













DEPUTY MAYOR
CLLR MANILLAL
INDERJIT



MAYOR
CLLR MZIMKHULU
THEBOLLA



THE SPEAKER
CLLR EUNICE
NOMAGUGU
MAJOLA

VISION

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

MISSION

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





MAYOR CLLR MZIMKHULU THEBOLLA

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR MZIMKHULU THEBOLLA

The Honourable President of the Republic of South Africa likened the strike of the global pandemic in South Africa to a wild fire that sweeps across mountains where the fynbos grows. He added that like the hardy fynbos of our native land, South Africans have displayed admirable resilience in many ways.

The President proceeded, highlighting that South Africa has been hit hard by the second wave of the virus which was driven by a new variant, hence the severity thereof. The KZN Department of Health indicated that Mgungundlovu had 34 898 confirmed cases of the novel coronavirus, 1 474 deaths and 32 116 recoveries. Therefore, it is safe to say that no family, workplace and community has not suffered at the hands of this virus.

We ought to admire and acknowledge the courage of our health practitioners, police force, community services, patrol and law enforcement as well as all essential workers who have dedicated their lives on the daily for our people during these trying times. The Honourable President articulated the overriding priorities of 2021 which are, (1) to defeat the corona virus pandemic, (2) accelerate our economy, (3) implement economic reforms to create sustainable jobs and drive inclusive growth. Finally, we must fight corruption and strengthen the state.

As Msunduzi we are fully committed to playing our role in the realization of the aforementioned 2021 priorities. Consequently, we are in full support of the number of vaccination sites that have been identified and those still to be identified in the City. This will ensure the vigorous vaccination of our people to reach herd immunity. Our staff is ready to assist and ensure that the vaccination process runs smoothly within Msunduzi.

In addition, we are very much aware of the current outcry and demonstration by our fellow citizens pertaining to poor, slow and inefficient service delivery in the City. It is worth noting that some of the service delivery inefficiencies are, among other things, owed to the challenge of revenue collection and a poor call centre system. As a result, Msunduzi has taken upon itself, with much determination to improve revenue collection by implementing the Public Place and Street Naming process. This is a process that entails the naming and renaming of all public place and streets within Msunduzi. This will ensure that all residents have proper residential addresses and can, thus, be billed accordingly. Proper billing will most likely increase and improve revenue collection and ultimately service delivery, maintenance and repairs of municipal infrastructure.

Furthermore, Msunduzi has implemented a new Call Centre system which will ensure efficiency, accuracy and competence among its staff. We have high hopes that this system will improve service delivery and ensure robust communication between the government and the governed.

The President further articulated that this is indeed a local government election year in which we need to adjust the conditions forced upon us by COVID-19, to ensure our people get the opportunity to determine who represents them at this crucial sphere of government. Msunduzi is in no way exempted from the above. We are responsible for creating an enabling environment where our people can cast their votes and choose a candidate of their choice to achieve their mandate though government for the people, by the people.

In our efforts to eradicate poverty and decrease the rate of unemployment, Msunduzi has engaged in the vigorous recruitment and employment of Extended Public Works Programme (EPWP) employees to ensure the success of our City Regeneration Strategy. We have employed over 800 people under the EPWP across Msunduzi, between the month of October 2020 and February 2021.

Furthermore, among other projects aimed at boosting our economy and creating job opportunities for our people, is the Edendale Auto Service Hub set to address the main challenges of job creation, economic growth and radical economic transformation. This project is intent on fostering local economic development, enterprise development, skills development, support black industrialists and ultimately create sustainable job opportunities. As the Mayor of Msunduzi, I am a municipal representative in the Eight-Aside Meetings where large business of Pietermaritzburg meet to discuss ways to better improve our City and further ensure that it is an investment friendly environment.



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In addition, the City proceeds to invest in Integrated Sustainable Human Settlements around the city centre, through the building of low-income houses such as the Jika Joe project. Such projects bring our people closer to economic opportunities that they were previously denied.

We seek to restore the dignity of Msunduzi by lending a sense of security to our rate payers through improved service delivery, sound governance, transparency and dissemination of information. This will ensure the fulfilment

of our vision of "creating a safe, vibrant city in which to live, learn, raise a family, work, play and do business".



FOREWORD BY THE CITY MANAGER 2021/2022

Pietermaritzburg is the Capital City of KwaZulu Natal, hence it is our responsibility to ensure that the city functions effectively and in a sustainable manner in order to deliver service of excellence to the community. It is common knowledge that the Msunduzi Municipality is currently under administration, and the Ministerial Representative is assisting with bringing stability to the Municipality and ensuring that it is able to provide service to the people of the City. Currently the Municipality has already began talks with the business section through 8 A-side meetings in terms of how it can efficiently assist in expanding industrial development and also establish an Agri-processing precinct. We seek to attract a considerable number of lucrative investors ensure Economic growth and economic development.

As a City we are currently grappling with numerous challenges. These challenges ranges from Basic Service Delivery, Consequence Management to Revenue Collection. There are number of interventions that the municipality is implementing in order to address these challenges. The municipality has trained presiding officers and prosecutors in order to deal with outstanding internal disciplinary hearings. Moreover, the municipality is currently implementing electricity maintenance plan in order to address ageing electricity infrastructure, and the municipality is implementing roads maintenance programme in order to address potholes. The municipality has appointed several debt collection companies in order to speed up the collection of debt. Msunduzi Municipality is currently working with various government departments, both at national and provincial level and with various government agencies in order to turn the City into former glory days.

As a newly appointed City Manager I have been assigned the duty to bring about the much needed change in the City, this includes service delivery and a clean audit. We do acknowledge that we are faced with the challenge of slow service delivery, aging infrastructure and poor waste management in the City, we are dedicated to address this and ensuring that we live up to our vision of creating a safe, vibrant City in which to live, raise a family, work, play and do business. We have a newly appointed General Manager: Community Services and, General Manager: Infrastructure and we have high hopes that this will ensure enormous improvement in our infrastructure and. Additionally, the office of the City Manager is sourcing and employing over 50 Electrical Artisans interns to develop their skills and assist in getting the work done. We have also adopted a new call centre system which allows us to record calls, keep records of call waiting and to monitor calls to see how our customers have to wait to talk to a consultant. This will ensure a certain level of accountability and transparency.

The Covid 19 pandemic has had a huge negative impact on South Africa's economy, this has caused major distress in many South African families leaving them impoverished, and Msunduzi is no exception. In response to the pandemic the Msunduzi Municipality established the Covid-19 response plan. Amongst other things, the Covid-19 response plan provided for the utilization of Virtual means to hold our meetings to ensure minimal contact amongst staff. Additionally during levels 4 to 3 we engaged in staff rotation and also ensured that our facilities are sanitized and fogged on a regular basis.

The Expanded Public Works Programme (EPWP) is a short-term intervention that seeks to address the socio economic challenges of the country. It is aimed at creating work opportunities, by contributing to the reduction of unemployment and poverty. In trying to eradicate poverty the Msunduzi Municipality has created over 800 job opportunities for young people through the EPWP programme, it has spent over 100 million on improving on reporting. With Pietermaritzburg being the Capital City it is plagued with overcrowding, this being the Capital city and an Economic Hub of the district the city experience lots of internal migration. This results in poor waste management, therefore the EPWP programme will also help in improving our waste management department in restoring a clean and safe City as per in our Vision.



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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

IUDF - Integrated Urban Development Framework

SDG - Sustainable Development Goals

AQA - Air Quality Act

AQMP - Air Quality Management Act

DDM - District Delivery Model



SECTION A-CHAPTER 1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

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

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

Msunduzi Municipality is part of uMgungundlovu DDM Technical Committee, and as the biggest local municipality within the district, Msunduzi Municipality has a significant role to play in developing uMgungundlovu One Plan. As the KZN Capital City, Msunduzi Municipality's population is growing on daily basis due to migration of people from the neighboring municipalities and from other provinces, and this requires additional resources in order to provide effective and efficient services to the people of Msunduzi.

1.2 THE MUNICIPALITY AT A GLANCE

Documenting key statistical information pertaining to the Msunduzi municipality, enables the municipality to observe various developments in key areas that influence the social and economic life of every citizen within the Msunduzi. These key statics drawn from Census (2001 & 2011), community survey (2016) and Urban-Econ (2017) include demographic profile, education level, age profile, employment profile and household income profile of people residing in the municipality. Knowledge of these key areas in turn enhances the municipality's ability to make service delivery decisions that aid in achieving greater social and economic development of the municipality.

The overview of the demographic profile of the municipality indicates that the population of Msunduzi has been on an incline, having risen from 552 801 people in 2011 to 618 536 people in 2011 to 682 000 people in 2016. This rise puts greater pressure on the service delivery priorities of the municipality, which includes the provision of adequate housing. In correlation with the increase of population the number of households and household density has also increased. The number of households has increased from 135 311 households in 2001 to 164 625 households in 2011 to 181 584 households in 2016, while household density has risen from 213hh/km2 in 2001 to 260hh/km2 in 2011 to 286hh/km2 in 2016. This is a positive indication that the municipality continues towards the aim of providing adequate households for all its citizens in line with its growing population.

According to the municipalities educational level statistics, education attainment levels have risen immensely over the past 16 years, especially in the attainment of grade 12 qualifications which increased from 12.1% of the population in 2001 to 39.0% of the population in 2016, as well as in the attainment of higher qualifications which increased from 6.4% of the population in 2011 to 14.7% of the population in 2016. In a municipality with 69.5% of its population being of working age in the year 2016, the increase in these areas of educational attainment improves access to employment opportunities and helps sustain an accelerated overall development for the majority of the population.



The municipality's household income profile statistics present that, the majority of Msunduzi households are low income households accounting for 50% of the total number of households. The household income profile statistics also indicate that the living conditions and economic circumstances of households in the municipality are improving. Statistics have recorded a decline in the number of no income households and low income households, while there has been an incline in the number of low/ Middle income households, Middle/ high income households and high income households. This is positive indication that poverty levels in the municipality are gradually reducing. The following table summarises key municipal statistics.

TABLE 1: MUNICIPAL KEY STATISTICS

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

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

1.2.1 SPATIAL PLANNING

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.

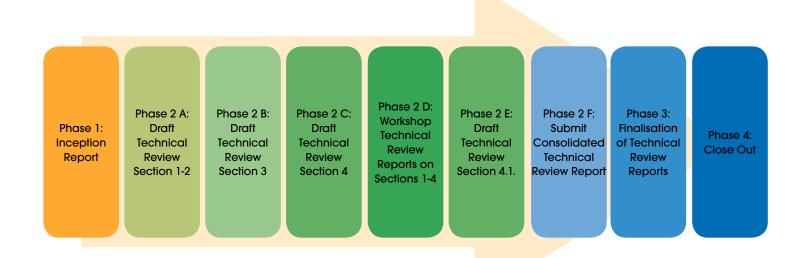
The SDF is neither a comprehensive plan, nor a development master plan. It is a flexible framework that serves as the basis on which detailed area and even site specific master plans may be prepared. It is conceptual in nature and seeks to contextualise the national and provincial development imperatives, 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.



History has significantly shaped the city, evidenced by the apartheid city model which is still manifest almost25 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.



1.2.2 THE ENVIRONMENT

Pietermaritzburg is situated in the basin of the uMsunduzi River and its tributaries. An escarpment rises approximately400m above the city to the West and North West. Altitude within the Municipality ranges from 495 to 1795 metresabove sea level, and the Municipality generally slopes from west to east. The mountains around the city bowlcreate 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 anumber of small urban hubs outside the city.

Msunduzi has an extremely rich cultural, architectural, historical, and archaeological resource base, that collectivelymakes up the heritage resources of the area. A Cultural Heritage Specialist Study identified and mapped a total of646 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 environmentalhealth of residents. There is a need to focus on planting programmes in the CBD to replace storm-damaged andold/ 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 aslooking at adaptation strategies. This will reduce communitiessusceptibility to climate change.

1.2.3 POPULATION

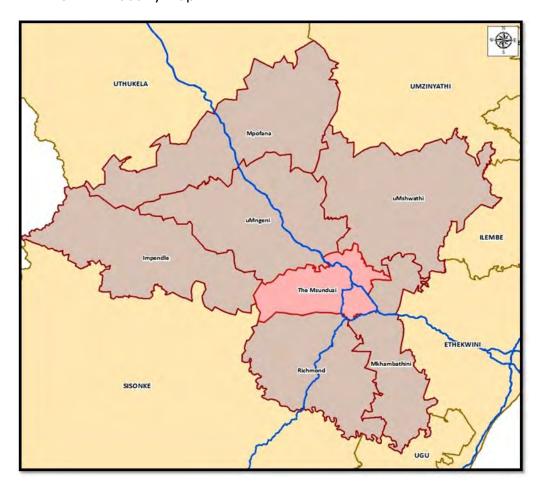
A review of the anticipated growth rates for the next 5 years, 2021 – 2025 is provided below. The basis of these projections is derived from the historical growth rates experienced in the municipality between the 2001 and 2011 Census, which is estimated to be approximately 1.1%. This was higher than both provincial and district average which have been below 1%. In calculating the growth rate, each wards rate of growth was calculated and applied over the period and the summation of this is reflected in Table 8. An indication of the medium and high growth rate is also reflected below, but these scenarios are unlikely to be reached in the short term, given that the current growth rate continues to hold around 1%.



	ANTICIPATED GROWTH RATE 1.1%	MEDIUM GROWTH RATE 2.2%	HIGH GROWTH RATE 3.3%
2021	702,865	768,907	828,743
2022	710,737	785,822	853,605
2023	718,697	803,111	879,215
2024	726,746	820,779	905,589
2025	734,886	838,836	932,757

Derived on Census 2001 and 2011 baseline data.

MAP E.S.1: Locality Map



1.2.3.1 SPATIAL DISTRIBUTION OF POPULATION

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

1.2.4 THE ECONOMY

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



GROSS DOMESTIC PRODUCT (GDP) - MSUNDUZI, UMGUNGUNDLOVU, KWAZULU-NATAL AND NATIONAL TOTAL, 2019

GDP	National	KwaZulu- Natal	uMgungundlovu	Msunduzi
Total Population	58,983,581	11,466,708	1,145,163	716,876
Population growth rate	1.5%	1.2%	1.3%	1.4%
Gross Domestic Product by Region: Total – All Industries: Constant 2010 prices (R1000)	3,149,337,036	504,019,071	53,772,174	35,198,314
Average Annual growth (Constant 2010 prices)	0.2%	0.1%	0.4%	-0.6%

Source: KZN Treasury (2020)

The global economic challenges has had negative impact in the overall economic growth. The above table present the population of Msunduzi in relation to the District, Province and the Country. Moreover, the table further reflect the average economic growth of the City in relation to the District, Province and Nationally. Population growth of Msunduzi is above the growth of the district and the province. In addition, the average GDP growth rate is -0.6%, and this suggest that the economic activities in the City is of great concern. Msunduzi contribute up to 66% on the District Gross Domestic Products, and he City has been consistent as compared to 67.08% in 2016. Msunduzi is the biggest economic player in the family of local municipalities within uMgungundlovu District.

Broad Economic Sectors(9 Sectors): Constant 2010 Prices (R1000)

Sectors	National	KwaZulu-Natal	uMgungundlovu	Msunduzi
Agriculture	69,048,723	22,410,742	4,616,838	1,202,546
Mining	226,153,943	8,464,447	231,105	157,066
Manufacturing	383,831,189	80,643,211	6,487,565	4,107,011
Electricity	64,619,169	9,941,020	1,577,555	1,055,043
Construction	104,150,437	19,907,444	2,001,221	1,327,061
Trade	431,719,908	71,454,018	7,231,619	4,843,359
Transport	272,178,901	57,768,590	5,409,740	3,761,186
Finance	655,040,349	87,605,074	8,502,656	6,343,355
Community Services	658,805,823	102,690,128	13,282,495	9,490,136
Total Industries	2,865,548,443	460,884,675	49,340,793	32,286,764
Taxes less Subsidies on products	283,788,593	43,134,396	4,431,380	2,911,550
Total (Gross Domestic Product - GDP)	3,149,337,036	504,019,071	53,772,174	35,198,314

The table above illustrate Gross Domestic Product as per 9 sectors. Industries that are major players in the Msunduzi's GDP are Community Services, Finance, Trade and Transport.

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

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

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

	Msunduzi	uMgungundlovu	KwaZulu- Natal	National Total
2006	167,000	259,000	2,290,000	13,000,000
2007	176,000	272,000	2,410,000	13,500,000
2008	187,000	287,000	2,530,000	14,100,000



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

Source: IHS Markit Regional eXplorer version 1070

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

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

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

Source: IHS Markit Regional eXplorer version 1070

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

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



UNEMPLOYMENT

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

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

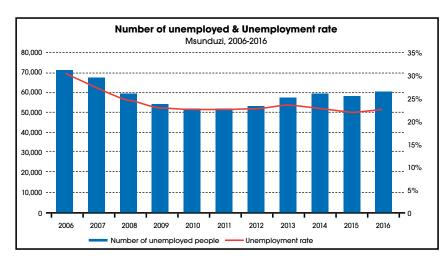
"Without work", i.e. not in paid employment or self-employment;

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

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

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

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



Source: IHS Markit Regional eXplorer version 1070

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

Comparative Advantage and Economic Drivers in the Municipality;

 Locational Advantages: Locational Advantages: the centrality of the Municipality and the fact that the Municipality is bisected by the N3 corridor, which is the primary logistical corridor linking Gauteng with Durban Harbour:



INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

- Natural/ Geographic Advantages: Highly fertile land;
- Human Capital Advantages: Good schools and tertiary institutions; and
- Institutional Advantages: Msunduzi enjoys 'Capital City' status.

1.2.5 INFRASTRUCTURE

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

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

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

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." Council receives Equitable Share to subsidize those who cannot afford to pay for the minimum needs in life. The objective in calculating the amount to be subsidized, 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.

To qualify for "Applied Indigent Status", a household must comply with all the following criteria:-

- The total household income must not exceed the amount approved by council from time to time.
- The applicant must be a South African citizen.
- The applicant must not be the registered owner of more than one property.
- The applicant must be a resident of Msunduzi Municipality and have a registered account with the Municipality.
- The requirement of being registered as an account holder does not apply to households in informal settlements where no accounts are rendered, nor in rural areas where no accounts are rendered.
- Recognized refugees must provide proof of such status.
- A tenant or occupier as described in Council's Credit Control and Debt Collection Policy can apply for the benefits in respect of the charges as billed for, while the landlord remains liable for all ownership related charges such as rates
- That the gross household income for qualification as a registered Indigent be determined each year by Council in terms of the tariff register.
- That the prescribed application forms be completed annually.
- The Municipality reserves the right to conduct in loco visits to the premises of applicants to verify the actual status of the household.



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

TABLE 2: INDIGENT SUPPORT IN THE MSUNDUZI MUNICIPALITY

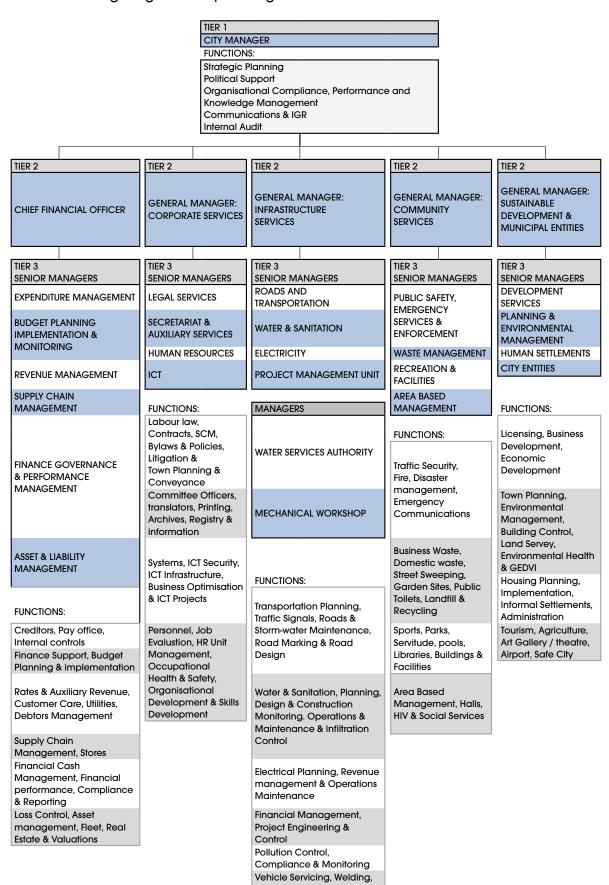
CATEGORY	DESCRIPTION
Property Rates	Indigents qualify, like all domestic consumers, for a reduction in the market value of the property as approved from time to time by Council, and as reflected in the applicable tariff register. A rebate of 100% is granted on all residential property from a value of R15 001.00 to R100 000.00. If a property is worth more than R100 000.00 and residents approach Council for relief, a means test is applied.
Electricity	Indigents qualify for 70 kWh free electricity, as determined from time to time by Council and as reflected in the applicable Tariff Register.
Electricity MCB	Indigents qualify for free amperage as determined by Council from time to time and as 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.



1.3 THE INSTITUTIONAL STRUCTURE

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

FIGURE ES.4: Organogram of Top Management



Tyre Bay, Auto Electrical &

Machining



1.4 THE IDP REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2021/2022 IDP

1.4.1 MEC ASSESSMENT OUTCOMES

The Msunduzi 2020/21 IDP was assessed by the MEC's panel in 2020. The Msunduzi Municipality IDP document received a rating of 72,27 percent in terms of the cooperative governance and traditional affairs rating for the 2020/2021 IDP review. There were significant challenges with regards to communication between the provincial government department and the municipality. The comments below are extracted from the MEC letter and have a progress to date with regards to updating these issues.

TABLE 3: MEC ASSESSMENT OF THE 2021/22 MSUNDUZI IDP

No.	National KPA	MEC input	Progress to date
2	Municipal Transforma- tion And Institutional Development Local Economic Development	 Update on the Draft Recruitment Policy. The municipality indicate if the Human Resource strategy is adopted and the implementation of the strategy. The municipality's current vacancy rate needs to be reflected in the IDP. The review/alignment of the Local Economic Development Strategy to the National Framework on Local Economic Development. Include the Municipality's contributions to Provincial and District Targets. 	Employment and Selection Policy is currently undergoing consultation process with Unions and other Council structures . Vacancy rate has been updated Currently the LED Strategy is under review
3	Basic Service Delivery	 Review the Local Integrated Transport plan and develop the Integrated Waste Management Plan. Update IDP information using information from Water Services Authority. Include plans to maintain and expand basic service delivery infrastructure. 	 Consolidation of information towards the review of the Intergrated Transport Plan. Information up to date Operations and Maintance Plan is included and information is up to date.
4	Financial Viability Management	 Municipality to include comprehensive presentation on the capital funding and expenditure. Include the debtor's age analysis. Include an asset renewal plan, plans to address Repairs and Maintenance challenges and the financial ratios. 	Sources of Capital funding has been included. Debtor's age analysis is included Comprehensive Operations and Maintenance Plan is included
5	Good Governance and Public Participation	 Appointment of Intergovernmental Relations officials and inclusion of Intergovernmental Relations indicators in performance agreements. 	There is a Unit called Communication and IGR. The Structure is currently in its finalization of the review
6	Cross Cutting	 Include where the Spatial Development Framework strategic management priorities are. Municipality must adhere to the KwaZulu- Natal Environmental Implementation and Management Plan. Review/align Spatial Development Framework to Spatial Planning, Land Use Management Act and Spatial Development Framework Guidelines (2017). Include a long-term spatial development vision, population growth estimates, capital expenditure framework and spatial alignment and integration of sectoral policies. 	There is a Unit called Communication and IGR. The Structure is currently in its finalization of the review



1.4.2 THE PROCESS PLAN

Various forms of public engagements have been held in this financial year to ensure public involvement in the development of the IDP. There have been numerous workshops with ward committees, the operation sukmasakhe process has also been used to engage public members on development issues. The have been various virtual public participation meeting and meeting with stakeholder. The process of public engagement has been modernized to accommodate lockdown protocols. The Mayor had an IDP mayoral imbizo on the 14th of May 2021 which was in a hybrid form in that it was both physical and virtual. There were a few technical errors however these will be improved on. The entire public meeting is available on Msunduzi social media platform and also the website.

1.4.3 PUBLIC PARTICIPATION

Various forms of public engagements have been held in this financial year to ensure public involvement in the the theorem the theorem to the IDP. There have been numerous workshops with ward committees, the operation sukmasakhe process has also been used to engage public members on development issues. The municipality held OSS Cabinet Day held during September 2019. The Provincial Executive Council visited 11 out of 39 wards, the challenges will were addressed by the District Task Team (DTT) in collaboration with the Champion MEC, Champion HOD, District and Local Municipalities. The Detailed DTT reports were submitted to the Office of the Premier OSS Coordination Directorate on a quarterly basis to track the progress of all challenges identified by the identified timeframes. A number of the challenges identified during the OSS Cabinet are long term programmes that require Sector Departments to plan and source necessary budgets. In terms of the Municipal Systems Act the plan is further advertised for public comment before thefinal 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 2021/2022 IDP review in June just before the submission of the IDP to the MEC for COGTA. Three IDP Representatives Forums have been held by the Msunduzi Local Municipality. The departments below have been very supportive in the Msunduzi IDP process and have contributed immensely in the development of the 2021/22 IDP review the municipality will continue to lobby/invite other key stakeholders to be active in the IDP Representatives forum.

NO.	DEPARTMENT	% ATTENDANCE As at Nov 2019	NO.	DEPARTMENT	% ATTENDANCE As at Nov 2019
1	Agriculture	36%	12	Social Development	63%
2	COGTA	54%	13	Education	54%
3	Health	63%	14	Rural Development & Land Reform	27%
4	MIDI	27%	15	Minerals & Energy	9%
5	Public Works	11%	16	Umgungundlovu District	45%
6	Treasury	27%	17	Transport	27%
7	Human Settlements	36%	18	City Insight	9 %
8	SANRAL	36%	19	IDC	54%
9	Umgeni Water	63%	20	MEDA	63%
10	Economic Development	54%	21	Sports & Recreation	45%
11	Statistics SA	63%			

1.5 THE IDP STRATEGIC APPROACH

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



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

- (1) SUSTAINABLE DEVELOPMENT GOALS
- (2) NATIONAL DEVELOPMENT PLAN (VISION 2030)
- (3) INTEGRATED URBAN DEVELOPMENT FRAMEWORK
- (4) GOVERNMENT OUTCOMES
- (5) NATIONAL PRIORITIES (STATE OF THE NATION ADDRESS 2021)
- (6) BACK TO BASICS
- (7) PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS 2021)
- (8) PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
- (9) PROVINCIAL GROWTH AND DEVELOPMENT PLAN
- (10) DISTRICT GROWTH AND DEVELOPMENT PLAN

1.5.1 IDP KEY ISSUES

The electricity infrastructure in Msunduzi is in a bad state resulting in frequent and prolonged outages. These outages have "disastrous" impact on the revenue of the city, the economy and the well-being of residents. The following illustrates some of the impacts:

- Business are affected impacting negatively on the economic activities
- Critical load such as Hospitals, Oxygen producers, Water Reservoir & Water treatment plants are affected triggering environmental issues and threats to life.
- Residents of the City are affected negatively e.g. loosing their groceries, unable to work and study from home especially under the current pandemic.
- Failure of key infrastructure, such as electricity and water due to poor/inadequate maintenance, age and vandalism
- Failure to attend to the repair of potholes, street lights and storm water drains
- Failure to clean the city and surrounding nodal and residential areas including irregular collection of solid waste and challenges associated with the processing and disposal of solid waste
- Failure to adequately plan for and spend conditional grants over the past MTEF
- Failure to contain costs associated with support services such as security as well as external consultants.
- Persistent poor and unreliable billing of revenue from customers for services rendered and rates.
- Poorly functional Customer Care Unit and inadequate Communication with the residents, business and the public at large.
- Slow and lacklustre consequence management to address ill discipline.
- Complicated performance management & recognition/ rewards system for Service Excellence
- Dip in revenue collection and the increase in debtors, ie number of customers unable to honour their accounts seemed to have increased
- Costs of PPE not adequately anticipated during the 2020/2021 budget process
- Various municipal operations negatively impacted by the lockdown, employees exposed to or contracting Covid-19 and employees dying.
- Increase in overtime expenditure and other costs related to Covid-19
- Closure of business due to Covid-19 resulting in both businesses and individuals being unable to honour their municipal accounts.
- Postponement or cancellation of major events such as the Duzi Marathon, Comrades Marathon and Royal Show have had a negative impact on the economy of the city. The losses to the economy are yet to be quantified but run into millions.



1.5.2 TURN AROUND STRATEGY-COST CONTAINMENT

			2018/19 Annexure A Findings	
No.	Section	Finding	Action plan	Responsible
1	AOPO - Waste management	Performance measures not well defined	 a) The indicators and targets will be amended during 2020/21 planning period to ensure that the SMART principle is met. b) The daily trip sheets will be implemented and completed for all the refuse collection vehicles. c) The PMS section and management will review all performance indicators to ensure that all indicators meet the SMART principle. 	person Sipho Dubazana (Acting Senior Manager: Waste management) Madeleine Jackson (Senior Manager: Office of the
2	Interest	Municipal credit control and debt collection policy no. 2 not consistent with the approved register of tariffs policy and the National Credit Act no. 34 of 2005	 a) The debt control and credit control policy will be amended to be aligned with the NCR, GRAP standards and the tariff register. b) The entire population of interest charged for the current year and prior years will be reviewed and the system adjusted accordingly. c) The SAP system will be re-configured to calculate the interest in accordance with the tariff register and updated policy. d) The entire population of interest charged for the current year and prior years will be reviewed and the system adjusted accordingly. 	City Manager) Marlon Hoskins Manager: Debtors
3	Interest	Accuracy of Interest on consumer debtors	 a) The debt control and credit control policy will be amended to be aligned with the NCR, GRAP standards and the tariff register. b) The entire population of interest charged for the current year and prior years will be reviewed and the system adjusted accordingly. c) The SAP system will be re-configured to calculate the interest in accordance with the tariff register and updated policy. d) The entire population of interest charged for the current year and prior years will be reviewed and the system adjusted accordingly. 	Marlon Hoskins Manager: Debtors
6	Revenue	Revenue from service charges as detailed in the sub-ledger does not agree to consumer statements submitted for audit	 a) The supporting documents for adjustments to the customer accounts will be uploaded and saved onto SAP system. b) The configuration of the SAP system will changed to allow the correction accounts to be made without the reversal of the previous billing documents. c) The database of all the reversal documents and matching invoices for the current and prior year will be extracted and be available for audit. 	Marlon Hoskins Debtors Manager



2018/19 Annexure A Findings							
No.	Section	Finding	Action plan	Responsible			
7	Revenue	Properties not billed property rates on a monthly basis.	 a) An exception report reflecting all accounts with no billing orders will be generated from the 15th of each month and regular intervals thereafter. The report will be reviewed by the manager and any unbilled account rectified. b) A transaction code be created to extract the report on the comparison of the number of properties billed for each month. c) The report on the comparison of properties billed will be investigated and backdated to establish revenue lost, if any by the municipality and corrective measures implemented. d) A monthly reconciliation of the valuation roll and the billing will be prepared on an ongoing basis and thoroughly reviewed by management. 	person Moges Pillay Manager: Rates (Acting)			
8	Revenue	Rebates not taken into account in billing of property rates.	 a) The reconfiguration of the billing report to include the rebate and the charge. b) A dedicated team will be appointed at revenue section to deal with all the revenue related requests and findings raised. c) An exception report will be designed and extracted monthly to identify the accounts where rebates were not applied. d) A monthly reconciliation will be performed between the rebates sub-ledger account to the general ledger. 	Moges Pillay Manager: Rates (Acting)			
9	Revenue	Amount recorded in accounting records for prepaid electricity does not agree to records from Contour	Monthly reconciliations between the Contour report and prepaid electricity GL account will be prepared and reviewed by management. The system configuration will be corrected where misallocations are identified.	Nobuhle Nene Manager – customer care			
10	Revenue	Revenue from property rates as detailed in the sub-ledger does not agree to consumer statements submitted for audit.	 a) The system will be reconfigured, to reflect adjustments in the current period to form part of the items appearing on the current statement. b) The configuration of the SAP system will changed to allow the correction accounts to be made without the reversal of the previous billing documents. 	Moges Pillay : Manager Rates (Acting)			
11	Revenue	Adjustment on the statement not supported with reasons and no property rates were billed on the statement	 a) The supporting documents for the adjustment made to the customer accounts will be reviewed by the manager and uploaded onto the SAP system. b) A dedicated team will be appointed at revenue section to deal with all the revenue related requests and findings raised. c) A reconciliation of the valuation roll to billing will be conducted on a monthly basis and discrepancies investigated and resolved timeously. 	Moges Pillay Manager Rates (Acting)			



	2018/19 Annexure A Findings						
No.	Section	Finding	Action plan	Responsible person			
12	Revenue	Consumption used to charge consumers for water bill is not according to the tariff register	 a) The tariff register will be updated to address the gap identified on the approve tariffs. Additional details will be included on the tariff policy explaining that the charge is based on daily tariffs. b) The validation checks will be regularly performed to ensure that the customers accounts are correctly billed. c) An IT audit consultant will be engaged to test the application of the approved tariffs on debtors accounts and any discrepancy in the configuration will be resolved immediately and prior period billing adjusted if necessary. 	Jayshree Seethal: Acting manager , L Stratford : Stream Lead ISU Mbali Mbambo (billing manager - acting)			
13	Revenue	Inaccurate consumption recorded and charged for water service charges	 a) The billing exception reports will be generated on a regular basis prior to finalisation of the monthly billing and reviewed by manager and senior manager. b) The revenue standard operating procedures will be developed and these will include a detailed billing process. c) The IT audit consultants will be engaged to test the assertion that the SAP calculates the charge correctly discrepancies identified corrected accordingly. d) The Meter reading variance report will be generated and reviewed on monthly basis. The accounts with the highest variances will be investigated and verified against actual readings. 	Mbali : Billing Manager; L Stratford : Stream Lead ISU			
14	Revenue	Amount billed to the consumers as per the billing report and amounts recorded in the general ledger are Inaccurate- Water and Electricity (Impact on revenue of the above findings)	 a) The configuration of the SAP system will be changed to allow the correction accounts to be made without the reversal of the previous billing documents. b) The database of all the reversal documents and matching invoices for the current and prior year will be extracted and be available for audit. c) The supporting documents for adjustments to the customer accounts will be uploaded and saved onto SAP system. d) The IT audit consultants will be engaged to test the assertion that the SAP calculates the charge correctly discrepancies identified corrected accordingly. 	L Stratford : Stream Lead ISU			
15	Revenue	Completeness of revenue from service charges and overstatement of water losses	 a) Management will implement adequate controls that detect illegal connections and non-functioning meters are implemented, and where these are detected corrective action is implemented immediately. b) A report of new connections will be reviewed and compared to the billing reports to confirm that all properties are billed. 	Brenden Sivparsad GM Infrastructure (Acting)			



	2018/19 Annexure A Findings						
No.	Section	Finding	Action plan	Responsible			
16	Revenue	Properties that are not in the valuation roll – completeness of revenue from property rates	Management will ensure that there is adequate monitoring of system controls, the reconciliation between the valuation roll and relevant lists/ registers (Fixed asset register, list of new installations, list of rate clearance certificates and register of pending transfers) will be prepared to ensure that valuation roll is kept up-to-date at all times.	person Odwa Langa - Senior Manager Assets and Liabilities (Acting)			
17	Property rates	Revenue from property rates are not billed on a monthly basis	 a) An exception report reflecting all accounts with no billing orders will be generated from the 15th of each month and regular intervals thereafter. The report will be reviewed by the manager and any unbilled account rectified. b) A transaction code be created to extract the report on the comparison of the number of properties billed for each month. Significant fluctuations on the report will be investigated in order to ensure that property rates are correctly billed. 	Moges Pillay Manager: Rates (Acting)			
18	Consumer Debtors	Understatement of provision for doubtful debts allowance	The impairment calculation will be performed on a monthly basis and reviewed to ensure the accuracy of formula and data used.	Marlon Hoskins Debtors Manager			
19	Consumer debtors	Listing of consumer debtors with credit balances does not agree to the consumer debtors with credit balances disclosed in the annual financial statements	 a) The schedule of debtors with negative balances will be reviewed on a monthly basis and management will implement the process of allocating these balances against active accounts. b) Monthly reconciliations of the negative balances to the supporting evidence will be performed and reviewed by management. 	Marlon Hoskins Debtors Manager			
20	Consumer debtors	Overstatement of provision for doubtful debts allowance current year	The impairment calculation will be performed on a monthly basis and reviewed to ensure the accuracy of formula and data used.	Marlon Hoskins Debtors Manager			
21	Consumer Debtors	Ageing per age analysis does not agree with the aging per consumer statements	Management will reconfigure the system to ensure the ageing bucket on the statement to reflect that of the age analysis.	Marlon Hoskins Debtors Manager			
22	Consumer Debtors	Suspense accounts included in consumer debtors with credit balances not cleared	 a) The schedule of debtors with negative balances will be reviewed on a monthly basis and management will implement the process of allocating these balances against active accounts. b) The suspense accounts will be regularly reconciled, reviewed and cleared. 	Marlon Hoskins Debtors Manager			



			2018/19 Annexure A Findings	
No.	Section	Finding	Action plan	Responsible person
23	Consumer Debtors	Invalid credit balances included in consumer debtors with credit balances	 a) The schedule of debtors with negative balances will be reviewed on a monthly basis and management will implement the process of allocating these balances against active accounts. b) Monthly reconciliations of the negative balances to the supporting evidence will be performed and reviewed by management. 	Marlon Hoskins Debtors Manager
24	Consumer Debtors	Overstatement of provision for doubtful debts allowance	The impairment calculation will be performed on a monthly basis and reviewed to ensure the accuracy of formula and data used.	Marlon Hoskins Debtors Manager
25	Consumer Debtors	Consumer statement balances are not casting as per credits period	 a) The supporting documents for adjustments to the customer accounts will be uploaded and saved onto SAP system. b) The configuration of the SAP system will changed to allow the correction accounts to be made without the reversal of the previous billing documents. c) The database of all the reversal documents and matching invoices for the current and prior year will be extracted and be available for audit. d) An IT audit consultant will be appointed to test the configuration of the system and necessary corrections be undertaken by management. 	Marlon Hoskins Debtors Manager
26	Consumer Debtors	Allocation of payments from consumers	 a) The supporting documents for adjustments to the customer accounts will be uploaded and saved onto SAP system. b) The configuration of the SAP system will changed to allow the correction accounts to be made without the reversal of the previous billing documents. c) The database of all the reversal documents and matching invoices for the current and prior year will be extracted and be available for audit. d) An IT audit consultant will be appointed to test the configuration of the system and necessary corrections be undertaken by management. 	Marlon Hoskins Debtors Manager
27	PPE	Valuation of Land ERF 1820	 a) Management will engage an Independent Expert in the field of Property Valuation to provide fair valuation of ERF 1820. b) Management will engage with the Town Planning department, the Surveyor General's office, Human settlements department and other relevant stakeholders to ensure adequate subdivisions of ERF 1820. c) Management will then engage the Auditor General early to understand the level of comfort with the approach that will be presented by management in an attempt to resolve the finding. d) Management will then process the necessary adjustments in the interim financial statements to ensure fair presentation of PPE. 	Odwa Langa - Senior Manager Assets and Liabilities (Acting)



	2018/19 Annexure A Findings							
No.	Section	Finding	Action plan	Responsible person				
28	Expenditure incurred from IDT does not reconcile to the cost of assets capitalised	Additions not capitalised	 a) Management will meet with IDT Management to obtain (MOU) Memorandum of Understanding, Project details and Bill of Quantities to substantiate the amounts recorded in the Asset Register b) Information obtained from IDT will be linked to the assets recorded on the Fixed assets register, if new information is obtained it will be verified (Physical inspection) assessed and recorded on the FAR. c) Assets that were leased from IDT will be valued and recognised on the Asset Register. d) Management will reconcile the cost of capital projects in the asset register to the IDT schedule to confirm that the amounts disclosed in the asset register are valid, accurate and complete. e) Management will engage the Auditor General to present a documented approach followed and the additional supporting documents obtained from IDT will be discussed with AG for guidance on alternative procedures to confirm Validity, Accuracy and Completeness of IDT Assets. f) Adjustments will be processed in the Interim financial statements where applicable to ensure fair presentation of PPE. 	Odwa Langa - Senior Manager Assets and Liabilities (Acting)				
29	Compliance	Unsigned performance agreement	a) The Individual Performance Management Policy (IPMS) will be reviewed to include a clause that will allow the dispute resolution committee to address issues where the employees are not in agreement with some of the conditions included on the performance contract.	Madeleine Jackson : Senior Manager - Office of the City Manager				
30	Compliance	Inadequate monitoring mechanisms – Safe City	 a) The entity's business plan will be amended during 2019/20 year to include the performance indicators. b) A detailed (comprehensive) action that include key legislation will be developed to ensure compliance with all laws and regulations. 	Sipho Zimu : Senior Manager: City Entities				
31	Compliance	Unauthorised, irregular as well as fruitless and wasteful expenditure not prevented	 a) The SCM compliance checklist will be reviewed to ensure compliance with all SCM laws and regulations. b) The compliance checklist will be implemented to ensure that fruitless and wasteful expenditure is not incurred. c) The municipality will implement the Collective Code of Conduct issued on February 2018 and regulations of disciplinary for senior managers which prescribes the process to be followed in the case of suspended employees. d) A register of all irregular, unauthorised, fruitless and wasteful expenditure should be maintained and updated on a monthly basis. 	Implementation and Monitoring				



2018/19 Annexure A Findings					
No.	Section	Finding	Action plan	Responsible person	
32	Compliance	Suppliers not paid within 30 days of receipt of invoice	Creditors section will ensure that all invoices that are received are paid within 30 days as required. The creditors section will prepare a monthly report with the list of invoices that are not timeously submitted to the creditors section.	Nozipho Buthelezi: Acting Creditors Manager	
33	Compliance	Unauthorised expenditure not investigated	a) Reports will be periodically submitted to internal audit to report the unauthorised expenditure incurred and request for and investigation. Unauthorised expenditure for 2018 and 2019 has been received from the Senior Manager Budget and assigned to an investigator.	Sifiso Khoza: Senior Manager budget/ P J Mahlaba CAE	
34	Compliance	Consequence management action not taken by management as required by regulations	 a) Internal Audit Unit has completed an investigation into irregular expenditure for 2015/16 and 2016/17. b) Internal Audit has been furnished with a schedule of irregular expenditure for 17/18 and 18/19 and allocated irregular expenditure for investigation purposes. c) Internal Audit conduct investigations in all cases/ incidents identified and recommend an appropriate actions as necessary/ required as per the outcomes. d) Internal Audit report all cases where fraud, corruption, theft, deliberately or in grossly negligent way contravenes or fails to comply with a condition of the delegation and this applies to the Accounting Officer and Officials. e) Four cases have been reported to the Directorate of Priority Crimes Investigation (DPCI), CAS 4/3/17 which relates to SBS Electrical and officials, CAS 242/5/2018 relates to KSA and officials, CAS 142/8/2019 relates to Ingwenya Yamashelembe and Officials & CAS 315/1/2020 relates to an official 	P J Mahlaba Chief Audit Executive	

2018/19 Annexure B Findings					
No.	Section	Finding	Audit Action Plan	Date	Responsible person
35	Revenue		Reconciliation of SAP and the Valuation roll will be done on a monthly basis. Ownership updates and account information will be uploaded on the Valuation software monthly, on receipt from the Rates Department.	31-Mar-20	Odwa Langa: Senior Manager: Assets and liabilities (A)



	2018/19 Annexure B Findings				
No.	Section	Finding	Audit Action Plan	Date	Responsible person
36	Revenue	Revenue from property rates are not billed on a monthly basis.	 a) An exception report reflecting all accounts with no billing orders will be generated from the 15th of each month and regular intervals thereafter. The report will be reviewed by the manager and any unbilled account rectified. b) A transaction code be created to extract the report on the comparison of the number of properties billed for each month. 	15-Mar-20	Moges Pillay Manager Rates (A)
37	Revenue ; consumer debtors	Collection of revenue from consumer debtors	 a) A comprehensive revenue turn around strategy prepare by the Municipal Representative support will be implemented and it is expected to improve the debtors collection rate. b) The debtors collections will be monitored on a daily basis and the performance of debtors collection will be regularly reviewed 	30-Apr-20	Marlon Hoskins Manager Debtors
38	Intangible assets	Impairment of intangible assets	 a) Management will conduct detailed impairment assessment on SAP ERP SYSTEM in terms GRAP 21. b) Management will also get expert advice on how the impairment amount should be quantified should there be impairment. 	30-Apr-20	Odwa Langa : Senior Manager: Assets and liabilities (A)
39	HRM	High vacancy rate at Internal Audit Function	A recruitment plan has been developed for filling of critical vacancies and Senior Management positions. The progress on the plan is regularly monitored and reported on the Council structures and Msunduzi war room.	30-Apr-20	F Ndlovu: SM: HRM
40	HRM	Key positions are not filled within a reasonable time	A recruitment plan has been developed for filling of critical vacancies and Senior Management positions. The progress on the plan is regularly monitored and reported on the Council structures and Msunduzi war room.	30-Apr-20	F Ndlovu: SM: HRM



	2018/19 Annexure B Findings				
No.	Section	Finding	Audit Action Plan	Date	Responsible person
41	Payroll ; Expenditure	Payroll reconciliation to TB / AFS not performed	Reconciliation between payroll and the general ledger is prepared by the Pay office Accountant responsible for reconciliations. Reconciliation is reviewed by the senior official within the section on a monthly basis.	31-Jan-20	P Jali (Manager Expenditure), Sipho Nxumalo (Expenditure: SM)
42	HRM	Deficiencies in leave management	Circular on timeframes for submission and approval of leave has been drafted and will go on Corporate Communique.	30-Apr-20	F Ndlovu; SM: HRM
43	Fleet	Trip authorities and vehicle specifications not submitted for audit	Management will request Council for appointment of 5 fleet officers to monitor vehicles at different business units to ensure trip Authorities are completed and approved by Managers	30-Jun-20	Lindiwe Mthethwa Manager Fleet (Acting) / Odwa Langa (Acting Senior Manager - Assets & Liabilities)
44	Internal Audit	Composition of Disciplinary Board not in accordance with Regulation	The previous Disciplinary Board was dissolved by Council in 2019 and a new Disciplinary Board reconstituted in accordance with the Regulations. The terms of reference for the Disciplinary Board have been drafted and discussed by the SMC and recommended to Exco and Council. It is anticipated that the first meeting of the Disciplinary Board will sit in April 2020.	30-Apr-20	P J Mahlaba CAE
47	Debtors (Receipts)	Non-compliance with FICA	Management will perform an investigation of all the FICA requirements that must be complied with and these will be incorporated to the revenue policies and procedures.	28-Feb-20	M. Hoskins : Debtors manager (Acting)
50	water and sanitation	No routine maintenance budget for water and sanitation services	The planned and reactive maintenance budget will be split during the next budget cycle.	30-Apr-20	Rajesh Maharaj: (Finance Support: Infrastructure Services)
51	water and sanitation	Limitation- Information not provided for water and sanitation	Management will ensure that the key project documents are safely filed and a designated official will be appointed to ensure that the information requested by auditors is timeously submitted.	28-Feb-20	Brenden Sivparsad: General Manager: Infrastructure Services (Acting)



		2	018/19 Annexure B Findings		
No.	Section	Finding	Audit Action Plan	Date	Responsible person
54	Indigent debtors	Indigent register management	 a) The indigent register will be adequately reviewed to ensure that errors are timeously identified and corrected. b) The beneficiaries 'supporting documents will be carefully reviewed to ensure that rebates are only provided to beneficiaries who meet the indigent status. 	31 March 2020 30 April 2020	Marlon Hoskins Position: Manager: Debtors
62	Roads and Transportation	Inadequate budget for roads maintenance	Management will consider alternative funding arrangements such as public private partnerships or the application for additional grant funding to perform the maintenance of infrastructure.	30-Apr-20	Bheki Sosibo Senior Manager (Acting): Roads and Transportation
63	Project Management	Prior year roads infrastructure findings not resolved	 a) The issue of adequate budgeting will be addressed when the municipality's financial situation has improved. b) Project plans and designs are in place for all the new projects. c) Road markings will be done on all roads except for excess roads where it is sometimes not feasible as the road is narrow. d) The amount of R69601 will be deducted from payments that are due to the contractor on other projects 	30-Apr-20	Bheki Sosibo Senior Manager (Acting): Roads and Transportation
64	Project Management	Roads: Key Project Finding (Station Road Bridge and Road) 64.1. Project not well planned 64.2. Slow progress for completion of the Station Road project 64.3. Site visit shortcomings	 a) Management will ensure that all WULA requirements are complied with prior to commencement of construction for all infrastructure projects. b) A project management action plan will be developed and applied to all projects being implements to ensure that all key project management requirements are complied with. 	30-Apr-20	Sechaba Kunene Position: Senior Manager: Project Management Office

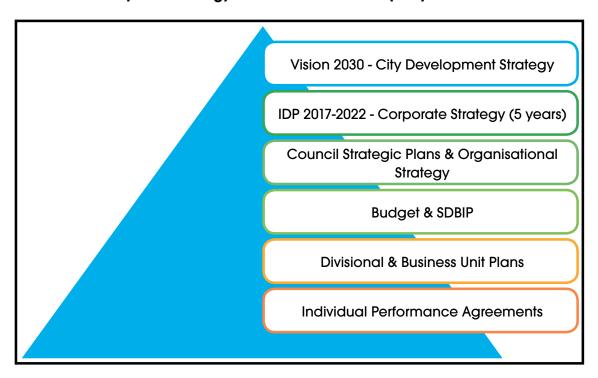
1.6 DEVELOPING A STRATEGY TOWARDS DEVELOPMENT

1.6.1 INTRODUCTION

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



FIGURE ES.5: Corporate Strategy for the Msunduzi Municipality



1.6.2 VISION 2030: CITY DEVELOPMENT STRATEGY

VISION

"By 2030 Msunduzi is a safe, vibrant city in which to live, learn, raise a family, work, play and do business".

The Msunduzi Municipality shall deliver on six strategic city-wide outcomes to achieve this vision as follows: To ensure that the Municipality functions effectively and in a sustainable manner in order to deliver services of excellence to the community

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

MISSION

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

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: V	WELL SERVICED CITY
GOAL	STRATEGIC OBJECTIVES	2030 TARGET
By 2030, Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted, adequate energy supply, and regular waste removal - for ALL neighbourhoods, communities, and centres of business.	1.1 Increased Provision of Municipal services	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 Increased Provision of Municipal services	 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 Increased Provision of Municipal services 1.4 Increased Provision of Municipal services 1.5 Energy production, capacity, storage, management, and distribution rapidly adapts to changing patterns of demand.	 1.3.1 100% of municipal households are fitted with solar water heating geysers. 1.4.1 100% of street lights and 100% of traffic signals in the CBD are powered by renewable energy. 1.5.1 Demand management provides a 10% reduction in peak demand.
	1.6 City-wide infrastructure and service delivery provides reduced electricity losses. 1.7 Municipal-wide waste collection and disposal services to domestic households are available to all Msunduzi residents.	1.6.1 Reduces electricity losses to below 5% of bulk supply purchases.1.7.1 100% of households are rendered a waste collection and disposal service once a week.



	STRATEGIC PRIORITY 1: V	VELL SERVICED CITY
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city serviced	1.8 Appropriate waste collection and disposal services are provided	1.8.1 100% of businesses are rendered a waste collection and disposal service at least twice a
with quality water and sanitation	to support business and industry. Commercial activity derives	week.
reticulation, uninterrupted,	production inputs from recovered waste material.	
supply, and regular	1.9 Implementation of Advanced Waste Management Systems that	1.9.1 50% recovery rate of recyclable materials through source separation at households and
waste removal - for ALL neighbourhoods,	reflect community values around waste minimisation.	public sector offices, and treatment of organic waste.
communities, and centres of business.	1.10 Implementation of annual infrastructure upgrade of the waste disposal site.	1.10.1 Construct waste containment berms, access roads, rehabilitation of perimeter roads, fencing of perimeter of site, construct wet-weather facility, install stone drainage layers on site, clay-cap side slopes of berms.
	1.11 Recovery, re-use and recycling of waste is maximised. The volume of waste disposed to landfill is minimised. Life spans of landfill sites are extended.	1.11.1 25% of household and business waste is sorted on-site.

communities' needs.



STRATEGIC PRIORITY 2: AN ACCESSIBLE AND CONNECTED CITY GOAL **VALUE STATEMENT TARGET** Bv 2030. Msunduzi is 2.1 A diversity of private (cars, 2.1.1 Road and rail infrastructure backlogs are a city with sufficient bikes, walking) and public (trains, reduced such that 90% of communities have and well-maintained buses, taxis) transport options, access to road and rail services. road, rail, and using a range of adequate 2.1.2 100% compliant with Roads infrastructure physical infrastructure (roads, rail, management plan. other physical infrastructure serving and bikeways/walkways) is readily 2.1.3 90% of Msunduzi residents can get to work all residents, whether available to all residents. within 45 minutes. 2.1.4 Reliable Public transport services are available they use public or private transport 24 hours per day, with accessibility every 15 minutes modes. It has to key activity nodes. layers of diverse 2.1.5 90% of travel in morning peak periods comprise walking, cycling or energy efficient public transport networks interconnecting transport. 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



	STRATEGIC PRIORITY 2: AN ACCES	
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.	2.3 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.	 2.2.1 100% 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. 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	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	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.
creation project, and urban renewal and greening programme to these ends.	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.
Msunduzi conserves its natural assets while still meeting the demand for more housing, more roads and more services to accommodate our increasing population.	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.
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.	



	STRATEGIC PRIORITY 4: A	FRIENDLY, SAFE CITY
GOAL	VALUE STATEMENT	TARGET
	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 ECONO	OMICALLY PROSPEROUS CITY
GOAL	VALUE STATEMENT	TARGET
By 2030, Msunduzi is a city with a flourishing business environment, with people exercising their	5.1 The city absorbs young people into a job creation social compact between the council, private businesses, and the non-profit sector – with the support of institutions of learning.	5.1.1 Unemployment in the city is reduced to 15%.
entrepreneurship	5.2 By 2030, Msunduzi will have a	5.2.1 The Municipality has competitive business
across the full	strong, diversified, and resilient	incentive packages to attract new businesses and
spectrum of	economy, using its competitive	drive expansion.
commercial,	advantages to deliver prosperity,	5.2.2 The Municipality attracts annual investment
public, scientific,	high employment, and quality jobs	· · · · · · · · · · · · · · · · · · ·
educational,	for all the city's residents.	unemployment by 5% per annum.
and charitable		5.2.3 Municipality has 100% of skills required for the
enterprises.		local economy. 5.2.4 Reduce the percentage of economically
		inactive youth to 5%.
STR	ATEGIC PRIORITY 6: A FINANCIALLY	
GOAL	VALUE STATEMENT	TARGET
	6.1 By 2030, Msunduzi will be	6.1.1 Efficient Budget and Treasury.
Municipality is a	financially sound through	6.1.2 Optimal Expenditure Management.
financially sound	managing its finances efficiently,	6.1.3 Improved Revenue Management.
and well governed	through effective and realistic	6.1.4 Effective Supply Chain Management.
institution, delivering	budgeting to ensure synergy	6.1.5 Optimal Financial Service.
on its legislative	between the capital and	6.1.6 Efficient collection of revenue through
mandates and	operating budget, as well as	Municipal Property Rates.
offering residents	through revenue enhancement.	
of the Municipality	6.2 By 2030, Msunduzi will have	6.2.1 100% effective administration complying with
value for their rates	a civil society that actively	its legal mandates.
payments.	participates in, and contributes	6.2.2 Effective fleet management to ensure resource
	to, sound decision making,	availability for service delivery.
	ensuring greater accountability of	6.2.3 To maximize the disaster resilience of
	Councillors and Officials.	Msunduzi through coordination of all pre-disaster
		risk reduction – as well as post disaster response
		activities within a framework of sustainable
		development.



TABLE 5: IDP KEY CHALLENGES AND CORRESPONDING STRATEGIC PROIRITIES

КРА	KEY Challenges	STRATEGIES PrioritIES
Financial Viability And Management	 Poor planning in respect of capital expenditure resulting in poor capital spending and loss of revenue from capital grants to the NRF (National Revenue Fund) Critical vacancies in the core functional areas/ overreliance on consultants. Inadequate implementation of debt and revenue collection policies and procedures resulting in the ballooning of debt to over 4.5billion as at 31 December 2020 Failure of the Enterprise Resource Planning (ERP) System commonly known as the Financial System – SAP despite the millions invested in the system by the municipality 	6. A Financially Viable and Well-Governed City
Basic Service Delivery	Failure of key infrastructure, such as electricity and water due to poor/inadequate maintenance, age and vandalism Failure to attend to the repair of potholes, street lights and storm water drains Failure to adequately plan for and spend conditional grants over the past MTEF	A Well-Serviced City
	Failure to clean the city and surrounding nodal and residential areas including irregular collection of solid waste and challenges associated with the processing and disposal of solid waste.	 A Well-Serviced City A Clean, Green City
Cross Cutting Interventions	Planning alignment and coordination impact on the ability to deliver effectively. • Inter-governmental relations and the ability to align priorities (both within the municipality and other spheres of government). The uncontrolled land invasion and lack of law enforcement. Lack of accessibility to Ward 39 and potential lack of integration due to isolation	2. An Accessible and Connected City
	City connectivity. Institutional and individual performance	2. An Accessible and Connected City6. A Financially Viable and Well-Governed
Municipal Transformation And Institutional Development	management framework. Institutional skills development and professionalization of the organisation. Improved capacity to spend on capital expenditure; Filling of strategic critical vacant posts.	City 6. A Financially Viable and Well-Governed City 6. A Financially Viable and Well-Governed City 6. A Financially Viable and Well-Governed
Local Economic Development	Limited Economic growth leading to the unemployment.	City 5. An Economically Prosperous City
Good Governance		



1.6.3 SPATIAL AND GEOGRAPHIC CONSIDERATIONS

The overall intention of the Msunduzi Spatial Development Framework (SDF) is to guide and manage urban growth, and to balance competing land use demands, by putting in place long term mechanisms that enable a coherent development trajectory which will inherently shape the spatial form and structure of the municipality as a whole. In the context of the municipality's drive towards attaining metropolitan status coupled with climate change and resource depletion issues, the future growth path needs to underline the importance of sustainable future development. Therefore, the proposed development path must be flexible and adaptive, and cognisant of the unpredictable economic, environmental and social forces which in turn make it difficult to accurately determine how fast the municipality will grow.

The Msunduzi Municipality appointed Zutari to review and prepare an updated spatial development framework (SDF) for the Municipality. The purpose of this assignment is to review the SDF that was approved in 2015, to prepare an updated SDF that is aligned with the provisions set out in the Spatial Planning and Land Use Management Act (Act 16 of 2013) (SPLUMA), and to incorporate into the updated SDF those changes and recommendations that were made when the SDF of 2015 was partially reviewed in 2017. Moreover, the goal is to further develop the SDF to ensure that it:

- depicts a spatial vision that is aligned with the vision for the Msunduzi Municipality
- guides the Msunduzi Municipality in making decisions, and exercising discretion, relating to spatial planning and land use management systems, and addressing historical spatial imbalances in development
- provides information to the public and private sectors in relation to areas of investment, identifies long-term risks of spatial patterns of growth and development, and provides suitable mitigation measures
- provides direction for strategic developments and infrastructure investment, taking into consideration environmental management measures.

1.6.4 THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The development of the Service Delivery and Budget Implementation Plan (SDBIP) 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 financial period from 1 July 2019 to 30 June 2020. 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 the municipal administration and managers to the Council and Councilors 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 IDP 2019/2020 and beyond. 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.



MFMA LEGISLATIVE REQUIREMENT

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

- (a) Projections for each month of -
 - (i) Revenue to be collected, by source & vote;
 - (ii) Operational and capital expenditure, by vote
- (b) Service delivery targets and performance indicators for each quarter, and
- (c) Other matters prescribed;

Being a management and implementation plan (not a policy proposal) the SDBIP is not required to be approved by the council. According to Section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. This section requires that the Mayor take all reasonable steps to ensure that the SDBIP is approved within 28 days. In addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are circulated or made public within 14 days after its approval.

HIGH LEVEL SDBIP TARGETS AND INDICATORS

The SDBIPs are required to include targets for the activities that will be undertaken, for physical and measurable progress as well as financially.

The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorate are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfill in meeting service delivery needs provided to the community.

The SDBIP is conceptualized as a layered plan, containing consolidated service targets with quarterly and annual deadlines, and linking those targets to senior management. The Municipal Manager's scorecard represents the consolidation of the entire Municipalities' detailed performance indicators and service delivery targets as contained in each Directorate's SDBIP. The community and stakeholders can review these targets and performance in achieving them during the IDP process.

During the Strategic Planning Processes of Msunduzi Municipality a management resolution was taken to differentiate between service delivery indicators that have a direct impact on the community and those that are operational, support and auxiliary services. In this regard the SDBIP is developed to focus on the service delivery indicators and the Operational Plan is developed to focus on operational support and auxiliary services.

The SDBIP contains the following units:

- Public Participation Units (Office of the Speaker, Office of the Mayor and Municipal Public Accounts),
- Integrated Rapid Public Transport Network (IRPTN)
- Community Services Units (Public Safety, Emergency Services & Disaster Management, Area Based Management, Recreation & Facilities and Waste Management),
- Infrastructure Services Units (Water and Sanitation, Roads, Electricity, Project Management Office (MIG Projects) and Mechanical Workshops), and;
- Sustainable Development & City Enterprises Units (Town Planning and Environmental Management, Human Settlements and City Entities).
- Also included in the SDBIP are the Legislated Performance Indicators as regulated by the National and Provincial Departments of Cooperative Governance and Traditional Affairs (CoGTA).
- Further to this, the Back to Basic Indicators has also been included on the SDBIP as regulated by the National and Provincial Departments of Cooperative Governance and Traditional Affairs (CoGTA).

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All other units provide operational support and auxiliary services to the Municipality and have been placed on the Operational Plan. The Operational Plan contains the following:

- Office of the City Manager: (Organizational Compliance, Performance and Knowledge Management & Communications & IGR)
- Internal Audit
- Strategic Planning
- Budget & Treasury Units (Budget Planning, Implementation and Monitoring, Expenditure Management, Revenue Management, Supply Chain Management, Assets & Liabilities, SAP & Financial Governance & Performance Management),
- Infrastructure Services (Project Management Office)
- Corporate Services Units (Legal Services, Sound Governance & Auxiliary Services, Information Communication Technology, and Human Resources), and;
- Sustainable Development & City Enterprises Units (Development Services, Town Planning and Environmental Management and Human Settlements).

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 quarterly Individual Performance Assessments.

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

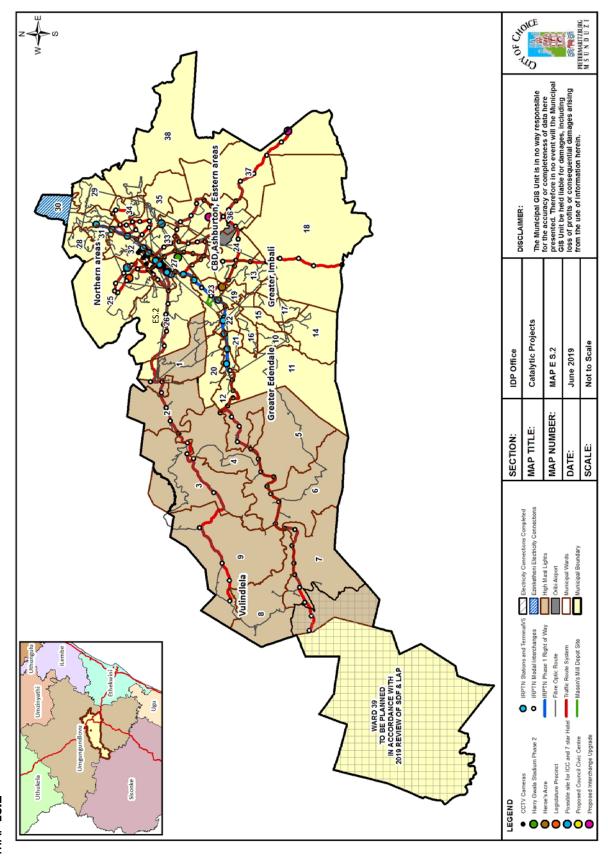
1.7.1 CATALYTIC PROJECTS

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

Msunduzi Cataly	tic projects	
Game Changers	This applies to projects that will structurally	Universitie Precinct
	change the economy and the way we	Airport Development
	interact with it	IDZs/ SEZs
		IT/ Technology Hubs
		Industrial Hubs
		Industrial Cluster development
		Intermodal
		New nodal development
		Flagship Integrated Human Settlements
		New Town Centres
		IRPTN/ IPTN
Major enablers	This applies to projects that will unblock	Class 1 roads upgrade
	downstream infrastructure services	Freight Rail Upgrades
		Pipeline infrastructure
		ICT infrastructure
		 Energy Upgrades/ Power Plants/ Subs
		Dam development
Major Needs	This applies to projects that are meant	Human Settlements
	to address wide-scale regional needs or	Higher Education facilities (e.g. Universities)
	significant private sector project	Health Facilities
		Business Incubators
		Skills Centres
		City Wide CCTV System
		Harry Gwala Sports Precinct

V2030 **NDP**



MUNICIPAL INFRASTRUCTURE INVESTMENT FRAMEWORK (MIF)

The following table summarises the municipal capital expenditure.

INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



TABLE 7: 2021-2022 CAPITAL PROJECTS

R thousand				2021/22 enue & E	2021/22 Medium Term Revenue & Expenditure Framework	rm Rev-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Parent municipality:						
List all capital projects grouped by Function	d by Function					
CITY FINANCE	Water Metering	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		1,000	1,000	1,000
CITY FINANCE	ELECTRICITY METERING	WHOLE OF THE MUNICIPALITY		1,000	1,000	1,000
CITY FINANCE	FINANCIAL MANAGEMENT SYSTEM SAP	Administrative or Head Office (Including Satellite Offices)		26,000	6,000	3,000
CITY FINANCE	FUEL MANAGEMENT SYSTEM	Administrative or Head Office (Including Satellite Offices)		300		
CITY FINANCE	SECURITY CAMERAS STORES	Administrative or Head Office (Including Satellite Offices)		712		
CITY FINANCE	COVID 19-EQUIPMENT FOR SANITISA- TION OF BUILDINGS	Administrative or Head Office (Including Satellite Offices)		200		
CITY FINANCE	NEW VEHICLES	Administrative or Head Office (Including Satellite Offices)		3,500	3,500	3,500
CITY FINANCE	FILING SYSTEM FOR REAL ESTATE FILES			200		
CITY FINANCE	FURNITURE FOR NEW STAFF MEMBERS					
CITY FINANCE	WORKING TOOLS:MEASURING WHEELS, CAMERAS, PROJECTORS, VOICE RE- CORDER			20	20	50
CITY FINANCE	COMPUTERS	Administrative or Head Office (Including Satellite Offices)		92	I	I
CITY FINANCE	COMPUTERS	Administrative or Head Office (Including Satellite Offices)		100	75	75





Rthousand				2021/22 enue & E	2021/22 Medium Term Revenue & Expenditure Framework	rm Rev-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CITY FINANCE	METER READING APP	Administrative or Head Office (Including Satellite Offices)		1,500	100	100
CITY FINANCE	METER READING HAND HELD DEVICES	Administrative or Head Office (Including Satellite Offices)		260	20	20
CITY FINANCE	NEW:COMPUTER EQUIPMENT	Administrative or Head Office (Including Satellite Offices)		116	39	52
CITY FINANCE	NEW:FURNITURE & OFFICE EQUIP	Administrative or Head Office (Including Satellite Offices)		46	30	11
CITY FINANCE	COMPUTERS	Administrative or Head Office (Including Satellite Offices)		09	40	40
CITY FINANCE	NEW:NEW:FURNITURE & OFFICE EQUIP	Administrative or Head Office (Including Satellite Offices)		20	15	10
CITY FINANCE	COMPUTERS	Administrative or Head Office (Including Satellite Offices)		30	30	
CITY FINANCE	6 X OFFICE CHAIRS			30		
CITY FINANCE	BULK FILING CABINETS			20		
CITY FINANCE	RENOVATIONS TO ADMIN COUNTER			20		
CITY FINANCE	7 X LAPTOPS			250		
CITY FINANCE	1 DESK			20		
CITY FINANCE	COMPUTERS	Administrative or Head Office (Including Satellite Offices)		165		
CITY FINANCE	Supply and installation of Airconditioners			09		
CITY FINANCE	COMPUTERS			75	75	
CITY FINANCE	Steel Filing Cabinets				75	
CITY FINANCE	IP Phones			28		
CITY FINANCE	COMPUTERS			200	250	300
CITY FINANCE	NEW:NEW:FURNITURE & OFFICE EQUIP			200	200	200
CORPORATE SERVICES	5 X LAPTOPS	Administrative or Head Office (Including Satellite Offices)		125	20	50



Kinousana				enue & E	2021/22 Medium Ierm Kev- enue & Expenditure Frame- work	Frame-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CORPORATE SERVICES	1 COMPUTER(Zama)1 x laptop (wayne)	Administrative or Head Office (Including Satellite Offices)		46	20	20
CORPORATE SERVICES	FRANKING MACHINE			20		
CORPORATE SERVICES	CUTTING MACHINE/Guilotine	Administrative or Head Office (Including Satellite Offices)		1,100		
CORPORATE SERVICES	STITCHING MACHINE	Administrative or Head Office (Including Satellite Offices)		320	100	
CORPORATE SERVICES	AIRCONDITIONERS	Administrative or Head Office (Including Satellite Offices)		121	20	20
CORPORATE SERVICES	RECORDERS X 4	Administrative or Head Office (Including Satellite Offices)		20	2	10
CORPORATE SERVICES	4 X CHAIRS	Administrative or Head Office (Including Satellite Offices)		10	30	
CORPORATE SERVICES	LAPTOP	Administrative or Head Office (Including Satellite Offices)		25	25	25
CORPORATE SERVICES	AUDIO EQUIPMENT cc COM RM 3	Administrative or Head Office (Including Satellite Offices)		284	284	284
CORPORATE SERVICES	RONELS OFFICE - 2 CUPBOARDS	Administrative or Head Office (Including Satellite Offices)		15		
CORPORATE SERVICES	4 X CREDENZAS - PERSONEL	Administrative or Head Office (Including Satellite Offices)		12	5	10
CORPORATE SERVICES	RECORDERS X 5 - PERSONNEL	Administrative or Head Office (Including Satellite Offices)		15		
CORPORATE SERVICES	OFFICE DESK - PERSONNEL	Administrative or Head Office (Including Satellite Offices)		∞		
CORPORATE SERVICES	SHELVING - VAULT - PERSONNEL	Administrative or Head Office (Including Satellite Offices)		10	10	38
CORPORATE SERVICES	MICROWAVE - 6TH FLOOR	Administrative or Head Office (Including Satellite Offices)		_	-	
CORPORATE SERVICES	CHAIRS - BENEFITS OFF - 15 CHAIRS	Administrative or Head Office (Including Satellite Offices)		55	40	50





R thousand				2021/22 enue & E	2021/22 Medium Term Revenue & Expenditure Framework	erm Rev- e Frame-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CORPORATE SERVICES	LLYWELLYN - 1X DESKTOP	Administrative or Head Office (Including Satellite Offices)		22	25	25
CORPORATE SERVICES	NETWORK REFRESH	Administrative or Head Office (Including Satellite Offices)		750	750	750
CORPORATE SERVICES	NEW COMPUTER EQUIPMENT	Administrative or Head Office (Including Satellite Offices)		350	200	350
CORPORATE SERVICES	OUTSOURCED INFRASTRUCTURE CAP PROJECTS	Administrative or Head Office (Including Satellite Offices)		846	1,000	2,000
CORPORATE SERVICES	OFFICE CHAIRS X 7	Administrative or Head Office (Including Satellite Offices)		21	25	25
CORPORATE SERVICES	FLIPCHARTS	Administrative or Head Office (Including Satellite Offices)		5		
CORPORATE SERVICES	COMPUTERS	Administrative or Head Office (Including Satellite Offices)		167	143	180
CORPORATE SERVICES	AIRCONDITIONER	Administrative or Head Office (Including Satellite Offices)		15	45	15
CORPORATE SERVICES	FINANCIAL MANAGEMENT SYSTEM SAP	Administrative or Head Office (Including Satellite Offices)				
CITY MANAGER	REFURBISHMENT OF CITY HALL			1,000	1,500	2,000
CITY MANAGER	CCV CAMMERA(NEW) ITEM			300	150	100
CITY MANAGER	PARKHOMES (NEW) ITEM			700	700	006
CITY MANAGER	Purchase FURNITURE & OFF.EQUIP			700	200	900
CITY MANAGER	COMPUTER EQUIPNERSA-ACQUISITION			1,500	I	I
CITY MANAGER	ROAD SIGNAGE-ACQUISITION			700	1,000	1,000
CITY MANAGER	TRANSPORT ASSETS. NEW			1,300		
CITY MANAGER	PPE-FURNITURE & OFF.EQUIPNERSA-ACQUISITION			800	50	30
CITY MANAGER	COMPUTER EQUIP ACQUISITION			40	I	ı
CITY MANAGER	FURNITURE & OFF.EQUIP.			130	1	ı
CITY MANAGER	TRANSPORT ASSETS. NEW			300	320	320
CITY MANAGER	FURNITURE & OFF.EQUIP.			80	40	30



R thousand				2021/22 enue & E	2021/22 Medium Term Rev- enue & Expenditure Frame- work	erm Rev- e Frame-	
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
CITY MANAGER	FURNITURE & OFF.EQUIP			06	50	30	
CITY MANAGER	FURNITURE & OFF.EQUIP.			20	10	20	
CITY MANAGER	FURNITURE & OFF.EQUIP.			80	70	09	
CITY MANAGER	MACHINERY AND EQUIPMENT			80	70	70	, –
CITY MANAGER	FURNITURE & OFF.EQUIP.			70	20	30	
CITY MANAGER	TRANSPORT ASSETSNEW			350	ı	ı	
CITY MANAGER	COMMUNICATION SYSTEM UPGADE(NEW) ITEM			700	200	200	
CITY MANAGER	FURNITURE & OFF.EQUIP.			100	90	30	
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY		91	ı	ı	
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	WHOLE OF THE MUNICIPALITY		50	1	1	
COMMUNITY SERVICES	LEVS.ZA:LANDFILL UPGRADE	LANDFILL SITE		2,300	I	ı	
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	Administrative or Head Office (Including Satellite Offices)		40	40	1	
COMMUNITY SERVICES	LEVS:ZA: NEW COMPUTER EQUIPMENT	Administrative or Head Office (Including Satellite Offices)		09	09	1	
COMMUNITY SERVICES	LEVS:ZA:NEW MACHINERY & EQUIPMENT	Administrative or Head Office (Including Satellite Offices)		40	40	I	
COMMUNITY SERVICES	LEVS:ZA: NEW COMPUTER EQUIPMENT	Administrative or Head Office (Including Satellite Offices)		09	09	ı	
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	Administrative or Head Office (Including Satellite Offices)		70	70	I	•
COMMUNITY SERVICES	LEVS:ZA:OFFICE RENNOVATIONS FOR ALL 6 ZONES	ALL ZONES		1,389	2,400	3,500	
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	Administrative or Head Office (Including Satellite Offices)		200	1,000	1,200	
COMMUNITY SERVICES	LEVS:ZA:NEW:TRANSPORT ASSETS	ZONE 4		350	1,000	3,000	
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	ALL ZONES		100	200	200	



R thousand				2021/22 enue & E	2021/22 Medium Term Revenue & Expenditure Framework	rm Rev-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
COMMUNITY SERVICES	PPE-MACHINERY & EQUIPALL OR EXCL NERSA-ACQUISITI	ALL ZONES		120	200	1,000
COMMUNITY SERVICES	PPE-TRANSPORT ASSETS-ALL OR EXCL NERSA-ACQUISITI FIRE ENGINE X2??	ZONE 5		750	I	ı
COMMUNITY SERVICES	OUTSOURCED INFRASTRUCTURE CAP PROJECTS	ZONE 5		380	I	I
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	ZONE 5		275	1	1
COMMUNITY SERVICES	LEVS:ZA:NEW MACHINERY & EQUIP:TRACTOR/SLASHER	ALL ZONES		1,000		
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	WHOLE OF THE MUNICIPALITY		100	100	100
COMMUNITY SERVICES	LEVS:ZA:NEW:COMPUTER EQUIPMENT	WHOLE OF THE MUNICIPALITY		150	300	300
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY		750	750	850
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY		100	800	350
COMMUNITY SERVICES	LEVS:ZA:BUILD SHOOTING RANGE	WHOLE OF THE MUNICIPALITY		009	1	ı
COMMUNITY SERVICES	LEVS:AH:NEW:TRANSPORT ASSETS	WHOLE OF THE MUNICIPALITY		800	I	I
COMMUNITY SERVICES	MIG:Z5:WARD 38 COMMUNITY HALL	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)		8,027	9,135	708
COMMUNITY SERVICES	MIG:Z5:WARD 7 COMMUNITY HALL	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		7,927	9,030	708
COMMUNITY SERVICES	MIG:Z5:WARD 29 COMMUNITY HALL	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)		2,327	3,150	3,973
COMMUNITY SERVICES	MIG:Z4:WARD 24 COMMUNITY HALL	Zone 4:Central (Ward 24,25,26,27,33,36,37)		2,327	3,150	3,973
COMMUNITY SERVICES	MIG:Z4:WARD 8 COMMUNITY HALL	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		6,127	7,139	8,373
COMMUNITY SERVICES	MIG:Z3:WARD 13 COMMUNITY HALL	Zone 3: Imbali (Ward 13,14,15,17,18,19)		1,627	2,415	3,973
COMMUNITY SERVICES	MIG:Z5:MADIBA COMMUNITY HALL	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)		6,777	7,823	10,203
COMMUNITY SERVICES	MIG:Z5:REHABILITATION OF LANDFILL SITE - Phase 2 - 4	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)		2,000	2,100	2,200



R thousand				2021/22 enue & E	2021/22 Medium Term Rev- enue & Expenditure Frame- work	erm Rev- e Frame-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NDPG: ISF: CAMPSDRIFT DESILTING	Zone 4:Central (Ward 24,25,26,27,33,36,37)		17,064	25,000	16,000
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NDPG: OLD EDENDALE ROAD UPGRADE	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		1,862	8,000	12,000
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NDPG:CIVIC ZONE PHASE 1:MARKET STALLS	Zone 4:Central (Ward 24,25,26,27,33,36,37)		3,000	9,000	10,000
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NDPG:CIVIC ZONE PHASE 1:SKY BRIDGE	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		3,000	9,000	12,000
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NDPG:Edendale Town Centre: Prome- nade 1 (Planning & Design in 2017/18)	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		9,074		
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW:NEW:TRANSPORT ASSETS	Zone 4:Central (Ward 24,25,26,27,33,36,37)		1,500		
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	LEVS:AH:NEW:MACHINERY & EQUIPM	Zone 4:Central (Ward 24,25,26,27,33,36,37)		85		
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	LEVS:REFURBISHMENT OF OLD PRESBYTE- RIAN CHURCH	Zone 4:Central (Ward 24,25,26,27,33,36,37)		1,100	1,000	1,000
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	REFURBISHMENT OF TAG EXTERIOR OF BUILDING	Zone 4:Central (Ward 24,25,26,27,33,36,37)		1,000	1,000	200
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW COMPUTER EQUIPMENT			30		
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW:NEW:TRANSPORT ASSETS	Zone 4:Central (Ward 24,25,26,27,33,36,37)		l		
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	CCTV					
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	PIDS	Zone 4:Central (Ward 24,25,26,27,33,36,37)		200		
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	HSE:Z4:D0HS JIKA JOE HOUSING DEVELOPM	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		20,000		
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW:NEW:TRANSPORT ASSETS	Zone 4:Central (Ward 24,25,26,27,33,36,37)		50	1	1
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW COLDROOM COMPRESSORS	Zone 4:Central (Ward 24,25,26,27,33,36,37)		350	350	400



Rthousand				2021/22 enue & E	2021/22 Medium Term Revenue & Expenditure Frame	erm Rev-
					work	
Function	Project Description	Ward Location	GPS Latitude	Budget Year	Budget Year +1	Budget Year +2
				2021/22	2022/23	2023/24
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW:FURNITURE & OFFICE EQUIP	Zone 4:Central (Ward 24,25,26,27,33,36,37)		300	300	200
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW:COMPUTER EQUIPMENT	Zone 4:Central (Ward 24,25,26,27,33,36,37)		200	200	200
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	LEVS:AH:NEW:MACHINERY & EQUIPM	Zone 4:Central (Ward 24,25,26,27,33,36,37)		200	100	001
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	BOX GUTTER REPAIR	Zone 4:Central (Ward 24,25,26,27,33,36,37)		200	220	550
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW DEBI PLACE OFFICE BUILDING	Zone 4:Central (Ward 24,25,26,27,33,36,37)		200	200	200
ECONOMIC DEVELOPMENT	MIG:Z4:JIKA JOE CRU	Zone 4:Central (Ward 24,25,26,27,33,36,37)		6,912	I	I
INFRASTRUCTURE	MSE:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH		36		
INFRASTRUCTURE	MIG:Z2:REHAB OF ROADS IN ASHDOWN - Phase 2	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		I	3,000	9,000
INFRASTRUCTURE	MIG:Z2:UPG GRV RD-EDN-DAMBUZA PHASE 3	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		3,000	5,000	1,000
INFRASTRUCTURE	MIG:Z3:UPGRADING OF GRAVEL ROADS - EDN- Roads in Unit 14 / Unit P	Zone 3: Imbali (Ward 13,14,15,17,18,19)		5,000	6,000	1,000
INFRASTRUCTURE	MIG:Z2:UPGR GRV RD-GREATER EDN-CALUZA	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		2,000	I	9,000
INFRASTRUCTURE	MIG:Z2:UPGR GRV RD-GREATER EDN- HAREWOOD	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		1,950	I	4,000
INFRASTRUCTURE	MIG:Z2:UPGR GRV RD-GREATER EDN- SNATHING	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		I	1,583	9,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV RD-VULINDLELA- D2069 PH3	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		I	I	I
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 3	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		1,000	I	9'000'9
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 4	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		1	3,500	1,000



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				enue & E	enue & Expenditure Framework	Frame-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 6	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		2,000	3,500	2,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 7	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		5,292	2,000	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV RD-VULINDLELA- WARD 8	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		5,708	2,000	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 9	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		I	5,500	3,000
INFRASTRUCTURE	MIG:Z2:UPGR RD IN PEACE VALLEY EDN	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		8,500	I	3,000
INFRASTRUCTURE	MIG:Z3:UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN MAIN RD PHASE 3 -Ward 14	Zone 3: Imbali (Ward 13,14,15,17,18,19)		1	5,500	3,000
INFRASTRUCTURE	MIG:Z2: UPGR GRV RD- GEORGETOWN/ ESIGODINI - Phase 2	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		I	3,000	3,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VUL-WARD 1	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		6,700	4,000	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VUL-WARD 5	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		2,000	ı	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 39	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		3,000	1,000	2,000
INFRASTRUCTURE	MIG: Z1:REHABILITATION OF ROADS - VU- LINDLELA WARD 2	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		1,500	1	2,000
INFRASTRUCTURE	MIG:Z3:REHABILITATION OF ROADS - FRANCE Ward 13 EDENDALE	Zone 3: Imbali (Ward 13,14,15,17,18,19)		2,000	1,000	I
INFRASTRUCTURE	WSIG:ZA:BASIC WATER SUPPLY	Zone 1: Edendale (Ward 3, 4,5,6,7,9,39)		27,000	ı	ı
INFRASTRUCTURE	LEVS:24:ROAD REHAB – PMS	Zone 4:Central (Ward 24,25,26,27,33,36,37)		15,000		
INFRASTRUCTURE	LEVS:ZA:NEW:TRANSPORT ASSETS	All Zones - ZA		1,500		
INFRASTRUCTURE	ALNS:Z1: HILTON INFRASTRUCTURE UP- GRADE	Zone 1 - (Mgeni wards 1,2,3,22)		27,999		



R thousand				2021/22 enue & E	2021/22 Medium Term Revenue & Expenditure Framework	erm Rev- e Frame-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INFRASTRUCTURE	ALNS: MASONS 132/11kv PRIMARY SUB- STATION UPGRADE	Zone 2 , Zone 4 (Wards 23,24,26)		46,001	13,269	
INFRASTRUCTURE	LEVS:MASONS 132/11kv PRIMARY SUB- STATION UPGRADE	Zone 2 , Zone 4 (Wards 23,24,26)				32,731
INFRASTRUCTURE	ALNS:Z4: UPGRADE OF PINE STREET PRI- MARY SUBSTATION	Zone 4 (Wards 25,26,27,)			55,041	
INFRASTRUCTURE	ALNS: Z1: UPGRADE OF CROSSWAYS SUBSTATION	Zone 1 - (Mgeni wards 1,2,3)			27,691	
INFRASTRUCTURE	LEVS: 24: UPGRADE OF ARCHBELL STREET PRIMARY SUBSTATION	Zone 4 , Zone 5 (Wards 27, 32, 33)				24,890
INFRASTRUCTURE	ALNS:ZA:NEW MACHINERY & EQUIPMENT	All Zones - ZA		2,900	1,496	
INFRASTRUCTURE	ALNS:ZA:NEW MACHINERY & EQUIPMENT	All Zones - ZA		2,400	1,504	
INFRASTRUCTURE	ALNS:ZA:NEW MACHINERY & EQUIPMENT	All Zones - ZA		17,700	1,000	
INFRASTRUCTURE	INEP:25: JESMONDENE ELECTRIFICATION	Zone 5 - Ward 35		1,700		
INFRASTRUCTURE	INEP:Z5: SWAPO INFILLS ELECTRIFICA-TION	Zone 5 - Ward 30		350	260	
INFRASTRUCTURE	INEP:25:THEMBALIHLE ELECTRIFICATION	Zone 5 - Ward 38		3,060		
INFRASTRUCTURE	INEP:Z2: BUNTINE PLACE ELECTRIFICA-TION	Zone 2 - Ward 23		I		
INFRASTRUCTURE	INEP:Z5: EZINKETHENI INFILLS ELECTRIFI- CATION	Zone 5 - Ward 29		3,400	400	
INFRASTRUCTURE	INEP:Z4:JIKA JOE CRU'S PHASE 1 ELEC- TRIFICATION	Zone 4 - Ward 33		10,490		
INFRASTRUCTURE	INEP:Z1:SWEEETWATERS INFILLS ELECTRI- FICATION	Zone 1 - Ward 1		1,600	5,080	3,543
INFRASTRUCTURE	INEP:Z5:ZAMOKUHLE (TAMBOVILLE) ELECTRIFICATION	Zone 5 - Ward 38		3,400		
INFRASTRUCTURE	INEP:25:NHLALAKAHLE INFILLS	Zone 5 - Ward 28			400	
INFRASTRUCTURE	INEP:Z1:PHAYIPHINI INFILLS	Zone 1 - Ward 1			260	
INFRASTRUCTURE	INEP:Z4:JIKA JOE CRU'S PHASE 2 ELEC- TRIFICATION	Zone 4 - Ward 33				5,457



R thousand				2021/22 enue & E)	2021/22 Medium Term Revenue & Expenditure Framework	rm Rev-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INFRASTRUCTURE	LEVS:ZA: REHAB OF WATER INFRASTRUC-TURE	All Zones - ZA		11,000		
INFRASTRUCTURE	LEVS:ZA: TRAFFIC CALMING MEASURES	All Zones - ZA		200	200	200
INFRASTRUCTURE	LEVS:ZA:NEW:MACHINERY & EQUIP - (MODIFFIED STEEL CONTAINERS)	All Zones - ZA		750	I	ı
INFRASTRUCTURE	LEVS:ZA:NEW:MACHINERY & EQUIPM - (TRAFFIC SIGNAL CONTROLLERS)	All Zones - ZA		450	250	001
INFRASTRUCTURE	LEVS:ZA:NEW:MACHINERY & EQUIPM - (SPRAY PAINT MACHINES)	All Zones - ZA		400	I	
INFRASTRUCTURE	LEVS:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH		20	1	ı
INFRASTRUCTURE	LEVS:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH		95	I	ı
INFRASTRUCTURE	LEVS:ZA:NEW:TRANSPORT ASSETS	All Zones - ZA		1,000	ı	1,000
INFRASTRUCTURE	LEVS:ZA:MAYORS WALK ROAD WIDEN-ING	Ward 26 - Zone 4 Central				
INFRASTRUCTURE	LEVS:ZA:EAST RING ROAD-DETAIL DES&CONSTR	Ward 35 - Zone 5 Northern		200	550	5,750
INFRASTRUCTURE	LEVS:ZA:NEW:TRANSPORT ASSETS	All Zones - ZA		755		
INFRASTRUCTURE	LEVS:AH:NEW:MACHINERY & EQUIP - (IP PHONES)	Admin or head office - AH		40		ı
INFRASTRUCTURE	LEVS:ZA:NEW:MACHINERY AND EQUIP- MENT	All Zones - ZA		1,500	I	ı
INFRASTRUCTURE	LEVS:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH		275	1	ı
INFRASTRUCTURE	LEVS:AH:NEW:CHANGE ROOMS REHAB	Admin or head office - AH		1,000	ı	ı
INFRASTRUCTURE	MIG:Z1:HIGH MAST LIGHTS-VUL & GREAT EDN	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)		9,000	6,300	006'6
INFRASTRUCTURE	MIG:ZA:MIDBLOCK WATER & SEWER ERADICATION	All Zones - ZA		14,250	16,500	21,395
INFRASTRUCTURE	MIG:ZA:ELIM OF CONSERV TANKS:SEWER	All Zones - ZA		11,679	16,500	15,630
INFRASTRUCTURE	MIG:Z2:EDENDALE - SEWER RETICULA- TION - Ward 16	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		12,950	13,597	14,245



R thousand				2021/22 enue & E	2021/22 Medium Term Revenue & Expenditure Framework	erm Rev-
Function	Project Description	Ward Location	GPS Latitude	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INFRASTRUCTURE	MIG:Z3:SLANGSPRUIT AMBLETON SANITATION SYSTEM	Zone 3: Imbali (Ward 13,14,15,17,18,19)		10,667	10,401	10,815
INFRASTRUCTURE	MIG:ZA:REDUCTION OF NON REVENUE WATER	All Zones - ZA		6,800	11,000	10,780
INFRASTRUCTURE	MIG:Z5:COPESVILLE RESERVOIR	Zone 5:Northern (Ward 28,29,30,31,32,34,35,38)		14,393	15,113	19,730
INFRASTRUCTURE	MIG:Z1:NCWADI PHASE 2A	Zone 1: Edendale (Ward 3, 4,5,6,7,9,39)		8,000	9,281	11,763
INFRASTRUCTURE	WSIG:Z1:HENLEY DAM	Zone 1: Edendale (Ward 3, 4,5,6,7,9,39)		I	2,000	36,628
INFRASTRUCTURE	WSIG:Z1:ERADICATION OF GREATER MSUNDUZI SANITATION BACKLOG - VIP TOILETS	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39) / Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		9,782	20,000	19,262
INFRASTRUCTURE	MIG:Z2:VULINDLELA HOUSEHOLD SANI- TATION - Ward 10 (Phase 2)	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		10,857	11,400	12,383
INFRASTRUCTURE	WSIG:Z1:VULINDLELA PHASE 3 (Planning & Design)	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39) / Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		3,218	35,000	1
INFRASTRUCTURE	MIG:Z3:ERADICATION OF GREATER MSUNDUZI SANITATION BACKLOG (Rural Households)	Wards 13 to 39		4,000	5,000	2,000
COMMUNITY SERVICES	ART:Z4:UPGR LIBRARY RENOVATIONS			3,500	3,500	3,500
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	HSE:Z4:D0HS JIKA JOE HOUSING DEVELOPM					
INFRASTRUCTURE	Canalisation of Streams/ bank protection	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)		58,500		
INFRASTRUCTURE	Purchase of Sidra software	Admin or head office - AH		850	1,000	1,000
INFRASTRUCTURE	Purchase of Roads design software	Admin or head office - AH		820	1,000	200
		Admin or head office - AH				
Parent Capital expenditure				582,452	470,702	444,823

BUDGET ALLOCATIONS FOR THE 2021/22 FINANCIAL YEAR

1.7.3

The table below summarises the Msunduzi Municipal Budget

INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



TABLE 8: MSUNDUZI CAPITAL BUDGET 2021-22

137,653 706,149 34,408 2,128 1,325 712 885,257 18,057 239,561 312,927 27,064 2021/22 Medium Term Revenue 1,441,598 3,649,054 179,882 173,291 7,469,076 62,107 250,000 1,752,527 2023/24 Year +2 **Budget** & Expenditure Framework 404,836 36,669 129,825 32,451 17,030 1,249 672 1,379,519 2,007 701,406 163,436 6,967,849 1,668,892 200,000 3,317,322 827,343 169,652 225,937 2022/23 Budget Year +1 160,155 30,635 420,918 1,321,379 1,895 1,179 34,724 773,217 122,557 213,289 6,424,764 150,000 2,961,894 16,077 634 567,566 154,287 1,605,432 2021/22 **Budget** Year KZN225 Msunduzi - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure) ī Forecast outcome Adjusted Full Year Pre-audit Current Year 2020/21 202,458 799 1,120 482,441 36,505 1,269,795 2,584,776 116,333 29,079 15,369 602 146,452 53,650 722,633 152,022 819,983 6,062,419 6,062,419 1,474,658 123,904 1,269,795 2,584,776 116,333 29,079 36,505 15,369 152,022 1,799 1,120 146,452 482,441 722,633 1,474,658 123,904 202,458 602 819,983 Budget 31,793 1,269,795 116,333 123,904 29,079 15,260 1,120 5,917,810 2,584,776 152,022 202,458 1,799 602 675,483 146,452 1,478,324 489,941 Original 722,633 Budget 1,177,108 14,116 131,739 417,329 43,717 Outcome 2,159,912 43,597 13,273 604 5,356,806 109,639 1,090 1,345,305 567,919 662,849 172,221 233,530 637,128 Audited 43,759 2019/20 63,775 20,618 218,926 460,955 930,980 161,145 20,507 12,557 830 1,970 604,487 52,462 99,492 4,997,999 1,310,730 Outcome 2,032,092 649,734 180,887 44,131 697,522 2018/19 **Audited** 201,962 27,295 470,106 563,095 142,392 100,233 39,130 2,578 129,562 61,439 899 4,616,655 864,164 ,904,923 557,086 69,051 908,869 Outcome 2017/18 1,194,821 **Audited** Ref 0 0 2 က 2 2 2 2 nterest earned - outstanding debtors Interest earned - external investments Service charges - electricity revenue Service charges - sanitation revenue Total Revenue (excluding capital Rental of facilities and equipment Depreciation & asset impairment Service charges - refuse revenue Service charges - water revenue ransfers and contributions) Remuneration of councillors Fines, penalties and forfeits R thousand **Description Employee related costs** ransfers and subsidies Licences and permits **Expenditure By Type Revenue By Source** Dividends received Debt impairment Finance charges Agency services Other revenue Property rates Gains



09 09 09

KZN225	Msund	KZN225 Msunduzi - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)	4 Consolidate	ed Budgeted	Financial	Performance	(revenue a	ınd expendi	'ure)		
Description	Ref	2017/18	2018/19	2019/20		Current Year 2020/21	ar 2020/21		2021/22 N & Expe	2021/22 Medium Term Revenue & Expenditure Framework	n Revenue nework
R thousand	-	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1	Budget Year +2 2023/24
Bulk purchases - electricity	2	1,956,999	2,132,173	2,491,127	2,608,224	2,551,672	2,551,672		2,932,206	3,247,580	3,548,911
Inventory consumed	ھ	ı	I	I	I	ı	ı	I	I	ı	'
Contracted services		42,559	33,079	23,792	464,723	636,216	636,216	ı	763,138	809,579	864,749
Transfers and subsidies		19,202	15,820	25,307	25,080	29,680	29,680	1	60,142	67,124	71,509
Other expenditure	4, 5	823,708	754,786	609,844	240,837	254,353	254,353	1	367,231	381,260	414,873
Posses		5,676	49,263	20,930		70	70				
Total Expenditure		5,528,399	5,550,923	5,589,028	5,516,477	5,673,151	5,673,151	1	6,390,125	6,875,090	7,304,668
Surplus/(Deficit)		(911,744)	(552,924)	(232,222)	401,333	389,268	389,268	1	34,639	92,759	164,408
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		386,288	412,154	430,114	525,892	526,485	526,485		388,367	354,616	367,642
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	9										
Transfers and subsidies - capital (in- kind - all)											
Surplus/(Deficit) after capital transfers & contributions		(525,456)	(140,769)	197,892	927,225	915,753	915,753	1	423,006	447,375	532,050
Taxation											
Surplus/(Deficit) after taxation		(525,456)	(140,769)	197,892	927,225	915,753	915,753	1	423,006	447,375	532,050
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		(525,456)	(140,769)	197,892	927,225	915,753	915,753	1	423,006	447,375	532,050
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		(525,456)	(140,769)	197,892	927,225	915,753	915,753	1	423,006	447,375	532,050



1.8 KEY MUNICIPAL REPORTS

1.8.1 LONG-TERM FINANCIAL PLAN

The approach adopted in the development of the long-term financing plan for this project involved relevant research, interviews and an analysis of relevant documentation to ascertain institutional, service delivery, infrastructure and financial challenges impacting on the performance and service delivery imperatives of the Municipality.

The long-term financing plan and project identification follows the following process:

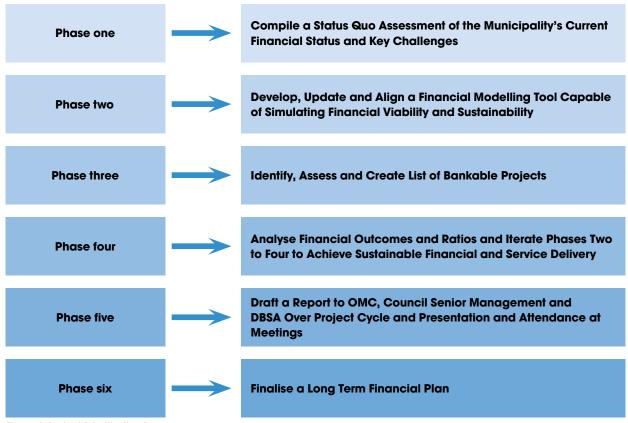


Figure 1: Project Prioritisation Process

1.8.2 ANNUAL REPORT

Msunduzi Municipality prepares its Annual Report based on the legislative prescripts as per below.

The Municipal Finance Management Act No. 56 of 2003, Chapter 12, prescribes that every municipality must for each financial year prepare an annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.

The purpose of an annual report is -

- to provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates;
- to provide a report on performance against the budget of the municipality or municipal entity for the financial year; and
- to promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.

The annual report of municipality must include –

- the annual financial statements of the municipality, and in addition if section 122 (2)applies, consolidated annual financial statements, as submitted to the Auditor-General for audit in terms of section 126 (1);
- the Auditor-General's audit report in terms of section 126 (3) on those financial statements;
- the annual performance report of the municipality prepared by the municipality in terms of section 46 of the Municipal Systems Act.



The accounting officer of a municipality must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit those statements to the Auditor-General for auditing and the accounting officer of a municipal entity must prepare the annual financial statements of the entity and, within two months after the end of the financial year to which those statements relate, submit those statements to the parent municipality of the entity and the Auditor-General for auditing. The Auditor-General must audit those financial statements and submit and audit report to the accounting officer of the municipality or entity within three months of the receipt of the statements.

The mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control.

The council of a municipality must consider the annual report of the municipality & municipal entity, and by no later than two months from the date on which the annual report was tabled in council, adopt an oversight report containing council's comments on the annual report which must include a statement whether the council –

- has approved the annual report without reservations;
- has rejected the annual report;
- or has referred the annual report back for the revision of those components that can be revised.

In order to comply with the aforementioned legislation, Msunduzi Municipality developed and implements the following process plan annually:

	TABLE 13: ANNUAL REPORT PROCESS	
NO:	DESCRIPTION:	TIMEFRAME:
1.	Data Collection, Preparation and finalization of the annual performance report (SBU's to supply information.	July 1 - August
2.	Preparation and finalization of the annual financial statements / consolidated financial statements	July – August
3.	Submission of the annual financial statements/consolidated financial statements and the Annual Performance Report to the Auditor General for auditing	On or before the 31 August
4.	Safe City (Municipal Entity) to submit to the Municipality and the Auditor General its annual financial statements for auditing	On or before the 31 August
5.	Data collection commences for the compilation of a first draft of the annual report – an e-mail with a template attached will be forwarded to respective individuals responsible for required information submissions in order to complete the annual report - Submissions to be received by the end of September. COMMENCEMENT OF THE OVERSIGHT PROCESS.	September
6.	Finalize 1st draft of the Annual report and forward to the Municipal Manager for comment	1st – 9th of November
7.	Draft completed and forwarded to Auditor General for comments / changes if required	9th - 16th of November
8.	2nd draft of Annual report completed and forwarded to Municipal Manager for comment.	On or before the 30th of November
9.	Engage appointed service provider – produce drafts of the Annual Report	December
10.	Finalized, published and printed annual report by service provider	1st week of January
11.	Annual report table by the Mayor at Full Council	On or before the 31st of January
12.	Tabled annual report to be made accessible to the public	Within 14 days from the date of tabling the annual report
13.	A copy of the report to be submitted to the MEC for local government in KZN, the Auditor General, Provincial Legislature and National Treasury.	Within 14 days from the date of tabling the annual report



	TABLE 13: ANNUAL REPORT PROCESS	
NO:	DESCRIPTION:	TIMEFRAME:
14.	Oversight report on Annual Report to commence once Annual Report has been tabled at Full Council – Oversight report to be completed within two months of the Tabling of the Annual Report to Full Council.	Start in February 2020 – completed on or before the end of March annually
15	Oversight report made available to the public within seven days of being tabled in Council	On or before the 6th of April

The above plan serves as a strict guideline in order ensure the Annual Performance Report, Annual Report and Oversight Report is developed, submitted and approved on time.

1.8.3 AUDITOR GENERAL'S REPORT

Qualified Opinion

- I have audited the consolidated and separate financial statements of the Msunduzi Municipality set out on pages to ..., which comprise the consolidated and separate statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.
- 2. In my opinion, except for the possible effects of the matters described in the basis for qualified opinion section of this report, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the Msunduzi Municipality as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognized Accounting Practice (SA Standards of GRAP), the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2018 (Act No. 1 of 2018) (Dora).

Basis for Qualified Opinion Property, Plant and Equipment

3. The municipality did not appropriately account for property, plant and equipment in accordance with SA Standard of GRAP 17, Property, plant and equipment. Items of property, plant and equipment acquired in the prior year were incorrectly recognized as operational costs. Additionally, items of land were recorded at incorrect amounts. I was unable to determine the full extent of the misstatement as it was impractical to do so. Consequently, property, plant and equipment stated at R7 billion (2018: R6, 97 billion) included in note 15 to the consolidated and separate financial statements was misstated by an undeterminable amount. This also has an impact on the accumulated surplus.

Consumer Debtors

4. I was unable to obtain sufficient appropriate audit evidence that consumer debtors had been properly accounted for as the municipality did not have adequate internal controls to maintain records of consumer debtors. Additionally, material mathematical inaccuracies were identified in the calculation of allowance for impairment. I was unable to confirm the consumer debtors by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to consumer debtors stated at R454, 84 million (2018: R424, 77 million) included in note 8 to the consolidated and separate financial statements. This also has an impact on the debt impairment and the related allowance for impairment.



Revenue from Exchange Transactions- Interest for Consumer Debtors and Receivables

5. The municipality did not account for interest from consumer debtors and receivables in accordance with SA Standard of GRAP 9, Revenue from exchange transactions. The municipality did not correctly calculate interest charged to consumers and receivables. I was unable to determine the full extent of the misstatement as it was impractical to do so. Consequently, interest from consumer debtors and receivables stated at R218, 93 million (2018: R201, 96 million) included in note 29 to the consolidated and separate financial statements was misstated by an undeterminable amount.

Revenue from Exchange Transactions- Service Charges

6. I was unable to obtain sufficient appropriate audit evidence that revenue from service charges had been properly accounted for as the municipality did not have adequate internal controls to maintain records for service charges. I was unable to confirm the revenue from service charges by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to revenue from service charges stated at R2, 94 billion in the consolidated and separate financial statements. This also has an impact on material electricity and water losses included in note 71 to the financial statements.

Revenue from Non-Exchange Transactions- Property Rates

7. I was unable to obtain sufficient appropriate audit evidence that revenue from property rates had been properly accounted for as the municipality did not have adequate internal controls to maintain records for property rates. I was unable to confirm the revenue from property rates by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to revenue from property rates stated at R930, 98 million in the consolidated and separate financial statements.

Context for the Opinion

- 8. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the consolidated and separate financial statements section of this auditor's report.
- 9. I am independent of the municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and parts 1 and 3 of the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA codes) as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
- 10. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Material Uncertainty Relating to Going Concern

- 11. I draw attention to the matter below. My opinion is not modified in respect of this matter.
- 12. As disclosed in note 74 to the consolidated and separate financial statements, a deficit was incurred in the current year and past two years as well as adverse financial ratios. As stated in note 74, these events or conditions, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.

Emphasis of Matters

13. I draw attention to the matters below. My opinion is not modified in respect of these matters.



Restatement of Corresponding Figures

14. As disclosed in note 65 to the consolidated and separate financial statements, the corresponding figures for 30 June 2018 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2019.

Material Losses- Electricity

15. As disclosed in note 71 to the consolidated and separate financial statements, material electricity losses of 248,60 kilowatt hours amounting to R248,22 million (2017-2018: 272,73 kilowatts hours amounting to R256,90 million) were incurred, which represents 14% (20172018: 15%) of total electricity purchased. Losses were incurred as a result of illegal connections, infrastructure vandalism, ageing infrastructure, overloading and poor standard of equipment installed.

Material Losses-Water

16. As disclosed in note 71 to the consolidated and separate financial statements, material water losses of 20,12 kiloliters amounting to RI 57,21 million (2017-2018: 20,07 kiloliters amounting to RI 38,72 million) were incurred, which represents 28% (2017-2018: 29%) of total water purchased. Losses were incurred as a result of illegal connections and ageing infrastructure.

Other Matters

17. I draw attention to the matters below.

Unaudited Disclosure Note

18. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the consolidated and separate financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Unaudited Supplementary Schedules

19. The supplementary information set out on pages XX to XX does not form part of the consolidated and separate financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

History of the Audit Outcome

Financial Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Outcome	Qualified	Unqualified	Unqualified	Clean Audit	Qualified	Disclaimer	Adverse	Qualified



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;
- 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;
- The direction of new development towards logical infill areas;
- Development/investment should be focussed on localities of economic growth and/or economic potential;
- 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;
- Balance between urban and rural land development in support of each other;
- 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.

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INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



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

2.3.2 THE SUSTAINABLE DEVELOPMENT GOALS

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

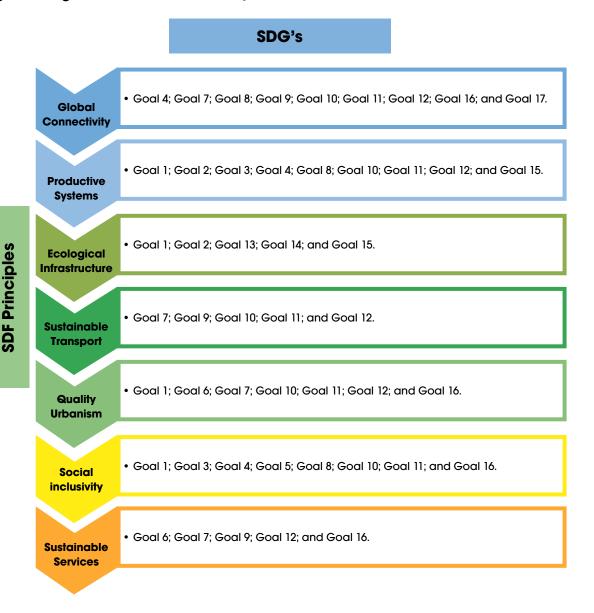
The MDGs, adopted in 2000, aimed at an array of issues that included slashing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the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

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

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

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

Figure 3: Alignment between SDF Principles and SDG's



2.3.3 THE NATIONAL DEVELOPMENT PLAN (VISION 2030)

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

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



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

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

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

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



National Development Plan: Vision 2030

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

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

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



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



OBJECTIVE	ACTIONS
Healthcare for all	 Promote health diets and physical activity. Prevent and control epidemic burdens through deterring treating HIV/Aids, new epidemics and alcohol abuse; improve the allocation of resources and the availability of health personnel in the public sector; and improve the quality of care, operational efficiency, health worker morale and leadership and innovation.
Social Protection	 Together with social partners, determine a social floor that can progressively be realised through rising employment, higher earnings and social grants and other aspects of the social wage. Pilot mechanisms and incentives to assist the unemployed to access the labour market. Expand existing public employment initiatives to create opportunities for the unemployed.
Building Safer Communities	 Safety audits in all communities focussing on crime and safety conditions of the most vulnerable in the community. Increase community participation in crime prevention and safety initiatives. Mobilise youth for inner city safety to secure safe places and spaces for young people.
Building a Capable and Developmental State	 Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination
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.

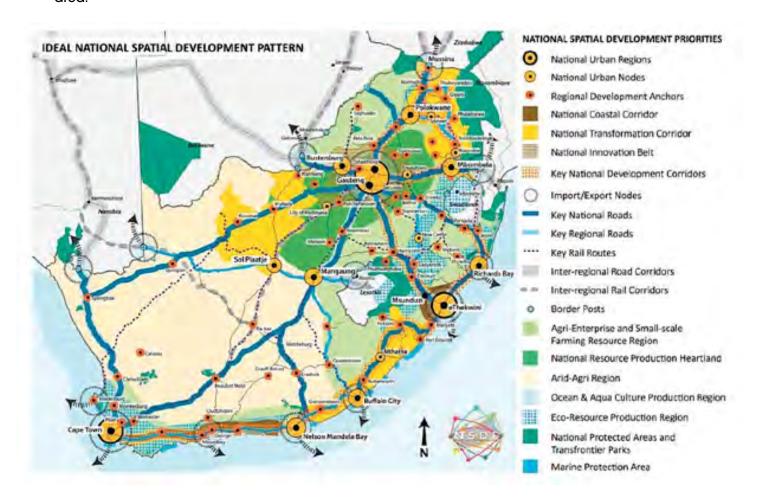
Table 9 indicates the NDP objectives with relevance to the Msunduzi Municipality. The strategic framework of the IDP addresses these objectives.



2.3.4 NATIONAL INFRASTRUCTURE PLAN

In terms of the Draft National Spatial Development Framework (NSDF), the following is noted:

• The area from Durban to uMngeni along the N3 has been identified as a National Resource Risk Area -areas that are of national importance to the economy of the country. The Msunduzi/Pietermaritzburg area has been identified as a national urban node. Other towns, including Howick, Mooi River, New Hanover, Camperdown etc. have been identified as Rural Service Centres. The N3 has been identified as a Key National Route and as a Key National Development Corridor. The Draft NSDF has identified most of the Umgungundlovu area as a mixture of eco-resources production region and agri-enterprise and small-scale farming resource region with National Protected Areas and TransfontierParks being identified along the Okhahlamba/ Drakensberg area.



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

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

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



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

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

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

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

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

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

(d) SIP 15: Expanding access to communication technology

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

(e) SIP 18: Water and Sanitation

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

1. SIPS Implication for the SDF

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

- SIP 2 assists in identifying that the Msunduzi Municipality presents further specialised development opportunities along the N3 corridor which is a resultant of its locational advantage between the Durban Port, Cato Ridge and N3 corridor that is responsible for linking the Gauteng Province to the Durban Port. In this regard, it is useful to point out that the Msunduzi Municipality has duly aligned itself to such a development opportunity through advocating the case for the upgrade of the Msunduzi Airport, establishing a Msunduzi Technology Hub and strengthening accessibility to such facilities through proposed interchange points along the N3.
- SIP 7 The Municipality has also in coordination with the Department of Transport established an IRPTN movement system therein which is geared towards facilitating easier mobility and servicing areas that comprise of greater thresholds such as the CBD, Edendale and Imbali areas.
- SIP 15 The Municipality has identified areas of key ICT intervention particularly within areas of previous neglect such as Edendale thus assisting in bridging the urban divide within its jurisdiction.



• SIP 18 – The Municipality has established a set of infrastructural management plans in regards to water and sanitation particularly in Vulindlela, Pietermaritzburg, SEDis, Edendale and the broader Msunduzi Municipality which effectively communicate various key strategies and infrastructural projects therein to assist with layering down the key conditions for economic growth within these areas and ultimately reinforcing their role as economic growth areas, i.e sustainable urban centres.

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

2.3.5 GOVERNMENT OUTCOMES 1 - 14

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

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

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

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

2.3.6 NATIONAL PRIORITIES (STATE OF THE NATION ADDRESS 2021)

The Honourable President of the Republic of South Africa delivered the 28th State of the Nation Address in which he declared that this is no ordinary year, thus this will be no ordinary SoNA. The President proceeded, highlighting that South Africa has been hit hard by the second wave of the virus which was driven by a new variant, hence the severity thereof.

Furthermore, the Honourable President articulated the overriding priorities of 2021 which are, (1) to defeat the corona virus pandemic, (2) accelerate our economy, (3) implement economic reforms to create sustainable jobs and drive inclusive growth. Finally, we must fight corruption and strengthen the state.



The President asserted that a relentless and thorough response to the coronavirus is fundamental in our efforts to conquer the virus. To subdue this pandemic, intensifying our prevention efforts and strengthening our health system are at the forefront. We must also undertake a massive vaccination programme to save lives and dramatically reduce infections across the population. The presidency has secured 9 million doses of the Johnson & Johnson vaccine. Other vaccines will be sourced from the global COVAX facility and others through the African Union. All provinces have rollout plans in place as the first vaccines come through. The President expressed his encouragement by the active involvement of business, labour, the health industry and medical schemes in the preparation of this mass vaccination drive.

In addition, as a country, we are to overcome poverty, hunger, unemployment and inequality. Over the past year South Africa has experienced a sharp decline in growth and a notable increase in unemployment. The President added that in the third quarter of 2020 the economy of South Africa was 6% smaller than it was in the last quarter of 2019. The country's unemployment rate stands at an astounding 30.8%.

Furthermore, through the Unemployment Insurance Fund Temporary Employer-Employee Relief Scheme (TERS), R57 billion in wage support has been allocated to 4.5 million workers. With reference to small and medium-sized businesses support, over R1.3 billion has been provided. To businesses in distress over R70 billion in tax relief was extended. Additionally, through the Loan Guarantee Scheme R18.9 billion loans have been approved for 13 000 businesses.

The President also indicated that since the launch of the Economic Reconstruction and Recovery Plan, the government has concentrated on 4 priority interventions which are; the massive rollout of infrastructure throughout the country, massive increase in local production. Also, an employment stimulus to create jobs and support livelihoods and lastly, the rapid expansion of our energy generation capacity.

The building of new post-apartheid cities began as a dream, but is now a reality in the making with the first such city being the Lanseria Smart City. The draft masterplan for this smart city indicates that it will become home to between 350 000 to 500 000 people within the next decade. In the efforts to address implications of apartheid policies that confined some social and racial groups to areas that were far from economic and employment opportunities, Msunduzi has resolved to build low income houses closer to the CBD and economic opportunities. One such low income housing project is that of Jika Joe.

In addition, the president articulated that progress is being made on several major water infrastructure projects. Resources have been committed to support the construction and rehabilitation of the major N1, N2 and N3 highways. The remodeling of the N3 highway is particularly beneficial to Msunduzi Municipality due to its strategic geographical location which places Msunduzi in a spot that allows it to become a well-connected global economy due to its access to the N3 highway leading to major harbours and airports. The R100 billion Infrastructure Fund is now in full operation.

The Infrastructure Fund also covers the provision of 300 000 student beds under the Student Housing Infrastructure Programme. The Durban University of Technology disclosed that it aims to spend R303 million to refurbish student residences, facilities and procure student beds. Another project to be covered by the fund is SA Connect aimed at rolling our broadband to schools, hospitals, police stations and other government facilities. Currently, Msunduzi is in the process of signing a MoU with Afrika Wireless Tech (AWT) to ensure the provision of free WIFI to areas within Msunduzi's jurisdiction, for improved connectivity.

The president spoke to the second priority intervention which is to support a massive increase in local production and to make South African exports globally competitive. Commitment to this plan by government, businesses and organized labour in terms of buying locally is expected to lead to the revival of the country's manufacturing industry. Furthermore, the president indicated that Cabinet approved the SMME Focused Localisation Policy Framework and 4 master plans have been signed to date. These master plans include The Poultry Master Plan, The Sugar Master Plan, the Clothing, Textile, Footwear and Leather Master Plan. It was also indicated that there will be implementation of the Black Industrialist Fund which is part of the effort to boost the manufacturing sector.



Additionally, the honourable President spoke to the Presidential Employment Stimulus which has guaranteed the employment of over 430 000 people. A further 180 000 opportunities are currently in the recruitment process. These opportunities are in areas like education, arts and culture, global business services, early childhood development (ECD), and small-scale and subsistence farming. It involves environmental programmes such as the clearing of alien trees, wetland rehabilitation, fire prevention, and cleaning and greening across all municipalities. These programmes are about real lives and real livelihoods. Similarly, Msunduzi has engaged in the vigorous recruitment and employment of EPWP employees to ensure the success of our City Regeneration Strategy. We have employed over 800 people under the EPWP across Msunduzi, between the month of October 2020 and February 2021.

Finally, the president spoke to the fourth priority intervention which speaks to the rapid expansion of energy generation capacity. This requires a review of the tariff path to ensure that it reflects all reasonable costs and measures to resolve the problem of municipal debt. In the like manner, Msunduzi is in the process of reviewing its tariffs and charges. Additionally, Msunduzi has called on Eskom to assume responsibility for the maintenance of part of the municipality's network. Msunduzi has also purchased R100 million worth of new equipment to replace outdated switchgear and keep electrical infrastructure inter-connected. Lastly, Council approved R80 million for emergency power repairs in Msunduzi.

Government is proceeding with the efforts to strengthen the local government infrastructure and accelerate service delivery through the District Development Model. The model brings all three spheres of government to focus on key priorities and implementation of critical high impact projects. Working with both public and private sector partners, government is implementing a range of measures to support municipalities to address inadequate and inconsistent service delivery in areas such water provision, infrastructure build and maintenance.

As we prepare for local government elections, which are due take place this year, we will need to adjust to the conditions forced upon us by COVID-19 to ensure that the people of this country can determine who represents them at this crucial level of government. The president indicated that in a significant advance for transparency and accountability, the Political Party Funding Act, 2018 (Act 6 of 2018) will come into operation as of the 1st of April this year. He added that crimes like cable theft, railway infrastructure vandalism, land invasions, construction site disruptions and attacks on truck drivers hamper economic activity and discourage investment. Thus, task teams have been set up in a number of provinces to deal with extortion and violence on sites of economic activity. Still on the issue of crime, the president asserted that ending gender-based violence (GBV) is imperative if we lay claim to being a society rooted in equality and non-sexism.

In closing, the president reflected on the words of the late father of the Nation, Nelson Mandela, who said "Now is the time to intensify the Struggle on all fronts." "To relax our efforts now would be a mistake which generations to come will not be able to forgive."

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;

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- (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 is 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 MM District)
- 2. M. Hlubi (Independent Attorney)
- 3. L. Gaxela (Independent Town Planner)
- 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)

Mesdames

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

2.3.9 INTEGRATED URBAN DEVELOPMENT FRAMEWORK

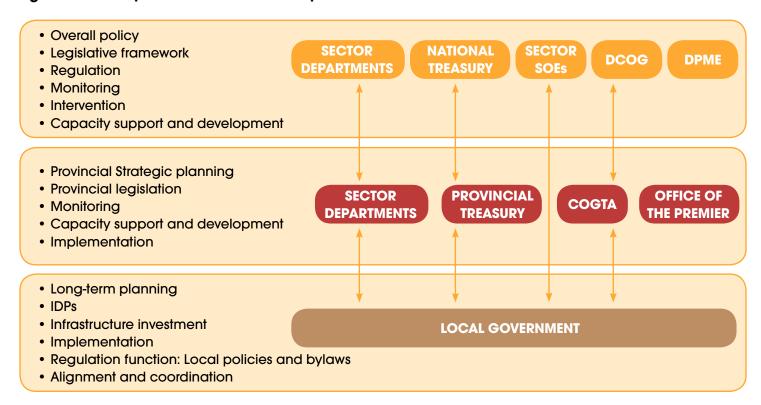
The overall outcome of the IUDF is spatial transformation. This marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. Informed by this outcome and the NDP's vision for urban South Africa,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

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

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



Figure 2: Lever implementation: roles and reponsibilities



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

REF	OBJECTIVE	KEY ACTIONS	KEY INSTITUTIONS		IEFRA 16 - 20	
				Y1	Y2	Y3
1.	Catalyse development spinoffs emanating from the strategic capital investments	Develop and implement consolidated local area plans for each of the catalytic projects, including the SIPs	Affected municipalities (supported by provinces and responsible sector department) Economic Development Department (EDD)	•	•	•
2.	(projects).	Strengthen alignment between various SIPs, especially those in urban spaces and their related infrastructure.	EDD (lead) SIP coordinators COGTA Municipalities	•	•	
3.		Align capital investments and plans in respect of priority economic zones (identified as per the IDZs, IPAP, etc.) Provinces to work with municipalities to ensure aligment of national, provincial and local investments.	Municipalities (lead) COGTA Provinces Private sector EDD DTI	•	•	•
4.	Promoted coherent and sustainable development	Development institutional model(s)/mechanisms to facilitate regional development.	COGTA (lead) DPME Offices of the Premier Municipalities		•	•



REF	OBJECTIVE	KEY ACTIONS	KEY INSTITUTIONS		1EFRA 16 - 20	
				Y1	Y2	Y3
5.		Improve/develop long-term development plans and infrastructure plans for the intermediate cities and fast-growing mining towns and regions.	Municipalities (lead) Procinces COGTA	•	•	•

IUDF Priority: Create liveable and safe human settlements

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

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



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

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

REF	OBJECTIVE	KEY ACTIONS	KEY INSTITUTIONS		1EFRA 16 - 20	
				Y1	Y2	Y3
23.	Build public trust and improve	Conduct customer satisfaction surveys.	Municipalities	•	•	•
24.	·	Develop and implement public engagement and communication strategies to augment the ward committee system, including improving the use of technology to communicate with communities, residents and other stakeholders.	Municipalities (lead) Government Communication and Information System (GCIS) State Information Technology Agency (SITA) COGTA	•	•	
25.		Develop customer complaint mechanisms.	Municipalities	•		
26.		Involve communities in neighborhood planning, implementation and monitoring of projects.	Municipalities	•		
27.		Strengthen partnerships with other non-governmental institutions through the National Urban Forum and other mechanisms.	Municipalities DHS COGTA	٠	•	•

2.3.10 PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS 2021)

On the 26th of February 2021 the Honourable Premier Mr Sihle Zikalala delivered the State of the Nation Address with the theme of "Quickening the Tempo to Economic Recovery and Job Creations". The focus of the SOPA was on restructuring the Economy to ensure growth and address the imbalance in ownership patterns and ensure creation of jobs. This is in light of the Quarterly Labour Force Survey which were released by StatsSA this week paint a gloomy national picture with the number of unemployed persons increasing from 6,5 million in 2020 to 7,2 million 2021. The unemployment rate of the Province of KwaZulu-Natal is up by 66 000. These figures indicate that the number of jobs created is outshone by a higher number of job losses. Thus, our economic recovery focuses directly on job creation.

The Coronavirus has negatively impacted the most vulnerable and exposed the deep fissures of a country. In simple terms, we are yet to fully bridge the gap between rich and poor. Before the pandemic South Africa had the highest Gini Coefficient or distance between rich and poor in the world, this will widen further unless we improve, halt and reverse the effects of Covid-19.



With the aforementioned the Msunduzi Municipality has employed over 800 people through the EPWP programme targeting vulnerable women in households, also aiming at unemployed youth and other child-headed households and ensuring that the disabled are empowered with useful skills. This programme seeks to create a safe and healthy City by responding to the challenges of poverty and joblessness affecting all communities within the municipality's jurisdiction by engaging the EPWP to create Work Opportunities.

As announced during the State of the Nation Address all South Africans have felt the brunt and devastation of Covid-19. Appreciation is tended to our frontline healthcare workers who continue to risk their lives to save our own. The Premier indicated that as of 23 February 2021, KZN had a total of 327 760 positive cases identified. Recoveries are 309 113. Deaths are sadly 9549. In this second wave, the province has seen a decline in numbers from a high of 6000 to a seven-day average of 375. We still wish to encourage our citizens to reduce the pressure on the health sector by following the basics of washing hands regularly, sanitising, wearing of masks, social distancing and being extra cautious when socialising in numbers.

The Premier also mentioned that the vaccine rollout programme is progressing well. At least 33 399 people have already registered for the first phase of the vaccine rollout in the province. Most of our health workers have reported a renewed sense of positivity and are feeling protected. KZN received 10 800 vaccines in the first phase and we have vaccinated a total of 7337 health workers at our two sites in Albert Luthuli and Prince Mshiyeni Hospital.

Honourable Sihle Zikalala announced that the key pillar of our KZN Economic Reconstruction and Recovery Plan is centred on enhancing our industrial base. In the year, we will focus on availing land for Industrial Development in all Municipalities. Similarly, the Msunduzi Municipality has already began talks with the business section through 8 A-side meetings in terms of how it can efficiently assist in expanding industrial development and also establish an Agri-processing precinct. The Municipality seeks to attract a considerable number of lucrative investors to ensure economic growth and economic development.

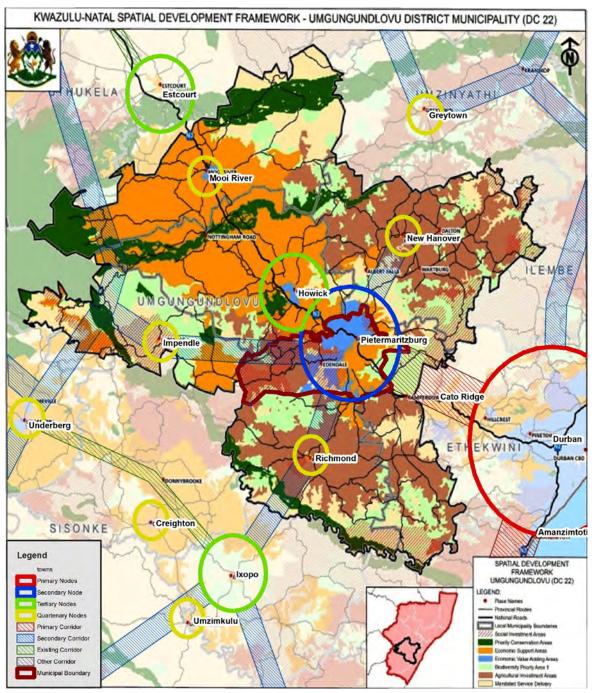
The Premier expresses his concerns with the slow progress in Msunduzi Local Municipality. He asserted that while there has been progress on political and administrative management, the progress has been slow and not felt in the pressing issues such as provision of electricity and other services. Consequently, the Premier will lead a team composed of MEC for COGTA, MEC for Finance, and MEC Champion to work with the municipality to address long persistent decay. This will include allocating a strong technical team to support, improve and fasten implementation. This will assist in restoring the City of Choice to its former glory. Furthermore, KZN Department of Transport and COGTA have been appointed to improve the early detection of potholes and develop proactive intervention plans. We also demand the same plans from municipalities, especially eThekwini and Msunduzi. The complaints by our people every day on social media and on the radio in this regard cannot be left unattended. Upgrading informal settlements and township municipal services as well as providing new housing, supported in part by community-based employment programmes and youth groups. We hereby give progress on the implementation of the catalytic housing developments that will impact on socio-economic landscape of our respective municipalities. The Msunduzi Municipality is currently overseeing the Jika Joe housing development project.

Investment in water infrastructure and diversification of water resources is becoming an increasingly important factor in building our economy and restoring the dignity of our people. To establish the state of water provision in all municipal wards in KZN and to outline future interventions as well as immediate ones, we have developed a KZN comprehensive Provincial Water Master Plan. Its implementation has already commenced with water. To this end, we have stepped up emergency water provision by way of boreholes and static tanks in targeted municipalities as a short-term intervention.

Finally the Premier mentioned that we are committed to strengthening the performance of the state by ensuring that we do not only enhance good governance, but also ensure quality services. We have commenced with the Premier's Siyahlola Monitoring Programme. We are pleased that through the Siyahlola Programme, the challenge of wirewall houses in KwaPata outside Pietermaritzburg has been resolved. When the community notified us, we visited the project and put in place corrective measures. We will intensify this Siyahlola programme in order to ensure that government policies are changing the lives of our people for the better. We also visited a housing project in Woodlands here in Pietermaritzburg where we witnessed first-hand high level of discontent by the beneficiaries of this housing project. We regret this situation, and have directed the Departments of Human Settlements, COGTA and Msunduzi Municipality to satisfactorily resolve this matter before the end of this year.



