issued a report on the following:

- fair presentation and absence of material misstatements in the financial statements (i.e. all transactions or event have been dealt with in accordance with accounting and financial reporting disciplines);
- reliable, usefulness and credible performance information for purposes of reporting on predetermined performance objectives; and • compliance with key legislation governing financial and performance matters

The Auditor-General has expressed an unqualified opinion on the Annual Financial Statement for year ending 30 June 2015 and Performance Information with no findings ("clean audit").

The previous audit opinion in 2013/14 financial year was an unqualified opinion and raised additional matters on:-

- material misstatements on non-current assets, current assets, liabilities and disclosure items identified by auditors which were subsequently corrected by the municipality;
- expenditure management in that reasonable steps were not taken to prevent unauthorized, irregular and fruitless and wasteful expenditure,as required by S62 of the MFMA;
- Procurement management in that sufficient appropriate evidence could not be obtained that goods and services of a transaction value of R200 000 were procured by means of inviting competitive bids, as required by the SMC Regulation 19(a); and
- Revenue management in that an effective system of internal control for debtors and service charges revenue, with respect to unread meters, was not in place, as required by S64(2)(f) of the MFMA..

The municipality worked tirelessly on the above matters which were the basis of the additional matters. Action plan that was prepared and monitored on monthly basis by the structures of Council to deal with the four additional matters paid the dividends. It must however, be mentioned that there are still weaknesses as highlighted in the management report issued by Auditor-General which are being worked on tirelessly in order to maintain an unqualified audit opinion with no findings ("clean audit").

GENERAL RESPONSE

The Auditor-General has drawn the attention of the reader to following emphasis of matters relating to the Material Losses and Impairment as disclosed on the Consolidated Annual Financial Statements:-

- Debtors impairment of R973,29 million;
- Material under-spending of R108,26 million; and
- Material water distribution losses of R117,86 million and Electricity distribution losses of R179,28 million.

Further strategies are being developed and implemented to deal with the matters raised above in order to improve the system of internal control. Management Action plan dealing with other important matters raised was developed and monitored on a monthly basis.

History of the Audit outcome

Financial Year	2011/12	2012/13	2013/14	2014/15
Outcome	Qualified	Unqualified	Unqualified	Clean Audit

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

2.1 INTRODUCTION

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

2.2 PLANNING AND DEVELOPMENT PRINCIPLES FOR THE MSUNDUZI IDP

The following principles underpin the Msunduzi IDP:

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

2.3 POLICY FRAMEWORK

2.3.1 THE MUNICIPAL SYSTEMS ACT (32 of 2000)

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

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

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

2.3.2 THE SUSTAINABLE DEVELOPMENT GOALS

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

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

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

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

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

2.3.3 THE NATIONAL DEVELOPMENT PLAN (VISION 2030)

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC), a structure that was appointed by President Jacob Zuma in May 2010. The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. In the NPC's Diagnostic Report (2011), the NPC identified 9 primary challenges facing the country (which are also prevalent in the Msunduzi Municipality), namely:

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

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

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

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

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



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

Table 9: National Development Plan Objectives and Actions with relevance to Msunduzi

OBJECTIVE	ACTIONS
Economy and Employment	• Reducing the costs of living for poor households and costs of doing business through micro economic reforms; • Develop proposals for an acceptable minimum standard of living and proposals on how to achieve this over time. • Remove the most pressing constraints on growth, investment, and job creation, including energy generation and distribution, urban planning, etc. • Broaden the extended public works programme to cover over 2 million full-time equivalent jobs by 2020.
Economic Infrastructure	• Ring- fence the electricity distribution businesses of the 12 largest municipalities (which account for 80% of supply), resolve maintenance and refurbishment backlogs, and develop a financing plan, alongside investment in human capital. • Revise national electrification plan and ensure 90% grid access by 2030 (with balance met through off-grid technologies). • A comprehensive management strategy, including an investment programme for water resource development, bulk water supply, and waste water management for major centres by 2012, with reviews every five years. • Create regional water and wastewater utilities, and expand mandates of existing water boards (between 2012 and 2017). • Consolidate and selectively expand transport and logistical infrastructure, with one key focus area being improved public transport infrastructure and systems including the renewal of the commuter rail fleet, supported by enhanced links with road-based services. • Establish a national, regional and municipal fibre optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.
Environmental Sustainability and Resilience	• Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas. • Carbon price, building standards, vehicle emission standards, and municipal regulations to achieve scale in stimulating renewable energy, waste recycling, and in retrofitting buildings. • Carbon-pricing mechanisms, supported by a wider suite of mitigation policy instruments to drive energy efficiency. • All new buildings to meet the energy-efficiency criteria set out in South African National Standard 204. • Chanel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaption strategies and support services for small- scale and rural farmers.
Inclusive Rural Economy	• Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of the mining industry commitments to social investment, and tourism investments. • Create tenure security for communal farmers, especially women, investigate different forms of financing and vesting private property rights in land reform beneficiaries that does not hamper beneficiaries with a high debt burden.
South Africa in the region and world	• Implement a focussed regional integration strategy with emphasis on road, rail, and port infrastructure in the region.
Transforming Human Settlements	• Reform of the current planning system for improved coordination. • Develop a strategy for densification of cities and resource allocation to promote better located housing and settlement. • Substantial investment to ensure safe, reliable, and affordable public transport. • Introduce spatial development framework and norms, including improving balance between location of jobs and people. • Provide incentives for citizen activity for local planning and development of spatial compacts. • Introduce mechanisms that would make land markets work more effective for the poor and support rural and urban livelihoods.

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

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

2.3.4 THE NATIONAL INFRASTRUCTURE PLAN

The Presidential Infrastructure Coordination Commission (PICC) was established to:

- Coordinate, integrate, and accelerate implementation;
- Develop a single common National Infrastructure Plan that will be monitored and centrally driven;
- Identify who is responsible and hold them to account;
- Develop a 20 year planning framework beyond one administration to avoid a stop-start pattern to infrastructure roll-out.

Under this guidance, the PICC has identified Strategic Integrated Projects (SIPs). The SIPs cover a range of economic and social infrastructure, and all nine provinces are covered, with emphasis on poorer provinces. Many of the SIPs talk indirectly to the Msunduzi Municipality, but the following three have direct bearing on the Municipality, hence the IDP has been aligned to them:

- **SIP2** refers to the Durban-Free State-Gauteng logistical and industrial corridor, which seeks to strengthen the logistical and transport corridor between SA's main industrial hubs; improve access to Durban's export and import facilities, raise efficiency along the corridor, and integrate the Free State Industrial Strategy activities into the corridor and integrate the currently disconnected industrial and logistical activities as well as marginalised rural production centres surrounding the corridor that are currently isolated from the main logistical system. This corridor runs through the Msunduzi Municipality, and has also been identified as an important corridor in the PGDS.
- **SIP7** refers to the coordinated planning and implementation of public transport, human settlement, economic and social infrastructure, and location decisions into sustainable urban settlements connected by densified transport corridors. Msunduzi is one of the 12 major cities selected by the PICC.
- **SIP15** refers to expanding access to communication technology, and one of its goals is broadband coverage for all households by 2020.

Strategies and Projects in the IDP address these Strategic Integrated Projects (SIPs). Catalytic projects for the Municipality have been identified that talk to these SIPs.

2.3.5 GOVERNMENT OUTCOMES 1 – 14

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

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

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

13. A comprehensive, responsive and sustainable social protection system.
14. A diverse, socially cohesive society with a common national identity

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

2.3.6 NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2016)

The President of the Republic delivered his latest State of the Nation Address (SONA 2016) of the current administration on 12 February 2016. This SONA marked the 26th anniversary of the release of present Nelson Mandela from prison, which was one for the most remarkable episodes in the history of our country. He also indicated that 2016 marks 60 year since the woman's march to the union Buildings and also 40 years since the Landmark June 16 student uprising in Soweto. The president highlighted that a resilient and fast growing economy is at the heart of our radical economic transformation agenda and our National Development Plan. Economy that grows fast delivers jobs, workers earn wages and business makes profit which in turn is good for the government and it revenue base. With the above in mind the president indicated that we must continue to market the country as a preferred destination for investments. The municipality is currently doing this and will continue to do it through the international sporting events that it hosts annually. These events don't just showcase the city but also showcase the country to the world. Msunduzi is also home to the 3rd world largest aluminium producer and this again provides an opportunity to market the city globally.

The president also touched on removing red tape and reviews on legislative and regulatory blockages. This will assist the Municipality greatly as it has stalled key catalytic projects within the city. With regards to tourism the municipality is a prime tourism destination due to the nature of events it hosts the municipality will continue to support and foster these events as they contribute greatly in boosting domestic tourism. The Municipality is also responding to the call of cutting wasteful expenditure and has long implemented restrictions on conferences, catering, entertainment and social functions.

In reporting back on the nine point plan to ignite growth and create jobs the president stated.

No.	Nine point Plan	Msunduzi Municipal Response
1.	Revitalisation of the agriculture and agro-processing value-chain;	The Municipality hosted a one week investment conference which included key sector departments and the private sector that looked at potential areas for agri-processing and small scale mineral resources.
2.	Advancing beneficiation adding value to our mineral wealth;	The Municipality hosted a one week investment conference which included key sector departments and the private sector that looked at potential areas for agri-processing and small scale mineral resources.
3.	More effective implementation of a higher impact Industrial Policy Action Plan;	The Municipality hosted a one week investment conference which included key sector departments and the private sector that looked at potential areas for agri-processing and small scale mineral resources.
4.	Unlocking the potential of SMME, co-operatives, township and rural enterprises;	The municipality has an office that deals with SMME's and township development.
5	Operation Phakisa (Oceans Economy, Mining, Health, Tourism, Basic Education, etc.)	The Municipality facilitates IDP Representatives Forum which are used as platforms to resolve any bottlenecks from the side of the Municipality
6	Encouraging private sector investment	The Municipality hosted a one week investment conference which included key sector departments and the private sector that looked at potential areas for agri-processing and small scale mineral resources.

No.	Nine point Plan	Msunduzi Municipal Response
7	Resolving the energy challenge	The Municipality is currently upgrading electricity infrastructure that will assist with the future demand. The municipality also has continuous engagements with ESKOM.
8	Moderating workplace conflict	The Municipality has monthly branch meetings to engage labour and also host a labour forum on a monthly basis. The Municipality however still experiences challenges with regards to labour
9	State reform and boosting the role of state-owned companies, ICT or broadband roll-out, water, sanitation and transport infrastructure Diversify the Economy;	The Municipality has numerous initiatives to save water and also numerous water infrastructure projects to ensure that water service delivery is expanded to all citizens of the Municipality.

As part of the city development strategy the municipality see's the higher education sector as key in promoting the city as a city of learning therefore the judicial commission of inquiry into higher education is welcome. Stability in this sector will enable the city to harness the comparative advantage of being home to many educational facilities. The Municipality has also incorporated back to basics into its monthly reporting and features in the performance agreements of managers within the Municipality.

2.3.7 THE BACK TO BASICS APPROACH

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

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

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

2.3.8 THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

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

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

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

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

Some of the key aspects that SPLUMA deals with are:

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

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

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

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

Members

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

Mesdames

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

2.3.9 PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS)

The State of the Province Address (SOPA) was delivered by the honourable Premier, Senzo Mchunu on 25 of February 2016. In keeping with celebrating 26 years of the release of the late President Nelson Mandela and the SONA, the SOPA also reflects on the progress made by the Province since the previous SOPA and also on the Nine Point Plan. The Premier stated that the theme of the provincial address was "Kwazulu -Natal A growing, Developing and Caring Province firmly focussed on Vision 2030". The premier also stated that the year 2016 marked the second year of the second five year cycle of the NDP and the PGDP with focus shifting to the 2015 to 2020 period, or the second quarter of the 20 year plan.

The state of the province 2016 was largely focused around the progress in terms of the nine point plan. However before focusing on this the Premier touched on the NDP and the KZN PGDS stating that the Province is aligned to national programmes and committed to implementing the PGDS which has the NDP as its foundation. The Premier indicated that the overall infrastructure spend from all the provincial departments has reached R 12 Billion. He indicated that this is co-ordinated through the newly developed decision matrix emanating from the KZN Infrastructure Master Plan. The Premier reiterated that the focus was still on the five key priorities in the next five years. The following are focus areas for provincial spending, and those with an impact on the Msunduzi Municipality have been highlighted:

- Advancing beneficiation (adding value to our Minerals wealth) the municipality is home to Hulamin and has a working relationship with regards to the Beneficiation programme. There are also small scale mining houses which work closely with the municipality.
- On unlocking the potential of SMME's, cooperatives, township and rural enterprises. The municipality works with the NYDA in providing the necessary skills to youth owned business. The Municipality also has an office which specifically deals with township development in the form of GEVDI.
- On resolving the energy challenge the municipality has spent more the R100 million on upgrading its electricity infrastructure.
- Managing work place conflict, the municipality continues experience challenges in this regards. However there are monthly departmental meetings with unions to resolve issues and also there are monthly Labour forums.
- Scaling up private sector participation
- Cross cutting related to ICT, Transport infrastructure, Science and Technology and water.

The premier highlighted the Public Sector internship programme, as Msunduzi we support this and also have a high intake of graduates which we train and up skill. The Municipality spends more than a Million rands on this. The Municipality has also taken students on a learnership for pluming under the water leaks programme. Msunduzi is one of the municipalities that received a clean audit which is an improvement from the previous financial year; we remain committed to clean governance. The Municipality forms part of the SIP 2 project and has upgraded the N3 through SANRAL. A feasibility study is underway with regards to the upgrading of the Market road interchange. Fighting crime through measures such as the United Front Against Crime concept, the Communities in Dialogue (CiDs) programme, and the KwaZulu-Natal Community Crime Prevention Association (KZNCCPA). The municipal strategies, projects, and catalytic projects are aligned to the State of the Province Address (SOPA).

The municipal strategies, projects, and catalytic projects are aligned to the State of the Province Address (SOPA).

2.3.10 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The Provincial Growth and Development Strategy was developed in 2011 to facilitate sustainable economic growth, reduce growing inequality, and promote environmental sustainability, and emanates from vision for KwaZulu/ Natal which is summarised below:

By 2030, the PROVINCE OF KWAZULU/NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources, so creating a safe, healthy, and sustainable living environment. Abject poverty, inequality, unemployment, and current disease burden should be history. Basic services must have reached all its people, and domestic and foreign investors are attracted by world class infrastructure and a skilled labour force. The people shall have options on where and how they will live, work, and play. The principles of putting people first and leadership, partnership, and prosperity in action have become a normal way of life.

The following principles were identified by the PGDS to address this, namely:

- Grow the economy to achieve shared growth;
- Harness the province's assets and endowments;
- Develop the province's greatest asset, its human capital;
- Harmonise environmental integrity, human and social development with economic development;
- Government must be developmental, competent, caring, and facilitating;
- Private Sector must grow a shared economy, providing employment;
- Organised labour must protect workers from exploitation, while promoting labour productivity; and
- Civil Society must be responsible in shaping its own destiny.

The seven strategic goals for the province are as follows:

FIGURE 3: Seven Strategic Goals of the PGDS



To achieve these 7 strategic goals, 30 objectives, supported by 124 implementable interventions, have been developed which have been aligned to the IDP strategies and objectives. To deliver on this, the PGDS requires all spheres of government to deliver on the following:

- The implementation of the catalytic projects and interventions, effective participation in the institutional implementation framework,
- The incorporation of the strategic goals and objectives in their priorities and programmes,
- The reporting of progress, and
- The provision and allocation of the required support and resources.

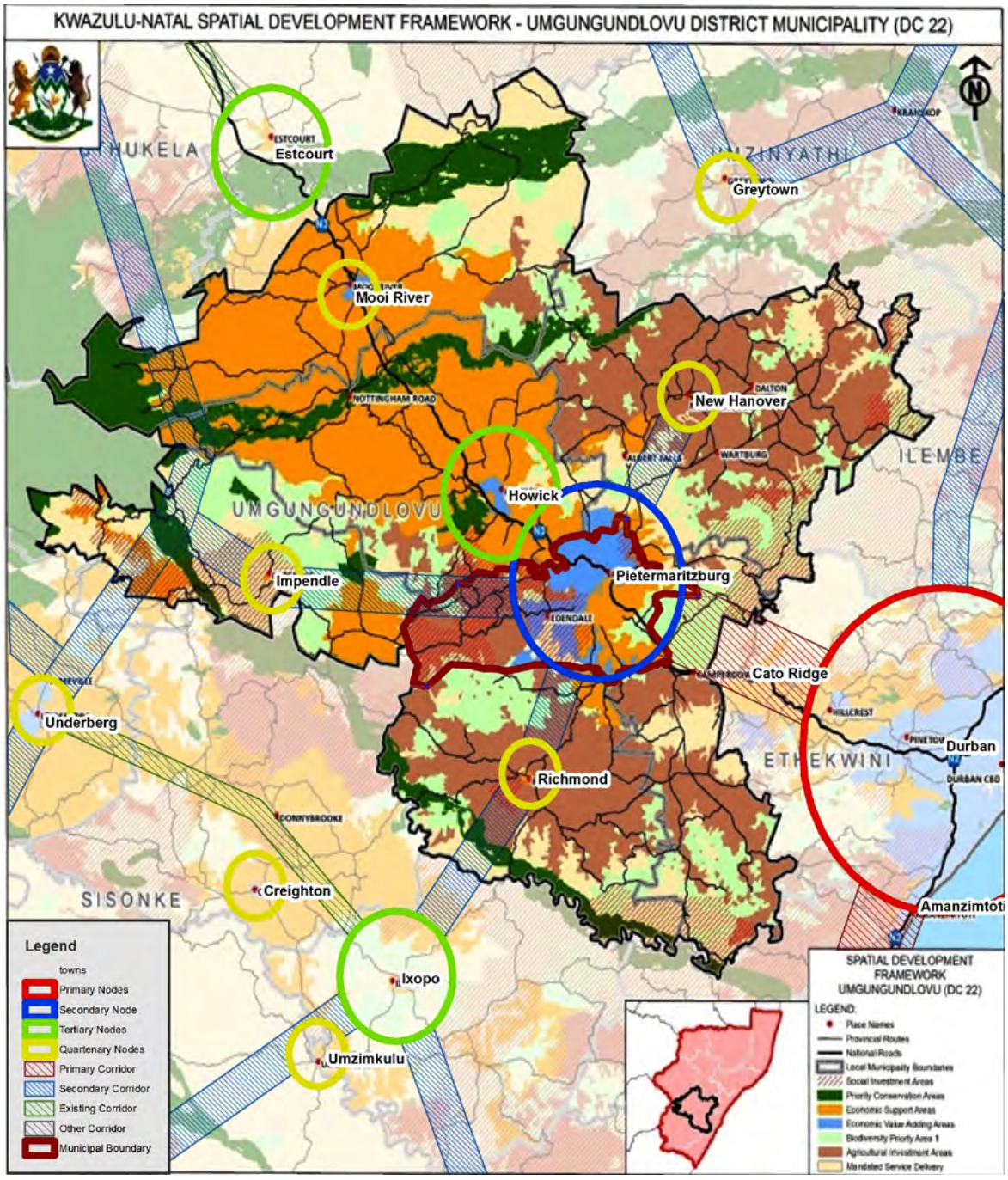
Table 10: NDP -PGDS alignment

NDP (VISION 2030)	PGDS STRATEGIC GOALS
Create Jobs	Job Creation
Expand infrastructure	Strategic Infrastructure
Use resources properly (Low-Carbon Energy)	Respond to Climate change
Inclusive planning	Spatial Equity
Quality education Build a capable state	Human Resource Development
Quality health care Unite the nation	Human and Community Development
Fight corruption	Governance and Policy

The Msunduzi Municipality's IDP analysis phase has been grouped around these seven strategic goals. The specific strategies and projects identified by the Municipality in the IDP align to these seven goals.

The following map shows the PGDS translated spatially for the Msunduzi Municipality. As can be seen, the western portions of the Municipality have been identified as social investment areas, the middle and northern section have been identified as value-adding areas, whilst the eastern and southern portions have been identified as economic support areas. The eastern flank of the Municipality has been identified as a bio- diversity priority 1 area.

MAP 1: The PGDS translated to the Msunduzi Municipality



2.3.11 THE PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The 2011 KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) is the primary strategy that drives growth and development in the Province to 2030. This Strategy has been cascaded into the Provincial Growth and Development Plan (PGDP) which drives the implementation of this Strategy. The aim of the PGDP is to translate the strategy into a detailed implementation plan, inclusive of a detailed activity level framework with baselines, targets and assigned responsibilities, thus enabling the execution of the proposed 124 Interventions, 30 strategic objectives and 7 strategic goals.

Furthermore the PGDP sets out specific milestones which have to be achieved in specific priority sectors such as, but not restricted to Education, Health, and Agriculture. This is done in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that are set for four specific time horizons, namely 2011-15, 2016-20, 2021-25 and 2026-30.

The PGDP is reviewed annually, in conjunction with the KwaZulu-Natal Planning Commission which facilitates the preparation of half-yearly progress reports, submitted to Provincial Cabinet, and circulated to stakeholders via the institutionalised implementation structure.

This fourth generation IDP covers the period of 201/17 to 2020/21 which closely aligns with the second time horizon of the PGDP. The Msunduzi municipality is aligned to the goals and activities of the PGDP as it has set out to implement the City Development Strategies(CDS) which are laid out in detail on pg 21; Below at a high level we demonstrates how the Municipality is aligned to the PGDS and PGDP;

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

2.3.12 UMGUNGUNDLOVU DISTRICT DEVELOPMENT PLAN

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

The underlying principles of the District Growth and Development Plan include

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

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

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

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

The Msunduzi Municipality is aligned to the framework and strategic goals of the Umngungundlovu District Development, more so through striving towards its adopted vision which are “A safe, vibrant city, in which to live, learn, raise a family, work and do business. Furthermore the Municipality has adopted a City Development Strategy (2015) which forms part of the Integrated Development Plan (2015/2016-2021). The strategy articulated key intervention areas such as Building a capable and developmental Municipality, Back to Basics, improving the provincial capital status and growing a regional economy.

2.3.13 THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

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

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

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

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

SECTION C-CHAPTER 3: SITUATIONAL ANALYSIS

3.1 INTRODUCTION

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

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

3.2 SPATIAL PLANNING

3.2.1 INTRODUCTION

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

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

The primary aim of the Msunduzi SDF is to:-

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

3.2.2 CURRENT SPATIAL CONTEXT

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

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

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

History has significantly shaped the city, evidenced by the apartheid city model which is still manifest even 20 years after achieving democracy, which is an unacceptable situation. Linked to this is the clear disparity of wealth, employment opportunities, plot sizes, levels of neighbourhood planning and access to basic services (especially sanitation) which needs to be corrected in the West, East, South-West of the CBD main (Edendale, Vulindlela, Imbali, Northdale, Shenstone and Ambleton etc).

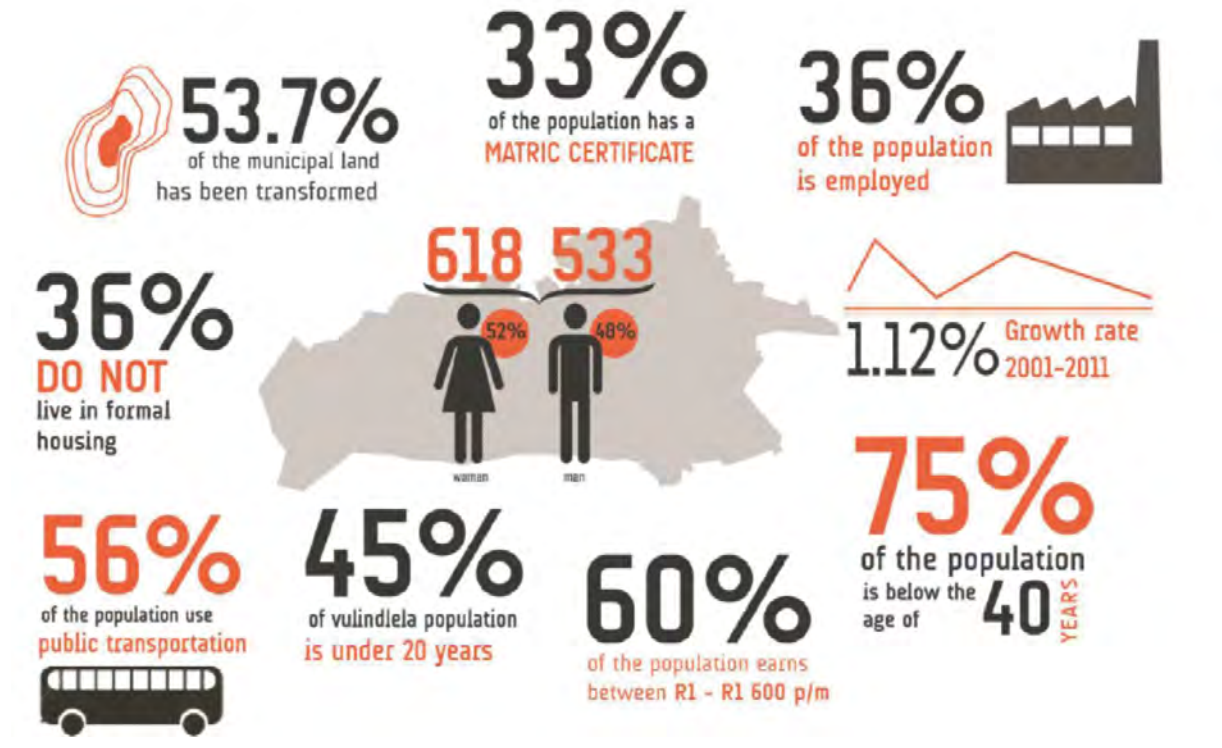
These areas reflect both a high concentration of informal settlements and traditional settlements. While there are some areas in the municipality were recreational spaces, public services and amenities have been provided, the quality, maintenance and accessibility to the communities they are intended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

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

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

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

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

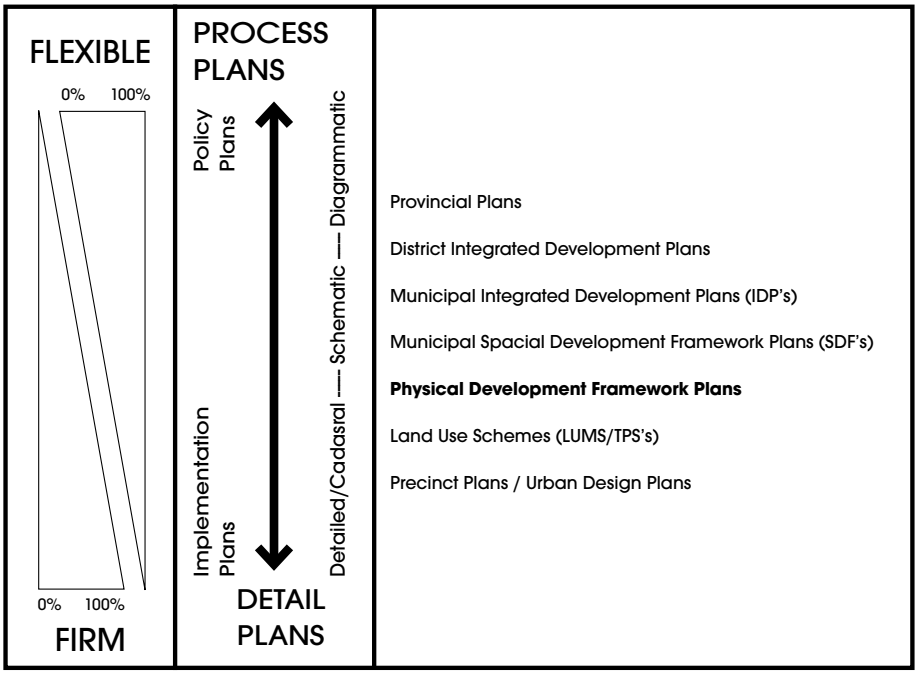


The key demographic findings which have informed the spatial strategies are as seen in Figure 4:

3.2.3 THE HIERARCHY OF PLANS

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

Figure 5: Msunduzi Hierarchy of Plans



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

3.2.2.1 VULINDLELA

Vulindlela is situated to the west of Pietermaritzburg, northwest of the Greater Edendale area. The majority of the land belongs to the Ingonyama Trust (Traditional Authority areas). The area is predominantly rural and underdeveloped. The Vulindlela area covers a vast area (approximately 28 000 ha in extent). The study area is made up of 9 wards. The leadership in these areas consists of ward councillors, as well as Amakhosi for Mafunze TA, Inadi TA, Mpumuza TA, Nxamalala TA, and Ximba TA.

3.2.2.2 GREATER EDENDALE AND IMBALI

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

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

3.2.2.3 THE NORTHERN AREAS

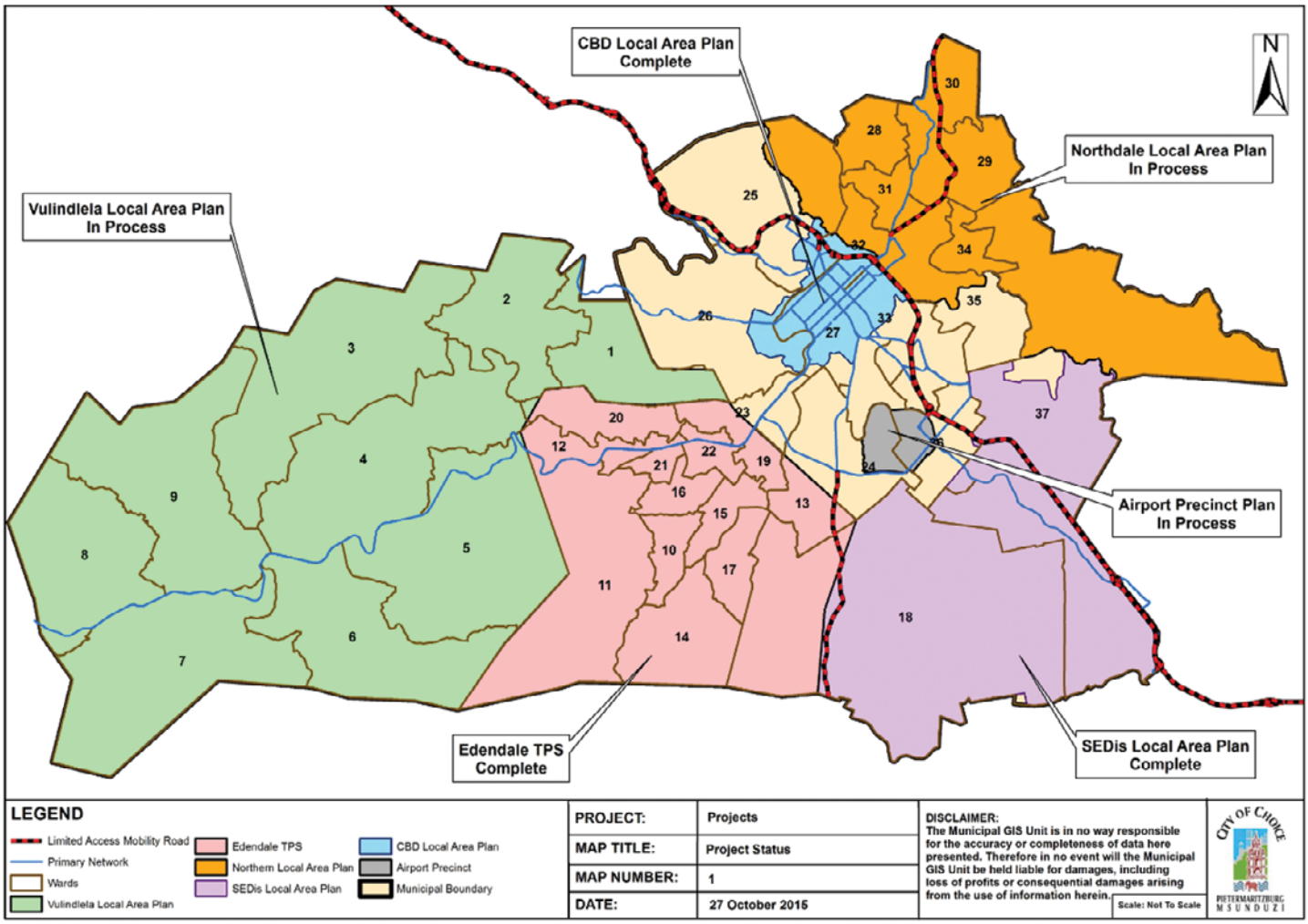
The Northern ABM consists of portions of the CBD, Clarendon, Montrose, Chase Valley, Woodlands, Northdale, Raisethorpe, and Bishopstowe. The N3 corridor traverses the ABM, but it is largely a movement corridor between the dominant urban cores of Johannesburg and Durban. Due to the limited access nature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

3.2.2.4 CBD, ASHBURTON, AND THE EASTERN AREAS

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

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

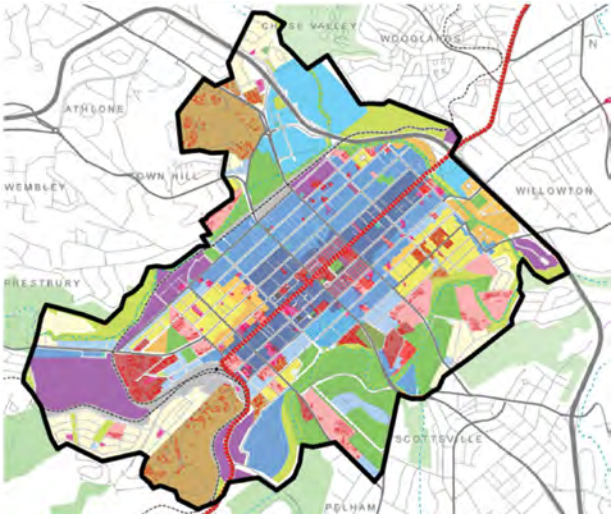
Map 2: Area-based Management Plans and Ward Boundaries



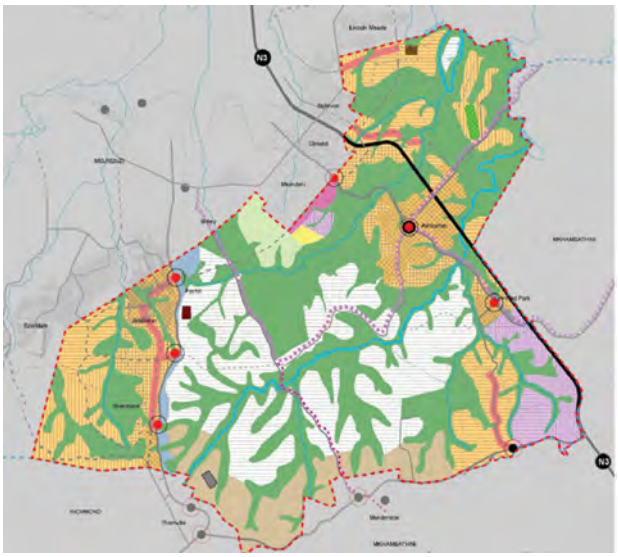
3.2.2.5 DETAILED PLANNING INITIATIVES

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

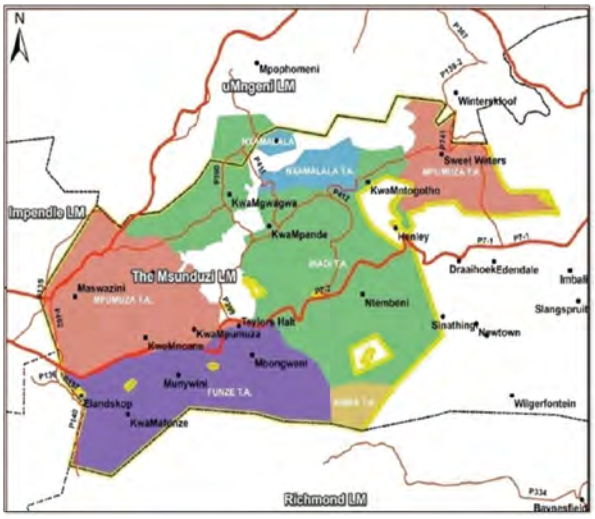
1. **Central Area and CBD Extension Node:** The Central Area and CBD Extension Node is an Inner City Development and Regeneration Strategy which reinforces and consolidates its character and role as the economic and administrative hub of both the City and Region, including its function as an urban centre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



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



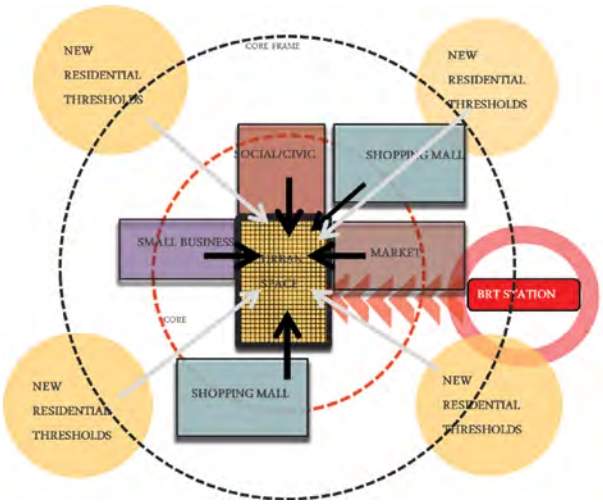
3. **Vulindlela Local Area Plan:** The municipality is currently receiving support from the Department of Rural Development and Land Reform to develop a Local Area Plan for Vulindlela The character of Vulindlela is complex. It consists of rural, peri-urban and fairly dense typologies as described hereunder.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



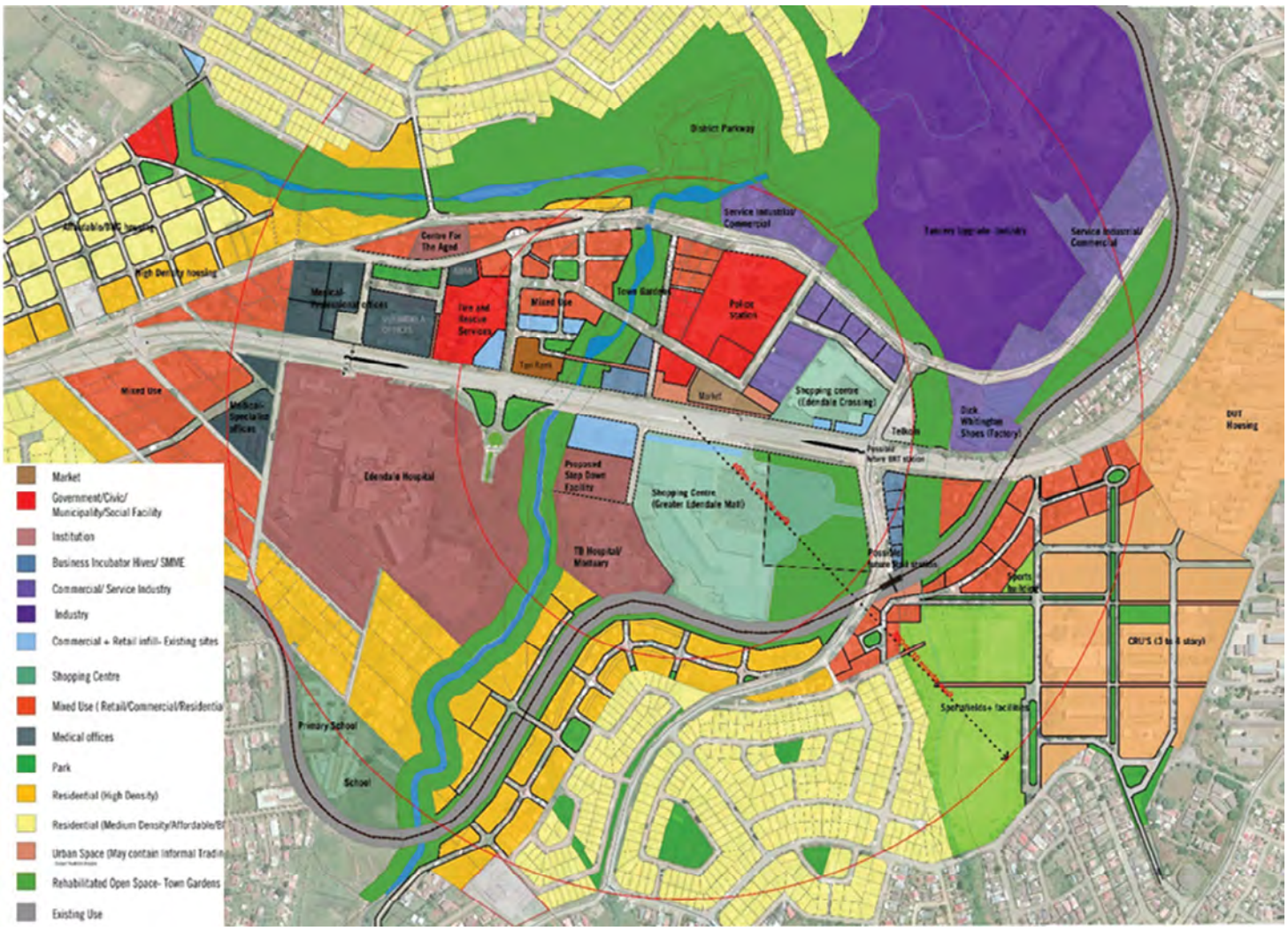
4. **Airport Precinct and Management Plan:** As part of enhancing the role of Pietermaritzburg within the context of the N3 logistics corridor, (i.e. SIP2 project), the preparation of the Airport Precinct and Management Plan has been commissioned in May 2015. The Airport Precinct is identified as a key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



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



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



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

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

- The hubs dependence on public transportation,
- That the majority of users are pedestrians,
- The way in which economic activity needs to engage with the public realm

- The dual identity of the Centre as both a place of economic activity but also a place of social gathering.

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

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

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



It is suggested that Phase 1 of the Urban Hub be established first. The selection of this area as the lead project/ phase is a deliberate decision in anticipation that the successful development of this area will trigger investment and development of the rest of the Hub area. The Market and SMME incubator sites show the importance of the informal economy and the efforts being put in place to grow this economy within the Hub. The Government building relates to the already existing police station and will stand a symbol of the role the Public sector. The Urban Square emphasises the notion of the Hub being a place of public gathering, were people interact. The landscaped streets will help the Hub become a place of celebrated spaces with quality streets. The realization of this project makes it imperative that the acquisition of these parcels of land is secured as soon as possible in order to allow for the development of this phase to commence.

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

3.2.2.6 THE SPATIAL DEVELOPMENT FRAMEWORK

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

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

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

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

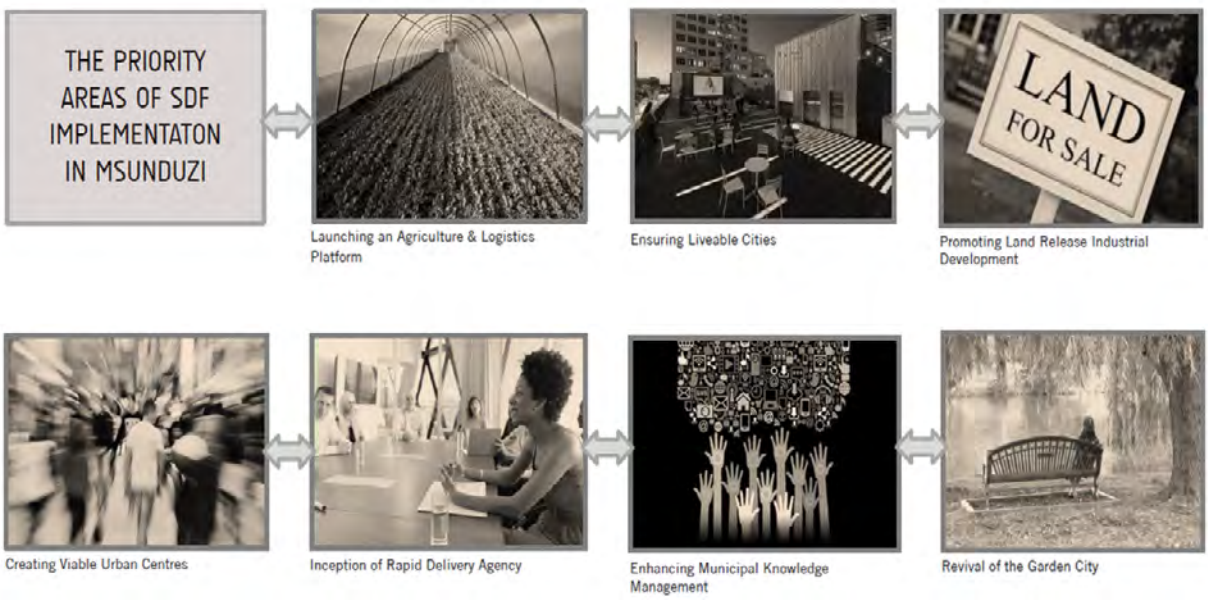
- Transformation;
- Equity/ Equality;
- Restructuring;
- Recycling / Upcycling;
- Reinventing; and
- Public Place Making.

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

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

3.2.2.6.1 SDF IMPLEMENTATION

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



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

3.2.2.6.2 PROJECT IDENTIFICATION AND CAPITAL INVESTMENT

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

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

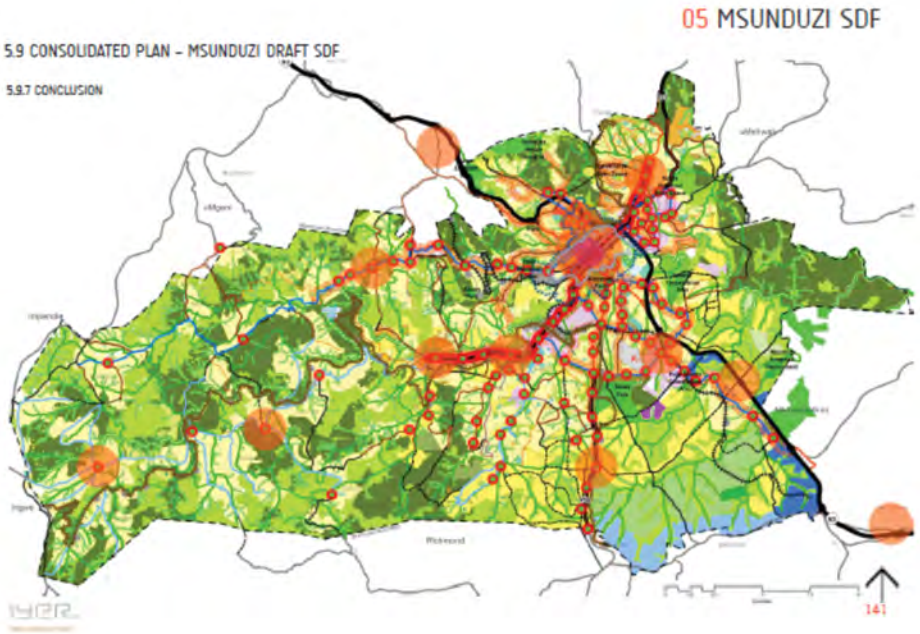
A phasing plan was built in accordance with the various projects - as they relate to certain land use categories. This resulted in a land use guideline which can be cross-referenced against the distinct SDF map legend items as well as the more generic/broad land use categories.

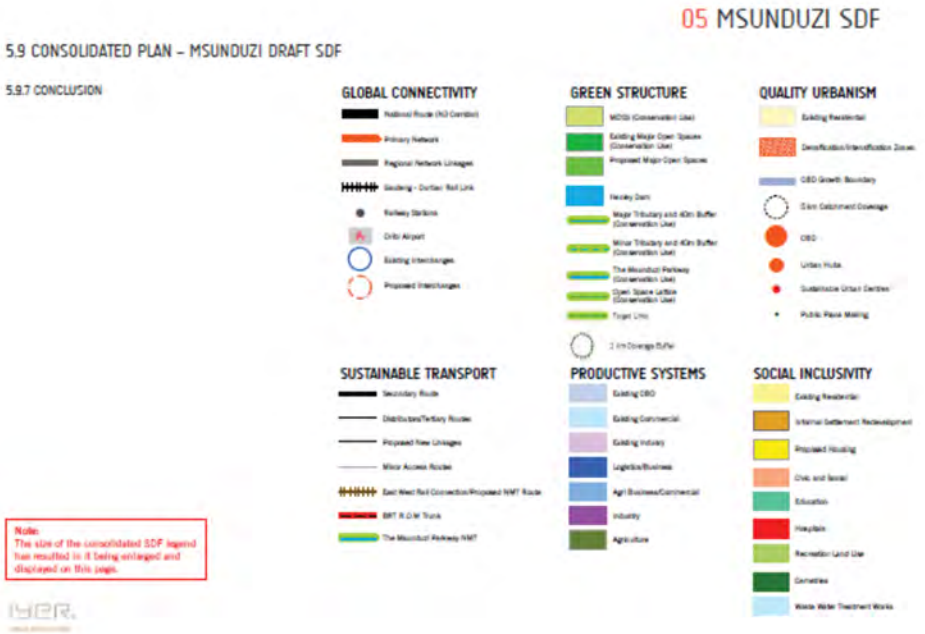
The process of monitoring and evaluation reveals the importance of departmental alignment and long term financial planning and forecasting to achieve desired outcomes in the most efficient manner for the city. In this regard, some of the strategic proposals that the city has to consider strongly is the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

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

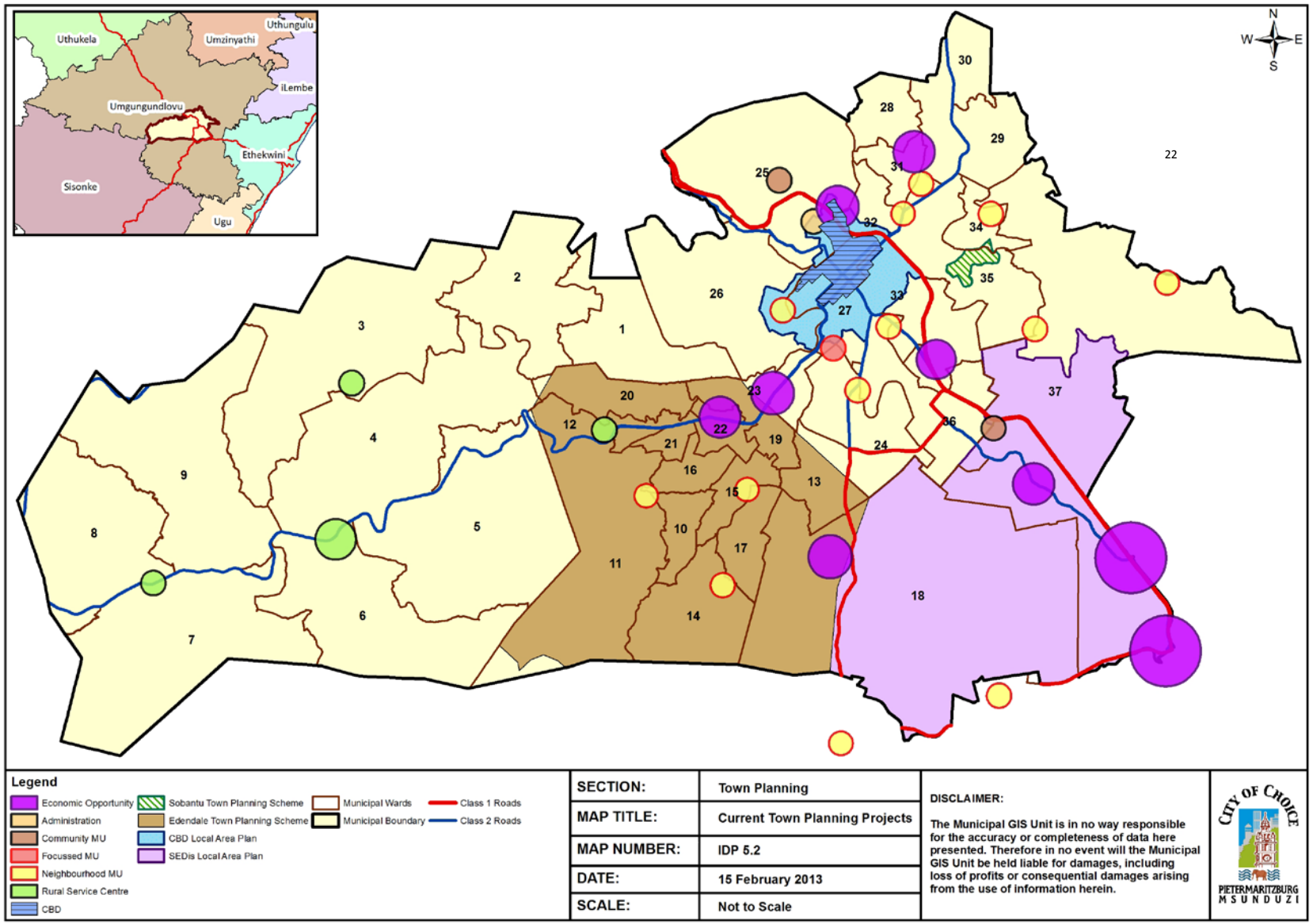
The Msunduzi Municipality has the tools in hand to begin seeing the vision of the SDF through for a sustainable, thriving city. This roadmap which has been created, points to the vision of the "City of Choice and being Second to None".

MAP 3: Spatial Development Framework

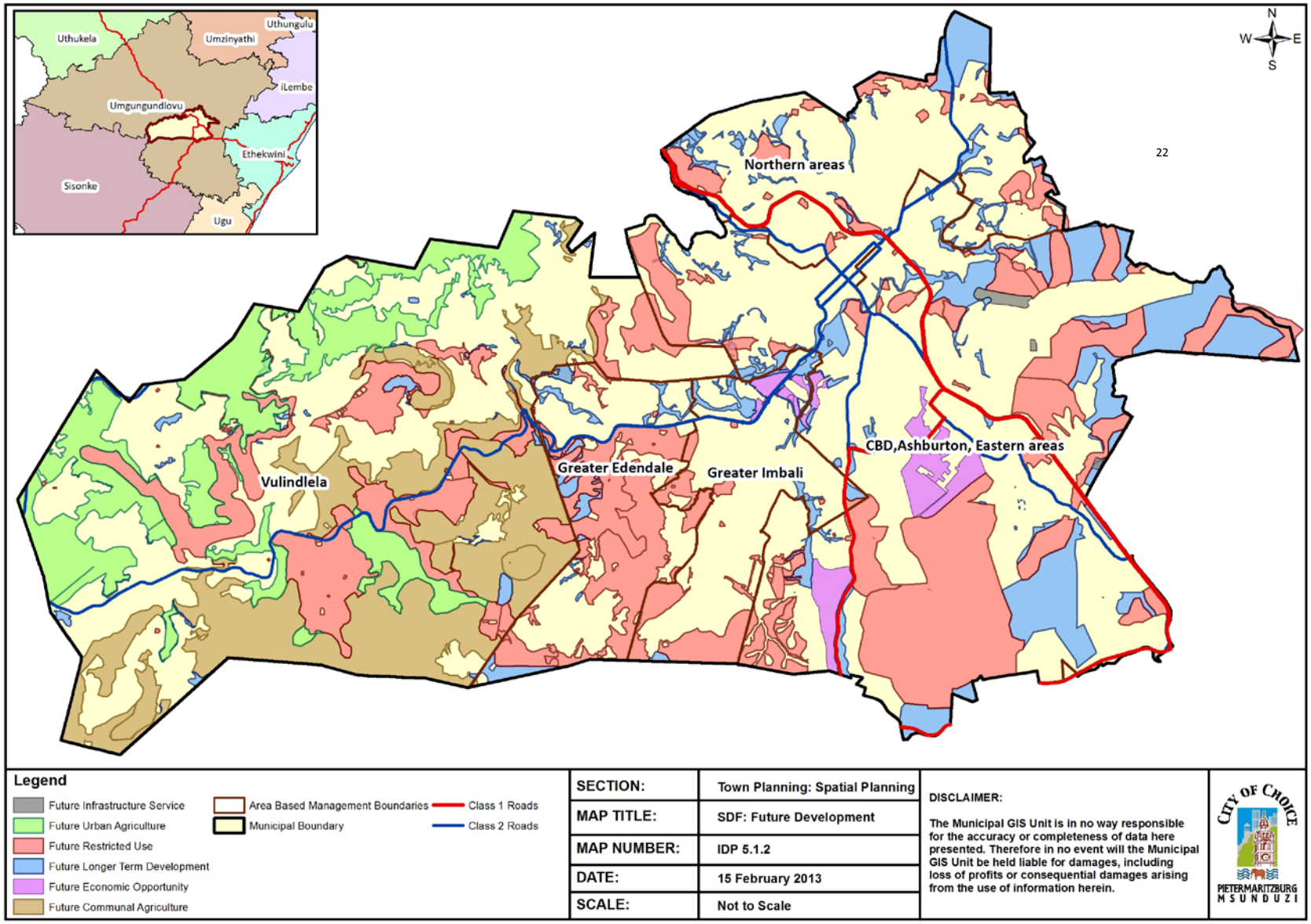




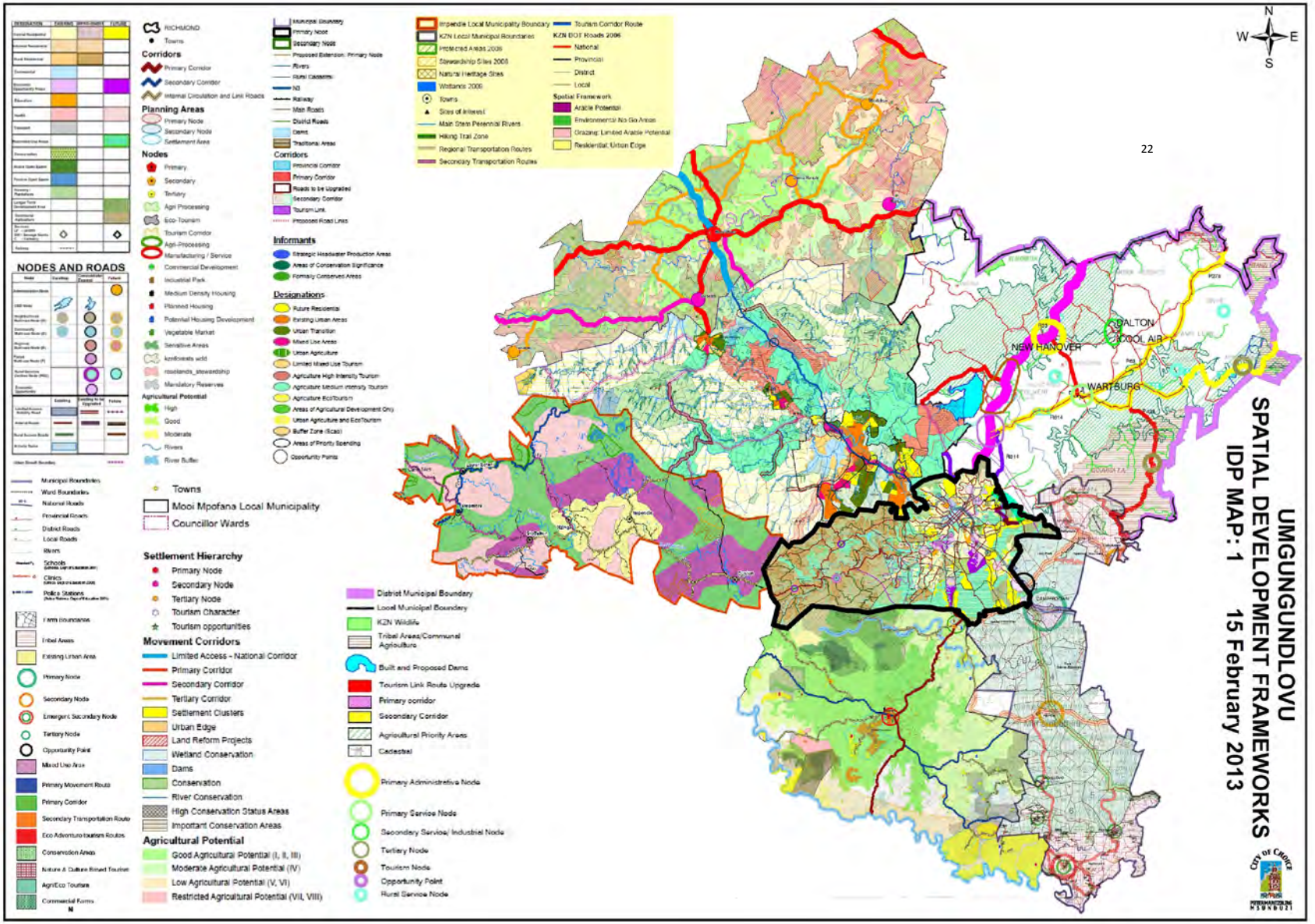
MAP 4: Current Town Planning Projects



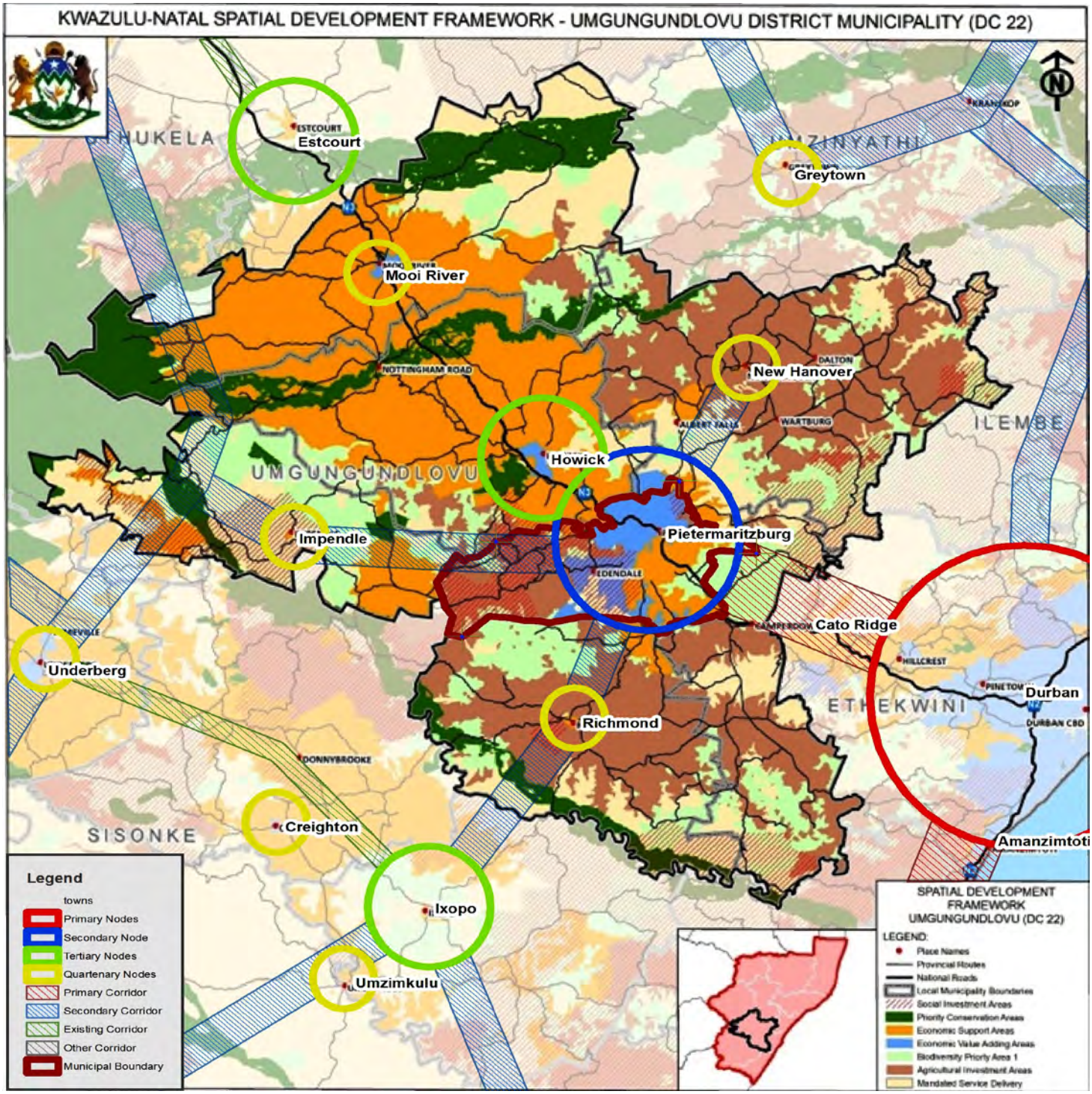
MAP 5: SDF Future Development



MAP 6: Spatial Development Framework



MAP 7: KZN Spatial Development Framework UMDM



3.2.2.6.3 Regional Context

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

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

3.2.2.6.4 Nodes and Corridors

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

(i) NODES

Table 11: Development Nodes within the Msunduzi Municipality

MSUNDUZI NODES	
Description	Guiding concepts for the identification and functioning of nodes: • Optimise the use of existing bulk infrastructure and social facilities; • Discourage Urban Sprawl; • Ensure compact and efficient urban areas; • Protect agricultural land with high production potential; • Provide guidance to both public and private sector investors; • Promote economic, social, and environmental sustainability; and • Accommodate reasonable future demand for development. The SDF distinguishes various nodes in terms of whether they are: • Existing and to be maintained at that level; • Existing at a lower level, and to be extended and consolidated into a higher level node; • New nodes to be introduced and phased in over time and as thresholds occur, but shown at the level which is ultimately intended.
Name	**Description**
The CBD Node	This is the heart of the City, and consists of the core and the frame surrounding it. The core contains the full range of uses associated with a CBD, while the frame accommodates transitionary uses at a lesser density. The so-called CBD extension node, which includes the recently developed Motor World, the Bird Sanctuary Site, the Midlands Mall, and the RAS is incorporated into the CBD Node.
Regional Multi- Use Nodes	This level of node includes a retail component between 75 000 m2 and 120 000 m2, and serves a regional function. In addition to retail, it can include a wide range of compatible uses. There is one existing Regional Multi-Use Node (Liberty Mall and the surrounding area). There is a new proposed Multi-Use Node that will be introduced at Shenstone, in the Edendale area.
Community Multi-Use Nodes	These serve a community function, and would have a retail component ranging from 25 000 m2 - 40 000 m2. These nodes also accommodate a wide range of compatible uses, and the SDF distinguishes between existing community nodes to be maintained at existing levels, those with the potential for expansion, and future nodes. Essentially, a new Multi-Use Community Node will be developed on the Edendale Road.

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

(ii) CORRIDORS

Table 12: Development Corridors within the Msunduzi Municipality

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

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

3.2.2.7 Broad land uses

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

Table 13: Land Uses per Area Based Management Area

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

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

3.2.2.8 Land use controls

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

Table 14: Existing Scheme Coverage

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

As per the PDA, the Municipality has moved towards creating a wall-to-wall scheme by identifying four projects that have been recently initiated:

1. The extension of the PMB TPS to include the Greater Edendale area (as well as a revision of the Plessislaer TPS);
2. The extension of the PMB TPS to include the Sobantu area;
3. The drafting of a Local Area Plan for the South Eastern District (SED); and
4. The drafting of a Local Area Plan for the Central Area and CBD Extension Node, including an Inner City Regeneration Strategy.

There have not been, and are currently, no plans to regulate land use within the Vulindlela area, which falls under a tribal authority.

3.2.4 COMMUNITY BASED PLANS

Community Based Planning (CBP) is a methodology of increasing community participation in different wards. It is a workshop conducted in a ward, that results in the production of a ward plan, which will eventually feed to the IDP and SDF. Each plan consists of prioritized ward needs, and a group of approximately 100 people, representing different interest groups and sectors in the ward, meet for three days to develop these bottom-up plans.

The Municipality's ABM Unit is spearheading the programme. All wards where CBPs are underway correspond with those targeted by COGTA due to the presence of Community Development Workers. COGTA is part-funding the initiative with the Msunduzi Municipality. It must be noted that the Msunduzi Municipality does not have funds to roll-out CBP to other wards.

Table 15: SWOT

KEY ISSUES RELATING TO SPATIAL PLANNING:

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

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

3.3 THE ENVIRONMENT

3.3.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK

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

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

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

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

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

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

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

Table 16: Msunduzi Environmental Management Unit: Policies and Plans

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

3.3.2 THE NATURAL ENVIRONMENT

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

3.3.2.1 Topography, geology and soil capabilities

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

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

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

Moist Highland Sourveld, indicated as a dusty pink in map 27, occurs only in a small portion of the Municipality, along the western border near Elandskop. Soils in this portion of the Municipality are relatively deep, highly leached, and strongly acidic. Fertility is low, but physical properties are favourable, which result in a short growing season. Soils and aspect in this area both have a marked effect on the species composition and the productivity of the grassland. Much of the Vulindlela area of the Municipality is characterised as Moist Midlands Mistbelt. The potential of the soils of this BRG are high, in spite of the fact that they are leached and the inherent nutrient status is very low, with problems of phosphorus fixation and aluminium toxicity. The high potential of the arable areas of this BRG has meant that little value has been placed on the veld, and veld management practices have been poor, including excessive burning, particularly during the season of active grass growth, followed by continuous selective overgrazing. These practices have largely destroyed the palatable grass species, and resulted in grassland of low pastoral value. Moist Coast Hinterland Ngongoni Veld, indicated in dark red, occurs in the northern parts of the Municipality, including Sweetwaters, Raisethorpe, Copesville, and Bishopstowe. Soils of the area are acidic and leached, and injudicious burning, coupled with selective overgrazing, have resulted in a very poor quality veld cover. The Dry Coast Hinterland Ngongoni Veld bioresource group occurs in over 20 % of the Municipality, and reaches from north to south down the middle of the Municipality. This bioresource group has limited potential due to low rainfall. A past history of early burning, and in fact burning at any time of the year, coupled with selective overgrazing as the grass emerges, has resulted in a particularly poor quality veld cover. The Coast Hinterland Thornveld covers mainly the area in which the city occurs. The bioresource group is known for its floristic richness, but drastic deterioration in the quality of the veld has resulted from the common practice of burning throughout the year to promote a flush of fresh growth followed by selective overgrazing. Where both soil and water are suitable, the potential exists for the production of sugar cane, maize, and vegetables within this area. The Valley Bushveld bioresource group occurs in a small area in the far eastern parts of the Municipality. The low and erratic rainfall of this BRG generally precludes any type of farming other than livestock production that is based on the veld, except for select areas of arable land adjacent to a reliable source of water from a river. As sweetveld, grazing can support beef animals throughout the year. Goats can effectively utilise the available grazing in summer, but need to graze during much of the winter, when trees lose their leaves. Wildlife should play an important role in the economy of the Valley Bushveld.