MAP 1: The PGDS translated to the Msunduzi Municipality



Umgungundlovu Spatial Development Framework

2.3.11 THE PROVINCIAL GROWTH AND DEVELOPMENT PLAN

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

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



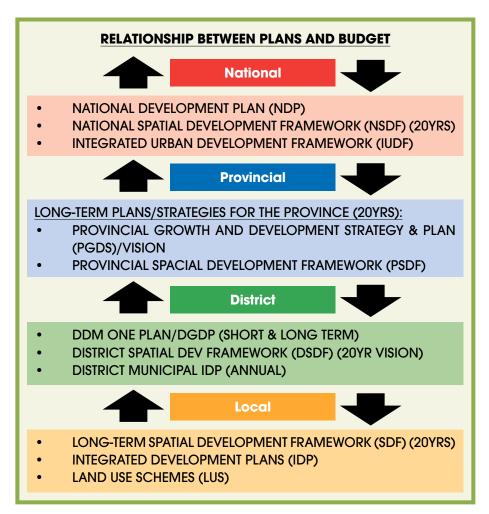
Programme and funding for operations and maintenance which are earmarked to ensure that an appropriate planned maintenance programme is in place and is funded adequately so that the economic life of the electricity infrastructure in KwaZulu-Natal is optimised. The Approach to Distribution Asset Management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

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



2.3.12 DISTRICT DEVELOPMENT MODEL (DDM)

The District Development Model is aims to guide engagements towards the development of ONE PLAN. The DDM thus provides: A Status Quo Analysis and a Short-Term Action Plan, a brief overview of the District demographics and development profile, a high level assessment of the key strategies and priorities for improvement and transformation within the district area, the identification and collation of all current sector and sphere commitments (projects and investments), the identification of catalytic projects (identified by the District and sector departments). The identification of key gaps and areas of misalignment between the: SDF, IDP, and DGDP as well as gaps between sector plans with the DGDP, SDF and IDP.



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

The spatial planning system in South Africa consists of spatial development frameworks, development principles and norms and standards, land use management and lastly, procedures and processes for the preparation and consideration of land development applications. The three main categories are discussed below:

National Planning

National planning consists of the following elements:

- (a) The compilation, approval and review of spatial development plans and policies or similar instruments, including a national spatial development framework;
- (b) the planning by the national sphere for the efficient and sustainable execution of its legislative and executive powers insofar as they relate to the development of land and the change of land use; and
- (c) the making and review of policies and laws necessary to implement national planning, including the measures designed to monitor and support other spheres in the performance of their spatial planning, land use management and land development functions.

Provincial Planning

Provincial planning consists of the following elements:

- (a) The compilation, approval and review of a provincial spatial development framework;
- (b) Monitoring compliance by municipalities with this By-law and provincial legislation in relation to the preparation, approval, review and implementation of land use management systems;
- (c) the planning by a province for the efficient and sustainable execution of its legislative and executive powers insofar as they relate to the development of land and the change of land use; and
- (d) The making and review of policies and laws necessary to implement provincial planning.

Municipal Planning

Municipal planning consists of the following elements:

- (a) The compilation, approval and review of integrated development plans;
- (b) the compilation, approval and review of the components of an integrated development plan prescribed by legislation and falling within the competence of a municipality, including a spatial development framework and a land use scheme; and
- (c) the control and regulation of the use of land within the municipal area where the nature, scale and intensity of the land use do not affect the provincial planning mandate of provincial government or the national interest.

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INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



Municipal Spatial Development Framework

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 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 almost 25 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 (ie. 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 is 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. Also, in response to the challenges confronting the Vulindlela area, the SDF proposes step-wise ways of integrating this area within the 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 better-understood through the Environmental Management Framework (EMF, 2010) which is currently under review but, 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.



Figure 4: Stats SA Census 2011

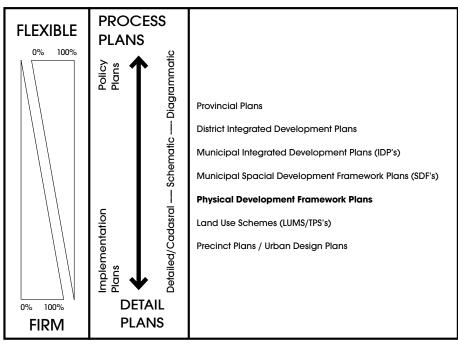
The key demographic findings which have informed the spatial strategies are as seen in Figure 4.



3.2.3 THE HIERARCHY OF PLANS

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

Figure 5: Msunduzi Hierarchy of Plans



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

Spatial Development Framework 2015 (GRAPHICS)

3.2.2.1 VULINDLELA

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

3.2.2.2 GREATER EDENDALE AND IMBALI

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

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

3.2.2.3 THE NORTHERN AREAS

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

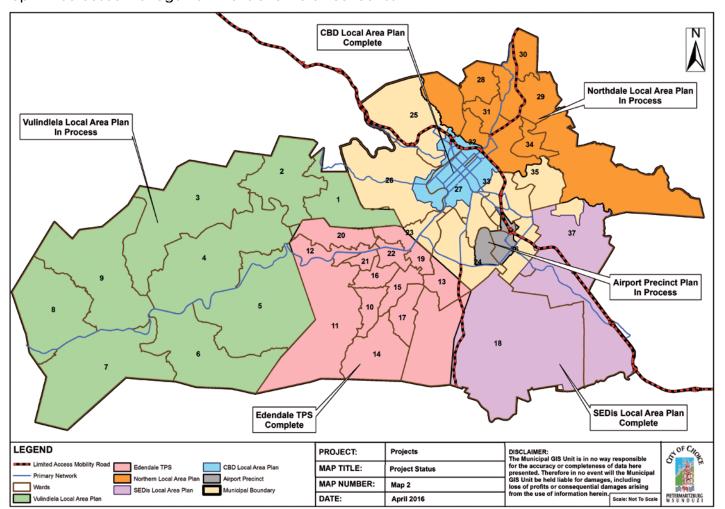


3.2.2.4 CBD. ASHBURTON. AND THE EASTERN AREAS

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

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

Map 2: Area-based Management Plans and Ward Boundaries



3.2.2.5 DETAILED PLANNING INITIATIVES

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



1. Central Area and CBD Extension Node: The Central Area and CBD Extension Node is an Inner City Development and Regeneration Strategy which reinforces and consolidates its character and role as the economic and administrative hub of both the City and Region, including its function as an urban centre ie. a place of exchange (a market place); a place of concentration of power (financial, economic and political); an investment location; a rates revenue generator; and a place for housing, social interaction and integration. Accordingly, the CBD Regeneration Plan which was prepared responds to the state of decline of the CBD, provides turnaround strategies for its future development in the form of a Precinct Plan and an Urban Management Plan. Due to the study area of the project being the most lucrative segment of the CBD, careful consideration was taken to engage with all sector plans either currently



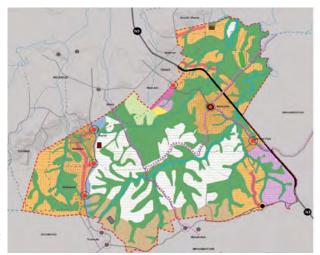
Spatial Development Framework 2015

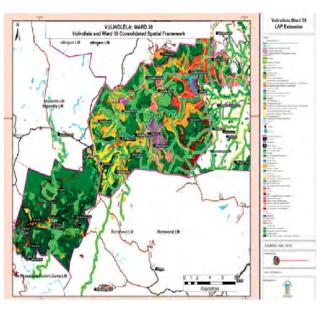
running or planned for the city. The IRPTN is a primary spatial structuring element and a major component of the City's future movement systems and accordingly, engagement has been sought with the IRPTN project team throughout the process of devising a regeneration strategy for the CBD core. This is to ensure consistent alignment in terms of routes within the CBD when the IRPTN is finally in operation. It is important to note the CBD Regeneration Plan is being devised amidst ongoing revision of the IRPTN plan. Whatever alterations are made to the plan should be reflected in the final CBD Regeneration Plan.

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

Spatial Development Framework 2015

Vulindlela Local Area Plan: The municipality adopted 3. the Vulindlela LAP in June 2016. The 2016 Local municipal elections however, resulted in the absorption of Ward 39 which historically fell under the jurisdiction of the Nkosazana Dlamini Zuma Municipality. Thus, Ward 39 was incorporated into the existing Vulindlela Local Area Plan. Subsequently, in June 2017, service providers were appointed to assist the municipality with the preparation of the Vulindlela LAP- Ward 39 incorporation. Based on the challenges identified, careful consideration was given to finding a new strategic direction for Ward 39. This should enable the authorities to meaningfully deal with the challenges in order to meet the requirements of national, provincial and local planning policies and at the same time benefit the people of Ward 39.





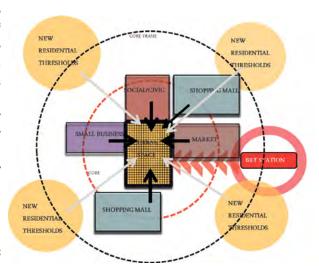


4. Airport Precinct and Management Plan: As part of enhancing the role of Pietermaritzburg within the context of the N3 logistics corridor, (i.e. SIP2 project), the preparation of the Airport Precinct and Management Plan has been commissioned in May 2015. The Airport Precinct is identified as a key nodal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



Spatial Development Framework 2015

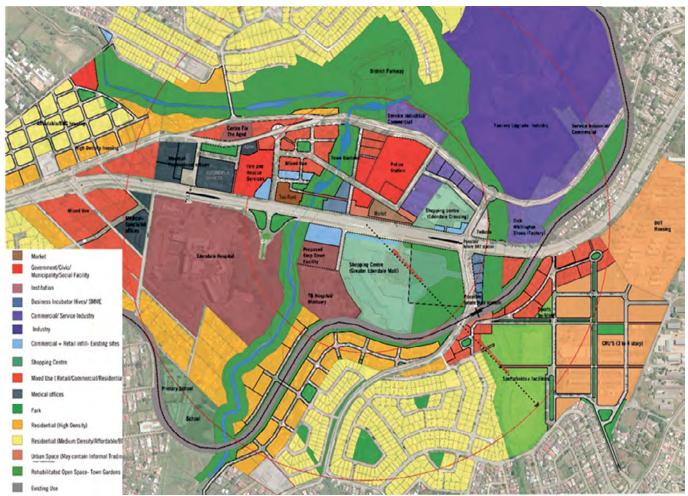
5. Edendale Town Centre: The Neighbourhood Development Partnership (NDP) has identified the Greater Edendale area for a Township Regeneration strategy with the aim of ensuring that the development of an Urban Hub within the Greater Edendale area will assist with the transformation and regeneration of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



Spatial Development Framework 2015

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





Spatial Development Framework 2015

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

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

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



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

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

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

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



Spatial Development Framework 2015

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

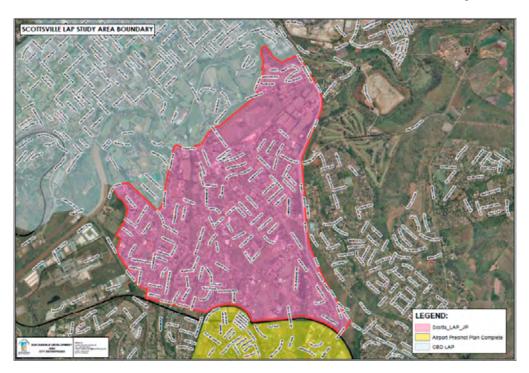
It is suggested that Phase 1 of the Urban Hub be established first. The selection of this area as the lead project/ phase is a deliberate decision in anticipation that the successful development of this area will trigger investment and development of the rest of the Hub area. The Market and SMME incubator 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.

6. Scottsville/Pelham Local Area Plan: The Scottsville/Pelham area has been experiencing significant pressure and change due to the existence of a significant number of schools, the University of KwaZulu-Natal, the Durban University of Technology and Varsity College within the area, there is an increasing demand for student and rental residential accommodation. The location of the study area at the entrance of the City from the coastal regional and adjacent to a major development corridor of the province and the country (ie. N3) affords the Municipality the opportunity to break from a 'business as usual' approach to urban development of an established but changing low density suburb, and to realise some of its development goals related to City restructuring and densification.



The aim of the project is to:

- Review and translate the role of Scottsvile/Pelham in the The Msunduzi Municipality spatial economy so as to
 offer regional services and boost and support the brand of the "City of Choice" though provision additional
 new attractive, sustainable and regionally competitive urban living environments.
- Restructure the city, including the establishment of a positive relationship between its urban and suburban (i.e. the study area being one) components and to break down the fragmented and inequitable spatial structure and form of previous planning.
- Enable the establishment of a more responsive urban structure and urban form that will enable more integrated, mixed use and diverse "live, work (study) and play environments which speak to the current residential demands and more sustainable urban settlement.
- To protect, manage and develop significant environment resources and assets (e.g. Msunduzi River) which can add value to the brand of the city as a desirable urban living environment.



3.2.2.6 THE SPATIAL DEVELOPMENT FRAMEWORK

Every 5-years, the Municipality is required to prepare and adopt its Municipal Spatial Development Framework (MSDF) in terms of the Municipal Systems Act (MSA), Act No. 32 of 2000, the Spatial Planning and Land Use Management Act (SPLUMA), Act No.16 of 2013 and the Municipal Planning and Land Use By-Law (2016). In 2014 the Msunduzi Municipality embarked on the review of its 2009 Spatial Development Framework (SDF) which was adopted by Council in 2015. It is currently working towards full compliance with the requirements of SPLUMA No. 16 of 2013 as well as adherence to the Guidelines for the Development of Spatial Development Frameworks, introduced by the Department of Rural Development and Land Reform.

In terms of SPLUMA No. 16 of 2013 the SDF must include a long-term development strategy linked to an implementation plan whereby the IDP becomes the 5-year implementation plan of the SDF in mobilizing financial and human resources to implement the SDF. It is therefore no longer a spatial translation of the IDP with limited enforcement across all spheres of governments. The MSDF is an integral component of the Integrated Development Plan (IDP) and a key spatial transformation tool, which guides how the implementation of the IDP should occur in space. Therefore, decisions made by sectors, spheres and entities of the public sector should be consistent with and work towards realising the vision, spatial strategies and plan set out in the MSDF. It furthermore guides the desirable spatial distribution of land uses within a Municipality in order to give effect to not only the spatial vision, goals and objectives of the Municipality but by directing where the city should intervene in space to achieve its transformational objective.

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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:-

- 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;
- Productive Systems: Developing a strategy for land release along the N3 corridor, reviving the CBD and other secondary and tertiary centres of economic activity, introducing new economic centres in previously neglected areas (particularly those previously considered 'rural'), and making the most of productive agricultural land.
- Ecological Infrastructure: Enhancing the open space network in the city for improved natural service provision
 and ecological functionality, through the protection of formal and informal nature reserves, open spaces,
 enhancing linkages across catchments and increasing setback lines in key areas such as those adjacent to
 watercourses.
- 4. Sustainable Transport: Spatially identifies and promotes an equitable movement structure across the city, through an enhanced public transport backbone (e.g. the IRPTN and possible future NMT routes) and by reviewing the functionality of the rail network.
- 5. Quality Urbanism: Creating functional, well-serviced neighbourhoods, building a polycentric city structure with secondary major centres (such as in Edendale), identifying areas for future smaller sustainable urban centres, promoting densification and public place making in the aforementioned areas and along public transport trunk routes.
- 6. Social inclusivity: Identifying areas for new housing opportunities, areas where informal housing needs to be addressed and/or upgraded on-site, and areas requiring the equitable distribution of public amenities.
- 7. Sustainable Services: Enhancing existing infrastructure based on findings per ABM, identifying areas for future infrastructure installations and mechanisms for achieving infrastructure-related efficiency through economies of scale (at densified urban centres and along key transport routes, using resource-efficient technologies where appropriate).

The above interventions were conceptualized 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 plan 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.

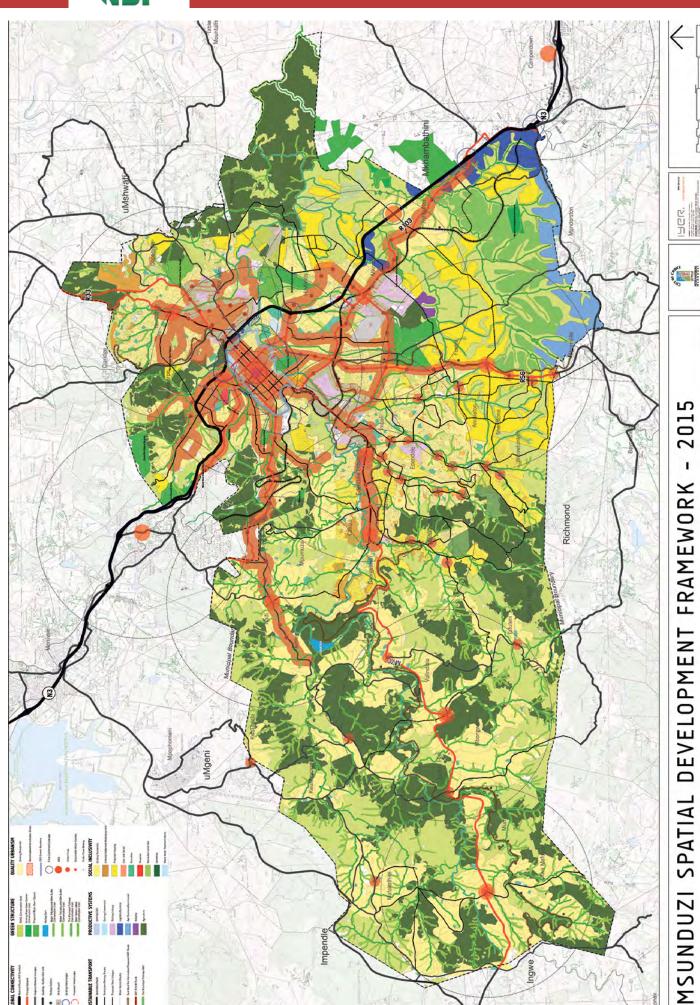
The process of monitoring and evaluation reveals the importance of departmental alignment and long term financial planning and forecasting to achieve desired outcomes in the most efficient manner for the city. In this regard, some of the strategic proposals that the city has to consider strongly is the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

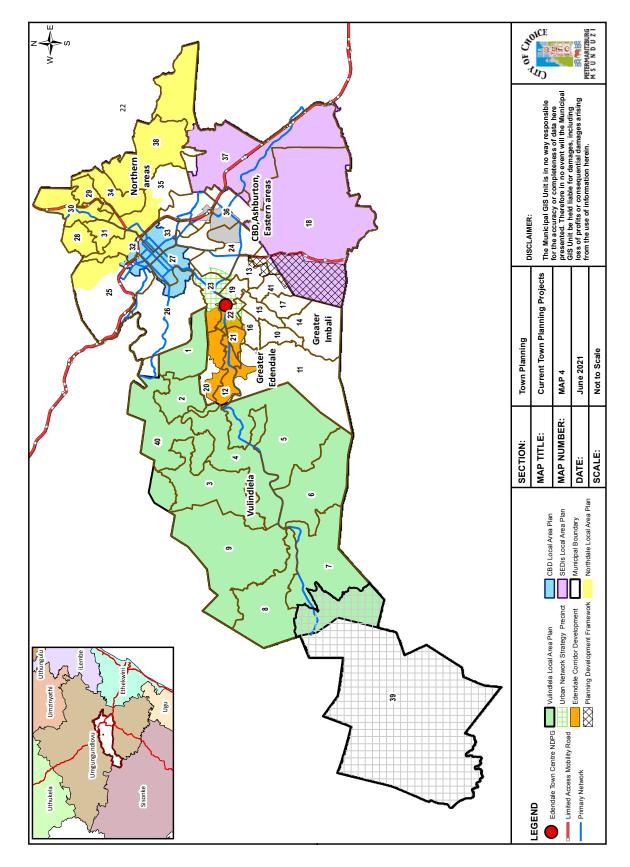
MAP 3: Spatial Development Framework





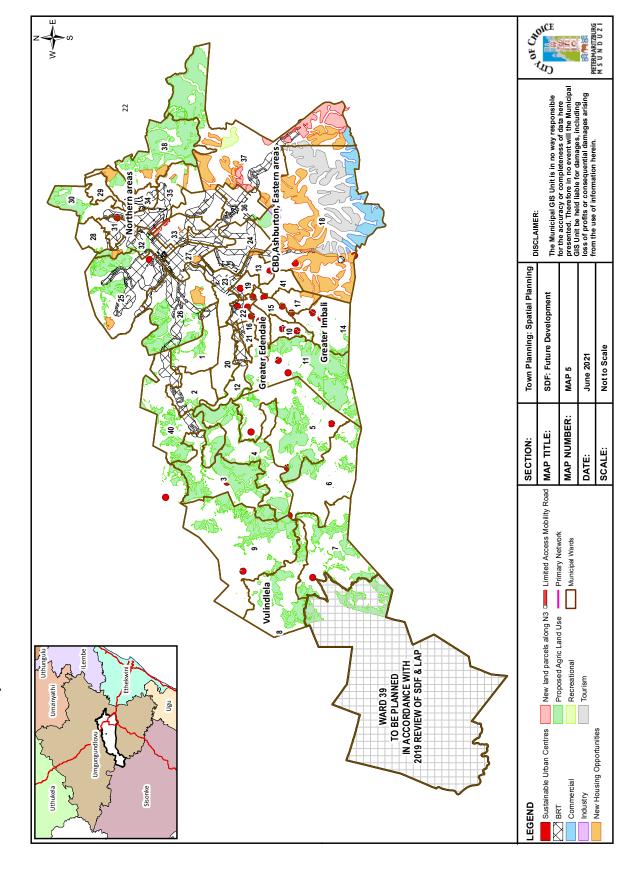
MAP 4: Current Town Planning Projects





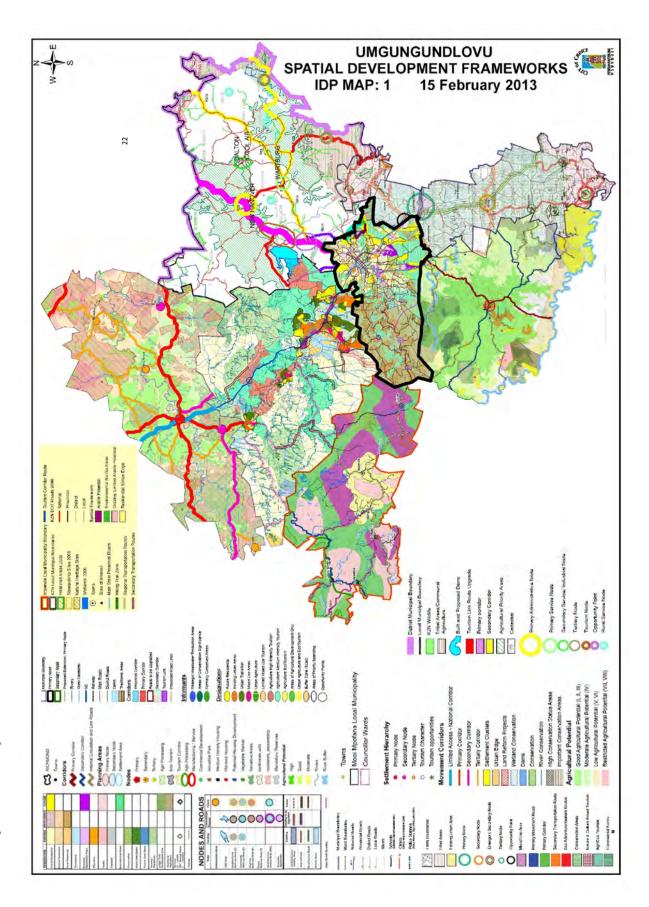
MAP 5: SDF Future Development





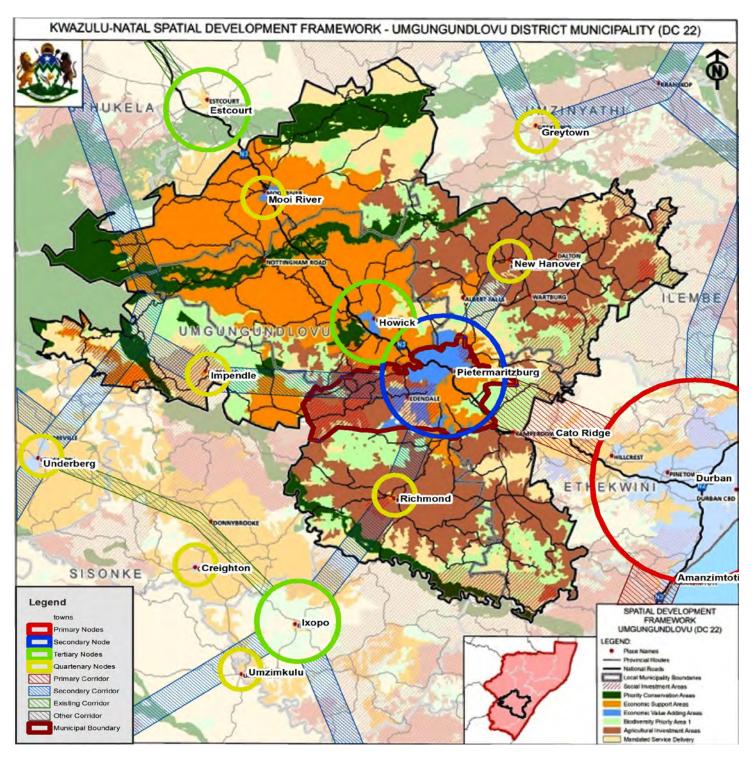
MAP 6: Spatial Development Framework







MAP 7: KZN Spatial Development Framework UMDM



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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 10: 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.

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

(ii) CORRIDORS

TABLE 11: DEVELOPMENT CORRIDORS WITHIN THE MSUNDUZI MUNICIPALITY

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



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

3.2.2.7 BROAD LAND USES

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

TABLE 12: LAND USES PER AREA BASED MANAGEMENT AREA

GENERAL LAND USE PERCENTAGES	The Grasslands takes about 31.7 of the land in the Municipality, followed by land used for settlement purposes at 29.1%, which includes formal settlements (14.8%), traditional settlements (14.1%), and informal settlements (0.5%). It is important to distinguish between the different types of settlements, as these would give an idea of the level of services available, and those that are required.
ABM	DESCRIPTION
CBD, ASHBURTON AND EASTERN AREAS ABM	Whilst the dominating land use is thornveld and grasslands, this area is predominantly used for residential purposes. The area is also home to some of the major employers in the city, namely government sector in the central area, and industries in Mkhondeni, Willowton, and Pelham. This area is therefore the largest rates contributor of the city. It is important to mention that this area plays a significant role in terms of transport infrastructure available in the city. This area accommodates the larger part of the N3, a primary movement corridor (also part of the Provincial Development Corridors) dissecting the city and the Edendale – Northdale development corridor; it is also home to the city's only airport and railway station. A concentration of education facilities is found in this area, the largest of them being the University of KwaZulu-Natal. The north-eastern part (Bellvue/New England) and south-eastern part (Ukulinga/Ashburton) has pockets of cultivated land.
NORTHERN 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 underserviced. 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.



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

3.2.2.8 LAND USE CONTROLS

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

TABLE 13: EXISTING SCHEME COVERAGE

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

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

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

3.2.4 COMMUNITY BASED PLANS

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

It was found that in Vulindlela, many of their needs scored low with water and electricity being an exceptions. Thisis because according to the Projectprioritization model, no wards in Vulindlelaare related to any IDP- identified catalytic projects in Msunduzi; because it does not occur within any SDFidentified node or corridor. Water and electricity have been identified in sector specific plans and so have scored higher than other needs listed in theIDP. After assessing the capital projects for 2018/2019 it was evident that projects regarding office supplies such as Furniture and Computers score low as it does not result in the implementation of IDP- identified catalytic projects. Whiles the other projects that are in the Vulindlela Zone score low due to it not having any nodes and corridors and other needs that they need are not in the sector plans.



GOVERNMENT INTERVENTION

The Government interventions are as follow:-

DEPARTMENT	INTERVENTION
Msunduzi Municipality	Sanitation project (VIP toilets)
Dept. of Transport (DOT)	Upgrading of main road
Msunduzi Municipality	Renovations of Community halls, local constructors employs local people from
	impoverished households
Dept.of Human Settlement (DHS/VDA)	Construction of RDP houses
Co-operative Governance and	COGTA has employed youth from the ward to do Community work projects
Traditional Affairs (COGTA)	(CWP)
Msunduzi Municipality	Provides tractors for cultivation of land for garden projects, this programme is
	currently ongoing
Dept. of Health (DOH)	Has employed a number of youth in the ward from low income households as Community Care Givers (CCGs).
Msunduzi Municipality	Water cuts are still happening in the ward, the municipality ensures in
5 1 (2 1 1 5 1	providing mobile water tankers
Dept. of Social Development (DSD)	Continues assisting with Social Grants in the ward
Msunduzi Municipality (HIV/ AIDs Unit)	The Local Municipality has also provides Counseling Course to the youth with matric qualification and have passion to work with HIV/ AIDs infected and affected people, this is an ongoing programme.

NEEDS

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



TABLE 14: SWOT

STRENGTHS

- The existing agri-business should be exploited to create new jobopportunities and to create a value add for the municipality (e.g. the creation of a fresh produce market).
- There is a variety of food production opportunities Expanding urban areas impact on sensitive terrestrial available.
- Pietermaritzburg is strategically located along the N3 and SIP 2 and has good physical and nonphysical connectivity.
- The location of Pietermaritzburg and the Oribi airport along the N3 provides a gateway to global •
- The Msunduzi Municipality has a strong cultural heritage.
- There are very high secondary education levels, which will aid in entrepreneurship and job skills
- The existence of the IRPTN is beneficial to the Municipality - Phase 1 is currently in its implementation stage.
- There is a large population within the municipal boundary (third-largest non-metropolitan area).
- There are many open spaces and natural resources.
- The soil is highly fertile.
- The Msunduzi Municipality's location within the Midlands Meandertourism route.

WEAKNESSES

- · Undulating terrain is prevalent throughout the municipality, which limits
- Developable land and increases housing and infrastructure costs.
- biodiversity.
- The educational facilities require maintenance.
- The boundaries of the ABM areas are not conducive to effective implementationas they are not designated according to urban functionality.
- The boundaries of the ABM areas do not adequately fit the requirements of functional areas.
- There is a lack of waste water treatment measures and waste is being dumped in the watercourses and biodiversity areas.
- Very little infrastructure is available within the rural areas (ICT, paved roads, energy, etc.).
- · High in-migration to the municipality impacts on the capacity of social facilities, infrastructure, services, and job availability.
- · The low skills development of migrants impacts on the local economy.
- Most social facilities are clustered around Greater Edendale / Imbali and Pietermaritzburg.
- Social facilities are not easily accessible by people with disabilities.
- The slow rate of housing provision results in growing illegal occupation.
- Financial constraints and declining fiscal budgets.
- There is a lack of land under municipal ownership to facilitate development.
- There is a lack of funding to acquire the land required for urbanisation and transformation.

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OPPORTUNITIES

- Stimulate food production and expand value chains, as the soil in the area is ideal for arable agriculture.
- Fully utilise agricultural land to improve local food security.
- Increase tree plantations for agriculture and food production and counter the anticipated increase in annual temperature.
- Encourage more resilient crops and practices to create a competitive advantage and enhance productivity.
- Integrate the strong cultural heritage to create job opportunities and new tourism opportunities focused on business tourists.
- Enhance tourism opportunities by including wetlands and the natural biodiversity and create open space networks and corridors.
- Strengthen the informal economy and provide opportunities for entrepreneurs along the commercial ladder.
- Regenerate the CBD and Slangspruit to retain and attract businesses.
- Identify alternative forms of housing and higherdensity development to quicken housing delivery.
- Expand the BRT route to other ABM areas in order to connect residents to job opportunities.
- The undulating topography and location along the Midlands Meander.
- The government is moving away from housing delivery to integrated delivery.
- Identify agricultural opportunities for local economic development.
- Synchronise the SDF review with the launch of the DDM and the compilation of the KZN SDF to allow for the better alignment of strategies.
- Edendale Urban Hub's contribution to SIP 7.
- Msunduzi being identified as a government precinct.

THREATS

- High-potential agricultural land is being developed to accommodate low-density residential developments.
- An increase in veldfires will destroy the soil structure and seed banks.
- Threatened ecosystems should be protected against urbanisation.
- Watercourses should be protected against illegal dumping in order to enhance water quality.
- Climate change causes extreme rainfall, which results in floods, increased run-off water, and soil erosion.
- The lack of energy supply threatens the longevity of businesses contributing to the local economy.
- There are high unemployment levels especially in Greater Edendale and Imbali.
- The high crime rate, especially in the CBD, discourages new business ventures and contributes to the deterioration of the CBD.
- There is a lack of funding for housing.
- The Municipality's ability to refurbish the CBD is threatened due to heritagepreservation requirements.
- Fiscal constraints and declining fiscal budgets.
- The physical barriers presented by the area's topography impede spatialtransformation.
- Planning alignment and coordination impact on the ability to deliver effectively.
- Inter-governmental relations and the ability to align priorities (both within themunicipality and other spheres of government).
- Irregular/unauthorised expenditure and maladministration.
- The uncontrolled land invasion and lack of law enforcement.
- Lack of accessibility to Ward 39 and potential lack of integration due to isolation.

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:



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

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

The EMF provides the following tools:

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

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

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

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

TABLE 15: MSUNDUZI ENVIRONMENTAL MANAGEMENT UNIT: POLICIES AND PLANS

Plan / Policy	Status	Time Frame	Comments
Environmental Status Quo	Approved-updated	June 2019	Contains twelve specialist studies
Strategic Environmental Assessment (SEA)	Complete	Reviewed and updated in the 2016/2017 financial year	Long terms
Environmental Management framework	Approved-updated	June 2019	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



Plan / Policy	Status	Time Frame	Comments
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)	"ninefocus areas prioritised".	Focus area 1 to be completed by 30 June 2019. 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,	30 May 2019	
Municipal Climate Change Adaptation Strategies	Complete	Council approve on the 27 of September 2017	Contains goals and action plans relating to climate change risk in the municipality
Environmental Management Bylaws	Under review	June 2019	
Generic Environmental Management Programme (EMPr)	Approved	June 2017	
Edendale Environmental Services Plan and Implementation Plan	Approved	June 2017	

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.



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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 grable 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.



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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.

In order to effectively implement and control air quality, it is necessary to monitor and measure the concentrations of criteria pollutants in the ambient atmosphere. In terms of the AQA, it is mandatory for municipalities to monitor and report ambient air quality in compliance with Section 8 of the Act. Section 15(2) of the AQA requires each municipality to include an Air Quality Management Plan in its integrated development (IDP) plan required in terms of Chapter 5 of the Municipal Systems Act. An AQMP has been budgeted for in the 2017/2018 budget.

In complying with its legislative mandate in terms of the NEM: AQA, the Environmental Health Sub-Unit operates a network of air quality monitoring stations located at City Hall, Oribi Airport, Edendale and Northdale (in partnership with KZN Department of Environmental Affairs).

The pollutants that are monitored by the Msunduzi Air Quality Monitoring Network include Carbon monoxide (CO), Nitrogen oxides (NOx), ozone (O3), particulate matter of less than 2.5 microns (PM2.5) and 10 microns (PM10), Sulphur dioxide (SO2), and in future, volatile organic compounds (VOCs), in particular, a group of aromatic hydrocarbons, Benzene (C6H6), Toluene (C7H8), Ethyl-Benzene (C6H5CH2CH3) and Xylene (C8H10), referred to as the (BTEX) group. These are classified as criteria pollutants by the United States Environmental Protection Agency (USEPA) and are the most commonly found air pollutants that can harm human health or the environment. In addition to the above, a range of meteorological parameters are also monitored i.e. wind speed, wind direction, rainfall, temperature, barometric pressure, relative humidity and solar radiation.

The 1-year average of Ozone (O3) concentrations are presented graphically below for the period July 2016 to June 2017:



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 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.



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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 ENVIRONMENTAL HEALTH

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.

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Environmental Health (EH) is a fundamental public health approach affecting the whole population and services provided by the Environmental Health Sub-Unit are essential in building a healthy population.

In fulfilling its constitutional and legal mandated obligations, the Sub-Unit provides Environmental Health Services (EHS) in terms of the Scope of Profession for EH. Government recognizes the importance of prevention across all areas of health care. It is therefore essential to strengthen EHS as a critical programme of preventive and developmental primary healthcare services, required to make a significant contribution to the previous Millennium Development Goals (MDGs), particularly MDGs 4, 5, 6 and 7. The current focus is on the Sustainable Development

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Goals (SDGs), and in particular SDGs 3,6,11, and 13. EH is a fundamental public health approach affecting the whole population and services provided by EHPs are essential elements in building healthy population. These includes amongst others, food safety; sanitation; water quality monitoring; health surveillance of premises; waste management, the protection of indoor and outdoor air quality, communicable diseases control and tobacco control. The continued neglect on basic public health practices in general and of EH, has resulted in the emerging and reemerging environmental diseases seen around the world. EH for us remains the first line of defense against diseases. As a result, the provision of quality EHS is critical.

Critical shortage of staff, especially professional staff has impacted on service delivery, and in this regard, there are currently seven (7) Environmental Health Practitioners(EHPs) employed, out of twenty-six (26) EHPs on the approved structure. This relates to a vacancy rate of seventy-seven percent (77%), at this level, and way off the national norm of one (1) EHP for every 10 000 members of the population. The norm in terms of the National Environmental Health Policy, and National Health Act of the country, would mean that there should be at least triple the number of EHPs which would equate to approximately seventy (70) EHPs, aninety percent (90%) gap.

There is therefore an urgent need to advertise and fill priority posts, to bridge the gap and provide a more equitable and sustainable EHS to the community of Msunduzi.

Environmental Health Services include performance of the following functions:

3.3.4.1 WATER

- a. Monitoring water quality and availability, including mapping of water source. Enforcement of laws and regulations related to water quality management.
- b. Ensuring water safety in respect of safe quality (microbiological and chemical), and accessibility to an adequate quantity for domestic use as well as in respect or the quality of water for recreational, industrial, food production and any other human and animal use.
- c. Ensuring that water supplies that are readily accessible to Communities and to the planning, design, management and health surveillance of community water supplies that are readily accessible to Communities.
- d. Ensuring monitoring and effective waste water treatment and water pollution control, including the collection treatment and disposal of sewage and other water borne waste and control of the quality of surface water (including the sea) and ground water.
- Advocacy on proper and safe water and waste water usage.
- f. Water sampling and testing on the field and in a laboratory.

3.3.4.2 FOOD CONTROL

- g. Food safety in respect of acceptable microbiological and chemical standards and quality of all food for human consumption and optimal hygiene control throughout the food supply chain from point of origin, all primary ground, or raw products production up to the point of consumption.
- h. Food inspection at production, distribution and consumption area.
- Informal Street Trading Monitoring.
- j. Food premises inspection and control of stationary nuisances.
- k. Enforcement of food legislation and Codex Alimentarius.
- I. Food quality monitoring programmes and principles through various techniques e.g. HACCP.
- m. Promote the safe transportation, handling, storage and preparation of food stuffs used in the Primary School Nutrition programme (PSNP), Prisons, Health Establishments and Airports
- n. Promote safe handling of meat and meat products including Abattoir inspections.
- o. Promote the safe handling of milk and milk products.

3.3.4.3 WASTE MANAGEMENT

Waste management and general hygiene monitoring including:

- a. Ensuring proper refuse collection, storage and disposal.
- b. Ensuring proper liquid waste management including sewerage and industrial effluents.



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- c. Ensuring the proper storage, treatment, collection, transportation, handling and disposal of health care waste and hazardous waste.
- d. Sampling and analysis of any waste or product (sewage), refuse or 'other wastes.
- e. Investigations and inspections of any activity relating to the waste stream or any product resulting there from.
- f. Advocacy on appropriate sanitation.
- g. Control of the handling and disposal of diseased animal tissue.
- h. Ensuring safe usage of treated sewerage sludge and the health safety of reclaimed waste.
- i. Ensuring waste management including auditing of waste management systems and ensuring the "cradle to grave" approach is adhered to.

3.3.4.4 HEALTH SURVEILLANCE OF PREMISES

- a. Environmental Health Impact Assessment including housing projects and indoor air quality monitoring.
- b. Assessment of factors including ventilation, lighting, moisture proofing, thermal quality, structural safety and floor space.
- c. Assessment of an overcrowded, dirty or unsatisfactory condition in any residential, commercial, industrial or other occupied premises.
- d. Monitoring all buildings and all other temporary or permanent physical structure for residential, public or institutional use (including health care and other care, detainment, work and recreation including travel, tourism, holiday resorts and camping sites) as well as the facilities in connection therewith and the immediate precincts thereof.
- e. Ensuring the urban and rural land-use planning and practices that are conducive to sustainable development through sound environmental health impact and other assessments.
- f. Prevention and abatement. Any condition on any premises which is likely to constitute a danger to health
- g. Ensuring the health safety of the public passenger transportation facilities such as buses, trains, taxis, boats and aeroplanes as well as all other facilities in connection therewith.
- h. Ensuring compliance with the principles of Agenda 21, the Healthy Cities approach to integrated service rendering and the practical minimizing of any detrimental environmental health risk.

3.3.4.5 SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES

- a. Health and hygiene promotion aimed at prevention of environmentally induced diseases and related communicable diseases.
- b. Collection analyses and dissemination of epidemiological data and information
- c. Use of Participatory Hygiene and Sanitation Training (PHAST) approaches for effective control measures at Community Level.
- d. Epidemiological surveillances of diseases.
- e. Establishment of effective Environmental Health Surveillance and Information System.
- f. Develop environmental health measures with protocols reference to epidemics, emergencies, diseases and migrations of population.

3.3.4.6 VECTOR CONTROL

Vector control monitoring including:

- a. Identification of vectors, their habits and breeding places.
- b. Vector control of public health interest including the control of arthropods, mollusks, rodents and other alternative hosts of diseases.
- c. Removal or remedying of conditions resulting or favouring the prevalence or increase of rodents, insects, diseases carriers or pests.
- d. Residual spraying of premises and surrounds.
- e. Investigate zoonotic diseases and other vector borne diseases in the working and living environment.
- f. Surveillance of imported cargo and livestock for the prevalence of disease vectors.
- g. Serological tests of rodents, dogs and other pests.



3.3.4.7 ENVIRONMENTAL POLLUTION CONTROL

- a. Ensuring hygienic working, living and recreational environments.
- b. Identification of polluting agents and their sources i.e. air, land and water
- Conducting environmental health impacts and assessments including Major Hazardous Installations.
- d. Conducting environmental health hazards and risk mapping.
- e. Accident prevention e.g. paraffin usage.
- f. Approval of environmental health impact reports and commenting on Environmental Impact Assessment applications.
- g. Ensuring clean and safe air externally (ambient and point sources) including emission inventories monitoring, modelling and toxicological reviews and complaint investigations.
- h. Control and prevention of vibration and noise pollution.
- Prevention and control of land pollution detrimental to human, animal and plant life.
- j. Ensuring compliance with the provisions of occupational hazards. Occupational Health and Safety Act and its regulations including anticipating, identifying, evaluating and controlling of
- k. Preventative measures required to ensure that the general environment is free from health risks.
- I. Ensuring the registration, permitting, monitoring and auditing of all industries, activities, trade and etc., which involves the control of internal impacts on the worker and external impacts on the community.
- m. Integrity management including pipelines and tankage.
- n. Emergency preparedness under abnormal operating conditions and disasters jointly with other role players.
- o. Develop sustainable indicators appropriate for monitoring the effectiveness of Environmental Management Systems of Industry.

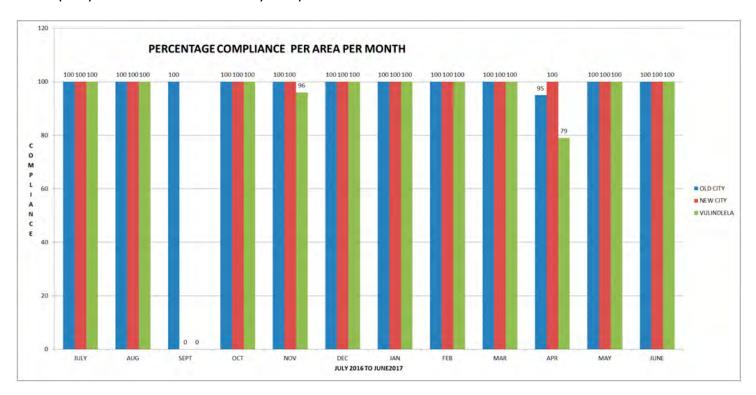
3.3.4.8 WATER QUALITY MONITORING

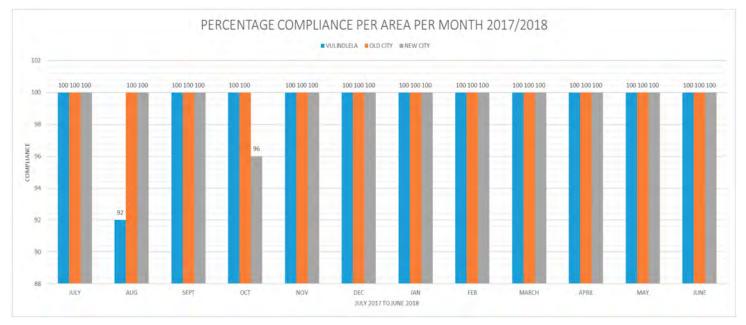
The Environmental Health Sub-Unit is responsible for ensuring water safety and accessibility in respect of a safe quality (microbiological, physical and chemical) and an adequate quantity for domestic use as well as in respect of the quality for recreational, industrial, food production and any other human or animal use. Water samples are taken from seventy-two (72) reservoirs and consumer points forth nightly from three zones viz, old city, new city- Edendale, and Vulindlela and analysed as per the table below. The samples are taken for Blue Drop certification and Msunduzi Municipal drinking water is tested in terms of SANS 241: 2014 which is the South African National Standard that prescribes the limits for the microbiological, physical, aesthetic and chemical constituents/ determinants of drinking water.

DETERMINAND/TEST	DEFINITION	LIMITS (SANS 241:2011)
Heterotrophic Plate Count	Refers to the total number of visible	
	colonies produced by micro-	≤ 1000
	organisms in a water sample	(must be less than or equal to 1000)
Coliform Organisms	A group of bacteria that are found	≤ 10
	in the large intestine of man and animals	(must be less than or equal to 10)
E Coli (Escherichia coli)	Indicates faecal pollution of water	NIL
		(must not be present in drinking water)
Free Chlorine	Used to protect a treated water	≤ 5
	supply against contamination.	(must not be more than 5)
	Free refers to the chlorine that is	
	available after total disinfection	
Total Chlorine	Total amount of chlorine in water.	≤ 3
	Chlorine is used for the disinfection of water)	(must not be more than 3)
Н	Refers to the acidity or alkalinity of	≥5 to ≤ 9,7
	water	(must be between 5 and 9,7)
Turbidity	Refers to the colour of the water i.e.	≤ 5
•	muddy, unclear	(must not be more than 5)



In 2016 Msunduzi received Blue Drop Status for the third consecutive year and was awarded platinum status. The Blue Drop Status assessment, launched by the Department of Water and Sanitation in 2008, looks not only at the quality of drinking water, but also at the entire water provision cycle. The department announced the news that the Municipality's water score of 97.97% by independent assessors was the best in South Africa.





ENVIRONMENTAL HEALTH STAFF COMPLEMENT

The organisational structure for the Environmental Health Unit has 63 posts. Although the 2013 structure has been implemented, there is a legislative requirement for the Municipality to address and manage environmental health compliance issues and as such the following staff are currently employed:



TITLE OF POST	NUMBER OF POSTS ON STRUCTURE	STAFF EMPLOYED
Manager: Environmental Health	1	1
Environmental Health Area	4	3
Coordinator		
Air Quality Officer	1	0
Environmental Health Practitioner	26	7
Lab Technician	1	0
Environmental Health Assistant	8	3
Field Hygiene Worker	20	17
Principal Clerk	1	1
Senior Clerk	1	1
TOTAL	63	33

3.3.5 CLIMATE CHANGE

In October 2018, the United Nations Intergovernmental Panel on Climate Change (IPCC) released a landmark scientific report warning that there are only a dozen years left for action if global warming is to be kept to a maximum of 1.5°C above pre-industrial levels. Beyond 1.5°C, even half a degree will significantly worsen the risks of drought, floods, extreme heat, and poverty for hundreds of millions of people. Even an increase of 1.5°C, which now looks increasingly ambitious, will have dramatically detrimental impacts for South Africa and its people, putting at risk water and food security, biodiversity, human health and economic development (https://cer.org. za/news/holding-the-line-cers-2018-in-review). The world is currently 1°C warmer than preindustrial levels. Following devastating hurricanes in the US, record droughts in Cape Town and forest fires in the Arctic, the IPCC makes clear that climate change is already happening, upgraded its risk warning from previous reports, and warned that every fraction of additional warming would worsen the impact.

https://www.theguardian.com/environment/2018/oct/08/global-warming-must-not-exceed-15c-warns-landmark-un-report

Climate change and its related impacts have been the cause of concernfor Msunduzi Municipality. Increased temperatures, extreme variations in weather conditions (flooding, hail and droughts in certain areas), and climatic inconsistency can be linking to the changes in the climatic conditions of the City / Region. Local governments are at the forefront of climate change and are essential in undertaking transformative action. This has been reiterated in the Paris agreement and at the UNFCCC Conference of Parties (COP21). In light of this, and taking into consideration the Sustainable Development Goals (Specifically Goal 13: Climate Action) Msunduzi Municipality has developed a Climate Change Policy (2015, revised in 2019) and a Climate Change Adaptation and Mitigation Strategy (2016). Both these documents incorporate adaptation and mitigation strategies/responses, focusing on:

- 1. Biodiversity
- 2. Water Resources
- Food Security And Agriculture
- 4. Human Health
- Storm Water Management
- 6. Waste Management
- 7. Energy Utilization
- 8. Transportation
- 9. Building Co-Operative Governance & Improved Communication Procedures

Both the Climate Change Policy and the Climate Change Adaptation and Mitigation Strategy "provides a well-defined direction for responding to climate change risks and challenges. The main goal is to ensure that Msunduzi`s carbon footprint is reduced, and that the City is able to adapt to climate change-related impacts, and to ensure the availability of preferences when decisions need to be made regarding adaptation and mitigation. The relevance, effectiveness and implementation of this policy is managed through ongoing monitoring, evaluation and review, to ensure that it reflects the most recent developments in climate change science and technology and that it delivers on the Municipality's statutory responsibilities" Msunduzi Municipalities Draft SDF Draft Status Quo Report, 2019.



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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).

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.

The Integrated Development Plan (IDP) for 2018/2019 financial Year (page 97) statespreliminary 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.

CURRENT CLIMATE: Information taken from the **The Msunduzi SDF draft Status quo report (2019) are based on** The Council for Scientific and Industrial Research (CSIR) Greenbook, which was used for the current and projected future analysis. The current climate shows that the average annual temperature (Map 3.6) ranges from 16°C in the west, to 18°C in the east, of the Msunduzi Municipal area, while the average annual rainfall (Map 3.7) ranges from 1600 mm in the west, to 2000 mm in the northeast around Pietermaritzburg. The Msunduzi SDF draft Status quo report (2019) further states that an extreme rainfall day is defined as a 24-hour period that receives 20mm or more of rain within an 8 x 8 km grid point. Extreme rainfall events increase the risk of flooding. The number of extreme rainfall days is expected to increase across most of the Msunduzi Municipality (Map 3.10), with a larger increase in the east than the west. Some areas in the west are expected to have less extreme rainfall days than they currently experience. It is particularly important to prepare for an increase in extreme rainfall days in the east due to it being home to a large urban population. Impermeable surface areas in urban areas such as Pietermaritzburg increase the need for stormwater infrastructure to adapt to the risk of floods accompanying an increase in extreme rainfall days.



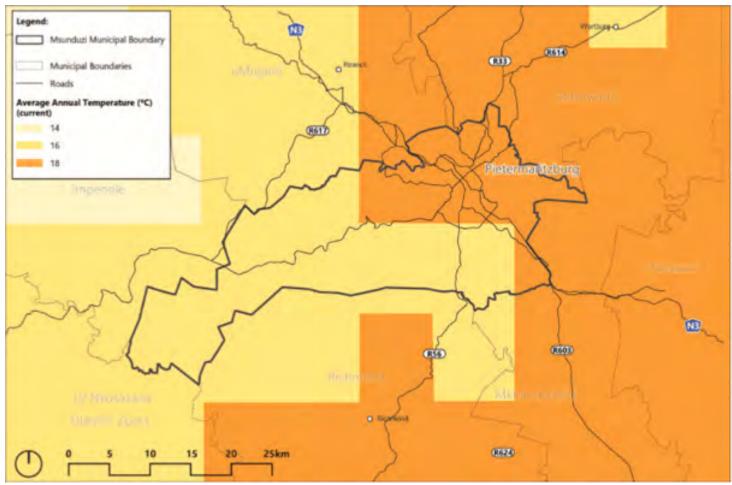


Figure 2: Map 3.6 Current average annual temperature (°C) of the Msunduzi Municipal area (CSIR, 2019)

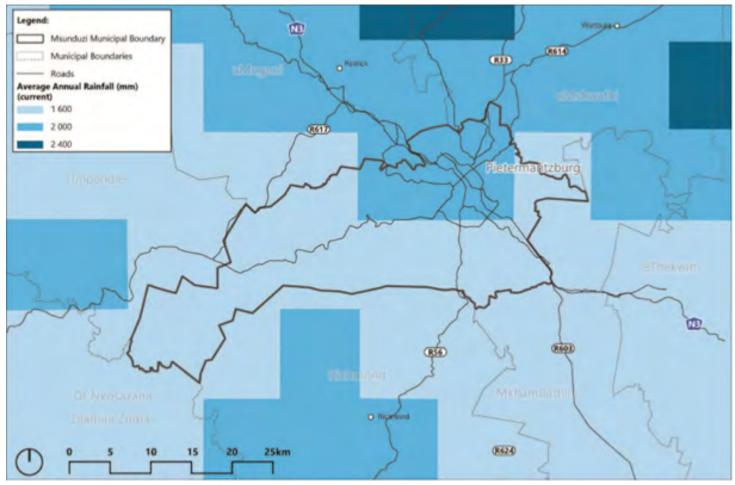
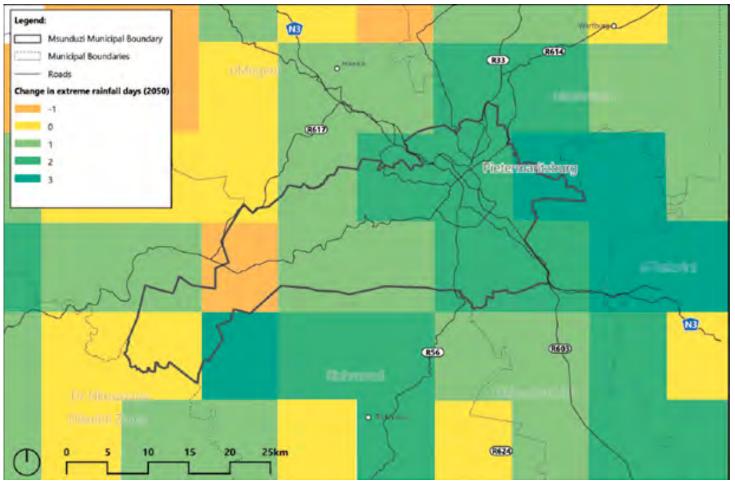


Figure 3: Map 3.7 Current average annual rainfall (mm) of Msunduzi (CSIR, 2019





Map 3.10 Extreme rainfall days anomaly for the period 2021 -2050, relative to the baseline period of 1961 -1990, under RCP 8.5 scenario (CSIR, 2019)

According to the Msunduzi SDF Draft Status Quo Report, The Msunduzi Municipality has a high level of environmental vulnerability (score of 7) due to conflict between preserving the natural environment and land-use change that will allow for the growth of the population, urbanization and economic development. It is also due to poor air quality and poor environmental governance. The Municipality also has a high level of economic vulnerability (score of 6.3), making it susceptible to external shocks, based on the size and diversity of the economy, as well as on the labour force, GDP growth-rate and inequality.

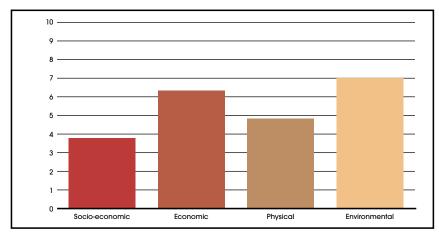


Figure 3.3 Vulnerability scores of the Msunduzi Municipality (scored out of 10, lower score = less vulnerable) (CSIR, 2019)

Msunduzi is also a full member of ICLEI (International Council for Local Environmental Initiatives) from 2018, and has also been supporting the Carbon Disclosure Project (CDP) and Carbonn Climate Registry by reporting on local initiatives and progress relating to climate change planning and response within the City. Msunduzi is also a signed member of the Durban Adaptation Charter and the Central KwaZulu Natal Climate Change Compact (CKZNCCC).

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The City of Pietermaritzburg will comply with the Compact of Mayors, the world's largest cooperative effort among mayors and city leaders to reduce be noted that this process is voluntary and whilst there are timeframes involved, the organizers are cognizant of the challenges faced by municipalities) pledging that:

As of August 2017, Msunduzi Municipality received council approval to join the Compact of Mayors and the Honorable Mayor signed the agreement (It must

- Greenhouse Gas Emissions, track progress, and prepare for the impacts of climate change.
- The Compact of Mayors has defined a series of requirements that cities are expected to meet over time, recognizing that each City may be at a different stage of development on the pathway to compliance with the Compact. a
- The City of Pietermaritzburg along the stages of the Compact, with the goal of becoming fully compliant with all the requirements within three years. Specifically, pledges to publicly report on the following within the next three years: က
- The Greenhouse Gas Emissions Inventory for our City consistent with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), within one year or less ਰ
- The climate hazards faced by our city, within one year or less ଦି ଫି ଫି ହି
- Our target to reduce Greenhouse Gas emissions, within two years or less
- The climate vulnerabilities faced by our City, within two years or less
- Our plans to address climate change mitigation and adaptation within three years or less

PLAN Climate Change Policy for Msunduzi Municipality Climate Change Policy Review (2018/19)
Climate Change Adaptation And
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Review (2018/19)
Climate Change
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PLAN

PLANS AND PROJECTS RELATED TO CLIMATE CHANGE

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V 2030 NDP

PLAN	COMPLETE (Y/N)	ADOPTED (Y/N)	SUMMARY
Green Event Events Guideline And Checklist Through ICLEI, documents developed by Event Greening Forum	S	Yes 2018	Environmentally responsible practices improve the experience of attendees at events. In any event, transportation of people and goods to and from the venue is unavoidable. This results in traffic generation and the emission of greenhouse gases. Events can also generate huge amounts of waste via promotional activities and food consumption, all of which go to the landfill. Being conscious about these and finding greener alternatives can enhance participant experience. For example, choosing accessible public transport instead of organising fossil-fuel intensive private transport can usually cut down on travel time, helping to avoid traffic congestions and save on parking hassles. Msunduzi Municipality hosts a number of events, some of which are internationally recognised. By implementing greener events, this highlights the Municipalities commitment to promoting environmentally sustainable practices. From a fiscal perspective, the implementation of the greener events results in the long term saving of money by reducing electricity usage, improved transportation efficiency and waste management
Green Building Guideline Toolkit For Msunduzi Municipality Undertaken By ICLEI (need to make this into a bylaw)	so).	Yes 2017	The aim of this document is to provide an easy to use reference document for the municipality and building professional and users. It is not intended to be exhaustive, but rather address the key issues generating the most widespread benefits in terms of operating costs, user amenity and the environment. Ultimately, this set of Green Building Guidelines is one of the tools needed and available to achieve better buildings and better spaces for people to live, work and play- to restore and enhance our environment, our people and our economy.
Msunduzi Municipality Integrated Environmental Management Policy	Yes	Yes 2017	The Integrated Environmental Management Policy guides the Msunduzi Municipality's integrated approach in relation to environmental governance and sustainability in the jurisdictional area of the Municipality. The IEMP explores the protection and sustainable use of ecological infrastructure, as well as the ecosystem goods and services within the Msunduzi municipal area, and additionally addresses problems regarding basic service delivery, housing, unemployment etc., to avoid unnecessary and wasteful expenditure, by addressing issues before they escalate into major problems and then require costly remedial measures. The Msunduzi IEMP aligns itself with the IDP municipal vision, which states, "to be the dynamic, caring capital city of choice in KwaZulu-Natal".
Msunduzi Municipality Storm Water Management Policy / Bylaw			



		PLANS AND PR	PLANS AND PROJECTS RELATED TO CLIMATE CHANGE
PLAN	COMPLETE (Y/N)	ADOPTED (Y/N)	SUMMARY
Generic Environmental Management Program (EMPR)	Yes	Yes 2017	The EMPr is developed with the intention of being implemented for projects executed by Municipal Business Units and projects implemented within the municipality by private organizations / developers, which have not triggered the requirements for Environmental Authorization in terms of the National Environmental Management Act (NEMA, 2010). Msunduzi Municipality recognizes that it has a responsibility to ensure that environmental degradation is prevented as far as reasonably possible, while at the same time ensuring that developmental activities promote sustainability and ecological integrity.
Green House Gas Inventory (Summary) Undertaken by ICLEI	Yes	Yes 2017	The GHGI intends to support decision making and provide clarification on certain operational activities within the city and how these activities can be improved and steered towards more sustainable operational processes. From a municipal perspective, the development of a GHGI ties into the requirements stipulated in the Msunduzi Municipalities Strategic Environmental Management Plan (SEMP), specifically, B5: Carbon Emissions Inventory and Offset Program: Prepare a Carbon Emissions Inventory for the Municipality Management Plan: Prepare and maintain an emissions inventory for the Municipality *Note: the Environmental Health Unit is undertaking a more in depth, detailed GHGI and
Standard operating procedures for Environmental Management			Air Quality Management Plan and dispersion modelling
Msunduzi Heat Stress Policy	Yes	Yes 2004	This policy applies to employees who work in the outdoor environment and workshop area, where air-conditioning is not available
Tree Planting Policy	Yes	Yes 1997	Guidelines are suggested for planting, replanting and maintaining trees, and minimum standards are set of street and park trees. Suggestions are made for planting seasons and reparation, planting and maintenance procedures are put forward. This document suggests guidelines for when trees can and cannot be removed and suggests the notification procedure to be followed when trees are to be removed.

PROJECTS PROJECTS	S			
PLAN	COMPLETE (Y/N)	ADOPTED (Y/N)	SUMMARY	
Flood Risk Assessment	No	No	Proposed	
Climate Change Risk And Vulnerability Assessment With Anticipated Predicted Climate Hazards				



PROPOSED PROJECTS			
PLAN	COMPLETE (Y/N)	ADOPTED (Y/N)	SUMMARY
1. The local government operations approach: aimed at understanding the GHG emissions of government facilities and operations (e.g., government buildings and other facilities, streetlights and traffic signals, vehicle fleet). This is targeted towards promoting green government operations and reducing emissions under local government operational activities.			
2. The community-wide approach: this aims at understanding the GHG emissions of the community (in this case Msunduzi) as a whole.			
Baseline assessment of city hall in terms of compiling of electrical, energy, waste and water data and noting areas for increased optimization.	In process 2020/21	ON O	Pending
Appointment of a service provider to implement strategies identified within the Baseline Assessment (dependent of funding) for City Hall			Pending
Appointment of a service provider to undertake Monitoring and evaluation of retrofitting and comparing results with baseline assessment data			
			Pending
Identification of most suitable Early warning systems and project area (and implementation) PILOT PROJECT	O Z	In process	Proposed project undertaken by Umgungundlovu District Municipality as part of the Umgeni Resilience Project Vulindlela area: Fire Early Warning System Edendale Corridor, Masukwanaand Sobantu: Flood Early Warning System (Information from UMDM official-Mon 12/14/2020)



TABLE 16: SWOT

KEY ISSUES RELATING TO THE NATURAL ENVIRONMENT INCLUDE:

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

STRENGTHS

- Functional GIS spatial analysis system
- Qualified staff registered with professional bodies
- Good co-operative governance with other spheres of government

OPPORTUNITIES

- The SEMP has a number of actions plan already outlined for implementation
- Environmental Education and Training
- Rehabilitation of ecological infrastructure

WEAKNESSES

- Lack of vehicles
- Lack of human resources Environmental

 Management Unit currently consists of 1 permanent
 and 6 contract staff

THREATS

- Development in sensitive areas such as riparian areas
- Lack of budget
- Land invasion

3.3.7 MSUNDUZI COVID-19 - RESPONSE PLAN

Minister for Cooperative Governance and Traditional Affairs (CoGTA) has, in terms of section 3 of the Disaster Management Act, 2002 (Act No. 57 of 2002), and after consulting the responsible Cabinet members, made the and gazetted regulations to deal with the spread of Regulations in the Schedule.

The regulations are in response to the outbreak of COVID-19 virus. Government must, for the duration of the declared national state of disaster, within its available resources play an important role in the fight against the virus. The regulations are compiled and released in-terms of section 27(a & b).

- a) Existing legislation and contingency arrangements do not adequately provide for the national executive to deal effectively with the disaster;
- b) Other special circumstances warrant the declaration of a national state of disaster.



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Section 27(2) indicates that if the national state of disaster has been declared, Minister may in consultations with the responsible cabinet member, make regulations or issue directions or authorise the issue of directions concerning the response to dealing with the virus, which includes, but not limited to the following:

- a) Release of available resources of the national government.
- b) Evacuations to temporary shelters
- c) Emergency procurement procedures

The regulations pertaining the COVID-19 virus deals with the following:

a) Release of resources:

• Release any available resources, including human resources, stores, equipment, ships, aircraft platforms, vehicles and facilities; and ensure the delivery of essential services, as may be required, to prevent, limit, contain, combat and manage the spread of the virus.

b) Prevention and prohibition of gatherings:

• In order to contain the spread of the COVID-19 virus, a gathering of more than 100 persons is prohibited. An enforcement officer must, where a gathering of more than 100 persons takes place.

c) Refusal of medical examination, prophylaxis, treatment, isolation and quarantine:

 No person who has been clinically or by a laboratory confirmed as having the COVID-19 virus, or who is suspected of having contracted the COVID-19 virus, or who has been in contact with a person who is a carrier of the COVID-19 virus, may refuse consent.

d) Places of quarantine and isolation:

• The Minister of Public Works and Infrastructure must identify and make available sites to be used as isolation and quarantine facilities as the need arises.

e) Closure of schools and partial care facilities:

Schools and partial care facilities must be closed by 18 March 2020 until 15 April 2020, which period may be
extended for the duration of the national state of disaster by the cabinet member concerned.

f) Suspensions of visits:

All visits by members of the public to -

- Correctional Centres,
- Remand Detention Facilities,
- Holding Cells;
- Military Detention Facilities; and
- Department of Social Development facilities, including Child and Youth Care Centres, shelters, One Stop Centres, and Treatment Centres are suspended for a period of 30 days from the date of publication of this Notice, which period may be extended up to the duration of the national state of disaster by the cabinet member concerned.

g) Limitation on the sale, dispensing or transportation of alcoholic beverages:

All registered or licensed on-consumption liquor premises which can accommodate, including taverns, restaurants and clubs, must be closed with immediate effect, or must be limited to accommodate no more than 50 persons: Provided that adequate space is available and that all directions in respect of hygienic conditions and limitation of exposure of persons with the COVID-19 virus are adhered to.

h) Emergency Procurement Procedures:

Emergency procurement for institutions is subject to:

- the Public Finance Management Act, 1999 (Act No. 1 of 1999), and the applicable emergency provisions in the regulations or instructions made under section 76 of that Act; and
- the Municipal Finance Management Act, 2003 (Act No. 56 of 2003), and the applicable emergency provisions
 in the regulations made under that Act, must be applied.



The Minister of Health may issue directions to address, prevent and combat the spread of the COVID-19 virus in any area of the Republic of South Africa.

j) Offences and penalties: A person is quilty of an of

Authority to issue directions:

A person is guilty of an offence if that person fails to comply with these Regulations. A person convicted of an offence mentioned in sub-regulation (1) is liable on conviction to a fine or to imprisonment not exceeding six months or to both a fine and such imprisonment.

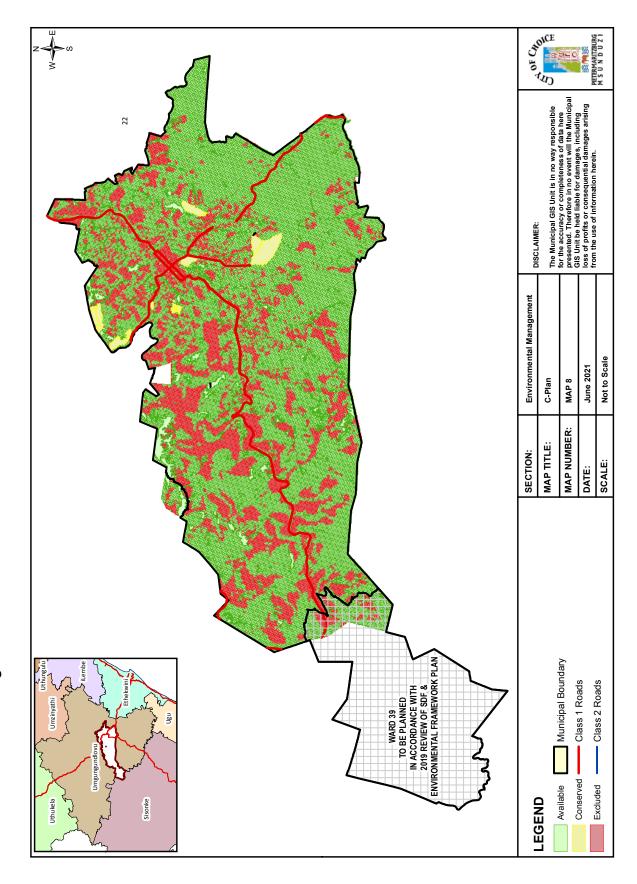
	,, = 5 = 1 1 = 4		MDP
RESPONSIBLE BU HEAD	ACM GM: Comm Serv (A)	GM: Comm Serv icw CFO (A) and GM: Corp Serv	
RESPONSIBILITY	Manager: Communications and IGR (Thobeka) ACM authorised signatory Bongiwe Zondi (other) M. Khumalo (Zonke) (City Hall)	BU Finance Managers Manager: Contracts Management (Zoleka Bomoyi) Manager: Building and Facilities (B.	Coordinator: Health and Safety (Suben Pillay) Manager: Security ::
RESOURCES REQUIRED	Office of the accounting officer, communications and IGR NB. No financial resources required	To be advised	
KEY ACTIVITIES	a) Issue cancellation advisory b) Issue notice of prohibition of all gatherings until further notice c) Cancellation of Hall Bookings until further notice	 a) Assess the existing contracts and service level agreements for provision of hygienic service in the municipality b) Assess expansion of scope of works to include industrial disinfection c) Assess the scope of works in terms of provision of sanitising equipment. d) Survey all municipal buildings to determine appropriate location of 	sanitising equipment. e) Consider the options for the provision of sanitising equipment outside the existing contract. f) Increasing human resources to ensure proper access control to the Municipal strategic buildings
MUNICIPAL ACTION PLAN	Notices or advisories to be issued: a) Already planned current and future events b) Upcoming events invitations not yet issued	 a) Disinfection of all municipal buildings b) Placement in strategic places of sanitising equipment c) Consider all biometrics systems in the Municipality and possible sanitise / 	provide sainting sprays
CABINET INTERVENTIONS	Prohibition of gatherings of 100 plus people	Prevention and control measures for small gathering less than 100	
	-	જાં	



	CABINET INTERVENTIONS	MUNICIPAL ACTION PLAN	KEY ACTIVITIES	RESOURCES REQUIRED	RESPONSIBILITY	RESPONSIBLE BU HEAD
က်	Intensify hygiene controls for employees and clients of the Municipality	Prioritisation of employees and clients at risk	 a) Identify and prioritise employees most at risk by virtue of their duties and responsibilities b) Identify PPE (Personal Protective Equipment related to the disaster at hand) and other safety consumables e.g. sanitisers c) Assess availability at the Municipal Stores d) Procure and provide PPE to priority employees e) Assess and identify municipal buildings with high foot traffic from the members of the public 	To be advised on the financial implications	All Heads of Bus icw BU HRM Managers and BU Finance Managers Safety Committee comprising all BU Safety Committee All Heads of Bus icw BU HRM Managers	All BU Heads icw GM: Corp Serv
4	Awareness building for Employees	Roadshows for employees per Sub-BU (functional areas) Posters	Prepare appropriate informative and medically validated presentations Augmentation of the existing operational plan and communicate to all stakeholders.	Resourses to be provide in-house	All BU Heads All BU HRM Managers SM: HRM Coordinator: Occupational Health (S. Sithole) BU ERO (Employee Relations Officers)	GM: Corp Serv icw All Heads of BUs
ശ്	Awareness building for Councillors	Awareness workshop for councillors	Prepare appropriate informative and medically validated presentations	Recourses to be provide in-house	SM: Political Support (Acting) SM: HRM Coordinator: Occupational Health (S. Sithole)	GM: Corp Serv icw SM: PS (A)
ý	Public awareness	A message to be made to the residents of the in respect to provision of municipal services	Media by the Mayor Circular by the ACM to municipal employees	Internal	SM: OCM and SM: PS (A)	ACM
7	Disaster Plan	Take direction from the provincial disaster management centre	Monitoring, evaluation and implement mitigating strategies	Internal	Manager: Disaster	ACM icw GM: Comm Serv

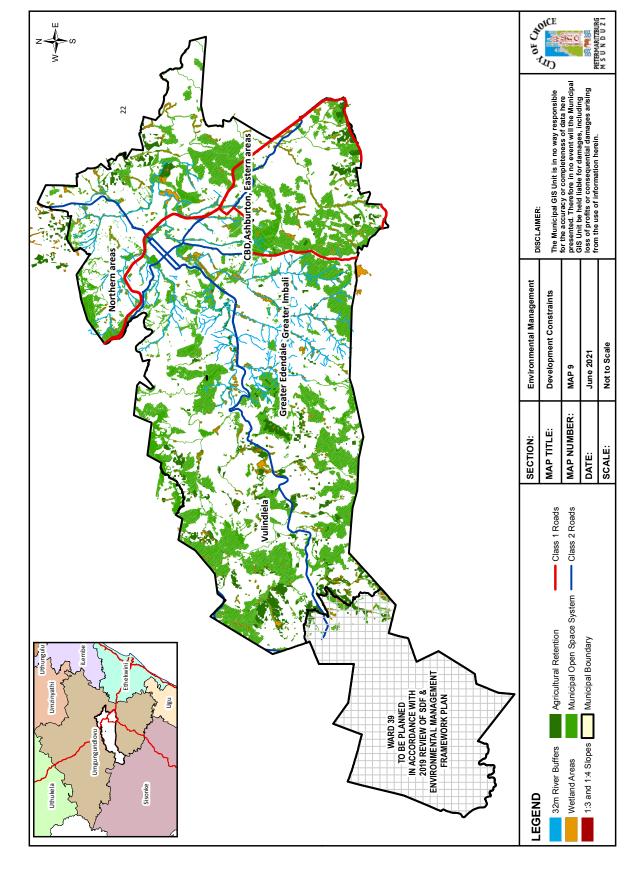
MAP 8: Evenviromental Management: C-Plan





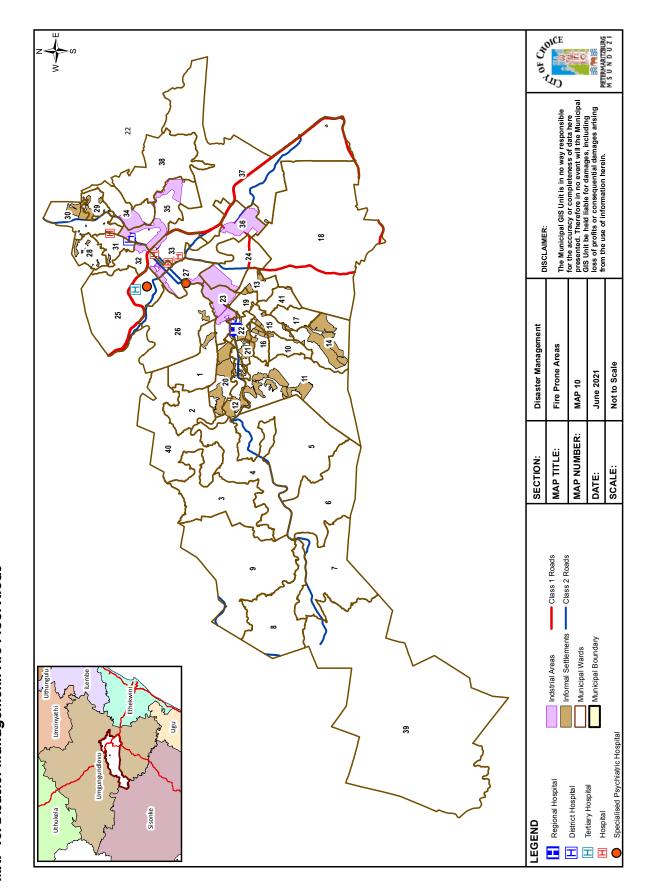
MAP 9: Evenviromental Management: Development Constraints

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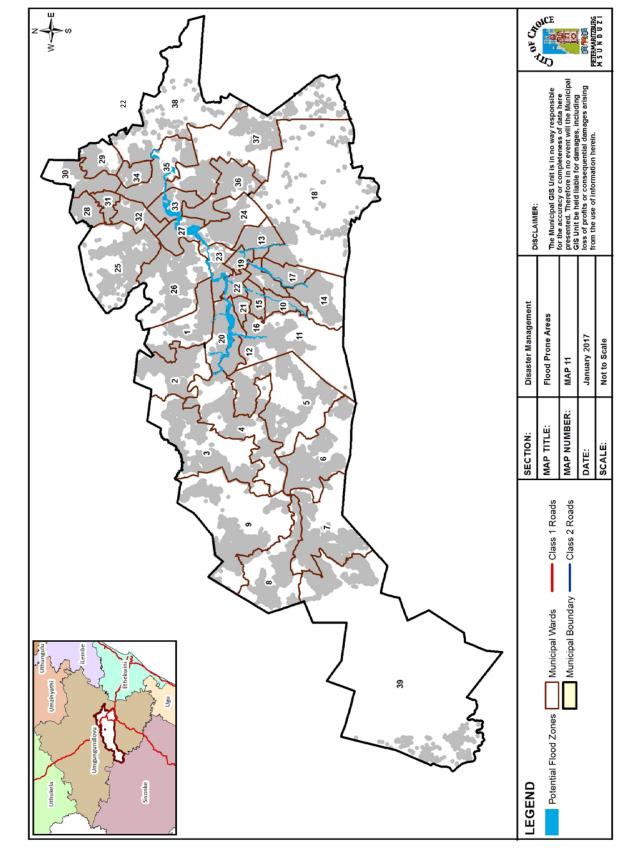


MAP 10: Disaster Management: Fire Proof Areas









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3.4 DISASTER MANAGEMENT

3.4.1 INTRODUCTION

The Disaster Management Act (57 of 2002) clearly outlines initiatives that must be undertaken to make sure that organs of state comply with the Act and policy framework on disaster management. The Msunduzi Municipality is prone to different types of disasters, both natural and human made. Natural disasters range from snow, wind, fires to floods and tornados. It is therefore important to understand that natural disasters cannot be prevented, but that the least the Municipality can do is to develop strategies to mitigate the effectiveness of such natural disasters.

Closer relationships with other departments is needed to mitigate the effect of natural disasters In addition, it is important to note that human disasters can be prevented by making sure that continuous sharing of information takes place with the community at all times.

The uMgungundlovu District Municipality has prepared a draft Disaster Management Plan, which the Msunduzi Municipality has been part. The Municipality Disaster has developed an in-house Disaster Management Framework and a Disaster Management Plan. All these are now for review and a consolidated procedure and protocol manual will be done in JULY 2020 for the approval of full council.

The latest pandemic for the COVID 19 had kept the entire municipality on the alert phase where a number of MJOC meetings are taking place in our both local authority and district.

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, to provide a safe environment, and to provide relief assistance for the affected. During the 2019/2020/ financial year, risk analysis workshops were conducted and the raw data processed. The full council approved the Disaster Management plan during May 2019. Disaster management officials conducted awareness campaigns and major hazard risks visitations to alert the community to the dangers of floods, fires and strong winds.

Relief supplies and assistance was given to those affected by storms, fires, and other disasters. Relief is in the form of temporary accommodation, food rations, and waterproofing.

Community and school Awareness campaigns conducted reached community members in Msunduzi area. Due to COVID 19, WE HAD TO DO PUBLIC ANNOUNCEMENTS IN WARDS ADVISING PEOPLE OF SAFE DISTANCING AND WEARING OF FACE MASKS. THIS WAS DONE THROUGH A LOUD HAILER, AS WE DID NOT HAVE ANY CONTACT WITH PEOPLE.

• During the 2019/20 financial year 168 incidents that affected 3807 people were responded to. Total emergency relief supplies cost amounted to R1, 264,114.

KEY ISSUES RELATING TO DISASTER MANAGEMENT INCLUDE

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



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(ii) FIRE SERVICES

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

- (a) preventing the outbreak or spread of a fire;
- (b) fighting or extinguishing a fire;
- (c) the protection of life or property against a fire or other threatening danger;
- (d) the rescue of life or property from a fire or other danger;
- (e) subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service; or
- (f) the performance of any other function connected with any of the matters referred to in paragraphs (a) to
- (e) During the 2015/2016 financial year, a total of 1898 fires were attended to, and 615 other related incidents were attended to. During the 2016/2017 financial year, 1270 fires were attended to and 335 other related incidents were-attended to. Average response times in urban areas have increased from 15 minutes to during 2015/2016 to 16 minutes in 2016/2017 financial year. In rural areas, the average response time for both financial years was 35 minutes.

KEY ISSUES RELATING TO FIRE FIGHTING:

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

(iii) TRAFFIC SERVICES

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

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

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

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

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

KEY ISSUES RELATING TO TRAFFIC SERVICES INCLUDE:

Shortage of employed personnel;

Reliability of the traffic services fleet; and

Human resource issues relating to change management, training, staff morale, and disciple.



(iv) SECURITY SERVICES

The Security Services Section's responsibilities include:

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

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

TABLE 17: SAFE CITY PIETERMARITZBURG ROLEPLAYERS

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

KEY ISSUES RELATING TO SECURITY SERVICES INCLUDE:

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



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 18: DISASTER RISK PRIORITY

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

3.4.4 RISK REDUCTION AND PREVENTION

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

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

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

TABLE 19: SWOT

KEY ISSUES RELATING TO THE DISASTER MANAGEMENT INCLUDE:

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

STRENGTHS

The in-house review of the Consolidated
 Disaster Management Framework and Disaster
 Management Plan.

WEAKNESSES

- Funding
- Shortages of staff
- Tools of trade
- Staff morale
- Human Resources issues relating to current level of skills and training needs.

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OPPORTUNITIES

- Put inplace mechanisms for stakeholder participation and technical advice
- Conduct risk assessment to inform risk management.
- Monitor update and disseminate risk information to entities and communities
- Ensure to conduct quality control capacity building
- Prioritise disaster risk, declared areas communities and households
- Development, Projects programmes for Disaster risk management

THREATS

- Floods
- Structural fire
- Droughts
- Fires
- Severe weather Conditions
- Lightning/Thunderstorm.
- Service delivery protests
- Covid-19

C2-DEMOGRAPHIC CHARACTERISTICS

3.5 POPULATION

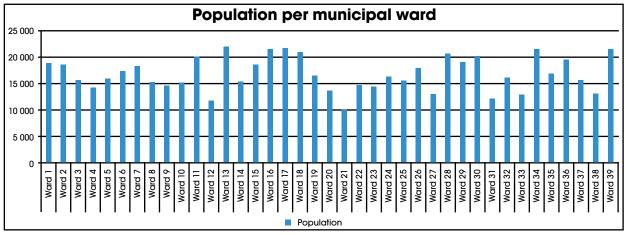
In 2016, Msunduzi Local Municipality had approximately 682 000 people. The Municipality carries approximately 181 594 households with approximately 423 households per square kilometre (hh/km2). The year-on-year (y/y) average households' growth within the municipality is currently at 1.6%. Msunduzi has a 60,0% labour force participation rate and 41.2% labour absorption rate with 39,9% of the population employed. Each household earns approximately R6773 per month with 37,6% of households earning low income. The majority (49.6%) of Msunduzi residents have either grade 12 (39,0%) and highereducation (14,7%). The working age population (69,5%) dominates the municipality and is followed by youth at 25,4%. Table 6 herein below provides a consolidated demographic overview of Msunduzi Local Municipality.

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

The table below indicates the population per ward in the Municipality. The wards with the highest population include wards 13, 16, 17, 18, 28, 30,34 and 39 each with more than 20,000 people per ward.



Figure 5a: Population per municipal ward (StatsSA, 2016)



Stats SA Census 2016

3.5.1 POPULATION GROWTH RATE

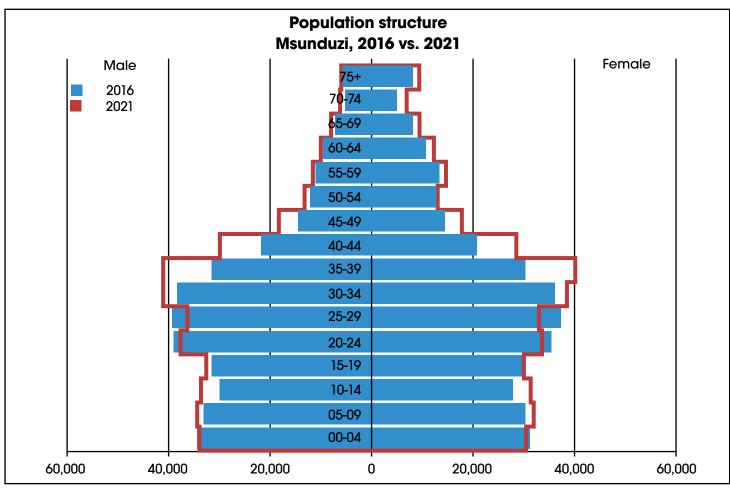
A review of the anticipated growth rates for the next 5 years, 2017 – 2021 is provided below. The basis of these projections is derived from the historical growth rates experienced in the municipality between the 2001 and 2011 Census, which is estimated to be approximately 1.1%. This is higher than both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

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

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



Figure 5c



Source: IHS Markit Regional eXplorer version 1070)

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

TABLE 20: PREVALENCE OF CHILD HEADED HOUSEHOLDS

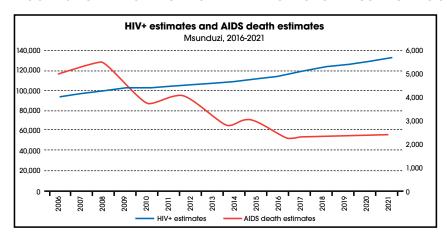
	No. of H	ouseholds he Children (0-17 years)		% of Households headed by Children (0-17 years)					
	1996	2001	2011	1996	2001	2011			
uMgungundlovu	2 215	1 398	1 755	1,2	0,6	0,6			
uMsunduzi	1 067	674	920	0,9	0,3	0,6			

Department of Health, 2011 Annual Report

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



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



Source: IHS Markit Reginal eXplorer version 1070

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

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

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

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

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

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

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TABLE 21: SWOT

KEY ISSUES RELATING TO POPULATION

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

STRENGTHS

- A stabilising population growth rate.
- Decreasing number of child-headed households
- The majority of the population in the economically active age cohorts

OPPORTUNITIES

- The majority of the population in the economically active age cohorts
- · Good levels of education amongst adults
- Improving levels of literacy and tertiary training.

WEAKNESSES

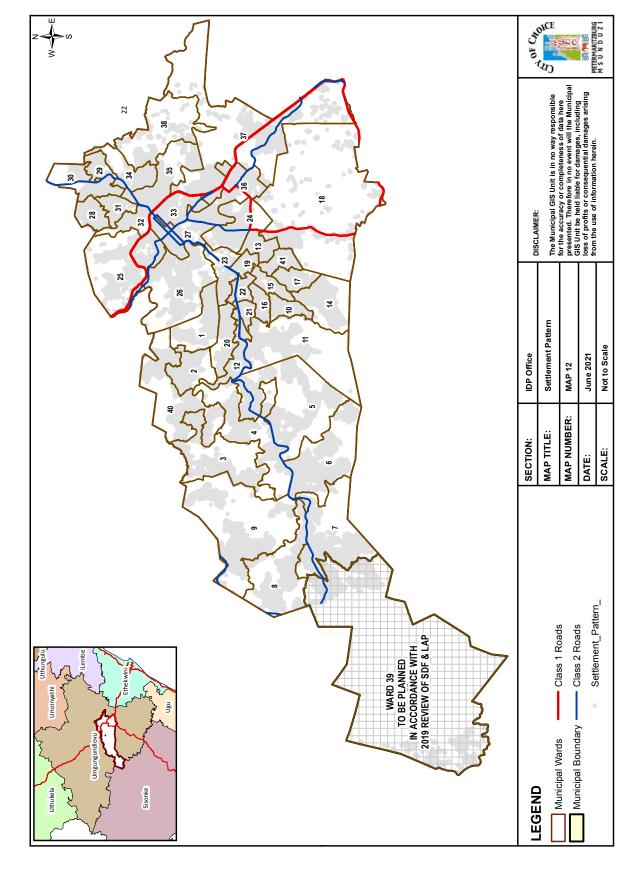
- High number of economically vulnerable households
- Places of residence some distance from work opportunities.
- High levels of unemployment.

THREATS

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

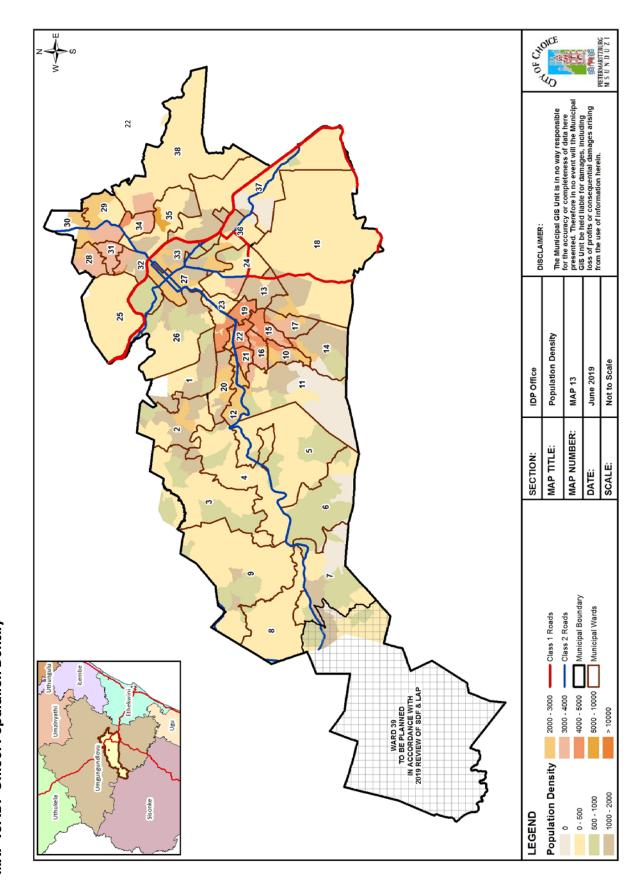
MAP 12: IDP Office: Settlement Pattern





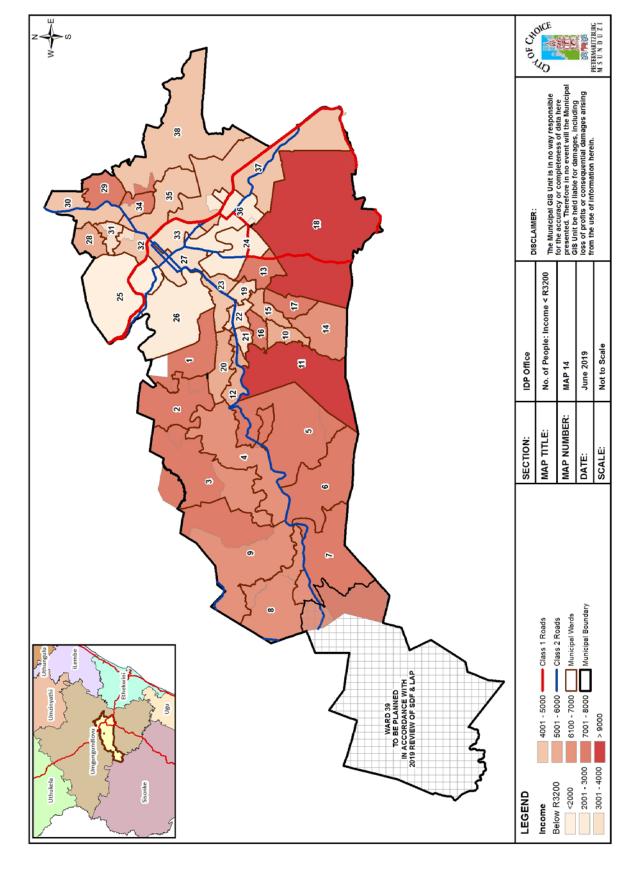
MAP 13: IDP Office: Population Density





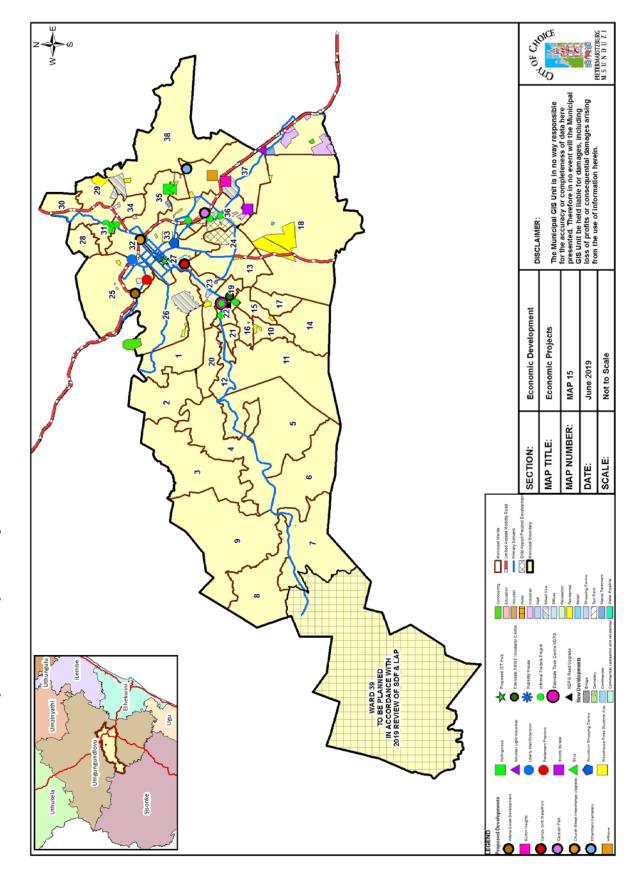
MAP 14: IDP Office: No. of People Income < R3200





MAP 15: Economic Development: Development Projects







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C3-PGDS GOAL: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3.6 MUNICIPAL TRANSFORMATION

At a special meeting of the Council held on Tuesday, 09 April 2019, the MEC: COGTA, KZN, announced the decision to invoke Section 139(1)b of the Constitution at the Msunduzi Municipality. Recent governance and control environment review has indicated lapses as follows:

- There is absence of tone at the top which renders consequence management and the administration of the municipality ineffective.
- Condonation of unauthorized, fruitless and wasteful expenditure done without due process despite
 having established the Disciplinary Board to investigate allegations of financial misconduct and monitor
 the institution of disciplinary proceedings against an alleged transgressor, the process is ineffective and
 financial misconduct investigations and prosecutions takes long time to conclude.
- The agenda of Council is cumbersome and Legal and Financial implications of submissions not properly articulated.
- Conflicting Delegations and Ineffective use of Council Committees.
- There is lack of diligence in implementing resolutions of Council, Exco, Audit Committee and SMC.
- Time lag between reporting periods and date of oversight meetings is inefficient.
- Due diligence not properly done for the structural changes in the Municipality and Non-filling of critical positions or taking more than a year to start a process of filling key vacancies.
- There is ineffective implementation of risk management strategy and risk management processes as well
 risk appetite and tolerance levels not established. Regression of Municipality in Audit Outcomes.

The Municipality has developed and adopted a Change Management Strategy motivated by the current and future developments of as articulated in the Integrated Development Plan (IDP). The strategy aims to provide rationale and guidance towards building the Change Management capability in the organisation. This capability is essential in effectively managing large and strategic organisational changes throughout the municipality. The scope of strategic initiatives articulated in the IDP implies major operational shifts in the organisation's structure, culture, technologies, people and service levels. In its IDP, Msunduzi Municipality has undertaken to deliver several initiatives aimed at strengthening its institutional capacity as well as improving overall employee productivity and service delivery levels. Below are a few examples of the projects in scope:

- Roll-out of performance management practices to all professional employee levels
- SAP ERP Project
- Organisational restructuring and staff placement
- Turnaround of service delivery programme on basic services (water, sanitation, electricity, human settlements, refuse removal, roads)

The facilitation of change management is not an isolated activity with little bearing on the broader organisational strategy objectives. Instead, it takes account of a systemic or 'whole organisation' perspective to institutional effectiveness. This is based on that an institution such as a municipality is an inter-connected organism. The principles of organisational effectiveness are central to strategic change management, and below are some key elements that influence the people change leadership philosophy:

- **Goal Attainment Approach:** defines an organization as effective to the extent that it accomplishes its stated goals if such goals are clearly stated, time bound and measurable.
- Constituencies Approach: defines an organization as effective to the extent that all strategic constituencies
 are at least minimally satisfied.
- **Internal Processes Approach:** defines an organization as effective to the extent that combines internal efficiencies and effective health where costs, outputs and satisfaction are easily measurable.

3.7 ORGANISATIONAL DEVELOPMENT

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

3.7.1 POWERS AND FUNCTIONS

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



TABLE 22: POWERS AND FUNCTIONS OF THE MSUNDUZI MUNICIPALITY

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



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

Planning and Promotion of Integrated Development

Planning and promotion of the Integrated Development Plan (IDP)

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

Planning and promotion of land development

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

Planning and promotion of economic development

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

Planning and promotion of environmental development

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

Service delivery

Housing Services

The Municipality does take on aspects of this function, which includes finding land and beneficiaries for 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.

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Community Development Services

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

Emergency Services

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

Public Safety Services

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

Public Works

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

3.7.2 ORGANISATIONAL STRUCTURE/ ORGANOGRAM

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

- Infrastructure Services;
- Community Services;
- Sustainable Development and City entities;
- Financial Services; and
- Corporate Services

The City 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.



APPROVED FUNCTIONAL ORGANOGRAM

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

FIGURE 8: Organogram of Top Management

		TIER 1				I	
		CITY MAN	AGER				
		FUNCTION					
		Strategic I					
		Political St	•				
				liance, Performance			
		Knowledg	e Managen				
			cations & IG	R			
		Internal A	udit				
TIER 2	TIER 2		TIER 2		TIER 2		TIER 2
CHIEF FINANCIAL OFFICER	GENERAL M CORPORATE	-	GENERAL I INFRASTRU SERVICES	MANAGER: CTURE	GENERAL I COMMUN SERVICES	Manager: Ity	GENERAL MANAGER: SUSTAINABLE DEVELOPMENT & MUNICIPAL ENTITIES
TIER 3	TIER 3		TIER 3		TIER 3		TIER 3
SENIOR MANAGERS	SENIOR MAI	NAGERS	SENIOR MA	ANAGERS	SENIOR MA	ANAGERS	SENIOR MANAGERS
EVENIDITUE MANIA CEMENT	LECAL CEDY	ICEC.	ROADS AN	D	DUDU O OA	FFT)/	DEVELOPMENT
EXPENDITURE MANAGEMENT	LEGAL SERV	ICES	TRANSPOR	TATION	PUBLIC SAI	<i>'</i>	SERVICES
BUDGET PLANNING	SECRETARIA	т &			SERVICES 8	-	PLANNING &
IMPLEMENTATION &	AUXILIARY S		WATER & S	ANITATION	ENFORCE		ENVIRONMENTAL
MONITORING							MANAGEMENT
MONITOR MADE	HUMAN RES	OURCES	ELECTRICIT	Υ	WASTE MA	NAGEMENT	HUMAN SETTLEMENTS
REVENUE MANAGEMENT	ICT		PDO IECT N	MANAGEMENT UNIT	RECREATIO	ON &	CITY ENTITIES
REVENUE MANAGEMENT			PROJECTI	VIANAGEIVIENI ONII	FACILITIES		
SUPPLY CHAIN					AREA BASE	:D	
MANAGEMENT	FUNCTIONS:		MANAGER	S	MANAGEN	MENT	FUNCTIONS:
	Labour law,	,					
	Contracts, S	SCM,			FUNCTION	S:	Licensing, Business
	Bylaws & Policies, Litigation &		WATER SER	VICES AUTHORITY			Development,
FINANCE GOVERNANCE					Traffic Sec	urity	Economic
& PERFORMANCE		Town Planning &				er	Development
MANAGEMENT	Conveyand				managen		Tarres Diamentos
	Committee translators,				Emergeno	y	Town Planning, Environmental
	Archives, Re		MECHANIC	CAL WORKSHOP	Communi	cations	Management,
	information	• .					Building Control,
							Land Servey,
ASSET & LIABILITY	0				Business V		Environmental Health
MANAGEMENT	Systems, IC	•			Domestic Street Swe		& GEDVI
	Business Op	·	FUNCTION	S:	Garden Si		Housing Planning,
	& ICT Project				Toilets, Lar		Implementation,
FUNCTIONS:				ition Planning,	Recycling		Informal Settlements,
	Personnel, J	lah		nals, Roads &	Con and a Day	4	Administration
Creditors, Pay office, Internal controls	Evaluation, I			er Maintenance, king & Road	Sports, Pai Servitude,		Tourism, Agriculture, Art Gallery / theatre,
Finance Support, Budget	Manageme		Design	King & Rodd		Buildings &	Airport, Safe City
Planning & implementation	Occupation		Design		Facilities	Juliuli igs &	raipon, odic chy
	Health & Sa						
Rates & Auxiliary Revenue,	Organisatio	onal	Water & Sc	anitation, Planning,	Area Base	d	
Customer Care, Utilities,	Developme	ent & Skills		Construction	Managen	nent, Halls,	
Debtors Management	Developme	ent	Monitoring	g. Operations &	HIV & Soci	al Services	
				nce & Infiltration			
Supply Chain			Control				
Management, Stores							
Financial Cash			Electrical I	Planning, Revenue			
Management, Financial			1	nent & Operations			
performance, Compliance & Reporting			Maintena				
Loss Control, Asset			Financial	Management,			
management, Fleet, Real				gineering &			
Estate & Valuations			Control	5			
			Pollution C	Control.			
			1	ce & Monitoring			
				rvicing, Welding,			
				uto Electrical &			

Tyre Bay, Auto Electrical &

Machining



3.7.3 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

(a) MUNICIPAL MANAGER AND SECTION 56 POSTS

The municipal manager and three section 56 posts are filled. There are two vacancies, General Manager: General Manager Infrastructure Services and the General Manager Community Services. These posts have already been advertised and interviews have been conducted accordingly.

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

(b) FILLING OF VACANT POSTS

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

TABLE 23: VACANT POST ADVERTISED

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

The filling of critical vacancies is to be addressed alongside the implementation of workable 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.

3.7.4 HUMAN RESOURCE DEVELOPMENT

(a) EMPLOYMENT EQUITY

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



TABLE 24: EMPLOYMENT EQUITY WITHIN THE MSUNDUZI MUNICIPALITY

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

(b) WORKFORCE CAPACITY DEVELOPMENT

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

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

TABLE 25: TOTAL NUMBER OF EMPLOYEES WHO RECEIVED TRAINING 2021/2022

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

INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



OCCUPATIONAL		FEM	ALE			MA	LE			TO	TAL		TOTAL	% OF TOTAL
CATEGORY	A	C		W	A	C		W	A	C		W	IOIAL	EMPLOYEES
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 2016 and the latest review was in 2016.

(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.

3.7.5 WORKPLACE SKILLS PLAN (WSP)

The WSP is an annual plan developed by the Msunduzi Municipality that describes the training and development strategy of the organization, 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 Workplace Skills Plan 2017/2018 and the Annual Training Report 2015/2016 to the Municipal Manager, The Chairperson of the Corporate Services Portfolio Committee, and Union Leadership for signing before 30 June 2016, as the reports must reach the Local Government SETA by the 30th of June, 2016.



INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

3.7.6 PROCESS FOR PREPARING THE WSP:

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

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

TABLE 26: SWOT

KEY ISSUES RELATING TO MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT:

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

STRENGTHS

- Reviewing of the organogram.
- The development of a more customer focused organisation (Incorporation of Batho Pele principles).
- Training for employees
- Internship opportunities.
- Employee wellness campaigns

OPPORTUNITIES

- The development of a cohesive organisational structure.
- Changing organisational culture to be performance driven.
- SAP System to integrate process
- Msunduziis a University precinct.

WEAKNESSES

- · Low morale in staff.
- Fraud and corruption.
- Uncoordinated and disintegrated systems development.
- · Low compliance with HR protocols
- High Vacancy rate
- Policy Implementation

THREATS

- Increased unemployment rates
- Shortages of key skills
- Funding
- Workplace Culture



C4-SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

3.8 INTRODUCTION

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

TABLE 27: MUNICIPAL SECTOR PLANS

Water Services Development Plan Bulk Water Master Plan Bulk Water Master Plan Bulk Sanitation Master Plan Sanitation Master Plan is currently been developed. This will now include all the proposed housing developments with recommendations for a possible speed and possible speed and process of being revised. Bulk Water Master plan is currently been developments with recommendations for a possible speed and process of being The WSDP was adopted by council in December 2019. A consultant has been appointed. It is anticipated that this process will be completed by December 2019. It is anticipated that this process will be completed by December 2019.
Bulk Water Master Plan Bulk Water Master plan is currently being revised. This will now include the greater Vulindlela area and Ashburton. Bulk Sanitation Master Plan Sanitation Master Plan is currently been developed. This will now include all the proposed housing developments with recommendations for a possible A consultant has been appointed. It is anticipated that this process will be completed by December 2019 It is anticipated that this process will be completed by December 2019.
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developed. This will now include all the proposed housing developments with recommendations for a possible be completed by December 2019.
the proposed housing developments with recommendations for a possible
with recommendations for a possible
·
cocondary Wasto Water Treatment Works
secondary Waste Water Treatment Works.
Non-Revenue Water Approved 2010 This is now being implemented
Reduction Master Plan
IWMP Approved Adopted March 2015
Environmental Status Quo Approved-updated Contains twelve specialist studies
Environmental Management Approved-updated GIS environmental spatial layers
framework linked to spatial decision support too
(SDST)
Strategic Environmental Complete Long terms
Assessment (SEA)
Strategic Environmental Complete Contains 26 priority specific Action
Management Plan (SEMP Plans
Climate Change Policy Complete, Currently refining data on 5 focus
Comprehensive Integrated Approved by Council Legislative Requirement. To be
Comprehensive Integrated 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 Needs update
Road Safety Plan (2007) No proof it was approved by Council Needs update
Non-Motorized Network Plan Not approved by Council Under review, being integrated with
2009 IRTPLAN
Roads Asset Management Approved Approved during 2015/2016 financial
Plan (RAMP) (2006) year
Integrated Rapid Public Approved by Council Network under design for
Transport Network (IRPTN) implementation
Plan
Public Transport Network No proof it was approved by Council Superseded by IRPTN
Plan (2002)
Building Asset Management Not Approved Budgeted for 2016/2017 financial year
Plan



3.9 WATER

3.9.1 LEVELS OF SERVICE

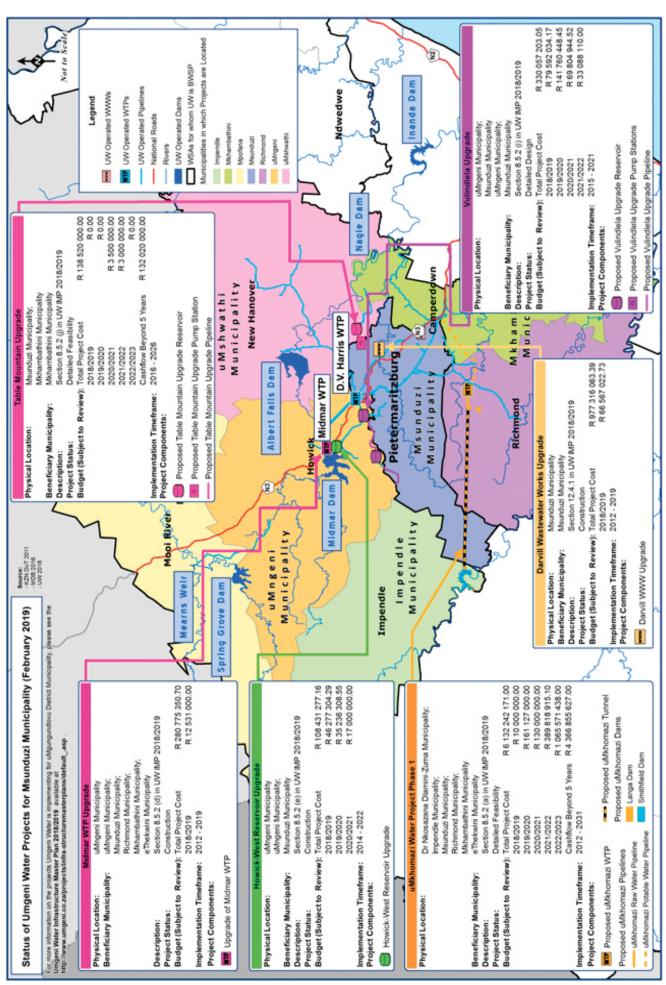
Census (2011) indicates that houses receiving piped water inside their dwelling have increased from 38.3% of households in 2001, to 47.9% of households in 2011. The Census further indicates that only 3.9% of households have no access to piped (tap) water, and only a further 3.9% of households are between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

3.9.2 WATER SERVICES DEVELOPMENT PLAN

The City is required by law to develop a Water Services Development Plan which needs to be aligned to the Integrated Development Plan. The Water Services Development Plan has been recently reviewed during the 2015/16 final year. 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 proposed water upgrades and infrastructural investment framework within the Msunduzi municipality is broadly comprised of uMngeni water upgrades, bulk upgrades, future networks, peak pressure upgrades, static pressure upgrades and velocity upgrades which account for approximately R 500 million in costs. The orderly phasing or implementation thereof may be represented as follows;

Description of work	Estimated cost (rand 2015/16 value)
Backlog	R 170 982 980
Immediate upgrades	R 13 173 720
Short term upgrades	R 91 875 700
Medium term upgrades	R 182 042 140
Long-term upgrades	R 39 582 340
	R 497 656 880







INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

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. Interms 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 bulkwater 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.

In order to ensure that the City adheres to the aforementioned legislation and further ensure our citizens are adequately catered for; the following were the list of core achievements for 2017/18 financial year: -

- 1) A total of 1.7 km of defective water pipelines was either replaced or repaired.
- 2) The Total Water Losses for Financial year 2017/2018 was 29.3%. This represents compliance with the Uniform Financial Ratios and Norms as set out in the MFMA circular 71 of 2014. The norm should be between 15% and 30%.
- MIG-Sanitation Infrastructure: 12 highest infiltration manholes repaired and retrofitted for water conservation purposes.
- 4) Copesville Reservoir: Feasibility study complete in order to accommodate additional information from the Human settlements department. Falls under the Back to basic requirements.
- 5) Water Reticulation System inward 39 Ncwadi (meaning book or register). Five borehole were identified and two were augmented; a 50 000 and 25 000 litre capacity boreholes. There are also plans to identify springs to further sustain and supply water to these areas.

The following is a summary of Non-Revenue Water interventions undertaken 2017/2018 financial year: -

Reservoirs: 19
Zonal Meter Sites: 259
BPT Sites: 56
PRV Sites: 156

1. Assessment of Zone Integrity and Rectification of Breaches.

Total No. assessed: 490
Zonal Meter Sites: 259
BPT Sites: 56
PRV Sites: 156 50

INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



2 New Pressure Management Zones and Pressure Optimization of existing Zones.

Location: Vulindlela

Total Proposed PRV's: 15
Total Existing PRV Optimization: 45

Hydraulic Modelling and Pipe upgrades.

Total Length of Proposed Pipe Upgrades: 10.66 km

4 Bulk Meter upgrades and/or rezoning.

Total Existing Bulk Meter: 259
Total Proposed Bulk Meter: 1 8
Total Existing Meter Chamber Proposed Decommissioning: 43

6 Level 1 and 2 Leak Detection.

Survey 1 (Total Length of Pipe): 494.5 km of 494.5 km Survey 2 (Total Length of Pipe): 370.9 km of 494.5 km

5 Replacement of Domestic meters.

Location: Msunduzi Municipality (Excluding Vulindlela)

Total No. of Domestic Meters replaced: 2 204 (as at 31st May 2018)

The Msunduzi Municipality still maintains the Blue Drop Status. The award is called Blue Drop with Platinum Status as Msunduzi Municipality has achieved its drinking water quality summa-cum-laude for 3 consecutive assessment periods.

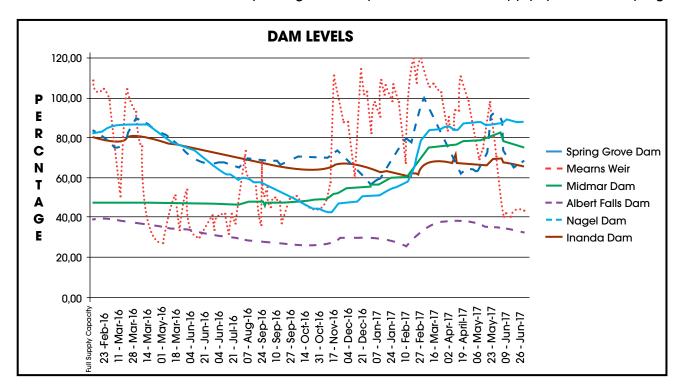
The blue drop status was launched in 2008 by the Minister of Water affairs, with the focus on an excellence approach to drinking water provision and water quality management. It is important to note that Blue Drop Assessments do not only look at the quality of drinking water but the entire water provision cycle. It looks and scores, the competence and skills capacity of technical staff, the procedures that are followed in the event of an incident, the adequacy of the budget for maintenance purposes, proof of adequate maintenance on our water infrastructure, drinking water compliance(SANS 241: 2011), Water use efficiency and Asset Management to name a few.

PMB (New City and Old City):

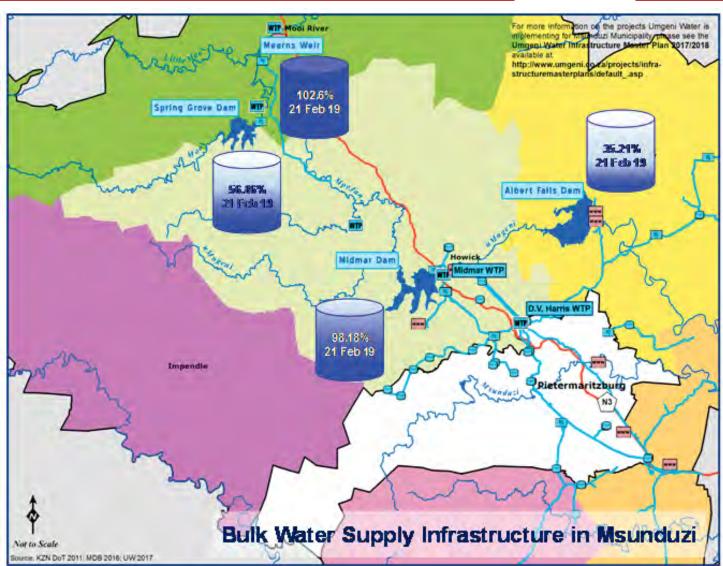
- 20 BPT zones were inspected and 14 found unmetered. 8 out of 14 unmetered BPT's had bulk meters installed
 on the outlets. During the current FY these same 8 BPT outlets were associated to the i2o portal in the MM
 control room for realtime monitoring of outflows;
- Two PMZ's for the MM CBD were desktop designed and are awaiting implementation. Implementation was delayed due to insufficient budget;
- 8 839km of reticulation was surveyed for Leaks using level 2 and 4 Detection methods. 8 740 Leaks found and 8 565 repaired to date (98%completion achieved). Estimated SIV reduction of 29,2 ML/day and monetary savings accounted to R53,6 million p.a.;
- Municipal backlog in 450 pipe leaks from HEAT system was undertaken as additional scope. These reported entries from the HEAT system were attended too;
- 24 733 Flow restrictor devices (Restrictor Washers) were installed on domestic connections to reduce water consumption and overall the water demand of numerous supply zones;
- Ad-hoc pipe repairs for leaks on the 400mm main pipeline from Haythorns Reservoir to the Northdale area of supply. This was completed witha 150mm scour outlet for future system maintenance activities
- 6 BPT zones had been identified with high leakage factors after analysis. Leak detection surveys were
 conducted for the BPT supply zones and as such Taunton Rd BPT zone real losses were reduced by 10.8m3/h
 from the result of this analysis;
- A piloted intervention was performed by the Consultant for the reduction of internal leakage. Internal leakage and repairs were first performed in the Haniville supply area. Contractors surveyed 847 houses and repaired 2808 leaks. The Haniville supply zone had a baseline night flow of 53m3/h and was minimized to a night flow of 35m3/h. The approximated savings accumulated to R1.229 million p.a. for this supply zone;
- Reviewing the results from the piloted area, 5 other supply zones were targeted. These five were viz. Cinderella Park, Madiba Park, Thembalihle, Edendale Ward 19 and 23. In total, 4998 houses were surveyed by the Contractors and 24 897 internal leaks were repaired;



- Benefits of our work included updating of Municipalities' GIS info for supply systems as we progressed.
 Vulindlela:
- Bulk meters inspected for 19 Reservoirs zones and maintained in working condition due to new installations
 of previous contract a year ago; 5of these meters were refurbished during the current FY;
- 184 Bulk meters audited within last FY i.e. zone meters, BPT outlet/inlet meters, district meters. 115 of the 184 inspected bulk meters not functional. 33 bulk meters refurbished/replaced to date under;
- 31 of 43 BPT sites were inspected and found unmetered, 20 of the 31 unmetered sites were installed with a new bulk meters to measure minimum night flows and SIV per BPT zone. The remaining BPT sites had deteriorated storage tanks and were planned for replacement with 45 desktop designed PMZ's;
- 2 605 km of reticulation was surveyed for Leaks using level 2 and 4 Detection methods. 1 796 Leaks were
 found and 1 791 repaired to date(99% completion). Estimated SIV reduction of 7,25 ML/day and monetary
 savings accounted to R13,4 million p.a;
- Benefits of our work included updating of Municipalities' GIS info for supply systems as we progressed.







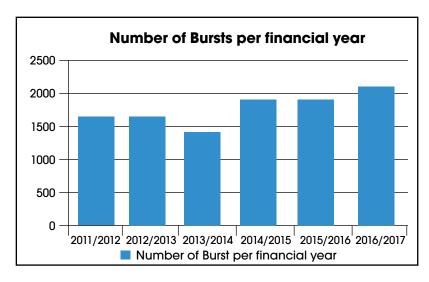
(i) OPERATIONAL MANAGEMENT

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: Mainline Burst trends per financial year



Msunduzi 2016/2017 Annual Report

TABLE 28: CORE NON- REVENUE WATER REDUCTION STRATEGIES

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

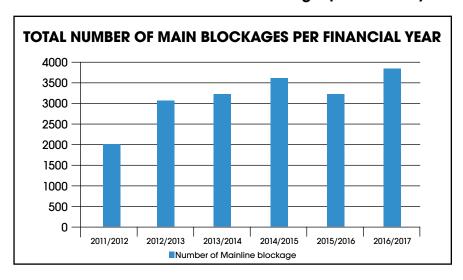
Households with flush toilets connected to sewerage, however, have declined from 52.3% in 2001 to 51.6% (84 675 households) in 2011. Census (2011) further indicates that only 2% or 3 316 households do not have access to any form of sanitation, and that 34.1% of households have pit latrines, both ventilated 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



Msunduzi 2016/2017 Annual Report

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

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

The following is a list of core sanitation achievements in the 2017-2018 fi nancial year: -

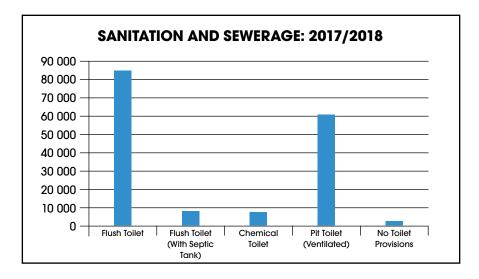
- A total of 1190 Ventilated improved Pit Latrines (VIPS) were constructed for the basic sanitation program.
- In addition, 33 new Water Borne Sewer connections were constructed during the 2017/2018 fi nancial Year.
- Ward 10 333 VIPS erected (inclusive of the 1190 VIPs erected)

A total of 9.31 km of new sewer pipe was installed in 2017/2018 with projects undertaken as per below.

- 1. Ward 16 2.21 km
- 2. Ward 10 6.0 km
- Ward 13 35 and 19 0.8 km
- 4. Ward 18 and 13 0.3 km



FIGURE 11: SANITATION / SEWERAGE GRAPHIC



The Bulk Sanitation master plan was completed and incorporated into the Water Services and Development Plan (WSDP).

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. The Msunduzi Electricity Unit is licenced by the National Electricity Regulator of South Africa (NERSA) to supply electricity to 50% of the total customer in the Municipality's area of jurisdiction and the other 50% which is comprised of the Greater Edendale and Vulindlela areas is supplied by Eskom. The Electricity Unit operates under the Electricity Regulator Act (2006).

The Electricity Unit generates approximately 40% of the total revenue of the Municipality. 70% of the income for the Electricity Unit comes from our large customers (industrial and commercial) and 30% from our residential customers. Msunduzi purchases electricity in bulk on the Megaflex tariff from at 132 00 volts and is transformed to lower voltages. There are two Eskom in-feed points (Msunduzi substation and Mersey substation). We have a notified maximum demand of 350MVA (Mersey 160MVA and Msunduzi 190MVA).

The Hilton and Sweetwaters areas are still experiencing continuous outages due to the numerous faults on the existing 11kV networks. Capacity on the existing Crossways Substation is running very thin and with the number of new developments taking place in these areas, capacity will soon runout. Upgrades of the substation are urgently required to address these issues.



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 KVUpgrade Plan, a Street Lighting Plan, and a Substation Maintenance Plan. The Municipality's current maintenance programme focusses on the replacement of defective street lights and the refurbishment of mini substations and pole transformers.

The Municipality is currently implementing the Hilton/Sweetwaters 33 KV line upgrade project, which will stabilise power in these areas. The Municipality is also currently busy with the provision of high mast lighting in Greater Edendale and Vulindlela. The electrical assets in the Municipality are aging, and there are more than 10 transformers that are more than 38 years old, which need replacement and refurbishment. The Municipality has embarked on a 10 year transformer replacement programme. Vandalism, tampering, and theft of electricity assets are on the increase.

More protection and fraud prevention strategies are needed to safe-guard electrical assets. There is also a critical shortage of skilled management and technical expertise in the department.

CHALLENGES

There is a high backlog on maintenance, refurbishment and upgrade of the Primary network, Secondary substations, Overhead lines and Cables, thus contributing to unplanned outages and more funding is required to address these challenges. Overloaded networks and illegal connections are contributing to the high number of replacement of equipment that has blown up.

PRIMARY NETWORK

Vandalism of primary networks (132kv towers, etc) is putting the networks at risk and may result in extended outage to the entire City as the main transmission lines coming from Eskom and within Msunduzi networks are vulnerable. Annual supply contract for power transformers has been putin place to replace old and obsolete power transformer and also attend to upgrades where necessary.

SECONDARY MAINTENANCE

Maintenance was done on the Secondary substations, but due to the limited number of contractors on existing contract for maintenance, there ishuge backlog that still needs to be addressed. A new contract was advertised with the intention to get more contractors to assist in attending to these backlogs.

An annual supply contract for switchgear has been put in place mainly for replacement purpose and more funds are required to implement.

11kV OVERHEAD LINE MAINTENANCE

The number of rotten poles is posing a risk to operating personnel and needs urgent attention. The appointment of the new contractors will be addressing the issue in the new financial year. More funds will be required to attend to this.

132 kV OVERHEAD LINE MAINTENANCE

Visual inspection on the overhead lines is ongoing and Eskom is also assisting with their advanced technology where a Helicopter is also used to take photos of the towers and assist on repairs where necessary.

CABLES

Many of the cables are old and overloaded. Currently the network is undergoing refurbishment and modifications with installation of new 630mm2 single core cables and the establishment of distributor substations. 630mm2 single core cables are available.



STREET LIGHTING

In as much as there is a lot of maintenance work carried out to ensure that the City is well lit, there is improvements on the street lights that are functioning although there is still more work to be done. Some sections of street lights are off due to the continuous excavation by the various.

Contractors who damage and then cover the cable. Theft of cables and MCB's, steel covers housing the electrical mains are contributing to the ongoing street light problems.

BLOWN SWITCHGEAR

Due to limited funding, it is not possible to purchase the required switchgear and this further places burden on the network. Ring circuits are not existent because of the blown switchgear. More funds are urgently required to address this problem. This has a negative effect on the operation of the network and the safety of the operators. Also the time it takes to restore power after an outage is now extended unnecessarily

POLE TRANSFORMERS

Circuits that were designed based on the size of the transformer are now overloaded and blowing up because of the theft of electricity due to illegal connections. On average, 3-4 pole mounted transformers per month are replaced after blowing up due to overloading caused by illegal connections and at this rate there will be time where there will be no stock to replace and communities runs a risk of sitting without electricity for extended periods.

Substation Number	Substations Maintained :	Date Maintained:	Maintained By:	
347	Bernard / Plymouth	23 Feb16	Atam	
137	Exeter/ Newlyn	23 Feb 16	Atam	
844	Gogas Road	23 Feb16	Manavi	
394	Helston/Newlyn	23 Feb 16	Atam	
M30	Manuel/ Mothie Singh	23 Feb16	Manavi	
988	Manuel/ Pearl	23 Feb 16	Manavi	
711	Plymouth/ Helston	23 Feb16	Atam	
879	Rajput / Nagasar	23 Feb 16	Manavi	
1001	Brixham/ Aquarius	24 Feb 16	Manavi	
980	Brixham/ Townview	24 Feb 16	Manavi	
1134	Satinspar/ Garnet	24 Feb 16	Atam	
1132	Satinspar/ Kyanite	24 Feb 16	Atam	
1131	Satinspar/ Marble	24 Feb 16	Manavi	
1133	Satinspar/ Moonstone	24 Feb 16	Atam	
\$135	Driftside	25 Feb 16	Manavi	
924	Driftside/ Contactum	25 Feb 16	Atam	
\$124	Driftside/ Slangspruit	25 Feb 16	Atam	
1062	Masons Industrial / Supercrete	25 Feb 16	Manavi	
833	Slangspruit/ Hatford	25 Feb 16	Atam	
1100	Slangspruit/ Westgarth	25 Feb 16	Manavi	
424	Charles Barter/ Da Gama	26 Feb 16	Atam	
\$10	Henry Fynn /Wanderers	26 Feb 16	Manavi	
430	John Welch . In the Park	26 Feb 16	Atam	
452	Louisa / Grange	26 Feb 16	Atam	



Substation Number	Substations Maintained :	Date Maintained:	Maintained By:	
456	Wanderers / Henry Fynn	26 Feb 16	Manavi	
453	Wanderers / Unicorn	26 Feb 16	Manavi	
460	White/ Karel Landman	26 Feb 16	Manavi	
1252	85 Pentrich Road	29 Feb 16	Manavi	
400	Charles Barter/ John Bird	29 Feb 16	Manavi	
S158	Hatford / White	29 Feb 16	Manavi	
393	Ted/ Clodagh	29 Feb 16	Atam	
\$19	Trelawney / White	29 Feb 16	Atam	
966	White / Clifford Engineering	29 Feb 16	Atam	

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 covered 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 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 29: GRAVEL ROADS INFRASTRUCTURE (KILOMETRES)

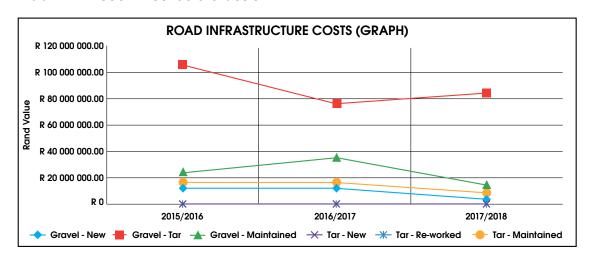
	TOTAL GRAVEL	NEW GRAVEL	GRAVEL ROADS UPGRADED	GRAVEL ROADS
	ROAD	ROADS	TO TAR	UPGRADED/MAINTAINED
2012/2013	890.4	0	29.0	124
2013/2014	865.7	0	24.7	89
2014/2015	850.2	0	15.5	42
2015/2016	609.92	0	25.8	55
2016/2017	624	14.08	17.35	40
2017/2018	610,25	0	13.63	10.8



TABLE 30: TAR ROAD INFRASTRUCTURE (KILOMETRES)

	TOTAL TAR	NEW TAR	EXISTING TAR	EXISTING TAR	TAR ROADS
	ROADS	ROADS	ROADS RE TARRED	ROADS RE-SHEETED	MAINTAINED
2012/2013	1330,8	29	1,4	0	55
2013/2014	1355,5	24,7	6,12	0	5,6
2014/2015	1360,5	39,5	4,88	0	8
2015/2016	1399.79	25.08	7.0	0	10.4
2016/2017	1424.78	17.35	8.1	0	18.5
2017/2018	1438.41	13.63	0.5	0	9.3

FIGURE 12: 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

Pietermaritzburg Airport is the primary airport serving the city of Pietermaritzburg and surrounding areas, including the Midlands and outer west suburbs of Durban. It is the airport's key role to sell aeronautical services and facilities (i.e. the provision of runways, taxiways, aprons and terminals) to airlines. The airlinesthen sell their own product onto the passengers. The airport also sells services such as shops, office space, hangarage and car parks, usually through concessionaires, direct to the passengers, local residents and other customers Many of the services which make up the composite airport product, such as air traffic control, security, fire and rescue, emergency response, ground handling and commercial facilities, can be provided either by the airport operator or by a third party. The area where an airport operator has the most control is in the pricing and provision of non-aeronautical services and facilities in the airport terminal and the surrounding land.