3.3.2.2 River and wetlands

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

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

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

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

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

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

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

3.3.2.3 Climate and air quality

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

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

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

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

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

3.3.2.4 Biodiversity

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

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

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

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

Key Area	Status	Time Frame
Key area 1: Bisley Valley Nature Reserve and the Upper and Lower Mpushini Valley – Total extent of area is 5 900ha	Underway.	To be completed by 30 October 2016
Key area 2: Ferncliffe Nature Reserve, Clarendon and Worlds' View – Total extent of area is 2 600ha.	Completed	
Key area 3: Albany Park, Sweetwaters – Total extent of area is 450ha	Completed	

Key Area	Status	Time Frame
Key area 4: Hesketh Conservation Area and Sobantu – Total extent of area is 1 480ha Status: property and biodiversity data collected	Completed by 2030	
Key area 5: Bishopestowe – Total extent of area is 1 853ha	Project boundaries determined	To be completed by 2030
Key area 6: Greater Edendale area – 10 000ha	Underway.	To be completed July 2016
Key area 7: Umlaas road/Thornville area – total extent of area is 4 100ha	Project boundaries determined	To be completed by 2018

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

3.3.3 THE URBAN ENVIRONMENT

(i) CULTURAL HERITAGE

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

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

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

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

(ii) URBAN GREENING AND TREES

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

(iii) SOLID WASTE POLLUTION

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

3.3.4 COMMUNITY INVOLVEMENT

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

- **ENVIRONMENTAL HEALTH**

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

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

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

3.3.5 CLIMATE CHANGE

3.3.5.1 Introduction

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

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

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

3.3.5.2 Adaptation

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

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

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

3.3.5.3 Mitigation

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

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

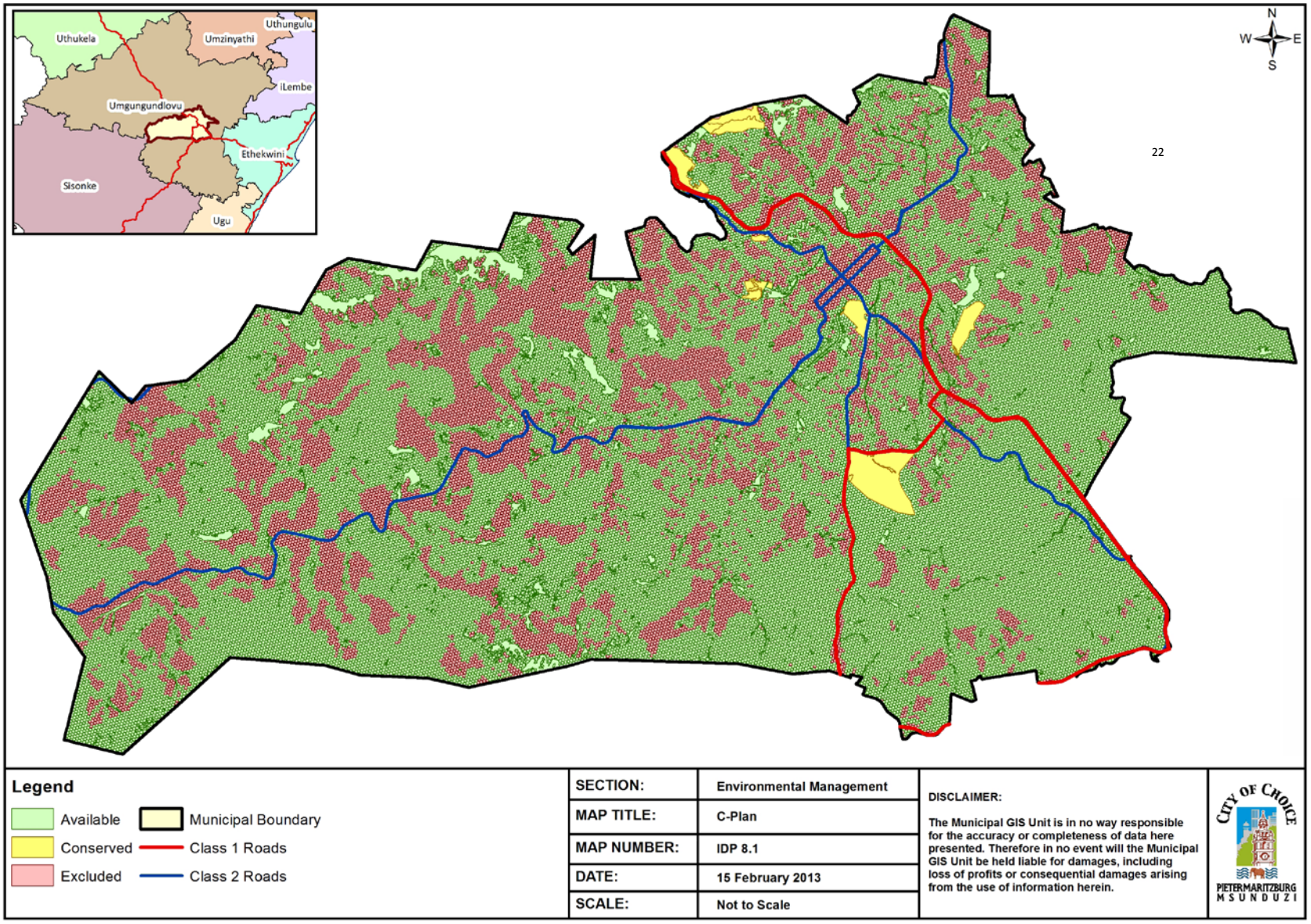
Table 17: SWOT

KEY ISSUES RELATING TO THE NATURAL ENVIRONMENT INCLUDE:

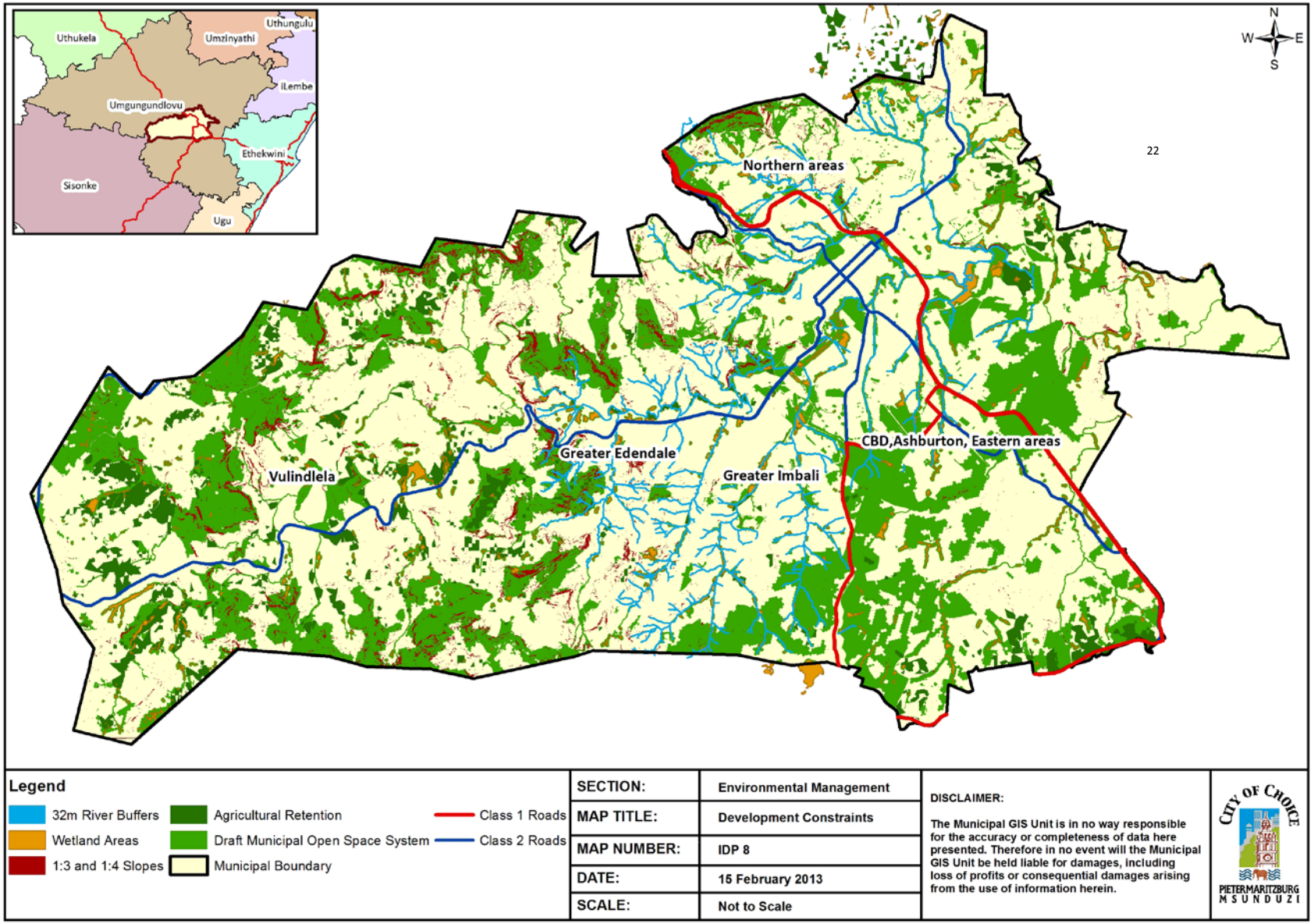
- Clearing of alien-invasive plants as they impact on biodiversity, agricultural land productivity, and water quality and supply. It is also a legal requirement, as the Municipality is a land owner, and is thus required to eradicate all Category 1 invasive species.
- Loss and degradation of key wetlands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

STRENGTHS	**WEAKNESSES**
• Functional GIS spatial analysis system • Qualified staff registered with professional bodies • Good co-operative governance with other spheres of government	• Lack of vehicles • Lack of human resources – Environmental Management Unit currently consists of 1 permanent and 6 contract staff
OPPORTUNITIES	**THREATS**
• The SEMP has a number of actions plan already outlined for implementation • Environmental Education and Training • Rehabilitation of ecological infrastructure	• Development in sensitive areas such as riparian areas • Lack of budget

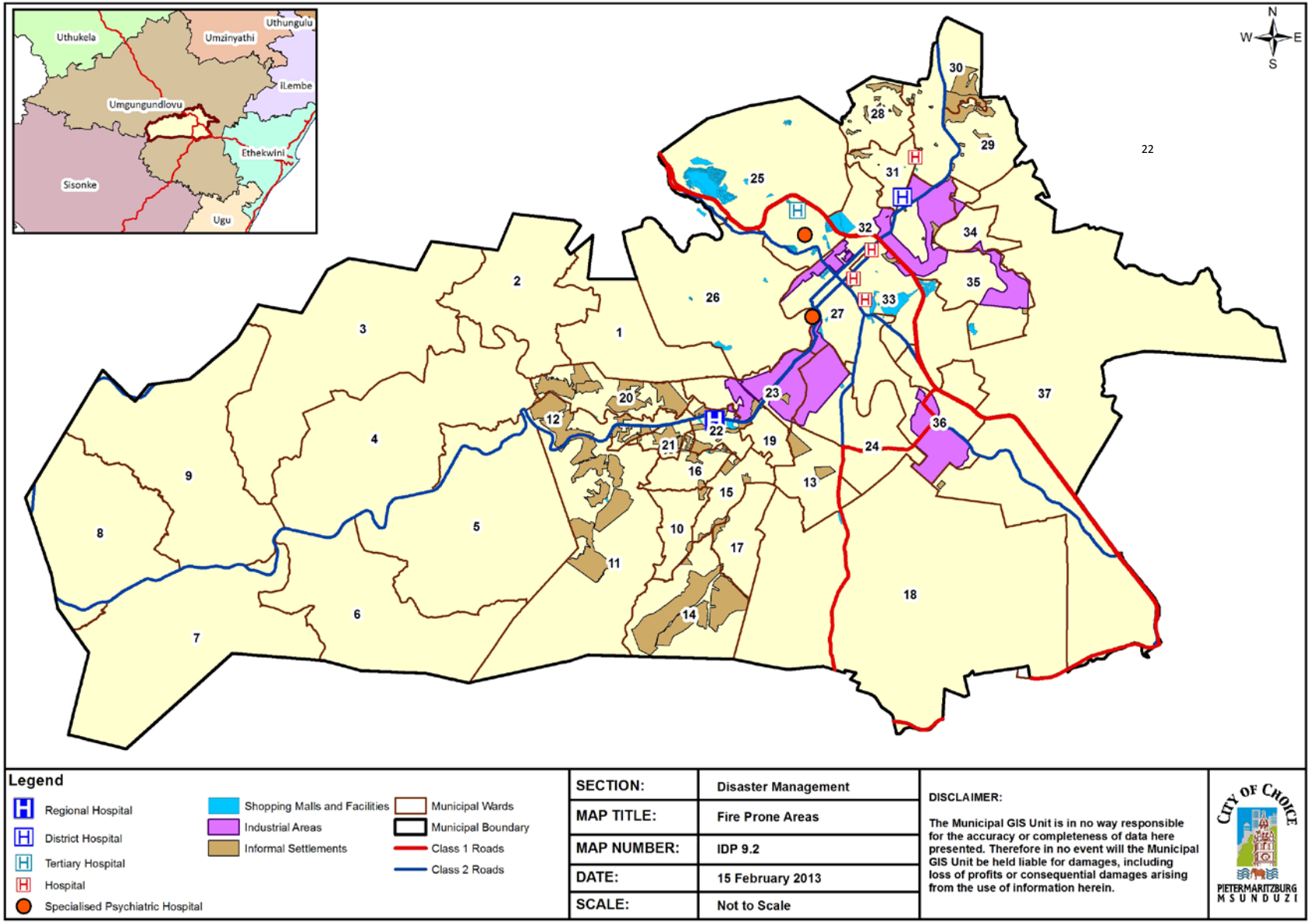
MAP 8: Evenviromental Management: C-Plan



MAP 9: Evenviromental Management: Development Constraints



MAP 10: Disaster Management: Fire Proof Areas



Legend

- Regional Hospital
- District Hospital
- Tertiary Hospital
- Hospital
- Specialised Psychiatric Hospital
- Shopping Malls and Facilities
- Industrial Areas
- Informal Settlements
- Municipal Wards
- Municipal Boundary
- Class 1 Roads
- Class 2 Roads

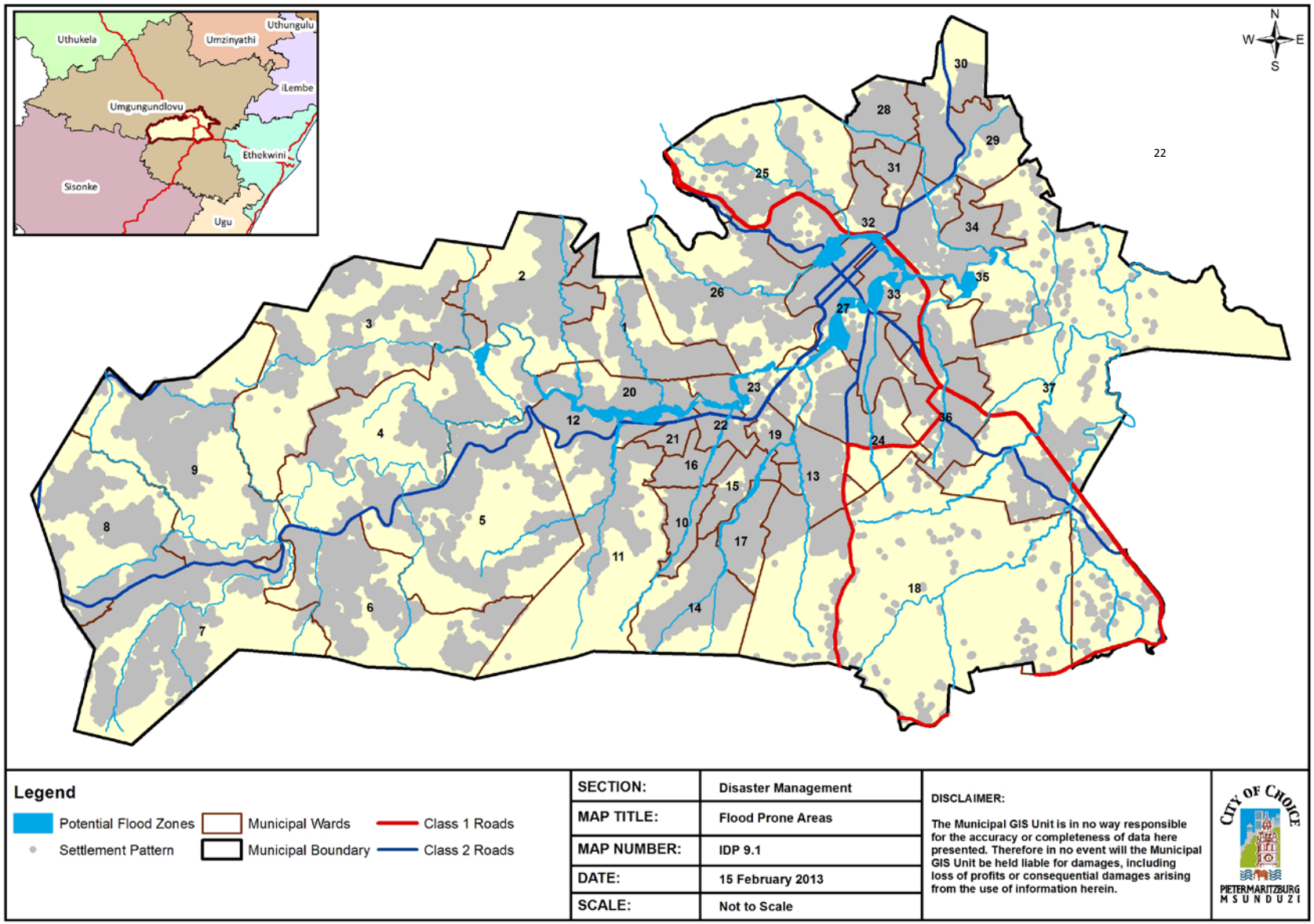
SECTION:	Disaster Management
MAP TITLE:	Fire Prone Areas
MAP NUMBER:	IDP 9.2
DATE:	15 February 2013
SCALE:	Not to Scale

DISCLAIMER:

The Municipal GIS Unit is in no way responsible for the accuracy or completeness of data here presented. Therefore in no event will the Municipal GIS Unit be held liable for damages, including loss of profits or consequential damages arising from the use of information herein.

CITY OF CHOICE
PIETERMARITZBURG
MSUNDUZI

MAP 11: Disaster Management: Flood Prone Areas



Maps to be included (Disc with maps will be made available)

- Ecosystem Services Plan (ESP)

- Environmental Management Framework (EMF)

3.4 DISASTER MANAGEMENT

3.4.1 INTRODUCTION

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

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

3.4.2 MUNICIPAL INSTITUTIONAL CAPACITY

(i) DISASTER MANAGEMENT

Disaster Management, as a discipline, is changing from being reactive to being proactive. To achieve this, it is necessary to determine the risks that communities are faced with, so as to provide a safe environment, and to provide relief assistance for the affected. During the 2014/15 financial year, risk analysis workshops were conducted and the raw data processed. The Disaster Management plan was approved during March 2015 by the full council.

Relief supplies and assistance were given to those affected by storms, fires, and other disasters. Relief is in the form of temporary accommodation, food rations, and waterproofing, and its noted that the number of incidents has decreased over the last two years and peak slightly duirg the 2014/15 financial year.

- During financial 2014/2015, 200 incidents responded to affected 12506 community members, cost emergency relief R1467592.00 Community and school Awareness campaigns conducted reached 6000 community members in Msunduzi area.

KEY ISSUES RELATING TO DISASTER MANAGEMENT INCLUDE

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

(ii) FIRE SERVICES

The purpose of this unit is as follows:

- Fight or extinguish fires, and rescue of life or property from a fire or other danger;
- Prevent the outbreak and spread of fire, and the protection of life or property from fire or other threat; and
- Basic fire and life safety training.

During the 2013/2014 financial year, a total of 1603 fires were attended to. During the 2014/2015 financial year, 1628 fires were attended to. Average response times in urban areas have increased from 10 minutes to during 2014/2015 to 14 minutes in 2014/2015 financial year. In rural areas, the average response time for both financial years was 25 minutes.

KEY ISSUES RELATING TO FIRE FIGHTING:

- The need for two fire stations, one each in Northdale and Vulindlela, to comply with response times in terms of SANS 10090: 2003;
- The replacement of critical fire fighting vehicles and related equipment;
- Increased staffing, to SANS 10090: 2003 standards;
- All-weather parking facilities for fire fighting vehicles; and
- Public education on basic fire prevention and life safety, with particular focus on residents of informal settlements.

(iii) TRAFFIC SERVICES

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

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

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

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

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

KEY ISSUES RELATING TO TRAFFIC SERVICES INCLUDE:

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

(iv) SECURITY SERVICES

The Security Services Section's responsibilities include:

- Protection of municipal assets;
- Access control to municipal buildings;
- Protection of municipal forests and nature reserves;
- Serving of municipal notices (ie. Illegal occupations, illegal dumping);
- Escorting municipal officials on disconnections (ie. water and electricity); and
- Enforcing by-laws with regard to illegal trading.

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

Table 18: Safe City Pietermaritzburg Roleplayers

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

KEY ISSUES RELATING TO SECURITY SERVICES INCLUDE:

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

3.4.3 RISK ASSESSMENT

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

Table 19: Disaster Risk Priority

Disaster risk priority	Risk type
1	Fires (shack)
2	Fires (veld)
3	Flooding
4	Severe weather conditions
5	Hazardous materials (storage, transportation, and usage)
6	Lightning incidents
7	Special events (as an on-going processes)
8	Mission Critical Systems Failure (MCSF)
9	Transportation accidents
10	Building collapse

3.4.4 RISK REDUCTION AND PREVENTION

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

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

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

Table 20: SWOT

KEY ISSUES RELATING TO THE DISASTER MANAGEMENT INCLUDE: • The need for the development of an emergency services communications centre; • The need for one emergency number for reporting on all emergencies (ie. fire, traffic, security, disaster); • Despatch of emergency resources to emergency incidents must be in compliance with national standards relating to emergency response; • There is a need for disaster response plans for prioritised high risks; and • The need for the development of a training school for, amongst other things, rescue training.	
STRENGTHS • The in-house review of the Consolidated Disaster Management Framework and Disaster Management Plan.	**WEAKNESSES** • Ageing infrastructure and equipment to deliver on the legal mandate. • Obtain capital funding to extend the existing system into new areas.
OPPORTUNITIES • The development of an in-house Disaster Management Plan. • The establishment of two new fire stations to bring response times down and extend services to previously un-serviced areas.	**THREATS** • Human Resource issues relating to current levels of skills and training needs. • Staff suitability for accreditation as Peace Officers.

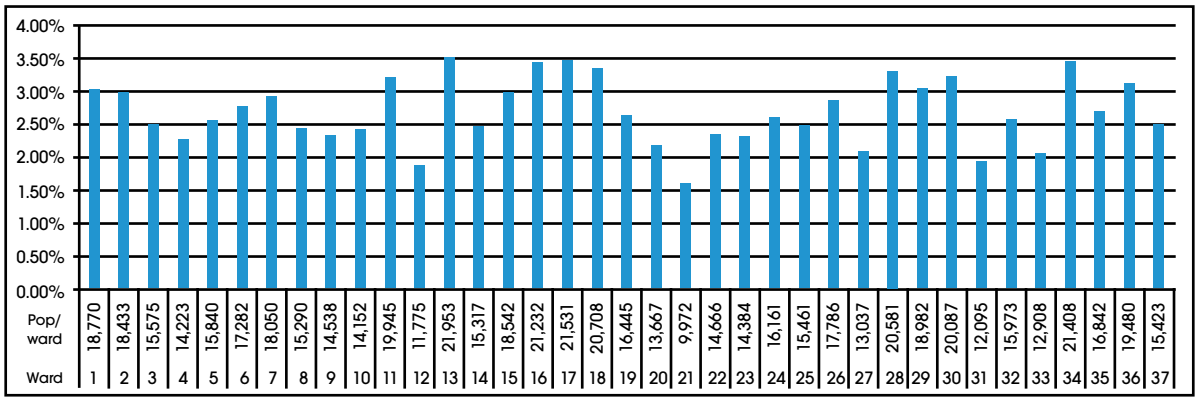
C2-DEMOGRAPHIC CHARACTERISTICS

3.5 POPULATION

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

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

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



The Census figures also indicate that there are more females (54.55%) than males (45.45%) in the Municipality, a trend that has strengthened since 2001. The number of women- headed households has also increased since 2001 from 44.5% to 45.2% of all households in 2011.

Census (2011) also indicates that the majority (68.4%) of the population fall within the economically active age cohorts (15 to 64 years), with 26.6% being under 15 years of age, and 5% being 65 years and older. A further positive trend is that the dependency ratio of people within the 15 to 64 age cohort has decreased from 51.5% to 46.2%, although this figure still remains high.

In terms of education levels, Census (2011) indicates that the percentage of adults over 20 years with no schooling has decreased from 10.9% in 2001, to 5.5% in 2011. The percentage of adults with a matric qualification has also increased from 24.5% in 2001 to 33.7% in 2011. Residents with qualifications higher than a matric have also improved, from 9.2% in 2001 to 13.1% in 2011. What is worrying though, is the number of children of school-going age that are not attending classes. This figure is 62 737 children (2011), which is marginally down on the figure of 66 789 children in 2001. Aside from eThekwini, which has 383 346 children in this category, this is the highest figure of any Municipality in the province.

In terms of child-headed households, the table below summarises the prevalence over the previous three Censuses, as compared to the uMgungundlovu District Municipality average. As can be seen, the highest prevalence of child headed households occurred in 1996, when 0,9% of households in the Municipality were child-headed. The 2001 figures indicate a decline in child-headed households to 0,3%, although the number has steadily climbed until the 0,6% in 2011.

In terms of the anticipated growth scenario the population and economic growth rates will be in excess of that achieved over the past 10 years. The population growth rate is anticipated to be 2%, whereas the economy will grow at a rate of 5%. This scenario assumes that the HIV/AIDS pandemic has been curbed and that the negative impact thereof on population growth has been reduced. It is also assumed that, because of higher economic growth rates, the area has become a target for migrants from neighbouring rural local municipalities and Districts such as Harry Gwala and Umzinyathi. Migrants from the Eastern Cape should not be excluded from this scenario.

The economy of Msunduzi is set to grow at 4% per annum, a rate still substantially lower than that proposed in the National Development Plan for 2030 (i.e. at 5.4%). However, even this 4% per annum growth rate still assumes continued capital development, expansion of production activity and the strengthening of all economic sectors.

The diagram below reflects on the total municipal population in 2011, 2030 and 2050 in terms of three scenarios. Starting off from the 2011 base of a population of 618 533 people (StatsSA ,2011) the medium growth scenario would see the population grow by nearly more that 60% to 1.1 million people in 2030 and double to 1.34 million people in 2050. Should the 3% growth rate of the high growth scenario be applied, it is estimated that the population in the municipality will potentially triple by 2050 to just less than 2 million people. Even in the case of the low growth scenario the population of the municipality will grow with 50% by the year 2050.

Figure 5a population growth scenarios

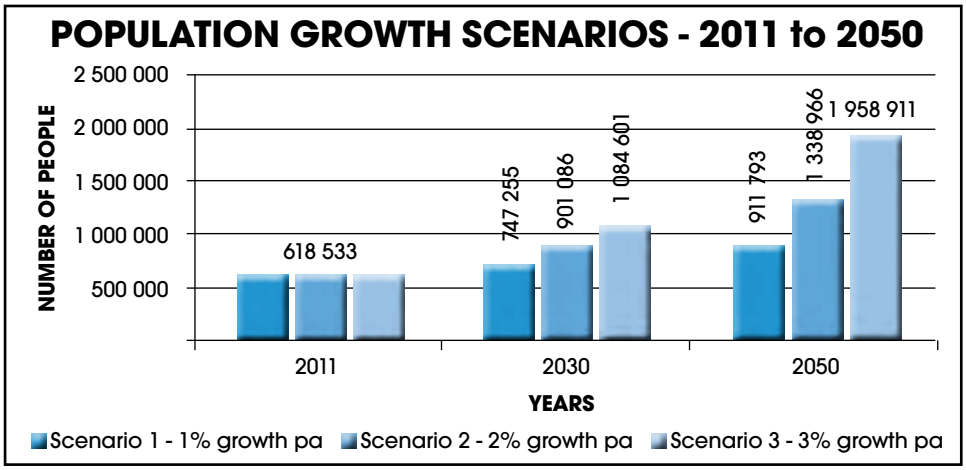
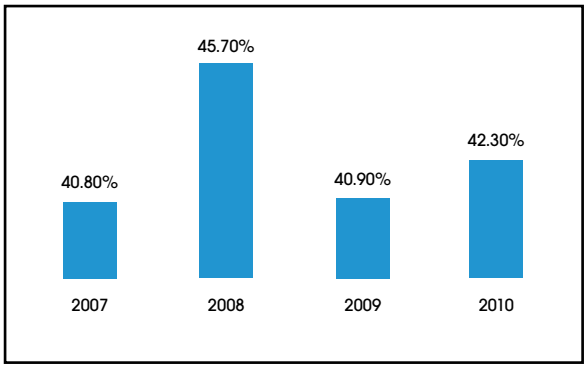


Table 21: Prevalence of Child Headed Households

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

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

FIGURE 6: HIV/Aids Prevalence Rates in the Msunduzi Municipality (DOH, 2011)



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

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

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

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

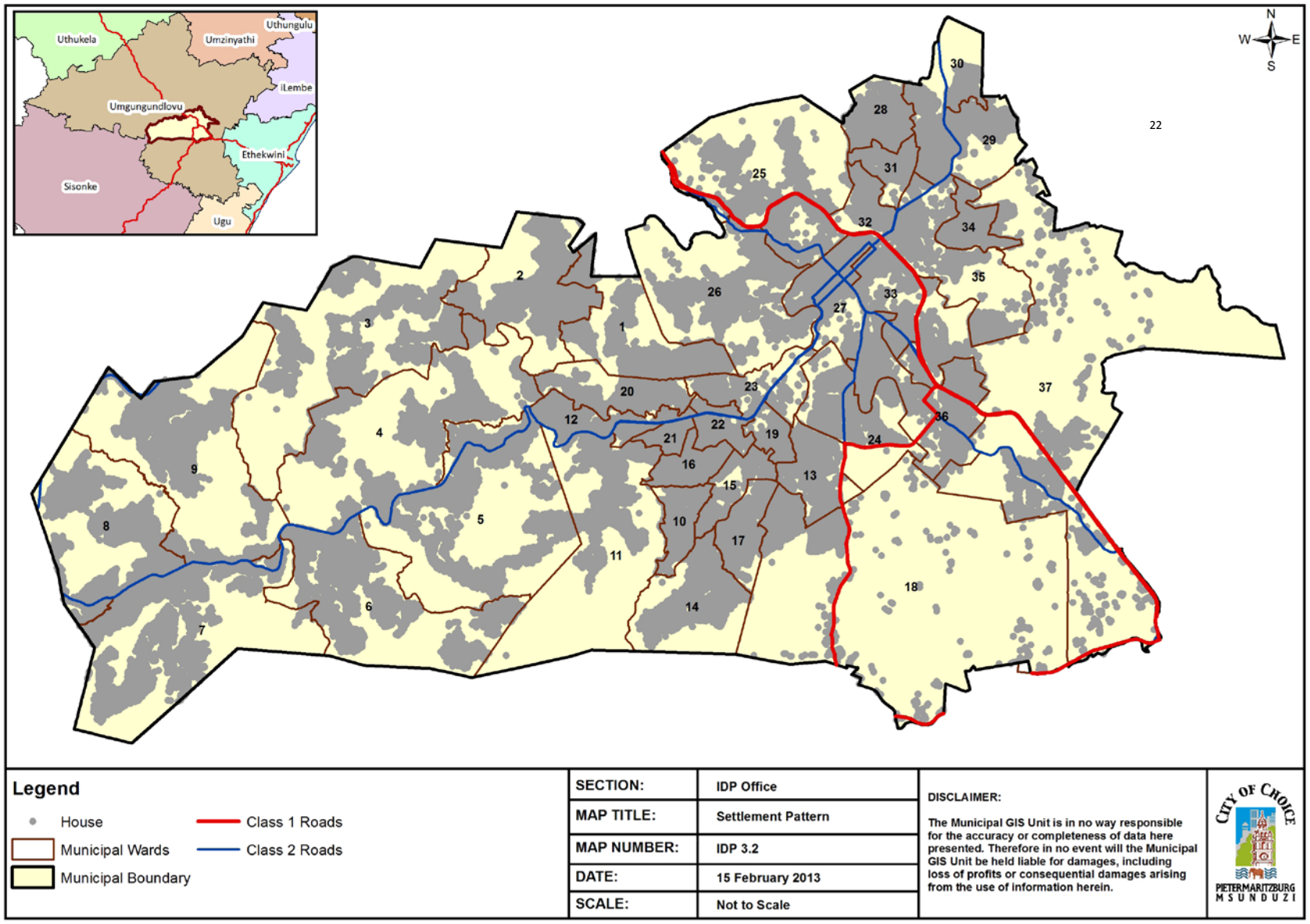
Similarly, in the education sector, sickness and death of teachers, and learners who have been orphaned or have a parent that is sick, contribute to poorer results. The private sector is also affected through higher costs associated with absenteeism of sick workers, training of new staff to replace workers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

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

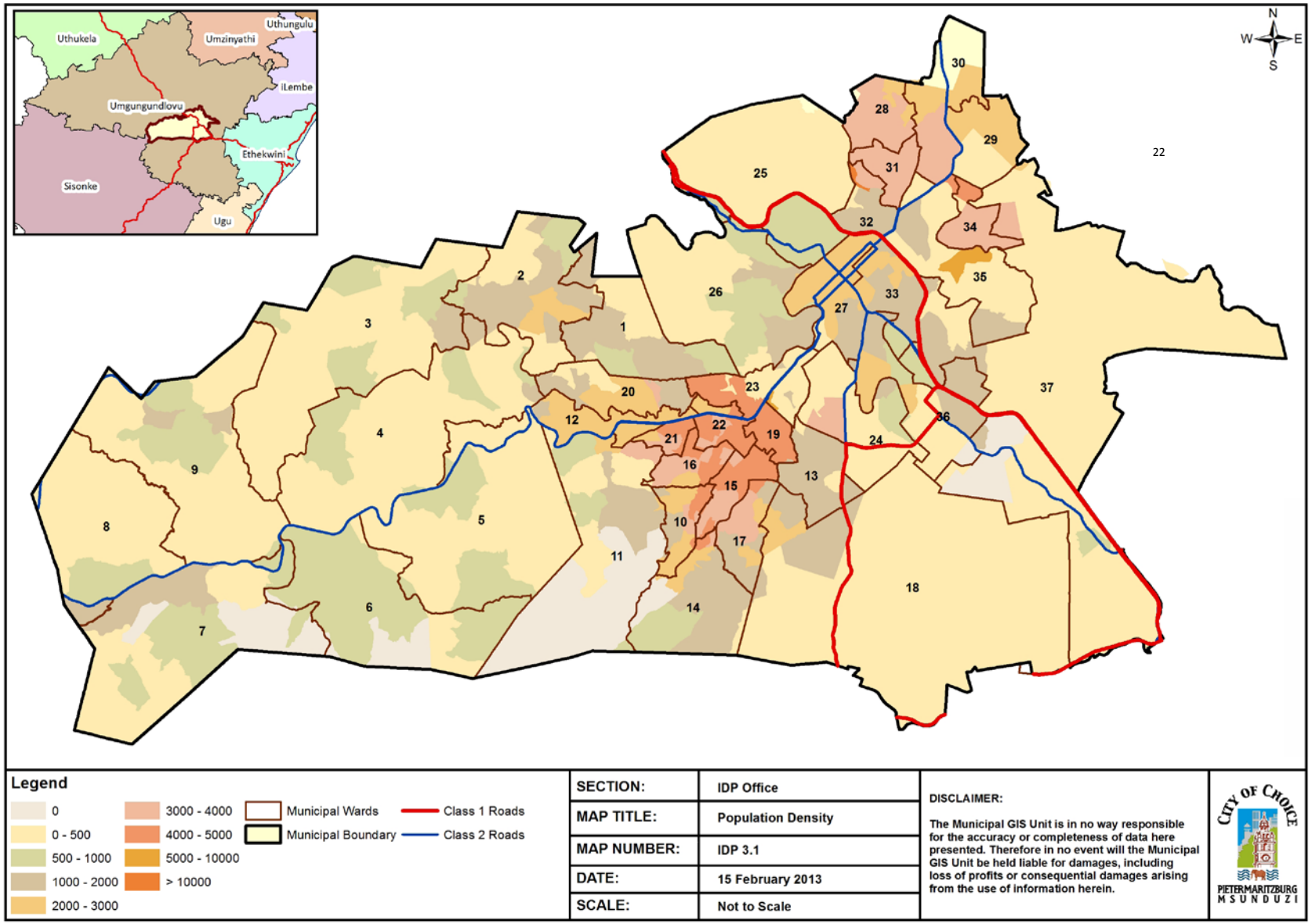
Table 22: SWOT

KEY ISSUES RELATING TO POPULATION	
• A growing population with a growing number of households, but with a decreasing average household size. • A population that is predominantly within the economically active age groups, and one where people within the working age groups are less dependent on those who are employed. • A population that is improving in levels of skills development and literacy shown by the improving levels of schooling and post schooling qualifications. • A population with the highest level of HIV/Aids infection in the province. • A population with a relatively high level of child headed households.	
STRENGTHS	**WEAKNESSES**
• A stabilising population growth rate. • High but stabilizing levels of HIV/AIDS • The majority of the population in the economically active age cohorts	• High number of economically vulnerable households • Places of residence some distance from work opportunities. • High levels of unemployment.
OPPORTUNITIES	**THREATS**
• The majority of the population in the economically active age cohorts • Good levels of education amongst adults • Improving levels of literacy and tertiary training.	• High levels of HIV/Aids • Increasing in migration

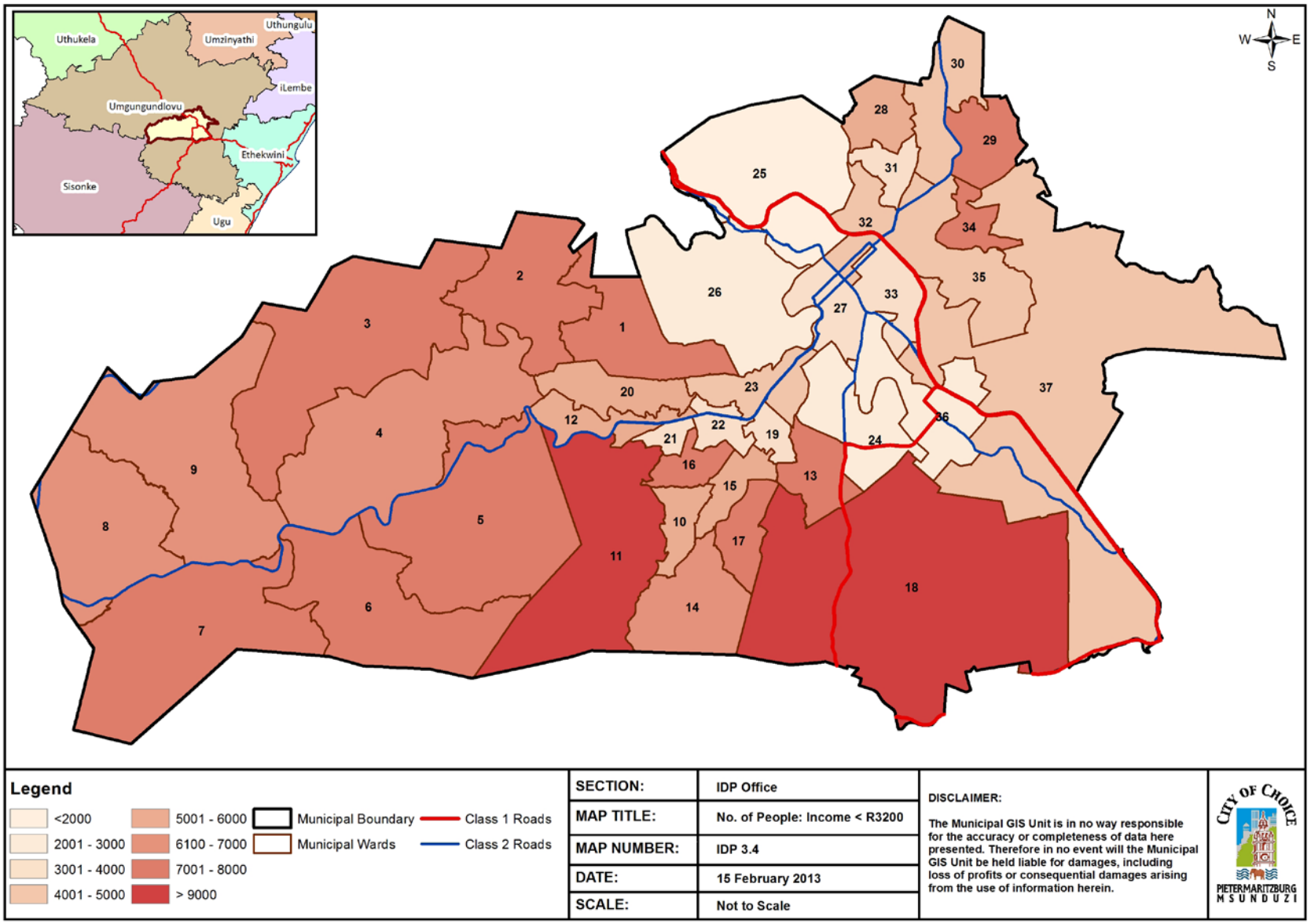
MAP 12: IDP Office: Settlement Pattern



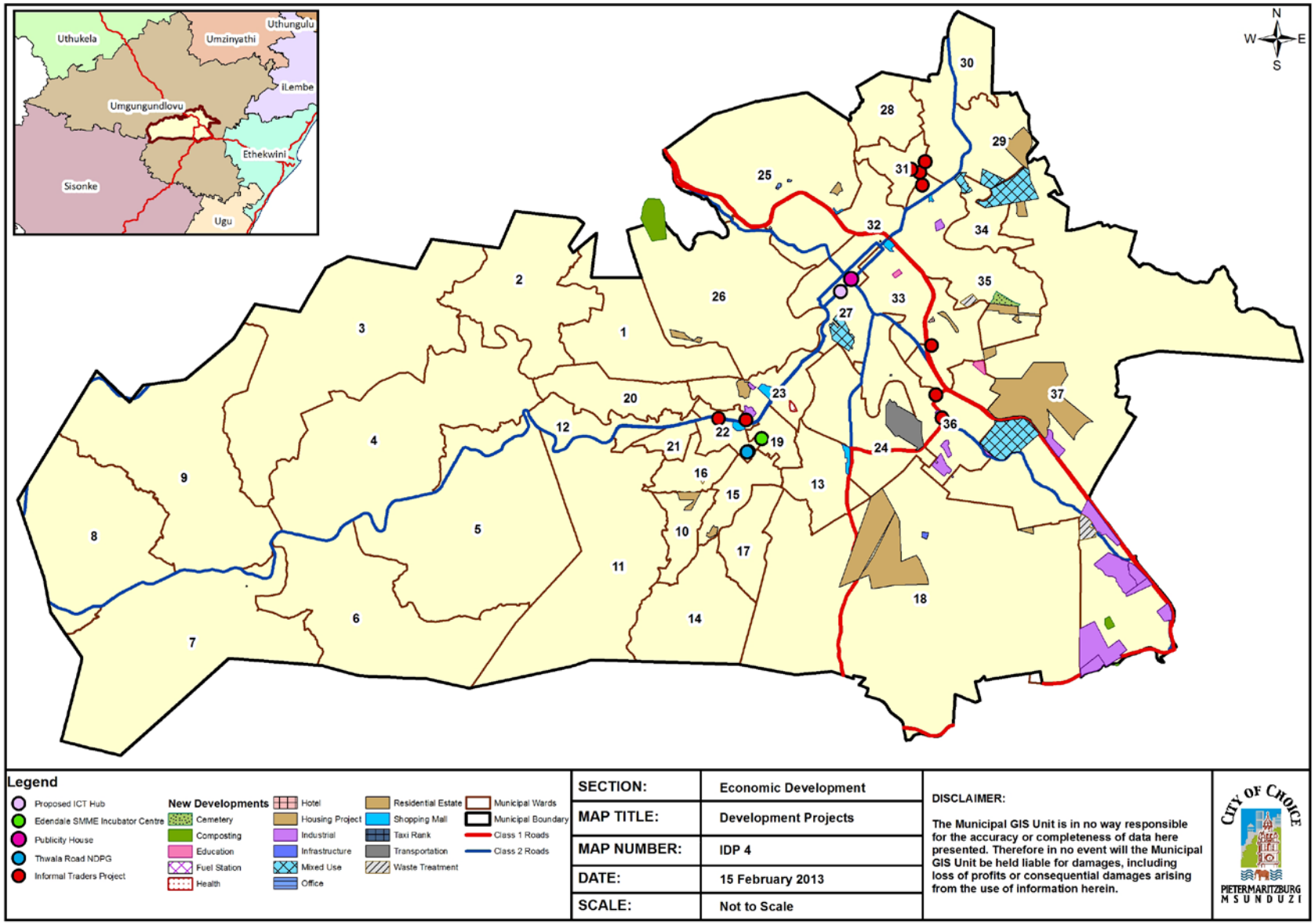
MAP 13: IDP Office: Population Density



MAP 14: IDP Office: No. of People Income < R3200



MAP 15: Economic Development: Development Projects



C 3-PGDS GOAL: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3.6 MUNICIPAL TRANSFORMATION

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

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

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

3.7 ORGANISATIONAL DEVELOPMENT

(i) INSTITUTIONAL ARRANGEMENTS

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

(ii) POWERS AND FUNCTIONS

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

Table 23: Powers and Functions of the Msunduzi Municipality

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

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

- **Planning and Promotion of Integrated Development**

  - **Planning and promotion of the Integrated Development Plan (IDP)**

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

  - **Planning and promotion of land development**

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

  - **Planning and promotion of economic development**

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

  - **Planning and promotion of environmental development**

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

- **Service delivery**

  - **Housing Services**

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

  - **Water Services**

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

  - **Electricity Distribution Services**

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

  - **Roads and Transport Services**

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

  - **Solid Waste Services**

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

- **Community Development Services**

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

- **Emergency Services**

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

- **Public Safety Services**

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

- **Public Works**

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

(iii) ORGANISATIONAL STRUCTURE/ ORGANOGRAM

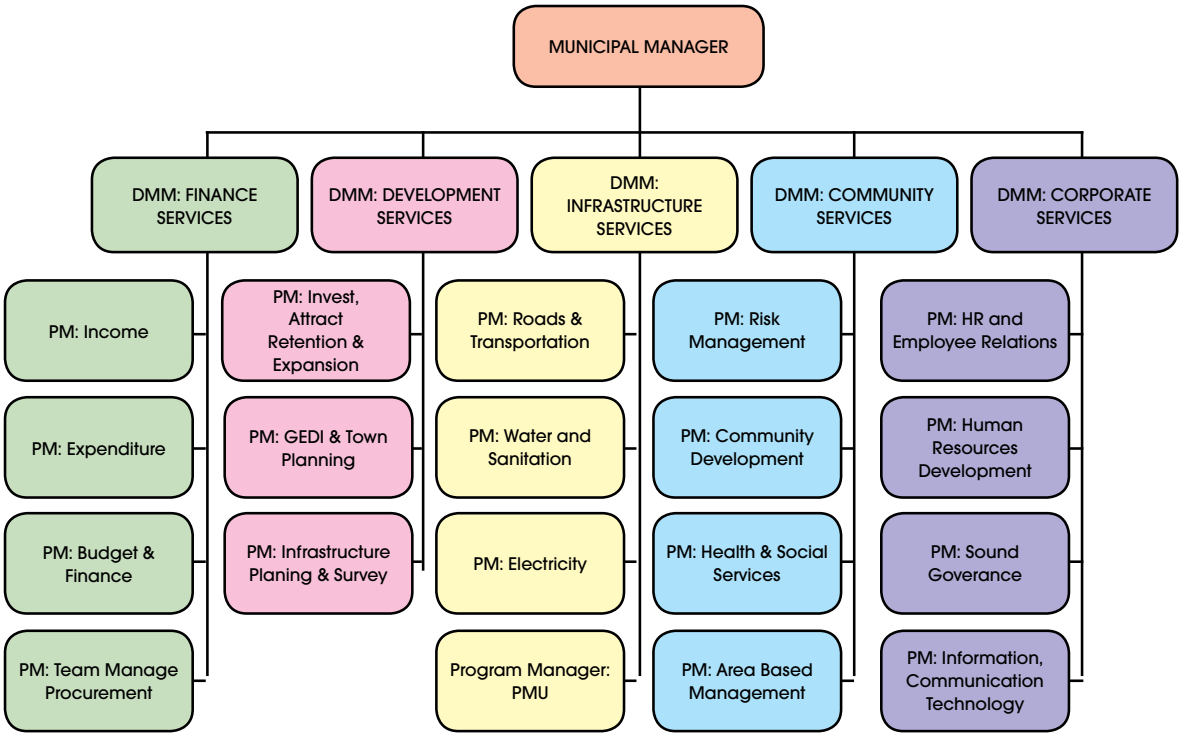
There are five Business Units in the Municipality, which mirror the committee portfolios and report to the Municipal Manager. These Business Units, each headed by a Deputy Municipal Manager, ensure that services are delivered to the people of the Msunduzi Municipality, and are structured as follows:

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

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

CURRENT TOP ADMINISTRATIVE STRUCTURE

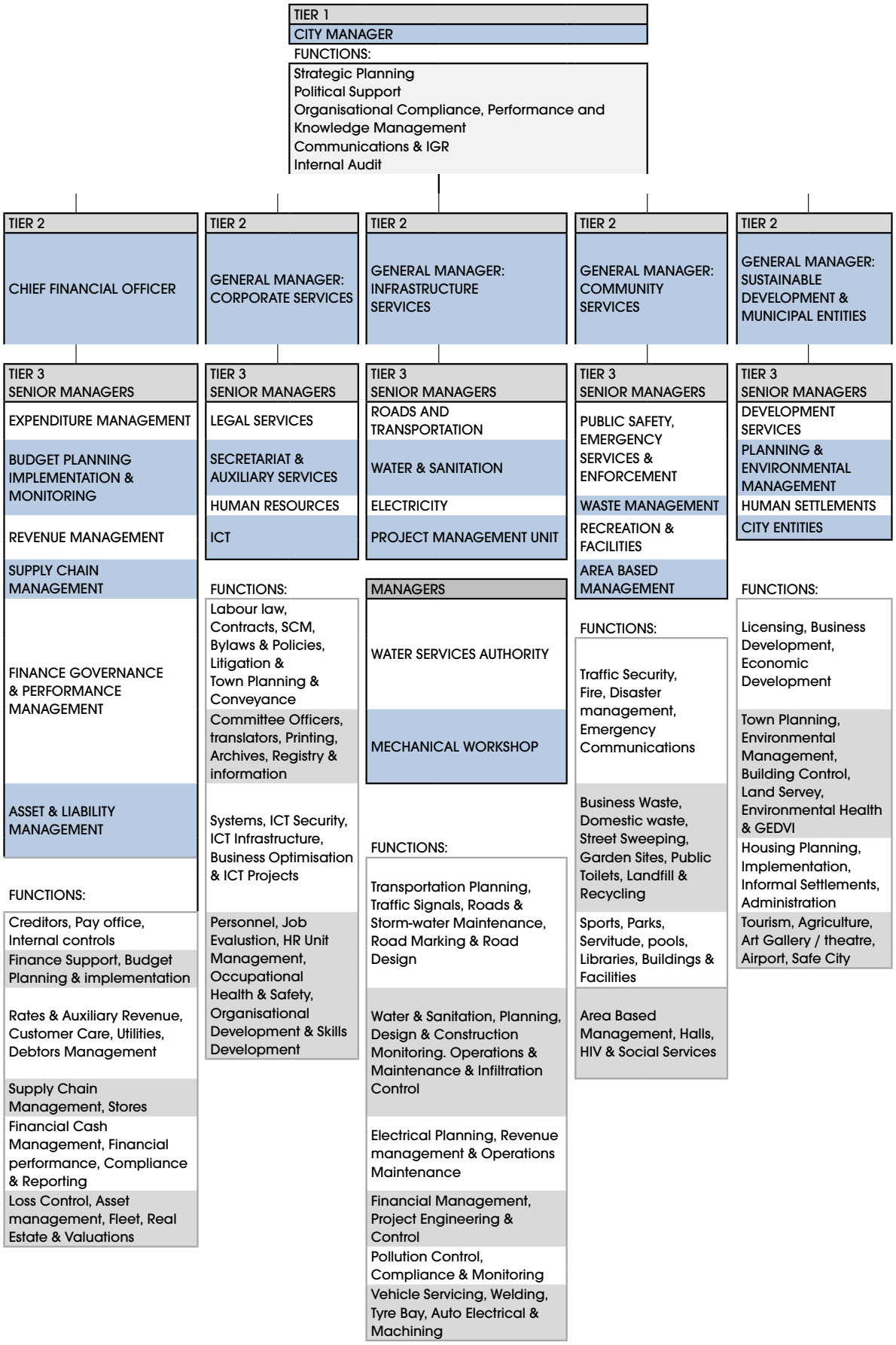
FIGURE 7: Top Administrative Structure of the Msunduzi Municipality



NEW APPROVED FUNCTIONAL ORGANOGRAM

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

FIGURE 8: Organogram of Top Management



(iv) MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

(a) MUNICIPAL MANAGER AND SECTION 56 POSTS

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

- Municipal Manager - Filled
- Chief Financial Officer - Filled
- Deputy Municipal Manager Infrastructure – Filled
- Deputy Municipal Manager: Community Services- Filled
- Deputy Municipal Manager: Economic Development - Filled
- Deputy Municipal Manager: Corporate Services –Filled

(b) FILLING OF VACANT POSTS

The unacceptably high vacancy rate in the organisation is a matter of grave concern. For instance, a vacancy rate of 48% or 2318 vacant posts were reported in February 2014. Delays with the filling of the vacancies have impacted negatively on service delivery, and the filling of critical posts is now a priority within the organisation. 68 vacancies were advertised in the month of February 2014. The selection and recruitment of staff is guided by an existing employment process and will be further directed with the approval of a drafted Selection and Recruitment Policy.

Table 24: Vacant Post Advertised

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

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

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

(v) HUMAN RESOURCE DEVELOPMENT

(a) EMPLOYMENT EQUITY

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

Table 25: Employment Equity within the Msunduzi Municipality

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

(a) WORKFORCE CAPACITY DEVELOPMENT

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

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

Table 26: Total Number of Employees who Received Training

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

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

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

The annual workplace skills plan was adopted on the 30th of June 2015 and the latest review was in 2015.

(b) HUMAN RESOURCE STRATEGY

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

(c) RETENTION AND ATTRACTION STRATEGY

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

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

(vi) WORKPLACE SKILLS PLAN (WSP)

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

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

Organisations that have more than 50 employees must consult on the process of developing the Workplace Skills Plan in a Training and Development Committee. Where a workplace is unionised, trade union and management structures must be represented on this Committee, as their signature is required to verify that consultation on the development of the workplace skills plan has taken place. It is essential to obtain buy-in in the process, initially at Council Level, and then throughout the Organisation. The Human Resources Development Sub-Committee, which is a sub-committee of the Local Labour Forum, plays a crucial role in this respect. The Skills Development Unit will present the Skills Development Unit will present the Workplace Skills Plan 2016/2017 and the Annual Training Report 2015/2016 to the Municipal Manager, The Chairperson of the Corporate Services Portfolio Committee, and Union Leadership for signing before 30 June 2016, as the reports must reach the Local Government SETA by the 30th of June, 2013.

(vii) PROCESS FOR PREPARING THE WSP:

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

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

Table 27: SWOT

KEY ISSUES RELATING TO MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT:	
• The development of a cohesive organisational structure; • Changing the organization's culture to a performance driven culture; • Attracting and retaining critical and technical skills; • A serious infrastructure backlog (information, communication technology infrastructure, and information systems applications); • Uncoordinated and disintegrated systems development; • Outdated processes and systems; and • The development of a more customer focused organisation (Incorporation of Batho Pele principles).	
STRENGTHS	**WEAKNESSES**
• Reviewing of the organogram. • The development of a more customer focused organisation (Incorporation of Batho Pele principles).	• Outdated processes and systems.
OPPORTUNITIES	**THREATS**
• The development of a cohesive organisational structure. • Changing organisational culture to be performance driven. • SAP System to integrate processes	• Low morale in staff. • Shortages of key skills. • Fraud and corruption. • Uncoordinated and disintegrated systems development.

C4-SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

3.8 INTRODUCTION

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

Table 28: Municipal Sector Plans

SECTOR PLAN	STATUS	COMMENTS
Water Services Development Plan	The ToR for the revision of WSDP is currently in the process of being revised. This is to align with new Census 2011 information.	It is anticipated that the WSDP will be completed and adopted by council in 2015.
Bulk Water Master Plan	The ToR for the revision of 2005 Bulk Water Master plan is currently being revised. This will now include the greater Vulindlela area and Ashburton, which were not previously covered.	A consultant has been appointed. It is anticipated that this process will be completed by June 2015
Bulk Sanitation Master Plan	The ToR for the revision of 2007 Bulk Sanitation Master Plan is currently been developed. This will now include all the proposed housing developments with recommendations for a possible secondary Waste Water Treatment Works.	It is anticipated that this process will be completed by July 2015 .
Non- Revenue Water Reduction Master Plan	Approved 2010	This is now being implemented
IWMP	Draft being developed.	IWMP 2 review and adopted 2015
Environmental Status Quo Report	Approved	Includes 12 specialist studies
Environmental Management framework (EMF)	Approved	GIS environmental layers linked to spatial decision support tool (SDST)
Strategic Environmental Assessment (SEA)	Approved	Includes sustainability framework
Strategic Environmental Management Plan (SEMP)	Approved	Includes 26 Action Plans
Ecosystem Services Plan/C Plan	1st Draft approved, 2nd Draft in progress	Currently refining data on 5 focus areas
Climate Change Policy and adaptation strategies	1st Draft in progress	
Comprehensive Integrated Transport Plan (CITP) (2012)	Approved by Council	Legislative Requirement. To be updated every 5 years i.e. in 2017. It incorporates / consolidates a range of smaller plans
Major Roads Plan	No proof it was approved by Council	Needs update
Transportation Plan	No proof it was approved by Council	Needs update
Road Safety Plan (2007)	No proof it was approved by Council	Needs update
Non-Motorized Network Plan 2009	Not approved by Council	Under review , being integrated with IRTPLAN
Roads Asset Management Plan (RAMP) (2006)	Not Approved	Under review completion 2014/15
Integrated Rapid Public Transport Network (IRPTN) Plan	Approved by Council	Network under design for implementation
Public Transport Network Plan (2002)	No proof it was approved by Council	Superseded by IRPTN
Building Asset Management Plan (2006)	Not Approved	Budgeted for next financial year. 14/15

3.9 WATER

3.9.1 Levels of service

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

3.9.2 Water Services Development Plan

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

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

The Act requires that the Water Services Authority must take "reasonable steps" to bring the draft water services development plan to the notice of consumers and invite public comment. The Msunduzi Municipality has recently appointed a consultant team to undertake the revision of the WSDP. It is anticipated that this plan will be ready by December 2015. Thereafter, a copy of the draft water services development plan (WSDP) is to be sent to the Minister of Water Affairs and the KZN Provincial Minister.

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

3.9.3 Water Services Authority

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

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

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

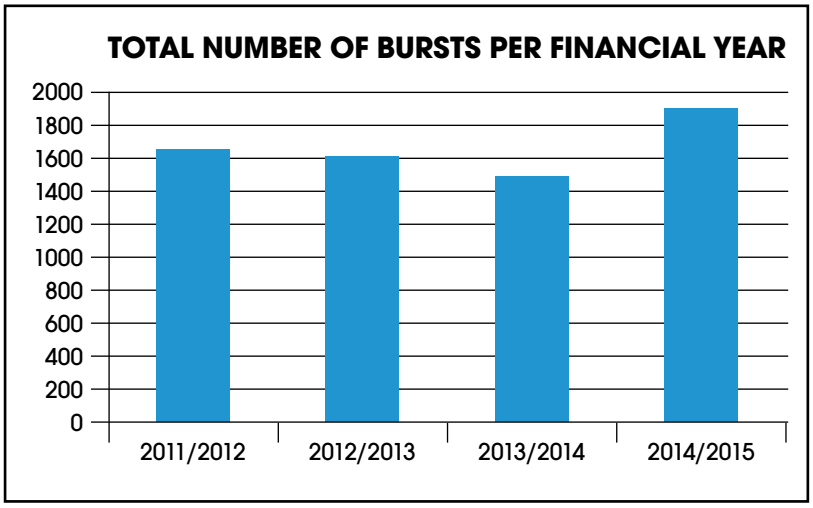
- Umgeni Water is responsible for meeting the hourly, daily, and monthly peak flow demands;
- Meter at Strategic points in order to regulate and measure the sale of bulk water;
- Pay bulk water supply service charges as follows:-
    - Volume based charges in respect of water consumed;
    - Installation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

(i) OPERATIONAL MANAGEMENT

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

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

FIGURE 9: Burst Main Trends per financial year



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

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

Table 29: Core Non- revenue Water Reduction Strategies

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

BILLING IMPROVEMENTS	• Top consumer investigation • Meter reading accuracy • Non-domestic meter replacement • Domestic meter replacement • Custody transfer points • Damaged/inaccessible meters • Standpipe/low cost housing metering • New connection growth

3.10 SANITATION

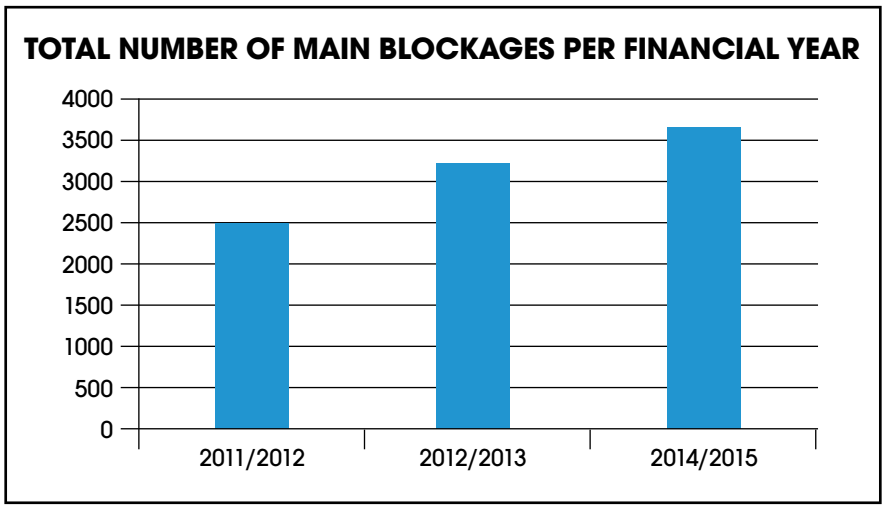
3.10.1 Levels of service

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

3.10.2 Operational management

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

FIGURE 10: Total Number of Mainline Blockages per Financial Year



By analysing and trending our current financial year statistics, and in comparing with previous financial years, the relative trend line clearly indicates the increasing frequency of these occurrences. It should be noted that these are only the main reactive faults - the general extent of all fault types have increased.
As outlined above, the volatile nature of our water and sewer infrastructure has increased the operating cost with regard to maintenance and overtime. This is further compounded by increases in labour, fuel, and materials.

3.11 ELECTRICITY

3.11.1 Levels of service

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

Households without electricity services may be due to:

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

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

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

3.11.2 Licence agreement

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

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

3.11.3 Operational management

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

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

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

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

3.12 SOLID WASTE

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

3.12.1 Solid waste removal

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

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

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

3.12.2 Solid waste disposal

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

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

3.13 TELECOMMUNICATIONS

3.13.1 Backlogs

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

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

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

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

3.13.2 Legislative framework

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

3.13.3 Msunduzi Policy

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

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

3.13.4 Future projects

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

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

3.14 TRANSPORTATION

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

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

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

3.14.1 Roads

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

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

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

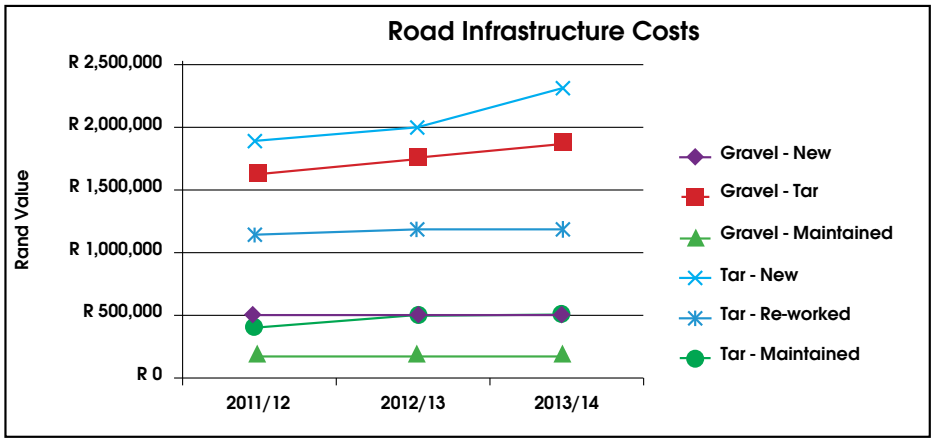
Table 30: Gravel Roads Infrastructure (kilometres)

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

Table 31: Tar Road Infrastructure (kilometres)

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

FIGURE 11: Road Infrastructure Costs



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

3.14.2 Rail

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

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

3.14.3 Airports

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

3.14.4 Integrated Rapid Public Transport System

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

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

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

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

- Trunk - the core route with the highest demand using a segregated right of way. One such route has been identified for the initial phase running from Edendale in the west through to Raisethorpe in the east, a distance of some 17km.
- Complementary - other strategic bus routes branded as "Quality Bus" routes.
- Feeder - these routes serve more isolated areas, and where the road network may comprise gravel roads. These services link with trunk and complementary routes, and services would typically be provided by 14-seater minibuses.

3.14.5 Non-motorised transport

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

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

Problem areas have been identified as follows:

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

Problematic roads identified for cyclists include:

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

3.15 INDIGENT SUPPORT

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

Table 32: Indigent Support

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

Table 33: SWOT

KEY ISSUES RELATING TO INFRASTRUCTURE DELIVERY

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

STRENGTHS	WEAKNESSES
• Investment in stabilising water and electricity provision in the Municipality. • Relatively high levels of service provision with relatively low backlogs against RDP standards.	• Staff and skills shortages in key positions. • An ageing fleet of vehicles. • Varying levels of service provision.
OPPORTUNITIES	**THREATS**
• The existence of a number of sector plans. • An increased drive to recycle waste. • The IRPTN roll-out in the Municipality. • Expansions to the airport, resulting in larger planes being able to use runways. • Proximity to the N3 corridor. • Potential high- speed rail link through the Municipality, linking Gauteng to Durban.	• The need to reduce revenue losses due to technical losses, illegal connections, tampering, and unbilled usage. • There is a need for larger operational and maintenance budgets to service the ever increasing service delivery footprint. • Theft/ vandalism of infrastructure.

3.16 HOUSING

3.16.1 Strategic issues for consideration (SDF)

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

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

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

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

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

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

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

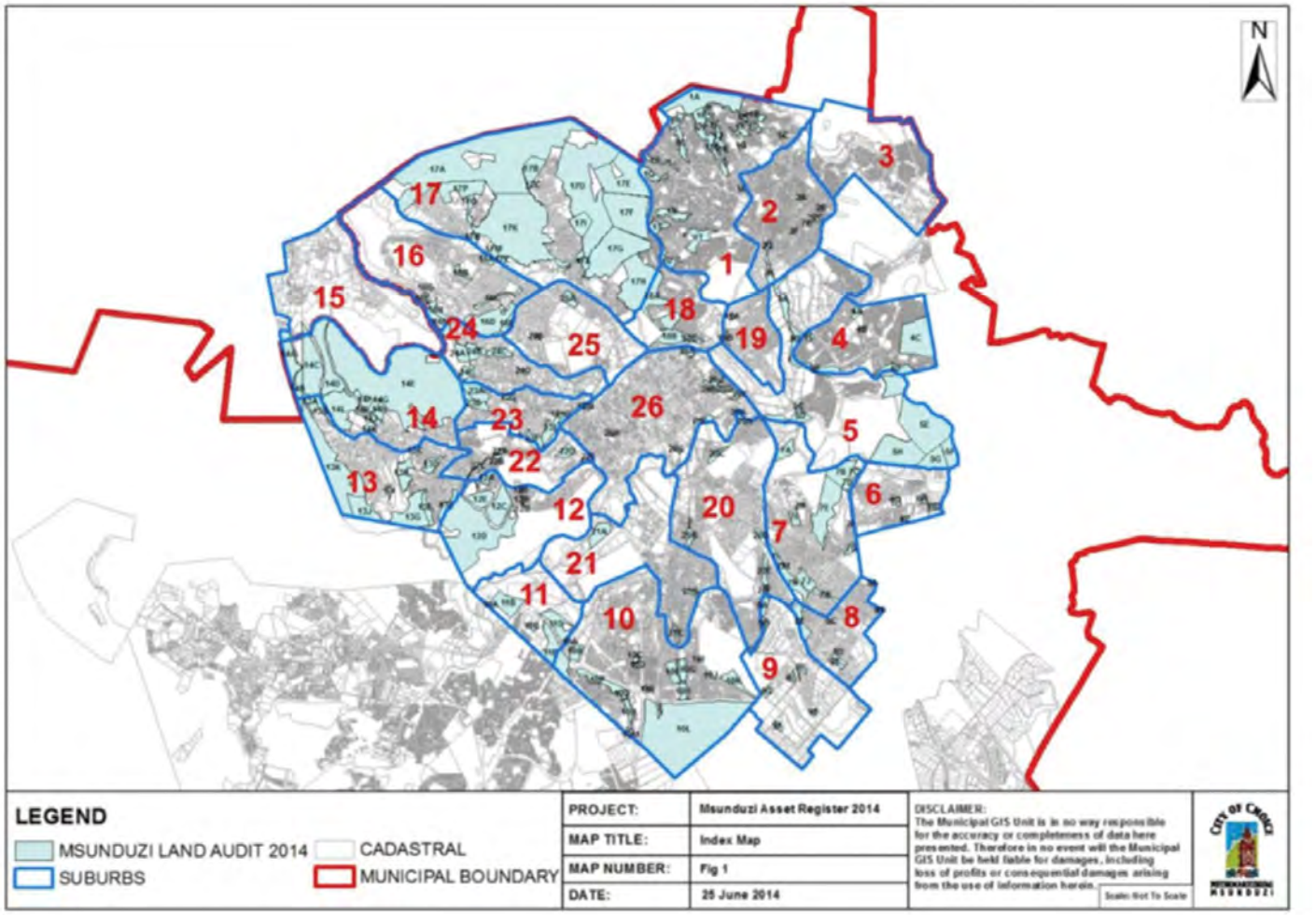
SDF (2015)

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

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

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

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



3.16.2 Estimated backlogs

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

3.16.3 Informal settlements

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

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

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

Table 34: Extent of Informal Settlements in the Municipality (Msunduzi Housing Plan, 2011)

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

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

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

3.16.4 Existing housing projects

The distribution of projects within the Municipality indicates that:

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

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

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

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

Table 35: Projects in the Msunduzi Municipality

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

(Source: Msunduzi Housing Delivery Unit, 2010)

3.16.5 Planned housing projects

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

Table 36: Summary of Planned Projects

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

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

Table 37: SWOT

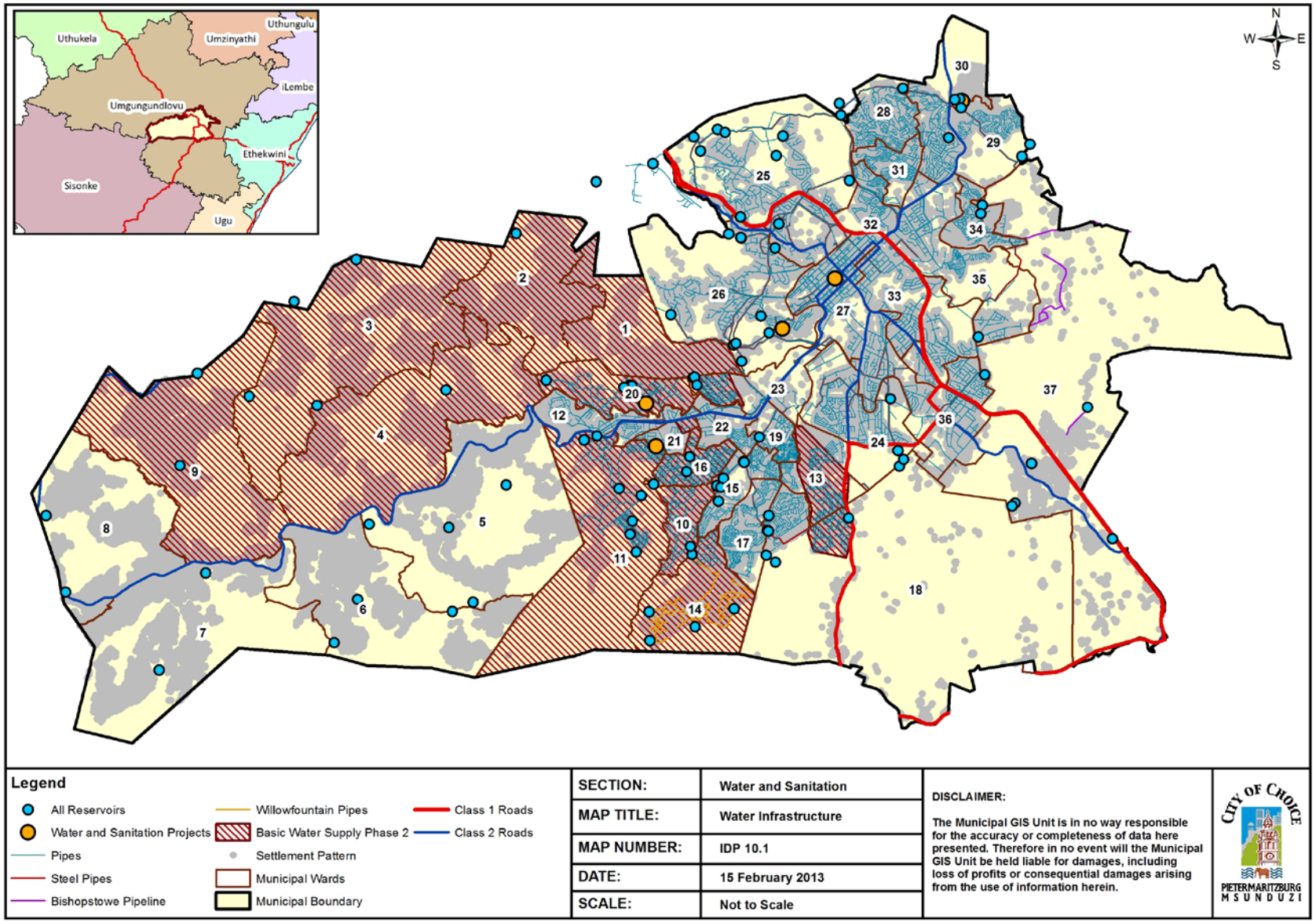
KEY ISSUES RELATING TO HOUSING:

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

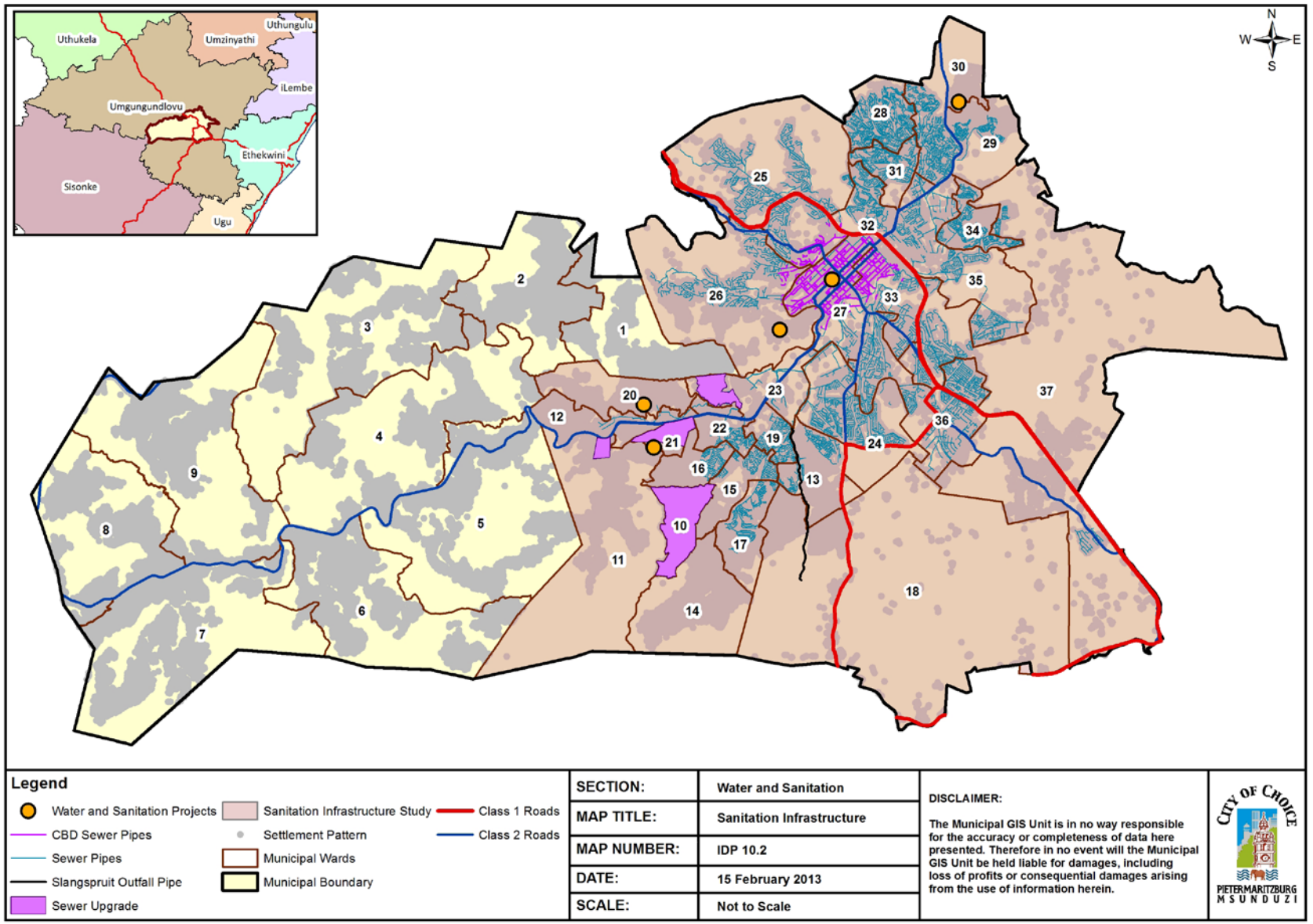
- Rental Stock:
  - Ageing infrastructure (rental flats);
  - Insufficient funding for repairs and maintenance which relates to poor rental payments;
  - Possibility of transferring certain rental units under Enhanced Extended Discount Benefit Scheme (EEDBS) policy (National Department of Human Settlement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

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

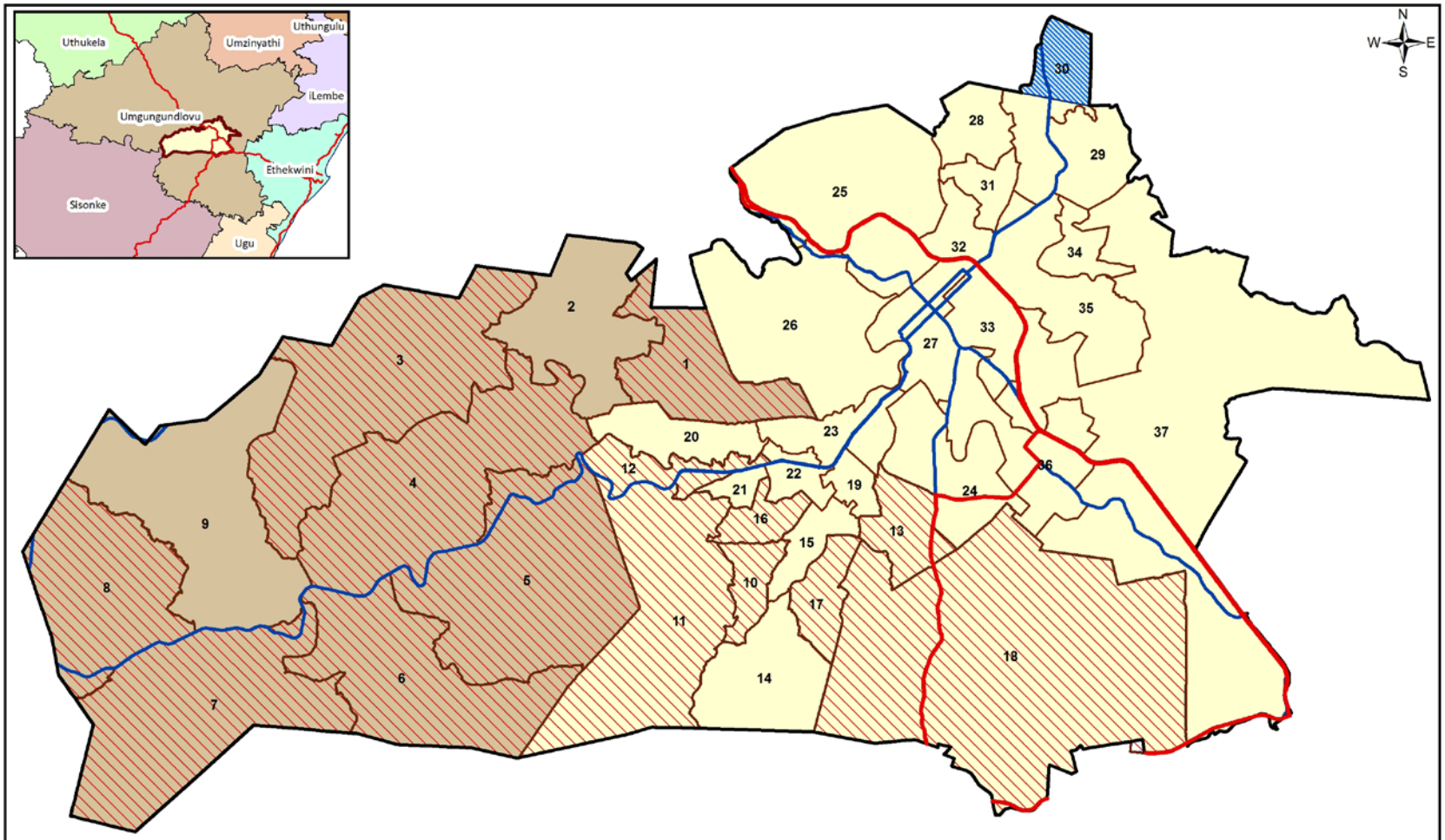
MAP 16: Water and Sanitation: Water Infrastructure



MAP 17: Water and Sanitation: Sanitation Infrastructure



MAP 18: Electricity: Electricity Upgrade and Supply



Legend

- Electricity Connections Completed
- Ezinketheni Electricity Connections
- High Mast Lights
- Municipal Wards
- Municipal Boundary
- Class 1 Roads
- Class 2 Roads