The primary focus for 2019/20 remains on operational compliance and efficiency.



Operational Finance

- Appoint an accountant for airport finance.
- Expand and focus on the non-aeronautical revenue streams.
- Benchmark using airport of similar size and operations.
- Processes and Procedures to be drawn up for revenue collection, billing, reconciliation.
- Develop an Asset register for all airport assets and update annually

Airport Infrastructure

- Dedicated electrician for site infrastructure maintenance.
- Completion of the parameter fence
- Checks and inspections to be conducted as per Technical Guidance Material
- Align infrastructure with industry standards and direction.

Regulatory Compliance

- Staffing for compliance related roles
- Safety awareness and security awareness campaigns and training

ARFFS (Airport Rescue and Fire Fighting Services)

- Procurement of a new fire tender (airport specific)
- Training of fire fighters
- Revise current ARFF structure (include bird and wildlife management, training and emergency response) and reporting line.
- Refurbishment of Fire Station to include training facilities, Emergency Operating Centre and an adequate gymnasium

Commercial

- Commercial activations around the airport to increase non-aeronautical revenue
- Standard lease for all tenants.
- Additional services to attract neighbours to procure services at airport.

Airport Masterplan:

- Review of the masterplan.
- Prioritize segments that contribute to revenue enhancement.

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 the project currently at implementation stage for Phase 1A. Phase 1A covers Ward 22, 23, 27, 13, 19, 24 and 23.

The IRPTN project is about the integration of various modes 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.
- State-of-the-art transport modelling tools.



The ultimate IRPTN network consist the following types of routes:

- Trunk the core route with the highest demand using dedicated right of way for public transport. The trunk
 route for the Msunduzi IRPTN will be along the Edendale/Northdale Corridor known as Edendale Road or
 Moses Mabhida Road, starting from Georgetown to Raisthorpe with a total distance of 17km.
- Complementary other strategic bus routes branded as "Quality Bus" routes.
- Feeder these routes serve more isolated areas, and they feeding to the trunk and complementary bus routes.

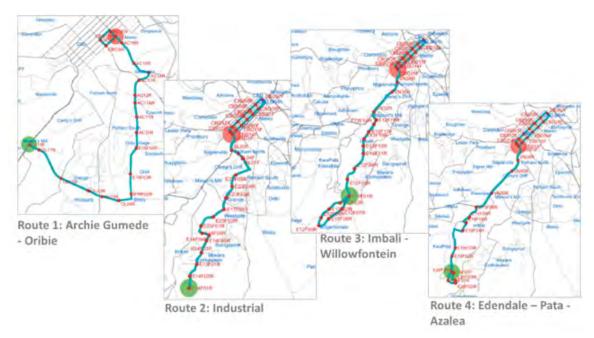
Phase 1A consist of:

 Trunk – which is widening of Moses Mabhida Road, construction of NMT infrastructure, street lighting and upgrade of traffic signals from Imbali turn off (KM 5.5) to top of Church Street (KM10.3).



All infrastructure for phase 1a of the Msunduzi IPTN is planned for completion in June 2020. This Includes:

- A complete dedicated ROW from km 5,5 to km 10,3
- 1 BRT Stations (Imbali)
- Masons Mill Depot
- Bus stops
- Upgrading of feeder routes
- Four complimentary routes with a total distance of 68.8 km



Currently there are approximately 504 taxis operating on the above routes.



Taxi and Bus industry transition ison ongoing, the Municipality has signed Memorandum of Agreement with both of these industries.

The projected launch date for Phase 1A is 2020/2021 financial year.

The IRPTN 3 years Grant allocation as per the DORA is as follows:

2019/2020	2020/2021	2021/2022
R194 655 000	R205 372 000	R215 640 600

IRPTN Sub projects in the next 3 years:

- Proceed with Construction of the Right of Way
- Construction of stations
- Construction of the depot
- Upgrade of complementary routes
- Upgrade of public transport laybys and shelters along complementary and feeder routes.
- Construction of Non-Motorised Transport infrastructure along complementary and feeder routes
- Public Transport Industry negotiations and compensation
- Purchasing of fleet
- Continuous review of operational plan
- Intense Marketing and Communication
- Setting up of interim control center, purchasing and installation of ITS equipment.

3.14.5 NON-MOTORISED TRANSPORT

Generally, Non-Motorised Transport (NMT) includes all forms of movement that do not rely on an engine or motor for movement. This includes walking, cycling, rickshaws, animal drawn carts (especially in rural areas), push carts and rollerblading or skating for recreational purposes. Ultimately, NMT grows liveable communities - it is the most basic part of the transportation system and pedestrians in particular contribute to the vibrancy of a community. NMT is generally recognised as a valuable component of the transportation system and the environment we live in due to the various benefits it holds. These benefits include environmental benefits, increased liveability, improved health, economic gains and transportation benefits. NMT can address a large range of transportation needs ranging from regional mobility to neighbourhood access. There are various types of trips where NMT may be used as part of orfor the entire journey, whether by choice or out of necessity. People who commonly use NMT are commuters (trips to and from work), learners (trips to and from educational institutions, including libraries and sports fields), service users (these include trips to shops, markets and other service destinations) and recreational users (trips by locals or tourists to recreational destinations).

In 2009, the municipality has formulated a Non-Motorised Transport plan which guides the planning and implementation of programmes and facilities to respond to the multiple needs of NMT users. The NMT Plan for the Msunduzi Municipality aims to address this critical shortcoming in two ways. Firstly, it presents a policy, accompanied by a set of objectives and strategies to realise an improved NMT environment and culture in Msunduzi. Secondly, it develops a Strategic NMT Plan for Msunduzi that would identify areas and routes that should be considered as key NMT routes and places in Msunduzi where NMT users would receive a certain degree of consideration, if not priority.

In the Msunduzi context, NMT is represented mainly by walking and cycling. As such, the NMT plan is developed around the needs of these users. However, the policies, strategies and resulting design and implementation projects strive for improved universal access. Such designs also take into consideration the needs of other users such as the special needs people that include the disabled, women with prams, shopping trolleys, etc.

The NMT plan aims to gear the Municipality towards achieving its vision which is to: 'Promote walking and cycling as a part of mobility by creating suitable, safe and attractive NMT infrastructure networks that meet the needs of all users.' In order to achieve this vision, the municipality will have to adopt and implement projects and priorities that set out in the NMT plan as soon as practicable. In order to even further define and better prioritise future NMT programmes, the following recommendations must be implemented in the short to medium term:



INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

- To adopt these NMT guidelines as being the design standard for the municipality and ensure project developers are aware of the municipal guidelines and adhere to the design standards.
- An NMT volume count programme / data base on major routes to be established and updated annually.
- A vehicular volume count programme / data base on major routes to be established and updated annually.
- An accident data base to be established and updated monthly.
- Before and after studies to be carried out on all NMT projects
- A data base for NMT infrastructure in the Municipality to be established and updated annually.

The primary objectives of the NMT plan are as follows:

- To create a safe pedestrian and cycling environment.
- To develop high quality, attractive NMT facilities.
- To promote cycling and walking as viable, complementary and alternative modes of transport.
- To develop safer streets that allow NMT users their share of the available public space in the mobility network environment.
- To compile an action plan to guide the roll-out of NMT facilities in the Municipality.

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

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

Problem areas have been identified as follows:

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

Problematic roads identified for cyclists include:

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

3.15 INDIGENT SUPPORT

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

TABLE 31: INDIGENT SUPPORT

CATEGORY	DESCRIPTION
Property	Indigents qualify, like all domestic consumers, for a reduction in the market value of the property
Rates	as approved from time to time by Council, and as reflected in the applicable tariff register. A rebate of 100% is granted on all residential property from a value of R15 001.00 to R100 000.00. If a property is worth more than R100 000.00 and residents approach Council for relief, a means test is applied.
Electricity	Indigents qualify for 60 kWh free electricity, as determined from time to time by Council and as reflected in the applicable Tariff Register.
Electricity 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.



CATEGORY	DESCRIPTION						
Water	Indigents qualify for 7kl of water per month, an amount determined from time to time by Council						
	and as reflected in the applicable Tariff Register.						
Refuse	Indigents qualify for free refuse removal as determined by Council from time to time, and as						
	reflected in the applicable Tariff Register.						
Sewerage	Indigent households qualify for 4.2 kl of free sewerage discharge as determined by Council from						
	time to time and as reflected in the applicable Tariff Register.						

TABLE 32: SWOT

KEY ISSUES RELATING TO INFRASTRUCTURE DELIVERY

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

STRENGTHS WEAKNESSES Investment in stabilising water and electricity provision Staff and skills shortages in key positions. in the Municipality. An ageing fleet of vehicles. Relatively high levels of service provision with relatively Varying levels of service provision. low backlogs against RDP standards. **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 **HUMAN SETTLEMENTS**

3.16.1 STRATEGIC ISSUES FOR CONSIDERATION (SDF)

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

The Msunduzi Local Municipality has a population of about 679 039 people. It accounts for 60% of the UMDM population, which makes the Msunduzi Municipality the most populated municipality in the district despite having the smallest geographic coverage. Population in the Msunduzi Municipality is spread unevenly among the 41 electoral wards with the majority residing in the Greater Edendale area. The population has grown steadily over the last two decades from 553 221 in 2001 to 679 039 in 2016, and it is projected that a further population growth in 2021 to 702 865 or 828 743 people based on a low and high growth scenario. A high urbanization rate exerts pressure on the municipality to unlock suitable located land to accommodate population growth.

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) and draft SDF (2021). 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.



INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

Include statistics on the number of housing projects implemented from 2015 SDF

Although the municipality has made substantial progress in facilitating spatial restructuring, the stubborn apartheid spatial pattern remains one of the main factors influencing settlement pattern in the Msunduzi area. Undulating terrain typical of large portions of the KwaZuluNatal Province also has a significant influence in this regard. Settlements within the municipality ranges from low density sprawling rural settlements in Vulindlela through the Edendale valley area which faces a threat of degenerating into an urban slum and the poorly developed dormitory former black only townships to well-developed suburbs along the N3 corridor and the northern (former Indian and Coloured) areas where relatively large informal settlements have also developed.

The SDF (2015) and the new draft SDF (2021) proposes new housing in the following key areas: Ambleton, Foxhill, Ashburton, Hayfields and Willowton. The provision of housing in these areas will support the south-eastern expansion of the Greater Edendale area and enable future residents better access to employment in the industrial areas located within the Mkhondeni area and along the N3.

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

Msunduzi UM SDF (2015)

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

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

Msunduzi Municipality has a dedicated Valuation Department which, among other functions, determines value 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.

Land Identification, Assessment and Prioritisation

The municipality will undertake a detailed land identification exercise to identify, map and assess all strategically located land that is suitable for housing development. This is in addition to municipal land already earmarked for this purpose. The municipality will use the SDF as a guide for land identification and the following criteria for assessment:

- Ownership of land.
- Restrictive conditions of title and other encumbrances.
- Current land use.
- Existing zoning.
- Size and potential yield for different housing products.
- Availability of services.
- Location in relation to employment and other urban opportunities.
- Market value of the land as determined by the municipality for rating purposes.
- Geotechnical, topographical and other environmental conditions should allow cost-effective development and servicing of the land.
- The use of the land for housing purposes should be in accordance with IDP and the associated sector plans.

The result of this exercise will be a land audit and evaluation report including the associated maps and schedules. Land identified and assessed will be prioritised for different human settlement interventions in line with the provisions of the SDF. The exercise will include both settled and vacant land.



Land Acquisition and Assemble in The Greater Edendale Area

The municipality will intensify the initiative to acquire land in the Greater Edendale Area for urban renewal, upgrading of the area into a sustainable human settlement and delivery of services. The initiative entails engaging with the land owner, land valuation and price negotiations, facilitating signing of sale agreements and transfer of the land to the municipality. The municipality will undertake land expropriation as a last resort and where necessary. The municipality will give priority to the land parcels identified for the upgrading of the existing informal settlements.

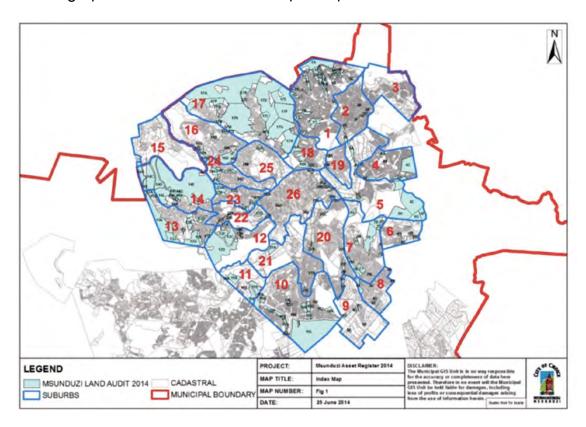
The initiative may be undertaken with the involvement of financial institutions such as financial banks, Development Bank of Southern Africa (DBSA), National Housing Finance Corporation (NHFC), and others who will provide finance for the packaging of the project and provision of services. Urban Renewal programs may also be considered for assistance in this regard.

The benefit of this approach is that the land owners will realise the value of their assets and will be enticed to release the land for housing development. It will facilitate the renewal of areas such as the Greater Edendale and prevent the area from degenerating into a huge low-cost housing township. It will provide for the development of a mixture of residential units ranging from low cost to middle income housing, and low density to higher density development.

Strategic Release of Municipal Land

The Land Regularisation Programme forms the basis of a sustainable property economy through expediting the release of municipal vacant sites on public tender. It will support sustainable economic growth through private sector investment and increase the rates, taxes and service repayment base of the municipality. The process has two phases: an audit of all council-owned property and the implementation of a land release strategy. The property audit identifies properties that are vacant and/under-utilised. Properties that can be released to public tender or withheld for public sector investment are also identified. In the short term, the programme seeks to verify and quantify the total number of properties under the control of the municipality. In so doing, it legitimises local government in the eyes of its ratepayers, updates the existing database of council-owned property and provides strategic property plans for the release of council-owned property.

In the longer term, the council will have a clear land release strategy that will not only grant ownership, but also access to council-owned land. The process allows transfer to legal tenants, provides economic incentives to invest in strategic parcels of land and identifies specific precincts that stimulate economic and social development.





3.16.2 ESTIMATED BACKLOGS

The extent of 'need for housing' (based on housing type) in the Msunduzi is indicated in the table below. The table reveals that the estimated housing backlog is 44 263 based on housing typology, with most of the demand based on housing types being 'traditional dwelling units' at 27 581 (Stats SA, 2011). If the traditional dwelling units are excluded, the housing need in 2011 was 16682.

In comparison with 2011, the housing need, based on housing type in 2017 was 50 008. However, if the 35 511 households staying in traditional dwellings in 2017 is excluded, the housing need in 2017 was estimated at 14675.

		Households	Households	Households		Demand	by Current	Housing 1	уре	
Type of the main dwelling	Total Number of Households Per Municipality	earning less than R38 196p.a/ R3 183 p.m. (Qual6ifying for Low-Cost Housing)	earning between R800-R3500 p.m./R9600- 42000 p.a. (Quality for CRU)	earning less than R153	Traditional Dwelling	Backyard Rooms	Informal Dwelling	Informal Shack	Caravan /Tents	Total
Msunduzi	169754	102942	76468	17213	27581	3086	4347	9151	97	44263

(SOURCE: STATS SA, 2011)

3.16.3 INFORMAL SETTLEMENTS

The Msunduzi Municipality developed an Informal Settlement Upgrading Strategy, under the National Upgrading Support Programme (NUSP), an initiative of the Department of Human Settlement. The report was released in February 2014. It is however currently being reviewed and updated as part of the current NUSP project being undertaken within the Municipality.

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:

CATEGORY	NO. OF SETTLEMENTS	DESCRIPTION
B2/C	15	Provision of emergency services and relocation
B1	41	Entire settlement requires interim services as the primary priority
B1 (+ A)	8	Less than half do not have basic services and require interim services
A (+ B1)	5	Most basic services met, but some still require interim services
Α	2	Basic services met, require top structure, full services (e.g. roads) & tenure

Source: Msunduzi Informal Settlement Upgrading Strategy (2014)

INFORMAL SETTLEMENT UPGRADING

Following the assessment and categorization, Informal Settlement Upgrading Plans were also prepared for some of the informal settlements. The reports provided recommendations in terms of how the informal settlements can be upgraded. The Municipality has submitted a request to the KZN Department of Human Settlements, requesting the allocation of funding and provision of basic services (mainly interim basic services) in informal settlements.

INFORMAL SETTLEMENTS UPGRADING PLANS PROJECTS

In addition to the informal settlements that were assessed, categorised and planned as referred to above, the Municipality, through the NUSP, is currently undertaking a project to assess, categorise and prepare upgrading plans for the 12 informal settlements referred to below. The project in it's entirely will also culminate in a reviewed informal settlement upgrading strategy for the municipality and also sustainable livelihood strategies. The budget for the project is R1 024 800.00.



NO.	NAME	AREA (HA)	ESTIMATED NUMBER OF STRUCTURES	WARD NUMBER	WITHIN URBAN DEVELOPMENT BOUNDARY (YES/NO)
1	Ashdown Informal Settlement	5.82	212	23	Yes
2	Emadakeni Informal Settlement	5.78	139	15	Yes
3	Entabeni (Unit BB Above 73 Sites) Informal Settlement	130.80	412	17 & 18	Yes
4	Queen Street Informal Settlement		59	32	Yes
5	Marikana Informal Settlement	45.38	161	13	Yes
6	Pavillion Informal Settlement	3.52	99	34	Yes
7	Mbali Small 18 Informal Settlement	1.48	48	15	Yes
8	Shayamoya Informal Settlement	48.64	311	11	Yes
9	Thembelihle / Zamokuhle Informal Settlement	4.65	177	38	Yes
10	Thembelihle Extension Informal Settlement	18.39	174	38	Yes
11	Shawela	3.83	55	17	Yes
12	Woodstock Informal Settlement	0.35	126	35	Yes
TOTA	L	1794			

TABLE 33: EXTENT OF INFORMAL SETTLEMENTS IN THE MUNICIPALITY (MSUNDUZI HOUSING PLAN, 2019)

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
Α	82,662,997
TOTAL	926,805,514



3.16.4 EXISTING HOUSING PROJECTS

According to statistics from the KZN Department of Human Settlements-Inland Region, Msunduzi delivered 22 473 housing units (actual delivery) between 2009 and 2018. The delivery formed part of 16 projects across Msunduzi, of which the Vullindlela Rural Housing project contributed 93%.

(Please provide the recent statistics)

TABLE 34: PROJECTS IN THE MSUNDUZI MUNICIPALITY

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

(Source: Msunduzi Housing Delivery Unit, 2010)

TABLE 34A; HUMAN SETTLEMENTS PROJECTS AND STATUS QUO

NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS				
	PROJECT PLANNING STAGE								
1.	Edendale J2 & Quarry	15	1000	Detailed Feasibility	The environmental authorization is place for this project which is a major milestone under stage 1 detailed feasibility and planning. The draft town planning layout has been completed. The IA is currently compiling SPLUMA application for approval.				
2.	Edendale/ Willowfontein Bulwer	14	1000	Detailed Feasibility	The environmental authorization and WULA are in place for this project which are two major milestones under stage 1 detailed feasibility and planning. The SPLUMA preliminary application has been submitted to Town Planning for scrutiny and comment. Once the planning approval is in place the project will then be handed over to implementation for installation of services and construction of top structures.				
3.	Hollingwood PF	35	1000	Detailed Feasibility	Detailed feasibility studies were undertaken and completed for this project and according to the findings of the study the project is not feasible due to the close proximity of the project to the Sludge in that reason the project is pending withdrawal from the IDP due to major environmental constraints of the site. In addition Sobantu Housing Project, Lincoln Meade (Sirrus) and Ethembeni Projects have been identified and will serve as an alternative sites for Hollingwood Housing Project and will accommodate 1000 intended beneficiaries from Sobantu township.				



NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS
4.	Khalanyoni PF	12	1000	Detailed Feasibility	Stage one funding is in place, the detailed feasibility studies have commenced. The Environmental Management Unit have commented on Basic Assessment Report that was submitted by the IA. The BAR has to be submitted to the Department of Economic Development, Tourism and Environmental Affairs for approval. A Conceptual Layout has been submitted to the Municipality for pre-comments. The preparation of the Environmental Impact Assessment report is 50% complete. Once approval of all stage 1 Specialist studies is granted, the project will be handed over to Implementation Unit for installation of services and construction of top structures.
5.	Kwa30 PF	10	400	Detailed Feasibility	Stage one funding is in place, the detailed feasibility studies have commenced. The Environmental Authorization for the Kwa 30 is in place. A Conceptual Layout has been submitted to the Municipality for pre-comments. Once approval of all stage 1 Specialist studies and planning approval is obtained, the project will be handed over to Implementation Unit for installation of services and construction of top structures.
6.	Glenwood South East Sector	38	3000	Detailed Feasibility	Pre-feasibility studies completed. The Human Settlements Unit has appointed the Implementing Agent to undertake Detailed Planning Studies. Inception Meeting with the IA was held on the 23rd of February 2021.
7.	Shenstone/ Ambleton 3 PF	18	3000	Detailed Feasibility	Ambleton Phase 3 has been included into the Shenstone/Ambleton Project, due to the Land Invasion dynamics. Desktop pre-feasibility study and Draft Preliminary Planning Layout Completed. Social Facilitation and the final layout Plan for Ambleton Shenstone have been undertaken by the Service Provider and submitted to the Municipality.
8.	Peace Valley 2	23	480	Detailed Feasibility	The environmental authorization is place for this project which is in place a major milestone under stage 1 detailed feasibility and planning. SPLUMA applications have been completed and will be lodged with town planning for approval. Once the approval has been obtained from town planning and other relevant departments the project will then be handed over to implementation for installation of services and construction of top structures.
9.	Copesville	29	681	Detailed Feasibility	The SPLUMA application for the Township Establishment process has been granted. The conditions of Establishment have been prepared and awaiting signature. Once the conditions have been approved and all requirements met, the next milestone will be pegging on site which will then be followed by the submission of the proposed General Plan to the Office of the Surveyor General for approval.



NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS
10.	Signal Hill/ Peace Valley 3 and Naperville IRDP	26	3000	Detailed Feasibility	The project is phased into two phases. Environmental Impact Assessment approval for the entire project is in place. Most of the Specialist studies have been completed (e.g. Geotech, bulk services engineering, contour surveys) and reports have been submitted to relevant departments for approval. A conceptual layout for the entire project has been developed and has been submitted to the Municipality for pre-scrutiny and comments. WULA and SPLUMA ROD's have been granted. The WULA application for stage two is still in preparation. Once WULA is granted, the IA will then be able to finalize the SPLUMA application. Once the Stage one approval is received for studies, the project will be handed over to Implementation Unit.
11.	Harewood	20	1000	Detailed Feasibility	Prefeasibility Studies have been completed and the project is deemed to be feasible from medium to long term. The IA is undertaking detailed feasibility studies for the project which will result in obtaining an environmental authorization (ROD) which is a major milestone of this phase in a housing project.
12.	Ethembeni IRDP	37	1800- 3000	Detailed Feasibility	The prefeasibility studies have been completed and the project is deemed to be feasible from medium to long term. The Human Settlements Sub-Unit is currently undertaking detailed feasibility studies for the project, the Environmental Impact Assessment has been prepared and submitted to the Department of Economic Development, Tourism and Environmental Affairs (DEDTEA) for consideration and approval. Once the detailed feasibility studies have been completed with all approvals, the project will be handed over to implementation for installation of services and construction of top structures.
13.	Caluza/ Smero	20	TBD	Detailed Feasibility	The prefeasibility studies have been completed and according to the findings of the study the project is deemed feasible. The Human Settlements Sub-Unit has packaged and submitted the stage 1 Funding application to the department of Human Settlements for consideration and approval. Once the funding approval has been granted will commence with detailed feasibility studies which will result in obtaining an environmental authorization (ROD) which is a major milestone of this phase in a housing project. Once the detailed feasibility studies have been completed with all approvals, the project will be handed over to implementation for installation of services and construction of top structures.
14.	Bhobhonono/ Masomini	20	TBD	Detailed Feasibility	The prefeasibility studies have been completed and according to the findings of the study the project is deemed feasible. The Stage one application has been submitted to the Department for approval. Once approval is granted the Department will initiate the drafting of the contract.



NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS
15.	Snathingi Phase 1	11	TBD	Detailed Feasibility	The prefeasibility studies have been completed and according to the findings of the study the project is deemed feasible. The Human Settlements Sub-Unit has packaged and submitted the stage 1 Funding application to the department of Human Settlements for consideration and approval. Once the funding approval has been granted will commence with detailed feasibility studies which will result in obtaining an environmental authorization (ROD) which is a major milestone of this phase in a housing project. Once the detailed feasibility studies have been completed with all approvals, the project will be handed over to implementation for installation of services and construction of top structures.
16.	Edendale 5 Priority Housing	21 & 22	TBD	Detailed Feasibility	Most of the Land is in Private ownership, thus the Land is still to be acquired through the GEVDI Land Acquisition process. Phase 1 of Priority 2 (80 120m.sq.) has been acquired and considered for development. A funding application for housing development has been prepared and submitted to the Department of Human Settlements on September 2019 for approval.
17.	Willowfontein Terminus	14	TBD	Detailed feasibility	The conditional funding application was prepared and submitted to the Department of Human Settlements for consideration and approval by the MEC for KZN Human Settlements. Once the funding approval has been granted will commence with prefeasibility studies and if the project is feasible then will moved to the next phase which undertaking detailed feasibility studies which will result in obtaining an environmental authorization (ROD) which is a major milestone under this stage in a housing project. Once the detailed feasibility studies have been completed with all approvals, the project will be handed over to implementation for installation of services and construction of top structures.
18.	Sinathingi Phase 2 (Nhlazatshe)	11	2000	Prefeasibility Studies	The conditional funding application was prepared and submitted to the Department of Human Settlements for consideration and approval by the MEC for KZN Human Settlements. this project has been added to Upgrading of Informal Settlements Programme (UISP). These projects will be handled by National
19.	Willowfontein Phupha Phase 1	14	2000	Prefeasibility Studies	Funding application has been prepared and will be sent to the PDOHS for approval and once funding is received pre-feasibility studies will be undertaken. Once Prefeasibility studies are complete and the Human Settlement Unit will Package Stage One application and submit to the Department of Human Settlement for approval. Once all Stage one studies are complete and approved the project will be handed over to Implementation Unit.



NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS
20.	Edendale EE (Phase 3) (Willowfountain)	17	1707	Prefeasibility Studies	Funding application has been submitted to the Department for funding, once funding is received pre-feasibility studies will commenced. Once Prefeasibility studies are complete, the Human Settlement Unit will Package Stage One application and submit it to the Department of Human Settlement for approval. Once all detailed feasibility studies are complete and approved, the project will be handed over to Implementation Unit.
21.	Unit 18 Extension	15	TBD	Prefeasibility Studies	Funding application has been submitted to the Department for funding, once funding is received pre-feasibility studies will commenced. Once Prefeasibility studies are complete, the Human Settlement Unit will Package Stage One application and submit it to the Department of Human Settlement for approval. Once all detailed feasibility studies are complete and approved the project will be handed over to Implementation Unit.
22.	Woodlands	32	TBD		The project boundary for this project is still to be confirmed and once it is confirmed the funding application will be prepared and submitted to the department for approval.
23.	Maryvale	34	TBD	Prefeasibility Studies	Prefeasibility studies have been completed by the DoHS.A funding application has been prepared and will be sent to the PDOHS for stage 1 approval (detailed feasibility stage) and once funding is feasibility studies will be undertaken. Once Prefeasibility studies are complete and the Human Settlement Unit will Package Stage. Once all Stage are complete and approved, the project will be handed over to implementation for installation of services and construction of top structures.
24.	Nhlalakahle	31	TBD	Prefeasibility Studies	Prefeasibility studies have been completed by the DoHS. A funding application has been prepared and will be sent to the PDOHS for stage 1 approval (detailed feasibility stage) and once funding is feasibility studies will be undertaken. Once Prefeasibility studies are complete and the Human Settlement Unit will Package Stage. Once all Stages are complete and approved, the project will be handed over to implementation for installation of services and construction of top structures.
25.	Masson	29	TBD	Prefeasibility Studies	Stage 1 Funding Application has been submitted to PDOHS for consideration and approval.
26.	Yellowwood Place	32	TBD	Prefeasibility Studies	Stage 1 Funding Application has been submitted to PDOHS for consideration and approval.
27.	Mkondeni/ Shortts Retreat	37	TBD	Detailed feasibility	A Service provider has been appointed to construct interim services. The DoHS has instructed that the proposed project be converted to permanent structures, in form of the CRU typology. Engagements with adjacent property owners are ongoing, on purchasing adjacent land parcels. A new application to the DoHS is to be drafted and be submitted.



NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS
28.	Willowfountein Phupha	14	2000	Prefeasibility Studies	Funding application has been prepared and will be sent to the PDOHS for approval and once funding is received pre-feasibility studies will be undertaken. Once Prefeasibility studies are complete and the Human Settlement Unit will Package Stage One application and submit to the Department of Human Settlement for approval. Once all Stage one studies are complete and approved the project will be handed over to Implementation Unit.
29.	Edendale Town Centre Relocation	22	TBD	Prefeasibility Studies	Stage 1 Funding Application has been submitted to PDOHS for consideration and approval. HDA has been assisting with regards to a draft layout design.
30.	Urban Regeneration/ Strategic Sites	All	TBD	Detailed feasibility	Service Provider has been appointed to undertake Detailed Feasibility Studies. Inception Completed and Monthly Progress is being submitted to the Municipality.
31.	Nkululeko/ Regina Road	28	300	Detailed feasibility	Stage 1 Funding Application drafted and to be finalized and submitted to PDOHS for consideration and approval.
				PROJECT IMPLEME	NTATION STAGE
1.	Willowfountain EE (Phase 1)	17	73	Construction of Top Structures	The funding application has been submitted to the DOHS
2.	Lot 182 Sinathingi	11	133	Construction of Top Structures	63 houses have been completed.
3.	Edendale S Phase 8 Ext	10	428	Construction of Top Structures	79 houses have been completed.
4.	Glenwood North East Sector	38	279	Implementation	Drafting of bilateral agreement.
5.	Vulindlela Rural Housing Project	1, 2, 3, 4, 5, 6, 7, 8 & 9	25 000	Construction of Top Structures	23051 Units completed and handed over
6.	Jika Joe Community Residential Units	33	1289	Construction of Top Structures	Installation of engineering infrastructure, awaiting for top structure funding approval from the provincial human settlements.
7.	Edendale N - (Wirewall)	17	1388	Construction of Top Structures	Discussions with Provincial Human Settlements regarding approval for renovations and new construction and also we have managed to build 20 housing to date.
8.	Edendale N - (Wirewall)	10	510	Construction of Top Structures	Discussions with Provincial Human Settlements regarding approval for renovations and new construction
14.	Slangspruit (Wirewall)	13	41	Construction of Top Structures	Discussions with Provincial Human Settlements regarding approval for renovations and new construction
15.	Transit "A" (Wirewall)	23	147	Construction of Top Structures	Discussions with Provincial Human Settlements regarding approval for renovations and new construction
16.	OSS -Portion 2 of Erf 91 Housing	32	216	Construction of Top Structures	79 units completed
17.	Site 11 Housing project	32	233	Construction of Top Structures	The construction of top structure should commerce after two months
18.	Happy Valley	32		Construction of Top Structures	The construction of top structure should commerce after two months



NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS
19.	Tamboville Upgrade	38	416	Construction of Top Structures	The construction of top structure should commerce after two months
20.	Thembalihle	38	762	Construction of Top Structures	The construction of top structure should commerce after two months
25.	Glenwood Q-Section	38	416	Construction of Top Structures	The construction of top structure should commerce after two months
26.	Jika Joe	33	1164	Implementation	Reservoir has been constructed and platforms have been cut.
27.	Edendale phase 8		313	Implementation and Construction of Top Structures	The construction of services is 75% complete and 79 Houses have been completed.
28.	Ward 39 Housing Project	39	1 000	Implementation and Construction of Top Structures	Beneficiary verification has been completed.
29.	T2 T3	15	345	Implementation and Construction of Top Structures	The Implementing Agent has recently been appointed.
			R	ENTAL/SOCIAL HO	USING PROJECT
1.	Baverstock Road	27	300	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.
2.	Bombay and Lucia Roads	28	150	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.
3.	Oribi Village	24	300	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.
4.	Padca Property	37	1000	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.



NO.	PROJECT NAME	WARD	EST. YIELD	PROJECT PHASE	PROJECT STATUS
5.	Shorts Retreat	37	1000	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.
6.	Orthman Road	35	400	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.
7.	Woodpecker Road extension	28	560	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.
8.	East Street Hostel	32	700	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.
9.	Manor Gardens Infill	33	100	Detailed feasibility	The Human Settlements Sub-Unit is in a process of appointing an accredited SHI. Once this has been completed, the appointed SHI will do all the necessary activities for the Social Housing project. The Social Housing developments are mainly for rental purposes and they are managed by Social Housing Institutions.

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. This phase entails the completion of various detailed specialist investigations leading to town planning approval in terms of the SPLUMA, environmental authorisation in terms of the NEMA, obtaining water use licence where applicable, and approval of the General Plan (GP) by the Surveyor General's Office (SGO). There are 45 projects that are at detailed planning stage in the Msunduzi Municipality. They will yield approximately 43 463 housing opportunities over a period of three years. Like the pre-feasibility study projects, they are mostly located in the GEA (south of the CBD) with the exception of Dark City in Sobantu, Ethembeni in Lincoln Meade, Mason and Copesville. The Shenstone Ambleton project proves that housing need in the Msunduzi Municipality affects not just the low-income communities, but middle class as well. Like the pre-feasibility projects discussed above, the location of these projects has a limited contribution to the spatial transformation of the city as a whole. The projects are spread throughout the municipal area and can be summarised as follows:



TABLE 35: SUMMARY OF PROJECTS - PLANNING STAGE

NO.	PROJECT NAME	WARD	ESTIMATED	PROJECT
			YIELD	STAGE
1.	Edendale J2 Phase 1	15	650	Feasibility
2.	Quarry	15	TBD	Feasibility
3.	Willowfontein Bulwer	14	1000	Feasibility
4.	Hollingwood PF/ Lincoln Meade	35	1000	Pre-feasibility
5.	Dark City /Sobantu Infill	35	153	Feasibility
6.	Khalanyoni PF	12	1000	Feasibility
7.	Kwa30 PF	10	400	Feasibility
8.	Glenwood South East Sector	38	3000	Pre-feasibility
9.	Peace Valley 2	23	480	Feasibility
10.	Copesville	29	681	Feasibility
11.	Signal Hill/Peace Valley 3 and Napierville IRDP	26	3000	Feasibility
12.	Harewood	20	1000	Feasibility
13.	Ethembeni IRDP	37	1800-3000	Feasibility
14.	Caluza/ Smero	20	2000	Pre-feasibility
15.	Bhobhonono/ Masomini	20	2000	Pre-feasibility
16.	Snathingi Phase 1	11	2000	Pre-feasibility
17.	Shenstone/Ambleton	18	4000	Pre-feasibility
18.	Edendale 5 Priority Housing	21 & 22	1000	Pre-feasibility
19.	Willowfontein Terminus	14	2000	Pre-feasibility
20.	Sinathingi Phase 2	11	2000	Pre-feasibility
21.	Phupha Phase 3	14	2000	Pre-feasibility
22.	Edendale EE (Phase 3) (Willowfountain)	17	1700	Pre-feasibility
23.	Unit 18 Extension	15	500	Pre-feasibility
24.	Maryvale	34	400	Pre-feasibility
25.	Masson	29	570	Feasibility
26.	Yellowwood Place	32	300	Feasibility
27.	Mkondeni/Shortts Retreat Ph 1	37	1400	Pre-feasibility
28.	Willowfountein Phupha	14	2000	Pre-feasibility
29.	Edendale Town Centre Relocation	22	150	Pre-feasibility
30.	Urban Regeneration/ Strategic Sites	All	3579	Feasibility
31.	Fox Hill Extension	13	500	Pre-feasibility
32.	Military Veterans Project	11/13/	TBD	Feasibility
		22/24/35		
	TOTAL ESTIMATED YIELD		43463	

(Source: Msunduzi Housing Sector Plan)

3.16.6 HUMAN SETTLEMENT DEVELOPMENT STRATEGY

The municipality seeks to shift away from an approach of monotonous settlements of RDP houses that perpetuated urban sprawl and segregate the poor from the neighbouring communities. Therefore, the Msunduzi Local Municipality (MLM) seeks to adopt a strategic approach in line with the long-term development vision as outlined in the IDP and the "Breaking New Ground" policy of the national government. The new approach goes beyond the simple construction of houses and focuses on building sustainable communities using housing development as a catalyst. It promotes equality, affirms inherent human dignity, and enables access to adequate housing. As such, the IDP identifies the development of sustainable human settlements as one of the priority programs.

The MLM seeks to drive programs to build integrated and socially cohesive human settlements. This includes upscaling the delivery of subsidized housing, unlocking housing opportunities across the income spectrum and using housing development as a catalyst for social and economic development. The new approach seeks to contribute to the realisation of the municipal development vision; gives effect to the mission statements; outlines strategies and activities; and provides for on-going monitoring and evaluation of the human settlement development programme. The latter forms an integral part of the municipality's performance management system (PMS) and it will contribute to addressing the housing backlog faced by the municipality. A comprehensive analysis of this new approach is outlined in the municipality's Housing Sector Plan.



3.16.7 MUNICIPAL CAPACITY TO DELIVER SUSTAINABLE HUMAN SETTLEMENTS

Level 2 Accreditation

The Msunduzi Municipality has compiled a detailed business plan and made an application to the MEC for Human Settlement for level 2 accreditation. This will empower the municipality to undertake the following activities:

- Subsidy budget planning and allocation, and priority programme management and administration which includes housing subsidy budgetary planning functions across national housing programmes and projects; subsidy/fund allocations; and project identification functions.
- Priority programme management and administration may include the following responsibilities or specific priority programmes where agreed: programme and project evaluation and approvals; and, contract administration; subsidy registration; programme management including cash flow projection and management and technical (construction) quality assurance functions.
- Programme management and administration responsibilities for all national and provincial housing
 programmes: this includes project and programme approval and evaluation; contract administration;
 subsidy registration; programme management including cash flow projection; procure service providers;
 contract management and technical (construction) quality assurance functions.

The level 2 accreditation will serve as a mechanism to facilitate and expedite satisfactory institutional capacity for co-ordination, monitoring and implementation of the housing projects with the service providers and authorities that supply the services. Level 2 accreditation requires the municipality to have sufficient capacity for programme management, project management, quality assurance, cash flow management and subsidy administration. The following activities will be undertaken to assist the municipality to meet its operational needs identified in the Accreditation Business Plan and address the findings of the independent assessment of capacity for accreditation:

- ensuring sufficient operational capital for the performance of the accredited functions;
- conducting a technical assessment of capacity within the provincial department and identifying staff
 and assets that should be transferred or seconded to the municipality for the purposes of performing the
 accredited responsibilities;
- facilitating access of the municipality to the HSS for Level 2 accreditation;
- facilitating access by the municipality to capacity and support programmes located in other government departments or agencies; and
- providing direct capacity and support.

Human Settlement Coordinating Forum

The Msunduzi Municipality has a Housing Forum that meets quarterly to receive progress reports from service providers and oversee the implementation of the housing programme. The forum draws its membership from the municipal officials, councillors and implementing agents. The shift from the housing approach to sustainable human settlements and level 2 accreditation necessitates the restructuring of the Housing Forum into a Human Settlement Coordinating Forum. The proposed structure will draw membership from the following:

- The Msunduzi Municipality officials from different departments and the councillors;
- Appointed Implementing Agents (IAs);
- Government departments such as the Departments of Health, Education, Rural Development and Land Reform, Cooperative Government and Traditional Affairs, Sports and Recreation, etc;
- Support organisations such as the National Home Builders Registration Council (NHBRC), Housing Development Agency (HDA), SHRA, etc; and
- Organised business, labour, military veterans and other interest/lobby groups.

The municipality will develop detailed terms of reference for the Human Settlement Coordinating Forum, and its responsibilities may include the following:

- Overseeing the implementation of the human settlement programme and providing advice to the municipality where applicable.
- Alignment of infrastructure projects with human settlement projects and overseeing the practical implementation of projects.



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- Alignment of service delivery plans of different government departments with the human settlement programme of the municipality.
- Receive reports from government departments regarding the provision of social facilities in human settlement projects.

The terms of reference will spell out in detail membership, duties and responsibilities, frequency of meetings and other details pertinent to the efficient functioning of the forum.

TABLE 36: SWOT ANALYSIS

KEY ISSUES RELATING TO HOUSING:

- Housing Delivery:
 - Accreditation level 1 for housing delivery from the Department of Human Settlements (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

- Accreditation level 1 with the Department of Human Settlement (DOHS).
- Funding forthcoming from the DOHS.
- Qualified Staff
- Human Settlement Sector Plan
- · Good working relations with stakeholders

OPPORTUNITIES

- 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.
- Review of the Organogram 2021
- Planned development initiatives (1.e. Central Area and CBU extension node, South-Eastern District, Vulindlela Local Area Plan, Airport Precinct and Management Plan, Edendale Town Centre and Scottsville/ Pelham Local Area Plan).

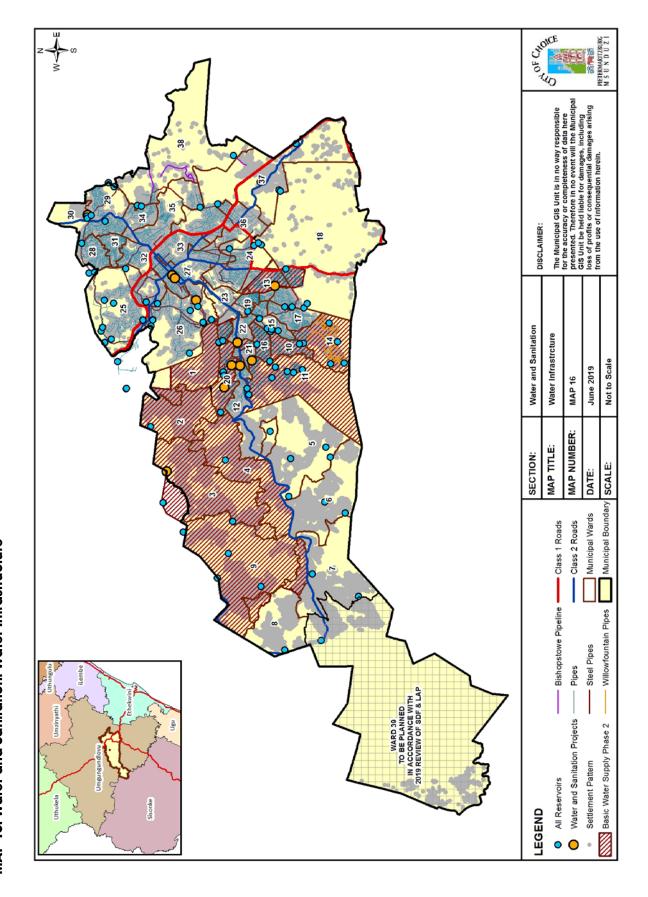
STRENGTHS

- Accreditation level 1 with the Department of Human Settlement (DOHS).
- Funding forthcoming from the DOHS.
- Qualified Staff
- Human Settlement Sector Plan
- Good working relations with stakeholders

OPPORTUNITIES

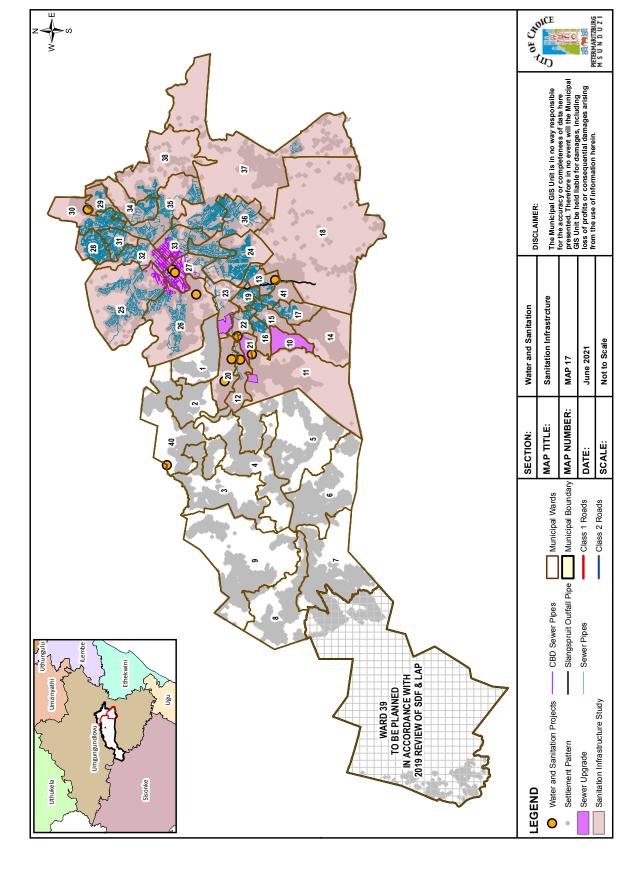
- Transfer of rental stock in terms of the Enhanced Extended Discount Benefit Scheme.
- Social Housing prioritised as one of 13 municipalities.
- Release of strategically located land for densification and residential infill.
- Funding assistance from DOHS for the upgrading of informal settlements.
- Review of the Organogram 2021
- Planned development initiatives (1.e. Central Area and CBU extension node, South-Eastern District, Vulindlela Local Area Plan, Airport Precinct and Management Plan, Edendale Town Centre and Scottsville/ Pelham Local Area Plan).





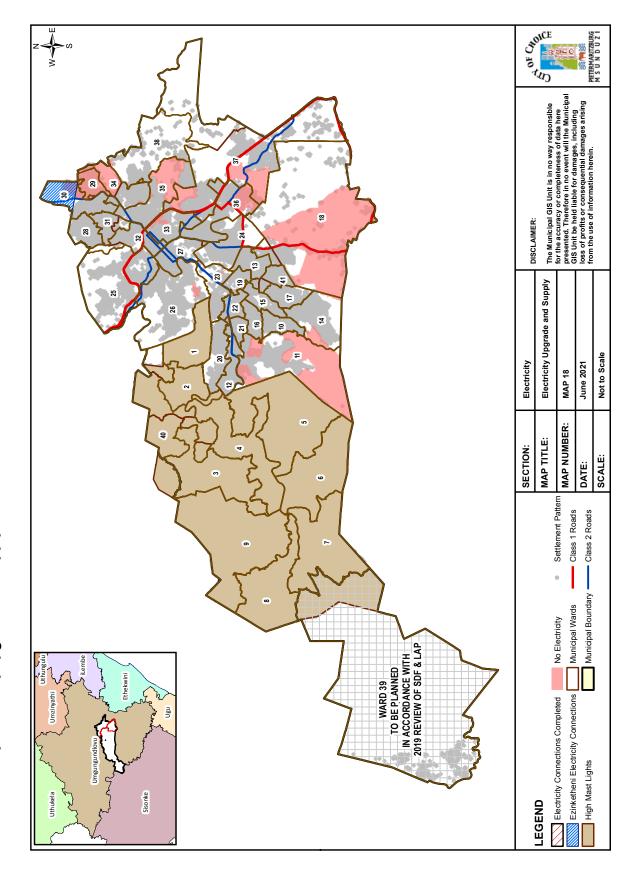
MAP 17: Water and Sanitation: Sanitation Infrastructure

V₂₀₃₀



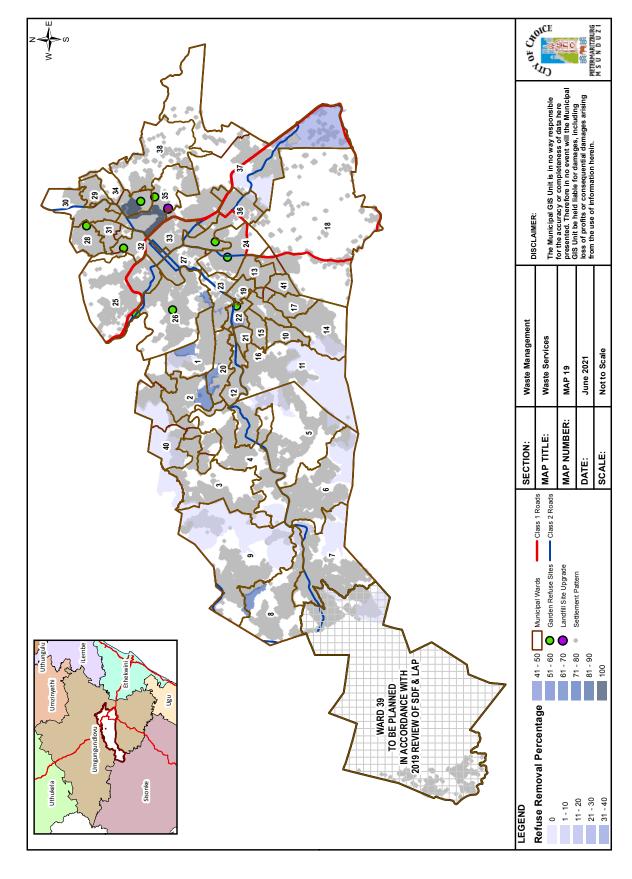
MAP 18: Electricity: Electricity Upgrade and Supply





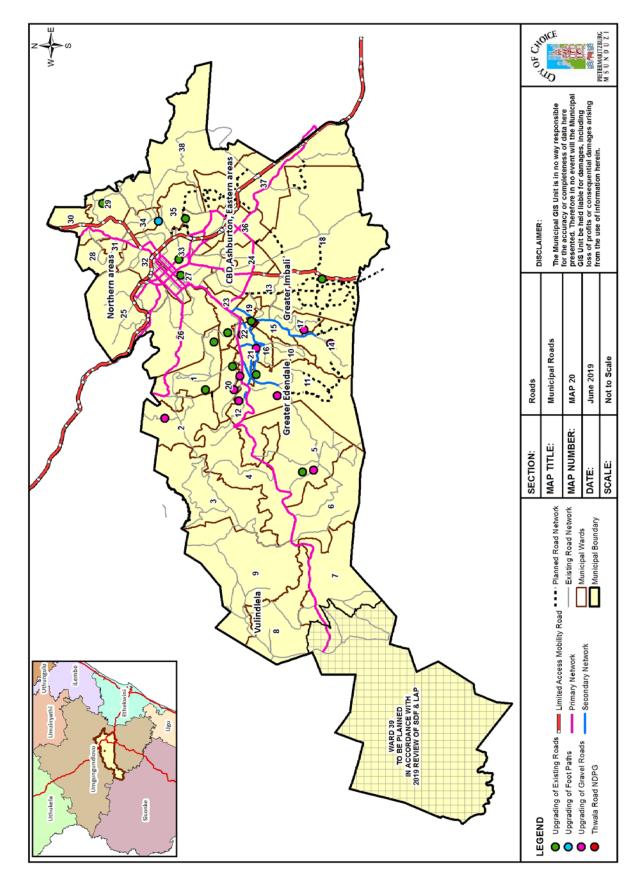
MAP 19: Waste Management: Waste Service

V₂₀₃₀ NDP



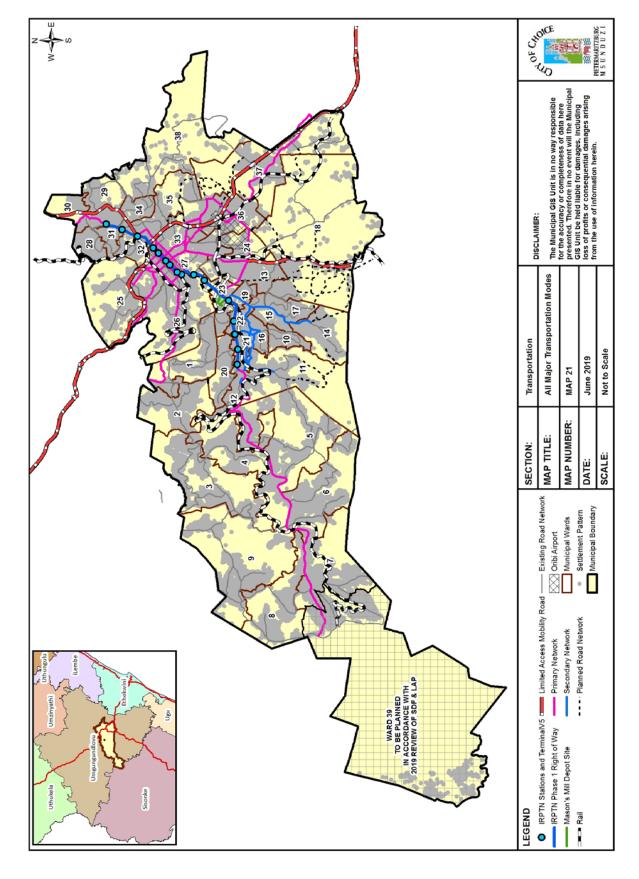
MAP 20: Roads Municipal Raods



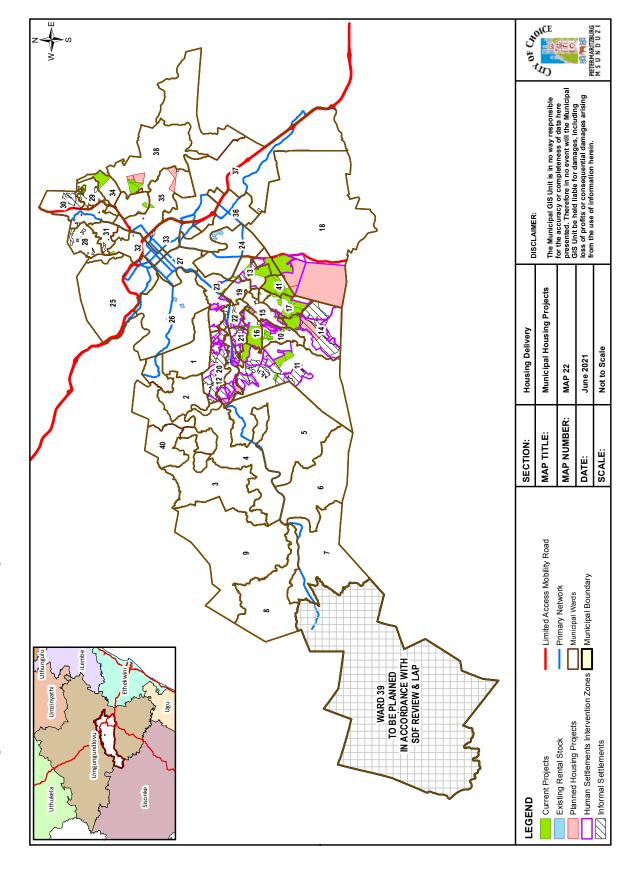


MAP 21: Transportation: All Major Transportation Modes

V 2030 NDP



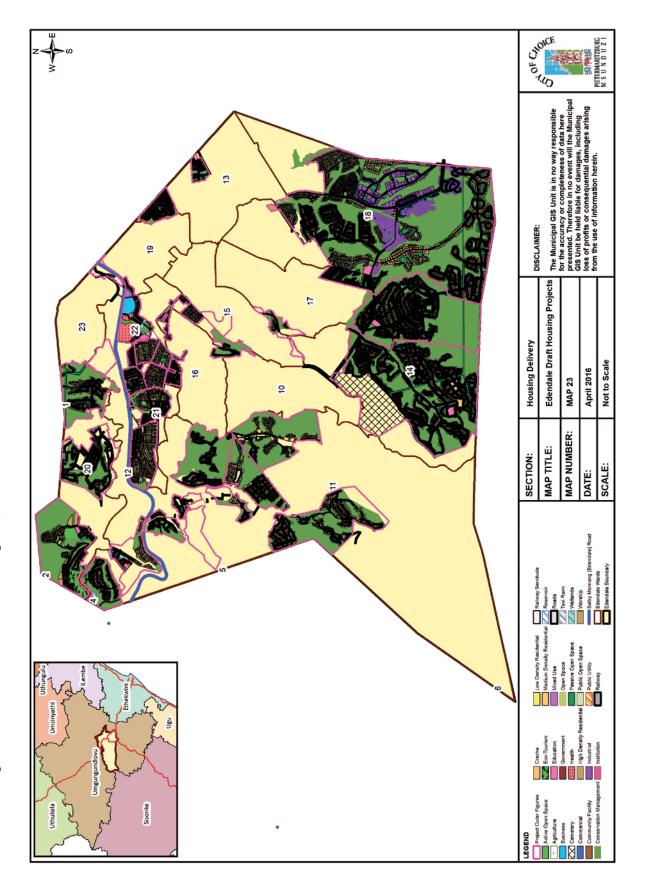




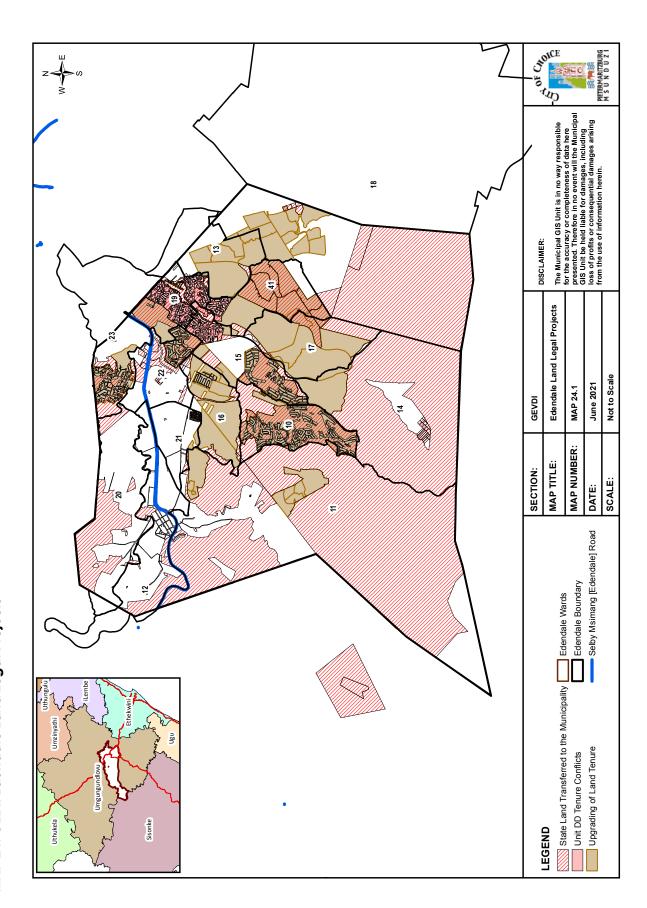
MAP 22: Housing Delivery: Municipal Housing Projects

MAP 23: Housing Delivery: Edendale Draft Housing Projects

V 2030 NDP









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3.16.8 THE EDENDALE LAND INITIATIVE AND THE GREATER EDENDALE DEVELOPMENT INITIATIVE

3.16.8.1 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.

3.16.8.2 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.

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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.

3.16.8.3 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.

3.16.8.4 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.

3.16.8.5 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.



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3.16.8.6 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.

3.16.8.7 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

3.16.8.8 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.

3.16.8.9 ADDITIONAL FUNDING

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

3.16.9 RESIDENTIAL DEMAND

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



C5-LOCAL ECONOMIC DEVELOPMENT

3.17 THE STATE OF THE ECONOMY

This section presents an economic overview of Msunduzi Local Municipality using regional and Gross Value Add (GVA) by industry at constant 2010 prices for a period of 5 years—between 2010 & 2015. The table below presents average growth in different industries within the Municipality as well as the 2017 estimate.

Table 6: Average Industry Growth within Msunduzi, R millions constant 2010 prices

Industry	2010	2015	Average Growth	Projected 2017
Agriculture, forestry and fishing	807	940	3.1%	999
Mining and quarrying	175	225	5.1%	248
Manufacturing	6 123	6 353	0.7%	6 447
Electricity, gas and water	1 438	1 401	-0.5%	1 386
Construction	1 380	1 525	2.0%	1 588
Wholesale and retail trade, catering and accommodation	4 542	5 108	2.4%	5 354
Transport, storage and communication	3 142	3 555	2.5%	3 735
Finance, insurance, real estate and business services	5 821	6 657	2.7%	7 024
General government	6 619	7 741	3.2%	8 242
Community, social and personal services	2 466	2 793	2.5%	2 936

Source: Quantec, Standardised Reginal; Urban-Econ calculations, 2017

Gross Value Added (GVA) is a measurement of Gross Domestic Product (GDP), with the relationship defined as: GDP = GVA + Taxes – Subsidies. As the total aggregates of taxes and subsidies on products are only available at the level of the whole economy, GVA is used for measuring Gross Geographic Product (GGP) and other measures of the output of entities smaller than a whole economy.

As presented in the table above, Mining and quarrying (5.1%); General government (3.2%); Agriculture, forestry and fishing (3.1%); Finance, insurance, real estate and business services (2.7%); and Community, social and personal services (2.5%) are the fastest growing sectors in Msunduzi Local Municipality.

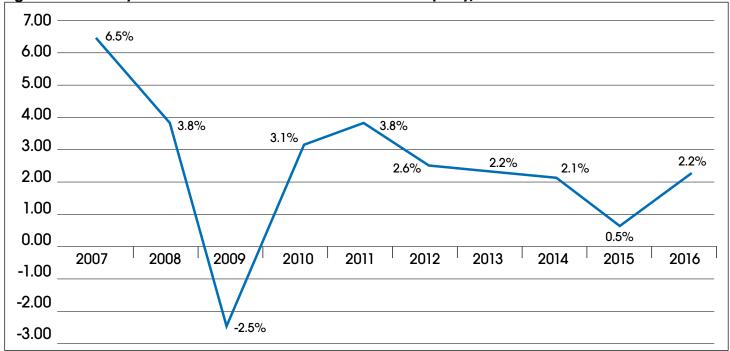
Although Mining and quarrying is in the least contributing sector within the municipality, this sector is also the fastest growing sector.

Figure 13: Economic Contribution per Sector for Msunduzi Municipality 0.7% Mining and quarrying Agriculture, forestry and fishing Electricity, gas and water Construction Community, social and personal services Transport, storage and communication Wholesale and retail trade, catering and Manufacturing 17.0% Finance, insurance, real estate and business... 18. General government 0.0% 5.0% 10.0% 15.0% 20.0% 25.0%



The figure below gives an indication of the year-on-year growth in GGP for Msunduzi Local Municipality between 2007 and 2016 which can be measured as GVA at constant 2010 prices.

Figure 14: Year-on-year Growth in GGP for Msunduzi Local Municipality, 2007-2016



Source: Quantec, Standardised Reginal; Urban-Econ calculations, 2017

Msunduzi's year-on-year GGP growth rate dropped dramatically in the 2008/2009 recession when the Global Financial Crisis impacted South Africa to -2.5% and then greatly improved within just two years to 3.8% in 2011 followed by a gradual drop to 0.5% in 2015. 2016 saw an increase in growth to 2.2%.

A comparative advantage indicates a relatively more competitive function for a particular product or service in a specific economy than in the aggregate economy. The economy therefore produces the product or renders the service more efficiently. A location quotient is a tool for indicating the relative comparative advantage of an economy in terms of its production and employment, with a location quotient larger than one indicating a comparative.

The table below presents the location quotient of Msunduzi's economic sectors relative to the district, province and the country. This provides insight into the comparative advantage that Msunduzi's economic sectors have in relation to the province and country.

Table 7: Location Quotient of Msunduzi Local Municipality Relative to KwaZulu-Natal, uMgungundlovu and South Africa, 2015

Industry	Relative to District	Relative to KZN	Relative to RSA
Agriculture, forestry and fishing	0.25	0.54	1.01
Mining and quarrying	1.06	0.30	0.07
Manufacturing	1.02	0.98	1.28
Electricity, gas and water	1.13	1.65	1.60
Construction	0.98	0.87	1.07
Wholesale and retail trade, catering and accomodation	1.00	0.90	0.93
Transport, storage and communication	1.07	0.79	1.04
Finance, insurance, real estate and business services	1.12	1.01	0.84
General government	1.14	1.35	1.27
Community, social and personal services	1.08	1.25	1.31

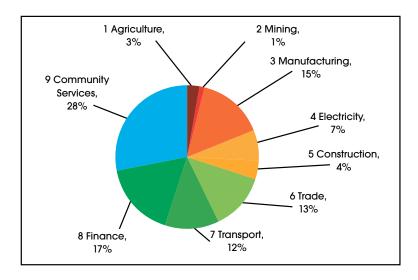


3.18 KEY ECONOMIC SECTORS

3.18.1 INTRODUCTION

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

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



As indicated in the 2017 LED Strategy, the Msunduzi Municipality has identified key economic sectors to be actively supported in terms of new investment and development. Each of the sectors identified present unique opportunities, but also require specific interventions. The sectors identified are reflected below in the listing of the components for the strategy. These sectors include:

- The Manufacturing Sector
- The Agriculture Sector
- The Business Process Services and Offshoring (BPO) Sector
- The Government Sector
- The Tourism Sector
- Green Economy

Through consultation processes, it was found that the key economic sectors mentioned in the 2017 Msunduzi LED Strategy are still considered to be integral in unlocking local economic growth and development in the Msunduzi Local Municipality and these sectors should still form part of the LED Strategy review process. Information pertaining to these sectors in the 2017 Strategy are still considered to be relevant. In addition to these above-mentioned sectors, it was further highlighted that additional sectors need to be included as part of the LED Review.

These sectors include the following:

- Healthcare Sector
- Information and Communication Technology (ICT) Sector
- Sports Sector and
- Wholesale and Retail Sector

3.18.2 COMMUNITY SERVICES

The Government Sector is another key sector identified in the 2017 LED Strategy. The 2017 Strategy indicates that as a result of the Provincial Capital status of Msunduzi, the government sector still remains one of the most significant economic sectors in the municipality. The consolidation of government activities over the past decade, from both Ulundi and eThekwini, has presented major opportunities for Msunduzi, however, indications are that facilities and supporting infrastructure are restricting the growth of this sector. Few new developments have been undertaken

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in Msunduzi to accommodate specifically the government sector and in general government facilities in the Municipality is outdated and need of upgrading (some departments have initiated processes in this regard).

The development of the sector is based on the establishment of the proposed Government Precinct which is championed by the KZN Department of Treasury. The application for the rezoning of the site where the Parliament Precinct will be established was approved in 2010. Due to financial constraints in 2010, the Government could not proceed with the project. However, it is indicated that currently the project is still to go ahead, however the status of its progress is still unknown at this stage.

In the longer term a more detailed assessment of the sector and the future development of the sector in Msunduzi will have to be undertaken. Such an assessment should be undertaken by Msunduzi with the support and involvement of key government departments, such as the Department of Public Works, Department of Economic Development, Tourism and Environmental Affairs and others.

3.18.3 FINANCE

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

3.18.4 TRANSPORT

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

3.18.5 TRADE

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

3.18.6 THE MANUFACTURING SECTOR

Despite a decline in the manufacturing output of the Municipality over the last decade, the manufacturing sector contributes to the local GDP at 15%. 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 60ha site in Ashburton which is under construction and will have 70 sites of commercial and light industrial properties.

The Msunduzi Local Municipality will continue to identify and support established industry sectors, such as clothing and textiles, footwear, metal products, electronic equipment amongst others. However, through more focused research the Municipality will continue to identify opportunities in other sectors and investigate approaches to attracting such industries.

Currently a Manufacturing Sector Assessment is being undertaken which involves the auditing of various manufacturing businesses found within Msunduzi and an Industrial Development Strategy that is currently being developed and is at Inception stage.

3.18.7 THE AGRICULTURE SECTOR

Agriculture and agribusiness makes an important contribution to the Msunduzi economy in general. However, the agricultural output of the Municipality is limited primarily as a result of the extent of land available for this purpose. It further indicates that a future focus area of the Municipality should be on the protection of high potential agricultural land where possible and intensification of agricultural production on the available land.



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Further to this, where the potential exists the Municipality will in partnership with the Department of Agriculture support subsistence and small farmer development.

In addition, opportunities exist in linking the Msunduzi Local Municipality to the uMgungundlovu District's Agripark, which forms 1 of the 44 District Agriparks that have been identified at national level. Agriculture provides 3% of the GDP of the municipality. Although subsistence agriculture plays an important role in the Municipality, commercial agriculture is not as prevalent as in surrounding municipality. Many surrounding municipalities within the uMgungundlovu Municipality supply produce directly to the markets in the Municipality.

Although the agriculture sector is identified as a key sector, the Msunduzi is not the front-runner unlocking and supporting local economic development within agriculture sector in Msunduzi Local Municipality. The Municipality currently provides a support function to the KZN Department of Agriculture and Rural Development which champion's agriculture related projects within the Local Municipality. However, the Municipality does recognize the importance of having an official within the LED Unit whose primary focus should be on agriculture and agriculture related activities within Msunduzi, especially in light of supporting National imperatives such as the roll out of the uMgungundlovu Agri-park.

3.18.8 THE TOURISM SECTOR

The Tourism Sector was highlighted as one of the key economic sectors for local economic development in the 2017 LED Strategy. The economy of Msunduzi Local 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 berg and beach tourism destinations and is a convenient stop-over for many travellers.

The 2014 LED Strategy indicates that in an effort to develop these areas, address the challenges and create a year round tourism industry in the city a Tourism Strategy has been developed in order to outline the direction in which the tourism industry in the Msunduzi Local Municipality should proceed taking into account the local economic conditions and the specific issues that need to be addressed. As an important node within the uMgungundlovu District it is believed that this will support and complement the tourism sector in the District. Throughout the development of the Plan a systems approach to tourism development was adopted. This approach focuses on more than just improving the available tourism products and services, and includes addressing components that are integral to the efficient functioning of the tourism industry.

3.18.9 THE BPO SECTOR

The previous LED Strategy highlights the importance of the Business Process Services and Offshoring (BPS&O) Sector. It highlights that the BPO sector has been growing rapidly world-wide. Contracting external agents to perform certain business functions is not new. But collaboration between companies and external service providers who are off-site and increasingly off-shore, has increased rapidly with the universal use of email and the availability of high bandwidth and web-based connections.

This has given birth to a rapidly expanding business process outsourcing and offshoring sector (BPO&O) now referred to as business process services and offshoring. Outsourcing occurs when a company uses a third party to carry out certain of its business processes and offshoring is when these activities are performed in a foreign location. BPS includes:

- IT and technical services;
- Call centre functions;
- Financial accounting and administration;
- Human resource functions;
- Data conversion;
- Entry and scanning;
- Administration and maintenance;
- Insurance industry functions; and
- Website design and development.

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BPS acts as a trigger for job creation and community development in developing countries. Because of the channel through which the service is provided (telephone, email and internet) the service can be provided from anywhere in the world where there is adequate infrastructure and skills at competitive costs.

Although the BPO Sector has been highlighted as a key sector in the previous 2017 LED Strategy, there has been minimal activities undertaken by the Business Services Unit to unlock and support local economic development activities within this sector. In 2017, the Msunduzi Local Municipality appointed a service provider to develop a strategy for the sector, however the strategy was never completed. Through engagement sessions with officials from the Municipality, it is indicted that this sector is still an important sector to explore as there has been growing number of BPO sector activities that are being undertaken within the municipality such as call centre establishments.

3.18.10 THE GREEN ECONOMY

The Green Economy is another sector that has been highlighted. As indicated in the LED Strategy, various definitions are currently MSUNDUZI MUNICIPALITY Prepared by: Description Msunduzi LED Review Revision No. 2 Date: June 2017 Page 36 MK-R-901 Rev.02/17 being put forward for what represents "green economy" activities. A study by the KZN Department of Economic Development put forward the following definition:

"A 'green economy' is characterised by substantially increased investments in economic sectors that build on and enhance the earth's natural capital or reduce ecological scarcities and environmental risks". The study went further to identify sectors in which green economy opportunities exist which includes (KZN DEDT 2011):

- Agriculture,
- Forestry,
- Fishing,
- Indigenous natural products,
- Energy,
- Water,
- Waste,
- Transport,
- Cities, towns and villages,
- Buildings,
- Manufacturing,
- Retail
- Environmental consulting, policy-making and research,
- Tourism, and
- Nature conservation.

The range of opportunities for building a Green Economy is then nearly limitless and it is recommended that the Msunduzi Municipality must, from a strategic perspective, provide guidelines as to its focus areas in terms of building the Green Economy.

Within the context of the above, through previous discussions with the Department of Economic Development and Tourism and Trade and Investment KwaZulu-Natal (TIKZN) and the available literature on Green Economy promotion, a guideline for the development of the Green Economy in Msunduzi has been developed. This guideline acknowledges the following components of a future Msunduzi Green Economy:

- Green energy;
- Green industry;
- Green property;
- Green landscape;
- Green infrastructure;
- Green agriculture;
- Green jobs; and
- Green skills development.



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These components are unpacked in terms of potential opportunities and projects and comment is provided on the spatial considerations relating to each of the activities. In line with developing the Green Economy, the previous LED Strategy suggested that Green Economy Guidelines be developed. This project needed to be undertaken with MSUNDUZI MUNICIPALITY the collaboration of the Environmental Management Unit as well as the Business Services Unit. To date, no work has been done on developing the Green Economy Guidelines and the Environmental Management Unit has indicated that although an important project, the development of the Green Economy Guidelines has not been prioritized by this department and in order to develop and implement the Green Economy Guidelines, further collaboration and effort needs to be made between the Business Services Unit and the Environmental Management Unit to undertake this task.

3.18.11 THE HEALTH SECTOR

There has been increase in the development private and specialised healthcare services within the Msunduzi Local Municipality. This is largely due to the increase in demand for such specialised, quality healthcare services within the Msunduzi Local Municipality. It has the potential to attract highly skilled professionals into the area with potential for a greater income spend.

The Municipality, by nature is a restorative area and enjoys a competitive advantage on terms of the high number of people on medical aid and a large retirement community. The Municipality can best leverage off this competitive advantage in the private healthcare sector by establishing a centre of medical excellence in Pietermaritzburg and the Midlands that would include inter-alia the following aspects:

- Possible establishment of a medical school and/or nurses training college;
- Driving medical tourism;
- Medical investment attraction;
- Technological development & innovation (medical); and
- Some related manufacturing

3.18.12 INFORMATION AND COMMUNICATION TECHNOLOGY

Information and Communication Technology plays an important role in attracting investment into a region and developing the ICT Sector. There is strategic importance in developing the Msunduzi as an ICT incubator to provide an enabling environment for the emerging ICT small business to be sustainable and competitive in regional, provincial and nations markets.

A fiber optic cable network project is also one of the current ICT related and catalytic projects that is earmarked for Msunduzi Local Municipality. A Technology Hub is also envisaged for the Msunduzi Local Municipality and is one of the catalytic projects identified in the 2017 LED Strategy. A grant was received from KZN Treasury for the designs and preliminary infrastructure costs. A concept plan was approved by council for the hub, after which detailed designs for Phase 1 of the hub were completed. The Municipality is awaiting the ROD from EDTEA and will thereafter have to source funds for the construction phase going forward.

3.18.13 SPORT SECTOR

Not only has Msunduzi played host to a number of sporting events such as the Comrades Marathon, it also houses a number of sporting infrastructure developments and has recently had a greater focus on upgrading and developing its sporting infrastructure. A number of sporting head offices are also located within the Msunduzi Local Municipality. Opportunity exists in creating sports training academies linked to these sporting infrastructure as well as skills development and training of sports officials that can be used to train sportsmen and women at these facilities.

Additional, the Municipality aims to identify sports disciplines that are well represented and organised at a local, provincial and international level, for example, judo, netball, basketball, cycling and target shooting. Msunduzi Municipality will liaise with these sport disciplines about partnering in the establishment of the best infrastructure in the country for those sports in order to attract the events at all levels. This will create the enabling environment for the private sector to invest in supporting tourism product – accommodation, catering, laundry etc



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.

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

WEAKNESSES

- Limited space available for industrial expansion.
- Labour residing long distances from places of employment.
- The need to review the LED strategy.

THREATS

- The impacts of the on-going Global financial crisis.
- Globalisation and competition with manufacturers with lower overhead costs.

3.19 LEVELS OF EMPLOYMENT

3.19.1 EMPLOYMENT

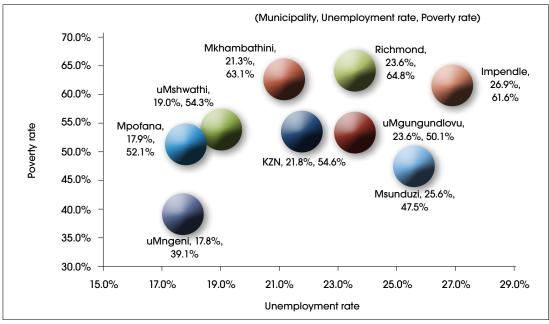
The table below indicates the employment profile for Msunduzi. When looking at the labour force, it can be seen that the employed population made up 51.8% of the labour force in 2001 and has grown to 60.6% in 2011, indicating a 2.7% growth rate during this period. Based on this growth rate, it is estimated that the employed component of the labour force currently sits at 66.7%. The unemployed population made up 48.2% of the labour force in 2001 and in 2011, it made up 39.4% of the labour force indicating a -3.8% growth rate during this period. Based on this growth rate, it is estimated that the unemployed component of the labour force currently sits at 33.3%.

Figure 16: Msunduzi Employment Profile, 2017

Employment profile	2001	2011	Growth Rate	2017
Employed	51.8%	60.6%	2.7%	66.7%
Unemployed	48.2%	39.4%	-3.8%	33.3%
Labour Force	100.0%	100.0%	3.5%	100.0%



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.

On the 19th of March 2020, President Cyril Ramaphosa announced a nationwide lockdown for 21 days from midnight on Thursday, 26 March 2020 to midnight on Thursday, 16 April 2020 in response to curve the spread of the Coronavirus (COVID- 19). The measures to contain the Coronavirus have had a disastrous impact on Msunduzi Municipality's economy. South Africa's economy is bleeding billions every day and millions of people will be added to the ranks of the unemployed.

The impact of pronounced state of disaster and national lockdown has been far reaching, penetrating every sector and industry, with an inordinate impact on employment levels.

More than 38% of employees and staffing levels have been severely affected, this has resulted in wage/salary cuts and employees have been temporarily laid off. This subsequently resulted in an increased number of people dependent on the Government. The unemployment rate is expected to reach 50% as the economy continuously plummets as a result of the corona virus.

3.19.2 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

The infrastructure sector is led by the Department of Public Works (DPW). The Department also collaborates with the Departments of: Transport; Cooperative Governance and Traditional Affairs; Water Affairs; Mineral Resources; and Energy. The Infrastructure sector involves the use of labour-intensive methods in the construction and maintenance of public sector funded infrastructure projects. Labour intensive infrastructure projects under the EPWP entail:

- Using labour-intensive construction methods to provide work opportunities to local unemployed people;
- Providing training and skills development to the locally unemployed people; and
- building cost effective and quality assets.

The municipality is implementing the EPWP project however there is lots of room to increase our contribution further and the continued growth of the sector will depend on the degree to which some of the underperforming areas

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within the municipality can increase their performance by implementing their projects more labour intensively and by establishing dedicated labour intensive maintenance programmes which have the potential to provide regular employment to large numbers of people, especially in rural areas.

The key EPWP Infrastructure programmes include:

- Vuk'uphile: pertains to training of individuals in labour intensive methods of construction to become
 contractors at NQF level 2 and supervisors at NQF level 4,
- National Youth Service: A year-long skills training and development intervention. It aims to provide unemployed youth with technical skills and life skills training, access to practical work experience and mentoring;
- Large Projects: these are projects with a minimum budget of R30m or more. Ensure that delivery of large budgets projects will be based on EPWP principles and ensure meaningful development of emerging contractors; and

In addition, DPW provides technical support to assist: design and implement programmes/ projects labour intensively and to report on EPWP projects.

The EPWP Social Sector provides work opportunities to unemployed and unskilled people through the delivery of social development and community protection services such as:

- Early Childhood Development: Provide education and care to children in the temporary absence of their
 parents or adult caregivers. Services include provision of child health, nutrition, education, psychosocial and
 other needs within the context of the family and the community. The beneficiaries are provided with skills to
 increase their capacity to generate an income hence improving care and learning environment,
- Home Community Based Care: Provide basic health services needs by formal or informal caregivers
 employed in EPWP projects to people in their own homes or home based care that the community can
 access closer to their homes,
- **School nutrition programme:** The programme employs community members as food handlers to provide food to children from needy families and thus address malnutrition,
- **Community Crime Prevention:** It is aimed at encouraging community members by employing volunteers in EPWP projects to be active in helping to identify community safety priorities for their neighbourhoods,
- School Mass Participation: The programme provides work opportunities to sports coaches and encourages
 members of the public to participate actively in sports with the objectives of promoting good health,
 selfrealisation, community development and social cohesion, and
- **Kha Ri Gude** (Tshivenda for 'let us learn') is a Mass Literacy Campaign aimed at inviting adults who missed out on their schooling, and who cannot read nor write, to join literacy classes provided across the country.

The overall coordinator of Social Sector is the Department of Social Development assisted by the Department of Basic Education and the Department of Health.

3.19.3 COMMUNITY WORKS PROGRAMME (CWP) - MSUNDUZI SITE

The Community Work Programme is a government programme aimed at tackling poverty and unemployment. The programme provides an employment safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream. CWP is designed as an employment safety net, not an employment solution for participants. The purpose is to supplement people's existing livelihood strategies by offering a basic level of income security through work. An ongoing programme does not replace government's existing social grants programme but complements it. The primary purpose of the CWP is to create access to a minimum level of regular and predictable work opportunities for those who need them, targeting areas of high unemployment, where sustainable alternatives are likely to remain limited for the near future.

3.20 Formal Businesses in the Msunduzi Municipality

The Msunduzi Municipality, Development Services Business Unit Business Retention and Expansion (BR&E) is currently doing concurrent surveys on formal businesses. Business Retention and Expansion BR&E) is conducting a data



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collection and verification for formal businesses in the Industrial areas, Mkondeni industrial Area and Willowton Industrial Area. The purpose of the survey, data collection and verification of businesses in the Industrial areas is to development of Msunduzi Municipality Business Directory. The business directory will include all Industrial areas including CBD, Greater Edendale Area, Mkondeni Industrial Area and Willowton Industrial. This will include:

- Build new listings on top directories and industry websites.
- Fix incorrect listings that confuse customers and hurt local rankings.
- Distribute business information to 100s of directories via Local Data Base.
- Remove harmful, duplicate listings.
- Free business listings

The Msunduzi Municipality Businesses Directory will include Small-scale businesses emanating from the Business Retention and Expansion business survey process. Business Retention and Expansion programmes aid to enhance the profile of businesses within the local community.

3.20.1 MAJOR DEVELOPMENTS

Lion Park Warehousing

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

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

Willwood Park

The Willowood park development will offer industrial accommodation for "trade retail" enterprises. Phase 3 and 4 of the development have been successfully completed:

- Phase 3 encompassed the retail development which included the modification and improvements to existing facilities.
- Phase 4 comprised of proving and formalising additional customer and staff parking.

The project has not commenced with the development of the remainder of the property up to Orthman Road.

Woodhouse Road Student Accommodation

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

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Camp's drift Waterfront

Environmental Authorisation for this proposed development was granted by the Department of Economic Development, Tourism and Environmental Affairs on 04th February 2015. In terms of the Environmental Authorization a number of additional studies are required before construction can commence. These include: a Traffic Impact Study, green building design, amended environmental management plan, and a landscape plan. Final building plans must also be approved by the Municipality prior to construction commencing. A Water User Licence will be required. This has been communicated to the Developer for their attention. The developer is working on these outstanding requirements including building plans and the Water User Licence application. Spatial Planning and Land Use Management Act (SPLUMA) has been submitted to the town planning department and currently pending Municipal Planning Tribunal approval.

Mphushini Business Park

This was a proposed mixed-use development, comprising a logistics park and office, on a 20.5 hectare site in Ashburton, and the investment value is R1.7 billion. The site was sold to another developer who is proposing to change the condition of the development rights granted for the property. Planning application was approved in terms of the KZN PDA.

Hillcove Hills

This is currently the largest proposed residential/mixed-use development in the municipality, on a site 483 hectares in extent between Bellevue and Ashburton. The proposal is for 1369 residential units of various densities, 200,000m2 office and commercial space, 10 Community Facility erven, and public and private open space. The development will be done in a number of phases, with the second phase requiring a major upgrade of bulk services, which will be to the developer's cost. The application has been considered by Full Council and currently pending Full Council Approval.

Sinathing Forest Community Plantation Project

Thathakonke Primary Agricultural Cooperative Limited is currently leasing a (1012 hectares) degraded municipal land to develop it into a commercial forestry business. The Snathing Forest Community Plantation project is a viable forestry estate that requires recapitalization and replanting in order to reduce environmental degradation, job creation, maintain biodiversity and contribute to improved carbon sequestration. The Snathing Forest Community Plantation project is an ongoing project with a twenty-five (25) year memorandum of lease signed on the 17th December 2013 the lessor is Msunduzi Municipality and lessee is Thathakonke Agricultural Cooperative Limited.

- SAPPI committed R500, 000, 00 toward Sinathing Forest Community Plantation Project
- 50 hectares SAPPI Project grow, growing gum trees for commercial purposes.
- The Industrial Development Corporation approved funding for R27.87m for Thathakonke Agricultural Cooperative Limited/Okuhle injected towards an establishment of 600 hectares of Leaf Garden Plantation within a Partnership Agreement with Busby Oils Natal (Pty) Ltd.
- Industrial Development Committee Financial Facilities
- Thathakonke Agricultural Cooperative Limited/Okuhle SSS (Pty) Limited Leaf Garden Approval letter detail
 the following financial information in a simplified and tabular summary for this purpose:

Facilities	Туре	Amounts	Term
Pref. Share	Semi-equity	R23 million	16yrs
VAT Loan	Loan	R0.301 million	5yrs
BS Loan	Loan	R0.337 million	7yrs
BS Grant	Grant	R0.0337 million	N/A
DIS Loan	Loan	R0.195 million	7yrs
DIS Grant	Grant	R3.7 million	N/A
Total		R27.87 million	16yrs





Kings of Midlands Tyre Fitment Centre Project

The Kings of Midlands Secondary Cooperative Limited is local registered business founded by taxi association; the taxi association is originally from Grange Westgate in Pietermaritzburg in KwaZulu Natal. Kings of Midlands Secondary Cooperative with registration number 2012/006750/25 is an existing, Tyre fitment centre, Fuel Service Station, Spares Shop and Panel Beating Service Centre cooperative consisting of eight (8) founding members and provide services to taxis, private vehicles around KwaZulu Natal Province.

The Department of Small Business Development has committed funds to the value of R9.8 Million towards the King of Midlands project. These funds have been used to purchase equipment, which is currently being housed and untiled at an interim location in Victoria Road on a 2 year lease agreement while awaiting final transfer of the above-mentioned property from DOHS to the Kings of Midlands Cooperative.

The site identified for the project is Portion 13 of Erf 1887 Pietermaritzburg, boarded by Mayors Walk, Griffin and Havelock Roads, and is in the ownership of the Department Of Human Settlements. The rationale behind the project is that the taxi industry is one of the biggest consumers of fuel, tyres and spare parts, yet receives very little compensation or direct benefit in return. There are in excess of 4,200 minibus taxis operating in the city, which represents a huge market for the services that will be provided through the project.

Smart City Concept

A smart city is a designation given to a city that incorporates information and communication technologies (ICT) to enhance the quality and performance of urban services such as energy, transportation and utilities in order to reduce resource consumption, wastage and overall costs.

The Local Economic Development (LED) units envisions Pietermaritzburg as a smart city that uses digital technologies to enhance the city's performance, ensure the well-being of its citizens, and to engage more effectively and actively with its citizens. In achieving a "smart city", the Municipality aims to improve ICT infrastructure within Msunduzi Municipality as it will in turn have multiple benefits on educational institutions, hospitals, clinics and local governance in the municipality.

Strategic Land Release

The Local Economic Development Unit has formulated a key strategy which encourages the strategic release of land and premises for investment and economic development related activities. This strategies aims to create a catalytic mixed-use development, high impact, as this will attract national and local investments. Below is a list of the identified Strategic and Investment sites which can be disposed:

- Mkhondeni
- 40 Haworth Road
- Imbali Unit CC
- 1 Ormond Road Central
- Skhumbuzo Ngwenya
- Chase Valley, Chase Valley Road
- Caravan Park, Hayfields
- Armitage Road
- Woodhouse, Scottsville
- Corner Street Patricks & New England
- Corner Street FJ Sithole & Mthombothi

Catalytic Projects

These projects have the potential to have a major impact on the economy of Msunduzi and the Region or, at the very least impact positively on the future of a specific economic sector



NO	Project Name	Project details	Estimated valuate	Time period
01	Inner City Housing - CRU Development at Northern Gateway (Jika Joe)	Construction of 1000 flats. Phase 1 is 636 units currently under construction.	R 440M (Funded by department of Human Settlement) and R70m funded from MIG.	Short term, to be completed by 2022.
02	CBD Regeneration	 Public realm aesthetic upgrade Visible policing (Freedom square & parks) PPPs on 'problem' buildings Visible enforcement and waste management City Cleanup and awareness campaign 	(Media, Communication & Marketing)	+-R200m
03	Edendale Town Centre	The projects is a mixed use development project that aims to bring land uses that are typically found in towns and cities such as offices, retail, government uses, medium density residential and light industrial activity. The project aims to bring spatial and economic transformation in previously disadvantaged areas. To also ensure that the municipality provides sustainable human settlements through rolling out a projects that provides different social and economic opportunities	Total Estimated Value= R3,5 Billion	Short term (0-3 yrs) Medium term (3-5 yrs) Long term (5-10 years) (Multi-year project that will be implemented in phases)
04	Leather hub flagship Project	EDTEA has acquired the old tannery in Plessislaer. They've issued a tender for proposal calls for engineering designs – adjudication of tenders and appointment of service provider is under way. Funding is available via Ithala, who are the project managers. There is a steering committee in place, but so far there's been no input from the private sector, prospective tenants.	+-R 100M	Short term
05	Re-Development of Ematsheni Beerhall	Earmarked for inclusion of previously disadvantaged group on the value chain (support informal economy – various sector) e.g. adopt Durban Warwick Strategy. Fresh Produce Market for SMMEs. Create economic activity in previously marginalised and create value chain for SMMEs	+-R14 Million	Short term
06	Aluminium Hub Development	The acquisition of land for the project is still yet to be approved by the Council, The project is already registered with KZN Economic Development for Funding	Planning R1,2 Million and capital R80 million estimated	Medium term



NO	Project Name	Project details	Estimated valuate	Time period
07	Edendale Auto Service Hub	 Possible sites for the projects have been identified. Service data have been presented to the consultants(electricity, water, and drainage pipelines) EIA has been done and awaiting report. EDTEA and Ithala is still in the process of leasing or buying the official site from the Msunduzi Municipality. 	To be determined	Medium term
08	Imbali Youth Enterprise Park	 YEP is located in Imbali within Greater Edendale. Its modified containers configured to create decent working space for a variety of activities to support the start-up and incubation of innovative businesses. Detail designs and costing completed 	+-R39 million	2 year programme
09	Manaye Precinct Development (Liberation heritage project in Edendale)	 Precinct plan completed Phasing plan completed Detail designs completed for infrastructure relocation and upgrade Phase 1A in course of construction, additional funding required for remaining phase 	+-R300m	Short to medium
10	Airport Precinct Development	 Airport Master Plan and Precinct plan completed EIA submitted and approved Transnet to decommission the railway line in favour of the Airport entrance through the Market Road Technology hub: Assistance in terms of infrastructure funding (all detail plans are in place and technical studies) Parallel taxi way as an alternative to the current runway (funding required) Relocation of the terminal building in line with the new access to the airport through market road Detail planning and disposal for sites for hangers and industrial development within Airport Precinct 	+- R 500m	Short to medium
11	Oribi Village – Residential Village	The project aims at refurbishing existing Units, demolishing certain units, construction of new social housing units and the transfer of existing free standing houses.	-+R600m	Mid Term completion by 2024



NO	Project Name	Project details	Estimated valuate	Time period
12	Inner City: Legislative Precinct Development	This is a medium to long-term initiative which will see the development of a new legislature precinct that will better cater for the needs of the legislature and facilitate good governance. Concept design, detail designs, bill of quantities and SPLUMA process (Required)	+-R500m	Long Term
13	Airport International Convention Centre and 5 star Hotel	Land disposal, thereafter, Technical studies and construction	+-R50m (Private development)	Short Term
14	Sanral Provincial Office on the N3 (Mkhondeni Area)	Finalize and Dispose the site to SANRAL,	+-R50m	Short term
15	Market road extension onto the Airport	Detail designs, bill of quantities and thereafter construction to follow through	+-R 100m	Short to medium
16	MKMVA Residential Planning Programme	 The project was intended to release residential sites through land donation to KZN Department of Human Settlements for Military Veterans housing. To date, 8 houses have been constructed in Glenwood 	R 8 900 000	Medium term
17	The Development of Incentives policies to assist the industrial investors.	The Incentives policy developed and consultation with business concluded Two Policies developed: 1.Industral Incentive Policy 2.Techno Hub Incentive Policy	Industrial Investment Attraction	Short term
18	Industrial Efficiency Program	The project is currently being commissioned in three companies Hulamin, Dyster and Somta Tools is finished. More companies have expressed interest in light of imminent electricity increases.	Reduces operational Costs	Short term
19	PMB Logistics Hub	 Identified in terms of the SIP 2 Program Funding required for conceptual designs, detail and construction 	+-R200m	Medium to long term

3.20.2 MSUNDUZI MUNICIPALITY'S ECONOMIC RECOVERY PLAN

The measures to contain the Coronavirus have had a disastrous impact on Msunduzi Municipality's economy. South Africa's economy is bleeding billions every day and millions of people will be added to the ranks of the unemployed. This is so applicable to the people of Msunduzi.

The Msunduzi Municipality is vigorously implementing the economic recovery strategy to jumpstart the recovery of the economy as the country emerges from the pandemic.



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Msunduzi Municipality has revised an approach to local economy which will be divided into two, as follows:

12 Months economic recovery plan

For the first 12 months we must ensure financial sustainability of the Municipality while investing in our joint economic future.

• 5 Year Plan

2 Months

We must ensure financial sustainability of the Municipality while investing in our joint economic future.

S Year Plan

Will focus on reviewing and implementing Msunduzi City Development Strategy. Due to the immense impact that COVID-19 will have on society and business, it is necessary to review the City Development Strategy.

The five year plan will focus on reviewing and implementing Msunduzi City Development Strategy. Due to the immense impact that COVID-19 will have on society and business, it is necessary to review the City Development Strategy.



Our Economic Recovery Plan will embedded on the following eight (8) pillars:

Monitoring and responding to the Municipality's financial position and the health of the economy

- Development Services Unit ensures modelling and predicting economic activity
- looks at businesses that employ people, and that are in trouble for intervention in order to protect jobs
 ng and responding to the Municipality's financial position and the health of the economy

Facilitating the City's share of national support

- Establishment of the Hotline, aimed at helping businesses access support
- That business support offices at Development Services Unit are open and assisting small business

Restarting the tourism sector

- Helping tourism industry to access national and provincial support
- Re-catergorisation of B&Bs and Guest Houses to residential rates, on application to Municipal Rates and Revenue Management sections

Protecting and building the rural, township and informal economy

- identifying informal enterprises likely to be left out in National and Provincial support programmes
- Will provide a 6-months rental holiday for Informal Businesses including Street Traders
- Will provide 0% increase in rentals/fees applicable to registered informal traders for 2020/21
- Will not increase business licence fees for 2020/21.

Creating an extra-ordinary environment for construction and infrastructure development

- Waiving of all development application fees until 30 June 2021
- Reducing time taken to release strategic land and time taken to process catalytic projects

Expenditing City Procurement

- Bid Committees to sit more regularly to expedite tenders
- Financial Services to implement a 7 day payment period for small businesses with no fee charges

Operationalising the Msunduzi Relief and Recovery Fund

- Establishment of Msunduzi Municipality Economic Recovery Fund
- Msunduzi PCB/Mayoral Committee to direct and provide oversight on economic recovery plan

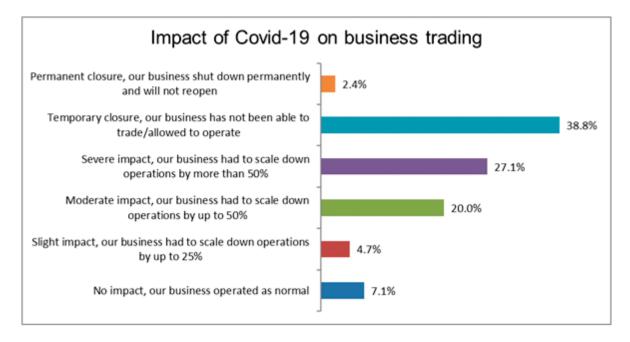
Promoting Economic Transformation

 Set aside more COVID-19 procurement for cooperatives and micro enterprises including enterprises owned by the women, youth, people with disabilities

In attempt to understand the impact of the coronavirus on the Msunduzi Municipality's economy, surveys were conducted. Following is the interim results of the Covid-19 KZN Economic and Business Impact Assessment 2020–Msunduzi as the local municipality in which main business activities takes place.

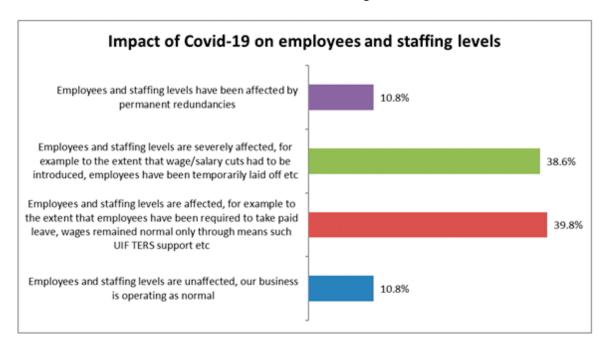


1. Impact of Covid-19 on business trading



The COVID-19 has had an adverse impact on the trading of businesses, 38.8% of businesses in the Municipality have had to temporarily close their businesses as they were unable to operate during the lockdown Alert level 5 period. Furthermore, 27.1% of businesses are faced with the reality of scaling down operations by more than 50%

2. Impact of Covid-19 on employees and staffing level



More than 38% of employees and staffing levels have been severely affected, this has resulted in wage/salary cuts and employees have been temporarily laid off. This subsequently resulted in an increased number of people depending on the Government for economic relief programmes.

With the above said, the Msunduzi Municipality's Development Services unit is working hard to ensure that Msunduzi Municipality not only minimize the effects of this crisis – but build a stronger, more resilient future for our businesses and ultimately its residents. The Msunduzi's Economic Recovery Plan identifies a number of interventions in response to the COVID-19 crisis.

Msunduzi Municipality has continuously assisted a number of informal traders including spaza shops in obtaining temporal permits to trade during the lockdown period. The Municipality further assisted qualifying businesses to

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gain essential service status in order to operate during the lockdown period. Msunduzi Municipality is determined to help companies to re-purpose towards the needs created by the COVID-19 crisis. Given that COVID-19 is a global crisis, many countries are looking to land urgent orders for Personal Protective Equipment (PPE) as well as critical medical supplies like ventilators. Msunduzi Municipality will embark on identifying local companies that can pivot their normal manufacturing to meet these health needs and to best position themselves to take advantage of this opportunity.

The Municipality is in the process of forging partnership with HUWAEI to be a strategic partner to work with government, business and society to promote the inclusive growth of the digital economy through SMART CITY.

Development Services Unit is currently investigating key aspects as a part of the recovery plan. These include: vigorously implementing economic strategies to jumpstart the recovery of the economy as the Municipality emerges from the pandemic. The most significant contribution that the Sub-Unit can make in this regard is to ensure the availability of zoned and serviced land for the expansion of the activities of the various sectors. The sub-unit is using various strategic documents as guides to dispose strategically located plots which will assist in effectively utilising the strategic, unused or underutilised and underdeveloped industrial sites in the city, to develop a dynamic, industrial competitive regional economy that will contribute to inclusive economic growth and development, employment and equity.

In an attempt to embrace technology and used research as a strategic guide, to plot a sustainable future for the Municipality, the Development sub-unit is championing the Smart City concept for the City of Pietermaritzburg. This concept aims to bring together technology, government and society to enable smart city, smart economy, smart mobility, smart environment, smart people, smart living and smart governance. As part of this initiative, the sub-unit aims to implement a digital platform that will make the process of applying for trading permits effective and efficient whilst reducing human contact.

Additionally, the sub-unit aims to ensure the survival of the rural, township and informal economy, the sub-unit is seeking to provide:

- 6-months rental holiday for Informal Businesses including Street Traders
- 0% increase in rentals/fees applicable to registered informal traders for 2020/2021 and the sub-unit will
- No increase in business license fees for 2020/21.

The City's Financial Services Business Unit is currently looking into available relief measures to guest houses and certain B&Bs so as to allow them to apply to change their property classification due to the impact of COVID-19, which could cut rates bills in half. Additionally, the Town Planning and Environment Management Unit is currently testing moving the building plans and development applications to online. And Municipal Planning Tribunal to convene on MS Teams weekly to consider more application to enhance development and construction.

Given that tourism is identified as one of the most important economic sectors within the Msunduzi Municipality, focus has been shifted in order to create opportunities in developing, supporting and marketing this sector. The opportunities identified include facilitating and supporting recreational tourism events (arts and culture, music, sporting) such as:

- Chilla-Nathi,
- Cars in the park,
- Royal showarounds.
- PMB Jazz festival,
- Comrades Marathon and
- Msunduzi Investment Conference and Business fair.

In the long term, the Development Services sub-unit has projects that are being prioritized for implementation during the 2020/2021 financial year, these include:

The Camps Drift Desilting project, the Promenade 1 (road upgrade), The Old Edendale Road Upgrade, the Civic Zone, The Youth Enterprise Park and Manaye.



The aforementioned projects are crucial in stimulating inclusive economic growth and development, attracting local, national and international investment and creating sustainable job opportunities.

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.

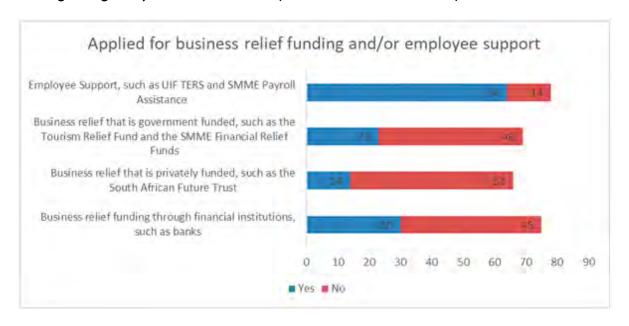
The importance of creating an enabling infrastructure environment for Msunduzi business cannot be overstated. Electricity, telecommunications, water, and roads are the fundamentals of basic economic infrastructure. Existing local and regional economic incentives to invest or expand were regarded as poor 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.

On the 9th of April 2020, the President announced the "Risk Adjusted Strategy" which is a gradually phased reopening of the country's economy.

This strategy entailed lockdown restriction levels ranging from level 5 to 1; with level 5 imposing drastic measures intended to curb the spread of the Corona Virus (COVID 19) and level 1 would be reached once the virus infections decrease to the extent that it is safe to proceed with activities as normal. The country, therefore, entered into level 4 of the lockdown on the 01st of May 2020, which meant that some activities could resume subject to extreme precautions required to limit community transmissions and outbreaks.

The impact of pronounced state of disaster and national lockdown has been far reaching, penetrating every sector and industry, with an inordinate impact on small business. Given the already strained economic environment, the Minister of Small Business Development – the Honourable Khumbudzo Ntshavheni – has called for the response to support vulnerable businesses.

With the above said, the Development Services Unit assisted small, medium and micro-enterprises & co-operatives in accessing government relief programmes in attempt to assist SMEs which are negatively affected by COVID-19 to mitigate against job losses and the expected harsh economic impact.





Over 64 people have applied for business relief funding and/or employee support, such as UIF TERS and SMME Payroll Assistance. A further 30 have applied for business relief funding through finance institutions, such as banks.

The Development Services have assisted the following businesses:

	Number of businesses assisted
Event Management Business (tents)	17
Construction	2
	19

(ii) The Informal Sector

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

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

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

TABLE 37: INFORMAL ACTIVITIES IN MSUNDUZI

Municipality	Manufacturing	Construction	Trade	Transport	Finance	Community Services	Total Informal
KN - DC 22	3 778	4 780	18, 311	3 389	2 061	4 926	37 244
Richmond	268	382	1,419	177	188	207	2640
Pietermaritzburg (Msunduzi)	2,241	3 530	13,555	2,402	1,724	3,677	27,130
Impendle	0	56	176	37	17	34	320
Lion 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%



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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

The impact of pronounced state of disaster and national lockdown has been far reaching, penetrating every sector and industry, with an inordinate impact on the informal economy. On the 02 April 2020, Dr Nkosazana Dlamini Zuma, Minister of Cooperative Governance and Traditional Affairs, made amendments in terms of section (E) of the Disaster Management Act, 2002, amended Regulations to exempt the spaza shops and informal food traders during the lockdown period, this was in attempt to in order to ensure the survival of the rural, township and informal economy,

After the announcement made by the Minister, the Sustainable Development Business Unit prepared application forms, ward Councillor Consent forms, and began processing and issuing temporary permits to spaza shops and informal food traders.

During this period, the Sustainable Business Unit has issued 231 temporary permits to informal traders.

3.22 LEVELS OF POVERTY

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

TABLE 38: SOCIAL DEVELOPMENT AND PEOPLE LIVING IN POVERTY

2014	Msunduzi
Human Development Index (HDI)	0.60
Gini coefficient	0.64



233

2014	Msunduzi
Share below the food poverty line	26.0%
Share below the lower poverty line	36.6%
Share below the upper poverty line	47.5%
Functional literacy: age 15+, completed grade 7 or higher	86.2%

(Source: Global Insight, 2014)

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

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

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

BUILDING PLAN APPROVAL



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

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

Ö			1		8		2			3 2 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5		2 6				9
MONTH	Resi	dential Dy Pas	Residential Dwelling Houses Passed	Other	Residential Etc	Other Residential- Flats, Hotels, Etc	RDP Passed	Non	Residenti	Non Residential- Private Sector	ž	Non Residential- Public Sector	ontial- ctor	Ψ	eration & Buil	Alteration & Additions- All Buildings
	No.	Area	Cost	No.	Area	Cost	RDP Passed	No.	Area	Cost	o N	Area	Cost	No.	Area	Cost
JULY	21	4190	R 33 735 070,00	0	0	R 0,00	2	5	16615	R 140 017 045,00	0	0	R 0,00	62	7672	R 41 376 277,00
AUGUST	10	2406	R 13 841 495,00	40	4047	R 20 235 500,00	0	0	0	R 0,00	0	0	R 0,00	30	4498	R 21 525 926,00
SEPTEMBER	6	1598	R 9 440 165,00	30	3956	R 25 714 455,00	0	_	512	R 5 124 600,00	0	0	R 0,00	30	2675	R 14 791 715,00
OCTOBER	13	3006	R 17 736 000,00	0	0	R 0,00		0	0	R 0,00	0	0	R 0,00	54	1941	R 10 155 909,00
NOVEMBER	6	1819	R 8 157 965,00	0	0	R 0,00	0	0	0	R 0,00	0	0	R 0,00	39	2929	R 10 683 805,00
DECEMBER	7	1590	R 7 496 910,00	12	1670	R 6 838 560,00	0	-	2424	R 12 122 050,00	0	0	R 0,00	4	10620	R 39 363 769,00
JANUARY	=	2018	R 8 957 145,00	15	1306	R 5 878 845,00	0	-	312	R 1 248 000,00	0	0	R 0,00	31	3521	R 15 282 500,00
FEBRUARY	13	3325	R 15 138 700,00	0	0	R 0,00	0	-	684	R 3 420 700,00	0	0	R 0,00	19	3785	R 15 247 772,00
MARCH	14	4013	R 20 519 225,00	0	0	R 0,00	0	0	0	R 0,00	0	0	R 0,00	42	14430	R 57 624 675,00
APRIL	6	1684	R 8 353 545,00	18	2139	R 9 627 300,00	0	-	13112	R 220 000 000,00	0	0	R 0,00	37	7722	R 26 411 842,00
MAY	22	3484	R 18 142 595,00	12	1863	R 10 000 000,00	0	0	0	R 0,00	0	0	R 0,00	48	6669	R 28 440 145,00
JUNE	21	3594	R 18 387 845,00	15	1209	R 5 440 500,00	0	0	0	R 0,00	0	0	R 0,00	28	6801	R 23 993 732,00
TOTAL	159	32727	R 179 906 660,00 142	142	16190	R 83 735 160,00	2	9	33659	R 381 932 395,00	0	0	R 0,00	503	73587	R 304 898 067,00



3.24 ECONOMIC ADVANTAGES OF THE MSUNDUZI MUNICIPALITY

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

TABLE 40: MUNICIPAL ECONOMIC ADVANTAGES

Advantage	Category	Description
LOCATIONAL ADVANTAGES	CENTRALITY	Msunduzi is at the cross-roads of major access routes linking Durban to Gauteng, Ixopo, Underberg with Greytown, Stanger, and as such there are multiple options for access into the municipality and the uMgungundlovu dm.
	LOCATED ON THE GAUTENG - FREE STATE - DURBAN CORRIDOR PRIMARY LOGISTICS CORRIDOR	The development of this corridor has recently received renewed prioritization by being declared as one of the president's strategic integrated plans. This will provide opportunities for nodes along the corridor identified in the SDF and ABM plans.
NATURAL/ GEOGRAPHIC ADVANTAGES	HIGHLY FERTILE LAND	There is a high abundance of fertile land in the DM and LM making it one of the most productive areas in the province
INFRASTRUCTURE 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



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Furthermore, the Municipality possesses a competitive advantage in the private healthcare sector and at the feasibility of establishing a center of medical excellence in Pietermaritzburg & Midlands that would include interalia the following aspects:

- Possible establishment of a medical school and/or nurses training college;
- Driving medical tourism;
- Medical investment attraction;
- Technological development & innovation (medical); and
- Some related manufacturing etc.

The study also categorised the Comparative Advantage Sectors as follows:

TABLE 41: COMPARATIVE ADVANTAGE SECTORS

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

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

STRATEGY	PROJECT	DESCRIPTION	STATUS
EXPLOIT	Dedicated, large	Designated stop for trucks using the N3 Durban-Gauteng	Envisioned
OPPORTUNITIES	scale truck stops	corridor	
ASSOCIATED	Development of	Currently uMgungundlovu products are packaged	Envisioned
WITH THE N3	logistical platforms	and loaded in Durban for trips to Johannesburg; this	
CORRIDOR		represents as waste of fuel and increased costs; a	
		logistical platform should be established north of PMB	
	High Speed train	High speed train, as part of the development of the	Planned
	between Durban	Durban-Free State- Johannesburg Corridor	
	and Johannesburg	Fig. 2. was as a bloom as a superior above of a case bear area as a superior at the superior and superior at the superior at t	For delays and
	Train coach manufacturing at	Encourage the manufacture of coaches and rail	Envisioned
	Mason's Mill	components at Mason's Mill, and link this to Prasa's refurbishment plan	
DEVELOPMENT	SEZ for leather	Vertical integration of companies in this sector to include	Envisioned
OF LEATHER AND	and footwear	entire production process: tanneries, trims, adhesives,	LITVISIONEG
SHOE INDUSTRY	companies	and retail	
EXPLOIT CAPITAL	CBD REVITALISATION	PMB CBD needs to reflect its importance as a provincial	Envisioned
CITY STATUS OF		capital. Derelict buildings should be restored to their	211110101100
MSUNDUZI		Victorian splendour and the city should be positioned as	
		a preferred location for companies to operate.	
	DEVELOPMENT OF A	Currently there are a shortage of high-class hotels in the	Envisioned
	FIVE STAR HOTEL IN	city; this limits business tourism growth	
	PMB		
	FURTHER EXPANSION	Revamp and expansion of existing airport to make it	Planned
	OF PMB AIRPORT	more accessible and attractive to use for both business	
		and leisure	
	ESTABLISH A	Consolidate a number of the disjointed collections into a	Envisioned
	MUSEUM AND	modern and iconic world class museum	
	HERITAGE CLUSTER	D	
	DEVELOPMENT OF	Despite being an events capital; PMB offers very few	Envisioned
	A LARGE- SCALE	conferencing options. The development of a conference	
	CONFERENCE CENTRE	centre at the Royal Show Grounds could offer greater	
	DEVELOPMENT OF	opportunities for hosting more sporting events. PMB needs an up-market residential estate so as to	Envisioned
	AN ECO- ESTATE IN	attract top business people.	LITVISIONEG
	PMB	and top business people.	
DEVELOPMENT	FILM SCHOOL	The development of a world class film school.	Envisioned
OF EDUCATION	DEVELOPMENT OF A	The development of a flight school at Oribi Airport.	Envisioned
NICHE MARKETS	FLIGHT SCHOOL		
UTILISE	Encourage	This would be beneficial to the downstream component	Envisioned
ENGINEERING	the location	manufacturers already located in the Municipality	
SKILLS	of an airline		
	manufacturer in the		
	Municipality		
	Establish an	Cluster companies which supply electronic components	Envisioned
	electronics hub	for the motor industry	
DEVELOP THE ICT	Msunduzi ICT	To provide an enabling environment for the emerging	Exploratory
SECTOR	incubator	ICT small business to be sustainable and competitive in	
		regional, provincial and nations markets	

3.25 THE MSUNDUZI LOCAL ECONOMIC DEVELOPMENT 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



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municipality is utilising analysis from the Area Based Plans together with a range of other information sources. In term of plans and initiatives undertaken to facilitate and create an enabling environment include the Municipality conducts training and workshops for co-ops and SMMEs. Mechanisms to attract and support investment include but are not limited to. The Msunduzi Growth Coalition has launched to facilitate major investments and development in the city. The coalition is an eight-a-side between business and government, on the same lines as the KZN Growth Coalition.

COGTA 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. NDPG 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 2018/2019 DoRA allocation to the Municipality.

The Municipality has a Local development strategy in place and was adopted by council during the 2017/18 financial year. The LED strategy was prepared in house with various stakeholders being included in the development of the strategy and also stakeholders are consulted with on an on-going basis. The following structures are in place and functional;

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

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

INTERVENTION 1: Youth Enterprise Development & Training

INTERVENTION 2: Increasing communication between the municipality & business

INTERVENTION 3: Implementation of sustainable development projects & assistance to distressed companies



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INTERVENTION 4: Support & promotion of local production & manufacturing businesses Intervention 4:

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

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

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

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

Mobilizing Private Sector Resources

- As part of public/private partnering for growth, one aspect of the investment support mechanism will be the
 development of suitable mechanisms to encourage additional local business development and support
 business and private sector interaction (Page 8).
- Collaborating efforts between the municipality and private sector is listed as one of the key intervention areas in the LED Strategy (page 41).

3.26 EXPENDED PUBLIC WORKS PROGRAMME POLICY

EPWP is a National programme covering all spheres of government and state owned enterprises. The programme involves re-orientating line function budgets so that government expenditure results in more Work Opportunities, particularly for unskilled labour, youth and the vulnerable groups. The EPWP projects are therefore funded through the normal budgetary process, through the budget of line function Provincial Departments as well as Metro, Districts Municipalities and Local Municipalities.

The Expanded Public Works Programme (EPWP) remains one of the largest public employment programmes within the Municipality. Our interventions are aimed at poverty alleviation, serving as an interim solution in addressing unemployment and improving the financial position of EPWP beneficiaries. It is thus important to devise measures to build more long-term and secure employment through appropriate reskilling of people.

The Implementation of EPWP in Msunduzi Municipality is guided by the EPWP Policy, which was initially adopted and approved by Full Council as follows;

- EPWP Phase II was approved on the 25th September 2013
- EPWP Phase III was adopted and approved on the 25th February 2015
- EPWP Phase IV is due for submission for adoption by the end of July 2019

The Programme is coordinated by the National Department of Public Works (DPW), with the Department of Co-operative Governance and Traditional Affairs (COGTA) acting as the facilitators, as mandated by Cabinet. The Msunduzi Municipality aims to be the contributors to the 2 million full time equivalent jobs (FTEs) that are to be created. The programme will be implemented by all defined sectors, namely. Infrastructure, Social and Environment/Culture run by the various Msunduzi operating Units.

Covid-19 has resulted in the increase of unemployment throughout the country, Msunduzi included. The Expanded Public Works Programme (EPWP) is one of Msunduzi's medium to long term Strategies to reduce unemployment and alleviate poverty through the creation of work opportunities using labour-intensive methods. The EPWP target group is unemployed and unskilled persons as well impoverished individuals. EPWP target grouping is aimed at employing:



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- Women (60%),
- Youth (55%)
- Persons will disabilities (2%).

This will be attained by:

- Targeting vulnerable women in household during the recruitment procedures;
- Targeting unemployed youth and other child-headed households;
- Ensuring that the disabled are empowered with useful skills.

As part of the Msunduzi Municipality's plan to improve service delivery and maintaining a clean City we have implemented the EPWP project. However, there is a lot of room to increase our contribution further and the continued growth of the sector will depend on the degree to which some of the underperforming areas within the Municipality can increase their performance. This can be done by implementing more labour intensive projects and by establishing dedicated labour intensive maintenance programmes which have the potential to provide regular employment to a large number of people around the City.



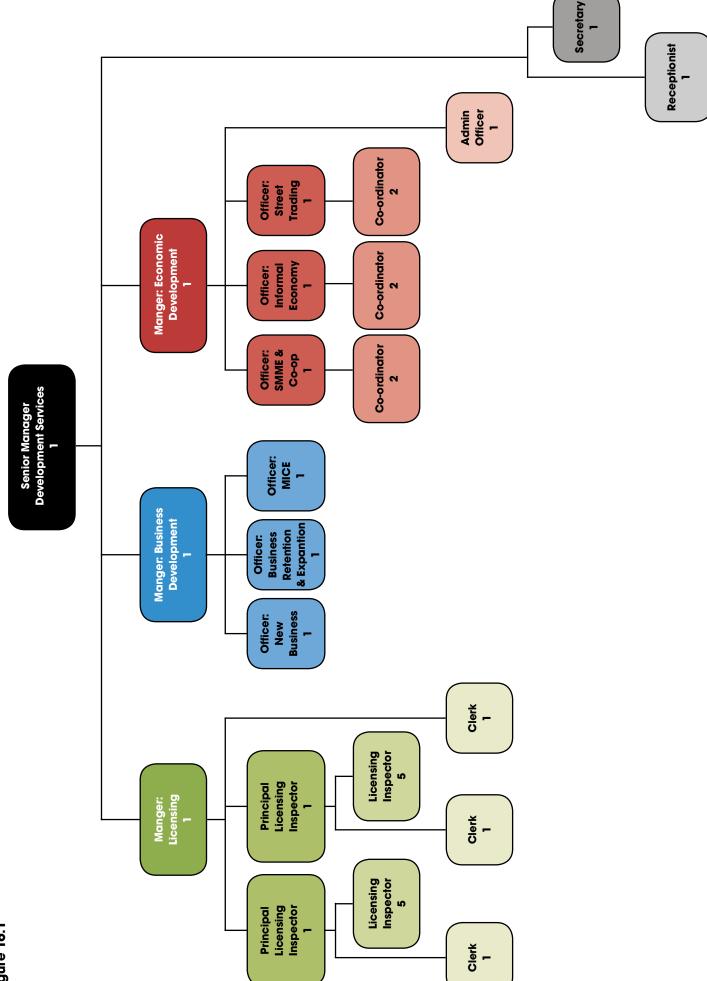


Figure 16.1





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.

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.

WEAKNESSES

- Limited space available for industrial expansion.
- Labour residing long distances from places of employment.
- The need to review the LED strategy.

THREATS

- The impacts of the on-going Global financial crisis
- Globalisation and competition with manufacturers with lower overhead costs.

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3.27 SOCIAL INFRASTRUCTURE

3.27.1 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.

3.27.2 SCHOOLS

The Pietermaritzburg area of the Msunduzi Municipality is a centre of educational excellence, in both the provincial and national contexts. Pietermaritzburg in 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.

There are currently 198 schools located within the Msunduzi boundaries, comprising of 129 primary schools, 61 secondary schools and 8 special needs schools. Primary schools encompass junior primary, senior primary and all-inclusive primary schools. Providing elementary and primary education from grades 1-7. High schools provide lower secondary education and upper secondary education from grades 8-12. In addition, special needs schools ensure that specialised educational training that addresses individual differences and special needs of students is available and provided.

The Municipality's educational system is populated by 68% previously disadvantaged schools and 32% multiracial schools. Previously disadvantage schools often face enormous challenges relating to resource acquisition to ensure effective education delivery. As a result, the Municipality continues to be plagued by challenges in the standard of school buildings and access to schools especially in rural and per-urban areas of the Municipality. Working towards addressing this reality, several school rehabilitation programs are necessitated. The following infrastructure programmes will take place within the Municipality:

- 1. New schools
- 2. Upgrades and additions to existing schools
- 3. Renovation and rehabilitation of existing schools
- 4. Fencing
- 5. Electrification of schools
- 6. Storm damage of schools
- 7. Water and sanitation

3.27.3 LIBRARIES

There are eleven libraries within the Msunduzi Municipal Library Services, the main Bessie Head Library and eleven branch libraries. The Bessie Head Library has a wide range of resources including books, large-print books, newspapers and periodicals, audio-books, DVDs, videos, music CDs and scores, and CD ROMs for all age groups. Within the branch libraries: there are three large libraries, Northdale, Georgetown and Eastwood and five smaller ones, Ashburton, Woodlands, Sobantu, Ashdown, Alexandra, Mafunze, Elandskop and Slangspruit. The branch libraries offer a smaller range of materials than is available at the main library but make every effort to meet the needs of the communities they serve. A limited Adult Reference service is available at Northdale, Georgetown and Eastwood libraries. Georgetown provides a study area and a Travelling Library service to schools.



Libraries have traditionally been one of the primary sources of information for citizens. The Internet, however, has liberated much of the information that was once only contained in physical artifacts. In order to remain relevant Msunduzi Municipal Library Services need to ensure that they are adapting to this new environment, meeting the information needs of their patrons and providing the unique curation, expert advice, and services that our patrons demand and which the library is well poised to provide. Patrons are no longer just consumers of content, but producers as well, and the role of the library is to provide access to the knowledge and resources to help people learn the skills needed to participate in and accomplish work/ tasks in this changing landscape

During the 2017/2018 financial year, all libraries were maintained and some maintenance would be completed by the end of August 2018. A comprehensive number of books were purchased. Renovations were undertaken at Sobantu, Woodlands and Georgetown Libraries. This has provided more spacious and conducive environments for library patrons. Plans have been finalized for the Mobile Library Service to reach communities and schools that have no access to books. Most of the vacant posts were advertised and the recruitment process commenced. Eight Librarian posts were filled and eight contact cataloguers were employed.

TABLE 45: LIBRARY USAGE

Library	Adult	Children	Young Adult	Total
Bessie Head	45 235	26 932	9 852	82 019
Northdale	7 345	6 983	3 960	18 288
Eastwood	3 641	5 214	1 774	10 629
Woodlands	2 529	3 855	1 371	7 755
Georgetown	1 187	2 916	1 319	5 422
Ashburton	1 963	1 553	826	4342
Sobantu	118	1 813	976	2 907
Alexandra	1 759	795	165	2 719
Ashdown	692	1 234	484	2 410
Elandskop	419	1093	245	1 757
Mafunze	116	322	379	817
Slangspruit	433	1 093	245	1 771

3.27.4 THEATRES AND COMMUNITY HALLS

There are 73 community 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. Halls have been upgraded and renovated. Priority was given to halls in Vulindlela areas. There are insufficient funds for the maintenance of Halls.

3.27.5 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

3.27.6 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. Theres a need to obtain authority from the Department of Housing to utilize 10 hectares of the 30 hectares authorized cemetery at

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Ethembeni. The ROD on the new site needs to be fast tracked in order to alleviate the problems of burial space and initiate the process of developing Hollingwood as a cemetery site since there is a negative ROD for housing. New cemeteries is vital to accommodate burials for 50 years

3.27.7 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 department of Public Safety helps ensure a safe environment and improve the 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 on the 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 glow freely again. Eliminate points of congestion, obstruction, hindrance, interference or danger to vehicles and pedestrians.

3.27.7.1 SAFE CITY:

Primary

- The monitoring of traffic and Municipal Bylaws such as littering, street gambling and illegal trading.
- Facilitating the Automatic Number Plate Recognition (ANPR) system for the execution of outstanding traffic warrants and the recovery outstanding revenue when required
- The prevention, detection and investigation of crime
- The maintenance of existing CCTV system
- Advise municipality on expansion of CCTV system
- Oversee the design, specification and installation of new CCTV equipment.

Secondary

- Facilitating the Disaster Man
- The monitoring of gatherings, marches and events of public interest within camera visual area.
- Attend meetings with the Municipality to determine possible additional services.
- Liaise with Community Police Forums, Bank Task Group and Non Ferrous Forum.
- Informing the public and business community regarding current crime tendencies and advice them on crime prevention strategy
- Receive and decimate crime information and public complaints via the Safe City SMS Safe project to the relevant role-players'.