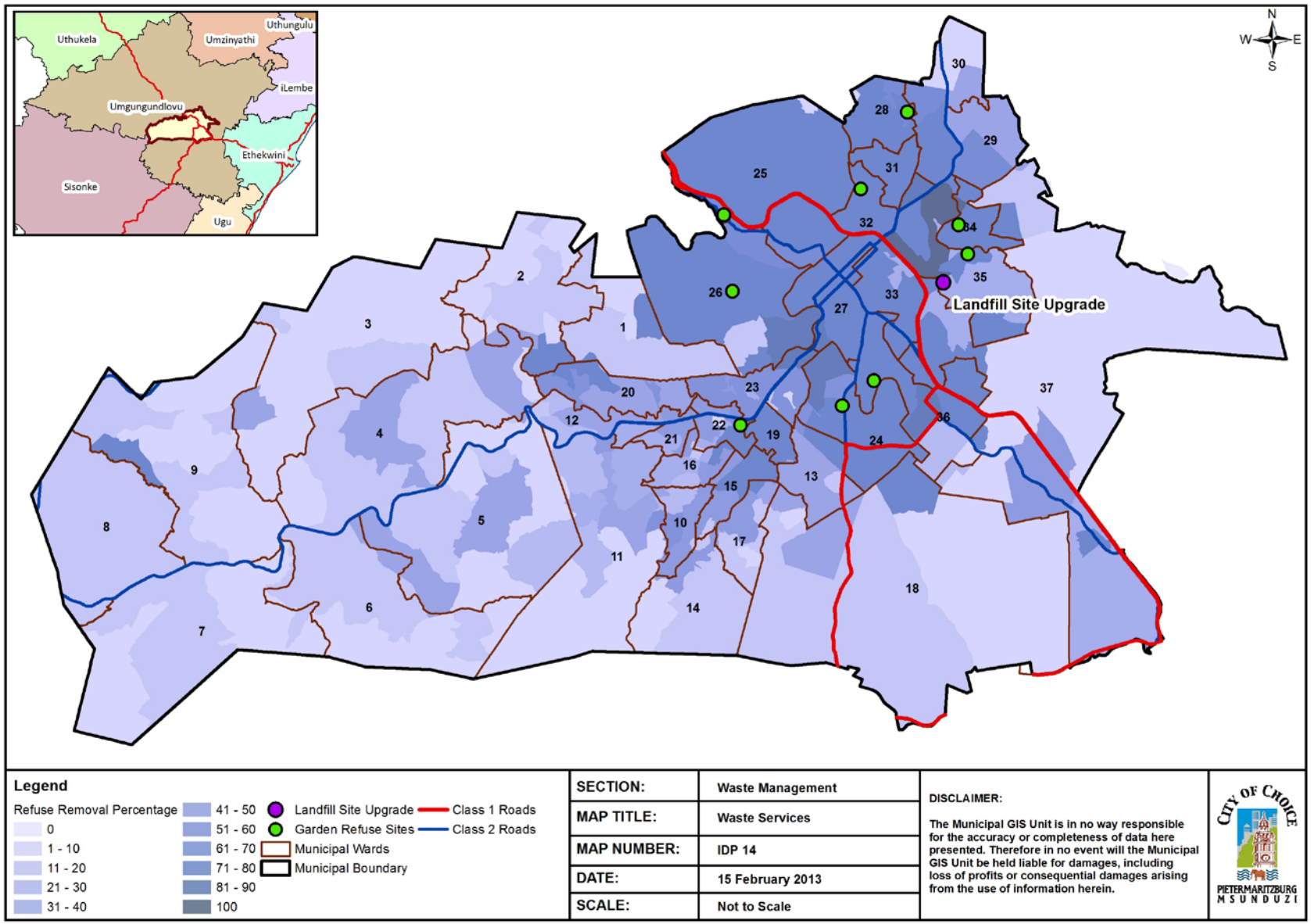
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MAP TITLE:	Electricity Upgrade and Supply
MAP NUMBER:	IDP 11
DATE:	15 February 2013
SCALE:	Not to Scale

DISCLAIMER:

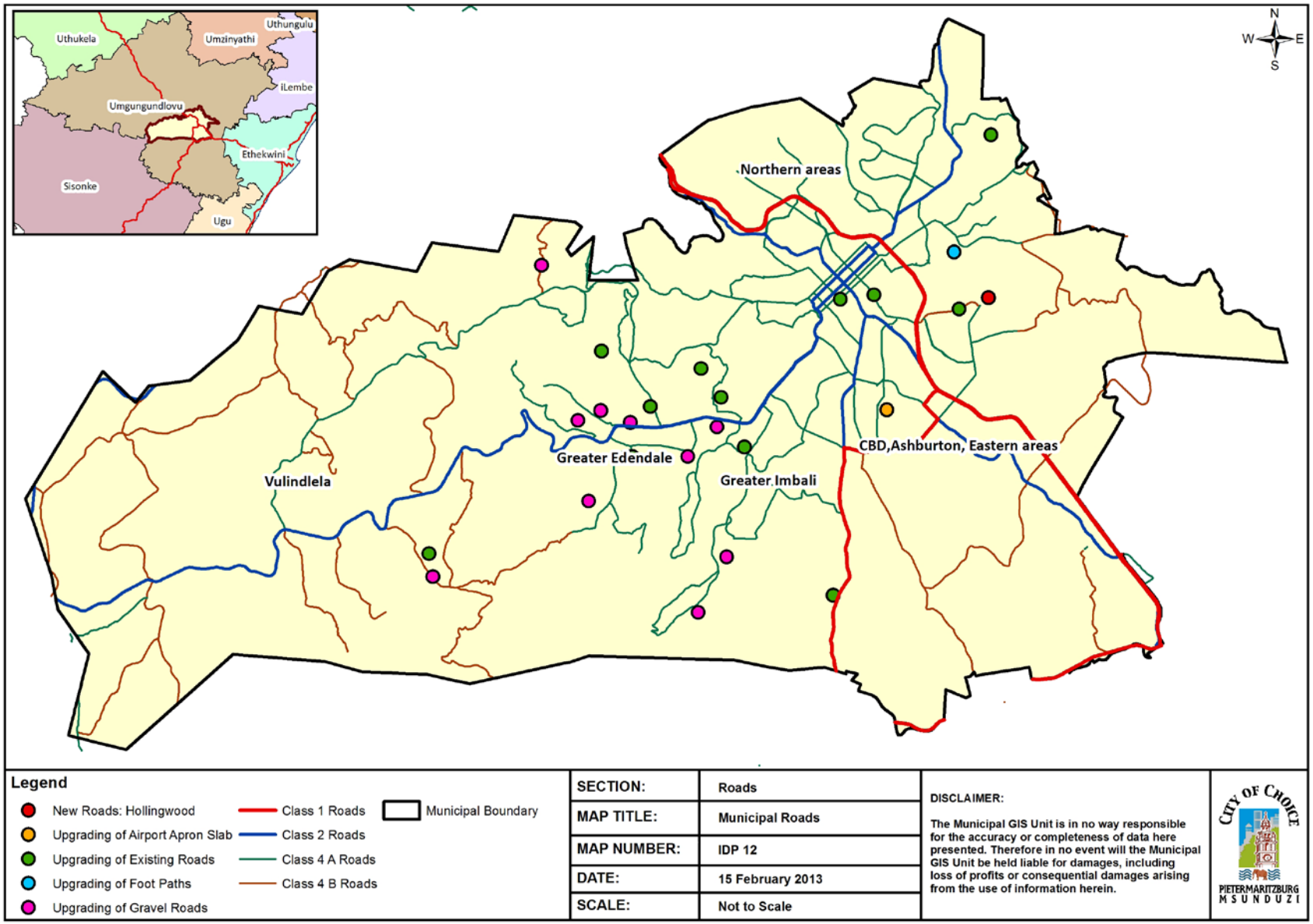
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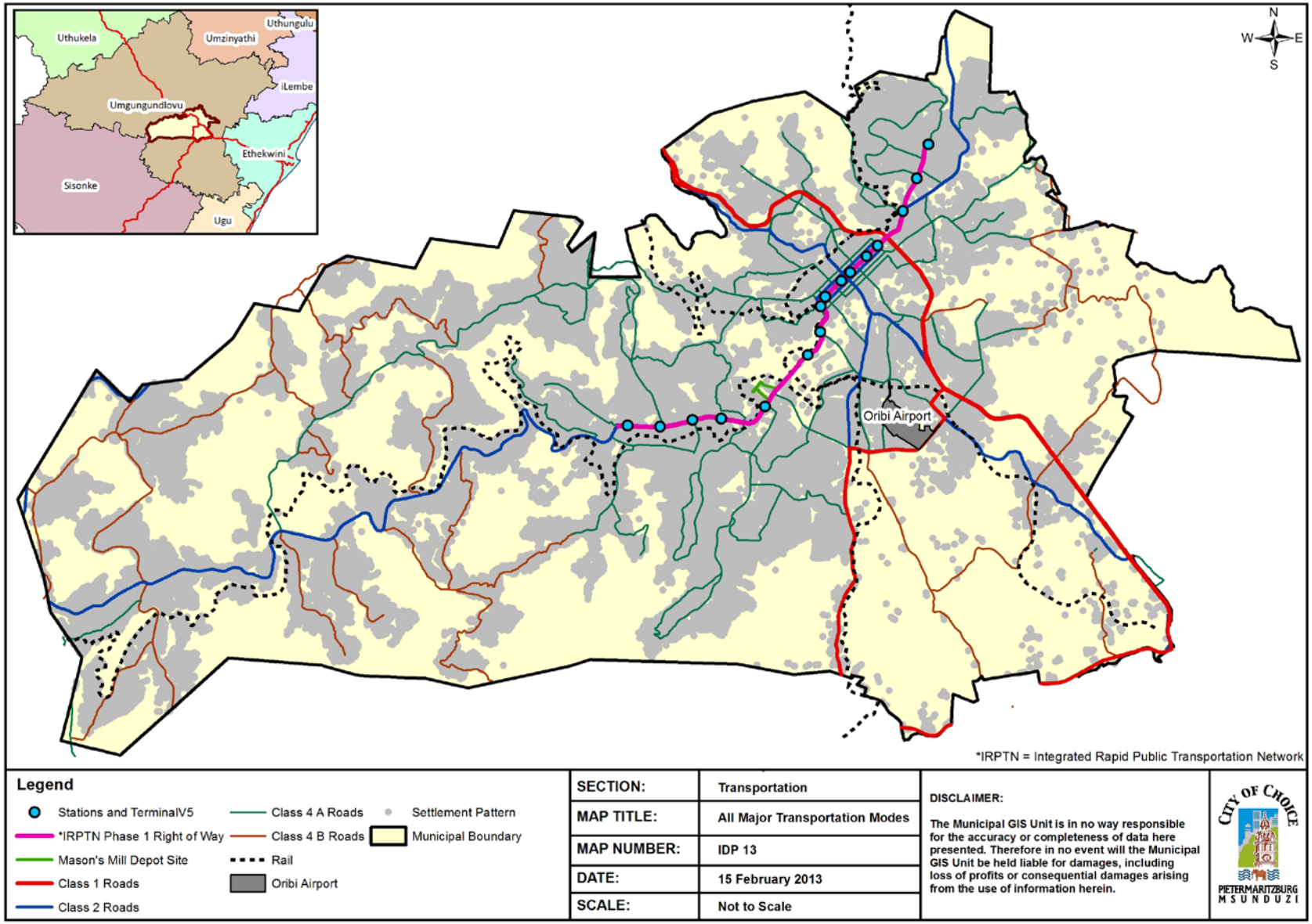
MAP 19: Waste Management: Waste Service



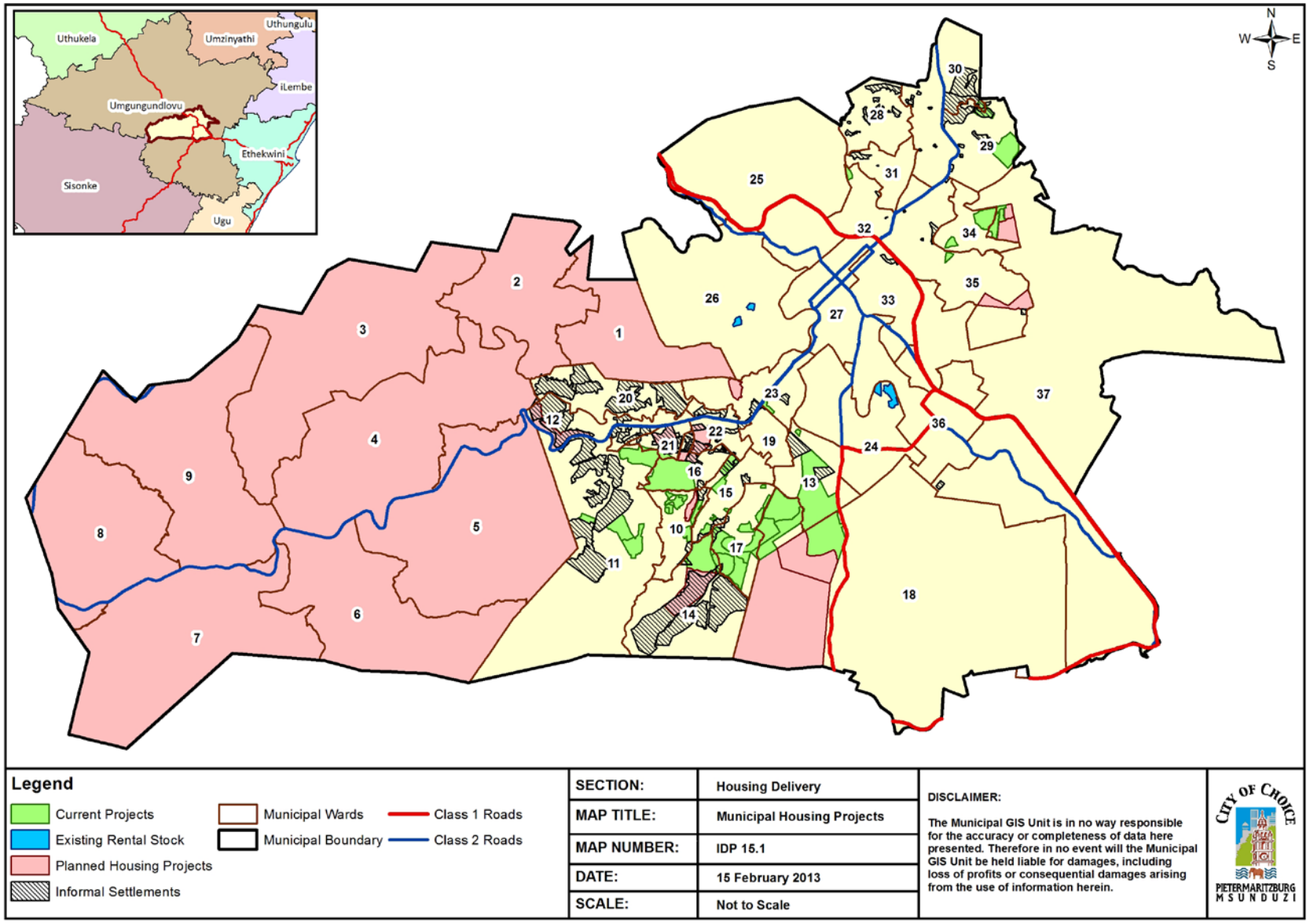
MAP 20: Roads Municipal Raods



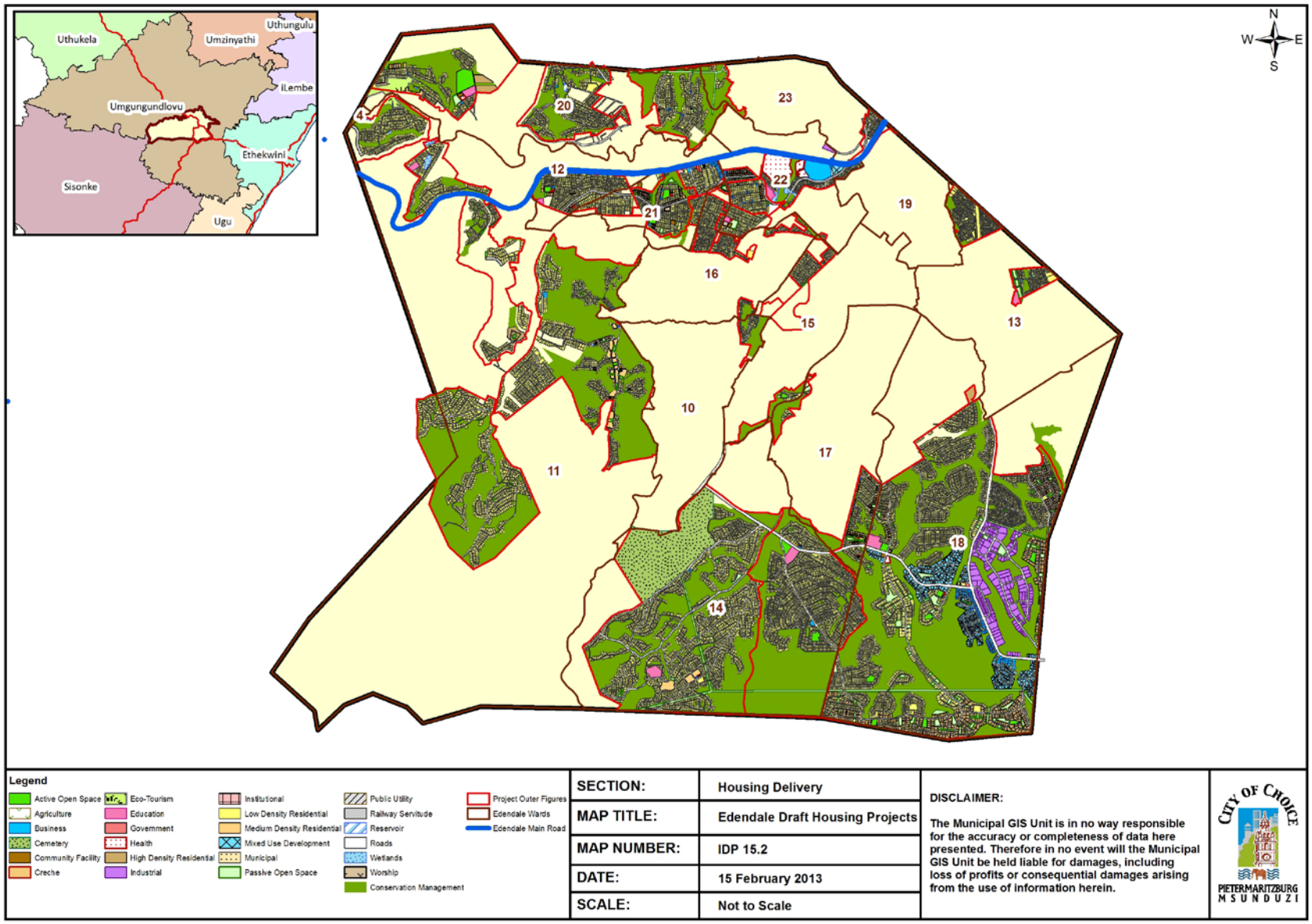
MAP 21: Transportation: All Major Transportation Modes



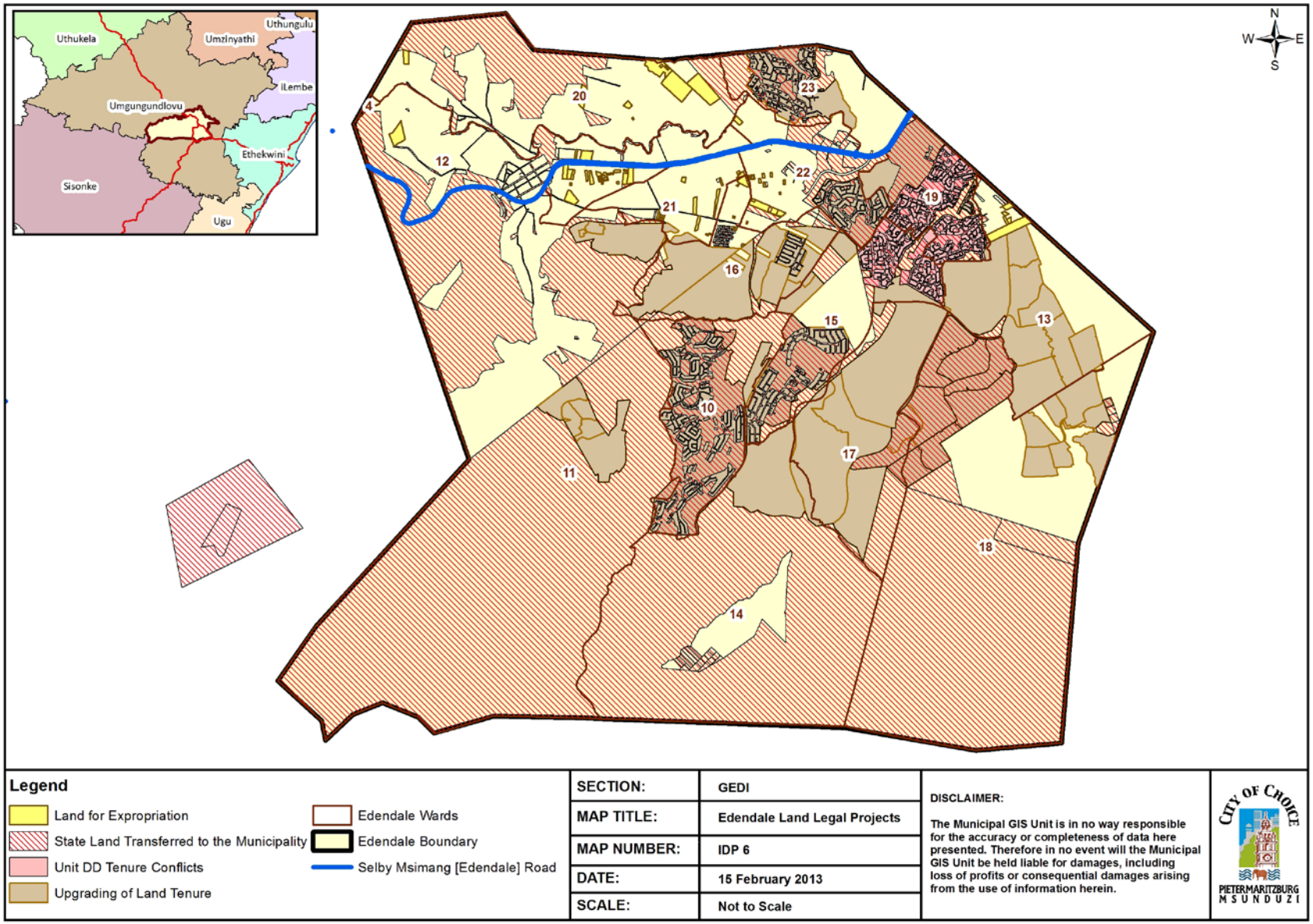
MAP 22: Housing Delivery: Municipal Housing Projects



MAP 23: Housing Delivery: Edendale Draft Housing Projects



MAP 24: GEDI: Edendale Land Legal Projects



3.16.6 THE EDENDALE LAND INITIATIVE AND THE GREATER EDENDALE DEVELOPMENT INITIATIVE

3.16.6.1 Legal background

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

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

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

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

3.16.6.2 Memorandum of agreement

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

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

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

The main functions of the LLC include, inter alia:

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

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

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

3.16.6.3 Land title adjustment

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

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

3.16.6.4 Historical community involvement

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

3.16.6.5 Planning and provision of housing

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

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

3.16.6.6 Expropriation

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

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

3.16.6.7 Property identification

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

3.16.6.8 Purchase and sale

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

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

3.16.6.9 Additional funding

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

3.17 THE STATE OF THE ECONOMY

An analysis of GDP-R at the district level reveals that Msunduzi is the main driving force behind the uMgungundlovu economy as the LM produced a GDP-R of R28.964 billion (68.5 per cent) in 2014. The local economy grew sluggishly by 1.9% between 2013 and 2014, which was a slight improvement from the 1.7% growth experienced between 2012 and 2013. Despite the economic growth rate remaining in positive territory, the economic outlook for the local economy in 2015 remained dim, as it tries to withstand the effects of increasing electricity tariffs which have the potential to impact on business investment within the municipality.

Figure 12: GDP per annum for the Msunduzi Municipality (HIS global insight, 2014)

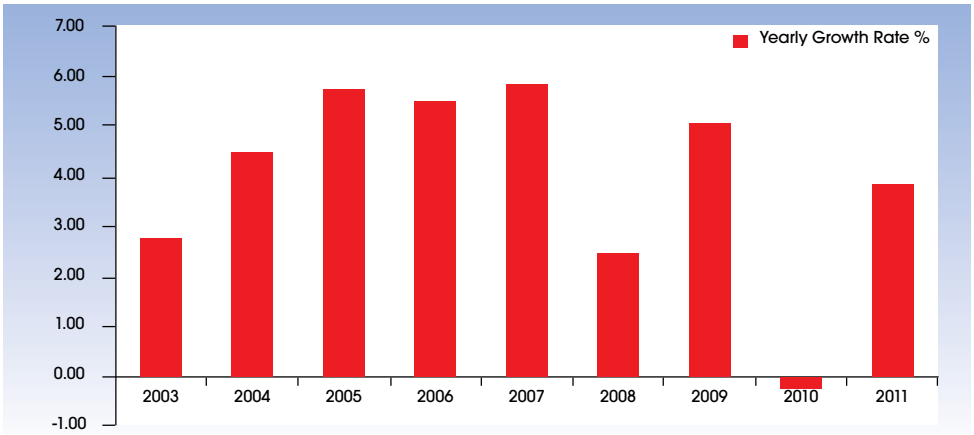
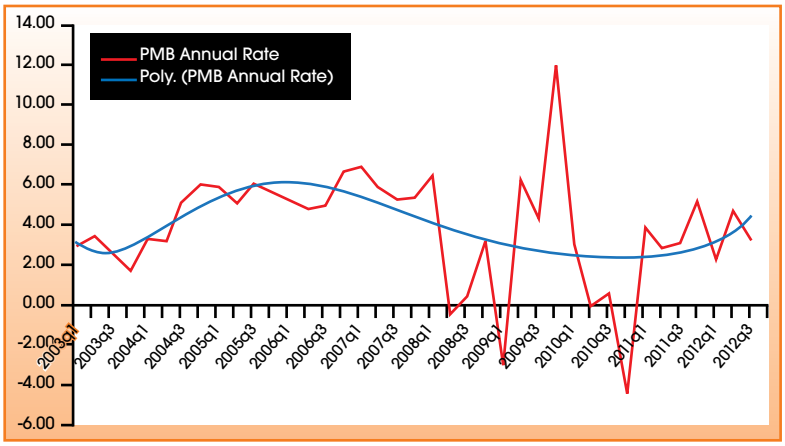


FIGURE 13: Annual GDP Growth Rate for Pietermaritzburg (2003 – 2012)

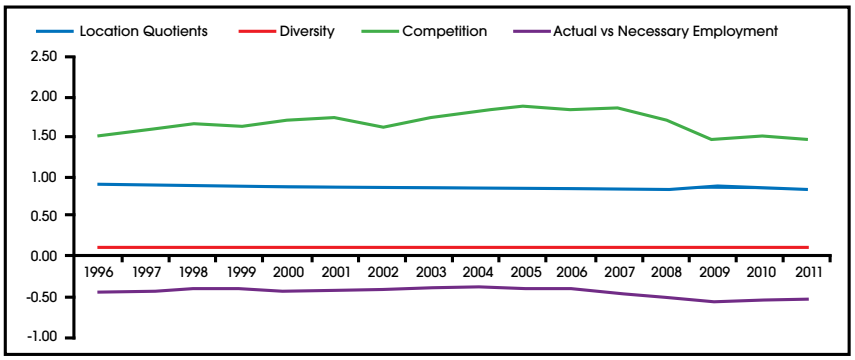


This figure indicates the annual GDP rate both per quarter and per year. The year on year rate remains positive although for Quarter 2 of 2008, Quarter 1 of 2009, and Quarter 4 of 2010, the GDP growth was negative. The trend is, however, positive at present.

These figures are mirrored by the Gross Value Added (GVA) figures for the Municipality. GVA is a measure of the value of goods and services produced in an area. The GVA for the Msunduzi Municipality for 2011 was R 22,702,000,000.00 (Quantec, 2011). The GVA growth rate for 2011 was 3.42%. The GVA per capita for this period was R 36 703.00 (Quantec, 2011).

The following figure illustrates trends in the location quotient, diversity, competition, and actual versus necessary employment. Positive figures indicate low or decreasing risk, figures around zero show a neutral risk, and negative figures show high or increasing risk. As can be seen for the period 1996 to 2011, risk factors in the Msunduzi economy are associated with employment, whereas competition and location quotients show low risk. Diversity, on the other hand, shows neutral risk.

FIGURE 14: Location Quotient, Diversity, Competition, and Actual vs Necessary Employment in the Msunduzi Municipality

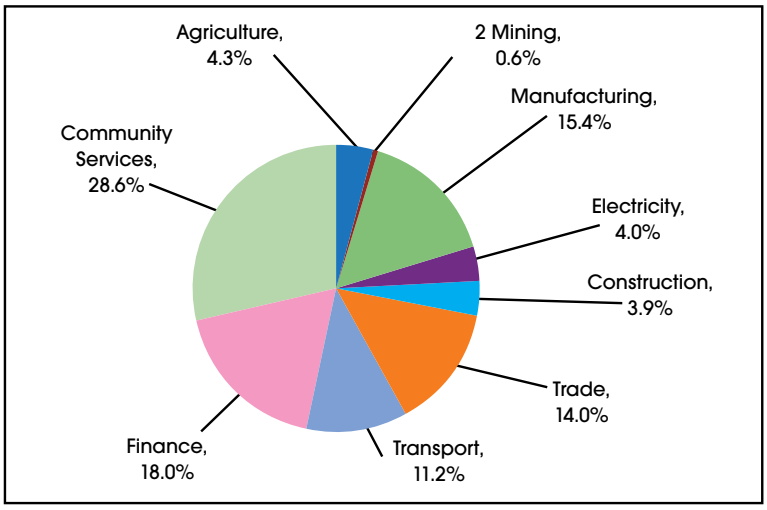


3.18 KEY ECONOMIC SECTORS

3.18.1 Introduction

The key economic drivers within the LM in 2014 were Community Services (28.6%), Finance (18%), Manufacturing (15.4%) and Trade (14%).

FIGURE 15: GDP per sector for the Msunduzi Municipality (2014)



3.18.2 Community Services

Community services amounts for 29% of the Gross Domestic product of the Msunduzi Municipality it has remain consistent from 2011. The city is the capital of the KwaZulu Natal and therefore houses a number of provincial government departments. These are mainly located in the CBD and the Municipality has a plan to leverage on this as part of the city development strategy.

3.18.3 Finance

The financial sector of the Msunduzi econonmy is the second largest sector in terms of GDP and accounts for 18% down from 24% in 2011. The fact that it is second largest can be associated with a large number of commercial banks being located in the Municipality, as well as other financial institutions. The location of government departments within the Municipality, together with their financial transactions, reinforced this trend.

3.18.4 Transport

Transportation accounts for 11.2% of the GDP of the Municipality slightly down 13% in 2011. The municipality is located along the busy N3 corridor, as well as at the confluence of number of major provincial and district roads. The establishment of a motor sales complex adjacent to the N3 and showground's further attempt to strengthen this sector.

3.18.5 Trade

Trade accounts for 14% of the municipal GDP up from 12% this an important element of the economy. Many higher order retail facilities are located in the Municipality and have a large catchment area servicing many at the outlying towns and communities both within and outside the Municipality.

3.18.6 Manufacturing

Although there has been a decline in the manufacturing output of the Municipality over the last decade manufacturing contributed 14% to the local GDP. This is an important sector and many opportunities exist for its further development and growth. The municipality has plans at advanced stages to release additional land for industrial growth. One such development is the Ibhubesi light industrial park which is a 60 ha site in Ashburton which is under construction and will have 70 sites of commercial and light industrial properties.

3.18.7 Agriculture

Agriculture provides 4% of the GDP of the municipality. Although subsistence agriculture plays an important role in the Municipality, commercial agriculture is not as prevalent as in surrounding municipality. Many surrounding municipalities within the umgungungndlovu Municipality supply produce directly to the markets in the Municipality.

3.18.8 Tourism

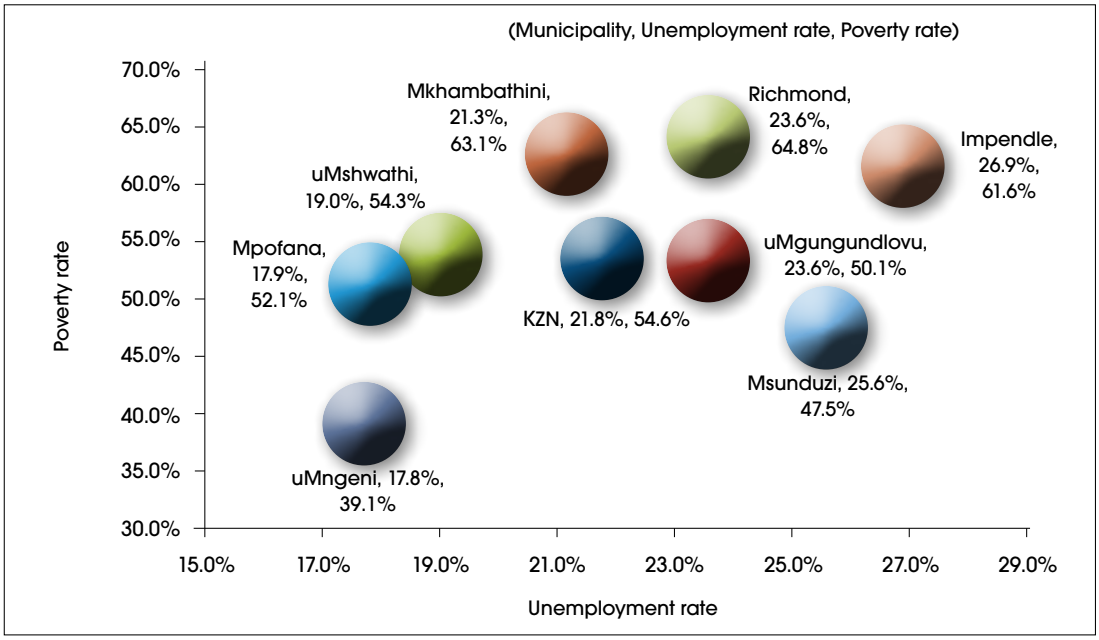
The economy of the municipality is dependent on a number of major sporting and cultural events , including the Comrades Marathon, Midmar Mile, Duzi Canoe Marathon and the Mountain Bike World Cup, to name but a few. These events lead to directed cash-injections into the economy and have positive impact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

3.19 LEVELS OF EMPLOYMENT

3.19.1 Employment

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

FIGURE 16: Municipality, unemployment rate, poverty rate



Source: Global Insight, 2014

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

3.19.2 Unemployment

Census (2011) indicates that levels of unemployment have declined from the high figures of 48.2% of the economically active population in 2001, to a figure of 33% in 2011. COGTA (2012) estimated the unemployment levels for the Msunduzi Municipality at 45%, which is above the provincial average.

A further positive trend is the decline in the youth (15 – 34 years) unemployment rate, which stood at 58.2% in 2001 and declined to 43.1% in 2011.

3.20 FORMAL BUSINESSES IN THE MSUNDUZI MUNICIPALITY

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

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

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

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

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

3.21 SMALL, MEDIUM AND MICRO ENTERPRISES AND THE INFORMAL ECONOMY

(i) SMMEs IN THE MSUNDUZI MUNICIPALITY

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

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

(ii) THE INFORMAL ECONOMY

Most informal businesses in Msunduzi are low-income generating operations that are typically survivalist. Retail trade (i.e. restaurant, bar, shebeen, tavern, accommodation, vehicle repair/cleaning, shoe repair, repair of personal and household goods, garage, spaza shops/tuck shops/hawker-type stands selling various goods etc.) and community services (i.e. health, communication (telephones), cell phones, catering, gardening, domestic/household services, funeral services, hair salon, social and personal services etc.) are the predominant sectors of informal sector activity.

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

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

Table 38: Informal Activities in Msunduzi

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

Source: UKZN (2006)

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

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

- To represent informal economy actor issues at District and Local Level;
- To build and strengthen the capacity and leadership of informal economy actors;
- To build an information base on the numbers and situation of informal economy actors;
- To disseminate information on effective organizing strategies for promoting and protecting the rights of informal economy actors;
- To prioritize the upliftment of the poorest informal economy actors;
- To prioritize the interests of low-income informal economy actors by assisting with stopping exploitation and any such conduct by high-income vendors, intermediaries and wholesalers;
- To champion the interests of all informal economy actors by ensuring that government is advised in relation to policies that directly or indirectly affect informal economy actors;
- Chamber members should gain an understanding of common problems of informal economy actors, develop new ideas for strengthening their organizing and advocacy efforts, and through their elected representatives, join in local, district and provincial campaigns to promote policies and actions that can contribute to improving the lives and opportunities of informal traders;
- To work in partnership with the private and the public sector;
- All eleven official languages can be used at meetings; and
- No unsound language and/or behaviour will be tolerable at any meeting of the Chamber.

3.22 LEVELS OF POVERTY

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

Table 39: Social Development and People Living in Poverty

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

(Source: Global Insight, 2014)

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

The Gini coefficient measures the levels of inequality in a society, with the figure of '0' reflecting absolute equality, and '1' representing absolute inequality. For the Msunduzi Municipality, a figure of 0.64 was measured in 2010, which is up from the 0,57 in 1996. This indicates that society in the Municipality is becoming more unequal in nature. It is, however, below the district figure of 0.65 and the provincial average of 0.66.

The Human Development Index (HDI) is a composite statistic of life expectancy, education, and income indices, and a score of '1' indicates a good HDI as opposed to the other extreme of '0'. The HDI for the Msunduzi Municipality improved from 0.60 in 1996 to 0.62 in 2004, showing that life is generally improving for residents of the Municipality.

3.23 BUILDING PLAN APPROVAL

In terms of Building Plan approval, for the period July 2012 to January 2013, 430 plans were approved by the Municipality, with a total estimated construction cost of R 340,794,503.00.

3.24 ECONOMIC ADVANTAGES OF THE MSUNDUZI MUNICIPALITY

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

Table 40: Municipal Economic Advantages

ADVANTAGE	CATEGORY	DESCRIPTION
LOCATIONAL ADVANTAGES	CENTRALITY	Msunduzi is at the cross-roads of major access routes linking Durban to Gauteng, Ixopo, Underberg with Greytown, Stanger, and as such there are multiple options for access into the Municipality and the uMgungundlovu DM.
	LOCATED ON THE GAUTENG CORRIDOR PRIMARY LOGISTICS CORRIDOR	The development of this corridor has recently received renewed prioritisation by being declared as one of the President's Strategic Integrated Plans. This will provide opportunities for Nodes along the corridor identified in the SDF and ABM Plans.

ADVANTAGE	CATEGORY	DESCRIPTION
NATURAL/ GEOGRAPHIC ADVANTAGES	HIGHLY FERTILE LAND	There is a high abundance of fertile land in the DM and LM making it one of the most productive areas in the province.
INFRASTRUCTURAL ADVANTAGES	MAJOR DAMS	Although not in the Msunduzi Municipality, there are no fewer than four major dams in close proximity to the Municipality (Midmar, Nagle, Wagendrift and Albert Falls, and the Spring Grove dam which is currently under construction).
	EXCELLENT ROAD NETWORK	The Municipality is serviced by an excellent road network primarily centred on the N3 and the District (R) roads.
	RAIL LINKAGES	The Municipality is located on the main Gauteng line, as well as the line to the Eastern Cape.
HUMAN CAPITAL ADVANTAGES	GOOD SCHOOLS AND TERTIARY INSTITUTIONS	The Pietermaritzburg and Midlands area is considered to possess the best schools in the province. These schools produce highly capable Matriculants with good leadership abilities. While the tertiary institutions are perhaps not as robustly developed as they are in eThekwini, the University of KwaZulu-Natal and the Cedara Agricultural College, along with various other private tertiary institutions, provide opportunities for well-trained Matriculants to become highly skilled members of the labour force. The existence of these educational institutions gives uMgungundlovu a significant comparative advantage in terms of being able to offer companies a skilled workforce.
INSTITUTIONAL ADVANTAGES	CAPITAL CITY STATUS OF PIETERMARITZBURG	The designation of Pietermaritzburg as the province's capital is a major advantage for the district. The district benefits directly from the location of government departments in Pietermaritzburg, while indirect benefits include, private sector clustering around government departments and substantial levels of business tourism. The capital City status of Pietermaritzburg also raises the profile of the entire district.

The study also categorised the Comparative Advantage Sectors as follows:

Table 41: Comparative Advantage Sectors

CLASSIFICATION	SECTOR	DESCRIPTION
EXISTING OR STABLE	PUBLIC ADMINISTRATION	Although general government would not normally be regarded as a comparative advantage sector, the public sector's role in the Municipality is not so much a welfare role as it is an institutional and business one. The designation of the Municipality as the provincial capital provides the Municipality with a comparative advantage for attracting public sector business and services, as well as associated private sector business.
UNSTABLE OR THREATENED	CLOTHING AND TEXTILES (FOOTWEAR PRODUCTION)	The employment benefits of this sector are clearly immense, and the sector has experienced relatively healthy growth over the past 10 years. Although the sector as a whole is not revealed to be a comparative advantage by the location quotient method, there may be a niche industry comparative advantage in the production of leather products and footwear. This is confirmed by the fact that the Municipality has the largest concentration of footwear companies in the province and also possesses some leather tanneries. While the sector as a whole is growing, there are significant threats to the future of the leather and footwear industry in the Municipality. In particular, cheap labour in Lesotho has recently drawn investors away from investing in the Municipality and district.

CLASSIFICATION	SECTOR	DESCRIPTION
HIGH GROWTH POTENTIAL	POST AND TELECOMMUNICATIONS	This capital intensive industry has been growing at a very impressive rate for the past 10 years and probably reflects the fact that Pietermaritzburg serves as the telecommunications hub for a large hinterland.
	SALES AND REPAIR OF MOTOR VEHICLES AND FUEL	This industry is growing rapidly within the Municipality and reflects the importance of the Municipality being situated on a major transportation corridor. The comparative advantage of this sector is only likely to grow with the renewed strategic focus on the Durban – Gauteng corridor.

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

Table 42: Catalytic Projects identified by the Department of Economic Development and Tourism

STRATEGY	PROJECT	DESCRIPTION	STATUS
EXPLOIT OPPORTUNITIES ASSOCIATED WITH THE N3 CORRIDOR	Dedicated, large scale truck stops	Designated stop for trucks using the N3 Durban-Gauteng corridor	Envisioned
	Development of logistical platforms	Currently uMgungundlovu products are packaged and loaded in Durban for trips to Johannesburg; this represents as waste of fuel and increased costs; a logistical platform should be established north of PMB	Envisioned
	High Speed train between Durban and Johannesburg	High speed train, as part of the development of the Durban-Free State- Johannesburg Corridor	Planned
	Train coach manufacturing at Mason's Mill	Encourage the manufacture of coaches and rail components at Mason's Mill, and link this to Prasa's refurbishment plan	Envisioned
DEVELOPMENT OF LEATHER AND SHOE INDUSTRY	SEZ for leather and footwear companies	Vertical integration of companies in this sector to include entire production process: tanneries, trims, adhesives, and retail	Envisioned
EXPLOIT CAPITAL CITY STATUS OF MSUNDUZI	CBD REVITALISATION	PMB CBD needs to reflect its importance as a provincial capital. Derelict buildings should be restored to their Victorian splendour and the city should be positioned as a preferred location for companies to operate.	Envisioned
	DEVELOPMENT OF A FIVE STAR HOTEL IN PMB	Currently there are a shortage of high-class hotels in the city; this limits business tourism growth	Envisioned
	FURTHER EXPANSION OF PMB AIRPORT	Revamp and expansion of existing airport to make it more accessible and attractive to use for both business and leisure	Planned
	ESTABLISH A MUSEUM AND HERITAGE CLUSTER	Consolidate a number of the disjointed collections into a modern and iconic world class museum	Envisioned
	DEVELOPMENT OF A LARGE- SCALE CONFERENCE CENTRE	Despite being an events capital; PMB offers very few conferencing options. The development of a conference centre at the Royal Show Grounds could offer greater opportunities for hosting more sporting events.	Envisioned
	DEVELOPMENT OF AN ECO- ESTATE IN PMB	PMB needs an up-market residential estate so as to attract top business people.	Envisioned
DEVELOPMENT OF EDUCATION NICHE MARKETS	FILM SCHOOL	The development of a world class film school.	Envisioned
	DEVELOPMENT OF A FLIGHT SCHOOL	The development of a flight school at Oribi Airport.	Envisioned

STRATEGY	PROJECT	DESCRIPTION	STATUS
UTILISE ENGINEERING SKILLS	Encourage the location of an airline manufacturer in the Municipality	This would be beneficial to the downstream component manufacturers already located in the Municipality	Envisioned
	Establish an electronics hub	Cluster companies which supply electronic components for the motor industry	Envisioned
DEVELOP THE ICT SECTOR	Msunduzi ICT incubator	To provide an enabling environment for the emerging ICT small business to be sustainable and competitive in regional, provincial and nations markets	Exploratory

3.25 THE MSUNDUZI LED STRATEGY

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

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

The following support plans are in place:

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

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

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

- The Urban Network Strategy remains on course and is funded under the 2013/2014 DoRA allocation to the Municipality.
- The Procurement Process in support of the appointment of the consultants to produce the Urban Network Strategy has been concluded.
- The project is required to be completed by July 2014 and in terms of the Business Plan to be prepared as part of the Urban Network Strategy, various capital project would be identified for implementation.

Table 43: SWOT

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

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

3.26 SOCIAL INFRASTRUCTURE

3.26.1 Healthcare facilities

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

Table 44: Health Facilities within the Msunduzi Municipality

	MOBILES	SATELLITES	CLINICS	COMMUNITY HEALTH CENTRES
MSUNDUZI	6	7	31	2

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

3.26.2 Schools

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

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

3.26.3 Libraries

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

Table 45: Library Usage

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

3.26.4 Theatres and Community Halls

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

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

3.26.5 Parks and open spaces

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

Table 46: Parks and Open Spaces

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

3.26.6 Cemeteries and Crematoria

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

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

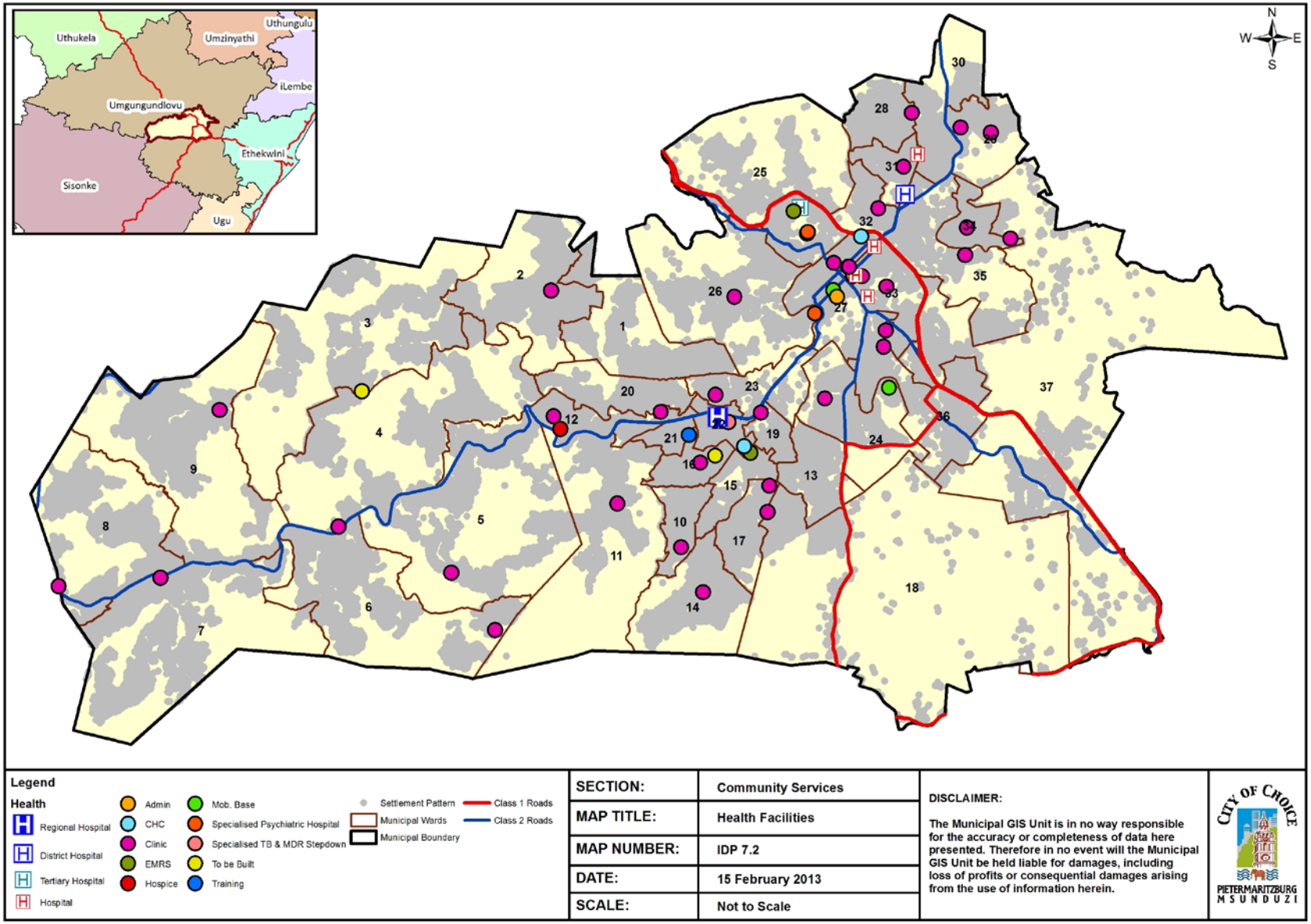
The identification of a new cemetery is vital, as the lack of burial space in the existing cemeteries will seriously impact on service delivery in the near future.

3.26.7 Community safety

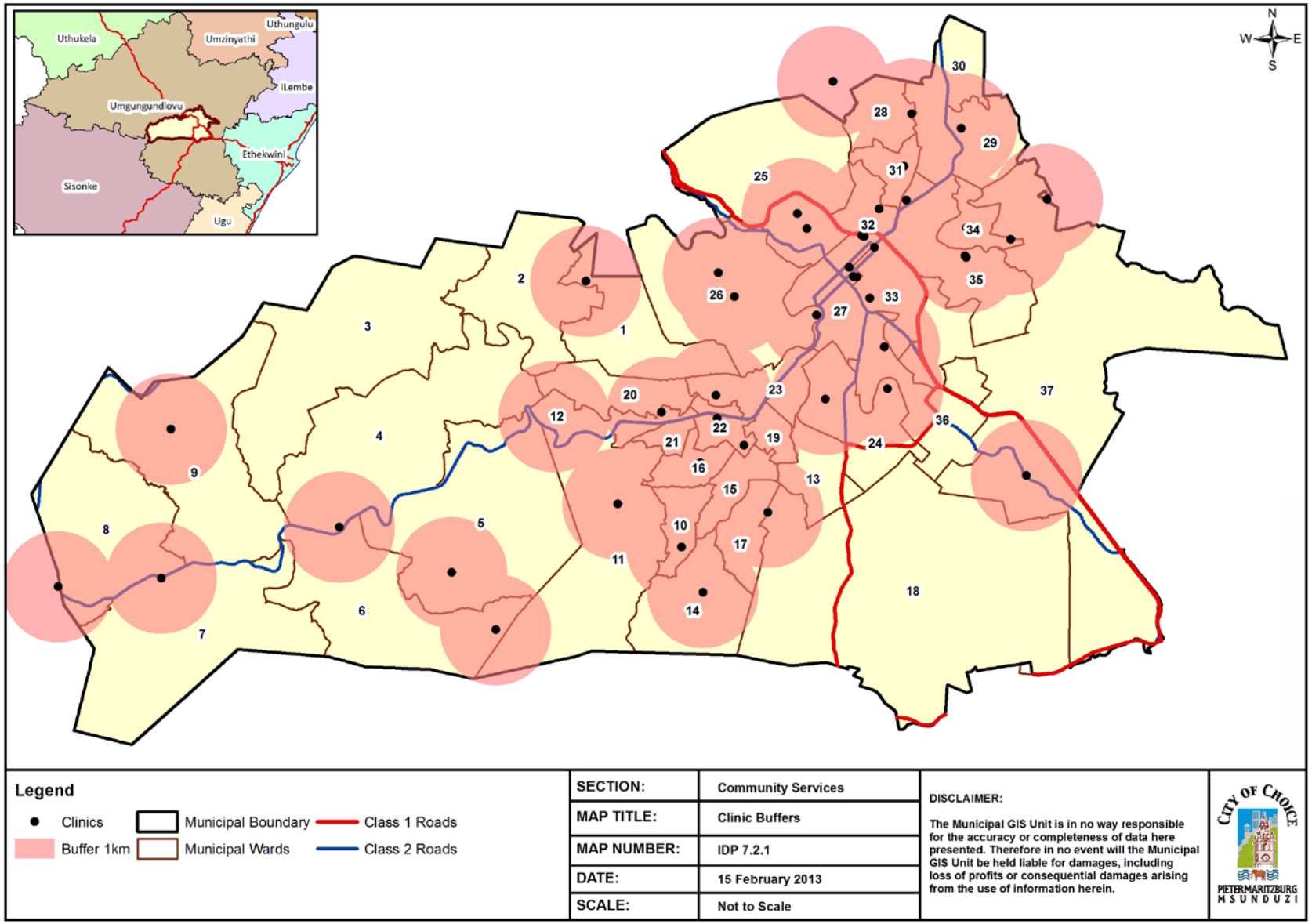
In terms of National Crime Prevention Strategy, the Provincial Department of Community Safety and Liaison is the custodian of the Community Safety Plan, with plans being formulated in each of the District Municipalities. Local municipalities, like the Msunduzi Municipality, are then responsible for providing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

The Msunduzi Municipality will have a draft work plan in place by the end of June 2014, which will later be aligned to the DM process.

MAP 25: Community Service: Health Facilities



MAP 26: Community Service: Clinic Buffers



Legend

- Clinics
- Buffer 1km
- Municipal Boundary
- Municipal Wards
- Class 1 Roads
- Class 2 Roads

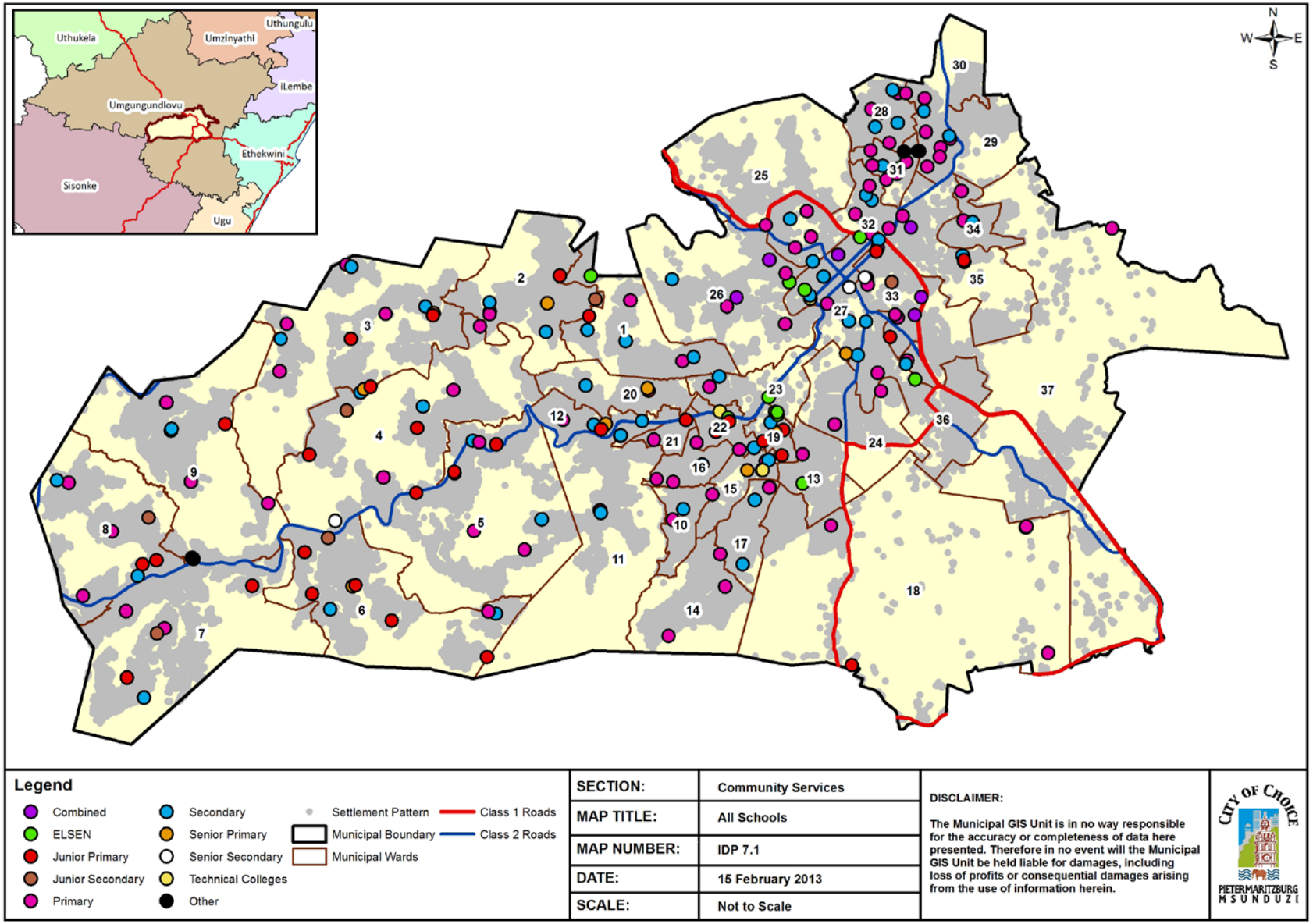
SECTION:	Community Services
MAP TITLE:	Clinic Buffers
MAP NUMBER:	IDP 7.2.1
DATE:	15 February 2013
SCALE:	Not to Scale

DISCLAIMER:

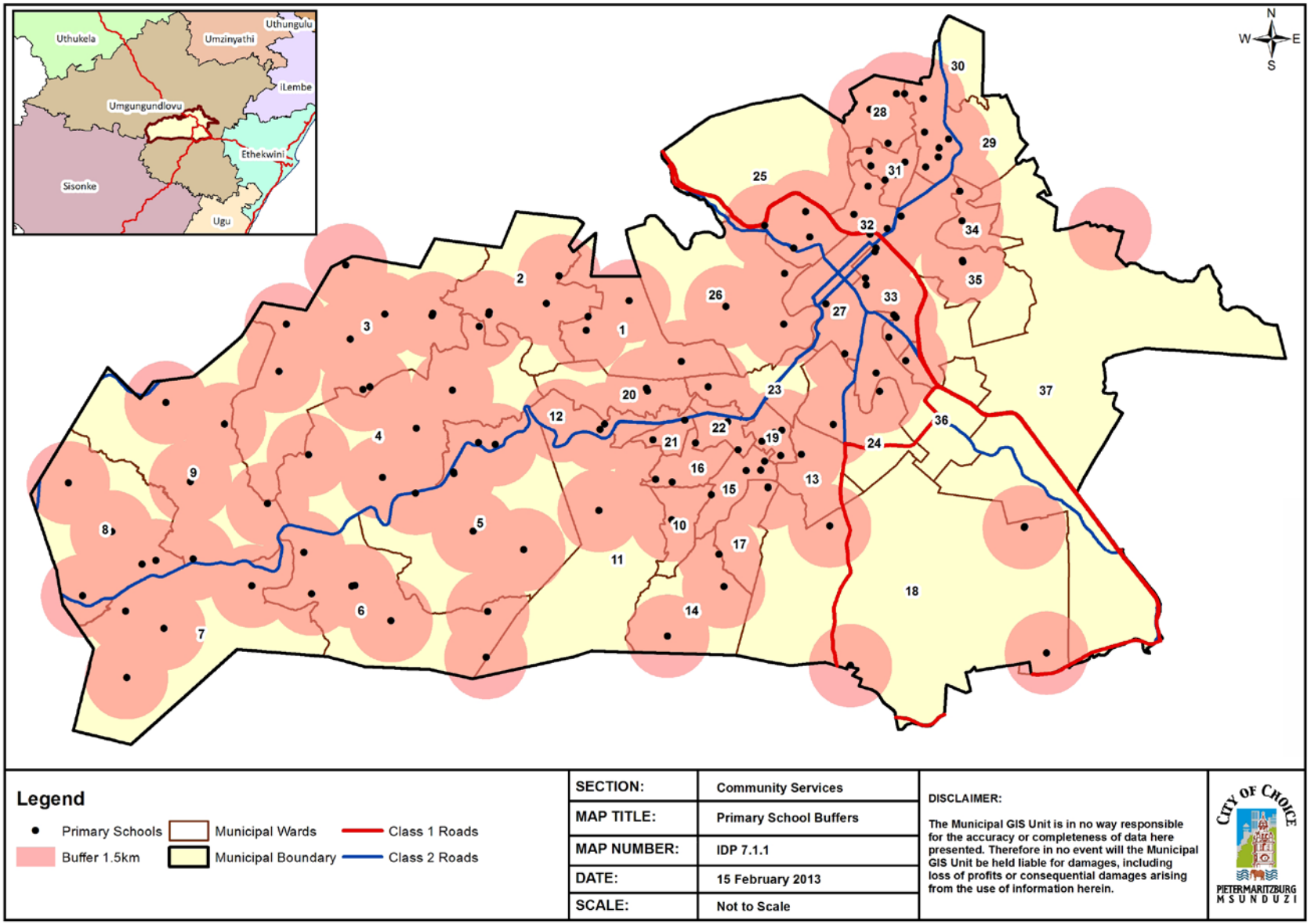
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MSUNDUZI

MAP 27: Community Service: All Schools



MAP 28: Community Service: Primary School Buffers



Legend

- Primary Schools
- Buffer 1.5km
- Municipal Wards
- Municipal Boundary
- Class 1 Roads
- Class 2 Roads

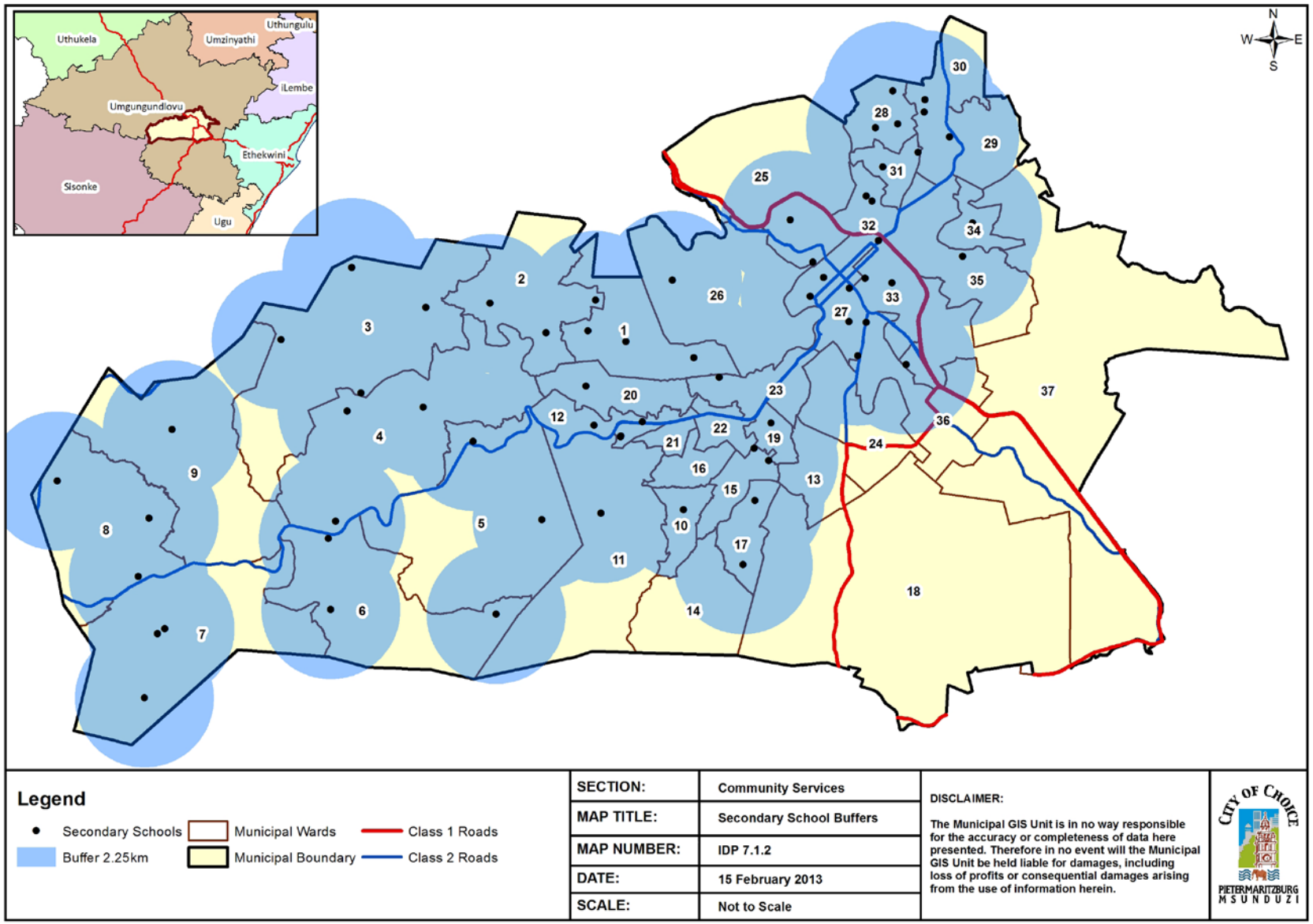
SECTION:	Community Services
MAP TITLE:	Primary School Buffers
MAP NUMBER:	IDP 7.1.1
DATE:	15 February 2013
SCALE:	Not to Scale

DISCLAIMER:

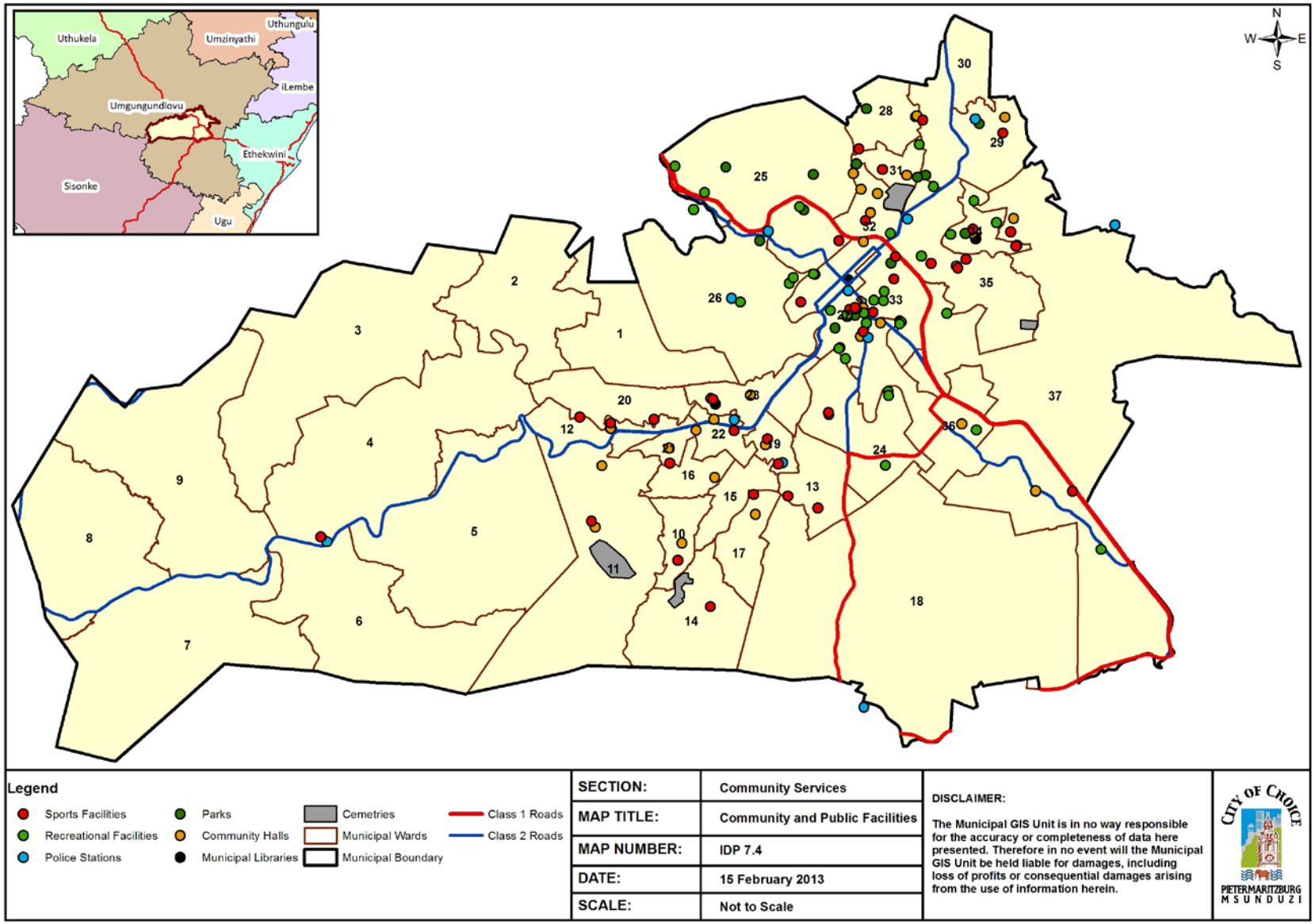
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CITY OF CHOICE
PIETERMARITZBURG
MSUNDUZI

MAP 29: Community Service: Secondary School Buffers



MAP 29: Community Service: Community and Public Facilities



3.26.8 SPECIAL GROUPS

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

Table 47: Programmes for the Youth, the Aged, Women, and the Disabled

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

Table 48: SWOT

KEY CHALLENGES FACING SOCIAL INFRASTRUCTURE:

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

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

3.27 Capability to Execute Capital Projects

This section summarises key elements from the municipal budget. The municipality has capacity to spend its capital budget and no less than 100% of the capital budget has been spent of the last three years.

Table 49: Capital Expenditure against Budgeted Amounts

KZN225 Msunduzi - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	**Ref**	**2012/13**	**2013/14**	**2014/15**	**Current Year 2015/16**				**2016/17 Medium Term Revenue & Expenditure Framework**		
R thousand	**1**	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Pre-audit outcome**	**Budget Year 2016/17**	**Budget Year +1 2017/18**	**Budget Year +2 2018/19**
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
City Manager		7 030	–	9 110	5 000	6 180	6 180	6 180	5 250	7 000	6 500
City Finance		7 349	–	742	26 500	41 278	41 278	41 278	24 718	15 000	11 000
Community Services and Social Equity		53 249	8 091	48 595	32 850	54 868	54 868	54 868	56 475	68 450	68 064
Corporate Services		–	2 500	257	3 250	3 637	3 637	3 637	4 985	4 500	6 000
Infrastructure Services		191 149	179 003	326 083	569 454	527 144	527 144	527 144	409 423	754 409	780 433
Sustainable Development and City Enterprises		32 996	–	55 804	45 000	50 176	50 176	50 176	57 468	34 528	46 042
Capital multi-year expenditure sub-total	7	**291 773**	**189 594**	**440 590**	**682 054**	**683 282**	**683 282**	**683 282**	**558 318**	**883 887**	**918 039**
Single-year expenditure to be appropriated	2										
City Manager		3 100	3 100	555	750	750	750	750	500	1 000	1 500
City Finance		7 000	7 012	27 839	710	710	710	710	992	32 395	33 193
Community Services and Social Equity		28 500	28 910	21 844	17 619	17 619	17 619	17 619	19 590	25 131	20 110
Corporate Services		4 500	2 188	12 260	3 150	3 150	3 150	3 150	1 527	3 000	3 500
Infrastructure Services		57 823	112 602	22 878	2 980	2 980	2 980	2 980	2 690	73 675	75 280
Sustainable Development and City Enterprises		9 179	20 500	2 671	1 798	1 798	1 798	1 798	3 798	1 910	1 910

KZN225 Msunduzi - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Capital single-year expenditure sub-total		**110 102**	**174 312**	**88 046**	**27 006**	**27 006**	**27 006**	**27 006**	**29 096**	**137 111**	**135 493**
Total Capital Expenditure - Vote		**401 875**	**363 906**	**528 636**	**709 060**	**710 288**	**710 288**	**710 288**	**587 414**	**1 020 998**	**1 053 532**
Capital Expenditure - Standard											
Governance and administration		24 283	17 037	50 762	59 385	38 052	38 052	38 052	37 971	62 895	61 693
Executive and council		–	16 843	9 665	5 800	5 910	5 910	5 910	5 750	8 000	8 000
Budget and treasury office		24 283	194	28 581	53 585	25 714	25 714	25 714	25 710	47 395	44 193
Corporate services		–	–	12 517	–	6 429	6 429	6 429	6 512	7 500	9 500
Community and public safety		11 496	21 180	68 187	54 598	55 717	55 717	55 717	101 962	93 201	92 129
Community and social services		11 496	20 051	17 495	2 500	26 139	26 139	26 139	42 464	24 206	23 564
Sport and recreation		–	202	45 618	34 400	3 006	3 006	3 006	26 501	55 400	52 600
Public safety		–	845	1 883	8 353	8 333	8 333	8 333	3 640	4 880	7 250
Housing		–	12	3 191	7 725	16 041	16 041	16 041	29 358	8 715	8 715
Health		–	71	–	1 620	2 198	2 198	2 198			
Economic and environmental services		91 401	104 017	145 875	339 647	362 557	362 557	362 557	306 080	495 511	465 410
Planning and development		–	19 768	27 037	9 590	7 445	7 445	7 445	31 908	27 723	39 237
Road transport		91 401	83 894	117 841	330 057	355 112	355 112	355 112	272 712	465 193	422 413
Environmental protection			355	997		–	–	–	1 460	2 595	3 760
Trading services		123 683	146 738	235 566	254 033	253 400	253 400	253 400	141 401	369 391	434 300
Electricity		71 957	68 142	136 907	133 000	130 791	130 791	130 791	32 453	206 800	213 700
Water		34 927	35 159	53 989	83 133	75 709	75 709	75 709	65 715	86 591	137 600
Waste water management		16 798	43 437	32 050	36 900	42 200	42 200	42 200	32 733	61 000	71 600
Waste management		–	–	12 620	1 000	4 700	4 700	4 700	10 500	15 000	11 400
Other		**151 012**	**74 933**	**28 247**	**1 398**	**562**	**562**	**562**			
Total Capital Expenditure - Standard	**3**	**401 875**	**363 906**	**528 636**	**709 060**	**710 288**	**710 288**	**710 288**	**587 414**	**1 020 998**	**1 053 532**
Funded by:											
National Government		148 694	197 682	289 651	489 060	467 038	467 038	467 038	447 515	463 372	525 760
Provincial Government		22 154	48 501	66 807		14 769	14 769	14 769	19 899	16 851	16 229
District Municipality		–	–			–	–	–			
Other transfers and grants		–	–			–	–	–			
Transfers recognised - capital	4	170 848	246 183	356 459	489 060	481 807	481 807	481 807	467 414	480 223	541 989

KZN225 Msunduzi - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Public contributions & donations	5	–	–								
Borrowing	6	–	–	100 000	100 000	100 000	100 000	100 000		100 000	100 000
Internally generated funds		231 027	117 723	72 177	120 000	128 482	128 482	128 482	120 000	440 775	411 543
Total Capital Funding	7	401 875	363 906	528 636	709 060	710 288	710 288	710 288	587 414	1 020 998	1 053 532

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

3.28 Cost of free basic services to the Msunduzi municipality

The municipality has an adopted indigent register and annually people are invited to register as per the adopted policy. The indigent policy is reviewed annually as required by the Legislation. Council receives Equitable Share to subsidise those who cannot afford to pay for the minimum needs. The objective in calculating the amount to be subsidised, must be to prevent an increasing balance on the account of an indigent as it will be difficult to recover the debt in a humanly way. Further to the free basic services, we are trying to remove the burden from the indigent customers by reducing their amperage on the electricity they use to 20AMPS. We have started a project to replace all indigent customer meters with smart prepaid meters.

Indigent policy refers to: people who are lacking the necessities of life such as sufficient water, basic sanitation, refuse removal, environmental health, basic energy, health care, housing, food and clothing. The municipal spend on electricity for 2014/2015 was R1 776 902, spend on water 2014/2015 R2 169 230, spend on sewerage for 2014/2015 R4 844 477, spend on refuse for 2014/2015 R1 857 346.

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

1. That the gross household income for qualification as a registered Indigent be determined each year by Council in terms of the tariff register.