	: - 1	2014/2015	2015/2016	2016	2016/2017
	Defails	Actual No.	Actual No. Estimate No. Actual No. Estimate No.	Actual No.	Estimate No.
lumber of ro	Number of road traffic accidents during the year	739	813	651	630
lumber of b	Number of by-law infringements attended	31000	31279	31218	31500
lumber of p	Number of police officers in the field on an average day	62	44	62	100
lumber of p	Number of police officers on duty on an average day	36	22	36	70
	TRAFFIC, SAFETY & SECURITY POLICY	OLICY OBJECTIVES TAKEN FROM IDP	M IDP		
	2016/2017				2015/2016

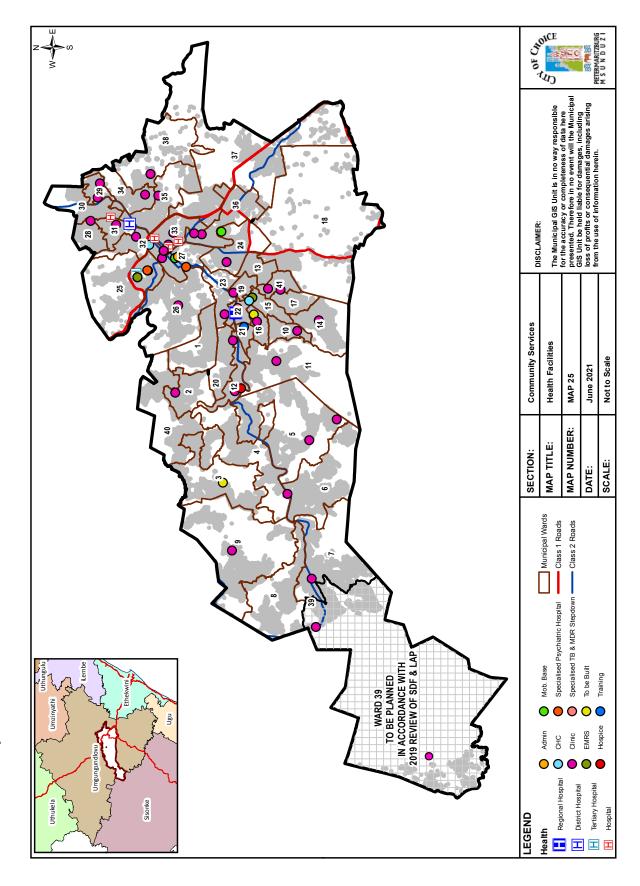
SERVICE STATISTICS FOR TRAFFIC, SAFETY & SECURITY

	2017/2018	ANNUAL TARGET	156 x road safety awareness sessions conducted by the 30th of June 2018	4 x Fire arm audits conducted in Compliance with Fire Arms Controls Act by the 30th of June 2018	2 x Fire Arm Training/Fire Arm Refresher Course for all municipal fire arm holders conducted by the 30th of June 2018
		ACTUAL (1,2,3,4,5, Not Applicable)	3 (100% - 129%)	3 (100% - 129%)	3 (100% - 129%)
	2015/2016	ANNUAL PROGRESS - ACTUAL	149 road safety awareness sessions conducted by the 30th of June 2016	4 x Fire arm audits conducted in Compliance with Fire Arms Controls Act by the 30th of June 2016	2 x Fire Arm Training/Fire 3 (100% - 129%) Arm Refresher Course for all municipal fire arm holders conducted by the 30th of June 2016
		ANNUAL TARGET	120 road safety awareness sessions conducted by the 30th of June 2016	4 x Fire arm audits conducted in Compliance with Fire Arms Controls Act by the 30th of June 2016	2 x Fire Arm Training/Fire Arm Refresher Course for all municipal fire arm holders conducted by the 30th of June 2016
I FROM IDP		ACTUAL (1,2,3,4,5, Not Applicable)	3 (100% - 129%)	3 (100% - 129%)	3 (100% - 129%)
POLICY OBJECTIVES TAKE		ANNUAL PROGRESS - ACTUAL	158 x road safety awareness sessions conducted by the 30th of June 2016	4 x Fire arm audit conducted in Compliance with Fire Arms Controls Act by the 30th June 2017	2 x Fire Arm Training/Fire 2 x Fire Arm Training/Fire Arm Refresher Course Arm Refresher Course for all municipal fire arm arm holders conducted holders conducted by by the 30th of June 2017 the 30th of June 2017
TRAFFIC, SAFETY & SECURITY POLICY OBJECTIVES TAKEN FROM IDP		ANNUAL TARGET	144 x road safety awareness sessions conducted by the 30th of June 2016	4 x Fire arm audit conducted in Compliance with Fire Arms Controls Act by the 30th June 2017	2 x Fire Arm Training/Fire Arm Refresher Course for all municipal fire arm holders conducted by the 30th of June 2017
TR.	2016/2017	WARD	₽	N/A	A/N
		PROJECT	Road Safety, Alcohol, Drug and Substance abuse campaign	Fire Arm Audit	Traffic & security Fire Arm Training for all municipal firearm holders
		PROGRAMME	Traffic & security	Traffic & security Fire Arm Audit	Traffic & security
		NATIONAL KEY PERFORMANCE AREA	NKPA 6 - CROSS CUTIING	NKPA 6 - CROSS CUTING	NKPA 6 - CROSS CUTIING
		SDBIP / OP REFERENCE	PSDM 04	PSDM 05	PSDM 06

		:MPLOYEE:	EMPLOYEE: TRAFFIC, SAFETY & SECURITY	& SECURITY	
Job Level	2015/2016			2016/2017	
Police/Administrators	Employees	Posts No.	Employees Posts No. Employees No.	Vacancies (fulltime	Vacancies (as a % of
	No.			equivalents No.	total posts) %
101-103	က	က	က	0	0
104-108	95	222	191	61	27
109-113	149	221	134	87	39
114-118	2	=	9	2	45
119-122	•	•	ı	,	ı
123-125	1	•		,	1
Total	249	457	304	153	33

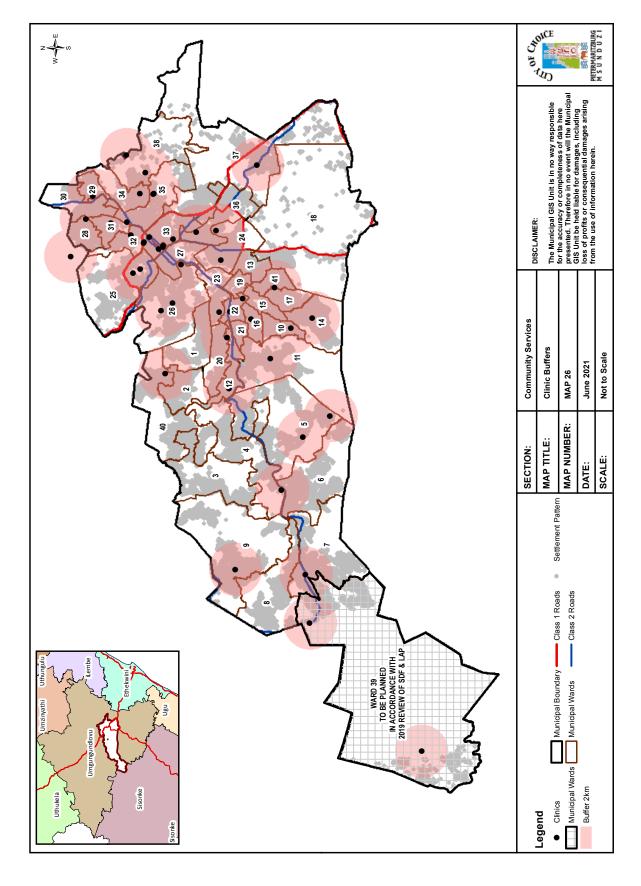
MAP 25: Community Service: Health Facilities



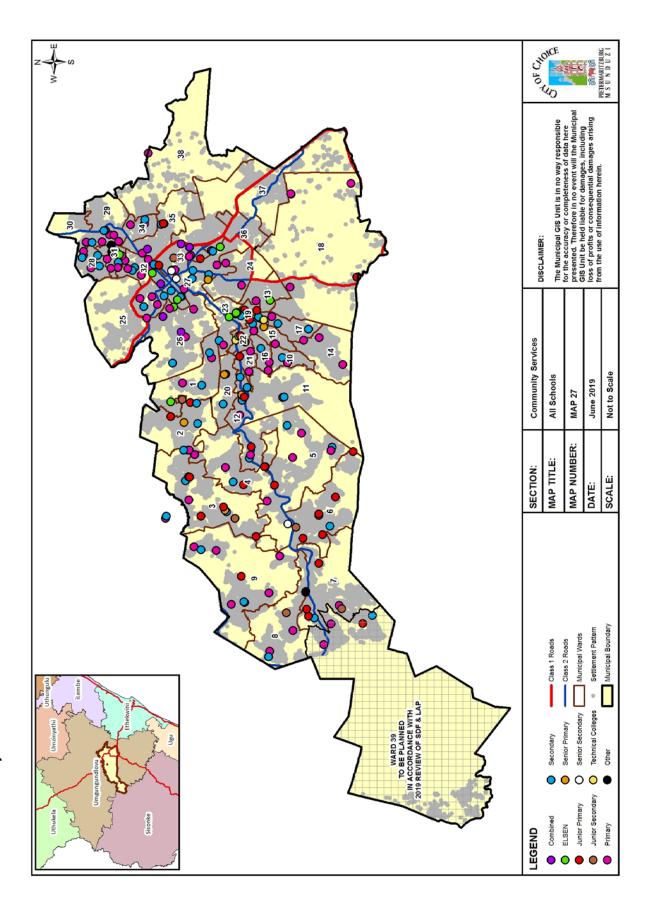


MAP 26: Community Service: Clinic Buffers

V₂₀₃₀ NDP

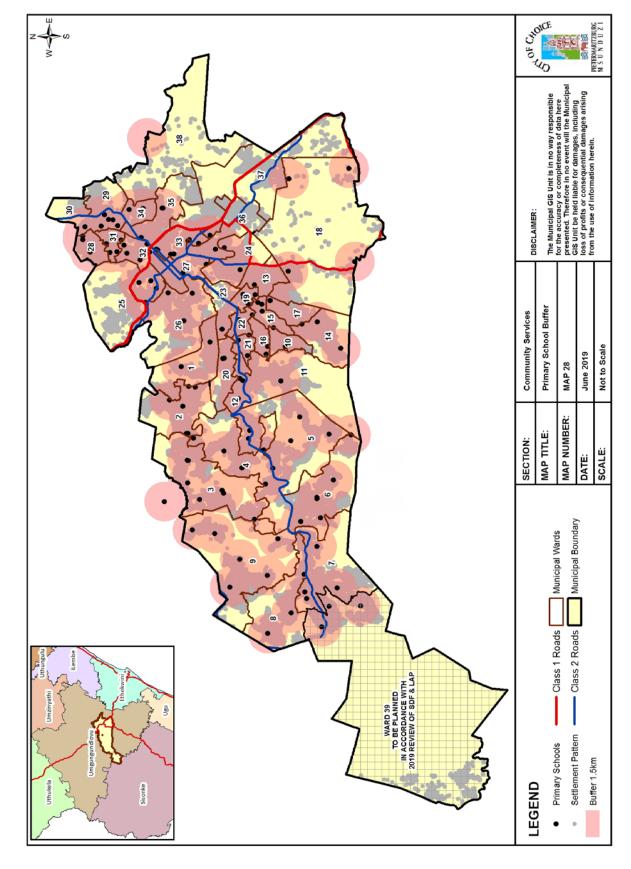




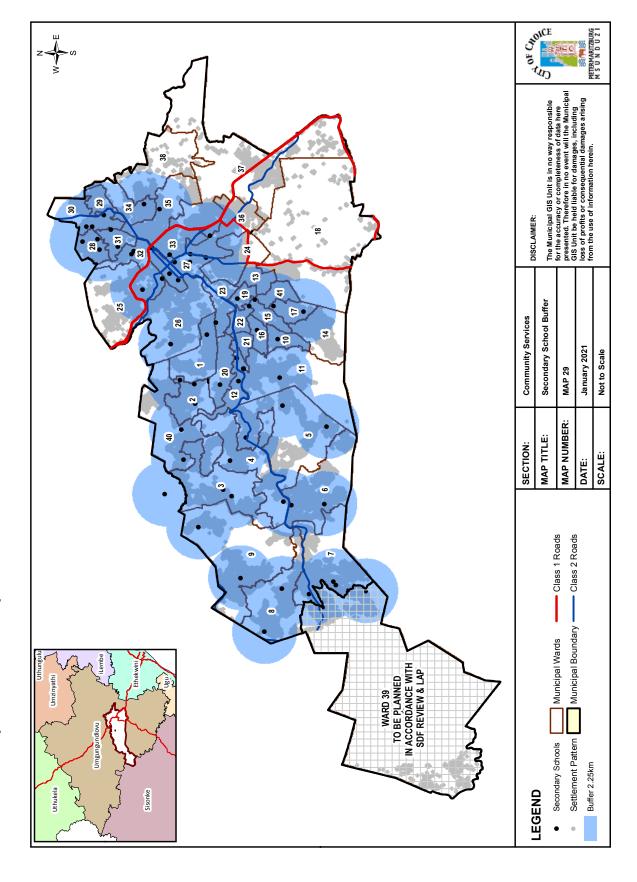


MAP 28: Community Service: Primary School Buffers

V₂₀₃₀

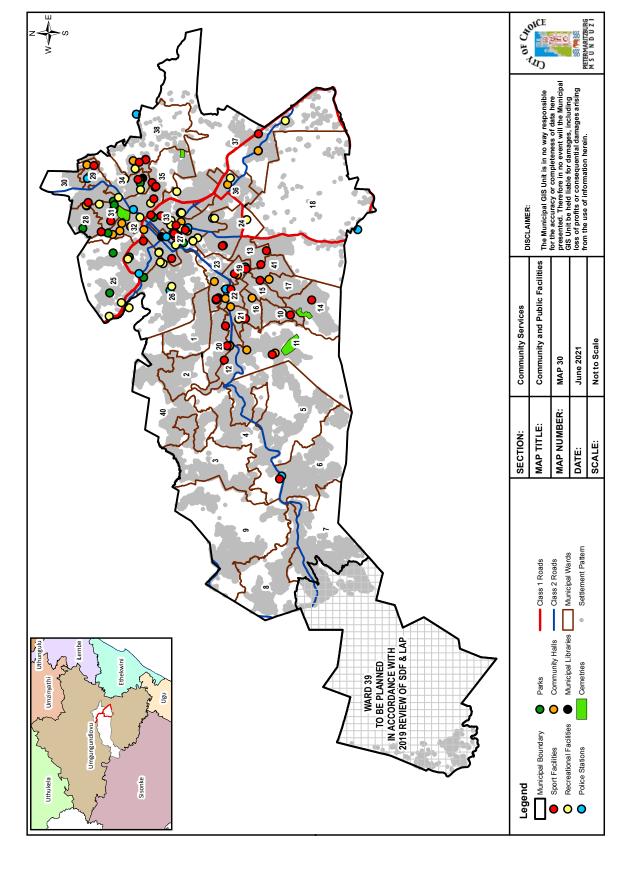






MAP 29: Community Service: Community and Public Facilities





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3.27.8 SPECIAL GROUPS

3.27.8.1 MSUNDUZI WOMEN ECONOMIC EMPOWERMENT

The Strategy presented has been compiled within the policy framework based on the current reality and with inputs from stakeholders engaged through interviews and a series of workshops (workshops still to be concluded). The overall strategy includes:

- A vision;
- Key objectives; and
- Strategies, programmes and projects.

3.27.8.2 VISION FOR MSUNDUZI WOMEN ECONOMIC EMPOWERMENT

Women Economic Empowerment is obviously the ultimate vision that this strategy is aiming to achieve. The more specific vision for Women Economic Empowerment Strategy in terms of the role of the Msunduzi Municipality should potentially be:

To ensure that Women Economic Empowerment is promoted and actively supported by all stakeholders in the Msunduzi Municipality. Women Economic Empowerment is an integrated part of economic and developmental initiatives within the Municipality.

Women Economic Empowerment is aimed at achieving (Radical) Economic Transformation. Economic Transformation will only be achieved once all South Africans have equal access to economic opportunities.

3.27.8.3 KEY OBJECTIVES FOR WOMEN ECONOMIC EMPOWERMENT

In order to achieve the above vision three key objectives to be pursued have been identified:

- Objective 1: Establishing Structure for Women Economic Empowerment;
- Objective 2: Disseminate Information for Women Economic Empowerment; and
- Objective 3: Implement Programmes for Women Economic Empowerment.

3.27.9 STRATEGY FOR YOUTH ECONOMIC EMPOWERMENT

The Strategy presented has been compiled within the policy framework, based on the current reality and with inputs from stakeholders engaged through interviews and a series of workshops.

The overall strategy includes:

- A vision;
- Key objectives; and
- Strategies, programmes and projects.

3.27.9.1 VISION FOR YOUTH ECONOMIC EMPOWERMENT

Youth Economic Empowerment is obviously the ultimate vision that this strategy is aiming to achieve. The more specific vision for Youth Economic Empowerment Strategy in terms of the role of the Msunduzi Municipality should potentially be:

To ensure that Youth Economic Empowerment is promoted and actively supported by all stakeholders in the Msunduzi Municipality. Youth Economic Empowerment must be an integrated part of economic and developmental initiatives within the Municipality.

Youth Economic Empowerment is aimed at achieving (Radical) Economic Transformation. Economic Transformation will only be achieved once all South Africans have equal access to economic opportunities.

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3.27.9.2 KEY OBJECTIVES FOR YOUTH ECONOMIC EMPOWERMENT

In order to achieve the above vision three key objectives to be pursued have been identified:

- Objective 1: Establishing Structure for the Youth Economic Empowerment;
- Objective 2: Disseminate Information for the Youth Economic Empowerment; and
- Objective 3: Implement Programmes for the Youth Economic Empowerment.

The three key objectives are further unpacked below in terms of related strategies, programmes and projects. 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

- 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.

OPPORTUNITIES

- 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

WEAKNESSES

- Poorly maintained public facilities, including cemeteries and open spaces.
- Reliability of crematoria.
- Ageing equipment.
- Unreliable fleet.

THREATS

- Maintenance of schools.
- Rental for the use of facilities is insufficient to ensure their upkeep.

C6-MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS



This section summarizes key elements from the municipal budget.

Capability to Execute Capital Projects

3.28

AMOUNTS
BUDGETED A
E AGAINST
EXPENDITUR
CAPITAL
TABLE 49:

						-/																							
Revenue Work	Budget	Year +2	2022/23				3,000	18,000	39,580		ı	186,260	191,913		I	ı	I	I	ı	I	I	I	I	438,753				I	10,400
2020/21 Medium Term Revenue & Expenditure Framework	Budget	Year +1	2021/22				5,000	18,000	34,900		I	174,486	243,094		I	I	I	I	I	I	1	I	I	475,480				I	6,300
2020/21 Me & Expend	Budget	Year	2020/21				3,800	12,500	23,812		I	168,455	300,600		I	I	I	I	I	I	I	I	I	509,168				I	15,000
	Pre-audit	outcome					I	ı	I		I	I	I		I	I	I	I	I	I	I	I	ı	I				I	ı
2019/20	Full Year	Forecast					I	25,595	16,370		80	360,525	40,559		I	I	I	I	I	I	I	I	I	443,128				5,006	7,857
Current Year 2019/20	Adjusted	Budget					1	25,595	16,370		80	360,525	40,559		1	I	I	I	I	I	-	I	1	443,128				5,006	7,857
O	Original	Budget					5,132	22,500	22,975		200	377,870	60,790		I	I	I	I	I	I	I	I	I	489,766				4,869	12,335
2018/19	Audited	Outcome					2	ı	35,939		2,588	29,246	75,459		I	I	I	I	I	I	I	I	I	143,242				4,314	17,257
2017/18	Audited	Outcome					321	8,968	20,105		824	391,837	72,410		I	I	ı	I	I	I	I	l	l	494,465				872	14,742
2016/17	Audited	Outcome					3,866	30,114	102,852		25,749	438,846	46,682		I	1	I	I	I	1	I	I	I	648,110				I	1
Ref	-				7																			7		7			
Vote Description	R thousand			Capital expenditure - Vote	Multi-year expenditure to be	appropriated	Vote 1 - City Manager	Vote 2 - City Finance	Vote 3 - Community Services and	Social Equity	Vote 4 - Corporate Services	Vote 5 - Infrastructure Services	Vote 6 - Sustainable Development	and City Enterprises	Vote 7 - (NAME OF VOTE 7)	Vote 8 - (NAME OF VOTE 8)	Vote 9 - (NAME OF VOTE 9)	Vote 10 - (NAME OF VOTE 10)	Vote 11 - (NAME OF VOTE 11)	Vote 12 - (NAME OF VOTE 12)	Vote 13 - (NAME OF VOTE 13)	Vote 14 - (NAME OF VOTE 14)	Vote 15 - (NAME OF VOTE 15)	Capital multi-year expenditure	sub-total	Single-year expenditure to be	appropriated	Vote 1 - City Manager	Vote 2 - City Finance

INTEGRATED DEVELOPMENT PLAN

2021/2022 FINANCIAL YEAR



		OI-	ക	0	1	9	0		1	1	1	1	1	1	1	1	1	9	0			0		0		0	9			က		0		0	0		0
Revenue work	Budget	Year +2	2022/23	8,500		64,346	870											84,116	522,869			28,400		28,400		208,589	40,006			168,583		104,570		26,000	78,570		171.182
2020/21 Medium Term Revenue & Expenditure Framework	Budget	Year +1	2021/22	8,800	1	53,542	6,828		I	ı	1	I	I	1	I	1	I	78,470	553,949	•		27,300		27,300		262,094	34,831			227,262		88,666		15,274	73,392		159 595
2020/21 Me & Expen	Budget	Year	2020/21	13,700	1	33,000	10,024		I	1	1	I	I	1	I	1	I	71,724	580.892	•		32,500	5,000	27,500		324,874	45,972			278,902		104,572		13,936	90,636		103 769
	Pre-audit	outcome		Г	1	1	1		I	1	I	1	I	1	I	1	I	I	1			ı				1						l					1
2019/20	Full Year	Forecast		17,445	2,523	(-)	7		ı	ı	ı	I	1	1	I	ı	I	303,066	746.195			40,961	4,706	35,955	301	256,849	23,977	751	1,902	230,218	I	312,615		40,151	272,464		131 169
Current Year 2019/20	Adjusted	Budget		17,445	2,523	35,916	234,320		I	ı	1	I	I	I	I	1	I	303,066	746.195			40,961	4,706	35,955	301	256,849	23,977	751	1,902	230,218	I	312,615		40,151	272,464	I	131 169
O	Original	Budget		12,991	4,500	27,501	3,210		ı	1	I	1	1	1	I	1	I	65,406	555,171			51,135	2,179	48,707	250	28,966	22,407	1,500	1,058	4,000		286,539		51,800	234,379	360	180 492
2018/19	Audited	Outcome		15,738	876	414,791	17,268		1	1	1	1	1	1	I	1	1	470,244	613,487			28,133	3,716	24,297	120	94,240	30,651	11,558	2,000	50,030		181,530		35,976	143,969	1,585	177154
2017/18	Audited	Outcome		62,492	4,127	15,489	2,711		ı	1	1	1	ı	1	1	1	I	100,432	594.897	•		29,972	666	28,973		66,164	10,801	29,669	5,109	20,585		276,492		53,736	222,442	313	076 940
2016/17	Audited	Outcome		ı	1	ı	1		I	1	1	1	ı	1	I	1	I	1	648,110	•		61,849	3,707	57,979	164	119,183	40,840	50,890	1,960	25,493		272,394		15,201	255,942	1,251	173,199
Ref	-																																				
Vote Description	R thousand			Vote 3 - Community Services and Social Equity	Vote 4 - Corporate Services	Vote 5 - Infrastructure Services	Vote 6 - Sustainable Development	and City Enterprises	Vote 7 - (NAME OF VOTE 7)	Vote 8 - (NAME OF VOTE 8)	Vote 9 - (NAME OF VOTE 9)	Vote 10 - (NAME OF VOTE 10)	Vote 11 - (NAME OF VOTE 11)	Vote 12 - (NAME OF VOTE 12)	Vote 13 - (NAME OF VOTE 13)	Vote 14 - (NAME OF VOTE 14)	Vote 15 - (NAME OF VOTE 15)	Capital single-year expenditure	Total Capital Expenditure - Vote		Capital Expenditure - Functional	Governance and administration	Executive and council	Finance and administration	Internal audit	Community and public safety	Community and social services	Sport and recreation	Public safety	Housing	Health	Economic and environmental	services	Planning and development	Road transport	Environmental protection	Trading services





Vote Description	Ref	2016/17	2017/18	2018/19	0	Current Year 2019/20	2019/20		2020/21 Me	2020/21 Medium Term Revenue	Sevenue
									& Expen	& Expenditure Framework	work
Rthousand	-	Audited	Audited	Audited	Original	Adjusted	Full Year	Full Year Pre-audit	Budget	Budget	Budget
		Ontcome	Outcome	Outcome Outcome	Budget	Budget	Forecast	Forecast outcome	Year	Year +1	Year +2
									2020/21	2021/22	2022/23
Energy sources		79,786	108,121	56,636	28,331	17,809	17,809		12,500	000'6	16,540
Water management		61,138	59,634	75,391	100,054	78,089	78,089		59,255	94,818	96,467
Waste water management		23,781	25,570	44,302	45,106	27,988	27,988		27,514	48,978	51,815
Waste management		8,494	33,615	825	2,000	7,284	7,284		4,500	6,800	6,360
Other		2,407	486	5,136	8,240	4,600	4,600		2,500		
Total Capital Expenditure - Functional	m	629,032	600,054	486,194	555,371	746,195	746,195	I	568,215	537,655	512,740
Funded by:											
National Government		376,644	232,550	293,481	429,351	393,443	393,443		255,267	278,927	303,186
Provincial Government		24,611	131,196	72,548	166'6	273,969	273,969		270,624	208,922	152,783
District Municipality						I	ı				
Transfers and subsidies - capital						I					
(monetary allocations) (National											
/ Provincial Departmental											
Agencies, Households, Non-profit											
Institutions, Private Enterprises,											
Public Corporatons, Higher											
Educational Institutions)											
Transfers recognised - capital	4	401,255	363,746	366,029	439,342	667,412	667,412	ı	525,892	487,849	455,969
Borrowing	9	40,245	88,896	47,053	5,631	5,631	5,631				
Internally generated funds		187,531	147,411	73,111	110,398	73,151	73,151	I	55,000	66,100	96,900
Total Capital Funding	7	629,032	600,054	486,194	555,371	746,195	746,195	1	580,892	553,949	522,869

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

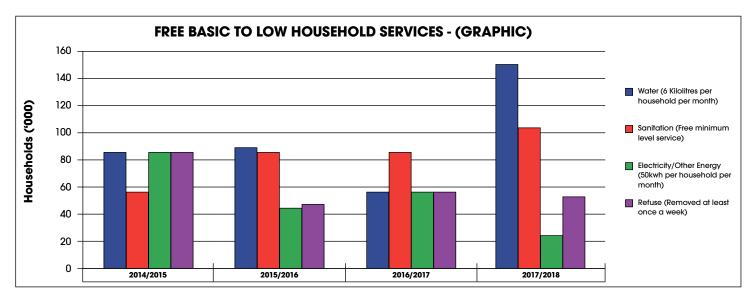


3.29 COST OF FREE BASIC SERVICES TO THE MSUNDUZI MUNICIPALITY

Council receives Equitable Share to subsidise those who cannot afford to pay for the minimum needs in life. The objective in calculating the amount to be subsidised, must be to prevent an increasing balance on the account of an indigent as it will be difficult to recover the debt in a humanly way. According to the Municipal Systems Act 2000, Section 74(3) and 75(2) stipulates, "A tariff policy may differentiate between different categories of users/debtors."

Criteria for Approval:

- 1. That the gross household income for qualification as a registered Indigent be determined each year by Council in terms of the tariff register. Currently the threshold income is R4 000.00
- 2. That the prescribed application forms be completed annually.



		FREE BASIC SERV	/ICES TO LOW INCOME	HOUSEHOLDS	
			Number of Hou	useholds	
	Total	Н	ouseholds earning less	than R4 000.00 per mo	onth
	Iolai	Free basic water	Free basic sanitation	Free basic electricity	Free basic refuse
2015/2016	16 700	4 689	4 473	2 964	4 574
2016/2017	17 042	4 935	4 741	2 486	4 880
2017/2018		1 386	1 255	3 254	1 466

The equitable share received is used to fund Free Basic Services that is extended to all our customers who have been declared indigent who are earning below R 4 000.00 as determined by Council. Further to the free basic services, we are trying to remove the burden from the indigent customers by reducing their amperage on the electricity they use to 20AMPS. We have started a project to replace all indigent customers meter with smart prepaid. Indigent policy refers to: people who are lacking the necessities of life such as sufficient water, basic sanitation, refuse removal, environmental health, basic energy, health care, housing, food and clothing.



The following table summarises the Msunduzi Operating Budget

TABLE 50: FREE BASIC SERVICES SUBSIDIES FOR 2020-2021



A old ST - ici barra Accury	17.100		Concolidate	tomornisce original patricipation of the property and patricipation of the property of the pro			- tuom			
Description	Ker	2017/18	2018/19	2018/20		Current Year 2020/21	12/0	ZUZI/ Revenu	2021/22 Medium Ierm Revenue & Expenditure Framework	diture
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	-									
Water:										
Piped water inside dwelling		83,120	84,782	84,782	90,207	90,207	90,207	90,207	90,207	90,207
Piped water inside yard (but not in dwelling)		65,177	67,481	67,481	991'69	991'69	991'69	991'69	991'69	991'69
Using public tap (at least min.service level)	7	6,524	6,654	6,654	6,923	6,923	6,923	6,923	6,923	6,923
Other water supply (at least min.service level)	4	3,133	3,196	3,196	3,325	3,325	3,325	3,325	3,325	3,325
Minimum Service Level and Above sub-total		157,954	162,113	162,113	169,622	169,622	169,622	169,622	169,622	169,622
Using public tap (< min.service level)	က	6,524	6,654	6,654	6,923	6,923	6,923	6,923	6,923	7,294
Other water supply (< min.service level)	4	2,795	1,851	1,851	996	996	996	996	996	1,018
No water supply		1	1	1	I	I	I	I	I	l
Below Minimum Service Level sub-total		616'6	8,505	8,505	7,889	7,889	7,889	7,889	7,889	8,311
Total number of households	2	167,273	170,618	170,618	177,511	117,511	177,511	177,511	177,511	177,933
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		86,852	91,589	61,589	101,168	101,168	101,168	101,168	101,168	106,581
Flush toilet (with septic tank)		8,485	8,655	8,655	9,005	9,005	9,005	9,005	9,005	9,487
Chemical toilet		7,218	7,362	7,362	7,659	7,659	7,659	7,659	7,659	8,069
Pit toilet (ventilated)		62,616	61,828	61,828	59,326	59,326	59,326	59,326	59,326	62,500
Other toilet provisions (> min.service level)		1	ı	ı	ı	I	I	ı	I	ı
Minimum Service Level and Above sub-total		165,170	169,434	169,434	177,158	177,158	177,158	177,158	177,158	186,636
Bucket toilet		ı	ı	I	ı	I	ı	ı	I	1
Other toilet provisions (< min.service level)		2,102	1,184	1,184	354	354	354	354	354	372
No toilet provisions		-	ı	1	ı	I	ı	ı	I	ı
Below Minimum Service Level sub-total		2,102	1,184	1,184	354	354	354	354	354	372
Total number of households	2	167,273	170,618	170,618	177,511	177,511	177,511	177,511	177,511	187,008
Energy:										



KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement	- iznpui	Table A10	Consolidate	ed basic serv	rice deliver	y measure	ment			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	:0/21	2021/2 Revenu F	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Electricity (at least min.service level)		130,462	135,271	135,271	145,060	145,060	145,060	145,060	145,060	145,060
Electricity - prepaid (min.service level)		26,811	27,347	27,347	28,452	28,452	28,452	28,452	28,452	28,452
Minimum Service Level and Above sub-total		157,273	162,618	162,618	173,511	173,511	173,511	173,511	173,511	173,511
Electricity (< min.service level)		I	I	I	l	I	I	I	I	Ĭ
Electricity - prepaid (< min. service level)		1	ı	1	1	1	I	ı	I	I
Other energy sources		10,000	8,000	8,000	4,000	4,000	4,000	4,000	4,000	4,000
Below Minimum Service Level sub-total		10,000	8,000	8,000	4,000	4,000	4,000	4,000	4,000	4,000
Total number of households	2	167,273	170,618	170,618	177,511	177,511	177,511	177,511	177,511	177,511
Refuse:										
Removed at least once a week		122,400	129,848	129,848	148,559	148,559	148,559	148,559	148,559	148,559
Minimum Service Level and Above sub-total		122,400	129,848	129,848	148,559	148,559	148,559	148,559	148,559	148,559
Removed less frequently than once a week		44,873	40,770	40,770	28,952	28,952	28,952	28,952	28,952	28,952
Using communal refuse dump		I	I	I	I	I	I	I	ı	I
Using own refuse dump		I	ı	ı	ı	ı	I	I	ı	I
Other rubbish disposal		I	ı	I	I	I	I	I	I	I
No rubbish disposal		I	I	I	I	I	I	I	I	I
Below Minimum Service Level sub-total		44,873	40,770	40,770	28,952	28,952	28,952	28,952	28,952	28,952
Total number of households	ß	167,273	170,618	170,618	177,511	177,511	177,511	177,511	177,511	177,511
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		I	I	ı	48,550	48,550	48,550	48,550	48,550	48,550
Sanitation (free minimum level service)		I	I	I	48,550	48,550	48,550	48,550	48,550	48,550
Electricity/other energy (50kwh per household per month)		I	I	I	3,668	3,668	3,668	3,668	3,668	3,668
Refuse (removed at least once a week)		1	1	1	6,324	6,324	6,324	6,324	6,324	6,324
Cost of Free Basic Services provided - Formal Settlements (R'000)	Φ									





KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement	nduzi -	Table A10	Consolidate	ed basic serv	rice deliver	y measure	ment			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/2 Revenu F	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Water (6 kilolitres per indigent household per month)		151,612	150,960	1	197,222	197,222	197,222	190,902	204,265	218,564
Sanitation (free sanitation service to indigent households)		10,551	11,184	l	12,567	12,567	12,567	13,256	14,184	15,177
Electricity/other energy (50kwh per indigent household per month)		1,720	1,837	I	2,097	2,097	2,097	3,563	3,990	4,389
Refuse (removed once a week for indigent households)		5,641	5,979	I	6,718	6,718	6,718	6,978	7,391	7,837
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		1,720	1,837	I	1	I	1	1	I	1
Total cost of FBS provided		171,243	171,798	ı	218,604	218,604	218,604	214,698	229,831	245,967
Highest level of free service provided per household										
Property rates (R value threshold)		100,000	100,000		120,000	120,000	120,000	120,000	120,000	120,000
Water (kilolitres per household per month)		9	9		9	9	9	9	9	9
Sanitation (kilolitres per household per month)		1	I		I	I	ı	I	I	1
Sanitation (Rand per household per month)		145	153		163	163	163	163	163	163
Electricity (kwh per household per month)		70	70		70	70	20	70	70	70
Refuse (average litres per week)		200	200		200	200	200	200	200	200
Revenue cost of subsidised services provided (R'000)	٥									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)		15	15		15	15	15	15	15	15
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)		411,229	411,538	I	130,580	130,580	130,580	105,663	112,003	119,283
Water (in excess of 6 kilolitres per indigent household per month)		I	ı	ı	ı	ı	1	ı	ı	I



KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement	- iznpı	Table A10	Consolidate	ed basic serv	vice deliver	/ measure	ment			
Description	Ref	2017/18	2018/19	2019/20	Currel	Current Year 2020/21	0/21	2021/2 Revenu F	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
		Outcome	Outcome	Outcome	Original Budget	Original Adjusted Full Year Budget Forecast	Full Year Forecast	Budget Year 2021/22	Budget Budget Budget Year Year +1 Year +2 2021/22 2022/23 2023/24	Budget Year +2 2023/24
Sanitation (in excess of free sanitation service to indigent households)		l	I	108	l	I	l	I	I	l
Electricity/other energy (in excess of 50 kwh per indigent household per month)		3,095	3,307	I	849	849	849	I	I	I
Refuse (in excess of one removal a week for indigent households)		I	ı	ı	ı	I	I	ı	ı	1
Municipal Housing - rental rebates										
Housing - top structure subsidies	9									
Other										
Total revenue cost of subsidised services provided		414,339	414,860	108	131,444		131,444 131,444 105,678	105,678	112,018	119,298

3.30 Revenue Enhancement and Protection Strategies

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.

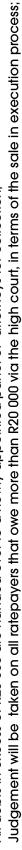
(ii) COUNCIL DEBT REDUCTION

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;

All debts in excess of R20 000 are handed over to a newly appointed panel of attorneys for collection;

Each category has different collection strategies:



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;

Unallocated debt write-offs.

3.31 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;

TABLE 51: CONSUMER DEBT POSITION

%	15%	2%	75%	2%		
Balance	722 350 798	226 307 347	3 645 834 243	246 985 496	4 841 477 884	
> 365 D	345 453 000	129 847 575	2 689 854 516	195 864 255	3 361 019 346	%69
121 - 365 D	110 017 428	46 144 343	515 769 910	34 874 129	706 805 811	15%
91 - 120 D	21 436 884	7 548 115	74 266 309	4 511 063	107 762 371	2%
90 P D	22 350 271	7 588 323	74 046 004	4 373 888	108 358 487	2%
31 - 60 D	46 547 346	9 708 214	83 343 140	1 258 643	140 857 343	3%
30 D	73 035 251	18 590 813	100 513 130	5 137 627	197 276 820	4%
Current	103 510 616	6 879 964	108 041 235	965 892	219 397 707	2%
Account Class	Business	Government	Household	Other	Grand Total	

EGRATED DEVELOPMENT

2021/2022 FINANCIAL YEAR





		SCHEDULE C	JE EXTERNAL LO	SCHEDULE OF EXTERNAL LOANS AS AT 30 JUNE 2015	JUNE 2015		
		LOAN		BALANCE AT	RECEIVED DURING	REDEEMED WRITTEN OFF	BALANCE AT
EXTERNAL LOANS	ACCOUNT NO	NUMBER	REDEEMABLE	30/06/14	THE PERIOD	DURING THE PERIOD	30/06/15
	LONG-TERM LOANS			~	~	~	~
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	1
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	1	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	1
Nedbank - 10.000%	PMB 810 871 0975	Nedbank 11	24/12/2014	43 990		43 990	1
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

Revenue through grants and subsidies

3.32

INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



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	IT CONDITIONAL	GRANTS, RECE	IPTS AND TRAN	SFERS TO INC	OME AS AT 30.	JUNE 2015	
			Inter	Funds paid	Funds			
	Unspent balance @ 01		project/vote transfer/trf	back to National	paid back to arant	Current vear interest	Current vegr	Unspent balance @ 30
Account Description	July 2014	Transfers	to subsidies	Treasury	funder	earned	receipts	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	I	1 600 000.00					-1 600 000:00	ī
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	ı	-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 G	IT CONDITIONAL		EIPTS AND TRAN	SFERS TO INC	RANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2015	UNE 2015	
			Inter	Funds paid	Funds			
	Unspent		project/vote	back to	paid back	Current		Unspent
Account Description	Dalance @ 01	Transfore	transfer/frf	Tragelly	to grant	year inferest	Current year	balance @ 30
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						1
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	1
PREMIER OFF.								
- OPERATION								
DLULISUMLANDO	-1 500 000:00	200 000.00					-500 000:00	-1 500 000.00
ALEXANDRA PARK								
ATHLETIC TRACK	-19 074.51	19 074.51						1
PROV - DEPT OF SPORTS								
& REC - WADLEY STDM	-121 000:00	121 000.00						1
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	260 000.00			-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	1					0.00
	-26 094 477.46	58 115 152.03	7 177 947.70	•	1	-1 668 227.99	-42 427 012.62	-4 896 618.34
UNSPENT CONDITIONAL GRANTS : LIBRARY								
EXTERNAL	-51 638.34	1 867.00			49 938.96	-167.62		0.00
E/DALE LAND LEGAL	-131 287.00	132 921.70				-1 634.70		00.00
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 &	70.00					0		
CULIURE	-100 912.44	988 U/U.14				06.666 02-	-862 000.00	-1 8UZ.Zo
GRANT - YOUTH ADVISORY COUNCIL	-35 420.00	35 420.00						•
COGTA - RENOVATION:	, , , , , , , , , , , , , , , , , , ,					1		01
PUBLICITY HOUSE	-1 417 165.94	1 977 166.00	-560 000.00			-27 780.85		-27 780.79



balance @ 30 June 2015

Current year receipts

year interest earned

Current

paid back to grant

Funds

Funds paid back to National **Freasury**

project/vote

Inter

DETAILS OF UNSPENT CONDITIONAL GRANTS, RECEIPTS AND TRANSFERS TO INCOME AS AT 30 JUNE 2015

Unspent

-403 381.00

-855 421.71 -21 304.46

funder



INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

-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	-291 314 077.02 491 762 979.22	6 617 947.70	617 947.70 69 557 544.20	49 938.96	49 938.96 -2 880 787.16	-382 051 056.80 -108 257 510.90	-108 257 510.90

5 347 359.28 -382 076.54

to subsidies transfer/trf

Transfers

balance @ 01 July 2014

> **Account Description GRANT - SPOORNET**

Unspent

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

TABLE 53: LIST OF GRANTS AND TRANSFERS

pays service providers directly.

KZN225	Msun	KZN225 Msunduzi - Supp	oorting Tab	ole SA18 Tro	porting Table SA18 Transfers and grant receipts	grant recei	pts			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/22 Me & Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue lework
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		520,105	569,296	588,691	608,609	209'269	697,607	631,712	670,352	676,413
Local Government Equitable Share		468,430	505,853	546,052	593,405	682,403	682,403	616,262	998'299	661,903
Finance Management		1,700	1,700	1,700	1,700	1,700	1,700	1,900	1,950	1,950
Municipal Systems Improvement					4,388	4,388	4,388	I	I	
EPWP Incentive		8,022	2,890	4,200	9,116	9,116	9,116	3,516	I	1
Water Services Operating Subsidy								I	I	
Public Transport Infrastracture		21,001	40,793	14,834				I	I	
Energy Efficiency and Demand Management								I	I	
Operating costs-MIG		20,951	18,060	21,904				10,034	10,536	12,560
Provincial Government:		69,167	29,586	48,437	66,875	41,305	41,305	29,503	26,554	25,586
Provincial Government:								l	I	
Expanded Public Works Grant								I	I	
Sport and Recreation								I	I	
Human Settlements - Title Deeds Restoration		53,499			3,603			I	I	
Human Settlements - Accredited Municipalities					4,264	4,264	4,264	14,077	14,077	14,077
Human Settlements - Accredited Municipal RO					24,079	24,079	24,079			
Human Settlements - Housing Development			9,347	14,582	22,740					
Arts and Culture- Community Library Services		612	11,220	27,665				425	539	571



KZN225	5 Msur	KZN225 Msunduzi - Sup	porting Table SA18 Transfers and grant receipts	le SA18 Tra	nsfers and	grant recei	pts			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 Medium Term Revenue & Expenditure Framework	21/22 Medium Term Reven & Expenditure Framework	Revenue nework
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget	Budget	Budget
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Arts and Culture- Provincialisation		14,636			10,200	12,474	12,474	12,863	11,938	10,938
Arts and Culture-Museum Subsidies		420			488	488	488			
Arts and Culture-Museum Subsidies - Tatham Art			199	243				2,139	I	
Gallery										
COGTA			8,352	5,947	1,500					
District Municipality:		I	I	I	I	I	I	I	I	1
(insert description)										
Other grant providers:		I	I	I	I	I	I	I	I	I
(insert description)										
Total Operating Transfers and Grants	2	589,271	598,882	637,128	675,483	738,911	738,911	661,216	906'909	701,999
Capital Transfers and Grants										
National Government:		447,390	361,917	352,860	255,267	337,738	337,738	297,297	328,616	341,642
Municipal Infrastructure Grant (MIG)		180,188	159,775	164,900	187,012	197,725	197,725	199,297	216,616	226,752
Public Transport and Systems		189,012	158,311	117,252		88,758	88,758	I	I	
Neighbourhood Development Partnership		40,000	1,072	6,957	35,000	18,000	18,000	34,000	45,000	50,000
Dept of Mineral/Electricty								I	I	
Intergrated National Electrification Porgramme								24,000	7,000	000'6
Municipal Systems Improvement								I	I	
Municipal Water Infrastructure Grant		38,191	42,760	52,752	33,255	33,255	33,255	40,000	900'09	55,890
Energy Efficiency and Demand Manaagement				7,999				I	I	
Other capital transfers/grants (insert desc)								l	I	
Provincial Government:		12,867	43,351	77,254	270,624	316,943	316,943	83,500	3,500	3,500
Airport Development Project										
Sport and Recreation										
KZNPA			493	5,557						
Economic development tourism			447			4,000	4,000			
Capital Provincial KZN Treausry						12,836	12,836			
Housing-Military Veterans					6,124	6,124	6,124			
Airport Grant			54		2,500	2,500	2,500			
Arts and Culture-Museum Subsidies		5,467			774	774	774			
COGIA			11,982	9,420		2,820	2,820			
Human Settlement			27,087	60,811	244,264	250,388	250,388			



KZN225	Msmi	nduzi - Supp	oorting Tab	KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts	nsfers and	grant recei	pts			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	5.	2021/22 Md & Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue nework
R thousand		Audited Outcome	Audited Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Human Settlement - Housing Accreditation			1,157		6,750	6,750	6,750	1,500		
Housing						22,465	22,465			
Provincial Government:		1,000						78,500		
Arts and Culture-Community Library Services			2,112	1,065				3,500	3,500	3,500
Arts and Culture-Museum Subsidies - Tatham Art Gallery		6,400	18	400	10,212	8,285	8,285			
District Municipality:		I	1	I	ı	I	I	I	I	ı
(insert description)										
Other grant providers:		I	1	1	ı	1	1	ı	ı	ı
(insert description)										
Total Capital Transfers and Grants	ß	460,257	405,268	430,114	525,892	654,681	654,681	380,797	332,116	345,142
TOTAL RECEIPTS OF TRANSFERS & GRANTS		1,049,529	1,004,151	1,067,242 1,201,375	1,201,375	1,393,593	1,393,593	1,042,012	1,029,022 1,047,142	1,047,142

3.33 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

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



		KZN22	Msunduzi	KZN225 Msunduzi - Table A9 Asset Management	sset Manag	jement				
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/22 Me Expend	2021/22 Medium Term Revenue & Expenditure Framework	Revenue &
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget	Budget	Budget
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
CAPITAL EXPENDITURE										
Total New Assets	_	79,134	186,097	21,108	456,242	23,410	23,410	203,182	49,588	60,384
Roads Infrastructure		2,747	15,103	I	10,846	I	I	24,100	11,940	18,443
Storm water Infrastructure		1	1	ı	1	1	1	1	1	1
Electrical Infrastructure		(43,046)	67,278	I	133,652	I	I	2,600	11,940	13,443
Water Supply Infrastructure		ı	1	I	I	I	I	ı	ı	ı
Sanitation Infrastructure		I	I	I	48,521	I	I	I	I	I
Solid Waste Infrastructure		149	ı	I	I	ı	I	ı	ı	I
Rail Infrastructure		I	ı	I	I	I	I	I	I	I
Coastal Infrastructure		ı	I	I	I	I	I	ı	ı	I
Information and Communication		I	ı	ı	ı	I	I	ı	I	ı
Infrastructure		(40,150)	82,381	1	193,018	1	1	31,700	23,880	31,886
Community Facilities		· I	337	I	39,558	2,500	2,500	1,800	1,700	1,900
Sport and Recreation Facilities		5,106	1	I	1	1	1	ı	1	I
Community Assets		5,106	337	I	39,558	2,500	2,500	1,800	1,700	1,900
Heritage Assets		24,329	18,344	6,605	33,919	1	1	1	1	1
Revenue Generating		I	I	I	I	I	I	I	I	I
Non-revenue Generating		I	1	I	I	I	I	I	I	I
Investment properties		I	ı	I	I	ı	ı	ı	I	I
Operational Buildings		I	2,885	I	3,800	I	1	1,100	200	200
Housing		I	ı	I	I	I	ı	106,242	1,360	5,457
Other Assets		I	2,885	I	3,800	I	ı	107,342	1,860	5,957
Biological or Cultivated Assets		1	I	I	-	I	I	ı	ı	I
Servitudes		I	1	I	I	I	1	I	I	I
Licences and Rights		195	8,968	I	46,237	(21,788)	(21,788)	I	I	I
Intangible Assets		195	8,968	I	46,237	(21,788)	(21,788)	ı	ı	1
Computer Equipment		19,862	34,960		30,489	5,110	5,110	5,107	3,832	4,417
Furniture and Office Equipment		50,762	4,305		26,221	7,929	7,929	7,197	5,017	4,514
Machinery and Equipment		10,859	33,840		34,478	7,422	7,422	35,881	8,480	4,890
Transport Assets		337	78	5,995	1	22,237	22,237	14,155	4,820	6,820
Land		7,833	1	I	48,521	I	I	I	I	I
Zoo's, Marine and Non-biological Animals		I	ı	ı	ı	1	1	ı	1	1



		KZN225 M	5 Msunduzi	sunduzi - Table A9 Asset Management	sset Manag	ement				
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 Me Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work
		Audited	Audited	Audited	Original	Adiusted	Full Year	Budget	Budget	Budget
Rthousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year 2021/22	Year +1 2022/23	Year +2 2023/24
Total Renewal of Existing Assets	7	515,763	251,586	203,992	15,200	259,787	259,787	251,782	257,591	241,207
Roads Infrastructure		98,714	32,198	I	5,915	39,449	39,449	41,327	32,069	20,697
Storm water Infrastructure		I	1	I	1	I	I	I	1	1
Electrical Infrastructure		196'19	44,447	I	I	10,334	10,334	I	I	I
Water Supply Infrastructure		48,980	I	I	I	099'89	099'89	64,261	76,394	79,900
Sanitation Infrastructure		I	1,198	I	I	32,720	32,720	74,186	93,398	100,730
Solid Waste Infrastructure		30,714	19,377	I	1,556	45,100	45,100	2,000	2,100	2,200
Rail Infrastructure		I	1	I	I	I	I	I	I	I
Coastal Infrastructure		I	I	I	I	I	I	I	I	ı
Information and Communication		ı	ı	ı	ı	I	I	I	ı	I
Infrastructure		230.368	97,221		7.471	196.264	196.264	181,774	203.961	203.527
Community Encilities		8 707		1	1	12 300	12.300	35.808	41 030	31 080
Sport and Recreation Facilities		28,616		1	1	1,000	1) 	0
Community Assets		37.323		1	1	12,300	12.300	35.808	41,030	31,080
Heritage Assets		16.066		208.368	ı	4.450	4.450	1	I	
Revenue Generatina		1		ı	1	1	I	ı	1	1
Non-revenue Generating		1	1	1	1	I	1	1	1	1
Investment properties		1	I	1	1	1	1	I	I	I
Operational Buildings		1	1	1	1	1	1	1,000	1,500	2,000
Housing		I	I	I	I	28,589	28,589	1,000	I	I
Other Assets		ı	1	I	ı	28,589	28,589	2,000	1,500	2,000
Biological or Cultivated Assets		ı	1	I	ı	I	ı	ı	ı	ı
Servitudes		l	l	I	I	I	I	I	I	ı
Licences and Rights		I	I	-	I	3,250	3,250	32,200	11,100	4,600
Intangible Assets		1	ı	1	ı	3,250	3,250	32,200	11,100	4,600
Computer Equipment		1,950	I	ı	I	I	ı	ı	1	I
Furniture and Office Equipment		5,781	1	I	389	389	389	ı	1	1
Machinery and Equipment		15,350	I	-	7,340	4,365	4,365	ı	ı	ı
Transport Assets		177,628	110,382	(4,375)	ı	10,180	10,180	ı	ı	ı
Land		31,297	I	I	I	ı	I	I	I	I
Zoo's, Marine and Non-biological Animals		1	1	ı	ı	1	1	1	1	1



		KZN225	- Msunduzi	KZN225 Msunduzi - Table A9 Asset Management	sset Manag	gement				
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/22 Me Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & swork
		Auditod	Auditor	Auditor	Original	Adinotod	Full Voor	Budget	Budget	Budget
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year	Year +1	Year +2
R thousand								2021/22	2022/23	2023/24
Total Upgrading of Existing Assets	•	I	175,803	195,145	109,450	463,993	463,993	121,338	164,523	144,232
Roads Infrastructure		I	90,518	I	31,255	70,819	70,819	39,149	61,623	79,110
Storm water Infrastructure		I	1	I	I	ı	I	1	ı	1
Electrical Infrastructure		I	6,325	I	16,185	16,185	16,185	74,000	96,000	57,621
Water Supply Infrastructure		I	50,484	I	5,463	5,463	5,463	1	I	1
Sanitation Infrastructure		I	I	I	I	Ţ	I	I	I	1
Solid Waste Infrastructure		1	4,263	1	4,128	9,812	9,812	2,300	ı	1
Rail Infrastructure		I	ı	I	1	1	I	I	I	1
Coastal Infrastructure		I	I	I	I	ı	I	1	1	1
Information and Communication										
Intrastructure		1	1 121	1	- 600	1 000 001	1 000 001	- 440		761
			0,6101		26,76	102,200	102,201	2 500	2,600	150,/32
Community Facilities		1	1,00		1	9,7,6	5,774	3,500	3,500	000,5
Sport and Recreation Facilities		I	1,633	ı	I	2,616	2,616	1	1	1
Community Assets		1	1,782	1	1	8,390	8,390	3,500	3,500	3,500
Heritage Assets		I	8,423	201,734	4,067	8,300	8,300	1	1	1
Revenue Generating		I	1	ı	1	ı	I	ı	1	1
Non-revenue Generating		I	1	ı	1	ı	1	1	I	I
Investment properties		I	I	ı	ı	I	I	I	ı	1
Operational Buildings		l	I	I	I	I	I	2,389	3,400	4,000
Housing		I	I	I	I	244,264	244,264	1	I	1
Other Assets		I	ı	1	1	244,264	244,264	2,389	3,400	4,000
Biological or Cultivated Assets		I	ı	ı	1	ı	I	1	1	1
Servitudes		I	I	I	1	I	I	1	I	1
Licences and Rights		I	I	I	I	300	300	I	I	I
Intangible Assets		I	I	ı	ı	300	300	1	ı	1
Computer Equipment		ı	1	1	173	200	200	1	1	ı
Furniture and Office Equipment		I	ı	ı	29	11,500	11,500	1	1	1
Machinery and Equipment		I	1,389	92	1	ı	I	1	1	1
Transport Assets		I	ı	(6,605)	48,150	88,758	88,758	1	ı	I
Land		I	12,620	I	I	I	I	1	ı	1
Zoo's, Marine and Non-biological										
Animals		1	1	1	1	1	1	1	1	1
Total Capital Exponditure	7	504 907	797 617	AND DAK	E90 900	001 777	001 777	E74 200	COT 17A	AAE 800
	ţ	374,077		440,440	200,000	747,170	747,170	100,010	4/1,/04	C70'C#+



		KZN22	KZN225 Msunduzi - Table A9 Asset Management	Table A9 A	sset Manaç	gement				
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/22 Me Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue &
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget	Budget	Budget
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Roads Infrastructure		101,461	137,819	I	48,016	110,268	110,268	104,576	105,633	118,250
Storm water Infrastructure		I	I	I	I	I	I	I	I	I
Electrical Infrastructure		8,915	118,050	I	149,837	26,520	26,520	81,600	107,940	71,064
Water Supply Infrastructure		48,980	50,484	I	5,463	74,124	74,124	64,261	76,394	79,900
Sanitation Infrastructure		I	1,198	I	48,521	32,720	32,720	74,186	93,398	100,730
Solid Waste Infrastructure		30,863	23,640	I	5,684	54,912	54,912	4,300	2,100	2,200
Rail Infrastructure		I	I	I	I	I	I	I	I	I
Coastal Infrastructure		I	ı	I	I	I	I	I	I	1
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		190,218	331,191	ı	257,521	298,544	298,544	328,923	385,464	372,144
Community Facilities		8,707	4,191	I	39,558	20,574	20,574	41,108	46,230	36,480
Sport and Recreation Facilities		33,723	26,504	I	I	2,616	2,616	I	I	1
Community Assets		42,429	30,695	I	39,558	23,190	23,190	41,108	46,230	36,480
Heritage Assets		40,394	42,174	419,706	37,986	12,750	12,750	I	1	1
Revenue Generating		Ι	I	l	l	I	I	-	I	I
Non-revenue Generating		I	1	I	I	1	l	1	1	I
Investment properties		ı	ı	I	I	I	I	ı	ı	1
Operational Buildings		I	2,885	l	3,800	l	I	4,489	5,400	6,500
Housing		I	I	I	I	272,853	272,853	107,242	1,360	5,457
Other Assets		I	2,885	I	3,800	272,853	272,853	111,731	6,760	11,957
Biological or Cultivated Assets		I	I	1	1	1	I	I	I	I
Servitudes		I	1	1	l	1	1	1	1	1
Licences and Rights		195	8,968	I	46,237	(18,238)	(18,238)	32,200	11,100	4,600
Intangible Assets		195	8,968	1	46,237	(18,238)	(18,238)	32,200	11,100	4,600
Computer Equipment		21,812	34,960	I	30,662	5,310	5,310	5,107	3,832	4,417
Furniture and Office Equipment		56,543	4,305	1,552	26,639	19,819	19,819	7,197	5,017	4,514
Machinery and Equipment		26,209	35,228	3,972	41,818	11,787	11,787	35,881	8,480	4,890
Transport Assets		177,966	110,460	(4,985)	48,150	121,175	121,175	14,155	4,820	6,820
Land		39,130	12,620	I	48,521	I	I	I	ı	1
Zoo's, Marine and Non-biological Animals		ı	ı	1	1	ı	ı	ı	ı	I
TOTAL CAPITAL EXPENDITURE - Asset		504 007	707 617	420 24E	600 000	001 777	001.777	676 969	207 177	44E 000
Class		374,077	013,407	440,245	300,092	/4/,190	747,190	206,076	471,702	443,023



		KZN22	- Msunduzi	KZN225 Msunduzi - Table A9 Asset Management	sset Manac	lement				
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 Md Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work
		Audited	Audited	Audited	Original	Adiusted	Full Year	Budget	Budget	Budget
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year 2021/22	Year +1 2022/23	Year +2 2023/24
ASSET REGISTER SUMMARY - PPE (WDV)	ĸ	7,343,364	8,114,943	7,776,759	8,299,933	7,330,583	7,278,296	7,603,684	7,371,784	7,969,860
Roads Infrastructure		1,531,464	1,863,937	1,873,107	2,665,951	2,190,328	2,190,328	2,238,421	2,224,838	2,484,164
Storm water Infrastructure		449,251	500,215	492,667	171,147	151,399	151,399	87,083	89,989	47,480
Electrical Infrastructure		1,151,332	1,281,576	1,173,269	1,319,290	1,043,751	1,043,751	1,018,082	976,610	1,010,735
Water Supply Infrastructure		601,633	729,288	732,347	1,207,158	1,136,534	1,136,534	1,223,186	1,253,927	1,341,731
Sanitation Infrastructure		341,600	491,270	489,056	682,632	588,068	588,068	600,826	603,388	622,166
Solid Waste Infrastructure		12,334	8,204	7,891	37,298	82,222	82,222	85,470	83,292	86,643
Rail Infrastructure		1,273	1,134	1,018	1,552	1,373	1,373	1,254	1,254	1,135
Coastal Infrastructure					5,366	4,747	4,747	4,747	4,747	4,747
Information and Communication										
Infrastructure					5,859	5,183	5,183	5,183	5,183	5,183
Infrastructure		4,088,887	4,875,623	4,769,356	6,096,252	5,203,605	5,203,605	5,264,251	5,243,227	5,603,984
Comminity Accore		214 213	448 405	430 607	26 234	13 785	13 785	70 588	77 558	141 210
Heritage Assets		226,836	272,674	271,925	260,308	206,938	206,938	206,938	206,938	206,938
Investment properties		718,292	702,385	821,671	756,235	668,979	668,979	668,979	648,979	668,979
								648,979		
Stock School		700 000	97E 79E	340 A1E	251 457	670 050	670 050	417 AE2	E24 701	E07 AE0
Biological or Cultivated Assets		64,726	80,648	74,170	9	1	1	10110		201
Intanaible Assets		41,752	40.783	30.700	27.866	12.462	(39,825)	(1.083)	(54.195)	(13.363)
Computer Equipment		37,328	35,928	28,779	1,288	(24,213)	(24,213)	(28,780)	(29,766)	(30,017)
Furniture and Office Equipment		18,394	17,077	16,197	16,820	8,059	8,059	17,596	14,532	25,042
Machinery and Equipment		53,983	53,218	53,726	606,201	506,225	506,225	568,678	219,099	572,596
Transport Assets		99,192	93,489	85,287	147,272	203,304	203,304	210,063	198,621	207,042
Land		1,456,365	1,218,988	915,836		(48,521)	(48,521)			
Zoo's, Marine and Non-biological Animals										



Description Ref 2017/18 2018/19 R thousand Audited Audited Audited SET REGISTER SUMMARY - PPE 5 7,343,364 8,114,943 CURE OTHER ITEMS 641,450 460,955 40,955 Ation 7 470,106 460,955 Attention 7 470,106 460,955 Attention 7 470,106 460,955 Attention 7 470,106 460,955 And intrastructure 6,448 - - Infrastructure 52,779 - - Infrastructure 8,915 - - Infrastructure 8,916 - - Infrastructure 8,916 - - Infrastructure - <td< th=""><th>81/710</th><th>2018/19</th><th>2019/20</th><th>Curre</th><th>Current Year 2020/21</th><th>12/0</th><th>2021/22 Me</th><th>2021/22 Medium Term Revenue & Expenditure Ermanork</th><th>Revenue &</th></td<>	81/710	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 Me	2021/22 Medium Term Revenue & Expenditure Ermanork	Revenue &
R thousand Audited Outcome Audited Outcome ASSET REGISTER SUMMARY - PPE 5 7,343,364 8,114,943 DITURE OTHER ITEMS 641,450 460,955 460,955 ciation 7 470,106 460,955 is and Maintenance by Asset Class 3 171,344 Infrastructure 49,483 vater Infrastructure 52,779 Supply Infrastructure 6,445 Supply Infrastructure 8,915 Maste Infrastructure 6,445 Adstell Infrastructure Infrastructure 6,445 Vaste Infrastructure Adstellities Adstellities Aunnity Facilities Aunnity Assets Aunnity Assets Aunnity Assets Aunnity Assets							EXPER		
ASSET REGISTER SUMMARY - PPE 5 7,343,364 8,114,943 DITURE OTHER ITEMS 641,450 460,955 ciation 7 470,106 460,955 ciation 8 and Maintenance by Asset Class 3 171,344 – Cal Infrastructure 6,445 – Cal Infrastructure 16,267 – Infrastructure 16,267 – Cal Infrastructure 17,267 – Cal Infrastructure 18,915 – Cal Infrastructure 18,915 – Cal Infrastructure 19,267 – Cal Infra	ndited	Audited	Audited	Original	Adiusted	Full Year	Budget	Budget	Budget
ASSET REGISTER SUMMARY - PPE 5 7,343,364 8 DITURE OTHER ITEMS 641,450 ciation s and Maintenance by Asset Class 3 171,344 Infrastructure cal Infrastructure Supply Infrastructure structure Intrastructure al Infrastructure al Infrastructure cal Infrastructure structure al Infrastructure al Infrastructure al Infrastructure cal Infrastructure al Infrastructure al Infrastructure cal Infrastructure al Infrastructure cal Infrastructure al Infrastructure cal Infrastructure al Infrastructure cal Infrastructure		Outcome	Outcome	Budget	Budget	Forecast	Year 2021/22	Year +1 2022/23	Year +2 2023/24
DITURE OTHER ITEMS									
set Class 3 171,344 49,483	,343,364	8,114,943	7,776,759	8,299,933	7,330,583	7,278,296	7,603,684	7,371,784	7,969,860
set Class 3 171,344 49,483 49,483	641 450	A60 955	350 723	715 745	715 745	715 745	A1C 9A7	000 717	439 026
set Class 3 171,344 49,483 - 52,779 16,267 6,445 8,915 - 133,888 17,639 17,639 17,639 19,816 17,639 17,639	470.106	460.955	302,561	482.441	482.441	482.441	343,877	327.648	255.045
49,483 - 52,779 16,267 6,445 8,915 133,888 17,639 17,639 19,816 19,816	171,344	I	57,162	233,304	233,304	233,304	405,337	390,272	383,981
52,779 16,267 6,445 8,915 - - - 133,888 17,639 - 17,639 19,816 - -	49,483	ı	I	67,377	67,377	67,377	I	I	I
52,779 16,267 6,445 8,915 - - - 133,888 17,639 - 17,639 - - 17,639 - -	ı	1	ı	72,368	72,368	72,368	1	1	1
16,267 6,445 8,915 133,888 17,639 17,639 - 19,816	52,779	1	33,758	22,150	22,150	22,150	7,349	8,084	7,292
6,445 8,915 - - - 133,888 17,639 - 17,639 - 17,639 - 17,639	16,267	ı	ı	8,775	8,775	8,775	116,809	89,103	54,787
9,915 - 133,888 17,639 - 17,639 - 19,816 - -	6,445	1	1	1	I	ı	1	ı	ı
	8,915	ı	ı	12,138	12,138	12,138	I	I	I
- 133,888 17,639 - 17,639 	I	I	-	I	I	_	-	I	I
- 133,888 17,639 - 17,639 	1	1	ı	1	I	I	I	I	ı
- 133,888 17,639 - 17,639 - - -									
133,888 17,639 - 17,639 - - -	ı	ı		1	ı	ı	1	1	I
17,639	133,888	1	33,758	182,809	182,809	182,809	124,158	97,187	62,079
17,639	17,639	1	I	23,513	23,513	23,513	59	89	79
17,639 Ing	1	1	1	1	ı	ı	1	ı	1
19,816 - -	17,639	I	I	23,513	23,513	23,513	26	89	79
l l l l	19,816	I	I	26,982	26,982	26,982	I	I	I
	1	1	1	ı	I	I	I	I	I
1	1	ı	ı	ı	I	1	ı	1	1
1	ı	I	I	I	I	I	I	I	I
	ı	I	14,845	1	l	l	126,388	133,301	151,739
	ı	I	I	I	I	I	I	I	I
Other Assets – –	1	ı	14,845	1	ı	I	126,388	133,301	151,739
Biological or Cultivated Assets	ı	1	1	1	I	I	ı	I	I
Servitudes	1	ı	ı	1	I	I	ı	I	ı
Licences and Rights – –	ı	ı	I	I	ı	I	I	I	I
Intangible Assets – – –	1	1	ı	ı	ı	1	1	1	1
Computer Equipment	1	I	I	I	1	I	I	I	I
Furniture and Office Equipment	1	1	1	1	1	l	I	I	I
Machinery and Equipment	I	I	8,559	I	I	I	120,352	125,492	132,024
Transport Assets	1	1	1	1	1	1	34,380	34,224	38,059



		KZN22	- Msunduzi	KZN225 Msunduzi - Table A9 Asset Management	sset Manag	gement				
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/22 Mo Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & ework
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Full Year Budget Forecast	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Land		1	I	I	I	ı	ı	I	I	ı
Zoo's, Marine and Non-biological Animals		1	'	1	1	1	1	'	•	•
TOTAL EXPENDITURE OTHER ITEMS		641,450	460,955	359,723	715,745	715,745	715,745	749,214	717,920	639,026
Renewal and upgrading of Existing Assets as % of total capex		86.7%	%2.69	95.0%	21.5%	%6'96	%6'96	64.7%	89.5%	86.5%
Renewal and upgrading of Existing Assets as % of deprecn		109.7%	92.7%	131.9%	25.8%	150.0%	150.0%	108.5%	128.8%	151.1%
R&M as a % of PPE		2.5%	%0.0	%6'0	3.3%	3.2%	3.2%	%0.9	%0′.2	8.0%
Renewal and upgrading and R&M as a % of PPE		%0.6	2.0%	%0.9	4.0%	13.0%	13.0%	10.0%	11.0%	10.0%

3.34 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

		KZN225 N	Isunduzi - S	KZN225 Msunduzi - Supporting Table SA17 Borrowing	able SA17 E	sorrowing					
Borrowing - Categorised by type	Ref	Ref 2017/18	2018/19 2019/20	2019/20	Curre	Current Year 2020/21	20/21	2021/22 Mc Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & ework	
R thousand		Audited	Audited Outcome	AuditedAuditedAuditedOriginalAdjustedFull YearOutcomeOutcomeBudgetForecast	Original Budget	Adjusted Full Year Budget Forecast	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	141
Parent municipality											
Annuity and Bullet Loans											
Long-Term Loans (non-annuity)		451,226	366,292	459,547	459,547	459,547	282,086	202,880	127,635		
Local registered stock											
Instalment Credit											
Financial Leases											
PPP liabilities											



		KZN225 I	Asunduzi - S	KZN225 Msunduzi - Supporting Table SA17 Borrowing	able SA17	sorrowing				
Borrowing - Categorised by type	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 M Exper	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & ework
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget	Budget	Budget
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities					171 017	1,1	, 0000		10)	
Municipality sub-total		451,226	366,292	459,547	459,547	459,547	282,086	202,880	127,635	1
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment										
Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	-	'	1	1	1	1	1	•	1	1
Total Borrowing	-	451,226	366,292	459,547	459,547	459,547	282,086	202,880	127,635	1
Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
rindincial Leases										



		KZN225 I	Asunduzi - S	KZN225 Msunduzi - Supporting Table SA17 Borrowing	able SA17	Borrowing				
Borrowing - Categorised by type	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	20/21	2021/22 M Expe	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & ework
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	-	1	ı	ı	ı	I	I	ı	1	ı
Entities										
Long-Term Loans (annuity/reducing										
Long-Term Logus (non-gnnuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment										
Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	-			1	1			1	1	ı
Total Unspent Borrowing	-	1	1	1	1	1	1	1	1	ı

Municipal credit rating 3.35

INTEGRATED DEVELOPMENT 2021/2022 FINANCIAL YEAR

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TABLE 56: MUNICIPAL CREDIT RATING STATUS FOR 2019 TO 2021

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

2012	2011	2010	2009	2008
A 3	A 3	A 3	Al-	Al-
BBB	BBB	BBB	∢	∢

In terms of these gradings, the following is noted:

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

EMPLOYEE- RELATED COSTS TO TOTAL EXPENDITURE (INCLUDING COUNCILLOR ALLOWANCES) 3.36

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 2020 - 2022

KZN225 Msunduzi - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)	ızi - To	ible A4 Con	solidated B	udgeted Fi	nancial Per	formance (revenue a	nd expendit	iure)		
Description	Ref	2017/18	2018/19	2019/20		Current Year 2020/21	12 2020/21		2021/22 M & Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue ework
Rthousand	-	Audited Outcome	Audited Audited Outcome	Audited	Original Budget	Adjusted Full Year Budget Forecast	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure By Type											
Employee related costs	7	150'69	63,775	76,139	146,452	146,452	146,452	I	154,287	163,436	173,291
Remuneration of councillors		45,020	44,131	43,759	53,650	53,650	53,650		56,333	59,150	62,107
Debt impairment	က	698'806	697,522	567,919	123,904	123,904	123,904		150,000	200,000	250,000
Depreciation & asset impairment	7	59,301	56,157	61,467	18	18	18	I	I	I	I
Finance charges		61,439	52,462	43,717	31,793	36,505	36,505		34,724	36,669	27,064
Bulk purchases - electricity	7	17,146	25,134	18,664	I	I	I	I	ı	I	I
Inventory consumed	∞	I	I	I	I	1,199	1,199	I	I	I	I
Contracted services		I	I	I	I	I	I	I	I	I	I
Transfers and subsidies		1,194,821	1,310,730	1,345,487	1,478,325	1,474,658	1,474,658	1	1,538,090	1,612,775	1,692,315
Other expenditure	4, 5	2,348	1,905	I	I	13,058	13,058	I	11,471	11,691	12,010
Losses		5,676	49,263	47,941		70	70				
Total Expenditure		2,363,670	2,363,670 2,301,079	2,205,094	1,834,143	1,834,143 1,849,515	1,849,515	I	1,944,905	2,083,722	2,216,787

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

3.37 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).