Currently the threshold income is R3500.00

2. That the prescribed application forms be completed annually.

The following table summarises the Msunduzi Operating Budget

Table 50: Free Basic Services Subsidies for 2016/2017

KZN225 Msunduzi - Table A10 Basic service delivery measurement									
Description	2011/12	2012/13	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework				
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Household service targets									
Water:									
Piped water inside dwelling	80 188	80 188	80 690	81 771	81 771	81 771	100 771	104 071	109 209
Piped water inside yard (but not in dwelling)	63 301	63 301	63 301	65 855	65 855	65 855	65 855	67 465	67 465
Using public tap (at least min.service level)	9 348	9 348	9 348	16 266	16 266	16 266	7 463	7 463	7 624
Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total	152 837	152 837	153 339	163 892	163 892	163 892	174 089	178 999	184 298
Using public tap (< min.service level)	4 760	5 395	6 395	6 659	6 659	6 659	3 395	2 785	1 536
Other water supply (< min.service level)	6 396	5 761	4 259	3 759	3 759	3 759	3 009	2 009	1 259
No water supply	–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total	11 156	11 156	10 654	10 418	10 418	10 418	6 404	4 794	2 795
Total number of households	163 993	163 993	163 993	174 310	174 310	174 310	180 493	183 793	187 093
Sanitation/sewerage:									
Flush toilet (connected to sewerage)	84 779	84 779	84 973	85 125	85 125	85 125	99 501	103 301	104 401
Flush toilet (with septic tank)	8 541	8 541	8 372	8 570	8 570	8 570	8 515	8 515	8 515
Chemical toilet	5 489	5 489	7 076	7 076	7 076	7 076	5 485	4 985	4 885
Pit toilet (ventilated)	58 047	58 047	58 695	62 115	62 115	62 115	63 615	65 715	68 715
Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total	156 856	156 856	159 116	162 886	162 886	162 886	177 116	182 516	186 516
Bucket toilet	1 585	1 585	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)	5 552	5 552	4 877	11 424	11 424	11 424	3 377	1 277	577
No toilet provisions	–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total	7 137	7 137	4 877	11 424	11 424	11 424	3 377	1 277	577
Total number of households	163 993	163 993	163 993	174 310	174 310	174 310	180 493	183 793	187 093
Energy:									
Electricity (at least min.service level)	109 326	109 326	109 326	109 326	109 326	109 326	109 326	109 326	109 326
Electricity - prepaid (min.service level)	41 548	42 000	42 000	44 000	44 000	44 000	59 766	64 206	68 532
Minimum Service Level and Above sub-total	150 874	151 326	151 326	153 326	153 326	153 326	169 093	173 533	177 859
Electricity (< min.service level)				8 317	8 317	8 317			

KZN225 Msunduzi - Table A10 Basic service delivery measurement									
Description	2011/12	2012/13	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework				
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
Other energy sources	13 119	12 667	12 667	12 667	12 667	12 667	11 400	10 260	9 234
Below Minimum Service Level sub-total	13 119	12 667	12 667	20 984	20 984	20 984	11 400	10 260	9 234
Total number of households	163 993	163 993	163 993	174 310	174 310	174 310	180 493	183 793	187 093
	–	–	–	–	–	–	–	–	–
REVISED PROJECTIONS OF NUMBER OF HOUSEHOLDS	163 993	163 993	163 993	174 310	174 310	174 310	180 493	183 793	187 093
Refuse:									
Removed at least once a week	70 000	70 000	89 910	110 000	57 437	57 437	136 100	145 400	164 537
Minimum Service Level and Above sub-total	70 000	70 000	89 910	110 000	57 437	57 437	136 100	145 400	164 537
Removed less frequently than once a week	38 910	38 910	29 000	19 227	71 790	71 790	28 556	24 556	22 556
Using communal refuse dump	–	–	–	–	–	–	–	–	–
Using own refuse dump	19 993	19 993	19 993	19 993	19 993	19 993	15 837	13 837	
Other rubbish disposal	35 090	35 090	25 090	25 090	25 090	25 090	–	–	–
No rubbish disposal	–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total	93 993	93 993	74 083	64 310	116 873	116 873	44 393	38 393	22 556
Total number of households	163 993	163 993	163 993	174 310	174 310	174 310	180 493	183 793	187 093
Households receiving Free Basic Service									
Water (6 kilolitres per household per month)	20 119	20 119	21 125	21 760	4 532	4 532	21 125	23 238	25 561
Sanitation (free minimum level service)	2 950	2 950	2 950	3 470	3 470	3 470	2 950	3 245	3 570
Electricity/other energy (50kwh per household per month)	2 284	2 284	2 284	2 284	2 284	2 284	3 076	3 384	3 722
Refuse (removed at least once a week)	20 119	20 119	21 125	21 760	3 591	3 591	3 225	3 548	3 902
Cost of Free Basic Services provided (R'000)									
Water (6 kilolitres per household per month)	93 951	99 588	105 564	111 898	111 898	111 898	118 611	138 301	161 259
Sanitation (free sanitation service)	3 607	3 823	4 053	4 296	4 296	4 296	4 554	5 309	6 191
Electricity/other energy (50kwh per household per month)	1 534	1 626	1 723	1 827	1 827	1 827	1 936	2 386	3 018
Refuse (removed once a week)	2 440	2 586	2 742	2 906	2 906	2 906	3 080	3 592	4 188
Total cost of FBS provided (minimum social package)	101 532	107 624	114 081	120 926	120 926	120 926	128 182	149 588	174 655
Highest level of free service provided									
Property rates (R value threshold)	150 000	150 000	150 000	100 000	100 000	100 000	100 000	100 000	100 000
Water (kilolitres per household per month)	6	6	6	6	6	6	6	6	6



KZN225 Msunduzi - Table A10 Basic service delivery measurement									
Description	2011/12	2012/13	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework				
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Sanitation (Rand per household per month)	118	101	115	122	122	122	129	136	143
Electricity (kwh per household per month)	70	70	70	70	70	70	70	70	70
Refuse (average litres per week)	200	200	200	200	200	200	200	200	200
Revenue cost of free services provided (R'000)									
Property rates (R15 000 threshold rebate)	339 475	359 844	381 435	404 321	404 321	404 321	428 580	454 295	481 552
Property rates (other exemptions, reductions and rebates)	9 087	9 632	10 210	10 823	10 823	10 823	11 472	12 160	12 890
Water	93 951	99 588	105 564	111 898	111 898	111 898	118 611	138 301	161 259
Sanitation	3 607	3 823	4 053	4 296	4 296	4 296	4 554	5 309	6 191
Electricity/other energy	1 911	2 026	2 147	2 276	2 413	2 557	2 711	3 340	4 225
Refuse	2 440	2 586	2 742	2 906	2 906	2 906	3 080	3 592	4 188
Total revenue cost of free services provided (total social package)	**450 471**	**477 500**	**506 150**	**536 519**	**536 655**	**536 800**	**569 008**	**616 997**	**670 305**

3.29 Revenue Enhancement and Protection Strategies

(i) MUNICIPAL PROPERTY RATES

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

(ii) COUNCIL DEBT REDUCTION

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

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

Each category has different collection strategies:

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

3.30 Municipal consumer debt position

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

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

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

Table 51: Consumer Debt Position

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

Debtors balance as at 30 June 2015.

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



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

3.31 Revenue through grants and subsidies

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

Table 52: Unspent Conditional Grants

DETAILS OF UNSPENT CONDITIONAL GRANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2015								
Account Description	Unspent balance @ 01 July 2014	Transfers	Inter project/vote transfer/trf to subsidies	Funds paid back to National Treasury	Funds paid back to grant funder	Current year interest earned	Current year receipts	Unspent balance @ 30 June 2015
GRANT COMMUNITY DEVELOPMENT WORKERS	-722.49	722.49						-
NATIONAL GRANT - MSIG	-291 976.80	1 225 976.80					-934 000.00	-
FINANCE MANAGEMENT GRANT	-	1 600 000.00					-1 600 000.00	-
UNSPENT CONDITIONAL GRANT - MIG	-11 937 970.29	163 157 418.67		11 937 970.00			-163 158 000.00	-581.62
TRANSPORTATION GRANT - N.T.	-95 643 464.79	109 480 328.34		48 318 595.00			-100 059 425.63	-37 903 967.08
NT - NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT	-5 893 233.33	20 195 024.27		5 893 233.00			-29 500 000.00	-9 304 976.06
UNSPENT CONDITIONAL GRANT - PHB	-37 200 815.27	10 148 250.13				-357 137.46	-151 416.36	-27 561 118.96
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME - NT	-106 884 506.19	82 151 025.57		1 388 205.00			-2 000 000.00	-25 345 275.62
ELECT.DEMAND SIDE MGT GRANT - NT	-2 019 541.20			2 019 541.20				-
NT-MUNICIPAL WATER SERVICE INFRAST (MWIG)	-9.92	11 389 009.92					-11 389 000.00	-
	-259 872 240.28	**399 347 756.19**	**-**	**69 557 544.20**	**-**	**-357 137.46**	**-308 791 841.99**	**-100 115 919.34**
COGTA - URBAN RENEWAL	-	5 809 799.70					-8 000 000.00	-2 190 200.30
PG:COMMUNITY COMMUNICATION INITIATIVE	-621.08	621.08						-

DETAILS OF UNSPENT CONDITIONAL GRANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2015								
Account Description	Unspent balance @ 01 July 2014	Transfers	Inter project/vote transfer/trf to subsidies	Funds paid back to National Treasury	Funds paid back to grant funder	Current year interest earned	Current year receipts	Unspent balance @ 30 June 2015
LIBRARY UNSPENT CONDITIONAL GRANT - PROVINCE	-8 609 905.93	24 584 505.55	6 617 947.70			-1 014 114.63	-22 218 000.00	-639 567.31
TRANSPORTATION GRANT - PROVINCE	-2 962.75	2 962.75						-
COGTA - SANITATION BUCKET ERADICATION	-3 534.55	3 534.55						0.00
COGTA - EPW PROJECT	-1 584.55	2 783 584.55					-2 782 000.00	-
PREMIER OFF. - OPERATION DLULISUMLANDO	-1 500 000.00	500 000.00					-500 000.00	-1 500 000.00
ALEXANDRA PARK ATHLETIC TRACK	-19 074.51	19 074.51						-
PROV - DEPT OF SPORTS & REC - WADLEY STDM	-121 000.00	121 000.00						-
ELECTRICITY GRANTS - COGTA	-8 932 074.55	9 188 454.12				-361 800.08		-105 420.51
KZNPT - NHLALAKAHLE ELECTRIFICATION	-	4 650 012.62					-4 650 012.62	-
MARKET GRANTS - COGTA	-6 903 477.70	6 076 647.68	560 000.00			-194 600.20		-461 430.22
COGTA - MASSIFICATION	-	4 374 713.08				-97 713.08	-4 277 000.00	-
GRANT - WATER SERVICE DELIVERY PLANNING	-241.84	241.84						0.00
	-26 094 477.46	58 115 152.03	7 177 947.70	-	-	-1 668 227.99	-42 427 012.62	-4 896 618.34
UNSPENT CONDITIONAL GRANTS : LIBRARY EXTERNAL	-51 638.34	1 867.00			49 938.96	-167.62		0.00
E/DALE LAND LEGAL	-131 287.00	132 921.70				-1 634.70		0.00
E/DALE PVT LAND LEGAL	-3 222 859.02	31 164 626.16				-783 574.12	-29 970 202.19	-2 812 009.17
GRANT DEPT OF ARTS & CULTURE	-106 912.44	988 070.14				-20 959.96	-862 000.00	-1 802.26
GRANT - YOUTH ADVISORY COUNCIL	-35 420.00	35 420.00						-
COGTA - RENOVATION : PUBLICITY HOUSE	-1 417 165.94	1 977 166.00	-560 000.00			-27 780.85		-27 780.79

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

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

Table 53: List of Grants and Transfers

KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**351 129**	**377 234**	**475 432**	**407 948**	**407 693**	**407 693**	**458 705**	**497 153**	**544 871**
Local Government Equitable Share		338 903	354 313	373 541	395 786	395 786	395 786	432 307	480 046	527 315
Finance Management		1 997	1 550	1 600	1 600	1 600	1 600	1 625	1 700	1 700
Municipal Systems Improvement		555	245	808	930	675	675	–	–	–
EPWP Incentive		1 362	1 874	2 784	4 032	4 032	4 032	6 809		
Energy Efficiency and Deman Side Management		–	–	–	–	–	–	8 000		
Water Services Operating Subsidy		–	5 391	1 758	–	–	–			
Public Transport Infrastracture		–	–	88 849	–	–	–			
Operating costs-MIG		3 909	10 350	6 092	5 000	5 000	5 000	9 964	15 407	15 856
Neighbourhood Development Partnership Technical ass		4 403	3 512		600	600	600	–	–	–
		–	–	–	–	–	–		–	–
Provincial Government:		**44 493**	**70 887**	**43 759**	**32 704**	**41 190**	**41 190**	**10 786**	**13 000**	**15 000**
Health subsidy					–	–	–			
Provincial Government:		31 078	35 774	3	–	–	–			
Expanded Public Works Grant		1 362	1 874		–	–	–			
Sport and Recreation		–	–	60	–	–	–			

KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts										
Description	**Ref**	**2012/13**	**2013/14**	**2014/15**	**Current Year 2015/16**			**2016/17 Medium Term Revenue & Expenditure Framework**		
R thousand		**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2016/17**	**Budget Year +1 2017/18**	**Budget Year +2 2018/19**
Health		1 090	6 242		–	–	–			
Human Settlements		–	12 198	16 413	8 715	17 201	17 201			
Public Works		–	–	–	–	–	–			
Arts and Culture- Community Library Services		–	–	10 347	552	552	552	581	612	642
Arts and Culture- Provincialisation		10 963	14 800	16 201	23 057	23 057	23 057	9 805	11 967	13 917
Arts and Culture-Museum Subsidies		–	–	478	380	380	380	400	421	441
COGTA		–	–	257	–	–	–			
District Municipality:		–	–	–	–	–	–	–	–	–
(insert description)										
Other grant providers:		–	–	**413**	–	–	–	–	–	–
Developer Contribution				413						
Total Operating Transfers and Grants	**5**	**395 622**	**448 122**	**519 604**	**440 652**	**448 883**	**448 883**	**469 491**	**510 153**	**559 871**
Capital Transfers and Grants										
National Government:		**148 694**	**197 682**	**289 651**	**489 060**	**489 315**	**489 315**	**447 515**	**463 372**	**525 760**
Municipal Infrastructure Grant (MIG)		135 302	155 719	157 065	187 456	187 456	187 456	180 653	191 345	203 400
Public Transport and Systems		4 567	17 695	20 634	213 271	213 271	213 271	200 031	200 023	212 033
Neighbourhood Development Partnership		501	707	20 195	20 000	20 000	20 000	22 110	23 813	35 327
Dept of Mineral/Electricty		840	5 704	9 188						
Intergrated National Electrification Porgramme		7 484	17 504	82 151	10 000	10 000	10 000	8 000	10 000	10 000
Municipal Systems Improvement			353	417		255	255			
Municipal Water Infrastructure Grant					58 333	58 333	58 333	36 721	38 191	65 000
Provincial Government:		**22 019**	**48 501**	**66 807**	**–**	**–**	**–**	**19 899**	**16 851**	**16 229**
Airport Development Project		9 384	14 198	–	–	–	–			
Sport and Recreation		2 100	2 384	80	–	–	–	–	–	
Corridor Development		10 535	–		–	–	–	–	–	
KZNPA		–	774	5 182	–	–	–		–	
Arts and Culture-Museum Subsidies		–	4 057	8 865	–	–	–	9 510	8 136	7 514
COGTA		–	3 324	18 016	–	–	–		–	
Human Settlement			22 524	25 032	–	–	–	10 389	8 715	8 715
Municipal Water Infrastructure		–	1 239	9 631	–	–	–	–	–	
District Municipality:		–	–	–	–	–	–	–	–	–
(insert description)										

KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Other grant providers:		135	–	–	–	–	–	–	–	–
Carnegie		135								
Cementry Trust										
Total Capital Transfers and Grants	**5**	**170 848**	**246 183**	**356 459**	**489 060**	**489 315**	**489 315**	**467 414**	**480 223**	**541 989**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**566 470**	**694 304**	**876 063**	**929 712**	**938 198**	**938 198**	**936 905**	**990 376**	**1 101 860**

DETAILS OF UNSPENT CONDITIONAL GRANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2013							
Account Description	Unspent balance @ 01 July 2012	Transfers	Adjustments	Inter project/ vote transfer	Funds paid back to National Treasury/ Transfers/Refunds	Current year receipts	Unspent balance @ 30 June 2013
UNSPENT CONDITIONAL GRANTS : LIBRARY EXTERNAL	-1 279 480	210 633				-19 690	1 088 537.38
GEDI - GIJIMA FUNDS	-19 952	109 120			20 200	-109 368	
E/DALE LAND LEGAL	-119 549	0				-5 525	125 073.93
E/DALE PVT LAND LEGAL	-6 069 370	4 294 095				-192 985	1 968 259.87
GRANT DEPT OF ARTS & CULTURE	0	23 454				-331 977	308 522.50
GRANT - YOUTH ADVISORY COUNCIL	-125 000	0				0	125 000.00
UDM - LOCAL TOURISM DEVELOPMENT	-6 917 268	10 534 526				-3 617 258	
GRANT - WARD 3 5 6	-40 123	0				0	-40 122.84
GRANT - SPOORNET	-347 918	0				-16 078	363 995.40
TRUST - CEMETERY TRUST ACCOUNT	-16 199	0			16 199	0	
TRUST - PATRIOTIC LEAGUE TRUST ACCOUNT	-49 354	0			49 354	0	
TRUST - PEARSE TRUST ACCOUNT	-1 572 770	0			1 572 770	0	
TRUST - WELCH TRUST ACCOUNT	-389 621	0			389 621	0	
TRUST - MARIA KINSMAN TRUST ACCOUNT	-591 488	0			591 488	0	
TRUST - MARIA KINSMAN TRUST - NET INCOME	-86 734	0			86 734	0	
TRUST - MAYORESS NECESSITY FUND	-83 920	69 348			14 572	0	
TRUST - CEMETERY TRUST ACCOUNT (M/RISE)	-2 465 179	364 780			2 131 197	-30 798	-0.00
TRUST - CEMETERY TRUST ACCOUNT (M/RISE) - INTEREST	-557 915	0			557 915	0	
TRUST - FLEMING TRUST ACCOUNT	-79 246	0			79 246	0	
TRUST - CONT IMBALI FLOOD VICTIMS - PMB FLOOD VICTIMS	-63 783	0			63 783	0	
TRUST - PMB FLOOD DISASTER	-32 479	0			32 479	0	

DETAILS OF UNSPENT CONDITIONAL GRANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2013							
Account Description	Unspent balance @ 01 July 2012	Transfers	Adjustments	Inter project/ vote transfer	Funds paid back to National Treasury/ Transfers/Refunds	Current year receipts	Unspent balance @ 30 June 2013
TRUST - REFUGEES TRUST ACCOUNT	-63 517	0			63 517	0	
	-20 970 864	**15 605 957**	**0**	**0**	**5 669 075**	**-4 323 679**	**4 019 511.92**
	-149 447 647	**226 476 456**	**46 734**	**300 000**	**11 781 451**	**-259 617 183**	**-170 460 189.14**

3.32 Preservation of municipal infrastructure assets (o & m)

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

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

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

Table 54: Repairs and Maintenance Costs

KZN225 Msunduzi - Table A9 Asset Management										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment		237 153	453 332	481 107	485 746	485 746	485 746	506 103	568 124	640 684
Repairs and Maintenance by Asset Class	3	97 782	139 060	193 317	202 126	172 126	172 126	171 344	194 813	205 484
Infrastructure - Road transport		5 361	7 094	8 642	29 658	19 658	19 658	41 854	35 239	57 429
Infrastructure - Electricity		24 992	48 014	65 251	48 071	43 071	43 071	35 104	56 075	69 067
Infrastructure - Water		746	1 554	17 375	15 714	10 714	10 714	18 423	22 392	23 691

KZN225 Msunduzi - Table A9 Asset Management										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Infrastructure - Sanitation		–	502	5 936	4 807	4 807	4 807	32 562	7 306	7 730
Infrastructure - Other		86	–	3 485	8 814	8 814	8 814	7 399	5 153	4 673
#REF!		31 185	57 165	100 690	107 064	87 064	87 064	135 342	126 165	162 590
#REF!		2 074	–	24 446	4 582	4 582	4 582	23 063	26 550	17 568
#REF!		55 926	42 746	36 245	–	–	–	–	–	–
#REF!		–	–	–	–	–	–	–	–	–
#REF!	6, 7	8 597	39 150	31 937	90 481	80 481	80 481	12 938	42 097	25 326
TOTAL EXPENDITURE OTHER ITEMS		**334 935**	**592 392**	**674 424**	**687 872**	**657 872**	**657 872**	**677 447**	**762 937**	**846 167**
Renewal of Existing Assets as % of total capex		72.6%	52.1%	77.7%	90.8%	87.9%	87.9%	85.8%	78.7%	79.4%
Renewal of Existing Assets as % of deprecn"		123.0%	41.8%	85.4%	132.6%	128.5%	128.5%	99.6%	141.5%	130.6%
R&M as a % of PPE		1.6%	2.3%	2.8%	2.9%	2.5%	2.5%	2.4%	2.6%	2.6%
Renewal and R&M as a % of PPE		6.0%	5.0%	8.0%	11.0%	11.0%	11.0%	9.0%	13.0%	13.0%

3.33 Current and planned borrowing

The Municipality has not taken any new external loans since 2010. The following table summarises the status of borrowing as at 30 June 2015, which totalled an amount of R 596 925 064.00

Table 55: Status of Borrowing

SCHEDULE OF EXTERNAL LOANS AS AT 30 JUNE 2015							
EXTERNAL LOANS	ACCOUNT NO	LOAN NUMBER	REDEEMABLE	BALANCE AT 30/06/14	RECEIVED DURING THE PERIOD	REDEEMED WRITTEN OFF DURING THE PERIOD	BALANCE AT 30/06/15
LONG-TERM LOANS				R	R	R	R
DBSA - 15.5%	PMB8108710930	11158	30/09/2018	7 054 752		1 186 945	5 867 807
DBSA - 15.5%	PMB8108710930	11159	31/03/2019	9 180 381		1 333 492	7 846 889
DBSA - 15.5%	PMB8108710930	11160	31/03/2019	7 824 029		1 136 476	6 687 554
DBSA - 16.5%	PMB8108710930	13446	31/03/2020	15 963 485		1 728 234	14 235 251
DBSA - 16.5%	PMB8108710930	13447	31/03/2020	6 804 608		736 678	6 067 930
DBSA - 16.5%	PMB8108710930	13448	31/03/2020	10 075 131		1 090 750	8 984 381
DBSA - 14.27%	PMB8108710930	14039/101	31/12/2014	4 897 388		4 897 388	-
DBSA - 14.27%	PMB8108710930	14039/102	31/12/2015	350 342		225 866	124 476
DBSA - 14.27%	PMB8108710930	102091	11/02/2020	3 440 475		1 813 633	1 626 842

SCHEDULE OF EXTERNAL LOANS AS AT 30 JUNE 2015							
EXTERNAL LOANS	ACCOUNT NO	LOAN NUMBER	REDEEMABLE	BALANCE AT 30/06/14	RECEIVED DURING THE PERIOD	REDEEMED WRITTEN OFF DURING THE PERIOD	BALANCE AT 30/06/15
LONG-TERM LOANS				R	R	R	R
DBSA - 14.27%	PMB8108710930	102416	28/06/2021	32 126 551		368 776	31 757 776
DBSA - 9.31%	PMB8108710930	101922	30/09/2020	15 249 766		3 278 229	11 971 537
DBSA - 8.7%	PMB8108710930	102797	30/09/2022	64 131 438		5 369 697	58 761 741
DBSA - 10.79%	PMB8108710930	103059/1	30/09/2023	50 928 210		3 297 096	47 631 115
DBSA - 6.75%	PMB8108710930	103059/2	30/09/2023	11 866 022		927 282	10 938 740
DBSA -12.02%	PMB8108710930	103594/1	31/12/2024	96 129 687		4 955 644	91 174 044
DBSA - 6.75%	PMB8108710930	103594/2	31/12/2024	29 844 353		2 034 003	27 810 350
DBSA - 12.10%	PMB8108710930	103721	31/03/2025	173 652 812		8 466 393	165 186 420
DBSA - 9.19%	PMB8108710930	61007262	31/03/2025	-	100 000 000	3 359 031	96 640 969
DBSA Total				**539 519 432**	**100 000 000**	**46 205 612**	**593 313 820**
Total Long-term Loans				**539 519 432**	**100 000 000**	**46 205 612**	**593 313 820**
LEASE LIABILITY							
Nedbank - 10.000%	PMB 810 871 0974	Nedbank 10	31/12/2014	43 990		43 990	-
Nedbank - 10.000%	PMB 810 871 0975	Nedbank 11	24/12/2014	43 990		43 990	-
Nedbank - 10.500%	PMB 810 871 0976	Nedbank 12	31/12/2017	819 122		250 024	569 098
Ekhwelo Business Solutions - 14.36%	PMB 810 871 0935		31/01/2017	3 098 861		56 716	3 042 145
Nedbank Total				**4 005 963**	**-**	**394 720**	**3 611 243**
Total lease liability				**4 005 963**	**-**	**394 720**	**3 611 243**
TOTAL EXTERNAL LOANS				**543 525 395**	**100 000 000**	**46 600 331**	**596 925 064**

3.34 Municipal credit rating

The following table summarises the municipal credit rating of the Municipality from 2008 to 2012.

Table 56: Municipal Credit Rating Status for 2008 to 2012

	2012	2011	2010	2009	2008
Short-term	A3	A3	A3	A1-	A1-
Long-term	BBB	BBB	BBB	A	A

In terms of these gradings, the following is noted:

- An A3 grade is a "satisfactory" grade, which indicates that there is satisfactory liquidity and other protection factors qualify issues as to investment grade. However, risk factors are larger and subject to greater variation.
- A BBB rating relates to the claims paying ability rating scale. A 'BBB' rating indicates adequate claims paying ability. Protection factors are adequate, although there is considerable variability in risk over time due to economic and/or underwriting conditions.

3.35 EMPLOYEE- RELATED COSTS TO TOTAL EXPENDITURE (INCLUDING COUNCILLOR ALLOWANCES)

The following table summarises the employee-related costs for the Municipality in terms of actual and budgeted expenditure.

Table 57: Employee (including Councillor allowances) per financial year 20010 – 2014

KZN225 Msunduzi - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Expenditure By Type											
Employee related costs	2	684 337	821 108	882 620	956 536	956 536	956 536	956 536	1 028 670	1 106 113	1 189 426
Remuneration of councillors		33 422	37 100	34 657	42 350	42 350	42 350	42 350	44 891	47 585	50 440
Total Expenditure		717 758	858 207	917 278	998 886	998 886	998 886	998 886	1 073 561	1 153 698	1 239 866

The Treasury norm for employee costs is 30%, and the Msunduzi Municipality is well within this normative figure.

3.36 SUPPLY CHAIN MANAGEMENT (SCM)

The Msunduzi Supply Chain Management (SCM) Unit is a support function for all business units within the Council, to ensure provision of efficient, transparent, fair, equitable, and cost effective procurement services, assisting them to implement their service delivery priorities. In terms of the Municipal Finance Management Act's SCM regulations, the SCM unit is established to implement the SCM policy adopted by Council. It operates under the direct supervision of the Chief Financial Officer (CFO) or an official to whom this duty has been delegated, in terms of Section 82 of the Act. Core functions include demand management, acquisition management, logistics management, disposal management, SCM risk management, and performance management.

The SCM Policy was adopted by Council on 29 September 2011, in terms of the SCM Regulations 3 (1)(a), and was implemented immediately thereafter. Further review of the SCM policy was done in December 2011, to further align the policy to the Preferential Procurement Regulations (2011) issued in terms of Section 5 of the Preferential Procurement Policy Framework Act (5 of 2000). The SCM policy was again reviewed in September 2012.

An SCM Implementation Plan is developed and implemented annually, with quarterly reports on implementation being submitted to Council.

The Municipality has the following committees established and functional, with appointments being valid for one financial year:

- Bid Specification Committee (BSC)- every Thursday at 09h00;
- Bid Evaluation Committee (BEC)- every Tuesday at 14h00; and
- Bid Adjudication Committee (BAC)- every Thursday at 14h00.

3.37 LONG-TERM FINANCIAL PLAN (LTFP)

(i) INTRODUCTION

Given the purpose of the Municipality, and the service delivery mandates and objectives as summarised in Section 2, the Municipality developed a LTFP to give effect to the above imperatives and challenges, but in a sustainable manner and without reverting/deteriorating into a state of financial constraint again.

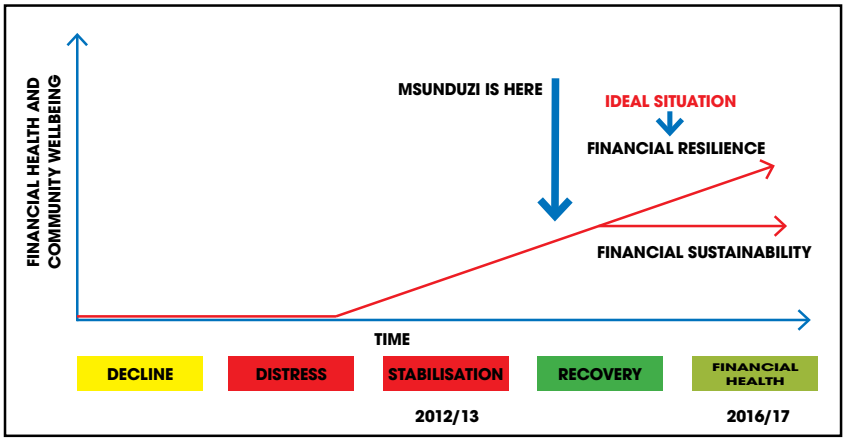
The LTFP will be reviewed on an annual basis, and ideally all future budgets and financial planning processes must be aligned to the LTFP. In doing so, the LTFP should also be updated with at least the following information:-

- Any direct change in financial status or internal factors, other than previously predicted, which may influence the financial status and viability of the Municipality;
- Any changes in the economic and socio-economic environment, other than previously predicted, which may influence the financial status of the Municipality;
- Any changes in the revenue base or composition which may have an impact on the financial viability of the Municipality;
- Any changes in the National or Municipal priorities as previously identified; and
- Any factors which may have an impact on the ability to implement previously identified projects.

The Msunduzi LTFP takes cognisance of the following additional factors:

- **A collaborative and visionary process.** The LTFP does not just forecast the status quo into the future, but considers different possible scenarios and involves all stakeholders, elected officials, line departments, and the public to help identify financial issues, develop consensus strategies, and ensure a successful implementation.
- **A combination of technical analysis and strategizing.** Long-term forecasts and analysis are used to identify long-term imbalances, and financial strategies are developed to counteract these imbalances or inequities.
- **An anchor of financial sustainability and policy development.** The plan develops big-picture and long-term thinking among elected and appointed Officials, and also aims to ensure alignment and credibility of the IDP.
- **Long-term in nature.** The plan should cover between five and ten years, but some components take a longer view. For example, the plan may include a 20-year forecast of infrastructure needs. In this regard, the key is to match this time horizon with the financial strategies of the Municipality.
- **Aligned to the Financial Recovery Plan.** The LTFP is not intended to replace the FRP, but to rather supplement the FRP and the MTREF Budget of the Municipality.

FIGURE 17: Long-Term Financial Plan



Given the above, Msunduzi, therefore has moved from a point of financial constraint and has to ensure that it attains financial wealth, thereby improving Improving service delivery in the Community it serves

This can only be done in the medium- to long-term, and the measure of success for Msunduzi in terms of the LTFP would be for Msunduzi to ensure that the Council's long-term financial performance and position is sustainable. This will be achieved when planned long-term service delivery and infrastructure levels and standards are met:

- Without unplanned or sporadic increases in rates and tariffs; and /or
- There is no disruption or cuts to services or service delivery due to lack of infrastructure management and old or ageing infrastructure.
- From a policy perspective, the LTFP is aimed at ensuring that the Municipality has sufficient and cost-effective funding, in order to achieve its long-term objectives through the implementation of the medium-term operating and capital budgets. The purpose of this LTFP is therefore to:-
- Ensure that all long-term financial planning is based on a structured and consistent methodology in order to ensure the long-term financial sustainability of Msunduzi;
- Identify assets (including human resources) investment requirements and associated funding sources to ensure the future sustainability of Msunduzi;
- Identify revenue enhancement and cost-saving strategies in order to improve service delivery at affordable rates and tariffs; and
- Identify new revenue sources as funding for future years.

(ii) OBJECTIVES AND PRIORITIES OF THE MUNICIPALITY

The key strategic outcomes of Msunduzi that have been articulated in the 2012/13 IDP, considered and encapsulated in the LTFP include:

- Plan 1: Build a strong institutional and financial base and sustainability;
- Plan 2: Improve quality living environments through basic access to water, sanitation, electricity, waste management, roads, and disaster management;
- Plan 3: Provide safe, healthy, and secure environment (environmental health and public safety);
- Plan 4: Create an environment for economic growth and development, to enhance the Municipal contribution to job creation and sustainable livelihoods through a Local Economic Development Plan;
- Plan 5: Build a cohesive system of governance that translates deepening democracy into a meaningful sense of public participation; and
- Plan 6: Ensure integrated, sustainable spatial planning and development.

The above outcomes are guided by the following principles that also underpin the LTFP to ensure alignment and consistency in all planning processes:

- Ubuntu: Humanity, I am what I am because of who we are
- Hard working: Passionate and committed to one's work
- Competence: Having requisite skills, knowledge, behaviour, and appropriate attitude in executing one's work effectively and efficiently
- Integrity: To maintain and demonstrate good governance honesty

(iii) CURRENT CHALLENGES WITHIN THE MUNICIPALITY

Given the above service delivery and policy imperatives, it would be remiss not to mention the current challenges within Msunduzi, as the LTFP will also be guided by these. However, the LTFP attempts to address these challenges in a holistic and integrated manner, to ensure that service delivery is improved but more importantly, sustained over time.

- **Infrastructure and Asset Management:** Infrastructure Services are provided through Sub-Units for Building and Facilities Management; Electricity; Fleet; Landfill; Project Management Unit; Roads and Transportation; and Water and Sanitation; but there are huge backlogs and capacity constraints.
- **Information Communication and Technology:** The Information Communication and Technology (ICT) Department is responsible for, inter alia, the services of Information Communications and Technology for the entire Municipality. This includes Desktop Support, Hardware Support, Computers and Equipment Purchase, and Maintenance and Management of all Systems in the Municipality. These functions/services will need to be reviewed in light of the strategic direction of the Municipality, as the current arrangements within ICT will not enable optimal service delivery in the future, especially considering that there are 36 legacy systems operating in the Municipality that will need to be updated and integrated into an Enterprise Resource Planning (ERP) System, relevant to the needs of Msunduzi.
- **Economic Development:** The Economic Development Department is seen as the key driver for the development and refinement of the IDP, land surveys, planning, and environmental management in the Municipality, but planning in the Municipality needs to be further aligned to the National, Provincial and Local imperatives.
- **Audit Outcome for the 2009/10 and 2010/11 Financial Years:** For the 2009/10 and 2010/11 financial years, the Municipality received qualified and unqualified (with emphasis of matter) audit opinions respectively, and a detailed analysis was undertaken of the matters raised by the Office of the Auditor-General, but not all areas have been addressed. The Municipality is in the process of addressing the audit outcomes.
- **Powers and Functions:** It should be noted that a number of services are being rendered at significant deficits, and this is due to inappropriate costing of services, inefficiencies in operations, tariff structures, poor management of Staff, etc. The operating model has not been reviewed since the establishment of the Municipality, and will require review to ensure provision of core municipal services and funded mandates.
- **Distribution Losses:** According to the Audited 2010/11 Annual Financial Statements, the Municipality recorded significant electricity and water distribution losses, amounting to R82 million and R75 million in the financial years 2009/10 and 2010/11 respectively.
- **Financial Challenges:** Msunduzi has financial challenges that arise from its institutional arrangements, operations, and administration. Of significance are its declining collection ratios, reducing cash balances, and increase in gross debtors.
- **Backlogs in Service Delivery and Infrastructure:** As per the status quo above.

The Municipality quantified the backlogs for access to new infrastructure and the refurbishment of existing infrastructure, and this is set out below.

Table 58: New and Refurbishment of Infrastructure Costs

KZN225 Msunduzi - Table A9 Asset Management										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
CAPITAL EXPENDITURE										
Total New Assets	**1**	**110 102**	**174 312**	**117 846**	**64 980**	**86 210**	**86 210**	**83 582**	**217 295**	**217 058**
Infrastructure - Road transport		45 000	4 780	607	2 230	16 292	16 292	2 714	45 725	47 430
Infrastructure - Electricity		4 083	131 000	20 775	18 000	22 491	22 491	10 000	54 000	51 500
Infrastructure - Water		25 419	6 250	1 275	18 000	18 000	18 000	–	–	–
Infrastructure - Sanitation		–	2 000	1 829	–	–	–	980	600	600
Infrastructure - Other		15 000	–	4 457	400	400	400	1 500	3 600	1 800
Infrastructure		89 502	144 030	28 943	38 630	57 184	57 184	15 194	103 925	101 330
Community		20 600	–	50 674	10 288	10 288	10 288	20 591	77 475	80 770
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	–	30 282	29 468	16 062	18 739	18 739	23 329	20 895	23 958
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	8 762	–	–	–	24 468	15 000	11 000
Total Renewal of Existing Assets	**2**	**291 772**	**189 594**	**410 791**	**644 081**	**624 078**	**624 078**	**503 832**	**803 703**	**836 474**
Infrastructure - Road transport		93 748	87 882	116 538	350 722	325 620	325 620	259 143	408 558	330 658
Infrastructure - Electricity		5 000	4 500	116 132	115 000	115 000	115 000	25 520	168 300	172 000
Infrastructure - Water		34 100	25 925	52 713	64 689	63 489	63 489	55 602	76 690	106 800
Infrastructure - Sanitation		46 200	34 797	30 221	29 500	29 500	29 500	47 139	66 966	68 664
Infrastructure - Other		27 499	8 091	8 858	1 000	1 000	1 000	–	500	–
Infrastructure		206 546	161 194	324 463	560 911	534 609	534 609	387 404	721 013	678 122
Community		35 749	13 849	21 818	31 250	32 422	32 422	62 950	45 888	151 852
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	49 477	14 550	64 509	26 920	32 047	32 047	53 478	36 802	6 500
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	25 000	25 000	25 000	–	–	–

KZN225 Msunduzi - Table A9 Asset Management										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Total Capital Expenditure	**4**									
Infrastructure - Road transport		138 748	92 662	117 145	352 952	341 912	341 912	261 857	454 283	378 088
Infrastructure - Electricity		9 083	135 500	136 907	133 000	137 491	137 491	35 520	222 300	223 500
Infrastructure - Water		59 519	32 175	53 989	82 689	81 489	81 489	55 602	76 690	106 800
Infrastructure - Sanitation		46 200	36 797	32 050	29 500	29 500	29 500	48 119	67 566	69 264
Infrastructure - Other		42 499	8 091	13 315	1 400	1 400	1 400	1 500	4 100	1 800
Infrastructure		296 049	305 224	353 406	599 541	591 792	591 792	402 598	824 938	779 452
Community		56 349	13 849	72 492	41 538	42 709	42 709	83 541	123 363	232 622
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets		49 477	44 832	93 976	42 982	50 786	50 786	76 807	57 696	30 458
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	8 762	25 000	25 000	25 000	24 468	15 000	11 000
TOTAL CAPITAL EXPENDITURE - Asset class	**2**	**401 875**	**363 906**	**528 636**	**709 060**	**710 288**	**710 288**	**587 414**	**1 020 998**	**1 053 532**
ASSET REGISTER SUMMARY - PPE (WDV)	**5**									
Infrastructure - Road transport		1 469 272	1 229 101	2 106 662	1 868 237	1 868 237	1 868 237	2 191 549	2 575 291	3 519 791
Infrastructure - Electricity		1 265 234	1 302 588	1 297 036	1 546 767	1 546 767	1 546 767	1 614 887	1 586 612	1 545 610
Infrastructure - Water		929 583	941 979	782 055	878 146	878 146	878 146	972 840	987 912	1 025 226
Infrastructure - Sanitation		577 252	604 406	528 280	612 431	612 431	612 431	564 949	560 165	558 895
Infrastructure - Other		497 496	490 689	515 410	485 490	485 490	485 490	155 783	207 822	362 081
Infrastructure		4 738 837	4 568 763	5 229 443	5 391 071	5 391 071	5 391 071	5 500 008	5 917 801	7 011 603
Community		379 499	365 265	393 162	361 370	361 370	361 370	517 012	531 803	534 849
Heritage assets		294 949	177 572	230 945	177 572	177 572	177 572	230 945	230 945	230 945
Investment properties		320 520	362 882	382 805	356 914	356 914	356 914	356 914	356 914	356 914
Other assets		770 640	1 017 457	1 009 017	1 018 771	998 382	998 382	761 742	782 030	98 031
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		37 915	46 520	44 831	46 520	46 520	46 520	46 520	46 520	46 520
Intangibles		1 899	2 267	17 212	27 283	27 283	27 283	27 283	27 283	27 283

KZN225 Msunduzi - Table A9 Asset Management										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	**5**	**6 544 259**	**6 540 727**	**7 307 415**	**7 379 502**	**7 359 113**	**7 359 113**	**7 440 423**	**7 893 297**	**8 306 145**
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment		237 153	453 332	481 107	485 746	485 746	485 746	506 103	568 124	640 684
Repairs and Maintenance by Asset Class	3	97 782	139 060	193 317	202 126	172 126	172 126	171 344	194 813	205 484
Infrastructure - Road transport		5 361	7 094	8 642	29 658	19 658	19 658	41 854	35 239	57 429
Infrastructure - Electricity		24 992	48 014	65 251	48 071	43 071	43 071	35 104	56 075	69 067
Infrastructure - Water		746	1 554	17 375	15 714	10 714	10 714	18 423	22 392	23 691
Infrastructure - Sanitation		–	502	5 936	4 807	4 807	4 807	32 562	7 306	7 730
Infrastructure - Other		86	–	3 485	8 814	8 814	8 814	7 399	5 153	4 673
Infrastructure		31 185	57 165	100 690	107 064	87 064	87 064	135 342	126 165	162 590
Community		2 074	–	24 446	4 582	4 582	4 582	23 063	26 550	17 568
Heritage assets		55 926	42 746	36 245	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6, 7	8 597	39 150	31 937	90 481	80 481	80 481	12 938	42 097	25 326
TOTAL EXPENDITURE OTHER ITEMS		**334 935**	**592 392**	**674 424**	**687 872**	**657 872**	**657 872**	**677 447**	**762 937**	**846 167**
Renewal of Existing Assets as % of total capex		72.6%	52.1%	77.7%	90.8%	87.9%	87.9%	85.8%	78.7%	79.4%
Renewal of Existing Assets as % of deprecn"		123.0%	41.8%	85.4%	132.6%	128.5%	128.5%	99.6%	141.5%	130.6%
R&M as a % of PPE		1.6%	2.3%	2.8%	2.9%	2.5%	2.5%	2.4%	2.6%	2.6%
Renewal and R&M as a % of PPE		6.0%	5.0%	8.0%	11.0%	11.0%	11.0%	9.0%	13.0%	13.0%

In summary, the Municipality has determined that the total backlog for access to new infrastructure amounts to approximately R5.9 billion. The Municipality highlighted that approximately R436 million is required to address the backlog in an incremental manner, whilst the annual funding required to address existing refurbishments amounts to R1 billion. In total, approximately R1.5 billion will be required annually to address these challenges.

Again, the Municipality should undertake a detailed exercise to confirm the service delivery backlogs, and future IDP's and Budgets should cater for these on a prioritised basis. It should be noted that these backlogs are unlikely to be resolved in the short-term given Msunduzi's financial and institutional challenges, and this should at least be communicated to Communities or alternate funding sources should be investigated.

In going forward, the Municipality must therefore ensure that all future IDP's include a realistic financial plan (this LTFP updated on an annual basis after approval), covering a longer term period, to indicate how and when backlogs and other projects will be financed, whilst working towards achieving financial sustainability.

This LTFP attempts to make provision for funds to be available to address some of the backlog in the medium- to long-term.

(iv) KEY DRIVERS FOR THE LTFP

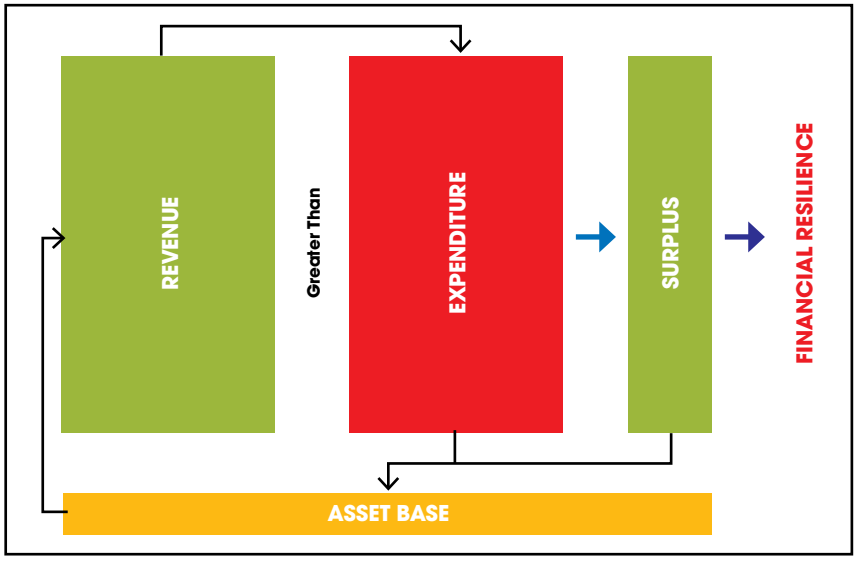
An analysis of the Municipality's balance sheet reveals a significant number of infrastructure assets, such as roads, stormwater drainage, water and sewer networks, electricity networks, buildings, etc to the value of R6.4 billion, as at 30 June 2011.

Due to the nature of these assets and the utilisation thereof, they require regular maintenance before eventually being renewed or replaced, and it is therefore important that Msunduzi implements appropriate strategies so that the cost of the asset maintenance and renewal programmes is fairly and equitably funded between current and future users. This process, known as intergenerational equity, must ensure that each generation 'pays their way' and meets the cost of the services and community assets they consume.

To ensure that Council's long-term strategies are effective, it is important to be able to measure performance against such strategies, and in the interests of intergenerational equity it is also important that current users pay for services consumed in such a manner that at least a surplus is generated to fund replacement or renewal (in the future) of currently-used assets. In addition, a surplus is critical to fund expansion of service delivery through access to new infrastructure.

The Municipality's long-term financial sustainability is, in effect, dependent upon ensuring that, on average, its expenses are less than its associated revenues, and that adequate funds are directed at maintaining, growing, and enhancing the asset base of the Municipality, in particular the revenue generating assets of the Municipality. Interdependencies are illustrated below:

FIGURE 18: Interdependencies



Therefore, and to give effect to the LTFP, the following key ratios have been specifically selected to drive the future strategies, policies, operations, and planning of the Municipality.

The Long-term Financial Plan is drafted with the following framework and outcomes in mind:

- Remain consistent with the Municipality's current IDP and Priorities;
- To increase current service levels and standards;
- To increase Municipal credit rating without compromising its sustainability, or the viability of its asset base;
- To provide for an asset replacement program over a ten year period to maintain the Municipality's infrastructure at acceptable service standards, with no large backlog of services;
- To create a surplus in the medium-term (2012/13 MTREF Budget), restructure existing loans, and in the long-term (2015/16 MTREF Budget) externally borrow monies to fund new and upgrade assets, rather than purely grant funding, noting that the Municipality will need to have sufficient cash to make payments when due;
- To increase revenue collection and revenue base;
- To optimise internal operations with a view to focus on increasing and sustaining its asset base and service delivery Departments;
- The Plan is a moving document and will be reviewed on an annual basis and updated on an on-going three-to-five year basis, and the Plan will be updated to incorporate any future Council decisions on policy, priorities, new initiatives, or strategic direction; and
- Ensure that all surplus and reserves are cash-backed.

(v) FINANCIAL STRATEGIES OVER THE LONG-TERM

The Municipality has various strategies at its disposal to effect the changes needed for viability and sustainability, but not all could be considered due to its limited cashflow and institutional capacity.

Further, and due to the long-term nature of some of the strategies identified, the focus in the short-term adopted the Pareto Principle (20% of activities that will contribute 80% to the successful implementation of the Plan), ensuring that the strategies adopted will have the greatest impact and can be done within the financial and human resources capacity and capability at Msunduzi.

It should be noted that any other strategies not immediately addressed in this Plan should still be addressed in the long-term, and should not be ignored to enable a holistic, integrated, and multi-pronged change to the financial and service delivery success of Msunduzi.

The strategies had to therefore ensure that the objective of a financial and service delivery turnaround can be achieved in the shortest possible timeframe, and that they at least addressed the following: -

- Reduction in expenditure on non-essentials and non-core activities, and optimising current spending within the Municipality and ensuring growth, job creation, and value for money;
- Increasing revenue through improved collections and billing efficiencies;
- Enhancing and sustaining the asset and revenue generating base of Msunduzi through proper asset management; and
- Ensuring proper administrative and governance arrangements in place to manage and address the key financial and service delivery challenges of the Municipality.

Given the above, and noting that several strategies have been developed and implemented during the intervention process but the impact of these have not fully materialised, the questions that needs to be asked are whether stabilisation or recovery has been reached at Msunduzi, and what impact this Plan will have on the Municipality, to place it on a revised or new trajectory.

Indeed, and relative to where the Municipality was twelve months ago, it can be concluded that a degree of stabilisation has been reached, but the nature of stabilisation and institutionalisation that has taken place is not anywhere near where it can be described as being sustainable or good enough to be at a point of irreversibility, noting that it would take at least approximately three to five years for the Municipality to fully implement and benefit from this LTFP.

This Plan is therefore critical to achieve the objective of viability and sustainability, as originally envisaged. Further, and as informed by the initial assessments, the following overarching strategies to address the challenges faced by the Municipality are therefore contained in the Plan:-

The combined impacts of these strategies are intended to address core and underlying problems, which precipitated the decline in the first instance.

Successful implementation will also require greater political oversight, and efficient and effective governance arrangements, to drive and sustain the implementation of the service delivery mandate and Community expectations of the Municipality. These strategies are also intended to respond to both basic and complex challenges facing the Municipality.

It is also emphasised that the initial decision of the Demarcation Board, pronouncing that Msunduzi become a Metropolitan Municipality, must also be managed going forward.

It is important to drive this process to conclusion and to ensure that all the conditions necessary for this status to be realised are indeed achieved.

Achieving Metropolitan Status will also unlock additional revenue streams for the Municipality, such as sharing in the distribution of the national fuel levy, and will further assist the Municipality on its path to recovery and sustainability.
The adoption by Council of the guiding principles and strategies set out in the LTFP, and its successful implementation, will ultimately be a major step towards achieving the above goal, and driving the Municipality towards is potential Metropolitan Status.

(vi) KEY CHALLENGES TO THE LTFP

The LTFP proposes significant changes, particularly with regard to service delivery functions, financial administration, budgeting, financial discipline, and governance. There will be a need for a regular review of the risks identified to ensure that as additional risks arise, timely mitigation strategies can be adopted and instituted. The following table summarises risks identified in the LTFP:

Table 59: Key Challenges to the LTFP

RISK	DESCRIPTION
Non-implementation of Plans	There are numerous plans and strategies developed over the years, which have not been implemented, and a key risk is that implementation of strategies may still not take place. In order to mitigate this risk, the alignment and implementation of this LTFP should be regularly reported to Council.
Finalisation of Structure and Appointment of Key Personnel	Msunduzi should ensure that the "operating model" of the Municipality is finalised as soon as possible, and that the new structure reflects the future business of the Municipality, and that key appointments are filled as soon as possible to ensure ownership and accountability of the LTFP at least at Leadership Level.
Poor Accounting and Record Keeping	A key risk is that the outcomes of this LTFP may not be measured accurately, because of poor accounting processes and the delay in the timeous updating of accounting records. Processes to update the accounting records regularly, and to ensure that they remain up-to-date, are required in order to mitigate this risk, and the implementation of a new/updated Financial System may also go a long way to mitigate this.
Change Management	From a change management perspective, urgent action is required to address some of the poor practices that may have occurred for many years, and there is a need to strictly enforce new policies and procedures.
Community and Stakeholders	There is a risk that there may be Community and Ratepayer resistance to certain aspects of the LTFP, such as budget cuts and the need to increase tariffs. This risk can be managed by effective, improved communication by Councillors, Officials of the Municipality, and the Community. The Municipality must communicate effectively with the Community on all aspects of the Plan, and provide regular feedback on progress, including the submission of this Plan to the Provincial Legislature.

(vii) MONITORING AND EVALUATION

Finally, Msunduzi's financial sustainability and resilience has been planned through modelling over ten years, the focus being on its financial performance, financial position, and statement of cashflows, as attached herewith.

The LTFP is based on a number of parameters and assumptions, related to Msunduzi's current position and challenges, and which have been developed to reflect a stabilised and sustainable financial position over the planned period, and also taking into account Msunduzi's drive for Metropolitan status.

This has been done to ensure that there is adequate resources and capacity to fund Operating and Capital Expenditure. The plan also seeks to address short-term challenges and to achieve long-term financial sustainability, while maintaining user charges/tariffs within acceptable levels so as not to undermine the local economy.

This LTFP will therefore have little or no value if it is not implemented and institutionalised holistically, as the various components are integrated and cannot be implemented in isolation, even though certain aspects may only be implemented in the medium- to long-term.

Table 60: SWOT

<table>
<tr><td colspan="2">KEY ISSUES RELATING TO FINANCIAL VIABILITY AND MANAGEMENT:
• The gradual increase of debtor's outstanding debt remains a potential risks to the Municipality's working capital, hence the possibility of service delivery delays.
• The prevalent indigent status has a negative impact on municipal revenue base.
• Lack of forward planning, particularly on capital budget expenditure, negatively impacts on the reduction of the service delivery backlogs.</td></tr>
<tr><td>STRENGTHS
• After a period of financial strain, decline, and distress, the Municipality is now entering a period of stabilisation and recovery.
• The implementation of the Long-term Financial Plan for the Municipality.</td><td>WEAKNESSES
• A limited rates base and high levels of demand for services.
• A growing number of debtors.
• Under-spending against operations and maintenance budgets.</td></tr>
<tr><td>OPPORTUNITIES
• The Municipality has been assessed by Treasury and now has a 1:3 ratio, indicating that the Municipality is building up reserves and becoming more financially sound.</td><td>THREATS
• The gradual increase of outstanding debt remains a potential risk to the Municipality's working capital, hence the possibility of service delivery delays.
• The growing number of indigent households, and the financial strain this places on the municipal budget.
• The lack of forward planning in terms of procurement for services in relation to the capital budget.
• Under-expenditure against some conditional grants.</td></tr>
</table>

3.38 ROLL-OUT OF NATIONAL AND PROVINCIAL PROGRAMMES

(i) OPERATION SUKUMA SAKHE

The origin of Masisukuma Sakhe, which is the motto on the crest of the Provincial Government of KwaZulu-Natal, is taken from the book of Nehemiah, chapter 2, and verse 18, where Nehemiah yearns to rebuild a city that has been destroyed. Operation Sukuma Sakhe is then a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed communities (such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB).

Serious attempts were made to ensure that all developmental needs, as expressed by members of the public, including ward committees, CBOs and NGOs, as well as business and other stakeholders, were captured and analysed accordingly. Currently, the Sukuma Sakhe campaign is intended to create a platform for members of communities to convey their needs in the presence of almost all line function departments. The idea here is to list all individual needs, where possible with reference to specific departments, in order to address their needs as a collective. It was also expected that some of the community needs would have been collected through the CBP process, and that once all those wards that were piloted were completed, that they would feed in their needs through the IDP review process, and that all the needs expressed by various stakeholders would be captured and made available.

In the Msunduzi Municipality, War Rooms have been established in each of the 37 wards and are aligned to the ward councillor's office. The Chairperson of each of these War Rooms is an ordinary member of the ward. For the initiative to succeed, there is a need for good public participation. The project has been very successful, with only one ward being problematic. All government departments are represented in the monthly meetings. If it is found that a War Room cannot cope with the demands from the community, "MBO" is invoked and government descends on the area to address needs - this has already taken place in a number of wards in the municipality.

Monthly Sukuma Sakhe task team meetings take place in the Municipality, and all relevant staff at level 4 participate to address key issues identified by ward level War Rooms. A further structure that exists is the uMgungundlovu District Task Team, which consists of Government Departments and the local municipal task team chairpersons.

Sukuma Sakhe is an important initiative, and offers an ideal opportunity for ward-level communities to identify projects that can be fed into the IDP. The synergies that have been created in the Msunduzi Municipality in terms of linkages to the Area Based Management structures are also important, and have led to the success of the initiative.

(ii) BATHO PELE

The term Batho Pele means 'People First', and in this context, it means putting other people first before considering your own needs. The Batho Pele principles are summarised as follows:

Table 61: Batho Pele Principles

PRINCIPLE	DESCRIPTION
CONSULTATION	Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered
SERVICE STANDARDS	Citizens should be told what level and quality of public services they will receive, so that they are aware of what to expect.
ACCESS	All citizens should have equal access to the services to which they are entitled.
COURTESY	Citizens should be treated with courtesy and consideration.
INFORMATION	Citizens should be given full, accurate information about the public services they are entitled to receive.

PRINCIPLE	DESCRIPTION
OPENESS AND TRANSPARENCY	Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
REDRESS	If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response.
VALUE FOR MONEY	Public services should be provided economically and efficiently, in order to give citizens the best possible value for money.
ENCOURAGING INNOVATION AND REWARDING EXCELLENCE	Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining, and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen.
CUSTOMER IMPACT	Impact means looking at the benefits we have provided for our customers, both internal and external – its how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.
LEADERSHIP AND STRATEGIC DIRECTION	Good leadership is one of the most critical ingredients for successful organisations. Organisations who do well in serving their customers can demonstrate that they have leaders who lead by example, who set the vision, and ensure that the strategy for achieving the vision is owned by all and properly deployed throughout the organisation. They take an active role in the organisation's success

The Batho Pele vision for the Msunduzi Municipality can be summarised as follows:

"To continually improve the lives of the people of Msunduzi within an evolving developmental context, by a transformed culture and ethos of public service, which is representative, coherent, efficient, effective, accountable, consultative, and responsive to the needs of all."

There are three broad phases to the roll-out of a Batho Pele system in an organisation, and the Msunduzi Municipality finds itself in the first phase of this process. These phases are summarised below.

Table 62: Batho Pele in the Msunduzi Municipality

PHASES	DESCRIPTION OF ACTIVITIES PER PHASE
1	The development of an awareness campaign around the key elements of Batho Pele, name tags for all staff members so that the public can identify the officials serving them, names and designation on office doors so that the public can easily find the relevant officials. The establishment of a Batho Pele forum, which was launched in February 2013 and in February 2015.
2	The workshopping of municipal employees to educate them on Batho Pele principles, as well as to educate them on the functioning of the Municipality so that they can answer queries from the community. Image and conduct of employees is also important. A municipal Service Charter is also developed in this phase, which ties to the IDP, SDBIP, and PMS system.
3	The evaluation of municipal entities in terms of the Batho Pele principles on a regular basis. Participating in the Premier's Department initiatives and evaluations.

3.39 INTERGOVERNMENTAL AND INTERNATIONAL RELATIONS STRUCTURES

(i) INTERGOVERNMENTAL STRUCTURES

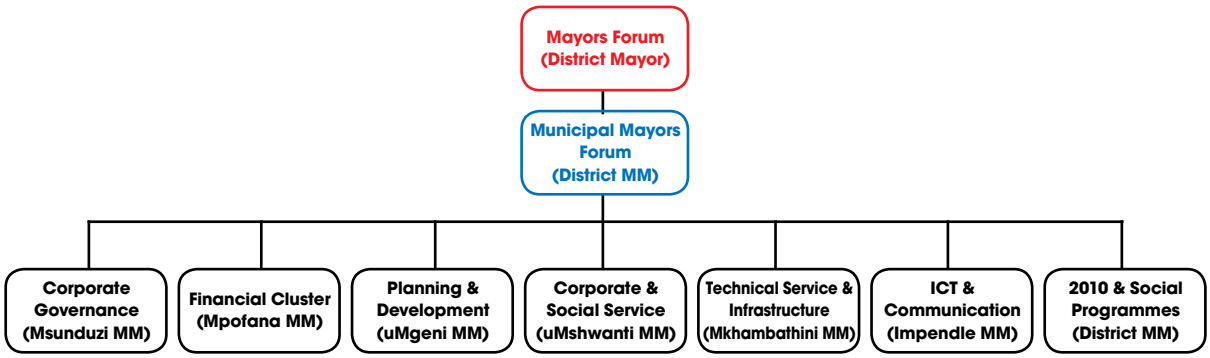
The following table summarises structures that the Msunduzi Municipality participates in:

Table 63: Intergovernmental Structures

STRUCTURE	DESCRIPTION
National	The Municipality remains a member of the South African Cities Network (SACN) and has recently participated in the "Rural Interdependencies Study" project with SACN.
Provincial	The Municipality has received support for the implementation of Organizational Performance Management from the Provincial Department of Cooperative Governance and Traditional Affairs. The Municipal Manager participates in the MUNIMEC and Technical MUNIMEC forums.
Municipal Entities	The Municipality has one municipal entity called Safe City, which is dedicated to making the City of Pietermaritzburg a better place in which to live, work, and play. The project has a number of elements, including: • The monitoring of crime through 70 CCTV cameras in the City; • An SMS programme which encourages citizens to report suspicious behaviour and activities; • c-SAFE, a panic alert system accessible from your cell phone.
District IGR	At a District level, the Municipality has participated in the District Municipal and Technical Forum which is chaired by the District Mayor, Councillor Yusuf Bhamjee. In addition, the Municipality has partnered with the District on issues related to waste management.

Many endeavours are made to make the Intergovernmental Relations a reality, and the following clusters are in existence at the district level:

FIGURE 19: District Level Intergovernmental Structures



INTERGOVERNMENTAL RELATIONS CLUSTER MODEL (IGR SYSTEM)

The finalisation of this model seeks to streamline these structures in order to improve communication internally and externally, whilst bringing on board sector departments in a more practical and realistic manner. This is to ensure that departments and other key stakeholders do not merely pay lip service to the IDP process.

The Cluster Model has led to the establishment of shared services in the District, which also leads to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning, and Information and Communications Technology. This approach means that the uMgungundlovu family of Municipalities in the District are all benefitting from the availability of scarce resources and expertise within the District.

(ii) INTERNATIONAL STRUCTURES

It goes without saying that there is increased local and global competitiveness between cities, a phenomenon which has increased through the period of the global recession, which impacts directly on the Msunduzi Municipality's ability to attract investment. To address this, the Msunduzi Municipality has fostered 'twinning' initiatives with the cities of Hampton, Virginia Beach, and Atlanta in America; Zhengzhou and Guangzhou in China; Wuhan in Taiwan; and Lincoln in the United Kingdom.

Such initiatives have benefitted all cities involved, and lessons have been shared and learnt. The Msunduzi Municipality is also looking to foster similar relationships with cities across the African continent, thereby realising the objectives expounded by the African Union (AU), the New Partnership for African Development (NEPAD), as well as cross-border challenges facing the South African Development Community (SADC).

3.40 STRUCTURES CREATED WITHIN THE MSUNDUZI MUNICIPALITY

(i) COUNCIL

Councillors are elected by the local registered voters (ratepayers) to serve a predetermined term of office on the local council as representatives of their respective constituencies. The Msunduzi Council has a total of 73 seats, with 37 of these seats being allocated to ward councillors who are elected by the wards they represent, while 36 seats are allocated to political parties in proportion to the number of votes cast for them.

There are ten members on EXCO, and one of these is currently vacant. This will change after elections , the council will have 39 ward councillors with the total number increasing to 77.

(ii) COMMITTEES

The following table reflects the committees of Council and their respective purposes, as well as the frequency of meetings during a financial year.

Table 64: Municipal Committees and Frequency of Meetings in a Year

COMMITTEE NAME	FUNCTIONS	NUMBER OF MEETINGS
COUNCIL	• Political oversight	1 meeting per month
EXCO	• Deals with matters delegated to it by Council and legislation.	4 meetings per month
FINANCE COMMITTEE	• Financial management oversight	2 meetings per month
ECONOMIC DEVELOPMENT COMMITTEE	• All matters requiring attention arising from the provisions of the relevant legislation.	2 meetings per month

COMMITTEE NAME	FUNCTIONS	NUMBER OF MEETINGS

CORPORATE SERVICES COMMITTEE	• Council & Committee Support to Political Offices
	  • Legal Services and Legislative Compliance
	  • Corporate and Legal
	  • By Laws
	  • Delegation Management
	  • Policies, Processes and Procedures
	• Human Resource Management
	  • Performance Management
	  • Labour Relations
	  • Recruitment and Selection
	  • Occupational Health
	  • Job Evaluation
	  • Training and Development
	  • Employee Relations
	• Information Management
	  • Management Information Systems
	  • Information Centre
	  • Printing
	  • Information, Systems Technical Support
		2 meetings per month

COMMUNITY SERVICES COMMITTEE	• Regional Community Services Provision
	  • Airport
	  • Health Services and Clinics
	  • Libraries
	  • Cemeteries and Crematoria
	  • Environmental Health
	• Community Services Provision Management
	  • Parks, Conservation, and Environment
	  • Sport and Recreation
	  • Market
	  • Forestry
	  • Municipal Public Works
	  • Tatham Art Gallery
	• Public Safety and Disaster Management
	  • Traffic Services
	  • Licensing
	  • Public Safety and Security
		2 meetings per month

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	• Fire and Rescue Services • Disaster Management	2 meetings per month

COMMITTEE NAME	FUNCTIONS	NUMBER OF MEETINGS

INFRASTRUCTURE SERVICES COMMITTEE	• Municipal Infrastructure Planning, Funding, Maintenance and Development Management
	  • Municipal Infrastructure Grants
	  • Municipal Infrastructure Planning
	  • Fleet Management
	  • Mechanical Workshops
	  • Asset Management and Maintenance
	• Electricity Distribution Management
	  • Administration
	• Housing and Human Settlement Development Management
	  • Housing
	  • Town Planning
	  • Valuations and Real Estate
	  • Maintenance
	  • Planning
	  • Networks
	  • Connections
	• Water Distribution and Sanitation Management
	  • Administration
	  • Maintenance
	  • Planning
	  • Networks
	  • Connections
	  • Sanitation
	• Water Management
	  • Waste Removal
	  • Refuse Collection
	  • Landfill Site
	• Roads and Stormwater
	  • Administration
	  • Maintenance
	  • Planning
		2 meetings per month

AUDIT COMMITTEE	• An independent audit committee fulfils a vital role in governance. The audit committee plays an oversight role on systems of internal, risk management and governance.	

(iii) IDP REPRESENTATIVE FORUM

The IDP Representative Forum consists of the following role-players with the listed functions:

Table 65: IDP Representative Forum Role-Players and Functions

ROLE PLAYERS	• EXCO members; • Councillors; • Traditional leaders; • Ward Committee Chairpersons; • Senior Municipal Officials; • Stakeholder representatives of organised groups; • Advocates of unorganised groups; • Resource persons; • Other community representatives; • National and Provincial Departments regional representatives; • NGO's; and • Parastatal organisations.
FUNCTIONS	• Represent the interest of the Municipality's constituency in the IDP process; • Provide an organisational mechanism for discussion, negotiation, and decision making between the stakeholders inclusive of municipal government; • Ensure communication between all the stakeholder representatives, inclusive of municipal government; and • Monitor the performance of the planning and implementation process. • To institutionalise participation in integrated development planning • Membership to ensure geographical and social representation • Members to have mandate to represent the interests of their constituents in the integrated development planning process • Provide an organisational mechanism for discussion, negotiation, and decision-making between the stakeholders and municipal government • Ensure communication between all stakeholders representatives and the Msunduzi Municipality • Monitor performance of the planning process • Represent interests and contribute knowledge and ideas in the planning process Participating in the IDP Rep Forum • Inform interest groups, communities, and organisations on relevant planning activities and outcomes • Analyse issues, determine priorities, negotiate, and reach consensus • Participate in designing project proposals and/or assess them • Discuss and comment on the draft Integrated Development Plan • Comment on and discuss alignment of annual business plans and budget with Integrated Development Plan • Conducting meetings/workshops with groups, communities, or organisations

(iv) IDP STEERING COMMITTEE

The IDP Steering Committee consists of the following role-players, with the listed functions:

Table 66: IDP Steering Committee Role-Players and Functions

ROLE PLAYERS	• The Mayor • The Deputy Mayor • The Executive Committee Members • The IDP Champions (elected from the different party caucuses) • City Manager (or alternate) (chair) • Strategic Executive Managers (SEMs) • Two representatives from IMATU and SAMWU • Municipal Manager's Coordinating Committee (IDP Broad Planning Technical Committee)
FUNCTIONS	• Provide terms of reference for all reviewing and planning activities • Commission IDP planning studies, programs, and projects • Process, summarize, and document outputs from subcommittees, teams etc. • Recommend amendments to the contents of the IDP • Prepare, facilitate, and document meetings and workshops • Ensure alignment and participation in the determination and prioritization of plans and programs in the spirit of cooperative governance

(v) MUNICIPAL MANAGER'S COORDINATING COMMITTEE

The Municipal Manager's Coordinating Committee consists of the following members, with the following functions:

Table 67: Municipal Manager's Coordinating Committee Role-Players and Functions

ROLE PLAYERS	• City Manager • Managers: Municipal Managers Office, Speaker, Mayor, Budget Office, SCM, PMS, Planning, PMU, and IDP. • Admin Support

FUNCTIONS	• Prepare the IDP review process plan
	• Identify resources and people
	• Coordinate and manage the components of the planning process, including:
	  • Stakeholders meetings
	  • Meeting deadlines
	  • Horizontal and vertical aligns
	  • Compliance with national and provincial requirements

(vi) WARD COMMITTEES

Section 74 of the Municipal Structures Act, and regulation 5 of the Government Gazette No. 27699 Ward Committee, state that Ward Committees may have powers and functions delegated to them (which are essentially advisory in nature) in terms of S59 of the Municipal Systems Act. Among these powers and functions are:

- To serve as an official specialized participatory structure in the Msunduzi Municipality.
- To create formal, unbiased communication channels, as well as a co-operative partnership between the community and the Council.
- Advise and make recommendations to the Ward Councillor on matters of policy affecting the Ward.
- Assisting the Ward Councillors in identifying the challenges and needs of residents.
- Dissemination of information in the Ward concerning municipal affairs, such as the budget, integrated development planning, performance management systems, service delivery options, and municipal properties.
- Receive queries and complaints from residents concerning municipal service delivery, communication with Council, and provide feedback to the community on Council's response.

- Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward residents meetings and other community development forums, and
- Interact with other organizations and forums on matters affecting the ward.

A ward committee may also make recommendations on any matter affecting its ward to the ward councillor, or through the ward councillor to the local council. The Msunduzi Municipality has 37 functional ward committees, which meet on a frequent basis. One meeting per month, per ward committee, is scheduled.

(vii) TRADITIONAL LEADERSHIP

Well before the promulgation of the KwaZulu-Natal Traditional Leadership and Governance Act (5 of 2005), the Municipality spearheaded participation and the role of amakhosi within the Msunduzi Municipality. The Municipal Structures Act states that "Traditional Authorities that traditionally observe a system of Customary Law in the area of the Municipality may participate in the proceedings of Council of that Municipality, and those Traditional Leaders must be allowed to attend and participate in any meeting of Council".

In order for legislative compliance, the Speaker has had meetings with the Amakhosi falling under the jurisdiction of the Msunduzi Municipality. The initiative was well received by Council, and the following issues were highlighted in order to build on this relationship:

- Amakhosi be invited to all meetings of the Municipality and participate in discussions. Amakhosi have been allocated to Council's standing committees in order to be actively involved in the discussions happening in those meetings. They will also be attending EXCO and Full Council meetings.
- The provision of an office for Amakhosi at the City Hall, with support staff.
- Providing financial support for programmes and projects.

3.41 STATUS OF MUNICIPAL POLICIES

The following table summarises the policies developed by the Msunduzi Municipality:

Table 68: Msunduzi Municipal Policies

MUNICIPAL POLICY	COMPLETED %	REVIEWED %	DATE ADOPTED BY COUNCIL
Employment Equity	100%		28/08/2013
Allocation Policy	100%		24/04/13
Access to Personal Files	100%		Draft
Disciplinary Code and Procedures	100%		Collective Agreement
Diversity Policy	70%		Draft
Employee Wellness	100%		28/08/2013
Transfer Policy	100%		Draft
Grievance Procedures	100%		Collective Agreement
HIV/AIDS	100%		15/11/1995
Leave	100%		28/08/2013
Fleet Management Policy	100%		16/08/12
Official Transport to Attend Funerals	90%		Draft
Official Working Hours and Overtime	100%		Collective Agreement
Overtime	100%	Draft in progress	30/06/2010
Individual Performance Management	100%		27/01/2013
Organisational Performance Management	100%		26/09/2012
Selection and Recruitment	100%		Draft
Sexual Harassment	100%	100% (Draft)	2006
Training and Development	100%	100% (Draft)	09/12/05
Assessment	100%		06/04/06
Smoking	100%		16/01/2006

MUNICIPAL POLICY	COMPLETED %	REVIEWED %	DATE ADOPTED BY COUNCIL
Scarce Skills	100%	90% (Draft)	31/072008
Parking Policy	100%		Draft
Internship	100%	100% (Draft)	07/10/04
Learnership	100%	100% (Draft)	09/12/05
External Bursary	100%		28/08/2013
Adult Basic Education and Training	100%	100% (Draft)	07/10/04
Work Exposure Policy	100%		28/08/2013
Induction Policy	100%		28/08/2013
Abscondment Policy and Procedure	100%	100% (Draft)	15/03/2011
Alcohol and Drug Abuse Policy	100%	100% (Draft)	25/03/2011
Bee and Wasp Stings Policy	100%	100% (Draft)	21/02/2006
Management of Heat Stress policy	100%	100% (Draft)	18/03/2011
Post Exposure Protocol	100%	100% (Draft)	26/03/2007
Procedure for Injury on Duty	100%		16/02/2006
Procedure for Management of PTB in Health Care Workers	100%		21/07/2008
Personal Protective Equipment	100%		Draft
Acting Policy	100%		28/08/2013
ICT Capacity Plan Policy	100%		24/01/2013
ICT Disaster Recovery Policy	100%		24/01/2013
ICT Security Policy	100%		24/01/2013
ICT Monitoring Policy	100%		24/01/2013
ICT Network Operations Policy	100%		24/01/2013
ICT Patch Management Policy	100%		24/01/2013
Internet Access Policy	100%		24/01/2013
Risk Management Policy	100%		29/08/2012
Whistle Blowing Policy	100%		24/04/2013
Anti- fraud and Corruption Policy	100%		24/04/2013

3.42 INTERNAL AUDIT FUNCTION

(i) INTERNAL AUDIT UNIT

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve the municipality's operations. The unit assists the municipality in accomplishing its objectives through a systematic, disciplined approach to evaluate and improving the effectiveness of risk management, system of internal control and governance processes. By its nature, Internal Audit Unit is a governance structure and not service delivery vehicle. Its role is critical in promoting and enhancing control environment through auditing and special reviews and recommending solutions to management.

To solidify the internal audit institutional framework, an internal audit methodology has been developed and approved by the Audit Committee which guides execution and management of the internal audit activity.

The unit has reviewed its Internal Audit charter in 2012/13 financial year. This was adopted by Council on 24 April 2013 and is in line with the King Three on Corporate Governance, Standards for Professional Practice of Internal Auditing South Africa and the best practice. The Audit Committee's charter was also revised to encapsulate all the requirements of legislation and best practice as per the King Three on Corporate Governance.

A positive change has been realised through internal audit effort by changing the approach of auditing. The three year rolling audit plan is focused on high risks within the municipality, compliance with prescripts, performance information and core mandate of the municipality.

Whilst the capacity to fulfil the mandate of the unit is strained due to the vacancy of key posts, with the new organogram it is expected that the process to fill key identified posts will resolve this issue. The unit is supported by the firm of Accountants and Auditors who are co-sourced partners and its funding has increased drastically in 2014/15 financial year in order to cater for these services.

(ii) AUDIT COMMITTEE

The Municipality has an established the Audit Committee, with five Council approved membership.

Its responsibilities arise from section 166 of the Municipal Finance Management Act, Act 56 of 2003 (MFMA). The audit committee acts as an advisory body independent of management and internal and external audit, reporting to the Council through Executive Committee on accountability, internal audit function, external audit, risk management, governance, performance management, financial management and reporting on municipal entities related matters. It provides assistance to the Council by:

- Providing an independent review of the Msunduzi Municipal's reporting functions to ensure the integrity of the financial reports.
- Ensuring all systems of internal control, governance and risk management functions are operating effectively and reliably.
- Providing strong and effective oversight of the Msunduzi Municipal's internal and external audit functions.

The Audit Committee Charter was reviewed and adopted on 24 April 2013.

(iii) RISK MANAGEMENT

Section 62(1)(c)(i) of the Municipal Finance Management Act, Act 53 of 2003 requires the Accounting Officer to establish and maintain effective, efficient & transparent systems of risk management. The Msunduzi Municipality risk management philosophy is informed by the constitutional imperatives. The preamble of our constitution and Chapter 2 of the Constitution deals extensively with the Bill of Rights. The Constitution describes one of the values of founding provisions as; Human dignity, the **achievement of quality and the advancement of human rights** and freedoms. Section 3 of the Constitution further states that all citizens are equally **entitled to the rights, privileges and benefits** of citizenship.

- The values that are enshrined in the Constitution and the Bill of Right are relevant to risk management.
- The Msunduzi Municipality is aware that no organization is functioning in a risk-free environment and as a public institution it is susceptible to risks associated with the fulfilling of our constitutional mandate.

The Msunduzi Municipality is committed to achieve its vision as set out aobe as well as its vision 2030 City Development Strategy and to contribute towards building a "better life for all" through the blue print National Development Plan. Msunduzi therefore consider risk management as an integral part of its strategy and operations and as a management tool to assist in achieving our service delivery objectives.

To effectively manage risks to the achievement of the municipality's objectives provides managers with a systematic way to make responsible, coherent and informed decisions and enables them to achieve improved outputs and outcomes. A structured approach to the management of risks also enhances and encourages the identification of greater opportunities for continuous improvement through innovation.

In most of the public sector organisations "risk management" is viewed as a stand-alone activity that requires special skills and resources and adds to an already cumbersome workload. Msunduzi prefer to talk about managing risks, rather than "risk management" and incorporates risk management principles into its everyday management processes.

Risk Management Practices requires the Accounting Officer to manage the strategic and operational risks of the municipality. The Msunduzi risk management system provides for mitigating strategies and control activities against the risks within the municipality from unacceptable likelihood and impact.

The municipality's risk management system identifies strategic and operational risks and assigns responsibility to appropriate officials within the municipality. The Audit Committee's role in relation to risk is to provide an oversight role and advise Council.

The municipality has a Risk Management Committee in place that meets on quarterly basis and is made of the Deputy Municipal Managers. The Risk Management Committee has its terms of reference.

Risk register is updated on regular basis and as the municipality embarks on new initiatives and programmes any emerging risks that could have a negative impact on the municipality's ability to achieve its strategic objectives.

The Council is ultimately responsible for risk management supremacy with Exco and Audit Committee playing a very crucial oversight role as a function that is delegated to them and legislated. The status of strategic and operational risks are reported and monitored on regular basis by Internal Audit Unit and Risk Management Committee who give feed back to the Accounting Officer and Audit Committee.

The following are the top five significant risks that are facing the municipality. The municipality is fully aware of the possible root causes and has been able to put in place mitigating strategies within the SDBIP for 2015/16

Table 69: Risk and Mitigation Strategies

RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
Political & administration instability collapsing control environment	Political fights, political interference in administration	No mitigating measures as these risks can be mitigated with maturity thinking in understanding the existence of a municipality as per the constitution		
Fatalities of municipal officials & office bearers & councillors	Turmoil within administration			
Fraud & Corruption	Office Bearers & Councillors fearing losing jobs & wanting to benefit before the end to their term			
Economic meltdown causing high employment rate, poverty & social unrest	Drought	Water conservation, rehabilitation & building of new boreholes	Plumbing programme is being implemented (water licks), Water)	SMC

RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
Frequent electricity outages resulting to litigation & business contraction impacting on economic growth within the municipality	• Conductors/ Cable faults on secondary network • Primary infrastructure ageing • Obsolete switchgears illegal connections old substation buildings theft of infrastructure	Council approved a 132kv Network Rehabilitation Plan. Funding of R100m secured from DoE & Plan will be implemented. Council made a provision of R10m from its 2013/14 budget for refurbishment of network & replace obsolete 11kv equipment.	• Two Hilton 132kv lines completed. • Refurbishment of 132/11kv Northdale Primary sub-station is in progress. • Refurbishment of 132kv City completed & to commence with the sub-station. • Refurbish network & replace obsolete 11kv equipment IS continuing.	DMM: Infrastructure
Electricity Losses as a result of illegal connections	Low society moral fiber and crime rate (theft).	• Electrification of informal settlements areas e.g,. SWAPO & eEzinketheni, Nhlalakahle / Balhambra Way. • There is also continuous campaigns to uproot illegal connections.	• Non-Technical losses – projects in progress	DMM: Infrastructure
Huge debtor's book & low collection rate which impends solvency & liquidity of the municipal finances & going concern or sustainability of the municipal operations	• High rate of unemployment. • Lack of vigorous strategy to collect & inaccurate data cleansing.	• Data cleansing will be undertaken. • The filling of critical posts in finance has been prioritized. • Daily cash flow monitoring will reflect early warning signals.	• Data Cleansing completed. • The process of handover progressing. • Some critical posts have been filled & remainder will be filled once migration has been completed • The water debt write off in progress	CFO

RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
Loss of water due to pipe bursts, leaking pipes & meters that cannot be read.	Poor maintenance & the decaying infrastructure.	• Water is currently in a 3 of a 6 year Non- Revenue water reduction program which started Feb 2011. The 16 core interventions were made up of 8 real losses and 8 billing control interventions. • The other interventions include filling of all vacant positions in the water section. • The 6 Year Non-Revenue Water Master Plan has been reviewed in order to cater for the different aspects of water losses with a more robust approach. • Asset Management Plan which caters for asset replacement.	• Water & Sanitation is currently in a 5 of a 6 year Non-Revenue water reduction program • New strategy being developed to deal with obsolete asbestos pipes	DMM: Infrastructure
High backlogs of & ageing road infrastructure not receiving the relevant maintenance resulting to potholes.	Limited funding.	• Maintenance Programmes, to review maintenance budget formulation & approach National Treasury for more MIG Funding. • The implementation of Integrated Rapid Public Transport Network (IRPTN) will also cater for upgrade of roads.	Application for MIG funding is continuously being made & request for increase to the maintenance plan budget has been made.	DMM: Infrastructure

RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
Land Invasion	Lack of management of municipal land	• The strategy that was developed was responding to areas that were invaded (AMBLETON PHASE 3 AND FARM SHENSTON) but not a Strategy to prevent land invasion. There is no evidence of a Strategy developed to prevent land invasion. Currently land invasion is dealt with through enforcement of by-laws when land has been invaded. At this point more reliance is placed on removal of the invaders by security personnel when it occurs.	• A strategy to prevent land invasion has not yet been developed, only mechanisms to react on occurrence of an invasion are developed for each occurrence e.g. Ambleton, Nkawana etc	DMM: Economic Development
• Lack of burial space causing outcry from the community of Msunduzi. • Poor service (bodies half burned) for those who want to cremate resulting in inconvenience to the Msunduzi community & extra cost to them when cremation is taken to Durban.	• Lack of pro-active long-term planning in the past for the burial services.	• Land identified at Hollingwood for new cemeteries but the Sobantu community has demanded that the process of building housing & cemetery be done simultaneously. • Engaged in a process of identifying new land for cemeteries to take the municipality to 2030. • Commission of two new cremators inclusive of maintenance of the cremators concluded but only one is working & challenges are attended to on the other one.		DMM: Community Services

RISK	ROOT CAUSE	MITIGATION STRATEGIES	PROGRESS TO DATE	RESPONSIBILITY
Brain drain & lack of knowledge management in IS (Electricity alone has 77.5% vacancy rate & of the 22.5% is in acting capacity) is currently understaffed leaving no room for transfer of skills & knowledge of the network due to exit (retirements, resignation, deaths) resulting to multiple challenges including injuries because of working long hours, death at work, etc.	Lack of HR Planning for a number of years in the municipality	• To revise the organogram to provide for additional skilled engineers and other electricity, Roads & Transportation, Water & Sanitation personnel. • To consider revising salary scales for scarce skills so that the Municipality can attract talent. To Consider appointing retired engineers on contract as mentor for at least three years for newly employed personnel Ensure that the pool is serviced regularly	Allocation & placement of staff in progress	DMM: Corporate Services & DMM: Infrastructure

(iv) ANTI-FRAUD & CORRUPTION

The municipality has a reviewed and amended policy on anti-fraud and corruption and was approved and adopted by full council on the 24th of April 2013. The municipality also launched as whistle blowing hot line during August 2014, the call centre is independently managed. The intention was to develop a philosophy; that the entire municipality will fight fraud and corruption as a team and the Policy is set at a high level to cover the worst-case scenario. The Policy seeks to exemplify the following:

- Provision of a focal point and allocation of responsibility, accountability and authority;
- Serves as a conceptual, analytical, planning and review tool;
- Provides a common understanding of what constitutes fraud and corruption that needs to be communicated throughout the Municipal Council;
- Raises vigilance, which means that staff, management and councilors need to be actively involved on an ongoing basis in preventing, detecting and investigating fraud and corruption;
- Uncover the facts which refer to the processes and skills required to manage allegations of fraud and corruption;
- Deterring fraud and corruption, which refers to the processes required in ensuring disciplinary, criminal action and civil recovery are instigated as appropriate, pursuing heavy penalties and advising staff of the outcome; and
- Presents the key elements required for effective prevention of fraud and corruption and represent the approach of Msunduzi Municipality to managing risk of fraud and corruption.

The policy draws its legal mandate from Chapter 2 of the Constitution which deals extensively with the Bill of Rights. The following sections under the Bill of Right are relevant to the obligations of the Constitution versus management of risks including the risk of fraud and corruption. The Constitution describes one of the values of the founding provisions as; Human dignity, the improvement of the quality of life of all citizens and to free the potential of each person. Section 195 of the Constitution provides normative basic values and principles for public administration, including the following:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.

- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.

The anti-fraud and corruption policy is further supported by the Whistle Blowing Policy which was also adopted on the same date as the above policy. The Whistle Blowing Policy:

- is intended to encourage employees, councillors and members of public to feel confident in raising breaches, concerns or disclosing of information relating to fraud and corruption or irregular and or criminal activity in work place in a responsible manner without fear of victimisation;
- is to ensure the whistleblowers that they will be protected from possible reprisals or victimization if the disclosure was made in good faith;
- strive to create a culture which will facilitate the eradication of criminal and other irregular conduct within the municipality;
- provides venues and guidelines for employees, councillors and members of public to disclose information relating to fraud and corruption or irregular and or criminal activity in work place rather than overlooking a problem or blowing the whistle to inappropriate channels; and
- reaffirms the commitment of the Msunduzi Municipality to the Protected Disclosures Act, Act 26 of 2000 came into effect on 16 February 2001.

To give effect to the above policies the Full Council adopted an anti-fraud and corruption strategy which is supported by a matrix of activities and assigns responsibility.

The municipality has been dealing with matters relating to fraud and corruption within the municipality. There are criminal investigations that are going ahead and other matters are with the National Prosecuting Authority. There several cases of misconduct with have been finalised and some are on-going.

New allegations of fraud or corruption and other irregularities are currently under investigation and those that are finalised are being referred to either South African Police Services or Legal Unit for formulation of misconduct charges and setting up disciplinary enquiries tribunals. As alluded to under risk management mitigating strategy in respect of fraud and corruption, an intensive conflict of interest identification review has been finalised which will result in a number anti-fraud & corruption initiative.

3.43 MUNICIPAL SUPPLY CHAIN MANAGEMENT

The Msunduzi Municipality's Supply Chain Management unit is a support function for all business units within the council to ensure provision of efficient, transparent, fair, equitable, and cost effective procurement services, thereby assisting them to implement their service delivery priorities. In terms of the MFMA SCM regulations, the SCM unit is established to implement the SCM policy adopted by council. It operates under the direct supervision of the Chief Financial Officer, or an official to whom this duty has been delegated in terms of section 82 of the Act. Core functions include demand, acquisition, logistics, disposal, SCM risk, and performance management.

The supply chain management policy for the year 2014/15 was adopted by Council on 30 May 2014 , in terms of SCM Regulation 3 (1) (a), and implemented immediately thereafter. The main change made to the policy was to bring it in line with the structure of the SCM regulations. The aim was to establish a credible base from which the business processes could be developed.

The Municipality has the following functional committees, all members of which are appointed for a period of one financial year: the Bid Specification Committee, Bid Evaluation Committee, and Bid Adjudication Committee. A provincial Teander Appeal Board has been established to address any matters of appeal. The latest policy is in line with this requirement.

3.44 PUBLIC PARTICIPATION, INCLUDING THE PUBLIC PARTICIPATION PLAN

The Msunduzi Municipality adopted a Communication Strategy during the course of the 2011/12 financial year. The policy characterises stakeholders as either internal (including public sector stakeholders and forums), or external (which includes business and labour stakeholders and civil society organizations).

Public participation is an on-going engagement process, and the following are forms of citizenry participation that are utilized by the Municipality to ensure the citizen and stakeholders voice are accommodated in the planning, execution, and review of the IDP, Budget, and PMS processes:

- Ward Committee Monthly Meetings
- Stakeholders Quarterly Meeting (Reporting on PMS, SDBIP, and IDP progress)
- Monthly Community Meetings by Councillors (due to financial constraints, these are now held once every two months, totalling 6 meetings per annum per ward)
- Project Based Meetings
- Sector Plan Based Engagements
- Executive Committee – Public Gallery
- Full Council Meeting – Public Gallery
- Integrated Development Planning Meetings
- Izimbizo: Public Meetings for Budget, IDP, etc
- Municipal Property Rates Act (MPRA)
- Service Standard or Charter
- Community Based Planning
- Complaints Register: Customer Care and Batho Pele Engagements
- SukumaSakhe – Premier's Flagship Tool for Accelerated Service Delivery at a Ward Base Level
- Attendance at meetings and workshops at the invitation of interest groups
- Partnerships and MOUs: MIDI, etc

3.45 COMMUNICATION AND MARKETING PLANS

The Marketing and Communications Unit of the Msunduzi Municipality developed a Marketing Strategy, which aims at being competitive and creating a vibrant brand identity for the city. The marketing strategy incorporates the LED strategy, and aims to synergize Unit efforts to attract investment and marketing to Msunduzi Municipality from the local and global environments.

The objective of the marketing strategy is to formulate guidelines and implementation plans for retaining the existing industries, and the attraction of new and potential industries. In order to achieve this goal, the following have been taken into consideration:

Table 70: Marketing Plan Communication Media

MEDIA USED	DESCRIPTION
Municipal Website	• Use of the municipal website, with up to date information on all kinds of developments taking place. • Providing clear details of investment opportunities that are available within the Municipality. • Outlining the tourism attractions that are available in Msunduzi Municipality. • The promotion of all prominent events in a calendar year.
Magazines and Other Publications	• Advertising space in various popular magazines (business, sport, and lifestyle magazines), outlining the opportunities as well as attractions within the Municipality.
SA Cities Network Website	• Msunduzi Municipality is a member of the South African Cities Network, and therefore has the opportunity to promote itself on this platform, which is shared with cities such as Tswane, Durban, and Cape Town.
Events	• By associating itself with major events taking place in the City, the Municipality receives a lot of mileage in brand exposure through websites, brochures, radio, and television.
Radio and Local Press	• Taking up advertising space in local media provides an opportunity for local investors to better understand what opportunities are available for further investment.

3.46 AUDITOR GENERAL'S REPORT AND FINDINGS

The Auditor General has expressed an unqualified opinion with emphasis on matters relating to:

- Irregular expenditure;
- Restatement of corresponding figures;
- Material losses/impairments;
- Material under-spending of budget; and
- Unaudited supplementary schedules.

Whilst there is no significant improvement on the above matters, there is an improvement in the liquidity ratio and financial sustainability, and the existence of an uncertainty that may cast significant doubt on the Municipality's ability to operate as a going concern.

The audit report indicates that there are still weaknesses in supply chain management, which results in irregular expenditure amounting to R27,483 million. Great strides have been made in this area by implementing controls and through the process of identifying contracts which have been awarded to suppliers in contravention of the Local Government: Municipal Supply Chain Management Regulations (SCM Regulations) in an area that is prone to fraud and corruption. Further efforts are being made to enforce strict control measures that will reduce malpractices. One of the strict control measures is that the Municipality is investigating investing into a process that will be used to identify conflict of interest and non-compliance with SCM regulations.

The significant increase in losses on electricity, which resulted in revenue losses, is noted. The Municipality is fighting the scourge of theft of electricity, and it is anticipated that as resources are increased and new strategies implemented, the Municipality will further reduce losses.

The losses on water are static. However, strategies to reduce these loses are nonetheless being implemented, and it is anticipated that results will be seen in the long-term.

Management of the debtor's book is receiving close attention, and stringent credit control measures will be implemented.

Another challenge is material under-spending on the capital budget, which impacts negatively on service delivery, and is evil and immoral, as it deprives poor communities of basic services. Extraordinary measures have to be implemented in this area to improve service delivery.

3.47 MID- TERM PERFORMANCE ASSESSMENT

As per Chapter 8 of the Municipal Finance Management Act (56 of 2009), the Accounting Officer of the Municipality is required to assess the half yearly performance of the Municipality by 25 January every year, and submit the findings to the Mayor, as well as National, and Provincial Treasuries. The following documents are utilised as tools to determine the actual performance, namely:

- The approved Budget for the ending financial year;
- The Service Delivery and Budget Implementation Plan, as aligned with the approved Budget;
- Actuals in the approved Budget and SDBIP;
- Cash and Cash Equivalents;
- The Debtors Analysis on Revenue Billed and Revenue Collected; and
- The General Expenditure Analysis on programmes planned and implemented.

In the 2013 fiscal year a series of recommendations were made to improve the performance of the Municipality and are summarised below:

- Council needs to review the Capital Budget with the Turn-Around Strategy to ensure that approved projects are implemented with speed, to ensure that all are complete or towards completion by the end of the financial year.

- This can be achieved through ensuring that the necessary capacity is available in the SCM section, and that the bid committee sits as planned.
- The Municipality, through its debt collection process, will have to ensure that strict collection processes are implemented.
- The Data Cleansing project is to be implemented as approved, which will also ensure that unrecoverable debt due to non-existence will be written off to reflect a realistic debtor's balance at the year-end, with the correct debtors impairment and provision.
- A revenue enhancement strategy will be implemented from 1 February 2013 to ensure stringent measures are in place for collection of municipal accounts.

Table 71: SWOT

<table>
<tr><td colspan="2">KEY ISSUES RELATING TO GOOD GOVERNANCE AND PUBLIC PARTICIPATION:
• Further implementation of performance management in the organization;
• Ensuring on-going functional Ward Committees;
• Improved discipline/management control;
• Structured internal policy framework; and
• Lack of follow up on performance indicators.</td></tr>
<tr><td>STRENGTHS
• Reviewing of the organogram.
• The development of a more customer focused organisation (Incorporation of Batho Pele principles).
• The establishment and functioning of a number of municipal committees.
• The establishment and functioning of ward committees.
• The development of ward plans.
• Relationships with traditional leaders.
• The development of a number of municipal policies.</td><td>WEAKNESSES
• Human Resource Strategy not in place.
• Ineffective call centre resulting in disgruntled customers, which may tarnish the image of the Municipality.</td></tr>
<tr><td>OPPORTUNITIES
• The development of a cohesive organisational structure.
• Changing the organization's culture to a performance driven culture.
• Attracting and retaining critical and technical skills.
• The identification of risks and the development of mitigation strategies.
• The review of municipal policies.</td><td>THREATS
• Low staff morale.
• Shortages of key skills.
• Fraud and corruption.</td></tr>
</table>

SECTION D CHAPTER 4: THE IDP STRATEGIC APPROACH

4.1 INTRODUCTION

The Vision, Objectives, Strategies, and Projects of the Msunduzi Municipality are underpinned by Strategic Planning and Policies at a National and Provincial level, which were summarised in Chapter 2 above. The objectives and components of these documents and policies have helped determine the direction in which the Municipality is moving, as reflected in this IDP.

4.2 MUNICIPAL NEEDS ANALYSIS

The following table provides a summary of the issues raised by community members during the IDP izmbizo held during the Month of November 2014. The identified needs have been limited to five per municipal area as per the COGTA Guidelines and also to make the IDP easy to administer. A comprehensive list is available from the IDP office on request and has been included as annexure to this document.

Table 72: Municipal Wards Needs 2015/2016

WARD NO.	AREA	COMMUNITY ISSUES
01	Mpumuza-Shayamoya	• Construction of RDP Houses • Sports Facilities • Job Opportunities • Support for orphans (Orphanage Home) • Eradication of substance and drug abuse
	Mpumuza Sweetwaters	• Maintenance of Crèches • Fair RDP Houses allocation programme • Construction of Clinics • Construction of Library • Construction of Old Age Home • Construction of Shopping Centre
	Kwampumuza	• Fair RDP houses allocation programme • Installation of street lights (high master) • Installation of water pipes • Monitoring of existing projects • Upgrading of access roads • Construction & Maintenance of Community Halls (Mbucwane, Phayphi, Mpumuza, Zayeka) • One Stop Centre
02	Mpushini-Madwaleni	• Upgrade of access roads • Lack o f street lights • Few Roads not tarred • Fencing of projects • Maintenance of community halls (Mashaka, Ngqabeni, Mpushini)
03	Mgwagwa	• Upgrade of access roads in the ward -Roads rehabilitation • Tarring of Mgwagwa Road (P390) and bus shelters • Clinics • Water & Electricity • Maintain & upgrade Hall (Nxamalala, Siwelile, Mgwagwa)
	Etsheni	• Roads to be upgraded - Doloqina, Mpanza, Madlala, Baleni, Mlotshwa, Mvelweni new gravel road, Mpande new sites gravel road, Datalala gravel road at Doloqina • Water Extension pipes at Nxamalala area (below community hall), Baleni Mbangweni area and Nene area, Nxamalala area at Mpanza area (top Zidedele roads), Top Bekezela area (Msomi area), Thenjani area (Mbombeni area)

WARD NO.	AREA	COMMUNITY ISSUES
03	Etsheni	• Electricity new connections at Hhaza/Dulela , Nqabeni/Sgodela area, and Mpande area, (infills) at Nxamalala of Mpanza area • Community service project-Nqabeni Multi-purpose centre & sportsfield construction, Hhaza/Dulela sportsfield upgrade • Thenjani Crèche construction, Siwelile Crèche construction • Baleni Footbridge • Mgwagwa sportsfield upgrade • Water supply and street lights • Build library • Build playground • Multi-Purpose Facility • Job opportunities especially for women • Access of small business funding • RDP houses • Electricity
04	Ndeleshane	• RDP Houses • Road Upgrading • Bus Shelters • Build Vulindelea FET college • Chicken house be upgraded • Sports Facilities • Completion of Sanitation project • Installation of electricity in new • Housing development • Installation of street lights
	Mzongwana	• Ward councillor not visible • Upgrade & maintain Halls • (Obhaqeni, Etsheni, Mpande, kwashange, Ezibomvini • Roads to be upgraded-Phumlani, Nhlanenembe, Maseru, Phongiphayo, Melika • Water extension pipes at Kwa-Shange 1 new homes, Henley-both part of Kwa Shange 2 and over the Dam, Imbubu new homes, eZibovini new homes, eKuthuleni new homes just behind the stadium, Gezubuso new homes just below the hall • Electricity Infrastructure- new connections at Henley both part of Kwa-Shange 2 over the dam, Infills the whole ward, New connections at Kwa-Shange new homes, Kwa-Mpande 2 new homes • Kwa-Shange multi-purpose centre and sportsfield construction, Mgodini Hall & sportsground, Mgodini footbridge, Kwa-Shange crèche & childrens park, Imbubu sportsground
05	Kwamnyandu	• Road to be tarred & upgraded-Ngidi, Mzimba, Jija,Shembe,Dlozi • Installation of electricity- +1400 electricity installation • Installation of street lights- in all areas in ward 5 • Maintenance of sports field- Kwamnyandu; Emvundlweni, Gezubuso, Noshezi, Ngqwangele, Inadi/koMkhulu, Mkangala,Ngubeni • RDP houses not in good condition • Lack of communication between municipality and community
	Mzongwane	• Job Creation • Roads Upgrade • Electricity and Water • RDP Houses-Vulindlela Development Agency- shortage of RDP houses, DEZZO not doing their job

WARD NO.	AREA	COMMUNITY ISSUES
05	Mkangala	• Eradication of Crime • Upgrade of access roads • Street lights installation • Job Creation • RDP Housing • Vulindlela hall without water & electricity • Water • Upgrade & maintain Hall (Noshezi, Vulindlela, Mnyandu, Kwa Ngubeni)
06	Dindi	• Road Construction
	Gudlintaba	• Installation of Electricity • Construction of Crèche • Road Construction • Sports Facilities • RDP Houses
	Taylors Halt	• Sanitation • Youth Development Programs • Refurbishment of community halls • Maintenance of sports grounds • Job Creation for Youth
	Eskhululiwe Kwamncane	• Road construction • Sanitation • Electricity • RDP Houses • Construction of Clinic
	Kwa Deda	• Installation of water pipes next to Senzo Tea room • Electricity • Gudlintaba still without electricity • Council to assist with employment opportunities • Ernest Mncwabe roads not tarred • Deda Hall not built • Upgrade of access roads • Cellular network point at Tafuleni and Mgodi • Electricity at Gudlintaba • Maintain & upgrade Hall (Qanda, Kwadindi, Taylors Halt)
07	Songonzima	• Skills Development • Foot Bridge • Upgrade of access roads • Construction of Library • Maintenance of Community Hall (Mafunze, Songonzima, Vulindlela North hall) • Youth Centre
	Mafunze-Kambabane	• Installation of electricity next to kwaMbabane Crèche • Road upgrade
	Kwamagwenyane	• Job Creation • Electricity • Sports ground • Crèche • Community Hall • VDA matter • Water & Electricity in eGoli • Access Roads regravelling and upgrading (D1141 Songozima, D2217 Mbabane & L815/801 Nomo)

WARD NO.	AREA	COMMUNITY ISSUES
07	Kwamagwenyane	• Street lighting rehabilitation & electrification • Construction of footbridge X 4 (Mbabane, Nkabini, Songozima,& Nzondweni • Mafunze sportsground renovations • Erection of 5 kickabouts • Halls renovations-Mafunze • CPW's • Construction of Magwenyane & Mbabane Community Centre • VIP backlogs and demand • Water supply problems due to low pressure -Elandskop, Mbumbane,Mahakeleni, Magwenyane & Nzondweni • Communal JOJO tanks and standpipes X 5 • Mbabane & Nkabini Footbridge; • Mbabane Community Hall Construction • Rehabilitation of bus shelters and erection of new ones X 5
08	Mwa Mncane	• Road upgrade (tarred roads) • Mncane Markets be resuscitated • VDA contractor a challenge • Job opportunities • Electricity installation-in all areas that don't have electricity
	Ekhokhwane	• Road upgrade Njokwe Road • RDP Houses • Extension pipes-Khokhwane new homes, Skhululiwe, Shayamoya
	Emaswazini, Khokhwane and Zondi Store	• Installation of extension water pipes • Resuscitate KwaMncane market stalls • Electricity • Installation of electricity at Zondi store, Maswazini,Machobeni,Kwamncane,Khukhwane • Road upgrade • Combo grounds x 2 • Maintenance of community halls (maswazini) • Sports facilities • Youth Centre/youth skills development programs • Sports facilities • Old Age Home • Men Dialogues • Road Upgrade (P402) • Upgrading of soccer field into regional sports complex • VIP Toilets • Zondi store soccer field into regional sports complex • Community hall - all processes were done
	Khokhwane	• Community Hall • Clinic • Swimming Pool • Street Lights • Major renovations & upgrade of Khokhwane School • VIP Toilets • Bus Shelters -they all need structure size (big size)
	Maswazini	• Integrated Business (mall) • Community Centre • Sports facilities • Street lights • VIP Toilets • Cultural Village

WARD NO.	AREA	COMMUNITY ISSUES
08	Machobeni	• Primary School
09	Emafakatini	• Increase in social grant • Job opportunities for youth • Installation of electricity • Assistance in farming • Recycling project • Library • Upgrade of main and access roads • Fair RDP houses allocation programme • Clinic to open 24 hours • Bus shelters establishment of FET • Establishment of FET • Poultry project and funding • Free education • Eradication of Crime • Maintenance of community hall • Road to be tarred • Crèches • No Water pressure • Maintenance of sports field • Installation of street lights • School Bus • Upgrade Mchunu Road • Speed humps / • RDP houses for elders • Side walks D1133 • Police Station • Hospital • Replacement of water taps • Community care givers • Tractors for ploughing • Establishment of CPF • Upgrade & maintain Hall • Road upgrade - Shoba Road (concrete • Youth Centre – Taxi rank • Taxi rank
	Ngcedomhlophe	• Youth centre • Upgrade of Skhakhane and Mathema Roads • Job opportunities for youth • Assistance in farming • Construction & upgrade of access roads –Hlela Road / Majola
	Khobongwane	• Job opportunities • Eradication of crime • Construction of community hall • Sports ground
	Kwamadlala	• Job opportunities • Road to be tarred – Madlala Road • Skills development programme • Shopping mall • Construction of taxi rank • Assistance of farming – • Road upgrade Mathoyisi Road • Job creation • Road shelter

WARD NO.	AREA	COMMUNITY ISSUES
09	Ekhethi	• Road upgrade –D1122 Phase 2 • Street lights • Primary School • Increase ambulance service • Clinic to open 24 hours • Mobile police station • Establishment of FET • Construction of Crèche • Concrete Hlongwane Road • Ward Councillor not visible
	Ngcedomhlophe	• Bus Shelter • Job creation • Free education eradication of crime • Side walks D1140 • Increase in social grant
	Esitaheni	• Electricity • Water • Roads-upgrade Angola Rd, Mbomvu Roads, Tetelegu Roads • Building of Tetelegu / Khethi Primary School • Community Clinic • Fencing
	Kwamagwenyane	• Construction of community hall • Establishment of Primary School • Sports ground • Clinic • Community Hall • Fencing • Road upgrade Sokhela Road
	Phenduka Area	• Community Hall • Upgrade Road L1483 & L1484 • Road Shelter x 3 • Sportsfield upgrade x 2 • Street light & master light – Magazi road
	Khobongwanenl	• Community Hall • Shelter bus stop • High mast lights • Road upgrade Ngcobo Phase 2
	Ndebeqhike	• D1226 upgrade • Community Hall • Community art centre • High mast lights • Street lights
10		• Establishment of all sports codes & youth skills deve. • Construction of sports facilities • Construction of community hall • Construction of RDP houses • Installation of electricity & water • Road construction & maintenance • Maintenance of street lights • Upgrade of access road to Khethindlelenhle Primary School • Construction of foot bridge to Khethindlelenhle Primary School • Job creation • Completion of sanitation project • Repair of potholes • Refurbishment of wire wall

WARD NO.	AREA	COMMUNITY ISSUES
10		• Houses • Establishment of High School • Repair and installation of meters • Renovation of community halls • Bursaries • Construction of Library • WireWall houses not rebuilt • Internet Café in wards
11		• Water and electricity • Upgrade & maintain Hall • 4 roomed RDP housing • Water & Sewerage Pipes in Etafuleni • Access Roads • High mast lights • Multi-purpose centre • Sportsfield be maintained • Community Hall be extended • Water monitor • Grazing boundaries, camp • Community block makers • Fruit and Veg fields • Drug problem • Standpipes (taps) to be fixed • Street lights not working • Road construction and maintenance
12		• Road construction and maintenance • RDP housing • Street lights • Repairing and Replacement of water taps • Renovation of street lights • Job Creation • Repairing of sports grounds • No Water in Okhalweni & Esigodini • Eradication of crime • Employment opportunities • Skills development centre • Refuse collection • Tree felling in the area
13		• Construction of RDP house • Satellite police station • Maintenance of street lights • Road humps • Job opportunities • Sanitation • Clinic • Poverty eradication • Multi-purpose centre • Water-replace and repair • Cutting of trees • Widening of main road • Water pressure is very low • Road construction • Refuse collection • Orphanage home

WARD NO.	AREA	COMMUNITY ISSUES
14		• Review of water and rates • Sports facilities • Potholes • Construction of youth centre • Encouragement of public participation • CPF to be visible • Road to be tarred • Street lights • Establishment of factory
15		• Maintenance of meter boxes • Employment opportunities of the youth • Establishment of libraries • Information centre • Shopping centre • Access roads • Maintenance of main roads • Bursaries • Extension of street lights • Cutting of grass • Exemption of service for the indigent • Crime and burglaries • Blocked drains • Sewer System for area at Imbali Unit 18 • Hall Building in Unit 2 • Upgrade & Maintain community hall
16		• Street lights • RDP Houses • Road maintenance • Crime • Employment opportunities • Eradication of poverty • Storm water drainage • Foot bridge • High mast lights • Land ownership • Upgrade of access roads • Extension of clinic • Upgrade & maintain Hall • Multi-purpose centre • Maintenance of Mandlelengile cemetery at KwaDambuza • Sports ground
17		• Construction of RDP houses • Water • Sanitation • Block drains • Employment opportunities • Crime • Roads • Toilets at zones eMatshaheni,phase 3, unit EE, phase 1 & 2 • Unit BB Hall
18		• Sanitation • Community Hall • RDP Houses • Sportsfield / Recreational Facilites

WARD NO.	AREA	COMMUNITY ISSUES
18		• Establishment of a Primary School in Unit 14 and High School in Mpumelelo Area • Land Acquisition • Foot bridge • Request for pay point for elders • Maintenance of street lights (high mast) • Clinic • Tarred Roads • Agricultural Progamme • Water (Thornville Area) • Employment opportunities • Refuse Collection
19		• Library • Sports field • Renovation of community hall • Easy access of tractors (TLB) • Construction of roads • Review of high water bills • Decrease crime • Drug abuse • Employment opportunities • Refuse collection • RDP houses • Employment opportunities • Street lights • Private water connections • Agricultural assistance • Foot bridge between Edendale & Esgodini • Bus shelters • Storm water drains • Land ownership
20	Caluza	• Road to be fixed • Community Hall x 2 -Smero & Harewood • Caluza sportsfield upgrade • Roads- Upper Caluza, Martins way extension, Harewood main road, Dambula Road, Mazambane extension • Housing projects-1000 units in Harewood, Smero, Caluza, Siyamu and 19th • Bridges-Nzama, Smokeville to Harewood bridge, Smero Mphompomeni, Mam Zimba Bridge, Smero to Cabazini • Water & standpipes- Smokeville x 2, Dambula x 3, K Mchunu x 2, Esimbanjweni x 3, Masomin x 2, 19 area x 3 • Application for water meter at reduced price of R650 • Sanitation toilet per household & sewerage system • Request to fence Daluza dam • Master lights 16 • Crèches X 5 • High School at Caluza, Primary School at Smero, Primary school at Harewood • Car Wash x 4 • Old Age Home • Computer Centre • Youth centre • Shelter/Workshop for people with disability • Sewing/Handcraft centre X 3

WARD NO.	AREA	COMMUNITY ISSUES
20	Caluza	• Taxi rank +Toilets Caluza and Smero Road • Park • Swimming pool • Lot 118 road, in Caluza to be built.
21		• Land acquisition • RDP houses • Water • Sanitation • Sports facilities ,Clinic • Skills development of co-operative • Change (child & youth care workers) • Maintain & upgrade Hall • Youth desk & gym • Construction of Bridge • Constructiono f wall • Construction of mall
22		• Foot bridge from Unit 3 to KwaMachibise • Tennis court at Sinamuva Primary School • Upgrade & maintain Hall • Master Lights in Laycentre, Slovo & near Edendale Mall Housing Project • New hall at Unit 3 Imbali Extension of Mountpatridge Road • Whizz kids at Edendale Hospital • All main and access roads to be tarred
23		• Installation of electricity in Peace Valley • Rectification of wire wall houses • Public toilets at Masons Mill • Road maintenance • Maintenance of Ashdown sports field and community hall • Completion of sewer pipe project • Cutting of trees • Construction of youth centre • Storm water drainage • Land acquisition • Flyover Bridge • Primary & Secondary School • Employment opportunities • Construction of pedestrian sidewalk along Old Edendale rd from Edendale Imbali crossing to Dick Whitington shoe factory • Pedestrian sidewalk in Herschesohn road, Pedestrian sidewalk (msimang to Jeqe road to Siyahlomula high school • Sidewalk for Ashdown Primary school • Roads rehabilitation in Ashdown (TshakaRd, Kunene Rd, Dingane's Drive, B1 Extension, Tau Rd and Mazibuko Rd) • Roads rehabilitation in Peace Valley Two • Peace Valley Two Housing Project • Harewood Housing Project • Ashdown Priority Housing Project • Electrification of Mason Mill (Buntine Place) • Peace Valley Two Community Hall upgrade • Informal settlement upgrade (Gomora & Masons mill informal settlement • Storm water upgrade in Ashdown • Storm water upgrade in transit area A • Motor Bridge in Peace Valley Two/Ashdown

WARD NO.	AREA	COMMUNITY ISSUES
23		• Overhead footbridge in Imbali crossing • Ashdown Sports arena • Ashdown community hall upgrade • Sewerage system upgrade in Transit area A • Road rehabilitation in Transit area A • Insertion of water drains and sewer pipes to be fixed • Upgrading of Old Edendale road
24	Oribi & Grange	• Title deeds, RDP houses and renovation of existing houses, • Toilets • Water • Electricity & street lights, Pre-paid cards • Sewerage system • Upgrade community halls, sports field • Schools • Roads-eg potholes, putting street humps • Illegal dumping, waste collection, grass cutting • Skills development centre, Crime
25		• Extension of upper Town Bush Road from Nonsuch Road to DV Harris Reservoir - Road requires major construction & upgrading to a proper surfaced road over a length of approx 1.5km • Lower Town Bush Road near Chatterton Circle-turn off with Chase Valley Road approx 500m is not in good condition • Hosking Road-1.2km in length is badly cracked and no formal drainage system • Section of Chase Valley Road From Twickenham road to speed hump outside Evergreen Retirement Complex, a length of 400m needs attention, potholes occur regularly due to poor condition • Section of Henderson Road from No 66 to No 75 a length of 500m is uneven in places and susceptible to potholes
26	Napierville	• Grass cutting, waste collection, illegal dumping, street lights not working • Grass cutting-verges & vacant land not being maintained regularly • Taxi's ranking for new prison business within the residential area • Roads-Resurfacing of Roy Campbell Rd
26	Blackridge	• Roads-resurfacing of Uplands road from end of Uplands road to Cheviot Place • Water Reservoir-extra reservoir need to be constructed to supplement the present one in Blackridge
26	Boughton	• Roads - Resurfacing of Rowan Place • Gravel road resurface bottom of Celtis Road from Forestry Compound to tar of Celtis Road
26	Peace Valley 111	• Community Hall • Housing: in situ upgrades • Electricity- High Mastpole lighting • Roads-tar surfacing of main roads from Shayamoya to Napierville • Provision of toilets • Upgrading of public open spaces • Sportsfield :Levelling, upgrading,goal posts and maintenance
26	Prestbury	• Water -pipes upgrading • Community Hall • Maintenance of house (municipal houses) escalating high rentals and proper communication channels • Traffic Flow problem in Zwartkop Road & Mayors Walk-upgrade and plan these 2 roads

WARD NO.	AREA	COMMUNITY ISSUES
26	Prestbury	• Transportation-traffic flow problem in Zwartkop road and Mayors walk-upgrade and plan these 2 roads • Upper Prestbury-Upper Morcom Road, Establishment of a kick about soccer field in area being used as illegal refuse dump opposite Shayamoya road, next to forest • Roads- Widening of Mayors walk & Zwartkop road • Garden Road island- grass cutting no maintenance
26	Signal Hill	• Parks and verges-not being maintained regularly illegal dumping
27	Uptown	• 12x speed humps in New Scotland Road • Fencing of the Skate Board Park in Alexander Road , erection of handrails, benches , half pipe and bumps • Waste collection & cleaning of community ranks eg west street bus/taxi ranks • Crime rate very high • Houses • Prostitution to be eradicated • Sunset Overnight Shelter and Khayalethu housing for vulnerable groups • Decent wheelchair access to pavements and long pavements, paving is uneven • Extension of tarred surfaces to the gutters in West, Pietermaritz & Boom Streets • Resurfacing of McAlister Road (off College Road) • Proper allocated kombi tax routes and properly demarcated taxi stops • Alexandra Road-hardening of area outside Girls High School • Traffic Calming where taxi's travel-Hoosen Haffejee, Pietermaritz, Langalibalele and Jabu Ndlovu • Alexandra Park-24 hours patrolling, Decent ablution facilities are kept clean all times, and restoration of McAllister footbridge • Pine Street open space-playground equipment in the open area are next to the Jolliffe swimming pool • Dales Park-Fencing and security, upgrade of sports facilities especially netball field • Community Centre at 128/130 Pine Street & including old taxi rank on corner of Havelock rd • Shelters for people living on streets • Toilet facilities for street sweepers • 24 hour traffic & security enforcement • CCTV camera's in Victoria /Chapel Street, Victoria/Pine street, Mayors Walk/Doull Rd, Pine/Pietermaritz street, Pietermaritz/West Street all arcades and side street • Parking signage ie. 30min , 60 min et • Demarcation of parking bays is non-existent • Housing- social housing along Havelock road-land belongs to municipality and all services are in place it just needs to be built • Tourism- Signage for tourist venues and tourist routes • Greyling Street especially between Pine and Kerchhoff Streets is a mess, needs upgrading
28		• Sanitation & Toilets • Electricity

WARD NO.	AREA	COMMUNITY ISSUES
28		• Resurfacing of Silver Road (between Bombay & Helena) , Valda Road (Between Mars Crescent and Bombay), Pioneer Road (Belfort) • Speed Humps - Silver Road 2x1 and Helena Road - 1x1, Deccan Road -Speed Hump 1x1 (near PAFTA) • Swimming pool -in the vicinity of Truro or Protea complex • Youth Centre can be funded partially or private enterprise • Housing-Economic or sub-economic • Hygienic toilets for informal settlements (if there are any funds)
29		• Housing project • Electrification of housing • Maintenance of gravel roads • Clinic • High Master lights • Haniville Road • Burst pipe at Moonstone not repaired • Upgrade of copesville sportsground
30		• Electricity • Bynspruit stream canalization • Swimming pool • Robots • Maintenance of the Protea sports field • Resurfacing of Roads • Speed Humps-Allandale Drive • Traffic lights/robots-Manual & Khan Road • Maintenance of Truro Hall • Police Station
32		• All housing projects to be completed • Retification at Site 11 & Happy Valley • Retribution at Woodlands Extensions • Yellow Wood Project • Upgrade of sports specially toilets,change rooms & fencing the fields • Upgrade of infrastructure • All concrete roads to be upgraded • Streetlights to be done at Laurance Coleman Road • Turning arrow from Woodlands due to congestion of traffic • Speed humps - outside Haythorne, Magnolia, Jacaranda, Mullberry, Melsetter & Woodlands extensions • Repairs to roads in Site 11 and Happy Valley • All lanes to be concreted in Northdale • All water leaks to be repaired • Closure of dump site or converted in to a recycle centre
33	Jika -Joe	• Waste collection and illegal dumping on Tatham sportgrounds and Masukwane street entrances to be addressed. More pickups needed . • Skills development, youth centre and job creation • Sports fields were shacks are demolished to replace Tatham Sports Grounds – URGENT • High masts for Jika Joe and Masukwane street / Pre-paid meters to be supplied for the informal/ Masukwane area • Ablution facilities in Masukwane for R500 000.00
33	MANOR	• Crime prevention- gate to be installed at parking area close to councillors office to lock garages in

WARD NO.	AREA	COMMUNITY ISSUES
33	MANOR	• Upgrading if the garages. Crime in car parks : poor lighting, we need high masts • RDP housing allocation • Transfer of ownership of flats • Pedestrian crossing on Orthman Road and Stevenson Hamilton Road- entrance to Manor Flats and cautionary Robots • Road widening on Echo road as it enters into Prince Alfred Street and the corner of Echo Road and Masukwane Street intersection • Cameras at Manor Grounds, Burger/ Bulwer/ Prince Alfred and Retief street • Extension of Ward Office to include a community hall and toilets to be upgraded
	LOWER DOWN TOWN	• Filth , crime, uneven pavements- replace paving • Blocked drains and gutter • Informal traders to be removed • High crime rate more monitoring needed • Extra substation • Road widening at Burger Street/ Bulwer Street/ prince Alfred Street and Retief Street (tarring of the side verges of the road) • Resurfacing at the intersection of Loop and Boschoff Street (uneven and causing damage to vehicles • Cleaning of River – Masukwane Street – Good Friday annually: the Shri Mariaman Temple use the river and premises next to Rusty Park on Good Friday for preparations for fire walking, we require a fencing and cleaning of the area, next to Rusty Park, part of Allisons Driving School. Stabilized embankment (cemented area) for access to the river. Ablution facilities for Rusty Park. Area to be fenced off. • Community hall at Rusty Park or in front of Municipal Maintenance workshop
	BROOKSIDE MALL	• Laburnum Road – visible signage needed (no large trucks allowed) including road signage and a hump preventing trucks from entering. Also place a gantry restriction for trucks. • Upgrade the road surface in Willowton Village- Especially Laburnum Road • Fitszimmons road to be redesigned with costs to Brookside Mall
	CENTRAL	• Fixing of fencing of historic graveyard – Commercial Road and Alan Paton • Solar Street lights in the Entire ward • Speed hump on Bulwer Street just before Braid Street • Redesign the corner of New England , Ridge and Harwin as you come from Hayfields side – the island must be removed : trucks keep breaking the storm water drain and fire hydrant which has to be repaired every week • Scottsville bowling club to be allocated to Scottsville School • Municipality to engage in a partnership agreement with UZKN for student housing on Gold road campus • Speed bump on Carbis Road

WARD NO.	AREA	COMMUNITY ISSUES
34		• Refurbishment of Glenwood community hall to turn into a multi-purpose centre • RDP houses in Tembalihle • Eastwood soccer field revamped • Highmast lights • Guard rails in Thembalihle and Madiba • Bus stop shelters • Speed humps • Hall Madiba • Putting gabions in Thembalihle to prevent soil erosion • Supply of bin bags to households • Upgrade of sporting facilities • Widening of Eastwood main road (Bishopstowe)
35		Youth Centre & Sobantu Council Chamber be revamped Reduce dumping Sobantu houses falling apart
36	Bellevue	• Road infrastructure-the remainder of Crestview Road to be resurfaced • A proper link road between Iris Road, Cyclamen Road, Aster Rd and Morgan rd needs to be designed & built • Clearing/Grass cutting/Tree felling-municipal open space at the bottom of Morgan rd needs to be cleared and regularly maintained, the boundary fence needs to be repaired and secured • Storm water drains, repair and /or replacement of grills and drain covers
	Cleland	• Road infrastructure - the repair and resurfacing roads in cleland namely-Oak Lane, Oleander Road, Lynroy Road, Petrea Avenue, Murrary Road, Cleland Road , Jasmine Close • Traffic Calming Measures- Speed hump in Cleland Road between Murray Road and the bridge over Mkondeni Spruit • Two speed humps in Murray Road between the intersection with Hesketh Drive and Musson Lane and between Musson Lane and the bridge over the N3 • Clearing/Grass Cutting/Tree Felling -municipal open space off Murray rd, between Cleland rd and Varley rd needs to be cleared and regularly maintained • Municipal open space bounded by Jasmine Close, Petrea Avenue, Holley rd, & Marigold rd needs to be cleared and maintained regularly • Municipal open space between Watsonia rd and the Railway Line needs to be cleared and maintained • Transport & Traffic- the taxi holding area on the corner of Murray Rd and CB Downes Rd need upgrading

WARD NO.	AREA	COMMUNITY ISSUES
36	Hayfields	• Transport & Traffic -Installation of traffic lights at the intersection of Hesketh Drive & Foxon Rd is an urgent necessity to ensure traffic calming and road safety • Speed Humps : - In Varley Road (between Foxon Road and Murray Road) , Speed Hump in Stuart Road (between Musson Lane and Fox Road) , Speed Hump in Morrison Road (between Musson Lane and Foxon Road) , Speed hump in Rushmore Road (between Foxon Road & Burns Road) , Speed hump in Foxon Road (between Rushmore Road & Graham Road -opposite the SPAR -approaching Hayfields Primary School • Building of a traffic circle at the intersection of Murray Road and Hesketh Drive is urgent to ensure traffic calming & safety • Upgrade of sewer pipe that runs through Golf course between New England Road and the N3
	Meadows	• Clearing/Grass Cutting/Tree Felling- the area behind the properties in Hereford Circle is overgrown with noxious weeds and aliens
	Mkondeni	• Road infrastructure-rebuilding and resurfacing of CB Downes Feeder Road • Upgrading & black topping to industrial standards of Lester Brown Link Road system • Upgrading of black topping of the remainder of Thomas Watkins Road • Repair & resurfacing of Halsted Road (off CB Downes) • Speed hump in Eden Park drive • Upgrading and black topping of Walther Hall Road
	Pelham	• Road infrastructure-Widening of Jesmond Road Extension from Oribi Road to Shackleford Road • Repair and resurfacing of Ritchie Road / Washington Road • Transport & Traffic-erection of traffic signs in Jesmond Road Extension • Clearing/Grass Cutting/Tree Felling-municipal open space bounded by Ritchie Road, Andries Pretorius Road and Railway Line needs to be cleared and maintained • Waste Management-the management and maintenance of the Ritchie Road Garden Refuse Site are seriously lacking & the ablution facilities must urgently be connected • Two speed humps in Andries Pretorius road - one between Ritchie Road and Carey Road & the other between Carey Road & Ewing Road before the corner after Ewing Road
	Scottsville	• Road Infrastructure-Leinster Road resurfacing • Transport & Traffic-traffic signs and road markings at the intersection of Woodhouse Road, New England Road and Alan Paton Avenue • Construction of a bus/taxi bay opposite the Scottsville Clinic • Two speed humps in King Edward Avenue • Community services / Safety & Security : - Closure of access to Globe Road from Municipal open space next to Blackburrow Spruit via vacant land • Closure of access to Globe Road from the bridge over the railway track between Oribi Village Area and Scottsville Extension

WARD NO.	AREA	COMMUNITY ISSUES
37	Mkondeni	• RDP houses and toilets • Schools
	Epworth	• Tarring of left hand entrance to Isabel Beardmore (IB) Drive from Blackburrough Road to traffic lights • Signage for trucks using Isabel Beardmore Drive as short cut to Mkondeni • Fencing of municipal land behind IB Drive with appropriate signage to keep out land invaders • Speed humps in New England Roads near golf course • Upgrading of failing services in Ashburton, Roads, Water & Sewerage
	Tamboville	• Waste collection & illegal dumping • Crime • Electricity & water • Maintain & upgrade Hall 1,2,3 • Roads (tarred roads) • Skills development and job creation • Grimthorpe Road Bridge • Tarring of half Kilometer of Grimthorpe road leading up to the bridge in Ward 35 • Street lights in Ashburton • Rehabilitation of roads in Ashburton including the building of storm water drains eg McKay drive • Speed humps Wally Hayward Dr and Rushmore rd • Basic service for the Informal settlement at SACCA • Community Centre for Crèche and grannies • Speed humps in Isabel Beardmore drive
	Cleland	• Speed humps • Bishoptstowe -narrow and badly maintained roads- request for 4 “blind spots” mirrors on the “hair pin” bends which have long grass that impairs visibility

The above issues are summarized into the following key issues:

4.3 THE MAIN KPAS

- Basic Service Delivery
- Local Economic Development
- Municipal Transformation And Institutional Development
- Good Governance
- Financial Viability And Management
- Cross Cutting Interventions

4.4 MUNICIPAL KEY ISSUES

The following are the key issues for the Msunduzi Municipality:

Table 73: IDP Key Challenges and Corresponding Strategic Priorities

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

4.5 MUNICIPAL VISION

The Vision of the City of Choice, Second to None is to develop a safe, vibrant city in which to live, learn, raise a family, work, play and do business.



Own a financially viable and well governed city



Live in peacefully



Move about freely and in a cost-effective manner



Work to earn a living, thereby reducing unemployment, poverty, and inequality



Play to lead a healthy lifestyle, thus increasing life expectancy

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

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

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

- The focal areas for the first, a well serviced city, shall be: water and sanitation service delivery, energy supply provision, and implementation of waste management – for all citizens.

- The focal areas for the second, an accessible and connected city, shall be: roads construction and maintenance, transport management, human settlement development, telecommunications connectivity, and social infrastructure distribution.

- The focal areas for the third, a clean, green city, shall be: renewable energy supplies, public open space creation, and urban renewal and greening promotion.

- The focal areas for the fourth, a friendly, safe city, shall be: social cohesion, and safety and security.

- The focal area for the fifth, an economically prosperous city, shall be: job creation.

- The focal area for the sixth, a financially viable and well-governed city, shall be: financial viability and good governance.

All the six themes and related objectives above are inter-related, and cannot be achieved in isolation.

4.6 STRATEGIC PRIORITY AREAS- HIGH LEVEL

The following table summarises the six Strategic Priority Areas, their associated goals, value statements, and the targets identified. Following this, it is further unpacked, where it is linked to the five year organisational scorecard, as well as the one year scorecard, including quarterly targets.

4.7 5 YEAR SCORECARD

Table 74: TIER ONE: ORGANISATION LEVEL (5 Year Scorecard)

INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PGDS	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVE	STRATEGIES
A	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Implement a differential approach to Municipal Financing, planning and support	Human Resource Development	Financially viable and well governed City	A1	Increased institutional capacity and promote transformation	Build a capable and Developmental Municipality
							Implement the workplace skills plan
					A2	Optimised systems, procedures and processes	Re-engineer critical organisational processes
					A3	Increased performance	Comply to the PMS framework and execute all work plans for corporate Services
B	BASIC SERVICE DELIVERY	Improved access to basic services	Strategic Infrastructure	Well serviced;	B1	Increased Provision of Municipal Services	Enhance existing and future infrastructure
				An accessible and connected city;	B2	Improved state of Municipal Infrastructure	Improving the basics: cleaning, repairing, enforcing, and responding
					B3	Improved provision of Social Development Services	Focus investment on corridor and sustainable urban centres
C	LOCAL ECONOMIC DEVELOPMENT	Implementation of Community works Programme and supported Cooperatives	Job creation	An economically prosperous city	C1	Reduced unemployment	Implement the LED strategy
					C2	Increased economic activity	Grow the regional economy
					C3	Optimised land usage	Implement Land release along the N3 corridor
							Strengthen centres of economic activity

INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PGDS	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVE	STRATEGIES
D	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Improve Municipal Financial and Administrative Capability	Governance and policy	A Financially viable and well-governed city	D1	Increased revenue	Implement the revenue enhancement strategy
					D2	Improved expenditure and SCM	Apply expenditure controls procedures
					D3	Improved budgeting and reporting	Conform to MFMA calendar of reporting
E	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Deepen Democracy through a refines Ward Committee System	Governance and policy	A Financially viable and well-governed city	E1	Strengthened Governance	Comply with all legislative provisions
					E2	Improved Customer experience & Public participation	Implement the Batho pele principles and Public participation policy
					E3	Promote public knowledge and awareness	implement the public participation policy
F	CROSS CUTTING ISSUES	One window of co-ordination	Spatial Equity,	A clean green city	F1	Improved Municipal Planning and spatial development	Develop and Implement the IDP/ budget/OPMS process plan
							Implement the Spatial Development framework
			Responses to Climate Change	A Friendly, Safe City	F2	Improved community and environmental health and safety	Implement and improve environmental health services
							Implement the Disaster Management plan
			Human and Community Development		F3	Increased access to housing units	Implement the Housing master plan

NKPA	Code	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2012/13	2013/14	2014/15	2015/16	2016/17	Municipal Dept	Financial implications	Wards
NKPA 1: Municipal Transformation and Organisation Development	A1	Increased institutional capacity and promote transformation	Build a capable and developmental municipality	A 1.1	% of municipal turnaround strategy deliverables achieved	10%	100%	90%	5%	10%	30%	70%	100%	Corp Services		N/A
				A 1.2	Number of critical posts filled	35	60	25	290	60	60	60	110	Corp Services		N/A
				A 1.3	Number of people developed through the Human Resource Development Strategy	2500	5800	3300	180	45	45	45	45	Corp Services		N/A
			Implement the workplace skills plan	A 1.4	Number of top management positions filled by people from special focus groups	3	3	0	3	3	3	3	3	Corp Services		N/A
				A 1.5	% of employment equity Plan targets achieved	0%	100%	100%	100%	25%	100%	100%	100%	Corp Services		N/A
	A2	Optimised systems, procedures and processes	Re-engineer critical organisational processes	A 2.1	Average % uptime of all Information & Communication Technology Systems	75%	100%	25%	99%	75%	85%	95%	99%	Corp Services		N/A
				A 2.2	% of Council adopted policies with standard operating procedures	80%	100%	20%	100%	80%	85%	95%	100%	Corp Services		N/A
				A 2.3	% of community complaints resolved within the set norms and standards	50%	100%	50%	60%	50%	50%	55%	60%	All		N/A
	A3	Increased performance	Comply to the PMS framework and execute all work plans	A 3.1	Number of employees on Performance Management	32	5800	4768	32	32	32	32	32	CBU		N/A
				A 3.2	Overall Organisational Performance Rating	3	5	2	2	3	3	3	3	All		N/A



NKPA	Code	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2012/13	2013/14	2014/15	2015/16	2016/17	Dept	Financial implications	Wards
NKPA 2: Basic Service Delivery	B1	Increased Provision of Municipal Services	Enhancing existing and future infrastructure	B 1.1	No. of households with access to electricity	150 709	163 993	13284	150 709	150 709	153709	157709	160709	IS		All
				B 1.2	Number of households with access to piped water supply	157 557	163 993	6436	157 557	157655	157655	157755	157855	IS		All
					Number of households with access to basic sanitation	156 856	163 993	7137	156 856	158 136	160536	163336	163336	IS		All
				B 1.3	Number of households with access to refuse removal	87 244	163 993	76749	87 244	88 244	123 244	124244	125244	Com Serv		All
				B1.4	Percentage of catalytic projects being implemented	100%	100%	100%	100%	100%	100%	100%	100%	All		All
				B1.5	Number of households earning less than R3 500.00 with access to free basic services	22 000	-	-	22 000	22 000	22 000	22 000	22 00	FS		All
	B2	Improve the state of Municipal Infrastructure	Improving basics: cleaning, repairing, enforcing, and responding	B 2.1	% of operations and maintenance plan implemented according to schedule	-	100%	-	100%	100%	100%	100%	100%	IS, Com Serv, Eco dev		All
				B 2.2	% of operations and maintenance budget spent	-	100%	-	100%	100%	100%	100%	100%	IS, Com Serv, Eco dev		All
				B2.3	% of capital budget actually spent on capital projects		100%		100%	100%	100%	100%	100%	IS, Com Serv, Eco dev		All
				B2.4	% of Infrastructure in good state with in the CBD		100%							IS, Com Serv, Eco dev		All
	B3	Improve provision of Social Development Services	Focus investment on corridor and sustainable urban centres	B 3.1	Number of Mayoral projects co-ordinated	39	39	0	-	39	39	39	39	CBU		All
				B 3.2	Percentage of capital projects implemented within the nodes and corridors	10%	100%	90%	-	20%	30%	50%	70%	All		All
				B 3.3	Number of wards with access to functional Social infrastructure within a 15 km radius	37	37	0	37	37	37	37	37	COM Serv		All
				B 3.4	Number of road safety campaigns conducted	160	240	80	-	160	160	180	240	Com Serv		All
				B 3.5	Number of community facilities in good state	148	148	128	20	20	148	148	148	Com Serv		All

NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2012/13	2013/14	2014/15	2015/16	2016/17	Dept	Financial implications	Wards
NKPA 3: Local Economic Development	C1	Reduced unemployment	Implement the LED strategy	C 1.1	Number of jobs created through EPWP,CWP and LED initiatives	1000	1000	Nil	Nil	1000	1000	1000	1000	IS, Com Serv, Eco dev		All
				C 1.2	% of LED strategy implemented	100%	100%	100%	Nil	0%	25%	50%	75%	Eco dec		All
				C1.3	Number of business opportunities created for registered Local Business	20	25	5	20	20	22	24	26	Eco Dev		All
				C1.4	Number of functional LED structures as per the LED Strategy	1	4	3	1	1	2	3	4	Eco Dev		All
	C2	Increased economic activity	Grow the regional economy	C 2.1	Number of programmes and projects aimed at focus groups implemented	4	6	2	4	6	6	6	6	Eco Dev		All
				C 2.2	Number of SMME's and Cooperatives established	14	100	Nil	14	14	16	16	16	Eco Dev		All
				C2.3	Number of stakeholders mobilised toward LED	-	-	-	-	-	-	-		Eco Dev		All
	C3	Optimised land usage	Land release along the N3 corridor	C3.1	Hectors of land secured for LED projects	0 ha	50ha	50ha	0ha	0ha	10ha	15ha	20ha	Eco Dev		All
				C3.2	% of successful LED projects.	40%	60%	60%	40%	40%	20%	30%	10%	Eco Dev		All

NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2012/13	2013/14	2014/15	2015/16	2016/17	Dept	Financial implications	Wards
NKPA 4: Financial Viability & Management	D1	Increased revenue	Implement the revenue enhancement strategy	D 1.1	% of revenue collection rate on outstanding debt	20%	100%	80%	-	25%	25%	25%	25%	FS		N/A
				D 1.2	% of revenue collection rate on current debt	90%	100%	10%	-	90%	90%	90%	90%	FS		N/A
				D 1.3	Debt coverage ratio	1:09	1:1	0.01	-	1:09	1:09	1:09	1:09	FS		N/A
				D 1.4	Outstanding services debtors to revenue ratio	1:02	1:1	0.01	-	1:02	1:02	1:02	1:02	FS		N/A
	D2	Improved expenditure and maximise the economies of scale	Apply expenditure control procedures	D 2.1	Cost coverage ratio	1:09	1:1	0.01	-	1:09	1:09	1:09	1;09	FS		N/A
				D 2.2	% of Creditors paid within 30 days from receipt of invoice	90%	100%	10%	-	90%	90%	90%	90%	FS		N/A
				D 2.3	Average number of days taken to finalise Bids at supply chain	75	75	0	-	75	75	75	75	FS		N/A
				D 2.4	Number of deviations from SCM policies	?	0	?	?	?	0	0	0	FS		N/A
				D2.5	Number of functional bid committees	3	3	0	3	3	3	3	3	FS		N/A
	D3	Improved budgeting, reporting and the audit opinion	Conform to MFMA calendar of reporting	D3.1	% of OPEX spent on WSP	0.008%	3%	2.992%	0.008%	1%	1%	1%	1%	FS		N/A
				D3.2	% compliance with MFMA calendar of reporting	98%	100%	2%	-	98%	100%	100%	100%	FS		N/A
				D3.3	% of actual budget spent vs. projected	100%	100%	0%	-	100%	100%	100%	100%	FS		N/A
				D3.4	% of grants spent	20%	100%	80%	22%	20%	100%	100%	100%	FS		N/A

NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2012/13	2013/14	2014/15	2015/16	2016/17	Dept	Financial implications	Wards
NKPA 5: Good Governance & Public Participation	E1	Strengthen Governance and reduce risk	Comply with all legislative provisions	E 1.1	% of Council bylaws and policies enforced	15%	100%	75%	0	100%	100%	100%	100%	All		N/A
				E 1.2	Number of risks on the risk dashboard rated above 3	?	0	?	-	?	5	3	2	CBU		N/A
				E1.3	% of anti-fraud and corruption awareness campaigns conducted	0	12	12	-	0	4	8	12	CBU		N/A
				E1.4	AG audit opinion rating	2	5	3	2	4	4	4	5	All		N/A
	E2	Improved Customer experience & Public participation	Implement the Batho pele principles and Public participation policy	E 2.1	Number of wards with functional war rooms	36	37	0	36	36	37	37	37	CBU, Com Serv		N/A
				E 2.2	% of people on the customer satisfactory survey rating the Municipality above satisfactory on service delivery	-	100%	-	-	-	50%	80%	90%	CBU		N/A
				E 2.3	Number of wards with functional ward committees	37	37	0	37	37	37	37	37	CBU		N/A
	E3	Promote public knowledge and awareness	Develop and Implement the marketing strategy	E 3.1	% of communication strategy implemented	0	100%	100%	0	50%	100%	100%	100%	CBU		All



NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2012/13	2013/14	2014/15	2015/16	2016/17	Dept	Financial implications	Wards
NKPA 6 : Cross Cutting Interventions	F1	Improved Municipal planning and spatial development	Promote and Implement the SDF	F 1.1	% of Land use management framework developed and implemented	100%	25%	25%	25%	25%	25%	25%	NIL	Eco dev		All
				F 1.2	% of town rehabilitation plan implemented	100%	25%	25%	25%		25%	25%	NIL	CBU		27, 32, 34
				F 1.3	Number of SDF reviews conducted	1	5	4	1	1	1	1	1	Eco dev		N/A
			Develop and implement the IDP		Number of IDP Rep forums conducted per year	1	4	3	4	4	4	4	4	CBU		N/A
	F2	Improved Disaster and Management and response to fires and emergencies	Implement the Disaster Management plan	F 2.1	Number of fire inspections conducted	800	800			800	800	800	800	Eco Dev		10-37
				F2.2	Number of health compliance inspections conducted	9320	9000	0	9000		9320	9320	9320	Eco Dev		10-37
				F2.3	% of fire incidents responded to in terms of the norms and standards	75%	100%	25%	75%	75%	75%	75%	75%	Com serv		All
				F2.4	Number of water sources tested	450	500	50	400	450	450	450	450	Com Serv		All
	F3	Increased access to housing units	Implement the Housing Sector Plan	F3.1	Number of housing units built	160	15000	?	?	160	1879	2000	2000	Eco dev		All
				F3.2	Hectors of land acquired for low income housing development									Eco dev		All

4.8 2015/16 SCORECARD

Table 75: TIER ONE: ORGANISATION LEVEL (2015/16 Scorecard)

NKPA	Code	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2015/16 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Dept	Financial implications	Wards
NKPA 1: Municipal Transformation and Organisation Development	A1	Increased institutional capacity and promote transformation	BUILDING A CAPABLE AND DEVELOPMENTAL MUNICIPALITY	A 1.1	% of municipal turnaround strategy deliverables achieved	30%	100%	70%	70%	30	50	60	70%	Corp Services		N/A
				A 1.2	Number of critical posts filled	60	2500	190	60	15	15	15	15	Corp Services		N/A
				A 1.3	Number of people developed through the Human Resource Development Strategy	2770	5800	3030	45	-	-	-	45	Corp Services		N/A
			Implement the workplace skills plan	A1.4	Number of top management positions filled by people from special focus groups	3	3	0	3	3	3	3	3	Corp Services		N/A
				A1.5	% of employment equity Plan targets achieved	100%	100%	100%	100%	25%	50%	75%	100%	Corp Services		N/A
	A2	Optimised systems, procedures and processes	Re-engineer critical organisational processes	A 2.1	Average % uptime of all Information & Communication Technology Systems	85%	100%	15%	95%	95%	95%	95%	95%	Corp Services		N/A
				A 2.2	% of Council adopted policies with standard operating procedures	85%	100%	15%	95%	85%	90%	95%	95 %	Corp Services		N/A
				A2.3	% of community complaints resolved within the set norms and standards	50%	100%	50%	55%	50%	50%	55%	55%	All		N/A
	A3	Increased performance	Comply to the PMS framework and execute all work plans	A3.1	Number of employees on Performance Management	32	5800	4768	32	32	32	32	32	CBU		N/A
				A3.2	Overall Organisation Performance Rating	3	5	3	3	3	3	3	3	All		N/A

NKPA	Code	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2015/16 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Dept	Financial implications	Wards
NKPA 2: Basic Service De NKPA 2: Basic Service Delivery livery	B1	Increased Provision of Municipal Services	Enhancing existing and future infrastructure	B 1.1	No. of households with access to electricity	153709	163993	10284	157709	153709	153709	153709	157709	IS		All
				B 1.1	Number of households with access to piped water supply	157655	163993	6338	157755	157655	157655	157655	157755	IS		All
				B 1.2	Number of households with access to basic sanitation	160536	163993	3458	163336	160536	160536	160536	163336	IS		All
				B 1.3	Number of households with access to refuse removal	123 244	163993	40749	124244	123 244	123 244	123 244	124244	IS		All
				B1.4	Percentage of catalytic projects being implemented	100	100	100	100	100	100	100	100	IS		All
				B1.5	Number of households earning less than	22 000	-	22 000	22 000	22 000	22 000	22 000	22 000	IS		All
	B2	Improved state of Municipal Infrastructure	Back-to-basics: cleaning, repairing, enforcing, and responding	B 2.1	R3 500.00 with access to free basic services	100%	100%	100%	100%	80%	80%	90%	100%	IS, Com Serv, Eco dev		All
				B 2.2	% of operations and maintenance budget spent	100%	100%	100%	100%	25%	50%	75%	100%	IS, Com Serv, Eco dev		All
				B 2.3	% of capital budget actually spent on capital projects	100%	100%	100%	100%	100%	100%	100%	100%	IS, Com Serv, Eco dev		All
				B2.4	% of Infrastructure in good state		100%							IS, Com Serv, Eco dev		All
	B3	Improved provision of Social Development Services	Focused investment on corridor and sustainable urban centres	B 3.1	Number of Mayoral projects co-ordinated	39	39	0	39	-	10	19	10	CBU		All
				B 3.2	Percentage of capital projects implemented within the nodes and corridors	30%	100%	70%	50-	30%	35%	45%	50%	All		All
				B 3.3	Number of wards with access to functional Social infrastructure within a 15 km radius	37	37	37	37	37	37	37	37	COM Serv		All
				B 3.4	Number of road safety campaigns conducted	160	240	80	180	45	45	45	45	Com Serv		All
				B 3.5	Number of community facilities in good state	148	148	148	148	148	148	148	148	Com Serv		All

NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2015/16 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Dept	Financial implications	Wards
NKPA 3: Local Economic Development	C1	Reduced un-employment	Implement the LED strat-egy	C 1.1	Number of jobs created through EPWP,CWP and LED initiatives	1000	1 000	Nil	1000	250	250	250	250	IS, Com Serv, Eco dev		All
				C 1.2	% of LED strategy implemented	25%	100%	75%	50%	0	25%	30%	50%	Eco dec		All
				C1.3	Number of business opportunities created for registered Local Business	22	25	3	24	6	6	6	6	Eco Dev		All
				C1.4	Number of functional LED structures as per the LED Strategy	2	4	3	3	1	1	1	1	Eco Dev		All
	C2	Increased economic activity	Growing the regional economy	C 2.1	Number of programmes and projects aimed at focus groups implemented	6	6	0	6	1	1	2	2	Eco Dev		All
				C 2.2	Number of SMME's and Cooperatives established	16	100	Nil	16	3	3	4	4	Eco Dev		All
				C2.3	Number of stakeholders mobilised toward LED	-	-	-	-					Eco Dev		All
	C3	Optimised land usage	Land release along the N3 corridor	C3.1	Hectors of land secured for LED projects	10ha	50ha	40ha	15ha	-	-	-	15ha	Eco Dev		All
				C3.2	% of successful LED projects.	20%	60%	40%	30%	40%	40%	40%	40%	Eco Dev		All

NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2015/16 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Dept	Financial implications	Wards
NKPA 4: Financial Viability & Management	D1	Increased revenue	Implement the revenue enhancement strategy	D 1.1	% of revenue collection rate on outstanding debt	20%	100%	80%	25%	20%	20%	25%	25%	FS		N/A
				D 1.2	% of revenue collection rate on current debt	90%	100%	10%	90%	90%	90%	90%	90%	FS		N/A
				D 1.3	Debt coverage ratio	1:09	1:1	0.01	1:09	1:09	1:09	1:09	1:09	FS		N/A
				D 1.4	Outstanding services debtors to revenue ratio	1:02	1:1	0.01	1:02	1:02	1:02	1:02	1:02	FS		N/A
	D2	Improved expenditure and maximise the economies of scale	Apply expenditure controls	D 2.1	Cost coverage ratio	1:09	1:1	0.01	1:09	1:09	1:09	1:09	1:09	FS		N/A
				D 2.2	% of Creditors paid within 30 days from receipt of invoice	90%	100%	10%	90%	90%	90%	90%	90%	FS		N/A
				D 2.3	Average number of days taken to finalise Bids at supply chain	75	75	0	75	75	75	75	75	FS		N/A
				D 2.4	Number of deviations from SCM policies	?	0	?	0	0	0	0	0	FS		N/A
				D2.5	Number of functional bid committees	3	3	0	3	3	3	3	3	FS		N/A
	D3	Improved budgeting, reporting and the audit opinion	Conform to MFMA calendar of reporting	D3.1	% of OPEX spent on WSP	?	1%	0%	1%	0,25%	0	25%	0	FS		N/A
				D3.2	% compliance with MFMA calendar of reporting	98%	100%	2%	100%	100%	100%	100%	100%	FS		N/A
				D3.3	% of actual budget spent vs. projected	100%	100%	0%	100%	25%	50%	75%	100%	FS		N/A
				D3.4	% of grants spent	100%	100%	0%	100%	40%	60%	80%	100%	FS		N/A

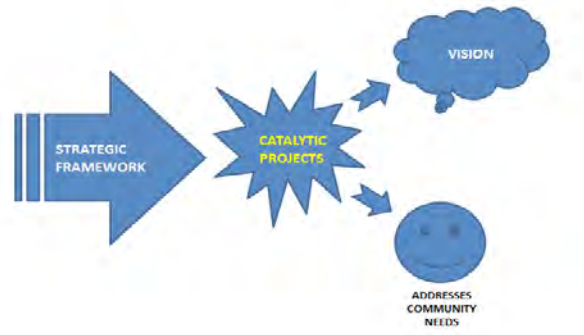
NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2015/16 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Dept	Financial implications	Wards
NKPA 5: Good Governance & Public Participation	E1	Strengthen Governance and reduce risk	Comply with all legislative provisions	E 1.1	% of Council bylaws and policies enforced	100%	100%	-	100%	80%	85%	90%	100%	All		N/A
				E 1.2	Number of risks on the risk dashboard rated above 3	5	-	-	3	3	3	3	3	CBU		N/A
				E 1.3	% of anti-fraud and corruption awareness campaigns conducted	4	12	8	8	2	2	2	2	CBU		N/A
				E 1.4	AG audit opinion rating	4	5	3	4			4		All		N/A
	E2	Improved the Customer experience & Public participation	Implement the Batho pele principles and Public participation policy	E 2.1	Number of wards with functional war rooms	37	37	0	37	36	36	37	37	CBU, Com Serv		N/A
				E 2.2	% of people on the customer satisfactory survey rating the Municipality above satisfactory on service delivery	50%	100%	-	80%		50%		50%	CBU		N/A
				E 2.3	Number of wards with functional ward committees	37	37	0	37	37	37	37	37	CBU		N/A
	E3	Promote public knowledge and awareness	Develop and Implement the marketing strategy	E 3.2	% of communication strategy implemented	100%	100	0	100%	100	100	100	100	CBU		All

NKPA	ORG REF	Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	Backlog	2015/16 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Dept	Financial implications	Wards
NKPA 6 : Cross Cutting Interventions	F1	Improved Municipal planning and spatial development	Promote and Implement the SDF	F 1.1	% of Land use management framework developed and implemented	25%	25%	25%	25%	5%	10%	20%	NIL	Eco dev		All
				F 1.2	% of town rehabilitation plan implemented	25%	25%	25%	25%	5%	10%	20%	NIL	CBU		27, 32, 34
				F 1.3	Number of SDF reviews conducted	1	1	0	1				1	Eco dev		N/A
			Develop and implement the IDP		Number of IDP Rep forums conducted per year	1	4	3	1	1	1	1	1	CBU		N/A
	F2	Improved Disaster and Management and response to fires and emergencies	Implement the Disaster Management plan	F 2.1	Number of fire inspections conducted	800	800	0	800	200	200	200	200	Eco Dev		10-37
				F2.2	Number of health compliance inspections conducted	9320	9000	0	9320	2330	2330	2330	2330	Eco Dev		10-37
				F2.3	% of fire incidents responded to in terms of the norms and standards	75%	100%	25%	75%	75%	75%	75%	75%	Com serv		All
				F2.4	Number of water sources tested	450	500	50	450	112	112	112	114	Com Serv		All
	F3	Increased access to housing units	Implement the Housing Sector Plan	F3.1	Number of housing units built	1879	15 000	13121	2000			121	1879	Eco dev		All
				F3.2	Hectors of land acquired for housing development									Eco dev		All

4.9 CATALYTIC PROJECTS

A catalyst is described as something that 'precipitates an event' or something that causes change. Catalytic projects speed-up realisation of the municipal strategies leading to community needs being met, and facilitate speedier realisation of the Vision. The Municipality has identified a number of projects that seek to stimulate change and development in the Municipality.

FIGURE 20: Catalytic Projects

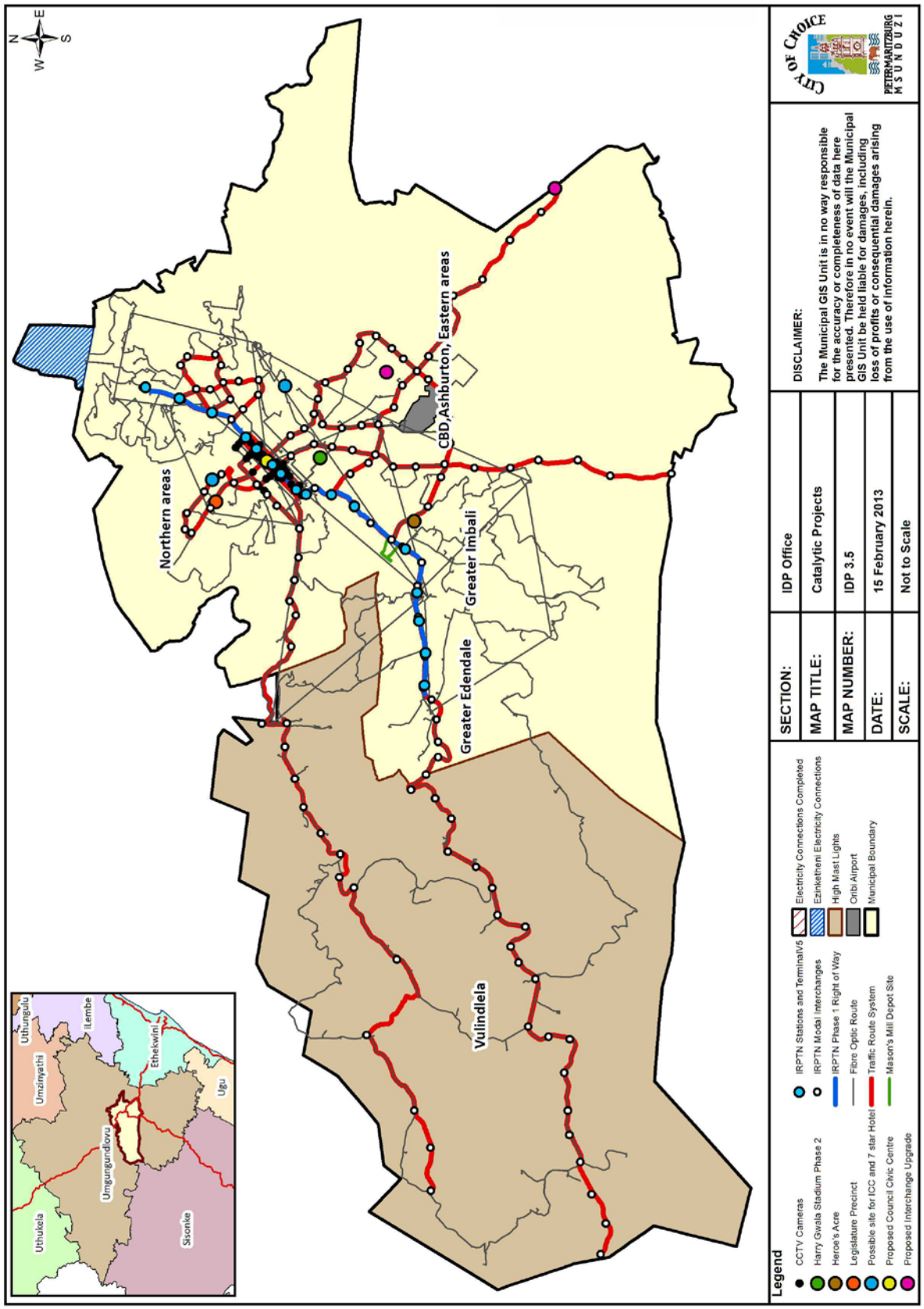


The following catalytic projects that are aimed at revitalising the economy and growth trajectory for the Msunduzi Municipality:

Table 76: Summary of Msunduzi Catalytic Projects

PROJECT	DESCRIPTION	EST. BUDGET
Legislative Precinct Development	This is a medium to long-term initiative which will see the development of a new legislative precinct that will better cater for the needs of the legislature and facilitate good governance.	R2 Billion
Pietermaritzburg Airport Upgrade	This is a short- term project that will see the extension of the existing runway, together with the terminal buildings. This will allow for larger aeroplanes to make use of the airport, thereby attracting additional operators and increasing the amount of feet through the airport.	R0.5 Billion
Harry Gwala Stadium Upgrade Phase 2	This is a medium to long-term project which will see the development of further stands at the stadium. Associated with this project, in the short to medium term, is the further development and upgrading of the Alexander Park Sports Precinct with additional parking.	R0.5 Billion
International Convention Centre and 5 star Hotel	This is a medium to long-term project that will see the development of an international calibre conference centre- which will allow the city to host international-standard conferences. In the short to medium-term, a 5 star hotel associated with this will be developed.	Private Investment
Council Civic Centre	This is a medium- term project and will see the further development of the Council Civic Centre to cater for additional needs and demands.	R1.2 Billion
Integrated Rapid Public Transport System	This project is a short to medium-term project which will see the roll-out of reliable and efficient public transport between key points in the city, thereby reducing resident's commuting times.	R3.2 Billion
Fibre Optic Cable Network	This is a short to medium-term project that will see the development of a leading-edge technology fibre optic telecommunications network leading to increased connectivity and usage, decreased costs, and stimulating growth and development.	R0.5 Billion
Electrical Infrastructure Upgrade	This is a short to medium-term project that will see the rehabilitation and upgrading of the Municipality's electrical infrastructure.	R0.9 Billion
City- wide CCTV System	Camera surveillance of areas within the Msunduzi Municipality so as to encourage a crime-free environment.	R0.5 Billion

PROJECT	DESCRIPTION	EST. BUDGET
Hero's Acre	This project was mentioned by the KZN Premier in the 2013 State of the Province address, and will be a museum commemorating the Heroes of the Struggle. It will include a wall commemorating the "Seven Days War" on the site where the remains of Moses Mabhida and Jonny Makhathini are buried. The proposed development will cover a developed area of at least 102,000 m^2.	R1 Billion
Freeway Node Development	This is a medium-term project that involves the upgrade of key freeway interchanges within the Municipality so as to ensure more efficient movement of traffic, as well as unlocking strategically located adjacent land for the development of commercial, residential, and associated activities.	R1 Bill
Non- Revenue Water Reduction Project	This is a medium to long-term project that will simultaneously increase revenue and reduce water losses. The reduction of water losses will ultimately reduce the demand on our source (dams), which will have a catalytic benefit to the catchment.	R0.5 Bill



MAP 30: IDP Office: Catalytic Project

4.10 PROJECT PRIORITISATION MODEL

The prioritisation of investment projects is a key task for all municipalities as part of the IDP and Budget review process. It is clearly not possible to implement all projects simultaneously, and a rational, systematic approach to prioritisation helps to ensure that not only are the legal requirements met as early as possible, but also that the available resources (both human and finance) are used as effectively and efficiently as possible.

The following project prioritisation model has been developed to assist with decision-making in allocating resources.

Table 77: Project Prioritisation Model for the Msunduzi Municipality

CRITERIA	DESCRIPTION	SCORING
Vision 2030 Impact	Will the project realise the Vision Statements, Goals, Value Statements, and Targets contained in Vision 2030 for the Msunduzi Municipality?	5 – Yes definitely 3 – Partially 1 – Not at all
Project directly relates to the IDP-identified Catalytic projects	Will the project result in the implementation of IDP-identified catalytic projects?	5 – Yes definitely 3 – Partially 1 – Not at all
Community Identification of project	Has the project been identified by a community, through community engagements, Ward Councillor involvement, War Room deliberations, or through a Community Based Plan?	5 – Yes definitely 1 – Not at all
Sector Plan identification of project	Has the project been identified in a sector-specific plan (ie. Water Services Development Plan, Local Economic Development Plan)?	5 – Yes definitely 1 – Not at all
Linkage to the Spatial Development Framework	Has the project been aligned to the SDF? Does the project occur within an SDF-identified Node or Corridor?	5 – Yes definitely 3 – Partially 1 – Not at all
Millennium Development Goals Linkage	Does the project assist the Municipality and its communities to realise the targets set out in the Millennium Development Goals (MDGs)?	5 – Yes definitely 3 – Partially 1 – Not at all

SECTION E CHAPTER 5: STRATEGIC MAPPING

E1 5.1 CONTEXT

During this financial year a number of spatial planning processes are underway to give direction to the municipal planning. This is because the Msunduzi Municipality has embraced the concept of a Hierarchy of Plans. A consolidated Spatial Development Framework (SDF) was adopted by Council in 2015, and a series of Area Based Management Plans (ABM) were adopted in 2010 for:

- Vulindlela;
- Greater Edendale and Imbali;
- The Northern Areas; and
- CBD, Ashburton, and the Eastern Areas.

Whilst these review processes are underway the following are the guiding principles starting to give shape to the municipality's investment areas.

Table 78: Spatial Guiding Principles

GUIDING PRINCIPLES	APPLICATION
Compaction	• New and Infill development focused to create coherent system, mainly in SE quadrant
Integration	• Shenstone and Ashburton as areas to integrate Low Income residential areas into city • New economic opportunities in growth area and adjacent to major roads • New E-W and N-S roads links to major parts of city
Urban Densification	• In periphery of CBD • Adjacent to major nodes
Restructuring of the City:	• Creating a Polycentric City with new nodes and new economic opportunity areas • Limited mixed-use activity spines between focus points • Redressing imbalances with improved infrastructure and new economic opportunities • Creating a road system matrix
Meeting Land Use Needs and Identification of areas of economic development potentials	• New Residential areas • New economic opportunity areas • New nodal points • Restructure CBD
Sustainability	• Protecting environmentally sensitive areas • Coherent and reinforcing infrastructure • Protecting agriculture potential areas • Upgrade residential areas with appropriate infrastructure • In situ upgrading of Informal settlements
Creating a quality urban environment	• Create a polycentric city • Create a mix of housing types in different areas • Reinforce public transport system

Spatial Structuring elements of the Municipality include:

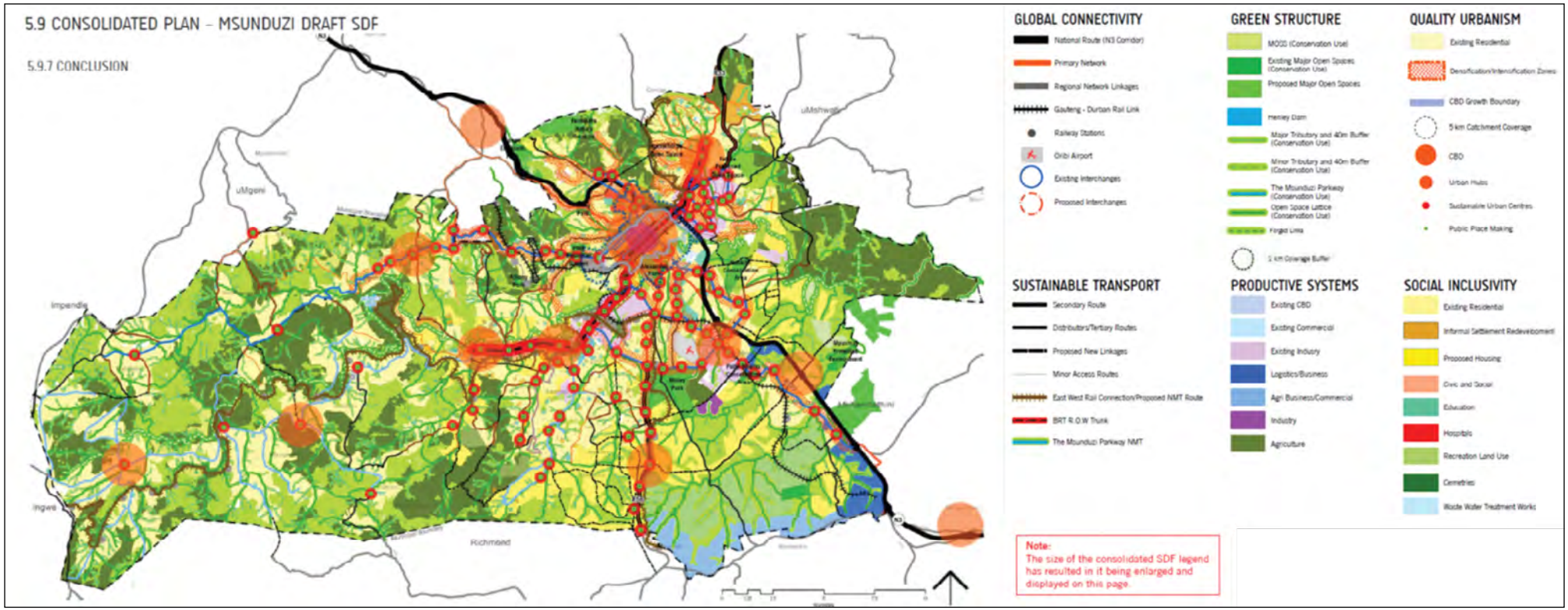
- Nodes (Concentration of activity);
- Corridors (Main roads/Arterials);
- Settlement Patterns (Formal/Informal/Traditional);
- Restrictive Conditions (Environmental/Topographical/Geotechnical);
- Environment/Open Spaces (Active/Passive);
- Urban Edge; and
- Mixed-Use Developments Aesthetic Environment (Visual Form/Heritage Special Features)

5.2 TOWARDS A LONG-TERM SPATIAL DEVELOPMENT FRAMEWORK

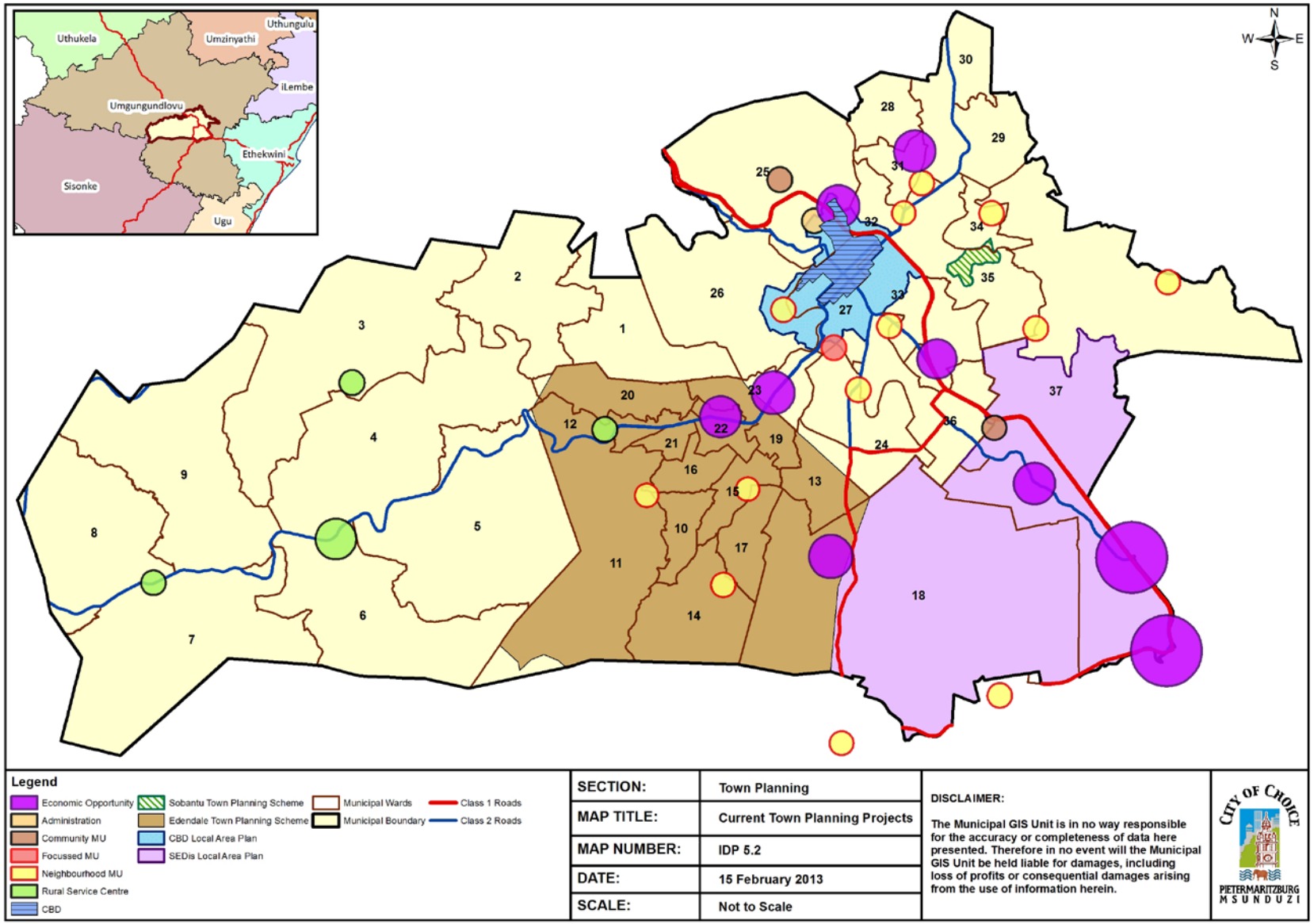
The Long-Term Spatial Development Strategy, adopted in 2015, will inform the refinement and review of the Integrated Development Plan and the Spatial Development Framework, thereby assisting the Municipality in achieving its Constitutional mandate and other legislative obligations. Key outcomes of the strategy include:

- A description of the desired 2030 outcomes in terms vision, goals, and objectives;
- Agreement on the set of indicators that will be applied to measure the progress being made to achieve the desired outcomes;
- Agreement on the targets and the City growth path in respect of each of the indicators;
- Agreement on the strategic interventions required to achieve the set targets;
- A description of the catalytic projects in support of the interventions, where possible; and
- Agree on the monitoring, evaluation, reporting, and review framework of the plan.

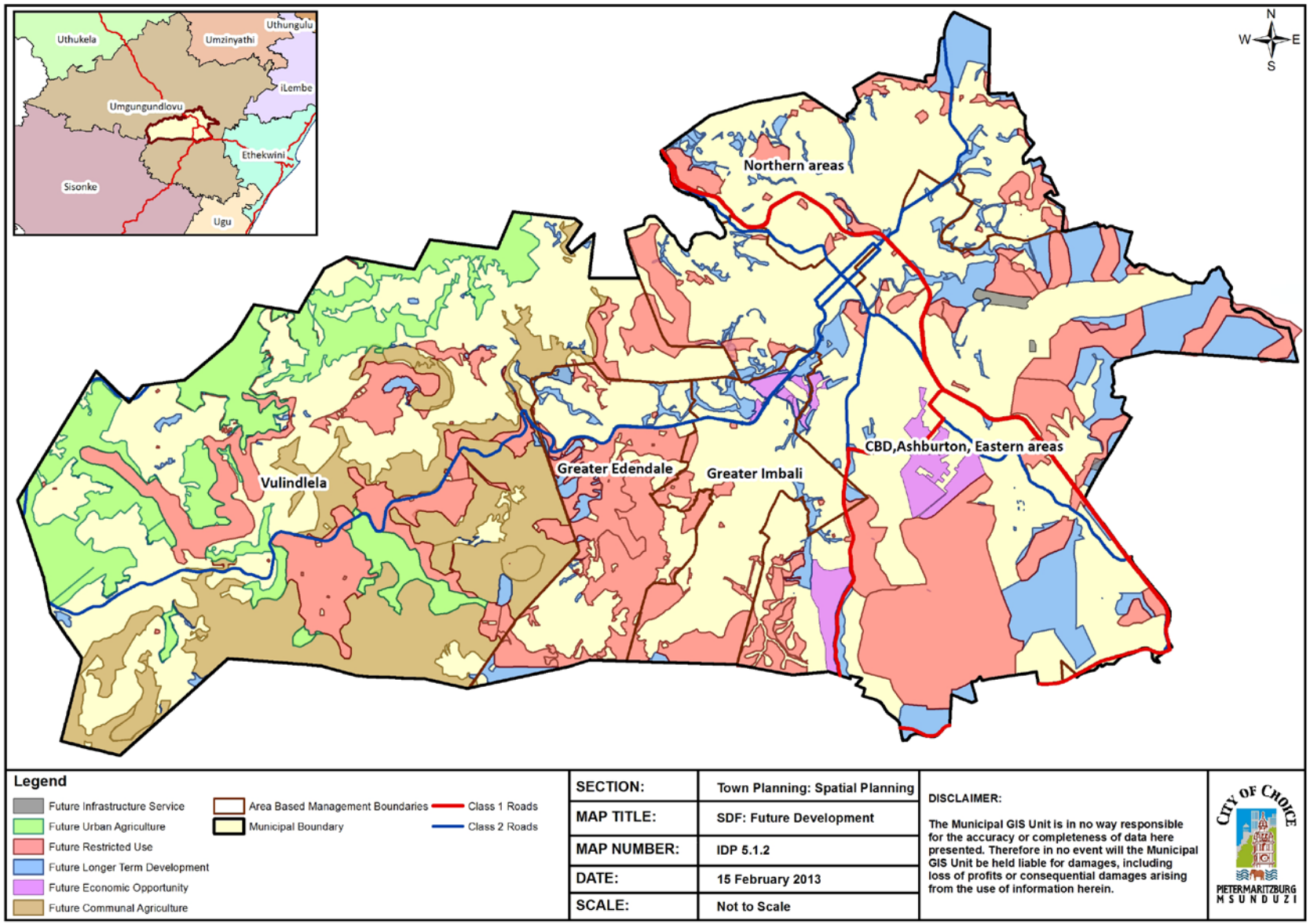
MAP 31: Draft Spatial Development Framework



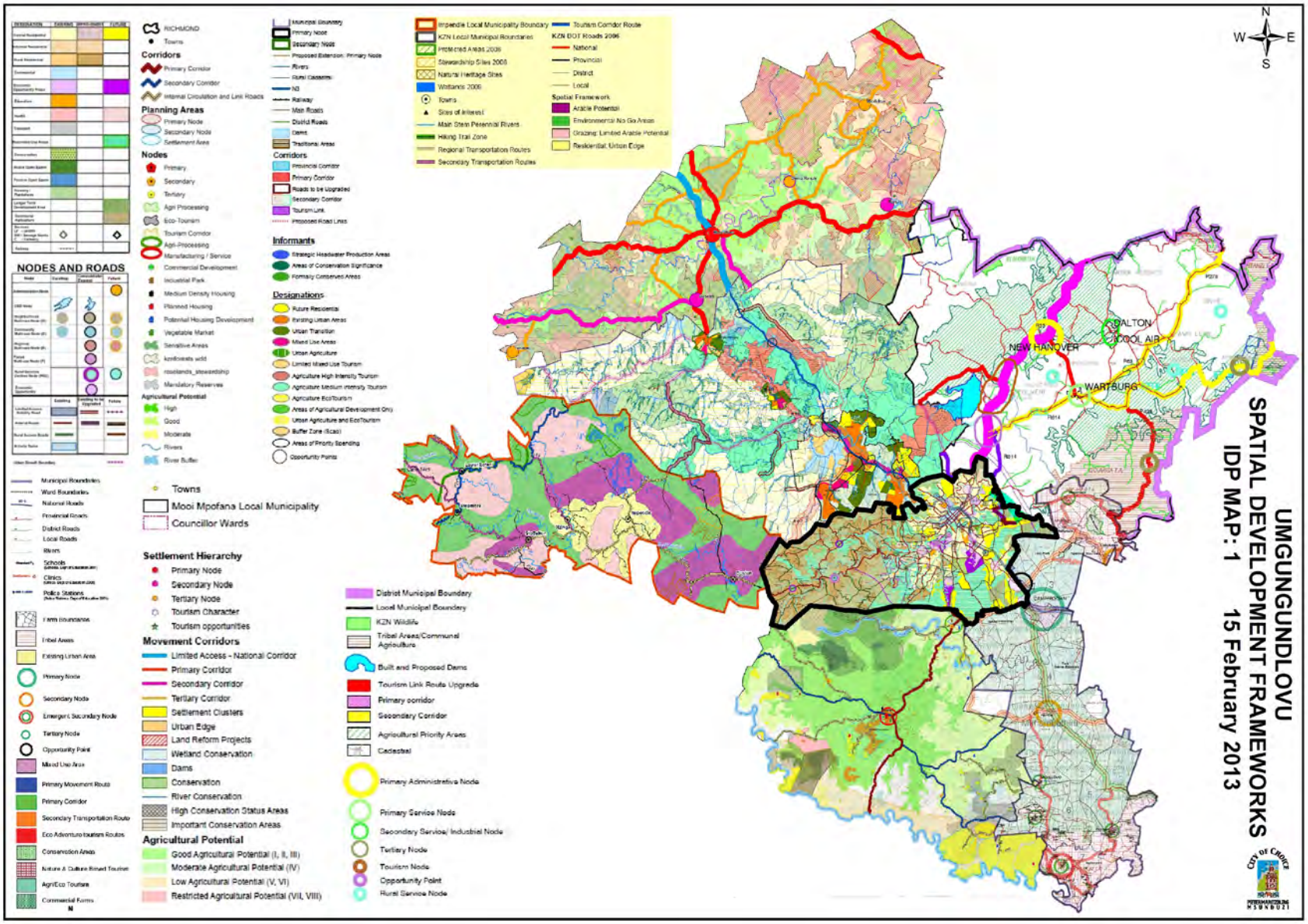
MAP 32: Town Planning Current Town Planning Projects



MAP 33: Town Planning: SDF: Future Development



MAP 34: Spatial Development Framework



E2 IMPLEMENTING THE PLAN

5.3 INTRODUCTION

This review of the IDP has seen alignment between the 2030 Municipal Vision, the IDP strategic framework, the SDBIP, and the capital investment framework. A unique IDP number has been given to each Vision Statement, the corresponding Value Statements, and the Targets (as well as to the 5 year and 1 year targets) and their associated Projects.

In creating these linkages, it becomes far easier for oversights structures (e.g. Council, Internal Auditors, the Auditor General, etc.) to ensure that municipal expenditure is in terms of the municipal vision and the IDP.

This project is a work-in-progress, and will develop and mature in the years to come through its daily use. It has also been captured in an electronic spreadsheet format, which makes monthly and quarterly reporting by departments far easier to undertake.

5.4 IMPLEMENTATION PLAN

The following table summarises the capital Budget for 2014/15.

Table 79: Capital Budget

	2015/16 Medium Term Revenue & Expenditure Framework		
	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital Budget Summary By Funding Source			
Council Funding	120 000 000	120 000 000	120 000 000
Municipal Infrastructure Grant (MIG)	187 456 000	195 546 000	207 671 000
Public Transport and Systems	213 271 000	203 605 000	199 958 000
Neighbourhood Development Partnership	20 000 000	30 000 000	30 000 000
Intergrated National Electrification Porgramme	10 000 000	10 500 000	15 000 000
Municipal Water Infrastructure Grant	58 333 000	26 721 000	28 191 000
Borrowings	100 000 000	50 000 000	0
Total Capital Budget	**709 060 000**	**636 372 000**	**600 820 000**

Business Unit	CnI	Grants (other sources)	Total per BU
Finance	25 709 500	0	25 709 500
Community	27 863 000	20 000 000	47 863 000
Corporate Business Unit	5 750 000	0	5 750 000
Development Services	9 797 500	27 500 000	37 297 500
Infrastructure	44 480 000	541 560 000	586 040 000
Sound Governance	6 400 000	0	6 400 000
Total	**120 000 000**	**187 456 000**	**709 060 000**

5.5 ONE YEAR CAPITAL INVESTMENT FRAMEWORK

Table 80: One Year Capital Investment Framework

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	ALL	CNL - VEHICLES & PLANT	CNL	A3				
	ALL	CNL - VEHICLES	CNL	A3		32,000,000	33,000,000	
	ALL	CNL - VEHICLES & PLANT	CNL	A3		0	0	
	ALL	CNL - LV PROTECTION RETROFIT	CNL			0	0	
	ALL	CNL - SUBSTATION BATTERY CHARGERS	CNL			0	0	
	ALL	DBSA - UPGRADE OF TRANSFORMERS / CAPITAL EQUIPMENT	DBSA			0	0	
	ALL	CNL - VEHICLES AND PLANT	CNL	A3				
	ALL	MIG - MASTER PLANNING SANITATION	MIC	B1				
	ALL	CNL - FURNITURE AND EQUIPMENT	CNL					
	ALL	CNL - COMPUTERS	CNL		50,000	60,000		
	ALL	CNL - FURNITURE	CNL		150,000	120,000		
	ALL	CNL - PLANT AND VEHICLES	CNL					
	ALL	CNL - Partitioning of Offices Revenue section	CNL		80,000	45,000		
	ALL	CNL - Adding Machines/Calculators -Rates	CNL		2,500	2,500	2,500	
	ALL	CNL - NEW FILING SYSTEM RATES	CNL		80,000	0	0	
	ALL	CNL - Printer RATES clearance	CNL		20,000			
	ALL	CNL - Installation of Window -Office Partition	CNL		15,000			
	ALL	CNL - Fudged Note Detector –Cashiers	CNL					
	ALL	CNL -Note Counting Machines –Cashiers	CNL					
	ALL	CNL - Financial Management System -SAP	CNL		24,467,500	15,000,000	11,000,000	
	ALL	CNL - COMPUTERS -DuziSAP	CNL		250,000			
	ALL	CNL - FURNITURE AND EQUIPMENT -DuziSAP	CNL		130,000			
	ALL	CNL - Renovations to DuziSAP Offices and Training Centre	CNL		250,000			
	ALL	CNL - install more camera systems	CNL		30,000	50,000	50,000	
	ALL	CNL - Furniture	CNL		80,000	30,000	40,000	
	ALL	CNL - Stores Roof	CNL					
	ALL	CNL - Stores forklift	CNL					
	ALL	CNL - Computers	CNL		20,000	35,000	40,000	
	ALL	CNL - FURNITURE	CNL		25,000	30,000	35,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	ALL	CNL - Filing Cabinets	CNL		10,000	12,000	15,000	
	ALL	CNL - FURNITURE	CNL		10,000	10,000	10,000	
	ALL	CNL - SHREDDER CFO	CNL		30,000			
	VAR	CNL - GENERATORS FOR COUNCIL BUILDINGS	CNL	B2		0	0	
	VAR	CNL - TRAFFIC CALMING MEASURES	CNL	B2	250,000	2,000,000	2,000,000	
	VAR	CNL - PURCHASING OF NEW TRAFFIC SIGNAL CONTROLLERS	CNL	B2	150,000	150,000	150,000	
	VAR	CNL - PLANT AND EQUIPMENT - (Traffic Lights spares, equip etc)	CNL	B2	80,000	100,000	100,000	
	VAR	CNL - INSTALLATION OF NEW GUARD RAILS	CNL		400,000	1,200,000	1,200,000	
	VAR	MIG - BASIC SANITATION VIP TOILETS	MIG	B1	5,000,000	9,000,000	10,000,000	
	VAR	CNL - PLANT AND EQUIPMENT	CNL	B2		1,000,000	1,500,000	
		CNL - PURP	CNL		9,000,000	6,000,000	5,000,000	
		CNL-PLANT & EQUIPMENT	CNL					
		CNL - FURNITURE	CNL		500,000		0	
		MSIG - AIRCONDITIONERS WARD COMMITTEE	MSIG					
		COGTA - ROAD CONSTRUCTION PURP	COGTA					
		CNL - CBU FURNITURE	CNL					
		MIG - KWAQANDA COMMUNITY HALL	MIG	B3	4,500,000			
		MIG - SWEETWATERS COMMUNITY HALL	MIG		10,200,000			
		MIG - SWEETWATERS DUAL PURPOSE SPORT CENTRE	MIG	B3	3,000,000	1,000,000	1,000,000	
		MIG - UNIT BB COMMUNITY HALL	MIG	B3	4,500,000			
		NDPG - THWALA RD PUBLIC REALM-NDPG	NDPG		2,902,905			
		NDPG - THWALA RD UPGRADE	NDPG		9,304,996			
		TECHNOLOGY HUB INFRASTRUCTURE			15,000,000			
		CNL - LAN/WAN	CNL	C1	2,000,000	1,500,000	2,000,000	
		CNL - FIBRE REPLACEMENT	CNL	C1	2,985,000	3,000,000	4,000,000	
		CNL - SERVICES AND COMPUTERS	CNL		1,000,000	3,000,000	3,500,000	
		CNL - BUILDINGS	CNL		120,000			
		CNL - PRINTING EQUIPMENT	CNL		85,000			
		TRANSLATION SOFTWARE			70,000.00			
		AUDIO VISUAL EQUIPMENT		C3	55,000.00			
		BUILDINGS		C2	85,000.00			



VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
		PLANNING LABORATORY	CNL		6,000,000	2,000,000	2,000,000	
		TOURISM INFORMATION SIGNAGE FOR CITY	CNL		2,000,000	1,000,000	1,000,000	
		HIGH PRECISION GPS EQUIPMENT-LAND SURVEY	CNL		450,000	250,000	250,000	
		OFFICE RENOVATIONS & PARTITIONING-PLANNING	CNL		500,000	100,000	100,000	
		OFFICE REFURBISHMENT-ENVIRONMENT MGMT	CNL		50,000	50,000	50,000	
		OFFICE FURNITURE/PARTITIONING-LAND SURVEY	CNL		147,500	100,000	100,000	
		OFFICE FURNITURE-BUILDING CONTROL	CNL		80,000	80,000	80,000	
		OFFICE SECURITY UPGRADES-SIGNAGE	CNL		60,000	50,000	50,000	
		OFFICE FURNITURE-LICENCING	CNL		20,000	20,000	20,000	
		2X I P TOUCHPHONE-PLANNING/LAND MGMT OFFICE	CNL		20,000	0	0	
		COMPUTERS-PLANNING	CNL		100,000	60,000	60,000	
		COMPUTERS-LAND MGMT OFFICE	CNL		100,000	50,000	50,000	
		COMPUTERS/HARDWARE-ENVIRONMENT MGMT	CNL		80,000	50,000	50,000	
		7X COMPUTERS	CNL		110,000	50,000	50,000	
		5X COMPUTERS-SIGNAGE	CNL		80,000	50,000	50,000	
		MIG - WARD 15 COMMUNITY HALL	MIG		4,500,000			
		MIG - KWAQANDA COMMUNITY HALL	MIG		4,500,000			
		MIG - UNIT BB COMMUNITY HALL	MIG		4,500,000			
		MIG - WARD 18-Community Hall	MIG		4,500,000			
		MIG - REGIONAL ATHLETIC TRACK SPORT COMPLEX	MIG		8,000,000			
		MIG - SWEETWATERS DUAL PURPOSE SPORT CENTRE	MIG		3,000,000			
	1	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 1 ROADS	MIG	B2	2,000,000	7,000,000	7,000,000	
	1 - 11	MWIG - BASIC WATER SUPPLY	MWIG	B1	10,721,000	12,191,000	16,000,000	
	1 - 11	MWIG - REDUCTION OF NON REVENUE WATER	MWIG	B2	16,000,000	16,000,000	20,000,000	
	1-37	MIG - HIGH MAST LIGHTS IN VULINDLELA & GREATER EDENDALE	MIG	B1	10,000,000	9,000,000	10,000,000	
	1 - 9/11/14	MIG - BASIC WATER SUPPLY	MIG	B1	5,043,376	-	-	
	1-37	CNL - ROAD REHABILITATION - PMS	CNL	B2	7,000,000	20,000,000	25,000,000	Rehabilitation
	1 - 32	CNL - TELEMETRY / INSTRUMENTATION EQUIPMENT	CNL	B1		600,000	600,000	
	1 - 32	CNL - LEAK DETECTION EQUIPMENT	CNL	B1	500,000	600,000	800,000	
	1 - 32	CNL - COMPUTERS	CNL	B1	500,000	0	0	
	1- 32	CNL - FURNITURE AND FITTINGS	CNL	B1				

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	1-37	CNL - INSTALLATION OF NEW TRAFFIC SIGNALS	CNL	B2	450,000	1 040,000	1 040,000	
	1, 2, 18 -37	CNL - NETWORK 132kV REHABILITATION PLAN	CNL					
	1, 2, 18 -37	DBSA - NETWORK 132kV REHABILITATION PLAN	CNL	B2		100,000,000	100,000,000	
	1, 2, 18-37	CNL - NETWORK REFURBISHMENT	CNL	B2	5,020,000	12,000,000	14,000,000	
	1, 2, 18-37	CNL - SYSTEM REINFORCEMENT	CNL	B2		10,000,000	12,000,000	
	1, 2, 18-37	CNL - RELOCATION OF JOINT SERVICES CONNECTIONS	CNL	B2				
	1, 2, 18-37	CNL - STREETLIGHTING	CNL	B2		10,000,000	10,000,000	
	1, 2, 18-37	CNL EQUIPMENT PURCHASES	CNL	B2	10,000,000	40,000,000	40,000,000	
	1, 2, 18-37	CNL - UPGRADE OF DRAWING OFFICE	CNL	B2		5,200,000	6,000,000	
	1, 2, 18-37	CNL - UPGRADE OF ELECTRICITY CONTROL CENTRE	CNL	B2		7,100,000	10,000,000	
	1, 2, 18-37	CNL - REPLACEMENT OF PREPAYMENT METERS	CNL	B2				
	1, 2, 18-37	CNL - FURNITURE AND FITTINGS	CNL	B2		3,000,000	0	
	1, 2, 18-371	CNL - METERING	CNL	B2				
	1, 2, 18-37	CNL - UPGRADING OF AGEING INFRASTRUCTURE	CNL	B2				
	1, 2, 18-37	CNL - RETROFIT	CNL	B2				
	1, 2, 18-37	CNL - METERING	CNL	B2	100,000,000	120,000,000		
	1, 2, 18-37	INEP - ELECTRIFICATION	INEP	B1	10,500,000	15,000,000	10,000,000	
	2	MIG - MABANE BRIDGE PROJECT	MIG	B2	1,500,000			
	2	MIG - UPGRADE DESIGN OF GRAVEL ROADS - VULINDLELA	MIG	B2	368,938	2,500,000	2,500,000	
	2	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - D2069 (MTHALANE RD) -Phase2	MIG	B2	3,000,000	12,700,000		
	3	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 3 ROADS	MIG	B2	2,000,000	7,000,000		
	4	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 4 ROADS	MIG	B2	2,000,000	6,500,000	6,500,000	
	6	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 6 ROADS	MIG	B2	2,000,000	7,000,000	7,000,000	
	7	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 7 ROADS	MIG	B2	2,000,000	7,000,000	7,000,000	
	8	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 8 ROADS - Masoyi Rd, etc	MIG	B2	2,000,000	7,000,000	7,000,000	
	9	MIG - UPGRADING OF GRAVEL ROADS - VULINDLELA - WARD 9 ROADS	MIG	B2	2,000,000	5,000,000	5,000,000	



VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	10	MIG - WARD 10 ROADS - REHABILITATION OF ROADS & STORMWATER UPGRADE	MIG	B2	2,500,000	3,500,000	3,500,000	
	10	MIG - HOUSING UNIT S	MIG		18,968,669			
	10	MIG - SEWER PIPES AZALEA - PHASE 2	MIG	B1	7,315,043	7,000,000	7,000,000	
	10	MIG - UNIT S ROADS	MIG	B2				
	10	MIG - UNIT S SANITATION	MIG	B1				
	10, 12, 13, 15, 16, 17, 19, & 21 TO 37	MIG - SANITATION INFRASTRUCTURE FEASIBILITY STUDY	MIG	B2	3,018,646	7,000,000	8,000,000	
	11	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - STATION RD	MIG	B2	3,500,000	2,000,000	2,000,000	
	11	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Snathing Rds	MIG	B2	1,500,000	1,500,000	1,500,000	
	12	MIG - UPGRADE GRAVEL ROADS IN EDENDALE IN ESIGODINI	MIG	B2	373,021			
	12	MIG - UPGRADING OF GRAVEL RDS - EDN - WARD 12 - MOSCOW AREA RDS	MIG	B2	596,008	500,000	500,000	
	12	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - GEORGETOWN AND SURROUNDING AREA	MIG	B2	1,300,000	1,500,000	1,500,000	
	12 - 37	MIG -REDUCTION OF NON REVENUE WATER	MIG	B2	11,132,773	12,398,510	19,000,000	
	13	MIG - UPGRADING OF ROADS IN EDENDALE - KWANYAMAZANE ROADS	MIG	B2	1,598,809	2,500,000	3,000,000	
	14	MIG - UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN ROADS	MIG	B2	2,157,981	3,500,000	3,500,000	
	14, 15, 17, 18, 19, 23, 35	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (SEWER)	MIG	B1	6,024,160	7,000,000	10,000,000	
	14, 15, 17, 18, 19, 23, 35	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (WATER)	MIG	B1	500,000	600,000	1,000,000	
	15	MIG - REHABILITATION OF ROADS IN IMBALI UNIT 18	MIG	B2	300,000	2,000,000	2,000,000	
	15	MIG - WARD 15 COMMUNITY HALL	MIG	B3	4,500,000			
	16	CNL - BUS TAXI LAY-BYES	CNL	B2		2,000,000	2,000,000	
	16	MIG - SEWER PIPES UNIT H	MIG	B2	7,000,000	6,000,000	6,000,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	16	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - WARD 16	MIG	B2	1,500,000	2,500,000	3,000,000	
	17	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - WARD 17 Roads (Phase 3, Unit 13)	MIG	B2	1,500,000	2,500,000	3,000,000	
	18	MIG - SHENSTONE AMBLETON SANITATION SYSTEM	MIG	B1	1,000,000	3,000,000	8,000,000	
	18	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - Roads in Unit 14/Unit P - Design	MIG	B2	2,162,970	3,500,000	3,500,000	
	18	MIG - WARD 18-Community Hall	MIG	B3	4,500,000			
	19	CNL - Upgrade SWD system in the Imbali Roads - Lower Sinkwazi Rd flooding, etc	CNL	B2	1,220,000	7,500,000	10,000,000	
	13-19, 22	MIG - BUS STOP SHELTERS	MIG	B2	1,525,490	1,500,000	1,500,000	
	13, 14, 15, 19, 24	CNL - NON-MOTORISED TRANSPORT INFRASTRUCTURE	CNL	B2		6,000,000	6,000,000	
	15 / 19	MIG - HORSE SHOE ACCESS RD AND PASSAGES IN IMBALI STAGE 1 & 2	MIG	B2	1,500,000	2,500,000	3,000,000	
	20	MIG - EDENDALE PROPER NEW MAINS & RETICULATION	MIG	B1	2,000,000	2,200,000	4,000,000	
	20	MIG - UPGRADE OF BRIDGES - Pedestrian Bridge Over River - Smero/Esigodini	MIG	B2	100,000	1,100,000		
	20	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - CALUZA ROADS	MIG	B2	1,300,000	1,500,000	1,500,000	
	20	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - HAREWOOD AREA	MIG	B2	100,000	5,000,000	7,500,000	
	20	MIG - UPGRADING OF GRAVEL ROADS - GREATER EDENDALE - Smero roads & SW	MIG	B2	2,000,000	4,500,000	5,000,000	
	20 / 21	MIG - ELIMINATION OF CONSERVANCY TANKS - (SEWER)	MIG	B1	-	-	-	
	20 / 21	MIG - ELIMINATION OF CONSERVANCY TANKS - (WATER)	MIG	B1	400,000	600,000	800,000	
	21	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - DAMBUZA MAIN ROAD Major SWD Upgrade	MIG	B2	2,000,000			
	21	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - MACHIBISA / DAMBUZA RDS	MIG	B2	1,572,798	2,500,000	3,000,000	
	22	MIG - UPGRADING OF GRAVEL ROADS - EDENDALE - WARD 22 - 8,4km roads - Storm-water drainage provision	MIG	B2	1,000,000	1,500,000	2,000,000	
	23	MIG - ASHDOWN BANK PROTECTION AGAINST COLLAPSING OF ADJACENT HOUSES - P15	MIG	B2	1,000,000			
	23	MIG - REHABILITATION OF ROADS IN ASHDOWN	MIG	B2	2,117,000	3,000,000	3,000,000	

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	23 / 26	MIG - UPGRADING OF ROADS IN PEACE VALLEY - (Plan & Design in 2014/15) - 10km	MIG	B2				
	25, 30, 31, 33, 35	MIG - REHABILITATION OF SANITATION INFRASTRUCTURE	MIG	B1	7,476,350	7,000,000	7,000,000	
	25 / 32	CNL - CONNOR - OTTO'S BLUFF ROADS - LINK	CNL	B2	100,000	11,300,000	10,000,000	
	25 / 32	CNL - EASTERN RING ROAD - DETAIL DESIGN AND CONSTRUCTION	CNL	B2	2,000,000	4,000,000	0	
	25 / 32	CNL - MAYORS WALK ROAD WIDENING	CNL	B2	2,000,000	12,000,000	0	
	27	CNL - AIRCONDITIONING UPGRADE - BASEMENT, LOWER GROUND FLOORS - AS CHETTY BUILDING	CNL	B2	300,000	0	0	
	27	CNL - LIGHTING & MAIN DISTRIBUTION BOARD & CEILING UPGRADE (A.S. Chetty Bldg)	CNL	B2	950,000	950,000	500,000	
	27	CNL - UPGRADE TO 2nd & 5th FLOOR FOYERS - (A.S. Chetty Bldg)	CNL	B2	250,000	0	0	
	27	CNL- CIVIL DESIGNER SOFTWARE IMPLEMENTATION AND TRAINING AND MAINTENANCE UPGRADES	CNL	A3	0	150,000	150,000	
	27	CNL- FURNITURE	CNL	A3	80,000	50,000	30,000	
	27	CNL- COMPUTERS	CNL	A3	50,000	75,000	50,000	
	27	CNL - BURGER STREET EXTENSION	CNL	B2		25,000,000		
	27	CNL - PLANT AND EQUIPMENT	CNL	B2		350,000	400,000	
	27	CNL - DOULL RD - CANTEEN AND CHANGEROOMS & ABLUTIONS	CNL	B2		1,000,000	0	
	27	CNL - LIGHTING UPGRADE - PROF NYEMBEZI BLDG	CNL	B2	200,000	200,000	100,000	
	27	CNL - UPGRADES TO FOYERS - (Prof Nyembezi Bldg)	CNL	B2	250,000	500,000	0	
	27	CNL - REPLACEMENT OF AIRCON CONSOLE UNITS - PROFESSOR NYEMBEZI BLDG	CNL	B2		0	0	
	27	CNL- PLANT AND EQUIPMENT	CNL	B2		0	150,000	
	27	CNL - REFURBISHMENT - CITY HALL	CNL	B2		1,000,000	1,500,000	
	27	MIG - BERG ST POOL REFURBISHMENT	MIG	B3	68,242			
	27	MIG - COMPUTERS	MIG		12,000			
	27	MIG - FURNITURE AND FITTINGS	MIG		100,000			
	27	MIG - PLANT AND EQUIPMENT	MIG	B2	5,000			
	27	MIG - REGIONAL ATHLETIC TRACK SPORT COMPLEX	MIG	B3	9,841,378			

VOTE NO	WARD	PROJECT DESCRIPTION	FUND	IDP REF	2016/2017 BUDGET	2017/2018 BUDGET	2018/2019 BUDGET	PROJECT PRIORITISATION
	27 / 33	CNL - UPGRADE SWD SYSTEM IN THE CBD ROADS - Chapel Street Floods etc	CNL	B2	1,000,000	0	0	
	27 / 32	CNL - REHABILITATION OF PUBLIC TRANSPORT FACILITIES (TAXI RANKS)	CNL	B2	300,000	1,000,000	1,000,000	
	29	CNL - REHABILITATION OF BHAMBATHA ROAD (NEW GREYTOWN ROAD) - PHASE 1	CNL	B2		0	0	
	29	MIG - COPESVILLE RESERVOIR	MIG	B1	1,500,000	12,700,000	6,000,000	
	29	MIG - UPGRADE OF INTERNAL ROADS - HANIVILLE	MIG	B2	2,000,000			
	31	CNL - BANGALORE ROAD - ROAD WIDENING	CNL	B2		0	0	
	31 / 33	CNL - CANNALIZATION OF STREAMS IN NORTHDALE (Revised design, EIA and Constr)	CNL	B2	1,000,000	11,000,000	0	
	32	CNL - BROOKSIDE TAXI HOLDINGS	CNL	B2		0	0	
	32	CNL - REHABILITATION OF PUBLIC ABLUTIONS	CNL	B2		500,000		
	33 / 35	MIG - LANDFILL UPGRADE	MIG		8,962,508	9,365,650	10,864,160	
	33 / 35	MIG - WOODHOUSE PEDESTRIAN BRIDGE	MIG	B2	2,000,000			
	35	CNL - GRIMTHORPE ROAD BRIDGE	CNL	B2	2,500,000	15,000,000	0	
	37	CNL - UPGRADING OF NEW ENGLAND ROAD	CNL	B2	400,000	150,000	10,000,000	

5.6 KEY CAPITAL PROJECTS

The following projects have been identified by municipal departments as requiring implementation.

5.6.1 WATER AND SANITATION

STRATEGIC PRIORITY 1: WELL SERVICED CITY		
KPA: BASIC SERVICES DELIVERY		
GOAL	**VALUE STATEMENT**	**TARGET**
By 2030, Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted, adequate energy supply, and regular waste removal - for ALL neighbourhoods, communities, and centres of business.	1.1 City-wide infrastructure and service delivery provides a reliable, high quality supply of water, sanitation, energy, and waste services - to all.	1.1.1 100% of all households have a municipal water connection to the yard level. 1.1.2 70% of all households have water-borne sanitation. 1.1.3 30% of all households have the basic minimum of VIPs. 1.1.4 To Reduce Non-Revenue Water and Real Water Losses to 20% and 15% respectively. 1.1.5 To reduce the amount of water service interruptions from 1684 per annum (2011/2012) by 80% to 336 bursts per annum and respond to 100% of service interruptions within 8 hours. 1.1.6 To reduce sanitation service interruptions from 2499(2011-2012) per annum by 80% to 500 per annum and respond to 100% of sanitation blockages within 8 hours.

Table 81: Water and sanitation budget

WARD	PROJECT DESCRIPTION	FUND	2015 / 2016 BUDGET	2016/2017 BUDGET	2017/2018 BUDGET	PROJECT PRIORITISATION	PRIORITY CATEGORY
10,12,13,15,16,17,19 & 21 to 37	MIG - SANITATION INFRASTRUCTURE FEASIBILITY STUDY	MIG	2 500 000	3 000 000	8 000 000	Legal / Maintenance	2
18	MIG - SHENSTONE AMBLETON SANITATION SYSTEM	MIG	0	1 000 000	3 000 000	Developmental / Economic	1
25,30,31,33,35	MIG - REHABILITATION OF SANITATION INFRASTRUCTURE	MIG	1 000 000	9 000 000	7 000 000	Developmental	1
16	MIG - SEWER PIPES UNIT H	MIG	8 000 000	1 663 175	6 000 000	Developmental / Economic	1
10	MIG - SEWER PIPES AZALEA - PHASE 2	MIG	8 000 000	1 663 175	7 000 000	Developmental / Economic	1
Var	MIG - BASIC SANITATION VIP TOILETS	MIG	7 000 000	10 000 000	15 000 000		1
	MIG - JIKA JOE SEWER	MIG	0	0	0		2
20/21	MIG - ELIMINATION OF CONSERVANCY TANKS - (SEWER)	MIG	5 000 000	0	0	Developmental / Economic	1
14,15,17,18,19,23,35	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (SEWER)	MIG	5 000 000	6 000 000	7 000 000	Developmental / Economic	1
	MIG - FLOW MONITORING EQUIPMENT	MIG	0	0	0		2

WARD	PROJECT DESCRIPTION	FUND	2015 / 2016 BUDGET	2016/2017 BUDGET	2017/2018 BUDGET	PROJECT PRIORITISATION	PRIORITY CATEGORY
N/A	CNL - TELEMETRY / INSTRUMENTATION EQUIPMENT	CNL	400 000	500 000	600 000	Maintenance	1
12 TO 37	MIG -REDUCTION OF NON REVENUE WATER	MIG	16 000 000	8 000 000	0	Maintenance / Economic	1
1 TO 11	MWIG - REDUCTION OF NON REVENUE WATER	MWIG	15 000 000	16 000 000	16 000 000	Maintenance / Economic	1
20/21	MIG - ELIMINATION OF CONSERVANCY TANKS - (WATER)	MIG	300 000	400 000	600 000	Developmental / Economic	2
14,15,17,18,19,23,35	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (WATER)	MIG	500 000	500 000	600 000	Developmental / Economic	1
1-9 / 11/ 14	MIG - BASIC WATER SUPPLY	MIG	0	5 000 000	8 000 000	Legal	3
1 TO 11	MWIG - BASIC WATER SUPPLY	MWIG	16 444 330	10 721 000	12 191 000	Legal	1
20	MIG - EDENDALE PROPER NEW MAINS & RETICULATION	MIG	1 500 000	2 000 000	2 200 000	Developmental	2
26	MWIG -MASONS RESERVOIR PIPELINE	MWIG	26 888 670	0	0	Developmental	
26	MIG - MASONS RESERVOIR	MIG	0	0	0	Developmental	
12 TO 37	CNL - REHABILITATION OF WATER INFRASTRUCTURE	CNL	5 500 000	15 000 000	20 000 000	Developmental	
	MIG - JIKA JOE WATER	MIG	0	0	0		
	COGTA - MASSIFICATION - BASIC WATER - VULINDLELA	COGTA	0	0	0		
29	MIG - COPESVILLE RESERVOIR	MIG	500 000	1 500 000	15 000 000	Developmental	
	CNL - PLANT AND EQUIPMENT	CNL	0	0	0	Maintenance	
N/A	CNL - LEAK DETECTION EQUIPMENT	CNL	300 000	400 000	450 000	Maintenance	
	CNL - COMPUTERS	CNL	200 000	200 000	200 000		

WATER	FUNDING SOURCE	PROPOSED BUDGET 2014/2015	PRIORITY CATEGORY 1	PRIORITY CATEGORY 2	PRIORITY CATEGORY 3
	CNL	4 700 000	400 000	300 000	4 000 000
	DOHS	0	-	-	-
	MIG	59 291 225	51 791 225	7 500 000	
	MWIG	11 389 000	10 389 000	1 000 000	-
TOTAL		**75 380 225**	**62 580 225**	**8 800 000**	**4 000 000**

5.6.2 LANDFILL

Table 82: Landfill budget

KPA	MUNICIPAL STRATEGIC THRUST	VALLUE STATEMNET	TARGET	DEPT	VOTE NO 13/14	WARD	PROJECT DESCRIPTION	FUND	2014 / 2015 BUDGET	PRIORITY CATEGORY
Basic Service Delivery	A Clean, Green City	1.10 Implementation of annual infrastructure upgrade of the waste disposal site.	1.10.1 Construct waste containment berms, access roads, rehabilitation of perimeter roads, fencing of perimeter of site, construct wet-weather facility, install stone drainage layers on site, clay-cap side slopes of berms.	185	1401	33 & 35	MIG - LANDFILL UPGRADE	MIG	8 163 550	2B

5.6.3 COMMUNITY FACILITIES

Table 83: Budget from 2013 facilities

KPA	MUNICIPAL STRATEGIC PLANNING	WARD	PROJECT	COST	PROGRESS TO DATE
	An Accessible and Connected City	2	Youth Centre	R 10 Million	For 2016/2017 Financial Year
	An Accessible and Connected City	3	Sports Facility	R 15 Million	Continuation 2015/2016 (first phase on 2014/2015 Financial Year)
	An Accessible and Connected City	4	Multi-Purpose Center	R 50 Million	2016/2017 Financial Year
	An Accessible and Connected City	5	D 1128		
	An Accessible and Connected City	6	Community Hall	R 6 Million	Priority – Designs completed in 2012, new site established (Pending Capex Budget)
	An Accessible and Connected City	7	Kusile Community Center	R3,5 Million	2016/2017 Financial Year
	An Accessible and Connected City	8	Renovations of Vulindlela Hall	R 2 Million	2016/2017 Financial Year
	An Accessible and Connected City	10	Azalea Cemetery Road and Fencing	R 2,3 Million	Not for 2015/2016 but a priority (issues of compliance)
	An Accessible and Connected City	13	Community Hall: Slangspruit	R 13 Million	Priority –MIG Funding 2016/2017
	An Accessible and Connected City	16	Multi-Purpose Center	R 10 Million	2016/2017 Financial Year (MIG funding)
	An Accessible and Connected City	18	Community Hall	R 6 Million	2016/2017 Designs completed in 2012 (MIG funding)

KPA	MUNICIPAL STRATEGIC PLANNING	WARD	PROJECT	COST	PROGRESS TO DATE
	An Accessible and Connected City	23	Multi-Purpose Indoor Sports Area	R 13 Million	To review existing Combi Courts and dilapidated swimming pool
	An Accessible and Connected City	32	Upgrade Woodlands Sports fields	R 5 Million	Completing Phase 1 Flood Lights (2014/2015) Continuation 2015/2016
	An Accessible and Connected City	34	Glenwood Center/Multi-Purpose & Recreational Centre	R 10 Million	2015/2016-Feasibility Study, Designs, EIA's
	An Accessible and Connected City	35	Lincoln Meade Community Hall	R 8 Million	2015/2016 – Feasibility Study, Designs, EIA's

5.6.4 HOUSING

GOAL	VALUE STATEMNET	TARGET
By 2030, Msunduzi is a city with sufficient and well-maintained road, rail, and other physical infrastructure serving all residents, whether they use public or private transport modes. It has layers of diverse transport networks interconnecting at centres and internal urban hubs. Human settlement initiatives reduce housing backlogs and eliminate spatial separation by racial categories. Telecommunications and information technology is universally accessible and reliable. Social infrastructure, focussed on educational, health and recreational facilities meets all communities' needs.	2.2 Housing backlogs are significantly reduced, with human settlement patterns reflecting inclusive demographics.	2.2.1 100% eradication of informal settlements. 2.2.2 Rural Residential housing infrastructure backlogs are reduced such that less than 10% of households remain without access to formal housing. 2.2.3 Zero tolerance for exclusions based on racial, ethnic, religious or other demographic characteristics, is reflected in 100% of new settlement patterns. 2.2.4 20% of each new mixed-use development consists of rental stock. 2.2.5 30% densification of urban space. 2.2.6 Council Rental Stock maintained on a regular and consistent basis to eliminate unsafe structures and to prevent deterioration of Council's assets. 2.2.7 Old Rental Stock to be reduced by transferring certain units to qualifying tenants. 2.2.8 Allocations of new houses in subsidised housing projects to be 100% compliant with DOHS policies by installation of Housing Needs Register and capture of names.

Table 84: Housing budget from 2013

IDP 2013/2014 AND BEYOND NEW HOUSING PROJECTS AT VARIOUS STAGES OF IMPLEMENTATION							
To undertake feasibility studies.	**No of Sites/ Units**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Ward No.**
Edendale J2 & Quarry - Stage 1	1000	1000					15
Willowfontein: Bulwer - Stage 1	1000	1000					14
Khalanyoni – PF	500	500					12
KwaThirty – PF	500	500					10
Signal Hill - Stage 1	2000	2000					26
Glenwood South East Sector – PF	3000		3000				37

IDP 2013/2014 AND BEYOND NEW HOUSING PROJECTS AT VARIOUS STAGES OF IMPLEMENTATION							
Hollingwood – PF	1000		1000				35
Ambleton 3 - PF	3000		3000				18
Edendale Priority Housing Project - Stage 1	1000			1000			16, 21, 22
Mkondeni/Shortts Retreat - PF	3000			3000			37
Harewood	1000	0	0	0	1000		20, 23
To undertake the Planning & Design for 2000.	**No of Sites/ Units**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Ward No.**
North East Sector	380	380					37
Peace Valley 2	500	500					23
Copesville	1610	563	563	484			30
Edendale S - 8 Ext	400	400					10
Westgate/ Grange	1500	1500					24
Jika Joe	1000	1000					33
Edendale J2 & Quarry - Stage 1	1000		1000				15
Willowfontein: Bulwer - Stage 1	1000		1000				14
Khalanyoni	500		500				12
KwaThirty	500		500				10
Signal Hill - Stage 1	2000		2000				26
Glenwood South East Sector	3000			3000			37
Hollingwood	1000			1000			35
Ambleton 3	3000			3000			18
Edendale Priority Housing Project - Stage 1	1000				1000		16,21,22
Mkondeni/Shortts Retreat	3000				3000		37
Harewood	1000					1000	20, 23
To undertake the construction of Services (Water, Sanitation, and Roads).	**No of Sites/ Units**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Ward No.**
Edendale T2 & T3	231	161					10, 15
North East Sector	380	380					37
Peace Valley 2	500		500				23
Copesville	1610	0	563	563	484		30
Edendale S - 8 Ext	400	400					10
Westgate/ Grange	1500	1500					24
Jika Joe	1000		1000				33
Edendale J2 & Quarry - Stage 1	1000			1000			15
Willowfontein: Bulwer - Stage 1	1000			1000			14
Khalanyoni	500			500			12
KwaThirty	500			500			10
Signal Hill - Stage 1	2000			2000			26
Glenwood South East Sector	3000				3000		37
Hollingwood	1000				1000		35
Ambleton 3	3000				3000		18
Edendale Priority Housing Project - Stage 1	1000					1000	16,21,22
Mkondeni/Shortts Retreat	3000					3000	37
Harewood	1000					1000	20, 23
To undertake the construction of Top Structures.	**No of Sites/ Units**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Ward No.**
Vulindlela Rural Housing	25000	4000	4000	4000	4000	4000	1 TO 9
Msunduzi Wirewall	2056	360	360	236			6 WARDS
Msunduzi Rectification	600	360	225				6 WARDS

IDP 2013/2014 AND BEYOND NEW HOUSING PROJECTS AT VARIOUS STAGES OF IMPLEMENTATION							
Willowfontein EE - P1	200	73					14
Lot 182 S'nating	133	133					11
Edendale T2 & T3	426	262					10 & 15
North East Sector	380		380				37
Tamboville	416	270	146				34
Thembalihle	805	270	360	175			34
Q Section	416		360	56			34
Site 11	233		233				32
Happy Valley	180		180				32
Peace Valley 2	500			360	140		23
Copesville	1610			360	360	360	30
Edendale S - 8 Ext	400		360	40			10
Westgate/ Grange	1500		300	300	300	300	24
Jika Joe	1000		300	300	300	100	33
Edendale J2 & Quarry - Stage 1	1000				360	360	15
Willowfontein: Bulwer - Stage 1	1000				360	360	14
Khalanyoni	500					360	12
KwaThirty	500					360	10
Signal Hill - Stage 1	2000					360	26
Glenwood South East Sector	3000					360	37
Hollingwood	1000					360	35
Ambleton 3	3000					360	18
Edendale Priority Housing Project - Stage 1	1000					360	16,21,22
Mkondeni/Shortts Retreat	3000					360	37
To undertake the Transfer of residential sites in Housing Projects		2000	2000	2000	2000	2000	Various
Informal Settlement Upgrading Programme	**No of Settlements**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Ward No.**
Rapid Assessment of 67 Informal Settlements	75	75					All
Prepare Plans for each Settlement	75	75					All

5.6.5 ROADS, STORMWATER, BUILDINGS AND TRANSPORTATION

GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city with sufficient and well-maintained road, rail, and other physical infrastructure serving all residents, whether they use public or private transport modes. It has layers of diverse transport networks interconnecting at centres and internal urban hubs. Human settlement initiatives reduce housing backlogs and eliminate spatial separation by racial categories. Telecommunications and information technology is universally accessible and reliable. Social infrastructure, focussed on educational, health and recreational facilities meets all communities' needs.	2.1 A diversity of private (cars, bikes, walking) and public (trains, buses, taxis) transport options, using a range of adequate physical infrastructure (roads, rail, and bikeways/ walkways) is readily available to all residents.	2.1.1 Road and rail infrastructure backlogs are reduced such that 90% of communities have access to road and rail services. 2.1.2 100% compliant with Roads infrastructure management plan. 2.1.3 90% of Msunduzi residents can get to work within 45 minutes. 2.1.4 Reliable Public transport services are available 24 hours per day, with accessibility every 15 minutes to key activity nodes. 2.1.5 90% of travel in morning peak periods comprise walking, cycling or energy efficient public transport.

Table 85: Roads Budget

KPA	MUNICIPAL STRATEGIC THRUST	WARD	PROJECT DESCRIPTION	FUND	2014 / 2015 BUDGET	2015 / 2016 BUDGET	2016 / 2017 BUDGET	PROJECT PRIORITISATION	PRIORITY CATEGORY
Basic Service Delivery	An Accessible and Connected City	27	CNL - BURGER ST EXTENSION	CNL	10 000 000	10 000 000	1 500 000	Upgrade	2
Basic Service Delivery	An Accessible and Connected City	37	CNL - UPGRADING OF ROADS IN ASHBURTON - Design	CNL	600 000	5 000 000	5 000 000	Upgrade	2
Basic Service Delivery	An Accessible and Connected City	1-37	CNL - ROAD REHABILITATION - PMS	CNL	25 000 000	25 000 000	25 000 000	Rehabilitation	1
Basic Service Delivery	An Accessible and Connected City	25/32	CNL - CONNOR - OTTO'S BLUFF ROADS - LINK	CNL	2 000 000	13 000 000	1 600 000	Upgrade	2
Basic Service Delivery	An Accessible and Connected City	36	CNL - LESTER BROWN LINK ROAD	CNL	6 500 000	10 000 000	500 000	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	27/33	CNL - Upgrade SWD system in the CBD Roads - Chapel Street floods, etc	CNL	350 000	1 700 000	2 000 000	Upgrade	2
Basic Service Delivery	An Accessible and Connected City	35	CNL - GRIMTHORPE ROAD BRIDGE (DESIGN AND EIA)	CNL	60 000	6 000 000	7 000 000	Committed	1
Basic Service Delivery	An Accessible and Connected City	14, 15, 16, 17, 18, 19, 22, 24, 28, 30, 33, 35	CNL - TRAFFIC CALMING MEASURES	CNL	1 500 000	1 500 000	1 500 000	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	13, 14, 15, 16, 17, 18, 19, 22, 24, 28, 29, 32, 34, 35	CNL - NON MOTORISED TRANSPORT INFRASTRUCTURE DESIGN	CNL	500 000	4 000 000	6 000 000	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	32	CNL - CHOTA MOTALA INTERCHANGE	CNL	7 121 900	0	0	Committed	1
Basic Service Delivery	An Accessible and Connected City	32	CNL - BROOKSIDE TAXI HOLDING AREA	CNL	4 500 000	0	0	Committed	1
Basic Service Delivery	An Accessible and Connected City	12, 15, 22, 23, 24, 25, 26, 27, 28, 29, 31, 32, 33, 34, 35, 36, 37	CNL - TRAFFIC LIGHT SPARES, EQUIPMENT & TOOLS	CNL	0	100 000	100 000	Maintenance	1

KPA	MUNICIPAL STRATEGIC THRUST	WARD	PROJECT DESCRIPTION	FUND	2014 / 2015 BUDGET	2015 / 2016 BUDGET	2016 / 2017 BUDGET	PROJECT PRIORITISATION	PRIORITY CATEGORY
Basic Service Delivery	An Accessible and Connected City	24, 28, 34	CNL - INSTALLATION OF TRAFFIC SIGNALS	CNL	1 200 000	800 000	0	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	33 & 35	EASTERN RING ROAD DETAIL DESIGN	CNL	1 500 000	1 000 000	1 500 000	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	29/37	Rehab of New Greytown road (road reached state of disrepair and riddled with dangerous potholes)	CNL	5 000 000	10 000 000	4 000 000	Rehabilitation	2
Basic Service Delivery	An Accessible and Connected City	ALL	Installation of Guardrails	CNL	0	500 000	550 000	600 000	2
					R 62 611 900.00				

PROPOSED BUDGET 2014/2015	PRIORITY CATEGORY 1	PRIORITY CATEGORY 2	PRIORITY CATEGORY 3
62 611 900	53 381 900	8 730 000	500 000
92 200 000	51 200 000	38 800 000	-
DoRA Allocation			
154 811 900	104 581 900	47 530 000	500 000

5.6.6 FLEET

GOAL	VALUE STATEMENT	TARGET
By 2030, the Msunduzi Municipality is a financially sound and well governed institution, delivering on its legislative mandates and offering residents of the Municipality value for their rates payments.	6.2 By 2030, Msunduzi will have a civil society that actively participates in, and contributes to, sound decision making, ensuring greater accountability of Councillors and Officials.	6.2.1 100% effective administration complying with its legal mandates. 6.2.2 Effective fleet management to ensure resource availability for service delivery. 6.2.3 To maximize the disaster resilience of Msunduzi through coordination of all pre-disaster risk reduction – as well as post disaster response activities within a framework of sustainable development.

Table 86: Fleet budget

KPA	MUNICIPAL STRATEGIC THRUST	WARD	PROJECT DESCRIPTION	FUND	2014 / 2015 BUDGET	PRIORITY CATEGORY
Cross Cutting Interventions	A Well-Serviced City	N/A	CNL - REPLACEMENT OF WORKSHOP FLOOR IN PARKS SMALL PLANT WORKSHOP	CNL	60 000	1
Cross Cutting Interventions	A Well-Serviced City	N/A	CNL - PALISADE FENCING TO ENCLOSE AREA FOR VEHICLE REPAIRS	CNL	100 000	1
Cross Cutting Interventions	A Well-Serviced City	N/A	CNL - REPLACEMENT OF MECHANICAL WORKSHOP EQUIPMENT	CNL	100 000	1
Cross Cutting Interventions	A friendly, safe city;	N/A	CNL - NEW VEHICLE MONITORING CONTROL ROOM AT FLEET FACILITY	CNL	150 000	2
Cross Cutting Interventions	A Well-Serviced City	N/A	CNL - PALISADE FENCING TO ENCLOSE AREA FOR VEHICLE ACCIDENT DAMAGE & DISPOSAL	CNL	100 000	1
Cross Cutting Interventions	A Well-Serviced City	N/A	CNL - NEW VEHICLE WASHING FACILITY AT FLEET FACILITY	CNL	150 000	1
Cross Cutting Interventions	A Well-Serviced City	N/A	CNL - REPLACEMENT OF VEHICLES, PLANT & EQUIPMENT	CNL	30 000 000	1
					30660000	

Basic Service Delivery	An Accessible and Connected City	32	CNL - REPLACEMENT OF LIFTS A S CHETTY BUILDING	CNL	100 000	0	0	Refurbishment	1
Basic Service Delivery	An Accessible and Connected City	32	CNL- LIGHTING UPGRADE 4TH, 2ND, 1ST FLOORS AS CHETTY BUILDING	CNL	200 000	175 000	200 000	Upgrade	2
Basic Service Delivery	An Accessible and Connected City	32	CNL- A S CHETTY BUILDING - WATERPROOFING ROOF SLAB	CNL	250 000			Refurbishment	2
Basic Service Delivery	An Accessible and Connected City	32	CNL - AIRCONDITIONING UPGRADE 4TH, 2ND, 1ST FLOORS AS CHETTY BUILDING	CNL	1 000 000	1 000 000	0	Upgrade	2
Basic Service Delivery	An Accessible and Connected City	32	CNL - FURNITURE	CNL	140 000	50 000	20 000	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	32	CNL- REPLACEMENT EDENDALE ROAD DEPOT ROOF - DAMAGED BY WHITE ANTS	CNL	400 000	0	0	Refurbishment	1
Basic Service Delivery	An Accessible and Connected City	32	CNL - HOSTEL AND CHANGEROOMS (Water/Sanitation Female staff)	CNL	500 000	1 000 000	0	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	32	CNL -COMPLETE REFURB OF LIFTS PROFESSOR NYEMBEZI BUILDING	CNL	100 000	0	0	Committed	1

Basic Service Delivery	An Accessible and Connected City	32	CNL- REPAIRS TO BRICKWORK PROFESSOR NYEMBEZI BUILDING	CNL	500 000	500 000	0	Upgrade	3
Basic Service Delivery	An Accessible and Connected City	32	CNL- PROFESSOR NYEMBEZI BLDG - REPLACEMENT OF AIRCON CONSOLE UNITS	CNL	600 000	500 000	500 000	Upgrade	2
Basic Service Delivery	An Accessible and Connected City	32	CNL- NEW PLANT AND EQUIPMENT	CNL	100 000	150 000	200 000	Upgrade	1
Basic Service Delivery	An Accessible and Connected City	32	CNL - REFURBISHMENT OF CITY HALL BUILDING - (Door, Windows, Gutters, Down Pipe, Moldings, Toilets Etc) Appt AMAFA Consultant for application and costing	CNL	180 000	2 500 000	1 000 000	Rehabilitation	2
Basic Service Delivery	An Accessible and Connected City	22	CNL - COMPLETION OF MOSES MABHIDA MULTI-PURPOSE BUILDING	CNL	3 000 000	4 500 000	0	Rehabilitation	1
Basic Service Delivery	An Accessible and Connected City	32	UPGRADE OF FIRE DETECTORS IN CITY HALL	CNL	350 000				1

5.6.7 ELECTRICITY

GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted, adequate energy supply, and regular waste removal - for ALL neighbourhoods, communities, and centres of business.	1.2 City-wide energy infrastructure and service delivery provides a reliable, high quality supply of energy. Energy supply meets the anticipated increased demand for electricity specifically, including peak periods.	1.2.1 Disruption to energy supply is minimised to 6 hours in 100% of incidents. 1.2.2 Electricity supply keeps pace with expected growth of 4% per annum. 1.2.3 100% of households have basic electricity supply.
	1.3 Energy prices are affordable for residents.	1.3.1 100% of municipal households are fitted with solar water heating geysers.
	1.4 Use of renewable sources of energy is widespread.	1.4.1 100% of street lights and 100% of traffic signals in the CBD are powered by renewable energy.
	1.5 Energy production, capacity, storage, management, and distribution rapidly adapts to changing patterns of demand.	1.5.1 Demand management provides a 10% reduction in peak demand.
	1.6 City-wide infrastructure and service delivery provides reduced electricity losses.	1.6.1 Reduces electricity losses to below 5% of bulk supply purchases.

Table 87: Electricity Budget

KPA	STRATEGIC PRIORITY AREA	WARD	PROJECT DESCRIPTION	FUND	2015 / 2016 BUDGET	2016 / 2017 BUDGET	2017 / 2018 BUDGET	PRIORITY CATEGORY
Basic Service Delivery	An Accessible and Connected City	All	CNL - SUBSTATION BATTERY CHARGERS	CNL	0	3 776 400	3 776 400	Development
Basic Service Delivery	An Accessible and Connected City		CNL - UPGRADE OF RETIEF PRIMARY FOR PROVINCIAL LEGISLATURE	CNL	0	20 000 000	0	Development
Basic Service Delivery	An Accessible and Connected City	All	CNL - SYSTEM REINFORCEMENT	CNL	0	11 539 000	15 000 000	Development
Basic Service Delivery	An Accessible and Connected City	All	DBSA - NETWORK REFURBISHMENT	CNL	0	9 980 000	11 000 000	Development
Basic Service Delivery	An Accessible and Connected City	All	CNL - CROSSWAYS CABLES	CNL	0	0	0	Development
Basic Service Delivery	An Accessible and Connected City	All	INEP - ELECTRIFICATION	INEP	10 000 000	10 500 000	15 000 000	Development
Basic Service Delivery	An Accessible and Connected City	All	CNL - NETWORK 132kV REHABILITATION PLAN	CNL	15 000 000	15 000 000	15 000 000	Development
Basic Service Delivery	An Accessible and Connected City	All	DBSA - NETWORK 132kv REHABILITATION PLAN	DBSA	100 000 000	50 000 000	0	
Basic Service Delivery	An Accessible and Connected City	All	TREASURY - ELECTRIFICATION - NHLALAKAHLE INFORMAL SETTLEMENT	TREASURY	0	0	0	
Basic Service Delivery	An Accessible and Connected City		INEP - C/O ELECTRIFICATION	INEP	0	0	0	
Basic Service Delivery	An Accessible and Connected City		INEP - C/O SWAPO ELECTRIFICATION	INEP	0	0	0	
Basic Service Delivery	An Accessible and Connected City	All	CNL - LV PROTECTION RETROFIT	CNL	0	1 888 200	1 888 200	Development
Basic Service Delivery	An Accessible and Connected City	All	CNL - QOS SYSTEMS	CNL	0	0	0	Development
Basic Service Delivery	An Accessible and Connected City	All	DBSA - RE-ROUTING OF OHL IN CLARIDGE	CNL	0	0	0	Development
Basic Service Delivery	An Accessible and Connected City	All	DBSA - SMART METERS	CNL	0	100 000 000	0	Development
Basic Service Delivery	An Accessible and Connected City	All	CNL - STREETLIGHTING	CNL	0	8 392 000	10 000 000	Development

KPA	STRATEGIC PRIORITY AREA	WARD	PROJECT DESCRIPTION	FUND	2015 / 2016 BUDGET	2016 / 2017 BUDGET	2017 / 2018 BUDGET	PRIORITY CATEGORY
Basic Service Delivery	An Accessible and Connected City	All	MIG - HIGH MAST LIGHTS IN VULINDLELA & GREATER EDENDALE	MIG	8 000 000	10 000 000	9 405 350	Development
Basic Service Delivery	An Accessible and Connected City	All	DOE - ENERGY EFFECIENCY AND DEMAND SIDE MANAGEMENT	DME	0	10 000 000	0	Development
Basic Service Delivery	An Accessible and Connected City		MIG - JIKA JOE COMMUNITY LIGHTING	MIG	0	0	0	
Basic Service Delivery	An Accessible and Connected City		COGTA C/O - SOLAR STREET & TRAFFIC LIGHTS	COGTA	0	0	0	
Basic Service Delivery	An Accessible and Connected City		COGTA C/O - REPLACEMENT OF TRANSFORMER	COGTA	0	0	0	
Basic Service Delivery	An Accessible and Connected City	All	DBSA - UPGRADE OF TRANSFORMERS / CAPITAL EQUIPMENT	CNL	0	29 107 000	30 000 000	Development
Basic Service Delivery	An Accessible and Connected City		DEVCONT - TRANSFORMER / MINI SUBS	DEVCONT	0	5 500 000	6 050 000	Development
Basic Service Delivery	An Accessible and Connected City		TREASURY - TRANSFORMER	TREASURY	0	0	0	
Basic Service Delivery	An Accessible and Connected City		CNL - PLANT AND EQUIPMENT	CNL	0	0	0	
Basic Service Delivery	An Accessible and Connected City		DBSA - SYSTEM REINFORCEMENT	CNL	0	0	0	
Basic Service Delivery	An Accessible and Connected City	All	CNL - PURCHASING OF NEW TRAFFIC SIGNAL CONTROLLERS	CNL	150 000	0	0	Maintenance
Basic Service Delivery	An Accessible and Connected City		CNL - PURCHASING OF NEW TRAFFIC SIGNAL POLES	CNL	0	0	0	
Basic Service Delivery	An Accessible and Connected City	All	CNL - PLANT AND EQUIPMENT	CNL	300 000	300 000	300 000	Maintenance

ELECT	FUNDING SOURCE	PROPOSED BUDGET 2014/2015	PRIORITY CATEGORY 1	PRIORITY CATEGORY 2	PRIORITY CATEGORY 3
	CNL	128 500 000	128 500 000	0	0
	DOE	8 000 000	8 000 000	0	0
	DME	100 000 000	100 000 000	0	0
	INEP	20 000 000	20 000 000	0	0
	MIG	10 000 000	10 000 000	0	0
	TOTAL	**R 266 500 000.00**	**R 266 500 000.00**	**0**	**0**

SECTION F CHAPTER 6: FINANCIAL PLAN

6.1 INTRODUCTION

This section summarises key elements from the municipal budget. The municipality has the capacity to spend its capital budget and no less than 100% of the capital budget that has been spent of the last three years.

6.2 OPERATING BUDGET

The following table summarises the Msunduzi Operating Budget.

Table 88: Operating Budget

KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
City Manager		7 030	–	9 110	5 000	6 180	6 180	6 180	–	–	–
1.1 - Internal Audit and Compliance					–	–	–	–	–	–	–
1.2 - Office of the City Manager		7 030		9 110	5 000	5 925	5 925	5 925	–	–	–
1.3 - Political Support				–	–	255	255	255	–	–	–
1.4 - Strategic Planning				–	–	–	–	–	–	–	–
City Finance		7 349	–	742	26 500	41 278	41 278	41 278	–	–	–
2.1 - Asset Management				–	1 500	16 250	16 250	16 250	–	–	–
2.2 - Budget and Treasury Management				–	25 000	25 028	25 028	25 028	–	–	–
2.3 - Expenditure Management				–	–	–	–	–	–	–	–
2.4 - Revenue Management		7 349		–	–	–	–	–	–	–	–
2.5 - Supply Chain Management				742	–	–	–	–	–	–	–
Community Services and Social Equity		53 249	8 091	48 595	32 850	54 868	54 868	54 868	–	–	–
3.1 - Area Based Management				779	–	3 792	3 792	3 792	–	–	–
3.2 - Public Safety, Emergency Services and Enforcement		229		–	–	10 423	10 423	10 423	–	–	–
3.3 - Recreation and Facilities		32 815		46 988	31 350	36 833	36 833	36 833	–	–	–
3.4 - Waste Management		20 206	8 091	829	1 500	3 820	3 820	3 820	–	–	–

KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
									–	–	–
Corporate Services		–	2 500	257	3 250	3 637	3 637	3 637	–	–	–
4.1 - Human Resources Management				–	–	108	108	108	–	–	–
4.2 - Information Technology			2 500	–	3 000	2 082	2 082	2 082	–	–	–
4.3 - Legal Services				257	250	504	504	504	–	–	–
4.4 - Secretariat and Auxiliary Services				–	–	943	943	943	–	–	–
									–	–	–
Infrastructure Services		191 149	179 003	326 083	569 454	527 144	527 144	527 144	–	–	–
5.1 - Electricity		28 031	43 500	123 474	133 000	130 791	130 791	130 791	–	–	–
5.2 - Project Management Office				–	–				–	–	–
5.3 - Roads and Transportation		78 748	78 402	109 919	315 721	275 744	275 744	275 744	–	–	–
5.4 - Water and Sanitation		84 369	57 101	92 691	120 733	120 609	120 609	120 609	–	–	–
									–	–	–
Sustainable Development and City Enterprises		32 996	–	55 804	45 000	50 176	50 176	50 176	–	–	–
6.1 - City Entities				5 279	–	562	562	562	–	–	–
6.2 - Development Services		31 406		48 090	20 000				–	–	–
6.3 - Human Settlement Development				2 435	17 000	25 316	25 316	25 316	–	–	–
6.4 - Town Planning		1 590		–	8 000	24 297	24 297	24 297	–	–	–
									–	–	–
Vote 7 - (NAME OF VOTE 7)		–	–	–	–	–	–	–	–	–	–
7.1 - (Name of sub-vote)									–	–	–
									–	–	–
Vote 8 - (NAME OF VOTE 8)		–	–	–	–	–	–	–	–	–	–
8.1 - (Name of sub-vote)									–	–	–
									–	–	–
Vote 9 - (NAME OF VOTE 9)		–	–	–	–	–	–	–	–	–	–
9.1 - (Name of sub-vote)									–	–	–
									–	–	–
Vote 10 - (NAME OF VOTE 10)		–	–	–	–	–	–	–	–	–	–
10.1 - (Name of sub-vote)									–	–	–
									–	–	–
Vote 11 - (NAME OF VOTE 11)		–	–	–	–	–	–	–	–	–	–
11.1 - (Name of sub-vote)									–	–	–

KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
									–	–	–
Vote 12 - (NAME OF VOTE 12)		–	–	–	–	–	–	–	–	–	–
12.1 - (Name of sub-vote)									–	–	–
									–	–	–
Vote 13 - (NAME OF VOTE 13)		–	–	–	–	–	–	–	–	–	–
13.1 - (Name of sub-vote)									–	–	–
									–	–	–
Vote 14 - (NAME OF VOTE 14)		–	–	–	–	–	–	–	–	–	–
14.1 - (Name of sub-vote)									–	–	–
									–	–	–
Vote 15 - (NAME OF VOTE 15)		–	–	–	–	–	–	–	–	–	–
15.1 - (Name of sub-vote)									–	–	–
									–	–	–
Capital multi-year expenditure sub-total		291 773	189 594	440 590	682 054	683 282	683 282	683 282	–	–	–
Capital expenditure - Municipal Vote											
Single-year expenditure appropriation	2										
City Manager		3 100	3 100	555	750	750	750	750	500	1 000	1 500
1.1 - Internal Audit and Compliance					–	–	–	–	250	–	–
1.2 - Office of the City Manager				97	750	750	750	750	250	1 000	1 500
1.3 - Political Support		3 100	3 100	457	–	–	–	–			
1.4 - Strategic Planning					–	–	–	–			
City Finance		7 000	7 012	27 839	710	710	710	710	992	32 395	33 193
2.1 - Asset Management				8 682	25	25	25	25	10	32 010	33 010
2.2 - Budget and Treasury Management				14 912	–	–	–	–	410	–	–
2.3 - Expenditure Management				–	65	65	65	65	55	77	90
2.4 - Revenue Management		7 000	7 012	938	520	520	520	520	407	228	3
2.5 - Supply Chain Management				3 307	100	100	100	100	110	80	90
Community Services and Social Equity		28 500	28 910	21 844	17 619	17 619	17 619	17 619	19 590	25 131	20 110
3.1 - Area Based Management				1 392	990	990	990	990	50	20	–
3.2 - Public Safety, Emergency Services and Enforcement		13 500	15 610	2 880	9 953	9 953	9 953	9 953	4 500	4 775	9 910

KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
3.3 - Recreation and Facilities				13 954	4 456	4 456	4 456	4 456	13 540	17 336	9 200
3.4 - Waste Management		15 000	13 300	3 617	2 220	2 220	2 220	2 220	1 500	3 000	1 000
Corporate Services		4 500	2 188	12 260	3 150	3 150	3 150	3 150	1 527	3 000	3 500
4.1 - Human Resources Management		4 500	2 188	470	–	–	–	–	112		
4.2 - Information Technology				8 762	3 150	3 150	3 150	3 150	1 120	3 000	3 500
4.3 - Legal Services				354	–	–	–	–	85	–	–
4.4 - Secretariat and Auxiliary Services				2 674	–	–	–	–	210		
				–							
Infrastructure Services		57 823	112 602	22 878	2 980	2 980	2 980	2 980	2 690	73 675	75 280
5.1 - Electricity		9 083	28 000	13 433	–	–	–	–		26 300	27 500
5.2 - Project Management Office		12 250	12 700	–	–	–	–	–		–	–
5.3 - Roads and Transportation		34 437	49 230	6 768	2 080	2 080	2 080	2 080	2 210	46 775	47 180
5.4 - Water and Sanitation		2 053	22 672	2 677	900	900	900	900	480	600	600
Sustainable Development and City Enterprises		9 179	20 500	2 671	1 798	1 798	1 798	1 798	3 798	1 910	1 910
6.1 - City Entities				1 033	1 398	1 398	1 398	1 398			
6.2 - Development Services				411	125	125	125	125	2 000	1 000	1 000
6.3 - Human Settlement Development				756	75	75	75	75			
6.4 - Town Planning		9 179	20 500	471	200	200	200	200	1 798	910	910
Capital single-year expenditure sub-total		**110 102**	**174 312**	**88 046**	**27 006**	**27 006**	**27 006**	**27 006**	**29 096**	**137 111**	**135 493**
Total Capital Expenditure		**401 875**	**363 906**	**528 636**	**709 060**	**710 288**	**710 288**	**710 288**	**29 096**	**137 111**	**135 493**

Table 89: Transfers and grant receipts

KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
RECEIPTS:	1, 2									



KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts										
Description	**Ref**	**2012/13**	**2013/14**	**2014/15**	**Current Year 2015/16**			**2016/17 Medium Term Revenue & Expenditure Framework**		
R thousand		**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2016/17**	**Budget Year +1 2017/18**	**Budget Year +2 2018/19**
Operating Transfers and Grants										
National Government:		**351 129**	**377 234**	**475 432**	**407 948**	**407 693**	**407 693**	**458 705**	**497 153**	**544 871**
Local Government Equitable Share		338 903	354 313	373 541	395 786	395 786	395 786	432 307	480 046	527 315
Finance Management		1 997	1 550	1 600	1 600	1 600	1 600	1 625	1 700	1 700
Municipal Systems Improvement		555	245	808	930	675	675	–	–	–
EPWP Incentive		1 362	1 874	2 784	4 032	4 032	4 032	6 809		
Energy Efficiency and Deman Side Management		–	–	–	–	–	–	8 000		
Water Services Operating Subsidy		–	5 391	1 758	–	–	–			
Public Transport Infrastracture		–	–	88 849	–	–	–			
Operating costs-MIG		3 909	10 350	6 092	5 000	5 000	5 000	9 964	15 407	15 856
Neighbourhood Development Partnership Technical ass		4 403	3 512		600	600	600	–	–	–
		–	–	–	–	–	–		–	–
Provincial Government:		**44 493**	**70 887**	**43 759**	**32 704**	**41 190**	**41 190**	**10 786**	**13 000**	**15 000**
Health subsidy					–	–	–			
Provincial Government:		31 078	35 774	3	–	–	–			
Expanded Public Works Grant		1 362	1 874		–	–	–			
Sport and Recreation		–	–	60	–	–	–			
Health		1 090	6 242		–	–	–			
Human Settlements		–	12 198	16 413	8 715	17 201	17 201			
Public Works		–	–	–	–	–	–			
Arts and Culture- Community Library Services		–	–	10 347	552	552	552	581	612	642
Arts and Culture- Provincialisation		10 963	14 800	16 201	23 057	23 057	23 057	9 805	11 967	13 917
Arts and Culture-Museum Subsidies		–	–	478	380	380	380	400	421	441
COGTA		–	–	257	–	–	–			
District Municipality:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
(insert description)										
Other grant providers:		–	–	413	–	–	–	–	–	–
Developer Contribution				413						
Total Operating Transfers and Grants	**5**	**395 622**	**448 122**	**519 604**	**440 652**	**448 883**	**448 883**	**469 491**	**510 153**	**559 871**
Capital Transfers and Grants										
National Government:		**148 694**	**197 682**	**289 651**	**489 060**	**489 315**	**489 315**	**447 515**	**463 372**	**525 760**

KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Municipal Infrastructure Grant (MIG)		135 302	155 719	157 065	187 456	187 456	187 456	180 653	191 345	203 400
Public Transport and Systems		4 567	17 695	20 634	213 271	213 271	213 271	200 031	200 023	212 033
Neighbourhood Development Partnership		501	707	20 195	20 000	20 000	20 000	22 110	23 813	35 327
Dept of Mineral/Electricty		840	5 704	9 188						
Intergrated National Electrification Porgramme		7 484	17 504	82 151	10 000	10 000	10 000	8 000	10 000	10 000
Municipal Systems Improvement			353	417		255	255			
Municipal Water Infrastructure Grant					58 333	58 333	58 333	36 721	38 191	65 000
Provincial Government:		**22 019**	**48 501**	**66 807**	**–**	**–**	**–**	**19 899**	**16 851**	**16 229**
Airport Development Project		9 384	14 198	–	–	–	–			
Sport and Recreation		2 100	2 384	80	–	–	–	–	–	
Corridor Development		10 535	–		–	–	–	–	–	
KZNPA		–	774	5 182	–	–	–		–	
Arts and Culture-Museum Subsidies		–	4 057	8 865	–	–	–	9 510	8 136	7 514
COGTA		–	3 324	18 016	–	–	–		–	
Human Settlement			22 524	25 032	–	–	–	10 389	8 715	8 715
Municipal Water Infrastructure		–	1 239	9 631	–	–	–	–	–	
District Municipality:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
(insert description)										
Other grant providers:		**135**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Carnegie		135								
Cementry Trust										
Total Capital Transfers and Grants	**5**	**170 848**	**246 183**	**356 459**	**489 060**	**489 315**	**489 315**	**467 414**	**480 223**	**541 989**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**566 470**	**694 304**	**876 063**	**929 712**	**938 198**	**938 198**	**936 905**	**990 376**	**1 101 860**

6.3 COST OF FREE BASIC SERVICES

The municipality has an adopted an indigent register and annually people are invited to register as per the adopted policy. The indigent policy is reviewed annually as required by the Legislation. Council receives Equitable Share to subsidise those who cannot afford to pay for the minimum needs. The objective in calculating the amountto be subsidised, must be to prevent an increasing balance on the account of an indigent as it will be difficult to recover the debt in a humanly way. Further to the free basic services, we are trying to remove the burden from the indigentcustomers by reducing their amperage on the electricity they use to 20AMPS. We have started a project to replace all indigent customer meters withsmart prepaid meters.

Indigent policy refers to: people who are lacking the necessities of life such as sufficient water, basic sanitation, refuse removal, environmentalhealth, basic energy, health care, housing, food and clothing. The municipal spend on electricity for 2014/2015 was R1 776 902, spend on water 2014/2015 R2 169230, spend on sewerage for 2014/2015 R4 844 477, spend on refuse for 2014/2015 R1 857 346.

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

1. That the gross household income for qualification as a registered indigent be determined each year by Council in terms of the tariff register.

Currently the threshold income is R3500.00

2. That the prescribed application forms be completed annually.

The following table summarises the Msunduzi Operating Budget

Table 90: Cost of FBS

KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement											
Description	**Ref**	**2012/13**	**2013/14**	**2014/15**	**Current Year 2015/16**			**2016/17 Medium Term Revenue & Expenditure Framework**		
		Outcome	**Outcome**	**Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2016/17**	**Budget Year +1 2017/18**	**Budget Year +2 2018/19**
Household service targets	1									
Water:										
Piped water inside dwelling		–	–	81 771	84 406	87 074	87 074	82 371	82 671	82 951
Piped water inside yard (but not in dwelling)		–	–	65 855	67 172	68 515	68 515	69 855	69 955	70 005
Using public tap (at least min.service level)	2	–	–	16 266	16 591	16 922	16 922	20 496	20 696	20 846
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	163 892	168 169	172 511	172 511	172 722	173 322	173 802
Using public tap (< min.service level)	3	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		–	–	6 659	5 792	4 927	4 927	–	–	–
Below Minimum Service Level sub-total		–	–	6 659	5 792	4 927	4 927	–	–	–
Total number of households	**5**	**–**	**–**	**170 551**	**173 961**	**177 438**	**177 438**	**172 722**	**173 322**	**173 802**
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		–	–	85 125	85 275	85 425	85 425	85 325	85 555	85 615
Flush toilet (with septic tank)		–	–	8 570	8 580	8 590	8 590	7 415	7 315	7 225
Chemical toilet		–	–	3 000	2 500	2 500	2 500	4 095	4 000	3 800
Pit toilet (ventilated)		–	–	22 344	32 696	32 696	32 696	31 760	32 760	33 970
Other toilet provisions (> min.service level)		–	–	20 044	16 044	12 044	12 044	10 000	10 000	10 000
Minimum Service Level and Above sub-total		–	–	139 083	145 095	141 255	141 255	138 595	139 630	140 610

KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Bucket toilet		–	–	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)		–	–	31 468	28 866	36 183	36 183	29 192	29 192	29 192
No toilet provisions		–	–	–	–	–	–	4 935	4 500	4 000
Below Minimum Service Level sub-total		–	–	31 468	28 866	36 183	36 183	34 127	33 692	33 192
Total number of households	**5**	**–**	**–**	**170 551**	**173 961**	**177 438**	**177 438**	**172 722**	**173 322**	**173 802**
Energy:										
Electricity (at least min.service level)		–	–	42 821	43 021	43 021	43 021	43 101	43 186	43 276
Electricity - prepaid (min.service level)		–	–	24 809	25 759	25 759	25 759	26 289	27 189	28 189
Minimum Service Level and Above sub-total		–	–	67 630	68 780	68 780	68 780	69 390	70 375	71 465
Electricity (< min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	**5**	**–**	**–**	**67 630**	**68 780**	**68 780**	**68 780**	**69 390**	**70 375**	**71 465**
Refuse:										
Removed at least once a week		85 000	–	110 000	124 200	124 200	124 200	163 000	163 000	163 000
Minimum Service Level and Above sub-total		85 000	–	110 000	124 200	124 200	124 200	163 000	163 000	163 000
Removed less frequently than once a week		18 400	–	–	–	–	–	–	–	–
Using communal refuse dump		–	–	–	–	–	–	–	–	–
Using own refuse dump		–	–	–	–	–	–	–	–	–
Other rubbish disposal		34 490	–	26 551	29 761	33 238	33 238	–	–	–
No rubbish disposal		–	–	34 000	20 000	20 000	20 000	–	–	–
Below Minimum Service Level sub-total		52 890	–	60 551	49 761	53 238	53 238	–	–	–
Total number of households	**5**	**137 890**	**–**	**170 551**	**173 961**	**177 438**	**177 438**	**163 000**	**163 000**	**163 000**
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free minimum level service)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per household per month)		–	–	–	–	–	–	–	–	–
Refuse (removed at least once a week)		–	–	–	–	–	–	–	–	–

KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement											
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free sanitation service to indigent households)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per indigent household per month)		–	–	–	–	–	–	–	–	–
Refuse (removed once a week for indigent households)		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		–	–	–	–	–	–	–	–	–
Total cost of FBS provided		–	–	–	–	–	–	–	–	–
Highest level of free service provided per household										
Property rates (R value threshold)						150 000	150 000	100 000		
Water (kilolitres per household per month)						6	6	6		
Sanitation (kilolitres per household per month)						–	–	–		
Sanitation (Rand per household per month)						101	115	122		
Electricity (kwh per household per month)						70	70	70		
Refuse (average litres per week)						200	200	200		
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)						359 844	381 435	404 321		
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)		285 660	367 505	–	369 450	369 450	369 450	369 450	391 617	415 114

KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Water (in excess of 6 kilolitres per indigent household per month)		10 983	17 938	–	118 611	118 611	118 611	118 611	125 136	132 018
Sanitation (in excess of free sanitation service to indigent households)		16 567	7 658	–	4 554	4 554	4 554	4 554	4 804	5 069
Electricity/other energy (in excess of 50 kwh per indigent household per month)		–	6 739	–	2 195	2 195	2 195	2 195	2 402	2 627
Refuse (in excess of one removal a week for indigent households)		8 520	2 613	–	3 080	3 080	3 080	3 080	3 250	3 429
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		**321 729**	**402 454**	**–**	**497 891**	**857 735**	**879 325**	**902 211**	**527 209**	**558 257**

6.4 ALIGNMENT OF THE MUNICIPAL BUDGET WITH THE MUNICIPAL GOALS AND OBJECTIVES

The table below indicates budget per strategic objective.

Table 91: Alignment with revenue budget

KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)											
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Optimised systems, procedures and processes	Financially viable and well governed City			792 096	1 184 426	1 205 095	1 205 095	1 205 094	1 205 094	1 108 678	1 308 459	1 400 051
Improved the state of municipal infrastructure	Well serviced, an accessible and connected city, clean green city			2 544 734	2 467 278	2 601 800	2 729 925	2 740 702	2 740 702	2 860 658	2 939 121	3 099 192

KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)													
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Increased economic activity	An economically prosperous city			7 825	17 091	23 573	10 573	10 573	10 573	12 159	13 010	13 921
Improved customer experience & public participation	Financially viable and well governed City			245	284	326	326	326	326	349	380	399
Improved community and environmental health and safety	A clean green ciity a friendly safe city			351	376	448	448	448	448	497	542	602
Improved community and environmental health and safety	A clean green ciity a friendly safe city			36 103	48 733	66 157	46 157	46 157	46 157	50 312	104 144	119 765
Scheme as a part of Land Use Management System	To develop strong welcoming, caring & diverse communities living in a variety of friendly.			–	–	283 942	661 705	703 209	703 209	812 430	859 786	1 040 525
To eradicate the housing backlog	Reduce housing backlogs and eliminate spatial separation by racial categories.			–	–					202 261	184 125	181 201
To ensure proper regulations, control and enforcement	To promote & enhance e-governance			–	–							

KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)												
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
To develop social housing	To promote integrated development			–	–							
Increased performance	Financially viable and well governed City			–								
To provide adequate staffing levels	To promote & enhance e-governance			–	–							
To promote the involvement of communities	To promote integrated development			–	–							
Environmentally sustainable development	To promote integrated development			–	–							
Improved municipal planning and spatial development	A clean green ciity a friendly safe city			–	–							
Scheme as a part of Land Use Management System	To develop strong welcoming, caring & diverse communities living in a variety of friendly.			–	–							
To eradicate the housing backlog	Reduce housing backlogs and eliminate spatial separation by racial categories.			–	–							
Allocations to other priorities			2									

KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)												
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Total Revenue (excluding capital transfers and contributions)			**1**	**3 381 355**	**3 718 188**	**4 181 341**	**4 654 229**	**4 706 510**	**4 706 510**	**5 047 343**	**5 409 567**	**5 855 655**

Table 92: Alignment with operating expenditure budget

KZN225 Msunduzi - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)												
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Strengthened Governance	Financially viable and well governed City				–	43 629	539 004	556 552	556 552	606 642	615 741	708 103
Improved municipal planning and spatial development	A clean green ciity a friendly safe city				–	23 665	279 931	279 931	279 931	221 921	241 236	282 184
Environmentally sustainable development	To promote integrated development				–	381 841	–	–	–	174 404	99 338	866
Optimised systems, procedures and processes	Financially viable and well governed City			788 843	796 112	949 280	983 839	983 839	983 839	1 031 414	1 244 556	1 434 359
Increased provision of municipal services	Well serviced, an accessible and connected city, clean green city			2 451 120	2 758 452	2 613 908	2 300 605	2 357 507	2 357 507	2 365 802	2 638 448	2 728 812

KZN225 Msunduzi - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)												
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Increased economic activity	An economically prosperous city			6 936	7 795	9 238	11 521	11 521	11 521	13 250	14 442	15 453
Improved customer experience & public participation	Financially viable and well governed City			218	245	33 279	1 621	1 621	1 621	1 767	2 032	3 251
Increased institutional capacity and transformation	Financially viable and well governed City			311	350	370	1 721	1 721	1 721	30 828	43 589	52 153
Improved community and environmental health and safety	A clean green ciity a friendly safe city			32 070	35 970	78 139	43 458	43 458	43 458	45 473	63 625	82 714
Allocations to other priorities												
Total Expenditure			1	3 279 500	3 598 924	4 133 350	4 161 699	4 236 150	4 236 150	4 491 502	4 963 007	5 307 895

Table 93: Alignment with capital expenditure

KZN225 Msunduzi - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)												
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Improved community and environmental health and safety	A clean green ciity a friendly safe city	A		–	–	–	–	–	–	–	–	–

KZN225 Msunduzi - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)													
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Improved provision of social development services	Well serviced, an accessible and connected city, clean green city	B		88 811	–	–	–	–	–	–	–	–
Strengthened Governance	Financially viable and well governed City	C		–	–	4 855	5 580	5 580	5 580	4 799	5 747	5 403
Improved municipal planning and spatial development	A clean green ciity a friendly safe city	D		–	–	–	–	–	–	–	–	–
Increased performance	Financially viable and well governed City	E		–	–	–	–	–	–	–	–	–
Improved municipal planning and spatial development	A clean green ciity a friendly safe city	F		–	–	–	–	–	–	–	–	–
Improved community and environmental health and safety	A clean green ciity a friendly safe city	G		–	–	–	–	–	–	–	–	–
Improved the state of municipal infrastructure	Well serviced, an accessible and connected city, clean green city	H		–	6 250	17 052	19 600	19 600	19 600	16 856	20 188	18 977
Improved provision of social development services	Well serviced, an accessible and connected city, clean green city	I		308 114	81 637	89 062	90 201	197 423	197 423	157 602	371 451	454 031
Strengthened Governance	Financially viable and well governed City	J		4 950	2 322	19 983	22 969	22 969	22 969	19 753	23 658	22 239
Improved economic activity	An economically prosperous city	K		–	–	3 925	4 512	4 512	4 512	3 880	4 647	4 369

KZN225 Msunduzi - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)												
Strategic Objective	Goal	Goal Code	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Improved community and environmental health and safety	A clean green ciity a friendly safe city	L		–	27 678	–	–	–	–	–	–	–
Improved economic activity	An economically prosperous city	M		–	22 725	9 005	10 350	10 350	10 350	8 901	10 661	10 021
Improved community and environmental health and safety	A clean green ciity a friendly safe city	N		–	22 725	50 086	57 570	57 570	57 570	49 510	59 297	55 739
		O		–	–	–	–	–	–	–	–	–
Increased provision of municipal services	Well serviced, an accessible and connected city, clean green city	P		–	200 569	148 886	284 735	178 741	178 741	142 465	245 048	160 369
Improved the state of municipal infrastructure	Well serviced, an accessible and connected city, clean green city			–		65 233	74 980	74 980	74 980	64 483	77 229	80 596
Increased provision of municipal services	Well serviced, an accessible and connected city, clean green city			–		20 736	23 834	23 834	23 834	20 497	27 582	80 596
Increased provision of municipal services	Well serviced, an accessible and connected city, clean green city			–		26 795	30 799	30 799	30 799	26 487	89 041	80 596
Increased provision of municipal services	Well serviced, an accessible and connected city, clean green city			–	–	73 019	83 930	83 930	83 930	72 180	86 448	80 596
Allocations to other priorities			3									
Total Capital Expenditure			1	401 875	363 906	528 636	709 060	710 288	710 288	587 414	1 020 998	1 053 532

6.5 OPERATIONAL AND MAINTENANCE COSTS

The following table summarises the Operations and Maintenance costs spent per financial year, as well as the percentage this is of the total expenditure.

Table 94: Repairs and Maintenance Costs

KZN225 Msunduzi - Table A9 Asset Management											
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
EXPENDITURE OTHER ITEMS											
Depreciation & asset impairment		237 153	453 332	481 107	485 746	485 746	485 746	506 103	568 124	640 684	
Repairs and Maintenance by Asset Class	3	97 782	139 060	193 317	202 126	172 126	172 126	171 344	194 813	205 484	
Infrastructure - Road transport		5 361	7 094	8 642	29 658	19 658	19 658	41 854	35 239	57 429	
Infrastructure - Electricity		24 992	48 014	65 251	48 071	43 071	43 071	35 104	56 075	69 067	
Infrastructure - Water		746	1 554	17 375	15 714	10 714	10 714	18 423	22 392	23 691	
Infrastructure - Sanitation		–	502	5 936	4 807	4 807	4 807	32 562	7 306	7 730	
Infrastructure - Other		86	–	3 485	8 814	8 814	8 814	7 399	5 153	4 673	
#REF!		31 185	57 165	100 690	107 064	87 064	87 064	135 342	126 165	162 590	
#REF!		2 074	–	24 446	4 582	4 582	4 582	23 063	26 550	17 568	
#REF!		55 926	42 746	36 245	–	–	–	–	–	–	
#REF!		–	–	–	–	–	–	–	–	–	
#REF!	6, 7	8 597	39 150	31 937	90 481	80 481	80 481	12 938	42 097	25 326	
TOTAL EXPENDITURE OTHER ITEMS		**334 935**	**592 392**	**674 424**	**687 872**	**657 872**	**657 872**	**677 447**	**762 937**	**846 167**	
Renewal of Existing Assets as % of total capex		72.6%	52.1%	77.7%	90.8%	87.9%	87.9%	85.8%	78.7%	79.4%	
Renewal of Existing Assets as % of deprecn"		123.0%	41.8%	85.4%	132.6%	128.5%	128.5%	99.6%	141.5%	130.6%	
R&M as a % of PPE		1.6%	2.3%	2.8%	2.9%	2.5%	2.5%	2.4%	2.6%	2.6%	
Renewal and R&M as a % of PPE		6.0%	5.0%	8.0%	11.0%	11.0%	11.0%	9.0%	13.0%	13.0%	

6.6 REVENUE GENERATION

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

(i) MUNICIPAL PROPERTY RATES

The Municipality implemented the local Government: Municipal Property Rates Act (MPRA) on 1 July 2008 following the original publication of the valuation roll in February 2008. Key activities since publication have been the processing of objections and queries to the roll, publishing of four supplementary rolls in the first financial year, with a target of three supplementary rolls per year thereafter. The municipality is busy with this process in 2014/2015 awaiting public consultation. It will be implemented on the 1st July 2014

(ii) COUNCIL DEBT REDUCTION

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

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

Each category has different collection strategies:

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

6.7 ASSET MANAGEMENT

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

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

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

6.8 SOUND FINANCIAL STRATEGIES

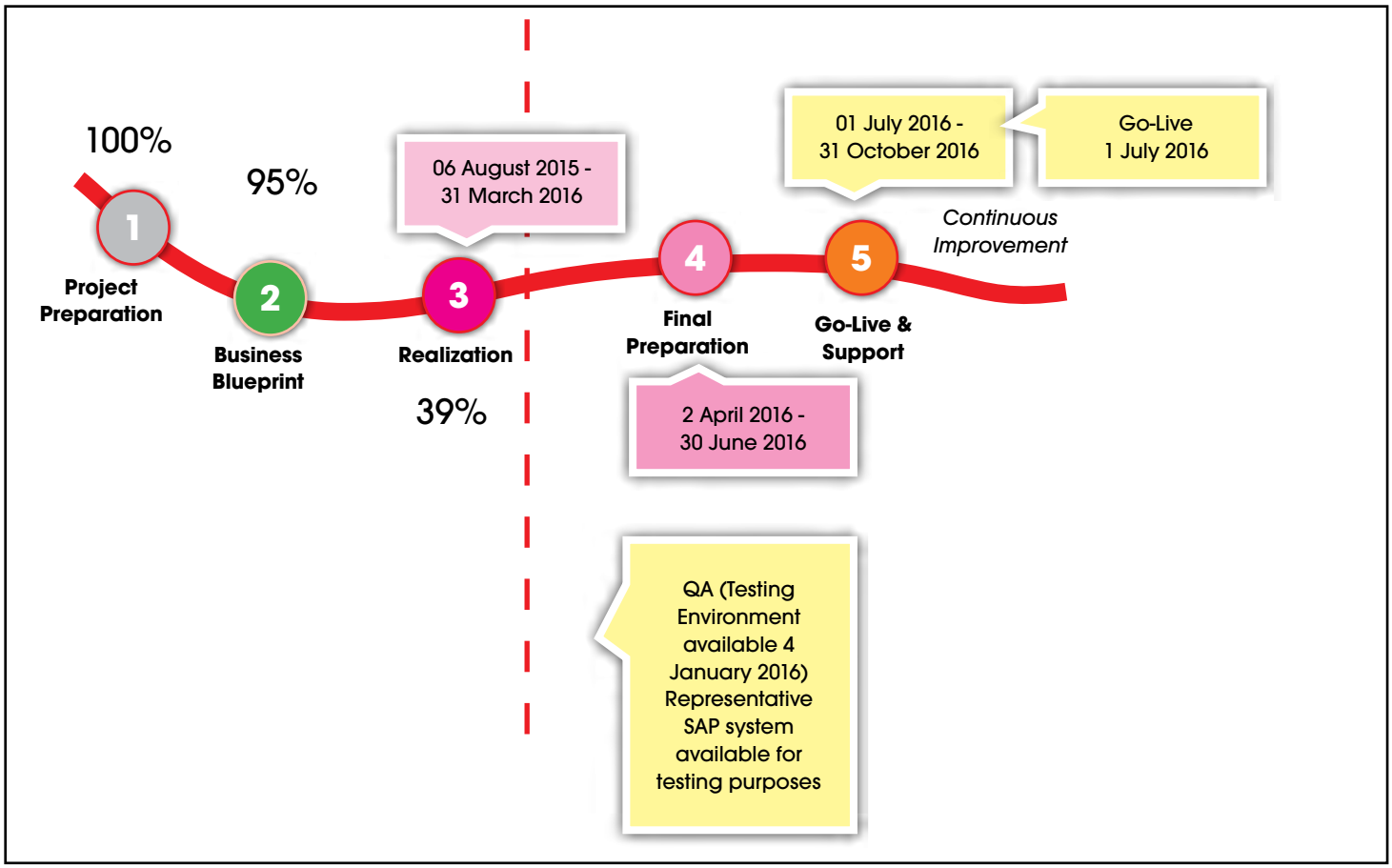
The Municipality has committed itself to the following sound financial strategies:

- Strategic and sustainable budgeting
- Sound financial management and reporting
- Value for money expenditure
- Growth of revenue and reduction of debtors

6.8.1 SAP

The municipality appointed EOH as a service provider for the implementation of SAP ERP system. EOH presented the project plan to the Strategic Management Committee in November 2014, which was accepted. EOH is currently working on the SAP ERP implementation in conjunction with the project team from Msunduzi.

The Municipality also appointed PWC to assist with project management and Quality Assurance of the SAP ERP system implementation. A seconded PWC project manager is assisting the municipal project team with advisory on project implementation and decision making. Below is the project road map and progress as at January 2016.



6.8.2 Municipal Standard Charts of Accounts (MSCOA)

National Treasury issued Government Gazette No 37577, Municipal Regulations on Standard Chart of Accounts, which is effective 01 July 2017. The objective is to have a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level by providing a Standardised Chart of Accounts which is:

- aligned to budget formats and accounting standards;
- enable uniform information sets across the whole of government to better inform national policy coordination and reporting, benchmarking and performance measurement.

MSCOA is not a system change it is a business process/reform change! There are Seven (7) segments that are to be complied with on a transaction (posting) level and no further breakdown is needed subsequent to transaction posting.

The seven segments are:

- Project
- Function
- Item segment: Assets, Liabilities and Net assets; Expenditure; Revenue; Gains and Losses
- Fund
- Regional Indicator
- Costing
- Municipal Standard Classification – No standardisation

Project segment is linked to the IDP is indicates how the projects should be reflected in the IDP it distinguishes projects according to the nature of expense in terms of capital or operational expense. It into capital, operational or default transactions (non-project related Items). Table number 7 on the IDP will have projects classified as per the MSCOA requirements

6.9 PROJECTS WITH COMMITTED FUNDING FROM OTHER SERVICE PROVIDERS

This section is in the process of being completed and will be finalised ahead of Council final adoption of the IDP. Departments have been requested to forward their 3-year MTEFs to the Municipality for inclusion in the IDP.

Table 95: Committed budgets by Sector Departments

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
1	Job Creation (Unleashing Agri Potential)	An economically prosperous City	Agriculture	Senzokuhle	3 000 000	R 840 000		3 840 000
2			Agriculture	IbuyeMafunze	600 000	R 658 000		1 258 000
3			Agriculture	Ameen Moona	400 000	R 822 000		1 222 000
4			Agriculture	Ixhiba		R 226 000		226 000
5			Agriculture	Allerton laboratory		0.00		
6			Agriculture	Allerton laboratory		0.00		
7			Agriculture	Allerton laboratory		0.00		
8			Agriculture	Allerton laboratory		0.00		
9			Agriculture	Allerton laboratory		0.00		
10			Agriculture	Kwa dindi mushroom project		7,186,995.48		7 186 995.48
11			Agriculture	Allerton laboratory		277,323.83		277 323.83
					4 000 000	10 010 319.31		10 170 319.31

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
12	Environmental Sustainability (adaption to climate change)	A clean green city	Environmental Affairs	Alexander Park Revitalization				R 12 000 000
13			Environmental Affairs	EPWP KZNNBG				R 3,5 000 000
14			Environmental Affairs	uMgungundlovu Small Recyclers Support Programme & Composting Facility				R 25 000 000
15			Environmental Affairs	Buy Back Centre				R 7 000 000
16			Environmental Affairs	Youth Jobs in Waste				R 85 393.312
17			Environmental Affairs	Elandskop				R 1 522 065.30
18			Environmental Affairs	DUCT-Duzu & uMngeni River				R 2 000 000
19			Environmental Affairs	Building Resilience in Greater uMngeni catchment				USD 7 495 055
20			Environmental Affairs	Advanced Solid Waste Project				2-3 Million Euros
21			Environmental Affairs	Pyrolises Project				
22			Environmental Affairs	Small Co-ops				R 7 000 000
23	Environmental Sustainability (adaption to climate change)	A clean green city	Economic Development	Ecocycle Waste Management Project- Implementation Phase				R 5 000 000

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
24	Strategic Infrastructure (Development of roads and rail)	An accessible and connected city	SANRAL	N3: New England – Twickenham Rd				1 Billion
25			SANRAL	N3: PMB Bypass				10 Billion
26			SANRAL	N3: Asburton I/C – Murray Road				TBC
27			SANRAL	N3: Twickenham - Cedara				TBC
28			SANRAL	N3: Sanctuary Rd I/C - Cedara				TBC
29			SANRAL	N3: Lynnfield Park – Ashburton I/C				TBC
30			SANRAL	N3: Sanctuary Road to Cedara		16 000 000	R 6, 9 000 000	R 22 900 000
31			SANRAL	N3: New England Road I/C to Twickenham Underpass		6 000 000	R 6 000 000	R 12 000 000
						22 000 000	12 900 000	34 900 000
32	Human resource Development (ECHD, primary secondary education)	Well serviced city	Education	Offices - education - 228 pietermaritz street - pm				
33			Education	Offices - education - msunduzi circuit office - pm				
34			Education	Alexandra high school				
35			Education	Henryville primary school				
36			Education	Offices - education - scott street complex - pmbur				
37			Education	Umlulama secondary school				
38			Education	Zakhezulu high school				
39			Education	Alston primary school				
40			Education	Henryville primary school				
41			Education	Prestbury primary school				
42			Education	Offices - education - 228 pietermaritz street - pm		941,184.00		941,184.00
43			Education	Northbury park secondary school		5,520,000.00		5,520,000.00
44			Education	Northern park primary school		5,600,000.00		5,600,000.00



NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
45	Human resource Development (ECHD, primary secondary education)	Well serviced city	Education	Iwahlanga junior primary school		4,638,561.16		4,638,561.16
46			Education	Deccan road primary school		172,201.13		172,201.13
47			Education	Esther payne secondary school		3,968,436.98		3,968,436.98
48			Education	Nobanda primary school		3,835,931.97		3,835,931.97
49			Education	Mqhathi primary school		902,870.86		902,870.86
50			Education	Umvuzo School	33 209 000			33 209 000
51			Education	Umsilinga Primary	37 216 000			37 216 000
52			Education	Grange Area S	25 695 000			25 695 000
53			Education	Hayfields P School	38 386 000			38 386 000
54			Education	Ngcedomhlophe High	11 337 000			11 337 000
55			Education	Henryville P School	18 089 000			18 089 000
56			Education	Sobantu S School	6 000 000			6 000 000
57			Education	Impumelelo P School	4 242 110.35			4 242 110.35
58			Education	Nansindlela P School	2 294 302.47			2 294 302.47
59			Education	Kwangubeni Primary School	161 595			161 595
60			Education	Julukandoda Primary School	205 200			205 200
					25 579 086.10	25 579 086.10		51 158 372.20
61	Human and Community Development (	A friendly safe city	Health	Fort napier hospital				
62			Health	Greys hospital				
63			Health	Offices - health - natalia - pietermaritzburg				
64			Health	Town hill hospital				
65			Health	Greys hospital				
66			Health	Greys hospital				
67			Health	Edendale nursing college				
68			Health	Fort napier hospital		915,680.73		915,680.73
69			Health	Fort napier hospital		1,959,000.00		1,959,000.00
70			Health	Greys hospital		3,062,206.55		3,062,206.55
71			Health	Greys hospital		7,186,776.89		7,186,776.89

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
72			Health	Northdale hospital		9,485,460.00		9,485,460.00
73			Health	Northdale hospital		898,916.51		898,916.51
74			Health	Orthopaedic services (old grey's complex)		103,550.00		103,550.00
75			Health	Songonzima clinic		558,339.68		558,339.68
76			Health	Town hill hospital		10,449,000.00		10,449,000.00
77			Health	Town hill hospital		38,188,500.00		38,188,500.00
78			Health	Sondelani clinic		2,730,016.01		2,730,016.01
79			Health	Orthopaedic services (old grey's complex)		3,310,360.66		3,310,360.66
						78 847 807.03		78 847 807.03
80			Legislature	Offices - provincial legislature - old council cha				
81			Legislature	Offices - provincial legislature - old council cha				
82			Legislature	Offices - provincial legislature - old council cha				
83			Legislature	Offices - provincial legislature - old council cha				
84			Legislature	Offices - transport - government garage & mlb piet				
85			Legislature	Offices - transport - head office - pietermaritzbu				
86			Public Works	Offices - public works - 191 prince alfred street-		46,533,879.52		46,533,879.52
87			Public Works	Offices - public works - southern region – pieterm		448,200.18		448,200.18
88			Public Works	Offices - public works - southern region - pieterm		1,067,886.55		1,067,886.55
						48 049 966.23		48 049 966.23

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
89	Strategic Infrastructure (Development of roads and rail)	An accessible and connected city	Transport	3497 msunduze river bridge		1 542 613		1 542 613
90			Transport	Henley dam vehicular bridge (l1454 to p7-1)		1 300 000		1 300 000
91			Transport	Kwagezubuso precast culvert (design & supervision)		1 102 939		1 102 939
92			Transport	Msunduzi river pedestrian bridge (ob_pmb_29)		1 710 000		1 710 000
93			Transport	Mvubukazi river bridge (ob_ pmb_26)		2 160 000		2 160 000
94			Transport	Slangspruit river pedestrian bridge (ob_pmb_32)		866 850		866 850
95	Strategic Infrastructure (Development of roads and rail)	An accessible and connected city	Transport	3497 msunduze river bridge		9 200 000		9 200 000
96			Transport	Kwagezubuso precast culvert		4 500 000		4 500 000
97			Transport	Edendale pedestrian bridge		1 569 083		1 569 083
98			Transport	L791 - bhanda road pedestrian bridge		825 000		825 000
99			Transport	Msunduze river pedestrian bridge (bhalekani)		950 620		950 620
100			Transport	Dambuza roads: nomponjwane & sponono roads,		18 474 000		18 474 000
101			Transport	Msunduzi/willowfontein roads: impendle, thandokuhle creche, mkhiz'obomvu and shange roads		36 300 000		36 300 000
102			Transport	P412		42 200 000		42 200 000
103			Transport	D2068		784 824		784 824
104			Transport	D2343		835 200		835 200
105			Transport	P7-1		2 232 000		2 232 000
106			Transport			1 078 440		1 078 440
107			Transport	P7-1(RHS)		7 534 800		7 534 800
108			Transport	P1-5		18 427 500		18 427 500
109			Transport	P370		4 490 640		4 490 640

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
110	Strategic Infrastructure (Development of roads and rail)	An accessible and connected city	Transport	P478		5 940 000		5 940 000
111			Transport	P7-1		3 536 000		3 536 000
112			Transport	P7-2		1 530 000		1 530 000
113			Transport	Const. of L1411 C/Way		1 800 000		1 800 000
114			Transport	Const. of Mlotshwa C/Way off P402		1 000 000		1 000 000
115			Transport	Construction of Mdlalose Causeway		500 000		500 000
116			Transport	Construction of Ncukwini Causeway		1 800 000		1 800 000
117			Transport	Const. of Bhidla Road Ext.		750 000		750 000
118			Transport	Const. of Darkie Road		860 000		860 000
119			Transport	Const. of Gqumusha Road		860 000		860 000
120			Transport	Const. of New Home Ext.		258 000		258 000
121			Transport	Const. of Ntwasahlobo C/ Way on L1085		1 750 000		1 750 000
122			Transport	Const. of Tsagane Road		2 250 000		2 250 000
123			Transport	Const. of Tsatsi Road		860 000		860 000
124			Transport	Construction of Gumede Road		1 300 000		1 300 000
125			Transport	Construction of Dambayi Rd		1 250 000		1 250 000
126			Transport	Construction of Stingini Rd		1 450 000		1 450 000
127			Transport	Construction of Mkomazi River Bridge on D363-design and supervision		50 000		50 000
128			Transport	Maintenance of local roads & additional Repairs		1 000 000		1 000 000
129			Transport	Regravelling of D1138 (km0 - km1,270)		600 000		600 000

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
130			Transport	Regravelling of D290 (km0 - km8.040)		2 800 000		2 800 000
131			Transport	Regravelling of D508 (km0 - km1)		430 000		430 000
132			Transport	Regravelling of P132 (km7 - km21.670)		5 868 000		5 868 000
133			Transport	Regravelling of P144 (0-4km)		1 800 000		1 800 000
NO.			DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
134			Transport	Regravelling of P169 (km0-km6)		2 500 000		2 500 000
135			Transport	Regravelling of P402 (km1 - km7)		2 400 000		2 400 000
136			Transport	Rehabilitation of bridges in DC22-as per inspection report		5 000 000		5 000 000
137			Transport	Other equipment		13 500 000		13 500 000
138			Transport	Routine maintenance-Blading of local roads-1		3 500 000		3 500 000
139			Transport	Routine maintenance-Blading of local roads-2		2 000 000		2 000 000
140			Transport	Fuel and Oil Blading Routine Maintenance		2 000 000		2 000 000
141			Transport	Routine Maintenance - Howick-Tree felling -1		200 000		200 000
142			Transport	Routine Maintenance - Impendle-specialised 1		200 000		200 000
143			Transport	Routine Maintenance - Impendle-specialised 2		200 000		200 000
144			Transport	Routine Maintenance - Impendle-Tree felling -1		200 000		200 000
145			Transport	Routine Maintenance - Mooi River-Pipe desilting 1		200 000		200 000
146			Transport	Routine Maintenance - Mooi river-specialised 1		200 000		200 000

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
147			Transport	Routine Maintenance - Mooi river-specialised 2		200 000		200 000
148			Transport	Routine Maintenance - Mooi river-Tree felling-1		200 000		200 000
149			Transport	Routine Maintenance - Taylors Halt-specialised 1		200 000		200 000
150			Transport	Safety Maintenance - Blacktop Patching : Contract No 1		200 000		200 000
151			Transport	Safety Maintenance - Blacktop Patching : Materials		1 300 000		1 300 000
152			Transport	Safety Maintenance - Blacktop Patching : Open Contract 3		4 000 000		4 000 000
153			Transport	Safety Maintenance - Guardrails : Purchase		500 000		500 000
154			Transport	Safety Maintenance - Signs : Purchase		300 000		300 000
155			Transport	Safety Maintenance - Roadmarking : Installation of Studs		200 000		200 000
156			Transport	Safety Maintenance - Roadmarking : Painting		2 500 000		2 500 000
157			Transport	Bridge joints replacement		2 000 000		2 000 000
158			Transport	Qomo Road- Ezakhiweni Ezintsha		860 000		860 000
159			Transport	Bholomane Road		860 000		860 000
160			Transport	Svandeni Road		860 000		860 000
161			Transport	Siyalungisa C/Way (C/O)		2 000 000		2 000 000
162			Transport	Maintenance of local roads and upgrades		1 000 000		1 000 000
163			Transport	MR 7-1/MR 7-2 Maintenance		500 000		500 000
164			Transport	MR 399 Maintenance		500 000		500 000
165			Transport					

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
						245 606 509		245 606 509
166			Mngeni Water	'251 Raw Water Pipeline: Midmar Dam to Midmar WTP		2015/2016 – R39,872,000	2016/2017 – R59,186,000 2017/2018 - R6,504,000	Total Project Cost: R131,185,000 (subject to review).
167			Mngeni Water	Midmar Water Treatment Plant Upgrade			2016/2017 – R71,990000 2017/2018 – R69,745,000	Total Project Cost: R214,847,000 (subject to review).
168			Mngeni Water	Groenekloof Reservoir Upgrade			Budget (subject to review): 2016/2017 - R5,000,000	Total Project Cost: R104,000,000 (subject to review).
169			Mngeni Water	'61 Pipeline: Richmond Off-Take to Umlaas Road		Budget (subject to review): 2015/2016 - R6,000,000	2016/2017 - R2,606,000 2017/2018 - R5,000,000	Total Project Cost: R170,890,,000 (subject to review).
170			Mngeni Water	Richmond Pipeline		Budget (subject to review): 2015/2016 - R1,000,000	2016/2017 - R2,682,000	Total Project Cost: R220,600,000 (subject to review).
171			Mngeni Water	Darvill Wastewater Works Upgrade		Budget (subject to review): 2015/2016 - R251,016,000	2016/2017 - R178,286,000	Total Project Cost: R718,679,000 (subject to review).

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
172			Mngeni Water	Vulindlela Upgrade		Budget (subject to review): 2015/2016 - R2,000,000	2016/2017 - R5,000,000	Total Project Cost: R72,000,000 (subject to review).
						299 888 000	322 068 000	1 632 201 000
173			Human Settlements	Ethembeni (4000 units)				
174			Human Settlements	Harewood (1000 units)			1000 000	1000 000
175			Human Settlements	Mkhondeni / Sport (3000 units)				
176			Human Settlements	Yellowwood Place (90 units)			228 000	228 000
177			Human Settlements	Copesville (1176 units)		1 480 000	8 750 000	23 550 000
178			Human Settlements	Kwa 30 Housing Project (400 units)			1 000 000	1 000 000
179			Human Settlements	Hollingwood (1000 units)		1 500 000	1 000 000	2 500 000
180			Human Settlements	Khalanyoni (1000 units)			1 500 000	1 500 000
181			Human Settlements	Glenwood 2 South East Sector (3000 units)			1 000 000	1 000 000
182			Human Settlements	Edendale J2 & Quarry (1000 units)		1 500 000	1 000 000	2 500 000
183			Human Settlements	Edendale Bulwe (1000 units)		1 500 000	1 000 000	2 500 000
184			Human Settlements	Signal Hill (3000 units)				
185			Human Settlements	Ambleton Ph 3 (3000 units)				
186			Human Settlements	Lot 182 Sinathing (133 units)		9 600 000		9 600 000

NO.	KZN PGDS (Goal)	Municipal Strategic Priority Area	DEPARTMENT	PROJECT	2014/2015	2015/2016	2016/2017	TOTAL COST
187			Human Settlements	Revamp, Refurbishment (Slangspruit) (585 units)			5 193 000	5 193 000
188			Human Settlements	Msunduzi Wirewall (2086 units)		9 450 000	12 194 000	21 644 000
189			Human Settlements	North East Sector ((281 units)		6 463 000	11 280 000	17 743 000
190			Human Settlements	Edendale S 8 Ext (428 units)		920 000	2 300 000	3 220 000
191			Human Settlements	Military Veterans (		28 050 000	18 150 000	4 6200 000
192			Human Settlements	Vulindlela (25 000 units)		213 600 000	227 074 000	
						274 063 000.00	292 669 000.00	

1 Budget Subject to Review.

SECTION G CHAPTER 7: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

7.1 ORGANISATION PERFORMANCE MANAGEMENT SYSTEM IN THE MSUNDUZI MUNICIPALITY

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

- Planning;
- Implementation;
- Monitoring;
- Evaluation.

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

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

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

FIGURE 21: PMS Cycle



7.2 ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

Whilst the organisational key performance indicators are presented in the SDBIP at an annual and quarterly level, the departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at meetings of the operational management committee.

7.3 DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

According to the approved Individual Performance Management System policy, all Deputy Municipal Managers, Process Managers, and other Level three (3) managers must enter into a performance agreement annually. These performance agreements are directly linked to the approved SDBIP and departmental indicators, through the development of individual work plans. Indicators in the work plans also include indicators that are not necessarily included in the SDBIP and/or departmental indicators, but are relevant to the operational functionality of any particular post. The indicators contained within the work plan are agreed upon and signed off by both the supervisor and the incumbent.

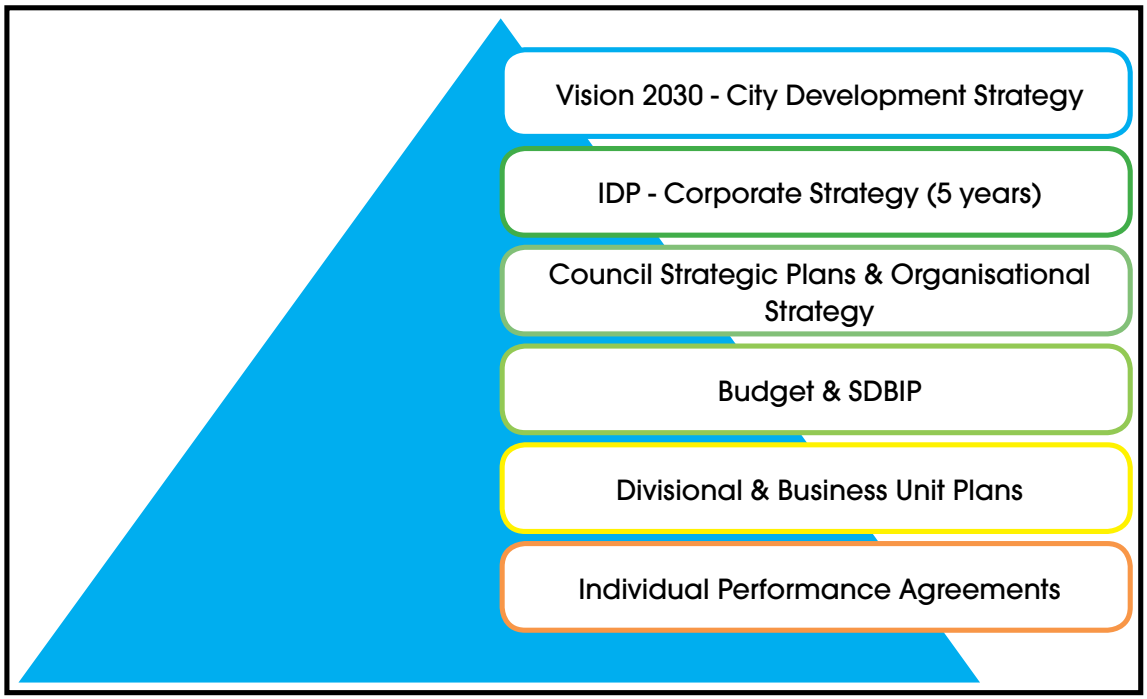
7.4 LINKING OF OUTPUTS IN PERFORMANCE AGREEMENTS WITH ACTIVITIES IN THE OPERATIONAL PLANS AND INDICATORS

The work plans referred to above form the basis of the quarterly performance assessments that are conducted. Assessments that take place during the first and third quarter are conducted on an informal basis between the supervisor and the incumbent, and are more informal, as opposed to the mid-year and annual assessments, which are formal in nature and documented accordingly. As mentioned above, the work plan is the document that links to the operational plans and indicators.

7.5 LINKING THE OPMS (DEPARTMENTAL AND INDIVIDUAL INDICATORS) WITH THE GOALS, OBJECTIVES, AND MUNICIPAL BUDGET

The diagram below is indicative of the linkages between the PMS and the overall strategic planning process of the Municipality, starting with the vision and translated down to the level of individual performance agreements:

FIGURE 22: Performance Management in the Msunduzi Municipality



7.6 THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

7.6.1 INTRODUCTION

The SDBIP is a key management, implementation, and monitoring tool, which provides operational content to the end-of-year service delivery targets set in the budget and IDP. It determines the Performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process. The biggest challenge is to develop meaningful non-financial service delivery targets and indicators, in addition to the budget indicators. However, this will remain a work in progress for the Municipality.

The development of the Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under the Municipal Finance Management Act (MFMA) and gives effect to the Municipality's Integrated Development Plan (IDP) and annual budget.

The SDBIP is an expression of the objectives of the Municipality, in quantifiable outcomes, that will be implemented by the administration for the municipal financial year. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior management.

These are integral to the implementation and entrenchment of our performance management system. The SDBIP facilitates accountability and transparency of municipal administration and managers to the Council, and of Councillors to the community. It also fosters the management, implementation, and monitoring of the budget, the performance of top management, and the achievement of the strategic objectives as laid out in the IDP.

The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the Municipality, as each activity contains outputs, outcomes, and timeframes. The SDBIP is compiled on an annual basis, and is linked to the 5 year and 1 year organizational scorecards that are contained in the approved SDBIP. The SDBIP is yet another step forward to increasing the principle of democratic and accountable government at local level.

Development objectives are measured through key performance indicators at every level, and continuously monitored throughout the year. The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the Municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used, and the deadlines set for the relevant activities.

7.6.2 REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, and both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports which the MFMA requires. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the Municipality.

(i) MONTHLY REPORTING

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a Municipality, no later than 10 working days after the end of each month.
Reporting must include the following:

(i) Actual revenue, per source;
(ii) Actual borrowings;
(iii) Actual expenditure, per vote;
(iv) Actual capital expenditure, per vote;
(iv) The amount of any allocations received.

If necessary, explanation of the following must be included in the monthly reports:

(a) Any material variances from the Municipality's projected revenue by source, and from the Municipality's expenditure projections per vote
(b) Any material variances from the service delivery and budget implementation plan and;
(c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipality's approved budget

(ii) QUARTERLY REPORTING

Section 52 (d) of the MFMA compels the Mayor to submit a report to the Council on the implementation of the budget and the financial state of affairs of the Municipality, within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the Mayor's quarterly report.

(iii) MID-YEAR REPORTING

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The Accounting Officer is required, by the 25th January of each year, to assess the performance of the Municipality during the first half of the year, taking into account:

(i) The monthly statements referred to in section 71 of the first half of the year
(ii) The municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
(iii) The past year's annual report, and progress on resolving problems identified in the annual report; and,
(iv) The performance of every municipal entity under the sole or shared control of the Municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjusted budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP.

The SDBIP is also a living document, and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Msunduzi Local Municipality accountable to the community.

All the municipal Business units have revised scorecards for this financial year and the information below relates to Corporate Business unit being used as an example. Ps these could not be included here to volume of spreadsheets.

Table 96: Draft Service Delivery and Budget Implementation Plans

The municipality is currently in the process of drafting the Service Deliver and Budget Implementation Plan (SDBIP) 2015/16 which will be presented to the mayor 14 days after the approval of the IDP and the budget by Council.

Community Services

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
COMM:A3.1	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	A3	Increase community services efficiency	Comply to the PMS framework and execute all work plans for COMM Serv.	Overall Community Services performance rating (1-5)	3	5	2	2	2	2	3	3	All		
COMM:A3.2						% Community Services compliance with PMS framework and policy	100%	100%	80%	20%	100	100	100	100	All		
COMM:A3.3						% of people rating Community Services efficiency good on the conusmer survey	80%	100%	0%	100%	50%	60%	70%	80%	All		
COMM:A1.1			A1	Improve Community services processes and systems	Map and Re-engineer Comm Serv Processes	Average turnaourd time (in days) taken to respond to community issues	30 days	7	0	23	30	30	30	30	All		
COMM:A1.2						Number of community serivces processes mapped and re-engineered	4	20	0	16	1	1	1	1	All		
COMM:A4.1			A4	Improve planning for Provision of Community Service	Implement the SDBIP	Number of Dept. strategic planning session held	2	1	1	0		1		1	All		
COMM:A4.2						% Compliance with the IDP and SDBIP submissions	100%	100%	90%	10%	100%	100%	100%	100%	All		
COMM:A4.3						Number of strateies executed accordingly	15	15		15	5	10	10	15	All		
COMM:B1.1	BASIC SERVICE DELIVERY	IMPROVED ACCESS TO BASIC SERVICES	B1	Improve provision of waste management services	Implement Recycling project & use Co-Ops	Number of households with access to refuse removal	110000	149000	85000		110000	110000	110000	110000	COMMUNITY DEVELOPMENT		
COMM:B1.2						Number of operational garden refuse sites	9	9	8	1	9	9	9	10			
COMM:B1.3			B1	Improve provision of public amenities	Co-ordinate the provision of community services	Number of community facilties in good state	148	148	20	128	20	50	100	148			
COMM:B1.4						Number of cemetries with adequate burial capacity											
COMM:B1.5						Number of new facilities established	3	3	0	3	0	1	0	2			
COMM:B1.6						Number of operational commnunity ameneties	151	158	148	10	148	149	149	151			
COMM:B3.1			B3	Improve access to Community & Social Services	Implement the HIV/AIDS and social support programme	Number of wards with HIV/AIDS and social support groups	20	37	20	17	20	20	20	20	HEALTH & SOCIAL SERVICES		
COMM:B3.2						Number of HIV/AIDS and social support programmes co-ordinated	420	148	120	68	105	105	105	105			
COMM:B3.3						Number of people infected and affected by HIV/AIDS and social supported											
COMM:B3.4						Number of Local Aids Council forum meetings held	4	4	4		1	1	1	1			
COMM:B1.7			B1	Improve community safety and security	Enforce public saftey bylaws	Number of road blocks conducted	12	24	12	12	3	3	3	3	PUBLIC SAFETY ENFORCEMENT & DISASTER MANAGEMENT		
COMM:B1.8						% of community services bylaws enforced	100%	100%	50%	50%	50%	60%	80%	100%			
COMM:B1.9						Number of functional community policing forums	6	6	6	0	6	6	6	6			
COMM:B1.10						Number of road and saftey campaigns conducted	160	160	160	0	40	40	40	40			



SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
COMM:C1.1	LED	Implementation of Community works Programme and supported Cooperatives	C1	Promote the use of Co-operatives & maximise the use of EPWP	Implement the Co-operative model and EPWP support programme	Number of jobs created through Community services projects with support form EPWP									COMMUNITY DEVELOPMENT		
COMM:C1.2						Number of jobs created through the use of Co-operatives for deleivering community services projects											
COMM:D1.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	D1	Increase income for Community Services	Co-ordinate the leasing community facilities and enforce traffic bylaws	Amount generated from leasing of community facilities									COMMUNITY DEVELOPMENT		
COMM:D1.2						Amount generated from fines issued									PUBLIC SAFETY ENFORCEMENT & DISASTER MANAGEMENT		
COMM:D2.1			D2	Improve expenditure planning for community services	Implement expenditure controls for commmunity services	Number of Community Services procurement plan reviews conducted	4	1	1		1	1	1	1	ALL		
COMM:D2.2						% of goods and services procured by Community Services according to the procurement plan	80%	100%	50%	50%	80	80	80	80	ALL		
COMM:D2.3						Number of diviation froms SCM policy motivated by Community Services	0	0	6		0	0	0	0	ALL		
COMM:D3.1			D3	Increase budget for Community Services	Comply with the budgeting process plan accordingly	Number of Community Services budget inputs conducted before the deadline	2	1	1	0		1		1	ALL		
COMM:D3.2						% of Community Services budget actually spent vs Actual	100%	100%			25%	50%	75%	100%	ALL		
COMM:D3.3						Number of Community Services SDBIP reviews and updates conducted	12	12	12		3	3	3	3	ALL		
COMM:E1.1	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DEEPEN DEMOCRACY THROUGH A REFINES WARD COMMITTEE SYSTEM	E1	Improve community services compliance & reduce risk	Ipmlement the community services risk management and compliance plan	% of Commuity Services audit queries resolved	100%	100%	100%	0%	100%	100%	100%	100%	All		
COMM:E1.2						Number of Community Services related policies reviewed									All		
COMM:E1.3						% Community Services compliance to line function specific legislative mandates	100%	100%	100%	0%	100%	100%	100%	100%	All		
COMM:E1.4						% of Community Services risk reduction recommendations made by internal audit implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
COMM:E1.5						% of Community Services related risk committee recommendations implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
COMM:E2.1			E2	Increase community participation	Implement the public participation policy	Number of community education and awareness campaign on topical issues conducted	120								AREA BASED MANAGEMENT		
COMM:E2.2						Number of Area Based Management centers offering all Municipal Services	4	5	4	1	4	4	4	4			
COMM:E2.3						Number of public participation campaigns condcuted											
COMM:E2.4						% of community service related Presidential and POSSH issues resolveded	95%	100%			90%	95%	95%	95%			
COMM:E2.5						Number of wards with functional war rooms	37	37	36	1	36	37	37	37			

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
COMM:F2.1		CROSS CUTTING ISSUES	F2	Increase provision of environmental health and social services	Implement the health services plan	Number of compliance inspections conducted	9320	9000	9000	0	2330	2330	2330	2330	HEALTH & SOCIAL SERVICES		
COMM:F2.2						Number of fire inspections condcuted	800	800	800	0	200	200	200	200			
COMM:F2.3						Number of water sources tested	450	500	450	50	112	112	112	114			
COMM:F2.4			F2	Improve Disaster and Management and response to fires and emergencies	Implment the Disaster Management plan	% of fires, accidents and disasters responded to witin the set time frame	100%	100%	95%	5%	95%	100%	100%	100%	PUBLIC SAFETY ENFORCEMENT & DISASTER MANAGEMENT		
COMM:F2.5						% of disaster management strategy impemented	0%	100%	0%	100%	0%	0%	0%	0%			
COMM:F2.6						Number of wards with disaster relief committees	37	37	37	0	37	37	37	37			

Corporate Services

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
CORP:A3.1	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	A3	Increase performance and efficiency levels of Corporate Services	Comply to the PMS framework and execute all work plans for Corporate Services	Overall Corporate Services performance rating (1-5)	3	5	3	2	2	2	3	3	All		
CORP:A3.2						% Corporate Services compliance with PMS framework and policy	100%	100%			100%	100%	100%	100%	All		
CORP:A3.3						% of employees rating Corporate Services efficiency good on the internal employee satisfactory survey		100%							All		
CORP:2.1			A2	Increase institutional capacity and promote transformation	Implement WSP	Number of employees trained according to PDP		100%							HRD		
CORP:2.2						Number of critical posts filled									HRM		
						Number of people benefitting from the study assistant programme											
CORP:2.3						% of employment equity targets achieved		100%							HRM		
CORP:2.4						% of Work place skills plan implemented		100%							HRD		
CORP:A1.1			A1	Optimise system, procedures and processes	Re-engineer critical organisation processes	% of disciplinary enqueries finalised within the prescribed timeframe.		100%							HRM		
CORP:A1.2						Number of ICT Master Systems plan projects implemented									ICT		
CORP:A1.3						Average Number of days taken to complete minutes after meetings									SG		
CORP:A1.4						Number of policies with procedure manuals									LEGAL		
CORP:A4.1			A4	Improve operational planning for Corporate Services	Implement the SDBIP	Number of Dept. strategic planning session held									All		
CORP:A4.2						% Compliance with the IDP and SDBIP submissions		100%							All		
CORP:A4.3						Number of strateies executed accordingly									All		
CORP:C1.1	LED	Implementation of Community works Programme and supported Cooperatives	C1	Increase the provision of internship and bursaries	Implement the bursary and internship programme	Number of internship opporutnities given to focus groups									HRM		
CORP:C1.2						Number of external bursaries awarded											

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
CORP:D1.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	D1	Increase income for Corporate Services	Sumbitt LGSETA reports and claim grants for training from respective sources	Amount received from LGSETA for skills development									HRD		
CORP:D2.1			D2	Improve expenditure planning for Corporate services	Implement expenditure controls for commmunity services	Number of Corporate Services procurement plan reviews conducted	1	2			1		1		ALL		
						% of OPEX budget spent on WSP		6%							HRD		
CORP:D2.2						% of goods and services procured by Corporate Services according to the procurement plan		100%							ALL		
CORP:D2.3						Number of diviation froms SCM policy motivated by Corporate Services		0							ALL		
CORP:D3.1			D3	Increase budget for Corporate Services	Comply with the budgeting process plan accordingly	Number of Corporate Services budget inputs conducted before the deadline	2	2					1	1	ALL		
						% Employee cost budget vs OPEX		35%							HRM		
CORP:D3.2						% of Corporate Services budget actually spent vs Actual	100%	100%							ALL		
CORP:D3.3						Number of Corporate Services SDBIP reviews and updates conducted	4	4			1	1	1	1	ALL		
CORP:E1.1	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DEEPEN DEMOCRACY THROUGH A REFINES WARD COMMITTEE SYSTEM	E1	Improve Corporate services compliance & reduce risk	Implement Corporate Services compliance plan and risk management committee resolutions	% of Commuity Services audit queries resolved	100%	100%	100%	0%	100%	100%	100%	100%	All		
CORP:E1.2						Number of Municipal policies reviewed									All		
CORP:E1.3						% Corporate Services compliance to line function specific legislative mandates	100%	100%	100%	0%	100%	100%	100%	100%	All		
CORP:E1.4						% of Corporate Services risk reduction recommendations made by internal audit implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
CORP:E1.5						% of Corporate Services related risk committee recommendations implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
CORP:E2.1			E2	Strengthen Governance	Comply with the legislative provisions for all Corporate Services functions	Number of Council meetings held according to the approved calendar									SG		
CORP:E2.2						Number of Council structures with adopted terms of reference									SG		
CORP:E2.3						Number of required bylaws gazetted									LEGAL		
CORP:E2.4						Number of Council policies, contracts and bylaws legally tested									LEGAL		
CORP:E2.5						% Compliance to the Occupational Health and saftey plan		100%							HRM		

Economic Development

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
EDP:A3.1	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	A3	Increase performance and efficiency levels of Economic Development Services	Comply to the PMS framework and execute all work plans for Economic Development Services	Overall Economic Development Services performance rating (1-5)	3	5	3	2	2	2	3	3	ALL		
EDP:A3.2						% Economic Development Services compliance with PMS framework and policy	100%	100%			100%	100%	100%	100%	ALL		
EDP:A3.3						% of employees rating Economic Development Services efficiency good on the internal employee satisfactory survey		100%							ALL		
EDP:A1.1			A1	Optimise system, procedures and processes for Economic Development and Planning	Improve PDA and GIS processes	Average number of days taken to process PDA applications		100%							Planning		
EDP:A1.2						Average number of days taken to provide GIS and Civil services to Departments & customers									Planning		
EDP:A1.3						Age in months of cadastral information									GIS		
EDP:A1.4						Averga enumber of days taken to approve street pole adverts									Planning		
EDP:A4.1			A4	Improve operational planning for Economic Development Services	Implement the SDBIP	Number of Dept. strategic planning session held									ALL		
EDP:A4.2						% Compliance with the IDP and SDBIP submissions		100%							ALL		
EDP:A4.3						Number of strateies executed accordingly									ALL		
EDP:C1.1	LED	Implementation of Community works Programme and supported Cooperatives	C1	Reduce unemployment	Implement LED projects and monitor job creation	Number of job created through LED projects									Economic Development		
EDP:C1.2						Number of SMME's and Co-operatives established											
EDP:C1.3																	
EDP:C2.1			C2	Increase economic activity	Implement the LED startegy and City Development Strategy	Number of LED strategy projects implemented											
EDP:C2.2						% of business opportunities awarded to local supplies											
EDP:C2.3						% of LED startegy implemented											
EDP:C3.1			C3	Strenghten LED capacity	Implement the investor attraction strategy and SMME development programme	Number of SMME and Co-operative development programmes conducted											
EDP:C3.2						Number of stakeholders mobilised for LED											
EDP:C3.3						Number of SMME and Cooperatives developed											
EDP:C3.4																	



SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
EDP:D1.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	D1	Increase income for Economic Development Services	Enhance revenue collection for LED services	Amount generated from outdoor advertising									Planning		
						Amount generated from GIS services									Planning		
EDP:D2.1			D2	Improve expenditure planning for Economic Development services	Implement expenditure controls for commmunity services	Number of Economic Development and planning Services procurement plan reviews conducted	1	2			1		1		All		
								6%							All		
EDP:D2.2						% of goods and services procured by Economic Development Services according to the procurement plan		100%							All		
EDP:D2.3						Number of diviation froms SCM policy motivated by Economic Development Services		0							All		
EDP:D3.1			D3	Increase budget for Economic Development Services	Comply with the budgeting process plan accordingly	Number of Economic Development Services budget inputs conducted before the deadline	2	2					1	1	All		
								35%							All		
EDP:D3.2						% of Economic Development Services budget actually spent vs Actual	100%	100%							All		
EDP:D3.3						Number of Economic Development Services SDBIP reviews and updates conducted	4	4			1	1	1	1	All		
EDP:E1.1	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DEEPEN DEMOCRACY THROUGH A REFINES WARD COMMITTEE SYSTEM	E1	Improve Economic Development services compliance & reduce risk	Implement Economic Development Services compliance plan and risk management committee resolutions	% of Commuity Services audit queries resolved	100%	100%	100%	0%	100%	100%	100%	100%	All		
EDP:E1.2						Number of Municipal policies reviewed									All		
EDP:E1.3						% Economic Development Services compliance to line function specific legislative mandates	100%	100%	100%	0%	100%	100%	100%	100%	All		
EDP:E1.4						% of Economic Development Services risk reduction recommendations made by internal audit implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
EDP:E1.5						% of Economic Development Services related risk committee recommendations implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
EDP:E2.1			E2	Strengthen Governance for Economic Development and Planning	Comply with the legislative provisions for all Economic Development Services functions	Number of building inspections conducted		12							Town planning		
EDP:E2.2						Number of Economic Development bylaws enforced									All		
EDP:E2.3						% of investor attraction policy implemented									Eco. Dev		
EDP:E2.4																	
EDP:E2.5								100%									

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
EDP:F2.1	CROSS CUTTING ISSUES	One window of co-ordination	F2	Improve Municipal Planning and spatial development	Implement the IDP process plan	% of IDP process plan followed according to the set timeframes		100%							Planning		
EDP:F2.2						Number of points given to the IDP by COGTA out of 100 points		100							Planning		
EDP:F3.1			F3	Increase the provision of housing units	Implement the housing sector plan	% 0f housing sector plan implemented according to schedule		100%							Human Settlements		
EDP:F3.2						Number of town scheme projects implemented									Human Settlements		
EDP:F3.3						Number of sites identified for development									Human Settlements		
EDP:F3.4						Number of housing units built									Human Settlements		

Finance

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	A3	Increase performance and efficiency levels for Financial Services	Comply to the PMS framework and execute all work plans for Financial Services	Overall Financial Services performance rating	3	5	3	2	2	2	3	3	All		
						% Financial Services compliance with PMS framework and policy	100%	100%			100%	100%	100%	100%	All		
						Overall Financial Services efficiency rating by other departments									All		
			A4	Improve operational planning for Financial Services	1. Meter audits 2. Educating the community. 3. Disconnections 4. Penalties for illegal connections	% of illegal connection cases penalised according to policy		100%							Income		
						Number of meter audits conducted									Income		
						Number of anti-electricity theft campaigns conducted									Income		
						% of electricity distribution losses		100%							Income		
						% of water distribution losses		100%							Income		
			A1	Optimise system, procedures and processes	Re-engineer critical organisation processes	% of auditors system controls recommendations implemented		100%									
						Average number of days taken to finalise bids at SCM											
						% of adopted policies with standard operating procedures											
						Number of deviations to SCM policy											
						Average number of days taken to complete billing cycle (Once meter readings are received)											
	LED	Implementation of Community works Programme and supported Cooperatives	C1	Increase efficiency levels of access to free and basic Municipal services	Support Local Economic Development	Number of intership opportunities created by financial services									SCM		
						% of bids awarded to local suppliers											



SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Business like approach to resource usage and allocation	D1	Increase revenue	Implement the revenue enhancement strategy	% of revenue collected VS billed	1	2			1		1		Income		
						% of the Financial Recovery Plan developed and implemented											
						Number of months statements distributed before the due date (15th of each month)		6%									
						% reduction in number of statement returned for incorrect addresses		100%									
						% reduction in billing errors											
						Debt recovery ratio (times)											
						Outstanding debtors to revenue ratio (%)		0									
			D2	Improve expenditure and SCM	Apply expenditure controls	Cost coverage ratio (days)	2	2					1	1	Expenditure		
						% of actually budget spent VS projected		35%									
						% of suppliers paid within 30 days from date of receipt of the invoice	100%	100%									
						Number of months bank reconcile to cash book 100%	4	4			1	1	1	1			
			D3	Improve budgeting and reporting	Conform to MFMA calendar of reporting	% variance between physical assets and those on the asset register	100%	100%	100%	0%	100%	100%	100%	100%	Budget and Reporting		
						Number of budget reviews conducted											
						% compliance to MFMA calendar	100%	100%	100%	0%	100%	100%	100%	100%			
						% of grants spent	100%	100%	100%	0%	100%	100%	100%	100%			
	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Strong partnerships with all stakeholders and Customers	E1	Strengthen Governance	Ensure compliance to MFMA and Treasury regulations	Reduce the number of audit findings on financial management											
						AG opinion on financial management statements											
						Number of financial management policies reviewed and/or revised yearly											
						Average customer satisfactory rating of customer care											
						% of customer billing queries resolved within 30 days											
						Number of public engagements conducted for rates and tariffs reviews		100%									
			E2	Reduce risk, fraud and corruption	Implement risk mitigation stratey for financial services	% of Financial Services risk reduction recommendations made by internal audit implemented											
						% of risk committee recommendations implemented											
						% compliance to Treasury Regulations and MFMA											
						% of bid adjudication objections resolved within 30 days											

Infrastructure Services

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
IDS :A3.1	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	A3	Increase Infrastructure services efficiency	Comply to the PMS framework and execute all work plans for Infrastructure services	Overall Infrastructure Services performance rating (1-5)	3	5	2	2	2	2	3	3	All		
IDS :A3.2						% Infrastructure Services compliance with PMS framework and policy	100%	100%	80%	20%	100	100	100	100	All		
IDS :A3.3						% of people rating Infrastructure Services efficiency good on the conusmer survey	80%	100%	0%	100%	50%	60%	70%	80%	All		
IDS :A1.1			A1	Improve Infrastructure services processes and systems	Enhance Infrastructure services processes	Average turnaourd time (in days) taken to repair faults	30 days	7	0	23	30	30	30	30	All		
IDS :A1.2						% of infrastructure project implemented according to schedule	4	20	0	16	1	1	1	1	All		
IDS :A4.1			A4	Improve planning for Provision of Infrastructure Service	Implement the SDBIP	Number of Dept. strategic planning session held	2	1	1	0		1		1	All		
IDS :A4.2						% Compliance with the IDP and SDBIP submissions	100%	100%	90%	10%	100%	100%	100%	100%	All		
IDS :A4.3						Number of strateies executed accordingly	15	15		15	5	10	10	15	All		
IDS :B1.1	BASIC SERVICE DELIVERY	IMPROVED ACCESS TO BASIC SERVICES	B1	Increase Provision of Municipal Services		Number of new water connections established									Water and Sanitaiton		
IDS :B1.2						Number of new sewer connections established											
IDS :B1.3						KM's of roads established											
IDS :B1.4						KM's of sewer pipes established											
IDS :B1.5						KM's of water pipes established											
IDS :B1.6						Number of new electricity connections established											
IDS :B1.7						Number of containment berms constructed									Project Management Unit		
IDS :B1.8						% of Capital Projects on schedule											
IDS :B1.9						Number of IDP projects commissioned											
IDS :B1.10																	
IDS :B2.1			B2	Improve the state of Municipal Infrastructure		% of operations and maintenance plan implemented according to schedule									Operations and Maintenance		
IDS :B2.2						% of operations and maintenance budget spent											
IDS :B2.3						KM's of gravel road maintained											
IDS :B2.4																	
IDS :C1.1	LED	Implementation of Community works Programme and supported Cooperatives	C1	Promote the use of Co-operatives & maximise the use of EPWP	Implement the Co-operative model and EPWP support programme	Number of Jobs created though EPWP projects									Project Management Unit		
IDS :C1.2						% of economic development targeted infrastucture projects implemented according to plan											



SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
IDS :D1.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	D1	Increase income for Infrastructure Services	Improve Project Management and reporting	Amount of MIG received									Project Management Unit		
IDS :D2.1			D2	Improve expenditure planning for Infrastructure services	Implement expenditure controls for commmunity services	Number of Infrastructure Services procurement plan reviews conducted	4	1	1		1	1	1	1	ALL		
IDS :D2.2						% of goods and services procured by Infrastructure Services according to the procurement plan	80%	100%	50%	50%	80	80	80	80	ALL		
IDS :D2.3						Number of diviation froms SCM policy motivated by Infrastructure Services	0	0	6		0	0	0	0	ALL		
IDS :D3.1			D3	Increase budget for Infrastructure Services	Comply with the budgeting process plan accordingly	% of Capital budget actually spent on capital projects	2	1	1	0		1		1	ALL		
IDS :D3.2						% of MIG spent	100%	100%			25%	50%	75%	100%	ALL		
IDS :D3.3						Number of SDBIP reviews conducted	12	12	12		3	3	3	3	ALL		
IDS :E1.1	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DEEPEN DEMOCRACY THROUGH A REFINES WARD COMMITTEE SYSTEM	E1	Improve Infrastructure services compliance & reduce risk	Ipmlement the community services risk management and compliance plan	% of Infrastructure Services audit queries resolved	100%	100%	100%	0%	100%	100%	100%	100%	All		
IDS :E1.2						Number of Infrastructure Services related policies reviewed									All		
IDS :E1.3						% Infrastructure Services compliance to line function specific legislative mandates	100%	100%	100%	0%	100%	100%	100%	100%	All		
IDS :E1.4						% of Infrastructure Services risk reduction recommendations made by internal audit implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
IDS :E1.5						% of Infrastructure Services related risk committee recommendations implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		

Corporate Business Unit

SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
EDP:A3.1	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	A3	Increase performance and efficiency levels	Implement the performance management framework	Overall organisation performance rating	3	5	3	2	2	2	3	3	ALL		
						% overall compliance with PMS framework and policy											
EDP:A3.2						% of Perfomance Audit committee resolution implemented	100%	100%			100%	100%	100%	100%	ALL		
						Number of section 56/7 performance contracts signed											
EDP:A3.3						% of PMS refinement project completed		100%							ALL		
EDP:A1.1			A1	Optimise system, procedures and processes		% of performance management processes automated		100%							Planning		
EDP:A1.2						% of internal audit committee process plan implemented according to schedule									Planning		
EDP:A1.3						% of compliance plan implemented									GIS		
EDP:A1.4						% of monitoirng and evaluation strategy being implemented									Planning		
EDP:A4.1			A4	Improve operational planning for Economic Development Services	Implement the SDBIP	Number of Dept. strategic planning session held									ALL		
EDP:A4.2						% Compliance with the IDP and SDBIP submissions		100%							ALL		
EDP:A4.3						Number of strateies executed accordingly									ALL		
EDP:D2.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Financially viable and well governed City	D2	Improve expenditure planning for Economic Development services	Implement expenditure controls for commmunity services	Number of Office of the MM procurement plan reviews conducted	1	2			1		1		All		
						% of goods and services procured by Office of the MM Services acording to the procurement plan		6%							All		
EDP:D2.2						Number of diviations from SCM policy motivated by Office of the MM		100%							All		
EDP:D2.3								0							All		
EDP:D3.1			D3	Increase budget for Economic Development Services	Comply with the budgeting process plan accordingly	% Office of the MM budget inputs conducted before the deadline	2	2					1	1	All		
						% of Office the Services budget actually spent vs Actual		35%							All		
EDP:D3.2						Number of Office of the MM SDBIP reviews and updates conducted	100%	100%							All		
EDP:D3.3							4	4			1	1	1	1	All		



SDBIP REF	NKPA	OUTCOME 9	IDP LINK	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Responsible Business Unit	OPEX	CAPEX
EDP:E1.1	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DEEPEN DEMOCRACY THROUGH A REFINES WARD COMMITTEE SYSTEM	E1	Strenghten governance		% of Council resolutions implemented	100%	100%	100%	0%	100%	100%	100%	100%	All		
EDP:E1.2						% of MANCO resolutions implemented									All		
EDP:E1.3						% Council Structures that are Functional	100%	100%	100%	0%	100%	100%	100%	100%	All		
EDP:E1.4							100%	100%	100%	0%	100%	100%	100%	100%	All		
EDP:E1.5							100%	100%	100%	0%	100%	100%	100%	100%	All		
E3				Reduce risk, fraud and corruption		Overall organisational risk rating											
						% of internal audit committee resolutions implemented											
						% of Municipal Public Accounts resolutions implemented											
						% of internal audit process plan followed accordingly											

CHAPTER 8: ANNEXURES

8.1 MUNICIPAL SECTOR PLANS

The following table summarises the Sector Plans undertaken to date in the Municipality. An IDP is a strategic document, and is unable to incorporate every element of a Sector Plan in to the body of the text. Sector Plans serve as detailed plans for municipal departments, and provide detailed analyses of the current situation in the Municipality, develop strategies to address key issues, and identify projects with indicative budgets. Should more detail be required by users of the IDP, readers are urged to contact the relevant municipal department to acquire the necessary documentation.

Table 97: Sector Plans Prepared by the Msunduzi Municipality

SECTOR PLAN	STATUS	COMMENTS
Water Services Development Plan	The ToR for the revision of WSDP is currently in the process of been revised. This is to align with new Census 2011 information.	It is anticipated that the WSDP will be completed and adopted by council in June 2014. Not done
Bulk Water Master Plan	The ToR for the revision of 2005 Bulk Water Master plan is currently been revised. This will now include the greater Vulindlela area and Ashburton, which were not previously covered.	A consultant has been appointed. It is anticipated that this process will be completed the next financial year
Bulk Sanitation Master Plan	The ToR for the revision of 2007 Bulk Sanitation Master Plan is currently been developed. This will now include all the proposed housing developments with recommendations for a possible secondary Waste Water Treatment Works.	It is anticipated that this process will be completed by July 2014.
Non- Revenue Water Reduction Master Plan	Approved 2010	This is now being implemneted
IWMP	Draft form	The Landfill components of the IWMP had been finalised and submitted to Waste Management for the finalisation of the entire plan, and submission to Council for approval. This still rests with Waste.
Environmental Status Quo Report	Approved	Includes 12 specialist studies
Environmental Management framework (EMF)	Approved	GIS environmental layers linked to spatial decision support tool (SDST)
Strategic Environmental Assessment (SEA)	Approved	Includes sustainability framework
Strategic Environmental Management Plan (SEMP)	Approved	Includes 26 Action Plans
Ecosystem Services Plan/C Plan	1st Draft approved, 2nd Draft in progress	Currently refining data on 5 focus areas

SECTOR PLAN	STATUS	COMMENTS
Climate Change Policy and adaptation strategies	1st Draft in progress	
Comprehensive Integrated Transport Plan (CITP) (2012)	Approved by Council	Legislative Requirement. To be updated every 5 years i.e. in 2017. It incoporates / consolidates a range of smaller plans
Major Roads Plan	No proof it was approved by Council	Needs update
Transportation Plan	No proof it was approved by Council	Needs update
Road Safety Plan (2007)	No proof it was approved by Council	Needs update
Non-Motorized Network Plan 2009	Not approved by Council	Under review , being integrated with IRTPLAN
Roads Asset Management Plan (RAMP) (2006)	Not Approved	Under review completion 2014/15
Integrated Rapid Public Transport Network (IRPTN) Plan	Approved by Council	Network under design for implementation
Public Transport Network Plan (2002)	No proof it was approved by Council	Superseded by IRPTN
Building Asset Management Plan (2006)	Not Approved	Budgeted for next financial year. 14/15

It must be noted that Sector Plans are the strategic tools of each Municipal Department, and as such, they should play a pivotal role in determining the strategic allocation of resources, as they are based on empirical research. As can be seen from the table, many of the Sector Plans are very dated and require review. In future reviews of the Msunduzi IDP, this section will incorporate tables from each Municipal Department that indicate projects that emanate from the Sector Plans.

8.2 AUDITOR GENERAL'S COMMENTS AND MANAGEMENT'S RESPONSE

Report of the Auditor-General to the KwaZulu-Natal Provincial Legislature and the council on Msunduzi Municipality

Report on the consolidated and separate financial statements

Introduction

1. I have audited the consolidated and separate financial statements of the Msunduzi Municipality and its Entity set out on pages 187 to 299, which comprise the consolidated and separate statement of financial position as at 30 June 2015, the consolidated and separate statement of financial performance, statement of changes in net assets, the cash flow statement and the statement of comparison of budget information with actual information for the year then ended and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the consolidated and separate financial statements.

2. The accounting officer is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2014 (Act No. 10 of 2014) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on the consolidated and separate financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and separate financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the consolidated and separate financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated and separate financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of Msunduzi Municipality and its entity as at 30 June 2015 and their financial performance and cash flows for the year then ended, in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matter

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Material losses and impairments

8. As disclosed in notes 4 and 5 to the financial statements, the municipality impaired trade receivables by R973,29 million (2014: R780,39 million) on rates and consumer debts as the recoverability of these amounts was doubtful.
9. As disclosed in note 21 to the financial statements, the municipality materially underspent grants at year-end to the amount of R108,26 million (2014: R298,53 million). As a consequence the municipality has not fully achieved all its objectives of basic service delivery and infrastructure development.
10. As disclosed in note 75 to the financial statements, material water distribution losses of R117,86 million or 23,25 million kilolitres (2014: R76,43 million or 16,33 million kilolitres) were incurred as a result of aging pipeline infrastructure. Electricity distribution losses of R179,28 million or 234,94 million kilowatt hours (2014: R140,28 million and 197,49 million kilowatt hours) were incurred due to illegal connections and distribution losses.

Report on other legal and regulatory requirements

11. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

12. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the basic service delivery and infrastructure development objective presented in the annual performance report of the municipality for the year ended 30 June 2015.
14. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information.
15. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
16. I did not identify any material findings on the usefulness and reliability of the reported performance information for the basic service delivery and infrastructure development objective.

Additional matter

17. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected objective, I draw attention to the following matter:

Achievement of planned targets

18. Refer to the annual performance report on pages 412 to 532 for information on the achievement of the planned targets for the year.

Compliance with legislation

19. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Internal control

20. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

Other reports

Investigations

21. Internal audit performed investigations emanating from the whistle blowing hotline and at the request of management of the municipality. As per the forensic report, allegations of fraud, corruption, theft, mismanagement, gross irregularities on contravention of Section 217 of the Constitution of the Republic of South Africa, Supply Chain Management Policy and Regulations and MFMA. Thirty seven investigations were conducted, 16 of which were completed and 21 are still in progress.

THE MSUNDUZI MUNICIPALITY
REPORT BY MUNICIPAL MANAGER FOR COUNCIL
JANUARY 2015

RESPONSE TO THE REPORT OF THE AUDITOR GENERAL ON THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS OF MSUNDUZI MUNICIPALITY FOR THE YEAR END JUNE 2014

BACKGROUND AND PURPOSE OF THE REPORT

The report of the Auditor-General dated 28 November 2014 on the Audit of the Accounts of the Council for the financial year ended 30 June 2014, has been received and is on the Council agenda.

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

1) The Auditor-General must submit an audit report in accordance with any legislation applicable to the auditee which is the subject of the audit.
2) If there is no such legislation as contemplated in subsection (1) the Auditor-General must submit the audit report to the relevant legislature within the reasonable time.

The Accounting Officer must ensure that the requirements of Section 126 (1) and (2) of the Municipal Finance Management Act, (Act 65 of 2003) are complied with.

Section 121 prescribes that the Annual Report of a municipality must include among others the Auditor-General's Audit Report in terms of Section 126 (3) on the financial statements and particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraph (b) and (c) of Section 121.

Comments and action on matters raised in the report are set out below with the numbering corresponding to the report of Auditor-General.

GENERAL RESPONSE

The Auditor-General has expressed an unqualified opinion with emphasis of matter relating mainly to:

- Restatement of corresponding figures;
- Material losses and impairments;
- Material underspending of capital budget and conditional grants; and
- Irregular expenditure.

Whilst the municipality has worked tirelessly on the above matters, the improvement is not what was envisaged when the previous action plan was developed, implemented and monitored on monthly basis. However, a significant improvement on the liquidity ratio and financial sustainability and the existence of an uncertainty that may cast significant doubt on the municipality's ability to operate as a going concern has been made.

Restatement of corresponding figures

The audit report still indicates weaknesses in the annual financial statements that were submitted for auditing in that they were not prepared, in all material respects, in accordance with the requirements of section 122 of the MFMA, but material misstatements of non-current assets, current assets, liabilities and disclosure items identified by the auditors in submitted financial statement were subsequently corrected.

Management in finance has been reinforced with a view to create capacity on accounting knowledge and the GRAP standards requirements. Month-end closure is being introduced with a view create a culture of financial discipline. This will go a long way in assisting the Municipality in producing credible financial reports on a monthly basis. The interim financial statements will be prepared and used as a test basis for areas requiring improvement. Training plan for key officials on GRAP standards requirements and other financial accounting and management areas will be prepared, implemented and monitored by the Strategic Management Committee, Finance Portfolio Committee, Audit Committee and Executive Committee. These initiatives are aimed at steering the organisation

towards Clean Audit in the foreseeable future.

Material losses and impairments

The losses on electricity and water which resulted to revenue losses are noted. The municipality has strategies to deal with these two areas:

Water Losses

The losses on water are static, however, strategies to reduce these loses are being implemented and results should be seen in the long term. The Msunduzi Municipality has a Reduction of non-revenue water programme and progress achieved so far as well as the plan moving forward are encapsulated hereunder:

Activities Carried Out for Real Loss Initiatives

1.1 Pressure Reducing Valves(PRV) Maintenance and Repairs

- This has been completed in the Old and New City only. In total 40 PRVs were assessed for their status with respect to functioning as designed.

1.2 PRV Optimisation

- This was to ensure that the larger PRV zones would remain discreet by utilising a magnetic valve top on all crown valves as well as upgrading and/or repairing existing PRVs and their chambers;
- To date this project has installed/modified and improved 29 existing PRV installations and their associated bulk meters.
- Upstream and downstream gauges on all PRV's were installed.
- Certain critical point consumers within this zone will have to be rezoned out of the existing zone to eliminate these low pressure pockets influencing the increase in average pressure within the pressure managed zone. Rezoning of this Northdale PRV zone was programmed to commence once the pipe replacement has been completed.
- Delays in progress of SCM 32 of 12/13 can be attributed to the following:
- Failure to isolate the mainline on planned shutdowns.
- Breached zones corrupting zone integrity
- Delivery delays on assets procured
- Operational assistance due to staff shortages
- Theft and vandalising of installed assets
- Locating and servicing relevant valves
- Replacing meters and damaged infrastructure to further prove system integrity.
- Completion of the magnetic lock installation program eliminating the constant re-visiting of previously closed boundary valves.

1.3 Advanced Controllers

- The core focus for this initiative was to change install seven i20 advanced PRV controllers for the Municipality.
  This would decrease the real losses and burst frequency for the Municipality.
- There were delays in the installation and commissioning of the controllers due to the PRV sites not having bulk meters installed.
- Further delays also occurred as some of the zones are breached and only once their boundaries have had magnetic tops installed will the controllers display the savings that are expected of them.
- To date 8 of the 9 controllers have been installed and are discussed individually hereunder. 2 controllers of the 9 were installed in the second phase of the program and will not be reported on in this report.
- P0201 – Oribi – At the end of August the zone was breached and the MNF increased from 4k/hr to 64kl/hr. It was found that the original size of the zone has decreased to a quarter due to operational staff breaching zones in the past. This is currently being rectified by the Professional Team;
- P0202 – Delgairns – This controller feeds an industrial area. The initial MNF was 48kl/hr. The controller was set up during August to deliver 4bar pressure to the critical point (CP). This has reduced the MNF to 36kl/hr or a current saving of 105Ml/annum or approximately R450,000.00/annum. This saving will increase once the CP pressure is dropped further to 3bar during September.

- P0403 – Otto's Bluff – This controller also feeds an industrial area. The initial MNF was 44kl/hr. The controller was set up during August to deliver 4bar pressure to the critical point (CP). This has reduced the MNF to 28kl/hr or a current saving of 140Ml/annum or approximately R610,000.00/annum. This saving will increase once the CP pressure is dropped further to 3bar during September. There is a problem in that the upstream pressure is in excess is 12bar which the downstream pressure is below 4bar which is cause for cavitation. It is advised that the Client take steps to reduce the upstream pressure such that the PRV does not cavitate itself.
- P0704 – Royston Road – As of 13 February 2014 the Consultant has brought to light that this zone has been compromised due to a supply breach from an alternate zone. Msunduzi operations together with the Consultant are actively trying to resolve the problem.
- P0908 – Bombay Road – This controller also feeds a residential area. The history to this site is that there were higher than normal burst frequency in the zone. Before the controller could be installed a timer controller was controlling the pressure. Also during that time new pipeline were laid where the majority of the bursts took place which meant the MNF is at a minimum. It is recommended that the i20 controller be removed and used elsewhere and the timer controller be reinstated in this zone.
- P1606 – Wigford Road – The PRV feeding this zone needs to be checked and maintained. Using the profiles for the controller there is definitive proof that PRV is not working correctly. This zone has been flagged as a problem zone.

Leak Detection and Repair

- A Leak Detection and Repair Contract was drafted and advertised in Phase 3 but will only be awarded in the 2014/15 FY;
- The statistics for the completed work by the Contractor are briefly listed below whilst the full version on their progress can be found in Annexure D:
- Level 2 Survey – 2,337km surveyed and 2,011 leaks found and repaired;
- Level 4 Survey – 33km surveyed and 7 leaks found and repaired;

1.5 Creation of new District Metering Areas(DMA)

- Four new DMAs in the CBD were created. They were created to help zone the CBD into more manageable sized areas which would help better control loss rates within the CBD as well as giving the Municipality to find a leak/burst quicker if one occurred.
- In total 67 line valves were cleaned and correctly orientated within the 4 mentioned DMA's improving supply and eliminating restrictions within the reticulation system

1.1 Top Consumer Analysis

- A Top 200 consumer analysis was conducted to pick the largest consuming customers of water within Msunduzi Municipality and changeout their meters. Generally these largest consumers contributed approximately 30% of revenue for Municipalities and as such their meters should be changed out every five years;
- Emanating from this a contract was advertised and awarded.
- The contract time frame was stipulated as 18 months to complete work listed in the Bill of Quantities. After 12 months a total of 227 bulk consumer meters were replaced and upgraded..
- In October 2013 the Auditor General confirmed that the Municipality was possibly going to receive a qualified audit as there was more than 10% of all electricity and water meters that were being estimated for more than 6 months. In response a task team was set up to fast track all non-domestic and domestic meters to be changed out;

1.2 Meter Maintenance and Meter Cleaning

- This initiative was cancelled in the previous FY. The main reason is that when maintenance viz. cutting grass, clearing mud etc. was completed these same exceptions would reappear 6 months later.
- It was decided then that most of these maintenance issues could be avoided in the future if all these below ground meters were changed out to above ground meters and this is what took place in the 2013/14 FY and reported on in the sections below.

1.3 Meter Replacement Program

- There were five plumbing Contractors that were awarded rates based contracts in the form for a two year period to help eliminate the exception reports received from the Income Unit;

- As mentioned previously a task team was set up to help replace as many of the damaged and malfunctioning meters as possible.to this end the five contractors were put on an accelerated program to ensure that the Municipality did not receive a qualified audit;
- At the end of the FY 4,255 domestic meters were replaced.
- Additionally, the Operations Unit were responsible for getting readings for bulk meters that were larger than 25mm in diameter or alternatively replacing them if they were not functioning and/or damaged. During the 2013/14 FY they completed 1,575 meters larger than 25mm in diameter .

1.4 Standpipe Metering

- A standpipe audit was conducted in which approximately 300 of the 730 standpipes could be found. These have been earmarked to be metered in the next FY;
- These standpipe readings have been estimated for more than 24 months and a Garmin with all the meter locations were handed over to the Meter Reading section.
- A pilot project was conducted to try and change the current standpipes to the new vandal-proof "Widget" standpipes and 13 were installed at various locations. Unfortunately most of these have been vandalised and the Municipality are looking at alternative solutions currently.

2. Global Initiatives and Ad-hoc Initiatives

3.2 Telemetry Upgrades

- Telemetry upgrades on all reservoir outlets were completed at the following sites as which include Bisley, Oribi, Murray, Haythorns and Symmons reservoirs.
- Proposed date for completion of Telemetry at Belfort Reservoir is August 2014.

Electricity Losses

The municipality is fighting this scourge of theft of electricity and hopefully as resources are increased and new strategies implemented the municipality will reduce the losses.

The following are in line to eliminate the element of huge losses experienced at electricity due to Technical and Non-Technical losses.

- R100m for Northdale Major Substation upgrade and 132KV City Grid Cable.
- R250m for City Ageing Infrastructure, where R50m out of R250m will be a start for smart metering that will enable the Municipality to read and disconnect remotely. Smart metering is in line with the Legislation requirements.
- R20m from South African National Energy Institute (SANEDI) which is allocated for Electricity Asset Assessment.
- Maintenance is about 95% completion on Electricity Network.
- Informal Settlements are all about 95% complete to minimise illegal connections. By 30 June 2015 they will be complete.

Debtor's Book

Management of debtor's book is receiving close attention as stringent credit control measures will be implemented.

TransUnion has been appointed to deal with debtor cleansing which will assist in having a clean debtor's book which will be followed vigorously. These measures will assist in reducing Provision for Doubtful Debts.

Material underspending of capital budget and conditional grants

The challenge is on material underspending on capital budget which impact negatively on service delivery which is an evil and immoral as it deprive the poor communities' basic services has acknowledged.

Extra-ordinary measures have to be implemented in this area to improve services delivery. The weekly meetings chaired by the Municipal Manager are held where both capital and conditional grant monitoring is done and officials held responsible. It is hoped that will change and begin to show great improvement in spending.

Irregular Expenditure

The audit report still indicates weaknesses in the supply chain management which result to irregular expenditure amounting to R27, 483 million. Great strides have been made in this area by implementing controls and processes of identifying contracts which had been awarded to suppliers in contravention of the Local Government: Municipal Supply Chain Management Regulations (SCM Regulations) in an area that is prone to fraud and corruption. Further efforts are being made to enforce strict control measures that will reduce malpractices. One of the strict control measures is that the municipality has appointed TransUnion to identify conflict of interest and non-compliance with the SCM Regulations.

The Accounting Officer will introduce further stringent control measure relating to SMC.

M. A. NKOSI
MUNICIPAL MANAGER

Audit Action Plan 2014

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Restatement of corresponding figures As disclosed in note 48 to the financial statements, the corresponding figures for 30 June 2012 have been restated as a result of errors discovered during 30 June 2013 in the financial statements of the Msunduzi Municipality at, and for the year ended, 30 June 2012.	The process culminating to the preparation of the interim financial statements is underway. Implementation of GRAP is also under review. Checklist used in the process has been confirmed by Accountant General	Chief Financial Officer: N Ngcobo	
Material losses/impairments With reference to note 52 to the financial statements, the municipality incurred material losses relating to water of R92,41 million (15 701 747Kl) and electricity of R122,34 million (202 469 552 kWh).	The acceptable norm of electricity loss is 3%. The loss above norm is due to theft, distribution losses, illegal tampering of electricity meters and can also be attributable to the ageing infrastructure. The 132 Network Rehabilitation Plan currently under implementation will reduce the technical losses while the electrification of informal settlements starting with Ezinketheni and Hlalakahle will reduce the losses for illegal connections including Jika Joe informal settlements. The acceptable norm of water loss in the developing countries is 20%. The loss above norm is due to theft, distribution losses, illegal tampering of water meters and can also be attributable to ageing infrastructure. The Master Plan for Non – Revenue Water currently under implementation has to be approved by Council and will be implemented for the period of five year with annual target to reduce water losses.	Acting DMM: IS - ES Nomnganga	
Material losses/impairments As disclosed in note 5 to the financial statements, the municipality raised a provision for bad debts amounting to R801,84 million (2011/12: R584 043 million) on consumer debts as the recoverability of these amounts are doubtful.	Implemented consolidated billing to improve collections. Water write of has also been implemented. Finalising data cleansing process after funds have been allocated during mid term review.	Chief Financial Officer: N Ngcobo	

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Material under spending of the Grants and Budget As disclosed in note 16 to the financial statements, the municipality materially under spent grants at year end amounting to R170,46 million. In addition, the municipality has under spent its capital budget to the amount of R33,557 million. As a consequence the municipality has not achieved its objectives of basic service delivery and infrastructure development.	Noted, Action addressing material under spending of budget has been developed, currently being implemented. The action plan is linked to the procurement plan with most projects spanning over three financial years.	Acting DMM: IS - ES Nomnganga	
Irregular expenditure As disclosed in note 49 to the financial statements, irregular expenditure amounting to R34,91 million was incurred during the year mainly as a result of contracts awarded to suppliers, which were in contravention of the Local Government: Municipal Supply Chain Management Regulations.(GNR 868 of 30 May 2005) (Municipal SCM Regulations).	The irregular expenditure incurred was as a result of the contracts awarded to persons in the service of the state amounting to R6M. To overcome this the Council have enhanced the MBD 4 which is the disclosure of interest to add the legal aspect in the condition of tender/contract and to make it stand in the court of law; the following recourse will include the termination of contract, the recovery of the costs incurred and the blacklisting of the bidder/s into the National Treasury database of default bidders. Further to this bidders and employers will be informed accordingly of the misconduct. The R28M is still to be investigated as this was incurred by contracting IDT. If this can be proven that the SCM process was followed it will be removed from irregular expenditure note. the irregular expenditure register is updated on a regular basis and quarterly reports are being submitted to manage, curbing and condonement by Council as per Circular 68 of the MFMA. the Council has embarked on the contract management on the value for money principle, quality assurance, contract duration period is adhered to by submitting monthly report to SMC.	Chief Financial Officer: N Ngcobo	

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Meter Readings estimated for long periods of timeDuring the audit of Electricity and Water meter readings it was noted that meter readings for a number of properties have been estimated for more than eight years. Per inspection of corroborative information and per discussion with meter reading personnel it was noted that some meters were last read in 2004, 2008 or 2010 and the reason for not reading meters was because of meters not being located, faulty , with mud or overgrown with grass. Furthermore it was noted that revenue billed in these properties have been outstanding for a long period of time and no proof of follow up for collection or disconnection for services could be provided to the auditor	A task team was established in October 2013 comprising of IS & Finance that meets on weekly basis to discuss progress on tasks allocated to the Process Managers & Managers of both departments. The task team is still continuing with the process & meet every Friday. A report is done on weekly basis reporting to SMC the progress in addressing the estimation of meter readings. The Progress reports will be provided to the Audit Committee.	Chief Financial Officer & DMM: IS	
Measures to improve performance of the municipality not included in the annual performance report The annual performance report for Msunduzi Municipality does not reflect a comparison of the performance with targets set for and performances in the previous financial year as well as the measures taken to improve performance. Further to the above, it was noted in the annual performance report that where targets have not been met, reasons or comments have not been reported on. Improvement measures in the annual performance report for a total of 100 % of the planned targets not achieved were not disclosed as required by section 46 of the Municipal Systems Act. This was due to inadequate internal policies and procedures over the processes pertaining to the reporting of performance information.	A summary of the measures taken in order to improve performance will be included in the Annual Report.	M Jackson Manager in the Municipal Mangers office	22-Nov-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Irregular expenditure - Inadequate SCM process documents from IDT In terms of Memorandum of Agreement: 4.4 The Independent Development Trust(IDT) will in managing the Electrification Budget, comply with the provisions of PFMA applicable to it as the Major Public entity as well as other legislation that may be applicable to it in terms of implementation of this agreement will endeavour to comply with the provisions of MFMA. 6.1.3 IDT will at its discretion apply its own Procurement procedures and policies as a public entity in procuring the services of the Programme creditors. In terms of SCM Policy, IDT uses the following related legislation: PFMA PPPFA SCM regulation During the audit of payments to IDT it was noted that SCM process was not followed due to inadequate SCM documentation.	A meeting with IDT was held in December 2013. At the meeting it was established that IDT appointed TNT as a strategic partner which was approved by Tender Adjudication Committee. They used a Turnkey Approach to undertake Msunduzi projects because of the technical nature of projects versus shortage of specialised services in the market. Copies of invoices by TNT were collected from IDT and reconciled & relevant projects identified that should debited. Regular project meeting are taking place with IDT whereby expenditure vs payment are reconciled and the supporting documents are made available to management for review to ensure compliance with SCM regulations.	Chief Financial Officer: N Ngcobo	25-Nov-13
Misstatement of expenditure-IDT During the audit of expenditure it was noted that IDT had recorded expenditure incurred on behalf of Msunduzi Municipality to the value of R53 million, however municipality could only reconcile R28 million as expenditure incurred on its behalf. An amount of R24 million could not be reconciled to supporting documentation to be allocated to the correct projects.	Monthly expenditure reports will be obtained from IDT and expenditure incurred by IDT will be reconciled to payments made to IDT on a monthly basis.	Chief Financial Officer: N Ngcobo & DMM: IS	9-Nov-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
IDT Commission Fee is not based on the contract. Based on Par 4.6 of the Memorandum Agreement: The parties agree that the IDT will be entitled to charge a management fee at the rate of 10% of Electrification Programme budget. The IDT will deduct the management fee quarterly, based on the actual expenditure. During the audit of expenditure the management fee of R25 million was paid. However actual expenditure was only R28 million per the schedule received from IDT. No addendum was attached to the electrification MOA to regulate the management fees paid.	The analysis conducted did not reveal any management fee or commission of R25 million paid to IDT. The invoices for management fee paid to IDT as per their 2 invoices for April 2013 is R1773654.77. Furthermore the existing MOU with the IDT will be reviewed to include all the projects that are currently being implemented by IDT which will include the revised model of payments & accounting practices.	Manager: Office of the MM, Chief Financial Officer & DMM: IS	
Disclosure note -Unauthorised expenditure note incomplete. It was noted during the audit of disclosure notes that the prior year unauthorised expenditure amounting to R21,071,373 was not shown as an opening balance on the current year unauthorised expenditure note. No supporting documents to prove that an investigation was conducted by council on unauthorised expenditure and expenditure written-off as irrecoverable was provided.	This amount relates to depreciation in the previous year. A report to Council will be done to write off the amount.	Chief Financial Officer, N Ngcobo	23-Oct-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Suppliers in Service of the State Through the use of computer assisted audit techniques (CAATS), it was identified that awards were made to persons in the service of the state for the period 1 July 2012 to 31 June 2013:	Disclosure on the conditions of contract forms part of the bidding document and has been enhanced since January 2013, that will allow the municipality to take legal steps should the bidder misrepresent the facts, this will also assist to cancel and recover all cost from the bidder. Letters of award were also enhanced to address this issue by adding SCM Regulation 44. the SCM practitioners will also inform the employers of those bidders should they be find in the employ of the state. Having implemented all these measures they are still not full proof preventative but are just corrective measures. This is a national problem as all organs of state are faced with a similar finding every year since the SCM Regulations were promulgated by National Treasury. National Treasury has not provided solution to the municipalities & other organs of state. There is one option which will be preventative but will be cumbersome to implement. Before any organ of state appoints a service provider, National Treasury or Auditor-General should be requested to check the status of the directors, members & management whether they are in the service of the state. Organs of state don't have access to personnel data of all employees to check against but Auditor-General has that access.	Chief Financial Officer: N Ngcobo	9-Nov-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Procurement of goods was split into parts to avoid competitive bidding process. During the audit of procurement and contract management it was noted that the procurement of the refrigeration equipment as well as the erection of the chiller rooms required at the municipal market, were split into smaller quotation transactions to avoid procuring such through the competitive bidding process	The following is in place as to avoid the split of orders; The Procurement Plan was developed in 2011 and is in place from 2011/2012 and 2012/2013 it defines the Supply Chain Management needs of the organization, aligned to the municipality's IDP, Budget and Departmental SDBIP. The plan is for a minimum of one year but aligned to the IDP three year period, this is especially critical in the case of capital projects requiring the issuing of bids for multiyear projects, as well as in order to obtain cost savings through longer term goods and service contracts (limited to a three-year period in terms of the MFMA) and has assisted the Council in ensuring that all Grant projects are finalized and awarded in a correct manner. The main objective of the plan is to assist the service deliver business units to achieve their service delivery mandates and to meet their service delivery requirements without any SCM processes delays and this forms the integral component of the entire process to ensure effectiveness, efficient and economical SCM processes. The plan is also there to ensure that compliance with SCM Regulations is adhered to and assist with transparency of all SCM activities for the year; this is placed on our website. Internal audit has advised that this be sent to Council to regularize the expenditure, in future all mid-term funding will be added on the procurement plan to ensure that the correct procurement process is followed and to ensure that compliance is adhered to at all times.	Chief Financial Officer: N Ngcobo	6-Jun-13



2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
AOPO - Reported targets not consistent with planned targets. The reported targets as included in service delivery budget implementation plan (SDBIP), or second quarterly report submitted for auditing are not consistent with the targets as per the approved integrated development plan. All planned targets specified in the SDBIP for the year under review were not included in the integrated development plan.	Accountability has been assigned to DMMs to ensure that all information is first checked by them prior to submission to the PMS Unit. - Submissions for monthly and quarterly reports are only accepted from the office of the DMM for accountability purposes.	Manager: Office of the MM - M Jackson & All DMMs	9-Nov-13
AOPO- Planned and Reported indicators/measures are not well defined . Few of the indicators/measures relevant to the selected objective: Basic Service Delivery and Infrastructure Development (Roads, Transportation and Public Works) were not well defined in that clear, unambiguous data definitions were not available to allow for data to be collected consistently. This was due to a lack of understanding by business units relating to the defining of key performance indicators and inadequate training to enable application of the principles of the Municipal Planning and Performance Management Regulations, 2001.	Following the approval of the SDBIP and finalization of work plans, an exercise has been conducted to ensure alignment between the IDP, SDBIP and work plans. A report has been submitted to the SMC and, where gaps and/ or non-alignment have been identified these will be addressed during the mid-year review process.	Manager: Office of the MM - M Jackson & All DMMs	9-Nov-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Service Delivery: Water and Sanation . Access to Basic Water . In terms of government's delivery agreement for outcome 9, output 2 was designed to improve access to basic services. In this regard the following sub outputs were identified: Improve universal access to basic services by 2014 as follows: 1. Water from 92% to 100% 2. Sanitation from 69% to 100% During the audit of the water and sanitation KPI's it was discovered that the municipality has not set their targets at 100% for the 2013/2014 year. The municipality has not set its target for the 2013-14 financial years to eradicate all basic water backlogs in line with the national targets to achieve 100% access to basic water by 2014.	The Target will be reviewed and amended to ensure that it is realistic & resonable taking into account the budget constraints within the municipality.	Acting DMM: IS - ES Nomnganga	29-Nov-13
Use of consultants. The following weaknesses were noted in the management of consultants: • The use of other consultants was evidence of the long outstanding vacancies not filled by the municipality. • No evidence was kept of skills transferred from the respective consultants to the municipal staff members on the following consultant, • Neither did the assignment include an important component for training or transfer of knowledge and skills.	No Action plan required, the Municipality will always appoint consultants where it deems necessary for various reasons.	Ms N Ngcobo Chief Financial Officer	27-Nov-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Revenue not collected from Businesses & Government departments. During the audit of revenue charged on services it was noted that the municipality does not collect revenue due to the municipality from private businesses and government departments and no appropriate action has been taken to recover the outstanding monies. Furthermore evidence that these accounts have been handed over for collection or services being cut-off was not provided to the auditor	Regarding Government accounts we have since nominated a dedicated employee to deal with challenges pertaining to these accounts. Debt collection policy process shall be implemented in full in order to recover all outstanding amounts. A blue print is yet to be developed to guide the process to be followed to ensure full compliance with the policy	Chief Financial Officer: N Ngcobo	15-Oct-13
Electricity reconnected on overdue accounts without payment or approved arrangement by a senior official. During the audit of revenue it was noted that electricity and water reconnections are made by enquiry clerks without a payment received on outstanding account and without a debt repayment arrangement approved by the credit controller or Process Manager: Revenue	SMC has resolved that a security company be appointed to undertake monitoring of disconnections and reconnections.	Chief Financial Officer: N Ngcobo & Acting DMM: IS -	9-Jun-13
Revenue from transaction charges not accounted for in the correct period. During audit of revenue from the market the following discrepancies were noted: a) The basis of calculation of the transaction charges could not be provided. b) The transaction charges were only recorded when the revenue is received as opposed to the period when the revenue was earned	No Action plan required as reconciliations are done timeously. issue resolved	DMM: Economic Development - R Ngcobo	11-Dec-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Reconciliation between daily cash sales and cash banked on the fresh market not performed. During our audit of revenue from the market, the following were discrepancies were noted: a) The reconciliation between the daily cash sales and daily cash banked were not prepared which resulted in discrepancies not identified timeously. b) The following discrepancies were identified between the sales from the sales report and daily transaction report provided.	This matter is resolved. No action plan required. Reconciliations are done daily.	DMM: Economic Development - R Ngcobo	11-Dec-13
Revenue from fines. During the audit of revenue from fines the following discrepancies were noted on the files selected for testing for March and June 2013: a) There was no adequate supporting documentation submitted by the contractor to the municipality to confirm the completeness of revenue received. b) The reconciliation of fines issued by the contractor and payments received by the municipality is not performed.	Community services will identify employee that will verifying and reconciling all traffic fines. Finance is currently reconciling cash received. Finance has a dedicated official that does the reconciliations on monthly basis of the bank against the cashbook before any payments to TNT are processed.	Chief Financial Officer: N Ngcobo & DMM: Community Services - B Zulu	9-Jun-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Rental income not collected on time	Housing Chief Accountant will ensure that management is provided with monthly stats of the outstanding debtors to ensure that balances are promptly recovered. • The Credit Control and Debt Collection Policy will be improved. • In order to fast track and implement the easier methodology of debt collection for the housing will be to consolidate the accounts so that they can be disconnected if they opt to pay for services only as the system will auto allocate the payment to the oldest debt first. • Monthly management meetings between Finance and Housing Rental Stock will be held so as to co-ordinate debt recovery process.	DMM: Economic Development - R Ngcobo & Chief Financial Officer: N Ngcobo	9-Jun-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Recoverability of Debtors. During the audit of receivables it was noted that the municipality has not enforced credit control procedures and mechanisms in terms of its credit and debt collection policy and in compliance with the MFMA and MSA. At 30 June 2013, debtors' balances were as follows, with 68.55% outstanding for more than 365 days on electricity, refuse, sewerage, water and housing and 62.19% of debtors outstanding on rates for more than 365 days. This audit issue was raised in the 2011-12 financial year. The municipality did commit to implement a strategy to recover all the amounts due from debtors. Through inquiry of the Process Manager: Revenue (Mr. B Ngobese), it was noted that more problem were identified regarding the billing of debtors since some charges were not reasonable. This resulted in the piecemeal application of the strategy. The issue identified indicates insufficient or inappropriate application of the strategy and the monitoring thereof.	Management has engaged on the process of profiling all debtors that are unable to meet their obligation in terms of payment, this mainly affects Edendale areas whereby the community is affected by socio economic issues. The accounts have been submitted to council to effect debt write off during 13/14FY. It must also be noted the current economic climate has put people under economic pressure and the negative economic drivers are visible in energy petrol, electricity prices as well ravaging unemployment and these have placed limitations in our customers' ability to pay. The Council have implemented several initiatives in year 2013/14 that were introduced towards the end of 12/13 FY intended to expedite the accounts payments and these includes; Accounts consolidations that has resulted in higher disconnections level; We are consistently monitoring all the disconnected accounts and all the tempering are subject to hard disconnections; We have employed 18 credit controllers whose sole focus will be to call all outstanding accounts and give notice for imminent disconnections; Debt write off for all water accounts has commenced with a view of cleaning our debtors book; We have implemented the amnesty in order to encourage the payment of all outstanding debtors; Our debtors has started to show the sign decreasing and the impact of these initiatives is showing a tangible signs ; The revenue has shown the signs of marked improvements The full impact of these initiatives will be visible and realised in 2013/14 financial year and outer years and we are optimistic that in the following year we will see a good indication that will decrease the debtor's book.	Nelisiwe Ngcobo Chief Financial Officer	18-Nov-13



2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Housing Debtors not recovered on time. It was noted during the audit of long-term debtors that debtors were not timeously collected, as they've been outstanding for more than 360 days, This might result in loss of revenue due to non-payment of debtors furthermore no provision for doubtful debts has been raised	Housing Debtors not recovered on time. It was noted during the audit of long-term debtors that debtors were not timeously collected, as they've been outstanding for more than 360 days, This might result in loss of revenue due to non-payment of debtors furthermore no provision for doubtful debts has been raised	DMM: Economic Development - R Ngcobo & Chief Financial Officer: N Ngcobo	31-Oct-13
Payments not made within 30 days of receipt of invoice. payments were not made within 30 days after receipt of the invoice or issuing of the goods received note, due to the delays in the submission of supporting documentation to the creditors department	The Outstanding Orders and the Creditors Age Analysis are month-end reports that are distributed after the month-end process. Three columns will be added on the Creditors' Age Analysis for the date on which the order was received/created/issued, invoice & Goods Received Note were received by Creditors & a fourth column will be for the narration relating to the cause for paying after 30 days. The monthly report to SMC will identify the Business Units that did not submit the necessary documents described above. The report on outstanding orders will be distributed so as to assist the Business Units to which of their orders are not yet processed for payment. The Financial Management Support Services Managers will be responsible for following up & reporting on monthly basis to the Process Manager: Expenditure on the reasons for the orders that are outstanding for more than 30 days without an invoice being submitted. Regular reminders will be circulated monthly to all business units reminding them of the due date for the submission of invoices to creditors. Currently there are two major payment dates, these dates will be reviewed with the intention to introduce weekly payment dates. Staff involved in payment process will be provided with training on the payment process. Monitoring of documents and identifying units or departments that do not submit on time and repot them to the DMM.	Chief Financial Officer: N Ngcobo	8-Nov-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Overpayments to Natal Joint Pension Fund not accounted for in financial statements. During the audit of employee cost it was noted that overpayments were made to Natal Joint Pension Fund, however these overpayments has noted been disclosed in the financial statements resulting in the understatements of accounts receivable and overstatements of pension contribution.	Pension fund statement will be requested from Natal Joint to ensure that our monthly payments reconciled with the Pension Fund. The reconciliation will be reviewed, signed & dated by the Chief Accountant Pay Office & Process Manager: Expenditure & filled on monthly basis. The Procedure Manual will be reviewed/ developed/updated with all the month-end processes that must take place on monthly basis. An amount of R 70 549.62 which is still unresolved, statements for the previous financial period 2012/2013 will be requested from Natal Joint & attended to.	Chief Financial Officer: N Ngcobo	4-Nov-13
Councillor's with accounts outstanding for more than 90 days at 30 June 2013. As disclosed in Note 39 to the financial statements, eight councillors collectively had arrear accounts of R106 634.00 that were outstanding for a period longer than 90 days. These councillor s are non compliant with section 12 A of schedule 1 of the Municipal Systems Act, 2000 (Act No.32 of 2000)(MSA).	Letters notifying councillors regarding outstanding debts will be written to them quarterly. A report will be done through SMC to Finance Portfolio, MPAC, Audit Committee, Exco & Full Council on all outstanding debts in respect of Councillors on quarterly basis with a recommendation that complies with the MFMA & other legislation.	Chief Financial Officer: N Ngcobo	22-Oct-13
High vacancy rate. During the audit of employee costs it was noted that 32% of staff establishment posts are vacant. A high vacancy rate has a negative impact on achievement of service delivery objectives of the municipality	60 positions have been prioritized & will be advertised in January 2014 and filled during February to April 2014. Management has commenced with the process of migrating staff from old the organogram to a new approved structure. This entails Job Writing. Job Grading and Evaluation, assessment will be done before the placement of staff in the new organogram. Prioritize critical positions from July 2014 in accordance with the budget. The process will continue throughout the year for all budgeted vacant position. The process of Job Grading should be complete by April 2014, enabling posts in the new structure to be filled.	DMM: Corporate Services - M Molapo	11-Dec-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Negative leave balances. During the audit of employee's leave it was noted that employees took leave which was more than the balance that each employee was entitled to, resulting in negative balances	Human resourses /DMM Corporate services are in the process of auditing and cleaning all staff leave balances, completion will be by April 2014. Controls are also in place, Managers are being continually capacitated\ advised and checked by HRSSM's to ensure that no officials are granted leave more that they are entitled in terms of the Employer's Conditions of Service; and Employer's Leave Policy. Engage the vendor of Payday to create parameters in the system to deal with excessive leave of all categories.	DMM: Corporate Services - M Molapo	10-Sep-13
Leave taken without prior approval There are employees who took leave before it was approved by the relevant Process Manager/ Deputy Municipal Manager.	No Action required.	DMM: Corporate Services - M Molapo	10-Sep-13
No leave form for captured leave. During the audit of annual leave, it was noted that leave days were captured and approved on the system however no leave form were located on the employee's leave files.	Ongoing administration of leave and monitoring is occurring through Centralized Leave Office. The Office is being given extra resources i.t.o space, equipment so that they can offer a consolidated, comprehensive service. Engage the vendor of Payday to create parameters in the system to deal with excessive leave of all categories.	DMM: Corporate Services - M Molapo	10-Sep-13
Family responsibility leave exceeding 5 days. During the audit of family responsibility leave, it was noted that there are employees who took more than 5 days for family responsibility leave, this is contrary to the requirements of the collective agreement	Ongoing administration of leave and monitoring is occurring through Centralized Leave Office. The Office is being given extra resources i.t.o space, equipment so that they can offer a consolidated, comprehensive service. Engage the vendor of Payday to create parameters in the system to deal with excessive leave of all categories.	DMM: Corporate Services - M Molapo	10-Sep-13
Study leave incorrectly classified as family responsibility leave During the audit of special leave, it was noted that for some employees study leave has been incorrectly classified as family responsibility leave. This is contrary to the collective agreement as study leave does not qualify as family responsibility leave	Ongoing administration of leave and monitoring is occurring through Centralized Overtime Office. Engage the vendor of Payday to create parameters in the system to deal with excessive leave of all categories.	DMM: Corporate Services - M Molapo	10-Sep-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Bank reconciliations are not prepared timeously. During the audit of cash and bank it was noted that bank reconciliations were not prepared on a timely manner resulting in reconciling items not be cleared timeously.	Two Sub-Accountants have been appointed to undertake the reconciliations.	Chief Financial Officer: N Ngcobo	14/10/2013
Internal control deficiencies relating to asset count. The annual asset count conducted was inadequate as it was confirmed through review of the asset count report to council that only 50% of the total assets were physically verified.	Management has put measures in place to address this issue. The verification process has been reviewed and the asset policy and procedures amended . Presently all units have been instructed by SMC to account for all unverified assets and report back to SMC on the outcome of this exercise and treatment of all unverified assets.	Chief Financial Officer: N Ngcobo	15/10/2013
Annual reviews and useful lives and residual values not performed. During the audit of assets it was noted that, the review to determine the useful life of the following assets is not performed during the period under review: • Infrastructure assets • Buildings • Community assets • Intangible assets • Investment property It was further noted that a conditional assessment is carried out upon asset verification for moveable assets; however, the review of useful lives of the asset group is not performed.	A request has been made to include in the budget for the next three financial years a budget to appoint a consultant to undertake the process of reviewing the useful life of all assets and to benchmark the process to other municipalities in order to standardise the process and develop an asset management plan to guide the process.	Chief Financial Officer: N Ngcobo	11-Apr-13



2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Lack of formal policy for the management of road infrastructure. An approved asset management policy (2007-2012) was presented for audit inspection. However, it was noted that the policy does not clearly set out the following regarding road infrastructure: • Strategic planning • Proactive and routine maintenance planning • Funding of new road infrastructure and maintenance of existing road infrastructure • Management information system • Addressing backlogs • Roles and responsibilities of the staff members The absence of an updated approved policy and procedures to manage road infrastructure, resulted in the following: • No planned or preventative maintenance being conducted (short and long term) • Lack of skilled staff • Backlogs not being addressed	Develop the policy • Research and benchmark to complete by 30 June 2014 • Complete draft Policy by 31 August 2014 • Submit to Council for approval by 30 October 2014 • Implement in November 2014 • Revise every 5 years	Acting DMM: IS - ES Nomnganga	18/11/2013

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Funding of road infrastructure. An inspection of the road network master plan contained in the 2012/13 to 2016/17 integrated development plan (IDP) revealed the following projects to be started within the 2012/13 financial year: • Municipal Infrastructure Grant (MIG) will fund R56 million which is 50 per cent of the projects reflected in the master plan • Provincial Department of Transport (DoT) will fund 40 per cent of road projects and • Council will fund 10 per cent of the projects It can be seen from the above that MIG and DoT funds 90 per cent of road infrastructure were as council only funds 10 per cent. Your attention is drawn to the Division of Revenue Act, 2012 (Act No 5 of 2012) which states: "MIG will not fund specific projects, but is designed to complement the capital budgets of municipalities." Furthermore through inspection of the approved budget and through enquiry with the process manager: construction and re-construction (Mr. S. Mbimbi) on the 11 March 2013 the following was noted: • The municipality only utilises the MIG for the development, upgrading and rehabilitation of new road infrastructure. Council does not budget for the development, upgrading or rehabilitation of road infrastructure. This result in that council could not sustain completed projects. • The municipality does not budget for preventative maintenance on new road and existing road infrastructure. Based on the finding above it can result in the following: • Increase in road infrastructure backlogs • Deterioration of road infrastructure, decreasing the useful life of the road • Potholes, cracks and sink holes will develop which is a symptom when preventative maintenance is not done.	Draft Capex and Opex budget has been submitted for approval by Council. The following amounts have been requested: 1. Gravel Backlog = R66.7 million MIG 2. Road Upgrade = R31.2 million CNL 3. Rehabilitation = R25 million 4. Maintenance = R44.7 million Over and above the Municipality is currently undertaking assessment of its road infrastructure network which will prioritize and update preventative maintenance programme in terms of the Pavement Management System (PMS).	Acting DMM: IS - ES Nomnganga	18/11/2013



2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Lack Of It Governance Framework. The municipality does not have an IT Governance framework which governs the IT infrastructure. This may result in IT functions not being governed in a standardised manner across the municipality. This may further result in IT staff not having entity-wide IT governance standards to subscribe to and management not having a framework or guidance to align to.	The IT Governance framework compilation is in progress.	DMM: Corporate Services - M Molapo	15-Dec-13
Lack of Service Level Agreements for the IT Infrastructure There are no signed Service Level Agreement ("SLA"'s) for the network infrastructure in place to support the IT environment that hosts critical business systems. The following systems were identified as not having an adequate SLA: • INTENDA • BAUD • METVAL • FRESHMARKET • PROMIS • PAYDAY • PROMIS financial system This could result in inadequate service delivery by third parties. As the roles, responsibilities and obligations of each party are not formally defined and agreed upon; neither party can hold the other accountable for breaches of the agreement.	Formal software licence contracts and service level agreements between the municipality and its service providers are under negotiation and at an advanced stage of finalization. They will facilitate adequate vendor management of SP's procured to provide IT software and support to the Unit.	DMM: Corporate Services - M Molapo	15-Dec-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Lack Of An Approved Disaster Recovery Plan And Business Continuity Plan. The municipality had not approved and implemented a Disaster Recovery Plan ("DRP") and does not have Business Continuity Plan ("BCP") in place. The municipality may fail to timely recover normal business operations after a disaster or information processing interruptions. This may affect the day to day activities of the business.	Funds have been set aside in the 2013/ 2014 to draft and implement place Disaster Recovery Plan and Business Continuity plan; including upgrading obsolete IT infrastructure; and bulk equipment such as servers. An appropriate "climate controlled" and secure spaces for the incoming servers is also being investigated\ facilitated.	DMM: Corporate Services - M Molapo	28-Feb-14
Lack Of Approved Information Technology Security Policies And Procedures. The Municipality does not have approved Information Technology policies and procedures in place. This will result in users and administrators not having any rules and procedures to follow. This may increase the risk of errors, fraud and the loss of data. This may further compromise the integrity of data at the organisation.	ICT Policies have been developed and approved. An Implementation Plans to render the policies operational are in the process of being finalized for approval by SMC in February 2014.	DMM: Corporate Services - M Molapo	



2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Lack Of Change Control Standards And Procedures For Applications And Windows Operating System. A formal change management procedure has not yet been approved and implemented at the municipality; moreover the draft change management procedure did not include other systems that are used at the municipality. Furthermore, there is no formal change control documentation used to document changes made to all systems and applications. The documented change management procedure which has not been approved did not cater for emergency changes and documenting procedures. This could result in insufficient tracking of changes and control over normal, configuration and emergency changes. It would also increase the likelihood of unauthorised changes taking place on key business systems.	Formal, up-to-date service level agreements between the municipality and service providers are at an advanced stage of renegotiation\finalization. Conclusion of agreements between the municipality and its service providers will be done by the end of Jan 2014.	DMM: Corporate Services - M Molapo	30-Nov-13
Inadequate Password Settings Defined On The Domain Controller. The lockout counter is set to 15 minutes on the domain controller, which means that a locked account will automatically unlock itself after 15 minutes. This could result in unauthorised users gaining access to the systems in use and may lead to unauthorised transactions being performed.	A key prerequisite for full proof and secure password management is the procurement of appropriate software licence contracts and service level agreements between the municipality and designated service providers, which are under negotiation.The negotiations are at an advanced stage of finalization and should pave the way for secure password management.	DMM: Corporate Services - M Molapo	Immediate

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Inadequate Physical Access Controls to the Municipality's Main Computer Room. Physical access controls at the computer room are inadequate and the following weaknesses exist: • The Environmental Controls Procedure has been developed but not approved and implemented • The sensitive areas, such as the passage in the ICT department and the computer room, were not monitored by cameras, thus anybody can enter the department • The magnetic key that is used by IT staff to access the main computer server room is not uniquely linked to the respective users • Management could not provide a Maintenance schedule for servicing of environmental controls such as the fire extinguisher and the smoke detectors • No report could be obtained or withdrawn for server room access log	Physical access control measures to address security of the server room are in place and being maintained in the interim while new servers are awaited, in line with policies and procedures approved to manage physical access to the server room and unauthorised access is in place and implementation is being enforced. Going forward alternative secure means of access are being investigated, including biometric access (Finger-print access) or "restricted access" electronic turnstiles.	DMM: Corporate Services - M Molapo	Immediate

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
The server room register was inadequate The following inadequacies were identified: • The register is not reviewed • The time that a person left the room is not specified • Formal access request documentation was not completed for registering users, changing users' access rights and terminating access rights on the physical access control system • Formal procedures had not been approved and implemented to ensure that the access rights of users on the physical access control system were periodically reviewed to confirm that their current access was in line with their job responsibilities Inadequate physical access controls increase the risk of unauthorised persons gaining access to the computer room. Management may not be able to establish accountability for unauthorised actions performed in the server room. Unauthorised access to server room may lead to theft of material in the server room, and the municipality data may be compromised. This may result in damage to the server room which may lead to a loss of data.	Physical access control measures to address security of the server room are in place and being maintained in the interim while new servers are awaited, in line with policies and procedures approved to manage physical access to the server room and unauthorised access is in place and implementation is being enforced. Going forward alternative secure means of access are being investigated, including biometric access (Finger-print access) or "restricted access" electronic turnstiles.	DMM: Corporate Services - M Molapo	15-Dec-13
Inadequate Backup Procedures The backup strategy had not been developed and implemented. Consequently the following weaknesses exist: • Backups have not been performed since September 2012 • There is no register to track the movement of the backup tapes between the production site and the offsite storage location • There was no formal evidence of restoration or testing of backup tapes during the financial year under review Without adequate backup procedures, the municipality will not be able to recover critical data in the event of a disaster.	A key prerequisite for secure data backup management is the procurement of appropriate software for said purpose; including appropriate servers. Software licence contracts and service level agreements between the municipality and service providers are under negotiation. The negotiations are at an advanced stage of finalization and should pave the way for secure data management and backup.	DMM: Corporate Services - M Molapo	15-Dec-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Inadequate Vendor Security Implemented And Password Settings. The following security weakness was identified: • The service provider was able to access the application via the back end and this allows the service provider to view user passwords • In addition passwords on Baud application does not expire This could result in unauthorised activities performed on user account without the user being aware. Moreover if passwords are not frequently changed this may result in passwords being known by other employees. This increase the risk of unauthorised activities being performed using other users passwords.	A key prerequisite for full proof and secure password management is the procurement of appropriate software licence contracts and service level agreements between the municipality and its service providers, which are under negotiation. The negotiations are at an advanced stage of finalization and should pave the way for secure password management.	DMM: Corporate Services	15-Dec-13
Lack Of Review Of Baud System Controller Activities. The activities of persons with powerful privileges such as controller/admin privileges were not monitored periodically by an independent person and this could therefore result in controllers/administrators performing inappropriate or even unauthorised activities that will remain undetected.	Security control measures to address security of the server room are in place but are being maintained to include: security clearance of individuals having access to server rooms and security\ integrity of data. In addition, periodic security reviews\ spot checks will be instituted by independent appropriately qualified parties to ensure that high security environment is maintained.	DMM: Corporate Services - M Molapo	15-Dec-13
Segregation Of Duties Not Enforced Segregation of duties was not enforced as the BAUD administrator was responsible for application administration and data processing. If segregation of duties is not enforced, this may result in unauthorised activities performed in the system. These transactions may remain undetected and maybe difficult to identify.	Managing user accounts is being handled entirely in-house; and this will be enforced NOT outsourced to external Service Providers. Secondly, periodic security clearance of individuals having access to the Employer's user accounts; and periodic spot checks of persons administering user accounts will be undertaken by indepent appropriately qualified parties to maintain a secure environment within IT sensitive spaces.	DMM: Corporate Services - M Molapo	15-Dec-13

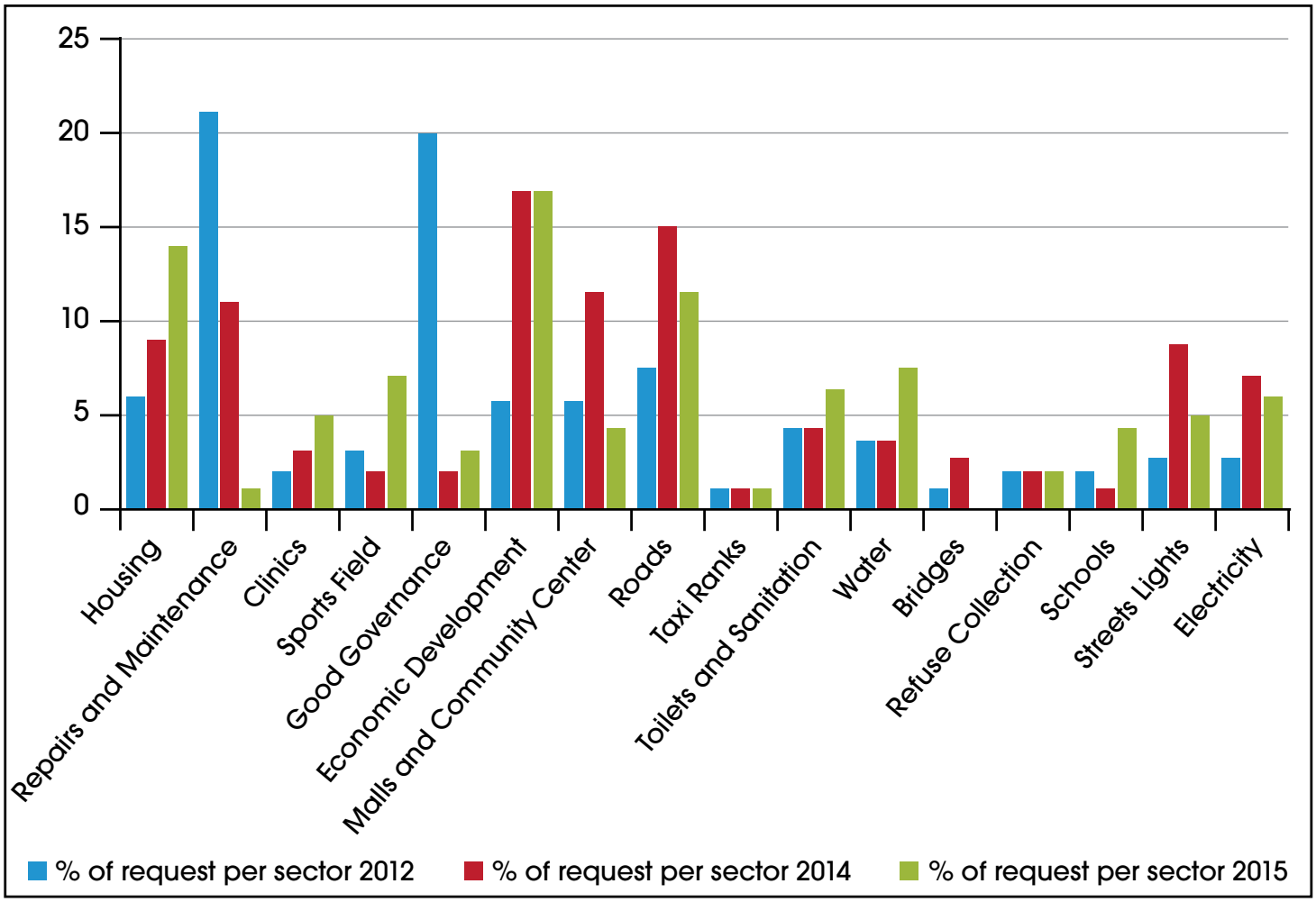


2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Unsecure Mode Of Data Transfer. Asset data from Promis application was manually imported to the Baud application in a spreadsheet format using a Compact Disk ("CD") or Universal Serial Bus ("USB"). This may result in unauthorised data modification before the data is uploaded to the Baud application. This may compromise the integrity of the data and may lead to the loss of significant data.	Managing user accounts is being handled entirely in-house; and this will be enforced NOT outsourced to external Service Providers. Secondly, periodic security clearance of individuals having access to the Employer's user accounts; and periodic spot checks of persons administering user accounts will be undertaken by independent appropriately qualified parties to maintain a secure environment within IT sensitive spaces.	DMM: Corporate Services - M Molapo	15-Dec-13
Lack Of Segregation Of Duties. Segregation of duties were not enforced as the Metval administrator from the service provider had full access to the application. The administrator was responsible for registering users, managing passwords, changing access user access rights and terminations. This may result in unauthorised activities being performed. In addition users may gain unauthorised access to the systems in use.	Managing user accounts is being handled entirely in-house; and this will be enforced NOT outsourced to external Service Providers. Secondly, periodic security clearance of individuals having access to the Employer's user accounts; and periodic spot checks of persons administering user accounts will be undertaken by indepent appropriately qualified parties to maintain a secure environment within IT sensitive spaces.	DMM: Economic Development - R Ngcobo & DMM: Corporate Services - M Molapo	
Programmer Changes To the Application. Actual changes made to the application were done by the service provider who was also the programmer of the application. Moreover the application does not maintain or generate a log of all changes made to the application. This may result in unauthorised changes being made to the application without management approval. Furthermore changes made to the application may not be timely detected. This may compromise the integrity of the system.	No action as the application contains a Log of version changes, application also indicates version number in the task bar any changes are immediately visible.	DMM: Economic Development - R Ngcobo & DMM: Corporate Services - M Molapo	
Non-compliance with the recruitment policy. During the inspection of personnel files, it was discovered that the Human Resources department of Msunduzi Municipality did not perform reference checks for the certain appointees	A reviewed Selection, Recruitment & Retention Policy is being finalized for approval by Management (SMC); followed by EXCO & Council to ensure appointment compliance throughout the appointment value chain. All new employees are subjected to security clearance.	DMM: Corporate Services - M Molapo	10-Sep-13

2012/07/01 - 2013/06/30			
Audit Finding	**Action Plan**	**Responsibility**	**Date**
Non Compliance with the Minimum competency regulations In terms of Regulations 14(2)(a) of Minimum Competency Levels regulation states, “Each municipality is required to furnish half yearly implementation returns to the National Treasury and relevant provincial treasury for the period ending 31 December and 30 June .The return is to be in the format of the Schedule of the Regulations and, where applicable, include consolidated information on all its municipal entities. The consolidated returns are to be furnished by no later than 30 January and 30 July respectively.” Contrary to the above, the half yearly implementation return for the period 01 July 2012 to 31 December 2012 was only submitted on 26 February 2013 to National Treasury.	All DMM, Process Managers & other staff have been enrolled through the University of Pretoria. The returns will be submitted to National Treasury.	DMM: Corporate Services - M Molapo	9-Jun-13

8.3 GOVERNMENT AND PUBLIC SECTOR PARTICIPATION AND COMMUNITY INVOLVEMENT REPORT

The community needs are analyzed and grouped into the different sectors. The community needs were than analyzed for the last three financial years to identify the trend. As can be seen below the demand for housing has increased for the past three financial years and the demand for water and sanitation, infrastructure and sports field have also increased during 2015. The community seems to be satisfied with the delivery of street lights, electricity and repairs and maintenance on infrastructure.



2015 Mayoral Imbizo

The IDP representative's forums have been held on the 18th of September 2015 and the 18th of February 2016. The IDP representatives forum are scheduled to take place four times a year and provide a platform to align and also present community needs to the sector departments. The IDP roadshows were held during the first and second week of December 2015 in the five municipal zones. The municipality also formed part of the district alignment sessions and also attended the COGTA IDP stakeholder's workshop. The municipality also host monthly ward operation sukuma sakhe meetings for each of the wards.

Notes of the meeting of presenting mapping findings by cadres involved in Community Based Planning Project

Date: 18 February 2014
Venue: Imperial Hotel, Pietermaritzburg
Time: 10h00 to 12h00

Agenda for the meeting

Program Director: Mbhe Mdlalose (Built Environment Support Group –BESG)

1. **Opening and Welcome:** Mbhe Mdlalose
2. **Purpose of the Meeting:** Mbhe Mdlalose

3. **Background to the Community Based Planning Project:** Mnini Ntombela
4. **Presentation of findings:**
    - Msunduzi Municipality
    - uMngeni Municipality
    - Mkhambathini Municipality
    - Richmond Municipality
    - uMshwathi Municipality
    - Impendle Municipality
    - Mpofana Municipality

5. **Questions**
6. **Discussions**
7. **Closure**

1. The purpose of the meeting

The meeting was a platform for 30 trained cadres to report back on their mapping exercise conducted in seven local municipalities under Umgungundlovu District. The project is facilitated by BESG under their Deepening Democracy Project which started in 2008. This project was designed into 3 Phases over a period of 5 years.

Phase 1:
- Leadership training for community based organisations (CBOs).
- Conflict Management
- Citizenship
- Self-reliance

Phase 2:
- Training CBOs to understand local government structures and functions
- Engagement process with IDP Managers
- Establishment of clusters of CBOs
- Municipal action research

Phase 3:
- Strengthening clusters' voices
- Opening spaces for engagements
- Change management process

This meeting is one of the initiatives facilitated by BESG to open spaces for engagements between civil society and government's IDP Managers. IDP Managers are targeted because they are responsible for spaces that enable citizens to participate in planning and budgeting processes.

BESG process is in line with the government's commitment to work together with the citizens. It is in line with the "walk together scenario" which empowers citizens to take charge of their lives instead of the "walk behind" or the "walk apart" scenarios where citizens are beneficiaries or are angry and protesting against the government.

2. Background to the project.

The project equipped 30 cadres in total. Cadre training was funded by the Foundation for Human Rights and Hivos, with each funding 15 cadres for a period of 10 months and 12 months respectively. This funding came at an opportune time when there was a need to strengthen the voices of civil society. Cadres were chosen from CBO clusters in seven municipalities under Umgungundlovu District.

Community based planning is a process of producing plans that can be designed, implemented, managed and maintained by local communities. This process empowers local communities to voice their opinions and strengthen skills and confidence to participate in development interventions. Community based planning seeks to include vulnerable and excluded groups within the community and develop leaders to ensure inclusive involvement in the planning of initiatives. Communities need to identify their own problems and should take lead in reviewing, reflecting and organising events to share lessons and discuss options. Most importantly, communities should have a sense of ownership of these initiatives to ensure that they are sustainable and long lasting.

Community-initiated plans empower the citizen-resident and sets up possibilities for "co-producing" collaborative approaches to development projects. Community based maps are hence a negotiation tool for communities to demonstrate the existing assets and opportunities to their local governments. By partnering with local governments, community plans can inform some of the IDP projects.

The content of the training was based on the Constitutional Rights of South African citizens. Mobilisations of other citizens to participate in the process were through "Know Your Rights" campaign. The process involved information sharing with community members, mapping of development needs and facilitating constructive ways of improving their wards.

Methodology

Focus Groups

- Groups were comprised of community members from the different CBO clusters and were grouped by sector.
- Discussions were based on a pamphlet titled "Know Your Rights"
- Groups went through the pamphlet first as a tool to facilitate discussion.
- People shared their understanding on human rights and reflected on their own experiences.
- Groups used charts to draw their ward assets and identify gaps.

Door to door

Cadres used a 'door to door' methodology to create human rights awareness in their communities. They also allowed people to tell their stories in the process.

Capturing Evidence

Cadres captured key development issues to back up their findings. In some settings they recorded videos to capture people's stories.

Some common threads of the cadres' presentations

- There is a great need for municipalities and other government structures to plan with communities (for example, to discuss the times for the delivery of water where they are still using water trucks)
- Who is involved in the prioritisation of community needs to compare the needs of different wards/communities
- Challenges of communities located on private land where the government struggles to provide basic services – what is the solution to this?
- Communication problem between communities and government structures including councillors – this is more about lack of report back on the progress or lack of progress in projects promised to communities
- What is the strategy of the government to address people's perceptions and understanding about their development needs and who should do what? Who should maintain community facilities? How deep is government's pocket in satisfying community needs?
- Is the methodology used by IDP processes effective enough to gather real needs of the communities?
- There is lack of meaningful public participation
- There are challenges with housing allocation processes
- There is a need for the District to intervene on LED challenges in smaller local municipalities such as Mpofana
- Health hazards are a serious threat if there is irregular water supply – the infrastructure is in place which is appreciated by communities.

Input by IDP, Area Based, Public Participation and Operation Sukuma Sakhe Managers present.

Officials applauded the work done by the cadres. They applauded the methodology used by cadres.

1. Mr Ngcongo and Ms Gwala: Emphasised the importance of participation in ward meetings and in war rooms.
2. Mr Roopan: Indicated that the issues identified by cadres are similar to what community based planning in Msunduzi have come up with.
3. Mr Fakude: Indicated that such engagements raised expectations and recommended that as a next step: BESG should compile a report, which includes maps for submission to UMDM and LMs. The issues will be included in IDP, some projects have already started, i.e. UMDM's core mandate is sanitation and water in other LMs except in Msunduzi. He also advised that councillors should be involved in this process.
4. ALL officials highlighted development that the municipalities are undertaking to address some of the challenges listed by cadres

WARD	GAPS	SERVICES IN PLACE	NEED TO IMPROVE
3		War room sits	Parts of the ward: roads still need to be tar
8			
11	No sanitation No tax shelters	Water Electricity - War room are functioning	Regular waste collecting is needed
12		War room sits	
20	No permanent clinic Jobs War room does not sit		Mobile clinic to come often Children travel long distance to school
30 (Ezinketheni)	No permanent clinic Part of the ward is still waiting for electricity	Taxi shelters	Mobile clinic need to come often and to have proper shelter. Children travel long distances to school Road is still a gravel
37 (Mkondeni)	No permanent clinic War room does not sit		Mobile clinic to come more often Children travel long distance to school Road is still a gravel

8.4 SPATIAL DEVELOPMENT FRAMEWORK

See Part 2 of the Document for a full copy of the SDF.

8.5 DISASTER MANAGEMENT PROGRAMME (PLAN)

A provisional programme is in place to mitigate threats and acts of disaster as they occur. The Municipality, in the past, has reacted and responded accordingly and effectively to disaster and threats. The Municipality has identified flash points, and analysis has been conducted to prepare a comprehensive disaster management plan.

8.5.1 DISASTER MANAGEMENT PROGRAM OF THE MSUNDUZI MUNICIPALITY

Disaster Management Legislation (Disaster Management Act {Act 57 of 2002}) requires that a hazard/risk analysis for the area under consideration must be undertaken. Section 26g of the Municipal Systems Act states that Disaster Management Plans must be part of the Integrated Development Plan. The term "Disaster Management Plan" refers to those remedial plans aimed at preventing or mitigating an identified risk.

The schedule of natural and manmade hazards (and attendant problems) below is by no means an exhaustive list of occurrences/hazards/threats, but rather an overview of things that have happened, or have the potential to happen, because these events occur frequently within the Msunduzi Municipality.

TABLE 98: Natural Hazards

NATURAL HAZARDS		
VULNERABILITY		**CONSEQUENCE**
Flooding and Rivers	Jika Joe Informal Settlement	Loss Of Life/Property Damage/Personal Assets
	Msunduzi Low-Level Bridge	Loss Of Life
	Lower Section Ashdown. Houses	Loss Of Life/Property Damage/Personal Assets
	Slangspruit. Houses	Loss Of Life/Property Damage/Personal Assets
	Smero Bridge. Vehicles/Pedestrians	Loss Of Life
	Kwapata Bridge. Vehicles/Pedestrians	Loss Of Life
	Dark City/Sobantu Houses	Loss Of Life/Property Damage/Personal Assets
	Baines Spruit. Khan Rd Informal Settlement	Loss Of Life/Property Damage/Personal Assets
	Low-Level Bridges	Damage To Infrastructure, Sewers, Water, Electricity
Wind and Rain	Maswazini, Mafakatini, Sweetwaters, Pypini, Shayamoya, Copesville, Tamboville / Houses	Structural Failure/Loss Of Life/Property Damage/ Personal Assets /Damage To Electricity & Communications
	Damage To Informal And Sub-standard Houses	Loss Of Life/Property Damage/Personal Assets / Accommodation , Re-Establishment Cost
Fire	All Informal Settlements	Structural Failure/Loss Of Life/Property Damage/ Personal Assets /Re-Establishment Cost/Poor Accessibility
	Rural Areas/Grass Fires	Loss Of Life/Property Damage/Personal Assets/ Re-Establishment Cost /Poor Accessibility
	Open Flame Heating And Lighting 1 Informal Settlements 2 Formal Houses / Cannot Afford Electricity	Loss Of Life/Property Damage/Poor Accessibility
Transport	N3 Freeway	Accidents/N3 Road Closure/Main Line Closure /Hazmat Spills/Fires / Loss Of Life / Property Damage / Environmental Damage / Pollution
	Railway Line	Accidents/N3 Road Closure/Main Line Closure/ Hazmat Spills/Fires / Loss Of Life/Property Damage/Environmental Damage/Pollution

NATURAL HAZARDS		
VULNERABILITY		**CONSEQUENCE**
Disease	Vector Borne Cholera/HIV Aids	Loss Of Life
	Crop Damage	Loss Income, Food Shortages
	Animal Diseases	Loss Income/Food Shortages
Civil Unrest	Rallies, Political Meetings, Pickets, Strikes, Marches	Work Stoppages/Power Failures, Water Failure, Economic Losses, Serious Disruption, Loss Of Life, Property Damage
Housing	Informal And Sub-standard Structures	On Going Maintenance/Support
Infrastructure	Poor Maintenance	Infrastructure Failure, High Rehabilitation Costs, Work Stoppages / Power Failures, Water Failure, Economic Losses, Serious Disruption, Loss Of Life
Sport Recreation Rallies Fairs / Shows	Public Safety, Security, Fire, Health	Structural Failure, Loss Of Life, Economic Losses, Serious Disruption, Credibility

See Part 2 of the Document for a full copy of the uMgungundlovu Disaster Management Plan.

Table 99: Annual report province 1 April 2012 - 31 March 2013

	Incidents	Cost	Nr. of people	Nr. of houses	Nr. families
April	13	19413	57	13	14
May	14	35354	80	27	27
June	28	23565	106	34	32
July	15	35354	121	64	64
Aug	39	31908	785	164	164
Sept	21	57225	335	83	83
Oct	18	26227	370	83	127
Nov	15	31172	141	35	35
Dec	15	12915	305	64	77
Jan	10	43471	13695	2960	2960
Feb	12	10879	107	27	22
March	2	1385	3	2	2
	202	328868	16105	3556	3607

Table 100: 2013/14 Msunduzi Disaster Stats

	Incidents	Cost	Nr. of people	Nr. of houses	Nr. families
March	4	19538	92	42	42
April	8	14399	53	19	14
May	10	19371	68	26	34
June	14	16858	60	21	24
July	10	8402	41	10	10
Aug	23	42916	211	50	69
Sept	10	114596	447	312	169
Oct	22	132900	313	233	232
Nov	12	43368	587	143	143
Dec	14	58714	330	98	99
Jan	13	26298	104	31	32
Feb	14	343617	2140	568	568
	154	840977	4446	1553	1436

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Notes

Notes

CITY OF CHOICE

PIETERMARITZBURG
MSUNDUZI

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