An SCM procurement plan was 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 Technical) every Thursday at 09h00;
- Bid Specification Committee (BSC General)- every Tuesday at 09h00
- Bid Evaluation Committee (BEC Technical)- every Wednesday at 09h00; and
- Bid Evaluation Committee (BEC General)- every Thursday at 09h00; and
- Bid Adjudication Committee (BAC)- every Thursday at 14h00.

3.38 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.

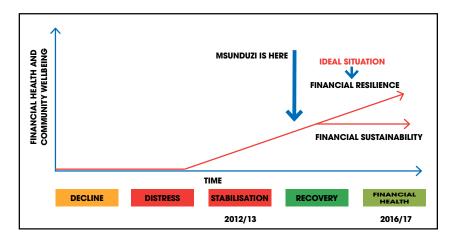
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INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

- An anchor of financial sustainability and policy development. The plan develops big-picture and longterm thinking among elected and appointed Officials, and also aims to ensure alignment and credibility of the IDP
- Long-term in nature. The plan should cover between five and ten years, but some components take a longer
 view. For example, the plan may include a 20-year forecast of infrastructure needs. In this regard, the key is
 to match this time horizon with the financial strategies of the Municipality.
- Aligned to the Financial Recovery Plan. The LTFP is not intended to replace the FRP, but to rather supplement
 the FRP and the MTREF Budget of the Municipality.

FIGURE 17: Long-Term Financial Plan



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

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

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

(ii) OBJECTIVES AND PRIORITIES OF THE MUNICIPALITY

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

- Plan 1: Build a strong institutional and financial base and sustainability;
- Plan 2: Improve quality living environments through basic access to water, sanitation, electricity, waste management, roads, and disaster management;
- Plan 3: Provide safe, healthy, and secure environment (environmental health and public safety);
- Plan 4: Create an environment for economic growth and development, to enhance the Municipal contribution to job creation and sustainable livelihoods through a Local Economic Development Plan;



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- Plan 5: Build a cohesive system of governance that translates deepening democracy into a meaningful sense of public participation; and
- Plan 6: Ensure integrated, sustainable spatial planning and development.

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

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

(iii) CURRENT CHALLENGES WITHIN THE MUNICIPALITY

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

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





TABLE 58: NEW AND REFURBISHMENT OF INFRASTRUCTURE COSTS

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

		KZN225	KZN225 Msunduzi -	Table A9 Co	nsolidated	- Table A9 Consolidated Asset Management	gement			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	1/21	2021/22 N Expe	2021/22 Medium Term Revenue Expenditure Framework	Revenue & swork
7		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year Budget Year Budget Year	Budget Year
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	+1 2022/23	+2 2023/24
CAPITAL EXPENDITURE										
Total New Assets	-	79,134	186,097	21,108	456,242	23,410	23,410	203,182	49,588	60,384
Roads Infrastructure		2,747	15,103	I	10,846	I	ı	24,100	11,940	18,443
Storm water Infrastructure		I	I	I	I	I	I	I	ı	ı
Electrical Infrastructure		(43,046)	67,278	ı	133,652	I	ı	7,600	11,940	13,443
Water Supply Infrastructure		I	I	ı	I	I	I	I	ı	I
Sanitation Infrastructure		I	I	ı	48,521	ı	ı	ı	1	ı
Solid Waste Infrastructure		149	I	1	ı	1	1	ı	ı	1
Rail Infrastructure		I	ı	ı	1	I	ı	ı	ı	ı
Coastal Infrastructure		1	1	1	1	1	1	I	1	1
Information and Communication Infrastructure		I	I	1	1	I	1	I	I	1
Infrastructure		(40.150)	82.381	1	193.018	1	1	31.700	23.880	31.886
Community Facilities		1	337	1	39,558	2,500	2,500	1,800	1,700	
Sport and Recreation Facilities		5,106	1	1	ı	1	I	1	1	1
Community Assets		5,106	337	1	39,558	2,500	2,500	1,800	1,700	1,900
Heritage Assets		24,329	18,344	6,605	33,919	1	1	1	1	1
Revenue Generating		1	1	1	ı	1	ı	ı	1	1
Non-revenue Generating		1	ı	1	1	1	1	1	1	1
Investment properties		1	1	1	1	1	1	1	1	1
Operational Buildings		1	2,885	1	3,800	1	1	1,100	200	200
Housing		ı	I	ı	I	ı	ı	106,242	1,360	5,457
Other Assets		ı	2,885	ı	3,800	ı	1	107,342	1,860	5,957
Biological or Cultivated Assets		1	I	ı	ı	ı	1	1	1	1
Servitudes		ı	I	ı	ı	ı	ı	ı	1	ı
Licences and Rights		195	8,968	I	46,237	(21,788)	(21,788)	I	I	I
Intangible Assets		195	8,968	ı	46,237	(21,788)	(21,788)	I	ı	I
Computer Equipment		19,862	34,960	I	30,489	5,110	5,110	5,107	3,832	4,417
Furniture and Office Equipment		50,762	4,305	1,552	26,221	7,929	7,929	7,197	5,017	4,514
Machinery and Equipment		10,859	33,840	3,957	34,478	7,422	7,422	35,881	8,480	4,890



		KZN225	KZN225 Msunduzi - T	Table A9 Co	nsolidated	able A9 Consolidated Asset Management	jement			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	/21	2021/22 M Expel	2021/22 Medium Term Revenue & Expenditure Framework	evenue & work
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year Budget Year Budget Year	Budget Year
K Inousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	+1 2022/23	+2 2023/24
Transport Assets		337	78	5,995	1	22,237	22,237	14,155	4,820	6,820
Land		7,833	1	ī	48,521	ı	1	ı	1	1
Zoo's, Marine and Non- biological Animals		1	'	'	ı	'	1	'	ı	'
Total Renewal of Existing Assets	7	515,763	251,586	203,992	15,200	259,787	259,787	251,782	257,591	241,207
Roads Infrastructure		98,714	32,198	I	5,915	39,449	39,449	41,327	32,069	20,697
Storm water Infrastructure		l	I	1	1	1	ı	ı	ı	1
Electrical Infrastructure		51,961	44,447	I	I	10,334	10,334	l	l	ı
Water Supply Infrastructure		48,980	I	ı	1	099'89	099'89	64,261	76,394	79,900
Sanitation Infrastructure		I	1,198	I	I	32,720	32,720	74,186	93,398	100,730
Solid Waste Infrastructure		30,714	19,377	I	1,556	45,100	45,100	2,000	2,100	2,200
Rail Infrastructure		I	I	I	ı	I	I	I	I	ı
Coastal Infrastructure		1	I	I	1	ı	ı	I	ı	1
Information and Communication										
Infrastructure		1	1	1	1	1	1	1	1	1
Infrastructure		230,368	97,221	ı	7,471	196,264	196,264	181,774	203,961	203,527
Community Facilities		8,707	3,705	l	I	12,300	12,300	35,808	41,030	31,080
Sport and Recreation Facilities		28,616	24,871	I	I	I	I	I	I	1
Community Assets		37,323	28,576	I	ı	12,300	12,300	35,808	41,030	31,080
Heritage Assets		16,066	15,408	208,368	1	4,450	4,450	ı	I	1
Revenue Generating		I	I	I	ı	I	I	I	I	1
Non-revenue Generating		I	I	I	I	I	I	I	I	1
Investment properties		I	I	I	I	I	I	I	I	I
Operational Buildings		I	I	I	ı	ı	I	1,000	1,500	2,000
Housing		I	I	I	I	28,589	28,589	1,000	I	I
Other Assets		1	I	I	1	28,589	28,589	2,000	1,500	2,000
Biological or Cultivated Assets		1	I	I	1	Ī	ı	I	I	1
Servitudes		I	I	I	ı	ı	I	I	I	1
Licences and Rights		I	I	I	I	3,250	3,250	32,200	11,100	4,600
Intangible Assets		1		1	1	3,250	3,250	32,200	11,100	4,600
Computer Equipment		1,950	I	I	I	I	I	I	I	ı
Furniture and Office Equipment		5,781	1	1	389	389	389	1	1	1





		KZN225	KZN225 Msunduzi -	Table A9 Co	nsolidated	Table A9 Consolidated Asset Management	yement			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	/21	2021/22 N Expe	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work
700000000000000000000000000000000000000		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year Budget Year Budget Year	Budget Year
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	+1 2022/23	+2 2023/24
Machinery and Equipment		15,350	ı	ı	7,340	4,365	4,365	ı	ı	1
Transport Assets		177,628	110,382	(4,375)	ı	10,180	10,180	1	ı	1
Land		31,297	I	I	ı	1	I	ı	I	1
Zoo's, Marine and Non- biological Animals		'	'	'	1	1	1	1	ı	1
Total Upgrading of Existing										
Assets	9	ı	175,803	195,145	109,450	463,993	463,993	121,338	~	144,232
Roads Infrastructure		l	90,518	l	31,255	70,819	70,819	39,149	61,623	79,110
Storm water Infrastructure		I	I	I	I	I	I	I	I	1
Electrical Infrastructure		l	6,325	ı	16,185	16,185	16,185	74,000	96,000	57,621
Water Supply Infrastructure		I	50,484	I	5,463	5,463	5,463	1	I	1
Sanitation Infrastructure		1	1	1	1	1	ı	1	1	1
Solid Waste Infrastructure		1	4,263	1	4,128	9,812	9,812	2,300	1	ı
Rail Infrastructure		I	I	I	I	ı	I	I	I	Ĭ
Coastal Infrastructure		1	ı	I	1	1	ı	1	1	1
Information and Communication										
Infrastructure		ı	ı	ı	I	I	I	1	I	1
Infrastructure		ı	151,590	ı	57,032	102,280	102,280	115,449	157,623	136,732
Community Facilities		l	149	ı	I	5,774	5,774	3,500	3,500	3,500
Sport and Recreation Facilities		I	1,633	I	I	2,616	2,616	I	I	1
Community Assets		I	1,782	ı	l	8,390	8,390	3,500	3,500	3,500
Heritage Assets		ı	8,423	201,734	4,067	8,300	8,300	1	1	1
Revenue Generating		l	I	ı	I	l	I	I	I	1
Non-revenue Generating		I	I	I	I	I	ı	1	I	1
Investment properties		I	ı	I	I	I	I	I	I	1
Operational Buildings		I	I	I	I	1	I	2,389	3,400	4,000
Housing		l	I	I	I	244,264	244,264	I	I	1
Other Assets		I	I	I	ı	244,264	244,264	2,389	3,400	4,000
Biological or Cultivated Assets		l	ı	I	ı	1	I	ı	ı	1
Servitudes		I	I	I	I	1	I	I	I	1
Licences and Rights		I	ı	1	I	300	300	I	I	I
Intangible Assets		I	I	I	1	300	300	1	I	1
Computer Equipment		1	1	1	173	200	200	1	1	1



		KZN225	KZN225 Msunduzi -	Table A9 Co	onsolidated	Table A9 Consolidated Asset Management	yement			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/	2021/22 N Expe	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work
R thousand		Audited	Audited	Audited	Original	Adjusted Budget	Full Year	Budget Year	Budget Year	Budget Year +2 2023/24
Furniture and Office Equipment		ı	•		67	000:11	000,11	•	•	•
Machinery and Equipment		I	1,389	91	ı	I	ı	1	1	Î
Transport Assets		1	1	(6,605)	48,150	88,758	88,758	1	1	1
Land		I	12,620	I	ı	I	I	ı	1	ı
Zoo's, Marine and Non-										
biological Animals		1	1	1	1	1	1	I	1	1
Total Capital Expenditure	4	594,897	613,487	420,245	580,892	747,190	747,190	576,302	471,702	445,823
Roads Infrastructure		101,461	137,819	I	48,016	110,268	110,268	104,576	105,633	118,250
Storm water Infrastructure		I	I	I	ı	1	1	I	1	1
Electrical Infrastructure		8,915	118,050	I	149,837	26,520	26,520	81,600	107,940	71,064
Water Supply Infrastructure		48,980	50,484	I	5,463	74,124	74,124	64,261	76,394	79,900
Sanitation Infrastructure		1	1,198	ı	48,521	32,720	32,720	74,186	93,398	100,730
Solid Waste Infrastructure		30,863	23,640	ı	5,684	54,912	54,912	4,300	2,100	2,200
Rail Infrastructure		I	-	I	I	I	I	I	l	I
Coastal Infrastructure		1	I	I	I	ı	I	I	1	I
Information and Communication		I	ı	ı	ı	ı	ı	ı	ı	ı
Infrastructure		190.218	331.191	1	257.521	298.544	298.544	328.923	385.464	372.144
Community Facilities		8,707	4,191	1	39,558	20,574	20,574	41,108	46,230	
Sport and Recreation Facilities		33,723	26,504	1	1	2,616	2,616	1	I	
Community Assets		42,429	30,695	I	39,558	23,190	23,190	41,108	46,230	36,480
Heritage Assets		40,394	42,174	419,706	37,986	12,750	12,750	1	1	1
Revenue Generating		I	I	I	I	I	I	I	I	I
Non-revenue Generating		I	I	I	I	I	I	I	I	I
Investment properties		I	1	I	ı	ı	I	-	1	I
Operational Buildings		I	2,885	I	3,800	I	I	4,489	5,400	6,500
Housing		I	I	I	I	272,853	272,853	107,242	1,360	5,457
Other Assets		1	2,885	1	3,800	272,853	272,853	111,731	6,760	11,957
Biological or Cultivated Assets		I	1	I	ı	ı	I	-	1	1
Servitudes		I	I	I	I	I	I	I	I	I
Licences and Rights		195	8,968	ı	46,237	(18,238)	(18,238)	32,200		
Intangible Assets		195	8,968	1	46,237	(18,238)	(18,238)	32,200	11,100	4,600



		KZN225	KZN225 Msunduzi -	Table A9 Cc	- Table A9 Consolidated Asset Management	Asset Mana	gement			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 M Expe	2021/22 Medium Term Revenue Expenditure Framework	evenue & work
		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year	Budget Year
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	+1 2022/23	+2 2023/24
Computer Equipment		21,812	34,960	1	30,662	5,310	5,310	5,107	3,832	4,417
Furniture and Office Equipment		56,543	4,305	1,552	26,639	19,819	19,819	7,197	5,017	4,514
Machinery and Equipment		26,209	35,228	3,972	41,818	11,787	11,787	35,881	8,480	4,890
Transport Assets		177,966	110,460	(4,985)	48,150	121,175	121,175	14,155	4,820	6,820
Land		39,130	12,620	1	48,521	ı	1	I	ı	ı
Zoo's, Marine and Non- biological Animals		ı	ı	ı	ı	l	ı	ı		ı
TOTAL CAPITAL EXPENDITURE - Asset class		594,897	613,487	420,245	580,892	747,190	747,190	576,302	471,702	445,823
									•	
ASSET REGISTER SUMMARY - PPE (WDV)	2	7,343,364	8,114,943	7,776,759	8,299,933	7,330,583	7,278,296	7,603,684	7,371,784	7,969,860
Roads Infrastructure		1,531,464	1,863,937	1,873,107	2,665,951	2,190,328	2,190,328	2,238,421	2,224,838	2,484,164
Storm water Infrastructure		449,251	500,215	492,667	171,147	151,399	151,399	87,083	89,989	47,480
Electrical Infrastructure		1,151,332	1,281,576	1,173,269	1,319,290	1,043,751	1,043,751	1,018,082	976,610	1,010,735
Water Supply Infrastructure		601,633	729,288	732,347	1,207,158	1,136,534	1,136,534	1,223,186	1,253,927	1,341,731
Sanitation Infrastructure		341,600	491,270	489,056	682,632	588,068	588,068	600,826	603,388	622,166
Solid Waste Infrastructure		12,334	8,204	7,891	37,298	82,222	82,222	85,470	83,292	86,643
Rail Infrastructure		1,273	1,134	1,018	1,552	1,373	1,373	1,254	1,254	1,135
Coastal Infrastructure					5,366	4,747	4,747	4,747	4,747	4,747
Information and Communication Infrastructure					5.859	5.183	5.183	5.183	5.183	5.183
Infrastructure		4,088,887	4,875,623	4,769,356	6,096,252	5,203,605	5,203,605	5,264,251	5,243,227	5,603,984
Community Assets		314,213	448,405	439,697	36,234	13,785	13,785	79,588	77,558	141,210
Heritage Assets		226,836	272,674	271,925	260,308	206,938	206,938	206,938	206,938	206,938
Investment properties		718.292	702.385	821.671	756.235	668.979	668.979	668.979	648.979	668.979
								668,979		
Other Assets		223,397	275,725	269,415	351,457	579,959	579,959	617,452	526,791	587,450



		KZN225	Msunduzi -	KZN225 Msunduzi - Table A9 Consolidated Asset Management	nsolidated	Asset Mana	gement			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/	2021/22 N Expe	2021/22 Medium Term Revenue & Expenditure Framework	evenue & work
R thousand		Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year Budget Year Budget Year	Budget Year
		Ontcome	Outcome	Ontcome	Budget	Budget	Forecast	2021/22	+1 2022/23	+2 2023/24
Biological or Cultivated Assets		64,726	80,648	74,170		ı	1			
Intangible Assets		41,752	40,783	30,700	27,866	12,462	(39,825)	(1,083)	(54,195)	(13,363)
Computer Equipment		37,328	35,928	28,779	1,288	(24,213)	(24,213)	(28,780)	(29,766)	(30,017)
Furniture and Office Equipment		18,394	17,077	16,197	16,820	8,059	8,059	17,596	14,532	25,042
Machinery and Equipment		53,983	53,218	53,726	606,201	506,225	506,225	568,678	519,099	572,596
Transport Assets		99,192	93,489	85,287	147,272	203,304	203,304	210,063	198,621	207,042
Land		1,456,365	1,218,988	915,836		(48,521)	(48,521)			
Zoo's, Marine and Non- biological Animals										
TOTAL ASSET REGISTER SUMMARY										
- PPE (WDV)	10	7,343,364	8,114,943	7,776,759	8,299,933	7,330,583	7,278,296	7,603,684	7,371,784	7,969,860
		747 450	7000	000		710	1	110.01	000	700 007
EXPENDITURE OTHER ITEMS		041,450	400,933	354,723	/10,/40	/10,/40	/10,/40	749,214	11,920	039,020
Depreciation	7	470,106	460,955	302,561	482,441	482,441	482,441	343,877	327,648	255,045
Repairs and Maintenance by	٣	171 344	l	67169	033 304	733 304	733 304	AOE 337	200.072	282 081
Asset Cides	2	17.1,544 AO A83		201,102	47377	47377	400,004	400,004	370,272	104,000
Aldra IIII dallaciale		44,400			0,70,00	0,000	070,00			
Storm water Intrastructure		1	I	1	/2,368	72,368	/2,368	1	1	1
Electrical Infrastructure		52,779	l	33,758	22,150	22,150	22,150	7,349	8,084	7,292
Water Supply Infrastructure		16,267	ı	1	8,775	8,775	8,775	116,809	89,103	54,787
Sanitation Infrastructure		6,445	I	l	I	l	I	l	l	ı
Solid Waste Infrastructure		8,915	ı	ı	12,138	12,138	12,138	1	I	1
Rail Infrastructure		I	I	I	I	I	I	I	I	I
Coastal Infrastructure		I	I	I	ı	I	I	I	I	I
Information and Communication Infrastructure		1	ı	I	I	1	ı	1	I	ı
Infrastructure		133,888	ı	33,758	182,809	182,809	182,809	124,158	97,187	62,079
Community Facilities		17,639	I	I	23,513	23,513	23,513	59	89	79
Sport and Recreation Facilities		I	I	I	I	I	I	I	l	1
Community Assets		17,639	1	I	23,513	23,513	23,513	59	99	79
Heritage Assets		19,816	I	I	26,982	26,982	26,982	I	I	I
Revenue Generating		1	I	1	I	I	I	I	I	1

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		KZN225	KZN225 Msunduzi -	Table A9 Co	onsolidated	Table A9 Consolidated Asset Management	gement			
Description	Ref	2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 N Expe	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work
R thousand		Audited	Audited	Audited	Original	Adjusted	Full Year	5		
		Outcome	Ourcome	Outcome	Budget	Budget	Forecast	2021/22	+1 2022/23	+2 2023/24
Non-revenue Generating		I	1	1	1	1	1	I	1	1
Investment properties		I	I	I	I	1	I	I	1	ı
Operational Buildings		I	1	14,845	1	1	1	126,388	133,301	151,739
Housing		I	I	I	I	l	I	ı	I	ı
Other Assets		1	•	14,845	1	1	•	126,388	133,301	151,739
Biological or Cultivated Assets		ı	1	1	1	1	1	1	I	1
Servitudes		1	1	1	ı	1	1	1	1	1
Licences and Rights		I	I	I	Ī	I	1	ı	I	ı
Intangible Assets		1	•	1	1	1	1	1	1	1
Computer Equipment		1	1	I	ı	1	1	1	ı	1
Furniture and Office Equipment		ı	1	ı	1	1	1	1	1	1
Machinery and Equipment		I	1	8,559	ı	I	I	120,352	125,492	132,024
Transport Assets		ı	ı	ı	1	1	1	34,380	34,224	38,059
Land		I	1	ı	I	1	•	1	1	1
Zoo's, Marine and Non-				I	1		I			
biological Animais				1	1		1			
TOTAL EXPENDITURE OTHER ITEMS		641,450	460,955	359,723	715,745	715,745	715,745	749,214	717,920	639,026
Renewal and upgrading of Existing Assets as % of total capex		86.7%	69.7 %	%0'56	21.5%	%6.96	%6.96	64.7%	89.5%	86.5%
Renewal and upgrading of Existing Assets as % of deprecn		109.7%	92.7%	131.9%	25.8%	150.0%	150.0%	108.5%	128.8%	151.1%
R&M as a % of PPE		2.5%	0.0%	%6.0	3.3%	3.2%	3.2%	%0.9	7.0%	8.0%
Renewal and upgrading and R&M as a % of PPE		%0.6	2.0%	%0.9	4.0%	13.0%	13.0%	10.0%	11.0%	10.0%

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

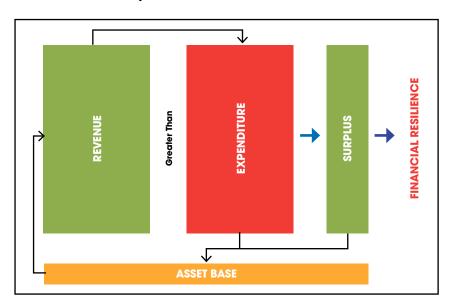
An analysis of the Municipality's balance sheet reveals a significant number of infrastructure assets, such as roads, stormwater drainage, water and sewer networks, electricity networks, buildings, etc to the value of R6.4 billion, as at 30 June 2011.

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;



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- 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.

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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-	There are numerous plans and strategies developed over the years, which have not been
implementation of	implemented, and a key risk is that implementation of strategies may still not take place.
Plans	In order to mitigate this risk, the alignment and implementation of this LTFP should be
	regularly reported to Council.
Finalisation of	Msunduzi should ensure that the "operating model" of the Municipality is finalised as soon
Structure and	as possible, and that the new structure reflects the future business of the Municipality,
Appointment of Key	and that key appointments are filled as soon as possible to ensure ownership and
Personnel	accountability of the LTFP at least at Leadership Level.
Poor Accounting	A key risk is that the outcomes of this LTFP may not be measured accurately, because
and Record	of poor accounting processes and the delay in the timeous updating of accounting
Keeping	records. Processes to update the accounting records regularly, and to ensure that they
9	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	From a change management perspective, urgent action is required to address some of
Management	the poor practices that may have occurred for many years, and there is a need to strictly
	enforce new policies and procedures.
Community and	There is a risk that there may be Community and Ratepayer resistance to certain
Stakeholders	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.



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

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

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

TABLE 60: SWOT

KEY ISSUES RELATING TO FINANCIAL VIABILITY AND MANAGEMENT:

- The gradual increase of debtor's outstanding debt remains a potential risks to the Municipality's working capital, hence the possibility of service delivery delays.
- The prevalent indigent status has a negative impact on municipal revenue base.
- Lack of forward planning, particularly on capital budget expenditure, negatively impacts on the reduction of the service delivery backlogs.

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.

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.

WEAKNESSES

- A limited rates base and high levels of demand for services.
- · A growing number of debtors.
- Under-spending against operations and maintenance budgets.

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.

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C7-GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.39 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 39 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 POLICY

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



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

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

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

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

TABLE 62: BATHO PELE IN THE MSUNDUZI MUNICIPALITY

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.

(iii) SERVICE DELIVERY CHARTER AND SERVICE STANDARDS

Msunduzi Municipality has developed the Procedure Manual and Service Delivery Charter. The purpose of the Charter is to set out service standards that members of the community can expect to receive when they access our services or contact the municipality and outlines how they can help the organization to meet their expectations in the delivery of first class service standards. The Charter guides the municipality towards reaching its goals of efficient and effective service delivery. The relationship with the people is governed by the constitution and legislation as well as policy obligations.

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The Msunduzi Municipality as a Local Government is mandated by the Constitution of the Republic of South Africa to:

- Provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

Service Standards

The Msunduzi Municipality commits itself to serve its customers as envisioned by the Batho Pele Principles in the White Paper on the Transformation of the Public Service (1997) as follows:

1. Consultation:

The municipality undertakes to consult customers on the level and quality of services as well as development required to continue to improve living conditions of within communities; In this regard it must:

- a) Commits to consult organised formations of labour unions, ratepayers' associations, business chamber and other such interest groups and the public in general;
- b) Holds Mayoral Izimbiso IDP & Budget Roadshows twice a year;
- (c) Publish for public comments, the Draft IDP, Draft Budget and Draft Annual Report or any other document that legislation may prescribe for publication or Council deems it necessary for good governance;
- (d) Encourage members of the public to attend the Council and the Executive Committee meetings, Izimbizo, Budget and IDP Processes; and
- (e) Establish and ensure functionality of Ward Committees.

2. Telephone calls

When phoning the offices of the Msunduzi Municipality or the Customer Services offices, the municipality shall ensure;

- all calls are answered within 5 rings.
- calls are answered identifying ourselves and the office
- that the person answering the call is courteous and helpful at all times.
- that the person answering the call extends themselves to assist, or makes a valuable referral.
- that you be issued with a reference number when logging a request or complaint.
- That you are not subjected to unnecessary telephone referrals. There shall be a maximum of two referrals, thereafter the person will take down your details and get back to you and,
- That we contact you within 24 hours, if a message is left on voicemail.

3. Written Enquiries / Correspondence

The municipality shall:

- acknowledge both internal and external written correspondence within the stated deadline or 5 working days whichever comes first;
- Where detailed response is required, it will strive to respond to enquiries within 10 working days, stating the name of the employee dealing with the enquiry;
- aim to provide clear and accurate information in response to enquiries; and
- In cases of delay, an interim reply acknowledging receipt of the correspondence and explaining the reasons for the delay will be issued within 10 working days.





4. Reports to committees

Issues that need the approval of any Committee delegated with authority by Council or Executive Committee
shall be placed on the agenda of a Committee within 10 working days of notification by the Committee
Officer or within 15 working days of the last meeting of that Committee, whichever is shorter.

Any obligations or action items assigned to the municipality by any Committee shall be dealt with within ten working days of such assignment.

Access

All Citizens will have equal access to services rendered;

In this regard;

- a) All offices will be accessible to the physically challenged;
- b) Discrimination on the grounds of culture, race, gender and sexual orientation will not be tolerated;
- We will strive to make our services equitably available to all citizens including those from disadvantaged communities; and
- d) Treat everyone with consideration and respect by showing friendliness and care when serving a customer.

6. Courtesy

The municipality will strive to treat all our customers with courtesy and consideration. In this regard;

- a) Customers will be greeted and addressed in a friendly manner; and
- b) Rude, impolite and discourteous attitudes and behaviour will not be tolerated.

7. Information

The Msunduzi Municipality recognizes and is committed to fulfilling its constitutional obligation to;

- a) Foster a culture of transparency and accountability in its affairs by giving effect to the right of access to information;
- b) Actively promote an enabling environment in which requesters have effective access to information;
- c) Put such necessary measures in place to render as reasonably possible for requesters of its records; and
- d) To publish the approved IDP, Budget, Annual report, SDBIP and customer Service Charter for public information.

Bearing in mind -

That the access to any information held by the City may be limited to the extent that the limitations are reasonable and justifiable in an open and democratic environment based on human dignity, equality and freedom as contemplated in Section 36 of the Constitution and also as specified in Part 2, Chapter 4 of the promotion of access to Information Act.

8. Openness and Transparency

The municipality recognises that openness and transparency are the cornerstones of the democracy. To the effect of the above the municipality will:

- a) engage stakeholders / Customers in preparation particularly of our Budget and IDP every year;
- b) Run the Municipality within the spirit of openness and transparency; and
- c) Hold adhoc meetings with local stakeholders as per need.





9. Value for Money

The municipality will endeavor to use public resources efficiently, effectively and economically. In this regard it will:

- a) Simplify systems, processes and procedures to eliminate wastage and inefficiency;
- b) Rigorously apply performance management systems to enhance productivity;
- c) Identify risk areas and manage them carefully;
- d) Endeavour for optimal utilization of resources;
- e) Procure goods and services to the best advantage of the Municipality within the applicable statutes;
- f) Strengthen management and control to prevent fraud, corruption and mal-administration; and
- g) Treat any information on fraud and corruption seriously.

10. Service Delivery Impact

The municipality shall endeavor to assess the impact of its services to the customer on regular intervals and ascertain whether it is achieving its specified objectives. To the effect of the above the municipality will:

- a) Evaluate the organizational performance based on an annual performance plan on a quarterly basis;
- b) Review the performance of the Municipal Manager and Managers reporting directly to the Municipal manager on an annual basis;
- c) Review the Strategic Plan implementation yearly (IDP Review); and
- d) Prepare the Annual Report as prescribed.

11. Redress

The municipality respects and acknowledges the right of citizens to complain when its services are interrupted or unsatisfactory. To the effect of the above it will:

- a) Make available to customers, a Call Centre to receive and refer complaints to the relevant departments for action;
- b) Establish a Rapid Response Team to track redress on service delivery issues and complaints;
- c) We undertake to investigate and respond to written complaints submitted via the City Manager's office within 10 days of receipt either confirming action has been take, or committing to attend to the complaint within a particular period or explaining why the municipality is not in a position to attend to the complaint.

11.1 Complaints

- A complaint, in this regard, shall mean an expression of dissatisfaction with a service provided. It shall not be taken to mean fault breakdown of service or other information reports.
- It is the policy of the Msunduzi Municipality that all complaints are dealt with promptly, decisively, in an objective and sympathetic manner following the complaints handling procedure. Any person with a complaint about any of the services is guaranteed that his/her complaint will be taken seriously and promptly investigated.
- The municipality respects the rights of a person to complain if they think they have not received an appropriate level of service.
- The Msunduzi Municipality undertakes that following a complaint, it will acknowledge receipt of the complaint within five (5) days and inform the complainant of the action taken within 30 days.
- If the complexity of the matter requires a longer investigation period, the complainant will be given a revised
 response time and informed of progress on the matter on an ongoing basis.
- If the complainant is dissatisfied with the response and thinks the complaint needs the attention of higher
 office, the complainant is urged to make a written or verbal complaint to the relevant General Manager.
- If there is no response within five (5) working days, the complainant is free to address the complaint to the relevant General Manager.
- Complaints handling procedure shall be followed in all cases. Complaints shall be recorded and monitored
 to assist in improving the quality of service to customers and identify areas needing improvement.
- General Managers shall be responsible for quarterly management reviews of all complaints and feedbacks to identify system discrepancies or bottlenecks and to take appropriate action.





11.2 Call Centre

The Call Centre receives all calls related to service interruptions in Water and Sanitation, Roads and Transportation, and Electricity, 24/7. When customers phone the call centre they are provided a reference number for the reported fault that can be used for any future queries relating to that fault. The call centre refers all reported faults to the relevant departments for action.

In case of major disruptions, voice recordings will serve to inform the public of the fault and the expected restoration time. The call centre also has a voicemail facility, whereby customers can leave clear messages, relating to a fault, the physical address of the fault and their name and contact details so that the message can be acted upon.

Telephone number: 0800 001 868.

Email Address: call.centre@msunduzi.gov.za

11.3 Rapid Response Team

The Msunduzi Municipality has established a Rapid Response Team to help facilitate and fast track the resolution of widespread service delivery complaints and further to liaise with the different and relevant stakeholders in the process of crafting collective solutions to the matters raised.

Chairperson: Lungisani Kunene 033 392 2714. Speaker of the Council

This office will receive and co-ordinate complaints with respect to the functioning of the ward committees and the councilors. The officials of the Office of the Speaker will direct issues raised at ward committee meetings to the relevant departments.

Postal Address: Private Bag X321, Pietermaritzburg

Contact Number: 033 392 2541

11.4 Ultimate Redress

The Msunduzi Municipality has made it clear that it wishes to be held accountable. To help citizens to do just that, it has made many avenues available through which redress can be sought;

Office of the City Manager

The City Manager is the Accounting Officer of the Organisation and the Head of Administration.

Postal Address: Private Bag X321, Pietermaritzburg

Contact Number: 033 3922002

Email Address: municipal.manager@msunduzi.gov.za

Office of the Mayor

Postal Address: Private Bag X321, Pietermaritzburg

Contact Number: 033 3922036/7

Email Address: Phumlile.Nsele@msunduzi.gov.za



3.40 INTERGOVERNMENTAL AND INTERNATIONAL RELATIONS STRUCTURES

(i) INTERGOVERNMENTAL STRUCTURES

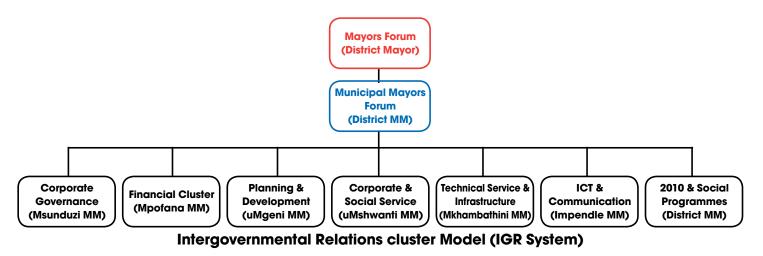
The following table summarises structures that the Msunduzi Municipality participates in:

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



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).

3.41 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	All matters requiring attention arising from the	2 meetings per month
COMMITTEE	provisions of the relevant legislation.	



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COMMITTEE NAME	FUNCTIONS	NUMBER OF MEETINGS
CORPORATE SERVICES COMMITTEE	 Council & Committee Support to Political Offices Legal Services and Legislative Compliance Corporate and Legal By Laws Delegation Management Policies, Processes and Procedures Human Resource Management Performance Management Labour Relations Recruitment and Selection Occupational Health Job Evaluation Training and Development Employee Relations Information Management Management Information Systems Information Centre Printing Information, Systems Technical Support 	2 meetings per month
COMMUNITY SERVICES COMMITTEE	 Regional Community Services Provision Airport Health Services and Clinics Libraries Cemeteries and Crematoria Environmental Health Community Services Provision Management Parks, Conservation, and Environment Sport and Recreation Market Forestry Municipal Public Works Tatham Art Gallery Public Safety and Disaster Management Traffic Services Licensing Public Safety and Security 	2 meetings per month
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	Fire and Rescue ServicesDisaster Management	2 meetings per month



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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:

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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





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(iv) IDP STEERING COMMITTEE

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

TABLE 66: IDP STEERING COMMITTEE ROLE-PLAYERS AND FUNCTIONS

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

(v) MUNICIPAL MANAGER'S COORDINATING COMMITTEE

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

TABLE 67: MUNICIPAL MANAGER'S COORDINATING COMMITTEE ROLE-PLAYERS AND FUNCTIONS

ROLE PLAYERS	City Manager
	Managers: Municipal Managers Office, Speaker, Mayor, Budget Office, SCM, PMS, Planning,
	PMU, and IDP.
	Admin Support
FUNCTIONS	Prepare the IDP review process plan
	Identify resources and people
	Coordinate and manage the components of the planning process, including:
	Stakeholders meetings
	Meeting deadlines
	Horizontal and vertical aligns
	Compliance with national and provincial requirements

(vi) WARD COMMITTEES

Section 74 of the Municipal Structures Act, and regulation 5 of the Government Gazette No. 27699 Ward Committee, state that Ward Committees may have powers and functions delegated to them (which are essentially advisory in nature) in terms of \$59 of the Municipal Systems Act. Among these powers and functions are:

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

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- 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.

3.42 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



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

3.43 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.



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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 <u>achievement of quality and the advancement of human rights</u> and freedoms. Section 3 of the Constitution further states that all citizens are equally <u>entitled to the rights</u>, <u>privileges</u> 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 aboe 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.



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

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

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

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

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

TABLE 69: RISK AND MITIGATION STRATEGIES

RISK	ROOT CAUSE	MITIGATION STRATEGIES	Progress to Date	RESPONSIBILITY
Political & administration instability collapsing control environment	Political fights, political interference in administration	No mitigating measures as these risks can be mitigated with maturity thinking in understanding the existence of a municipality as per the	· ·	
Fatalities of municipal officials & office bearers & councillors	Turmoil within administration	constitution		
Fraud & Corruption	Office Bearers & Councillors fearing losing jobs & wanting to benefit before the end to their term			
Economic meltdown causing high employment rate, poverty & social unrest	Drought	Water conservation, rehabilitation & building of new boreholes	Plumbing programme is being implemented (water licks), Water)	SMC
Frequent electricity outages resulting to litigation & business contraction impacting on economic growth within the municipality	 Conductors/ Cable faults on secondary network Primary infrastructure ageing Obsolete switchgears illegal connections old substation buildings theft of infrastructure 	Council approved a 132kv Network Rehabilitation Plan. Funding of R100m secured from DoE & Plan will be implemented. Council made a provision of R10m from its 2013/14 budget for refurbishment of network & replace obsolete 11kv equipment.	 Two Hilton 132kv lines completed. Refurbishment of 132/11kv Northdale Primary sub-station is in progress. Refurbishment of 132kv City completed & to commence with the sub-station. Refurbish network & replace obsolete 11kv equipment IS continuing. 	DMM: Infrastructure



RISK	ROOT CAUSE	MITIGATION STRATEGIES	Progress to Date	RESPONSIBILITY
Electricity Losses as a result of illegal connections	Low society moral fiber and crime rate (theft).	 Electrification of informal settlements areas e.g., SWAPO & eEzinketheni, Nhlalakahle / Balhambra Way. There is also continuous campaigns to uproot illegal connections. 	Non-Technical losses – projects in progress	DMM: Infrastructure
Huge debtor's book & low collection rate which impends solvency & liquidity of the municipal finances & going concern or sustainability of the municipal operations	 High rate of unemployment. Lack of vigorous strategy to collect & inaccurate data cleansing. 	 Data cleansing will be undertaken. The filling of critical posts in finance has been prioritized. Daily cash flow monitoring will reflect early warning signals. 	 Data Cleansing completed. The process of handover progressing. Some critical posts have been filled & remainder will be filled once migration has been completed The water debt write off in progress 	CFO
Loss of water due to pipe bursts, leaking pipes & meters that cannot be read.	Poor maintenance & the decaying infrastructure.	 Water is currently in a 3 of a 6 year Non- Revenue water reduction program which started Feb 2011. The 16 core interventions were made up of 8 real losses and 8 billing control interventions. The other interventions include filling of all vacant positions in the water section. The 6 Year Non-Revenue Water Master Plan has been reviewed in order to cater for the different aspects of water losses with a more robust approach. Asset Management Plan which caters for asset replacement. 	 Water & Sanitation is currently in a 5 of a 6 year Non-Revenue water reduction program New strategy being developed to deal with obsolete asbestos pipes 	DMM: Infrastructure



RISK	ROOT CAUSE	MITIGATION STRATEGIES	Progress to Date	RESPONSIBILITY
High backlogs of & ageing road infrastructure not receiving the relevant maintenance resulting to potholes.	Limited funding.	 Maintenance Programmes, to review maintenance budget formulation & approach National Treasury for more MIG Funding. The implementation of Integrated Rapid Public Transport Network (IRPTN) will also cater for upgrade of roads. 	Application for MIG funding is continuously being made & request for increase to the maintenance plan budget has been made.	DMM: Infrastructure
Land Invasion	Lack of management of municipal land	The strategy that was developed was responding to areas that were invaded (AMBLETON PHASE 3 AND FARM SHENSTON) but not a Strategy to prevent land invasion. There is no evidence of a Strategy developed to prevent land invasion. Currently land invasion is dealt with through enforcement of by-laws when land has been invaded. At this point more reliance is placed on removal of the invaders by security personnel when it occurs.	A strategy to prevent land invasion has not yet been developed, only mechanisms to react on occurrence of an invasion are developed for each occurrence e.g. Ambleton, Nkawana etc	DMM: Economic Development

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work, etc.



RISK	ROOT CAUSE	MITIGATION STRATEGIES	Progress to Date	RESPONSIBILITY
Lack of burial	Lack of pro-	Land identified at		DMM:
space causing	active long-term	Hollingwood for new		Community
outcry from the	planning in the	cemeteries but the		Services
community of Msunduzi.	past for the burial services.	Sobantu community has demanded that		
Poor service	services.	the process of building		
(bodies half		housing & cemetery be		
burned) for		done simultaneously.		
those who want		 Engaged in a process 		
to cremate		of identifying new land		
resulting in		for cemeteries to take		
inconvenience		the municipality to		
to the Msunduzi		2030.		
community &		Commission of		
extra cost to		two new cremators		
them when		inclusive of		
cremation		maintenance of the		
is taken to		cremators concluded		
Durban.		but only one is working		
		& challenges are		
		attended to on the		
		other one.		
Brain drain & lack	Lack of HR Planning	To revise the	Allocation &	DMM: Corporate
of knowledge	for a number	organogram to	placement of staff in	Services & DMM:
management	of years in the	provide for additional	progress	Infrastructure
in IS (Electricity alone has 77.5%	municipality	skilled engineers and		
vacancy rate &		other electricity, Roads & Transportation, Water		
of the 22.5% is in		& Sanitation personnel.		
acting capacity)		 To consider revising 		
is currently		salary scales for		
understaffed		scarce skills so that		
leaving no room		the Municipality		
for transfer of skills		can attract talent. To		
& knowledge of		Consider appointing		
the network due to		retired engineers on		
exit (retirements,		contract as mentor		
resignation,		for at least three years		
deaths) resulting		for newly employed		
to multiple		personnel Ensure that		
challenges		the pool is serviced		
including injuries		regularly		
because of				
working long				
hours, death at				



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(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.

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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.

3.44 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.

3.45 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



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3.46 COMMUNICATION AND MARKETING PLANS

The Marketing and Communications Unit of the Msunduzi Municipality developed a Marketing Strategy, which aims at being competitive and creating a vibrant brand identity for the city. The marketing strategy incorporates the LED strategy, and aims to synergize Unit efforts to attract investment and marketing to Msunduzi Municipality from the local and global environments.

The objective of the marketing strategy is to formulate guidelines and implementation plans for retaining the existing industries, and the attraction of new and potential industries. In order to achieve this goal, the following have been taken into consideration:

TABLE 70: MARKETING PLAN COMMUNICATION MEDIA

MEDIA USED	DESCRIPTION
Municipal Website	 Use of the municipal website, with up to date information on all kinds of developments taking place. Providing clear details of investment opportunities that are available within the Municipality. Outlining the tourism attractions that are available in Msunduzi Municipality. The promotion of all prominent events in a calendar year.
Magazines and Other	Advertising space in various popular magazines (business, sport, and lifestyle
Publications	magazines), outlining the opportunities as well as attractions within the Municipality.
SA Cities Network	Msunduzi Municipality is a member of the South African Cities Network, and
Website	therefore has the opportunity to promote itself on this platform, which is shared with cities such as Tswane, Durban, and Cape Town.
Events	By associating itself with major events taking place in the City, the Municipality
	receives a lot of mileage in brand exposure through websites, brochures, radio, and television.
Radio and Local Press	 Taking up advertising space in local media provides an opportunity for local investors to better understand what opportunities are available for further investment.

3.47 AUDITOR GENERAL'S REPORT AND FINDINGS

The Auditor General has expressed an Adverseopinion with emphasis on matters relating to:

- Property, plant and equipment
- Consumer debtors
- Revenue from exchange transactions interest from consumer debtors and receivables
- Receivables from exchange transactions
- Payables from exchange transactions
- Related parties
- Statement of comparison of budget and actual amounts
- Cash flow statement
- Unauthorised expenditure
- Additional disclosures in terms of MFMA
- Aggregation of immaterial uncorrected misstatements

3.48 MID-YEAR PERFORMANCE ASSESSMENT

The Municipal Finance Management Act \$72 prescribes that every municipality must compile a Mid-Year Budget & Performance review by the 25th of January annually.

As per the above-mentioned legislative requirements pertaining to the compilation and presentation of the Mid-Year Performance review, a report is thus produced in accordance.



During December 2019 and January 2020, the Organizational Compliance, Performance and Knowledge Management Unit in the Office of the Municipal Manager performed the Mid-Year Performance review having received submissions from the respective Business Units of Council.

Stemming from the submissions; it was noted that several Key Performance Indicators (KPI's) remained unchanged whilst a number of KPI's required amendment, some were to be removed from the SDBIP & OP as well as some new KPI's which needed to be added to the SDBIP & OP.

The following is a summary of the Status Quo in terms of total number of KPIs per sub-unit of Council, unchanged KPI's, KPI's to be amended, KPI's to be removed and new KPI's to be added to the SDBIP 2019/2020.

REGULATED PERFORMANCE INDICATORS 2019 / 2020								
TOTAL NO. OF KPI's	BUSINESS UNIT / SUB UNIT	UNCHANGED	AMEND	REMOVE	NEW			
14	Sustainable Development and City	13	1 (RPI 14)	0	0			
	Enterprises / Human Settlements							

SDBIP 2019 / 2020							
BUSINESS UNIT	TOTAL NO. OF KPI'S PER SUB UNIT	SUB UNIT	UN- CHANGED	AMEND	REMOVE	NEW	
OFFICE OF THE CITY MANAGER	15	Political Support (Office of the Speaker and Office of the Mayor)	15	0	0	0	
	4	INTEGRATED RAPID PUBLIC TANSPORT NETWORK - IRPTN	3	1 (IRPTN 02)	0	0	
COMMUNITY SERVICES	13	PUBLIC SAFETY, EMERGENCY SERVICES & ENFORCEMENT (TRAFFIC, SECURITY, FIRE & DISASTER)	11	2 (PSDM 05, 12)	0	0	
	8	AREA BASED MANAGEMENT	6	2 (ABM 03, 06)	0	0	
	7	RECREATION & FACILITIES (SPORTS, PARKS, SERVITUDES, RECREATION, CEMETRIES, LIBRARIES, BUILDINGS & FACILITIES)	5	2 (R&F 05, 07)	0	0	
	4	WASTE MANAGEMENT (BUSINESS WASTE, DOMESTIC WASTE, LANDFILL & RECYCLING	4	0	0	0	
INFRASTRUCTURE SERVICES	12	WATER & SANITATION	5	5 (W&S 3, 4, 5, 6, 8)	2 (W&S 10, 11)	0	
	3	ROADS & TRANSPORTATION	2	0	1 (R&T 01)	0	
	8	ELECTRICITY	3	4 (ELEC 01, 03, 04, 05)	1 (ELEC 02)	0	
	3	MECHANICAL WORKSHOPS	2	1 (MW 01)	0	0	
	45	PROJECT MANAGEMENT OFFICE (MIG PROJECTS)	20	24 (PMO: 02, 03, 04, 05, 06, 08, 09, 10, 11, 12, 13, 14, 17, 18, 27, 28, 34, 35, 36, 40, 41, 43, 44, 45)	1 (PMO 38)	0	
Sustainable Development	12	TOWN PLANNING & ENVIRONMENTAL MANAGEMENT (TOWN PLANNING, ENVIRONMENTAL MANAGEMENT, LAND SURVEY & GEVDI)	6	3 (T, P &EM 7, 8, 10)	3 (TP & EM 9, 11, 12)	0	



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	SDBIP 2019 / 2020									
BUSINESS UNIT	TOTAL NO. OF KPI'S PER SUB UNIT	SUB UNIT	UN- CHANGED	AMEND	REMOVE	NEW				
	14	HUMAN SETTLEMENTS	11	3 (H&S 02, 04, 13)	0	0				
Sustainable Development	16	CITY ENTITIES (SAFE CITY, TOURISM, AGRICULTURE (MARKET & FORESTRY), ART GALLERY & THEATRES & AIRPORT)	11	1 (CE 02)	4 (CE 04, 13, 14, 15)	0				

The following is a summary of the Status Quo in terms of total number of KPI's per sub-unit of Council, unchanged KPI's, KPI's to be amended, KPI's to be removed and new KPI's to be added to the OP 2019/ 2020.

OP 2019 / 2020						
	TOTAL NO.					
BUSINESS UNIT	OF KPI'S PER SUB UNIT	SUB UNIT	UNCHANGED	AMEND	REMOVE	NEW
OFFICE OF THE CITY MANAGER	21	OFFICE OF THE CITY MANAGER: (ORGANIZATIONAL COMPLIANCE, PERFORMANCE AND KNOWLEDGE MANAGEMENT & COMMUNICATIONS & IGR)	21	0	0	0
	14	INTERNAL AUDIT	7	7 (IA: 04, 06, 08, 11, 12, 13, 14)		0
	12	STRATEGIC PLANNING ((PITERMARITZBURG URBAN RENEWAL PROGRAMME, INTEGRATED DEVELOPMENT PLAN & CITY DEVELOPMENT STRATEGY)	10	1 (SP 12)	1 (SP 11)	0
BUDGET AND TREASURY	10	BUDGET PLANNING, IMPLEMENTATION & MONITORING	10	0	0	0
	4	EXPENDITURE MANAGEMENT	3	1 (EXP 03)	0	0
	9	REVENUE MANAGEMENT	9	0	0	0
	8	SUPPLY CHAIN MANAGEMENT	7	1 (SCM 04)	0	0
	12	ASSETS & LIABILITIES MANAGEMENT (FLEET, VALUATIONS & REAL ESTATE, ASSETS, LOSS CONTROL & INSURANCE)	8	4 (A&LM 07, 08, 09, 12)	0	0
	5	SAP IMPLEMENTATION	4	1 (SAP 02)	0	0
	13	FINANCE GOVERNANCE & PERFORMANCE MANAGEMENT	11	1 (FG&PM 07)	0	1 (FG & PM 13)
INFRASTUCTURE SERVICES	5	PROJECT MANAGEMENT OFFICE	5	0	0	0
	8	LEGAL SERVICES	8	0	0	0
CORPORATE SERVICES	6	SECRETARIAT & AUXILIARY SERVICES	6	0	0	0
	9	INFORMATION COMMUNICATION TECHNOLOGY	6	3 (ICT 07, 08, 09)	0	0
	10	HUMAN RESOURCES	9	1 (HR 08)	0	0

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OP 2019 / 2020						
BUSINESS UNIT	TOTAL NO. OF KPI's PER SUB UNIT	SUB UNIT	UNCHANGED	AMEND	REMOVE	NEW
SUSTAINABLE DEVELOPMENT & CITY ENTERPRISES	20	DEVELOPMENT SERVICES (LICENSING, BUSINESS DEVELOPMENT & ECONOMIC DEVELOPMENT)	17	2 (DS 15, 18)	0	1 (DS 20)
	30	TOWN PLANNING & ENVIRONMENTAL MANAGEMENT (TOWN PLANNING, ENVIRONMENTAL MANAGEMENT, LAND SURVEY & GEVDI)	19	2 (TP&EM 13, 14, 15, 16, 17, 32, 33,)	34, 35,	0
	7	HUMAN SETTLEMENT	7	0	0	0

The following are some of the reasons for KPI's being removed from the SDBIP & OP during mid-year 2019 / 2020 financial year:

No Budget

The following are the reasons for new KPI's being included in the SDBIP & OP during mid-year 2019 / 2020 financial year:

 The municipality is required to ensure that the year-end financial statements do comply with the new GRAP standards effective in the year.

The following are the reasons for amendments to KPIs in the SDBIP & OP during mid-year 2019 / 2020 financial year:

- Budget reallocation
- The budget has been cut
- No designs were available for the road to be upgraded
- No compliant service provider

The following is adapted from the reporting on the 2nd Quarter Service Delivery & Budget Implementation Plan (SDBIP) and Operational Plan (OP) 2019/2020 in respect of performance of Key Performance Indicators:





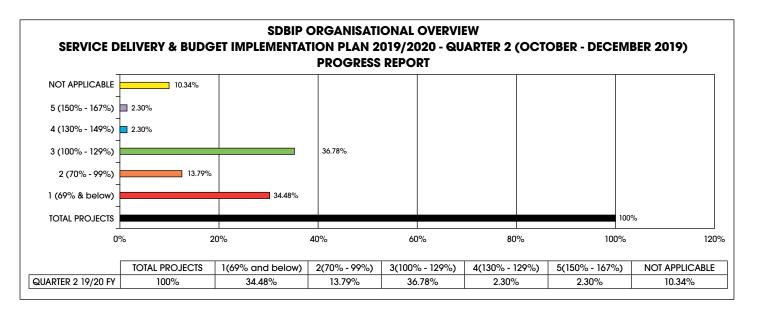
SDBIP ORGANISATIONAL OVERVIEW

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2019/2020 - QUARTER 2 (OCTOBER to DECEMBER 2019) PROGRESS REPORT

COLOUR	SCORE	DESCRIPTION	PERCENTAGE	KEY
	N/A	TOTAL PROJECTS	N/A	
	1	NIL ACHIEVED	69% and below	
	2	TARGET PARTIALLY MET	70% - 99%	
	3	TARGET MET	100% - 129%	KEY
	4	TARGET EXCEEDED	130% -149%	
	5	TARGET SIGNIFICANTLY EXCEEDED	150% - 167%	
	NOT APPLICABLE	N/A	N/A	

TOTAL PROJECTS: 164
OPERATING PROJECTS: 87
CAPITAL PROJECTS: 77

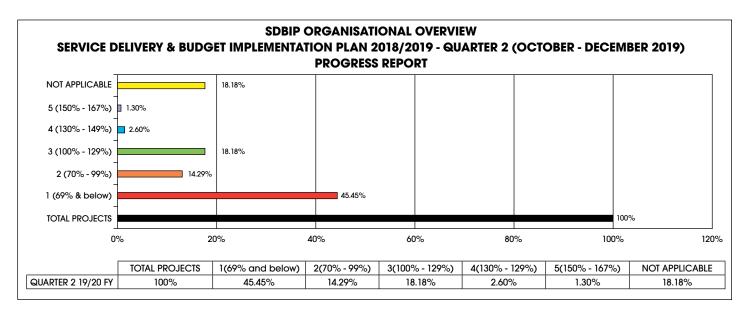
GRAPHICAL REPRESENTATION OF PERFORMANCE: OPERATING PROJECTS



- A total of 87 Operating Projects were reported on the SDBIP for the QUARTER 2 (OCTOBER DECEMBER 2019)
 PROGRESS REPORT
- 34.48% of the projects were reported as having achieved a 1 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 13.79% of the projects were reported as having achieved a 2 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 36.78% of the projects were reported as having achieved a 3 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 2.30% of the projects were reported as having achieved a 4 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 2.30% of the projects were reported as having achieved a 5 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 10.34% of the projects were reported as not applicable on the SDBIP for the QUARTER 2 (OCTOBER DECEMBER 2019) PROGRESS REPORT



GRAPHICAL REPRESENTATION OF PERFORMANCE: CAPITAL PROJECTS



- A total of 77 Capital Projects were reported on the SDBIP for the QUARTER 2 (OCTOBER DECEMBER 2019)
 PROGRESS REPORT
- 45.45% of the projects were reported as having achieved a 1 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 14.29% of the projects were reported as having achieved a 2 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 18.18% of the projects were reported as having achieved a 3 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 2.60% of the projects were reported as having achieved a 4 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 1.30% of the projects were reported as having achieved a 5 on the SDBIP for the QUARTER 2 (OCTOBER -DECEMBER 2019) PROGRESS REPORT
- 18.18% of the projects were reported as not applicable due to not having any targets on the SDBIP for the QUARTER 2 (OCTOBER - DECEMBER 2019) PROGRESS REPORT

TABLE 71: SWOT

KEY ISSUES RELATING TO GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

- Further implementation of performance management in the organization;
- Ensuring on-going functional Ward Committees;
- Improved discipline/management control;
- Structured internal policy framework; and
- Lack of follow up on performance indicators.

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.

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.

WEAKNESSES

 Ineffective call centre resulting in disgruntled customers, which may tarnish the image of the Municipality.

THREATS

- Low staff morale.
- · Shortages of key skills.
- Fraud and corruption.



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 izimbizo held during the month of May 2019. It is important to note that there will always be more needs then available resources. The community needs are further subject to a process of prioritization to ensure their feasibility and alignment to the strategic objectives council prior to actually allocating resources for implementation.

TABLE 72: MUNICIPAL WARD NEEDS FOR 2021-2022

WARD	COMMUNITY NEEDS
	 Tarring of roads Upgrading of concrete roads Multi-purpose centre Installation of high mast lights Rehabilitation of halls (Mbucwana, Phayiphini, Mpumuza – Laduma) Upgrade of sports facilities (Sixties area, Vezokuhle, laduma, Blackburn and Mbambo area) Establishment of orphanage home Installation of water pipes Maintenance of crèches Construction of clinic Construction of shopping centre (Sweetwaters) Construction of library Mvubukazi, mvundlweni, Iraq and Phayiphini bridge
	 One stop centre Construction of RDP houses
	Street lights





WARD	COMMUNITY NEEDS
2	 Hall and Sports Facilities Rehabilitation of Sweetwaters sports facilities Maintenance of Mashaka and Mpushini community halls Ngcebeni Community Sports Complex Mbutshane sports field Maintenance Siyanda Sports field Zayaka sports field
	Roads Upgrade of access roads Stadium Road Upgrade of gravel roads to tarr D2069 Mabane Road Skhakhane Road Extension of Bhada Road Masimini Road Ungcoya Road Nsika Road and others Sweetwaters sports ground Extension of Soul City Road Installation of streetlights and high master lights Speed humps Bus shelters
3	 Installation of new water pipe in Soul city area as well as Mbutshane extension Upgrade of access roads Bus shelters Construction of clinics Water Electricity Maintenance and upgrading of Nxamalala, Siwelile and Mgwagwa community halls Upgrading of roads Water extension pipes New electricity connections Construction of multipurpose centre Construction of sports field Construction of Saleni footbridge Upgrade of Mgwagwasportsfield Water supply Street lights Construction of playground Job creation Access to funding for small businesses Construction of RDP houses Electricity



WARD	COMMUNITY NEEDS
4	Henley dam bridge,
	Mgodini hall
	D 1138 road for upgrade
	TVET college construction
	Finish RDP houses Phase 1
	Erection of high master lights
	Mpohlweni road upgrade to concrete
	D1138 upgrade to tarr
	Upgrade Henley dam road to tarr
	Ndeleshane road upgrade
	Renovation of poultry project
	Mvundlweni road upgrade
	Fencing and upgrading of halls (Shange, obhaqeni, Etsheni, Ezibovini)
	Construction of mgodini footbridge
	Construction of Mgodini Hall
	Vu Mkhize Rd for concrete
	Upgrade of rufaro road
	Henley dam bridge (Bhalekani bridge)
	Construction of Multi purposecenter
	Kwashangecreche Flootification of bounds in all now sites Hanley knows branch Malachana anilogyini Muundhuani
	Electrification of houses in all new sites: Henley, kwashange, Ndeleshane, ezibovini, Mvundlweni, Tryde's eshave etc.
	Taylor's eshoweetc Tapaing and ungrading of apartefield (Bufgreezibevinjesbeve)
	 Fencing and upgrading of sportsfield (Rufaroezibovinieshowe) Construction of swimming pool in Taylors
	Construction of swimming pool in TaylorsHousing
	Sanitation project
	Speed humps
	Renovation of basket ball court
	Access roads (throughout the ward) Khoza road, Ndumo road, lushozi road, Bhodweni Rd, dinagwe
	 rd, nkwalini, skulkey, Merica, ezibovini ground, enhlanenembe, Mdletshe Rd, Lagubha,
	Renovation of Eshowe sportsfield
	Extension of water main pipes in all new sites like Henley, Shange, Gezubuso, Taylors, Ndeleshane
	ezibovini, mbubu
	Upgrade kwaRooi roads
	Bus Shelters
	Stream crossover bridge for Mvundlweni Ngcobo
	Recreation park/centre

COMMUNITY NEEDS





WARD 5 KwaMnyandu Phase 2 Concrete Jakalase Road High master lights Electrification of new households · Upgrade of Makhaye road Renovation of Ngubane sports field Upgrade Mbuzemhlophe road Upgrading of Mzimba road • Water extension pipes new households Ramps kwaMnyandu school Zamelisizwe Upgrade Ngqemane road Phase 2 Vulinggondo road • Renovation Vulindlela South Hall High master lights Renovation of sportsfield Water extension pipes Renovation Gezubusosportsfield Library Zanini · Renovation of Ngubeni Hall Water extension pipes High master lights · Electrification of new households · Regravelling of Jubeli road Ngubeni Upgrade of Mphiniwephiki road Regravelling access roads Upgrade of Ginananda road VIP toilets • Electrification of households Noshezi High master lights · Upgrade of Ntombela road VIP toilets Regravellingacess road Electrification of households Ngqwangele · Upgrade and bridge Malala road Concrete Makhaye road VIP toilets Sportsfield High master lights Footbridge · Electrification of households o Mbizane Multi-purpose centre · Electrification of households Sportsfield High master lights · Concrete Mphagalala road o KwaXIMBA/Mkangala Multi-purpose centre

High master lights

Renovation of sportsfield



WARD	COMMUNITY NEEDS
5	Electrification of households
	Footbridge
	VIP toilets
6	 Construction of roads Installation of electricity Construction of crèche Sports facilities RDP houses Sanitation Youth development programmes Refurbishment of community halls Maintenance of sports ground Job creation for youth Construction of clinic Installation of water pipes Construction of Deda hall Upgrade of access roads Cellular network point at Tafuleni and Mgodi Maintain and upgrade Ognda, kwaDindi and Taylors Halt halls
7	 Maintain and upgrade Qanda, kwaDindi and Taylors Halt halls Roads all VD's
	Renovation of community halls and sportsfield
	Two new community halls.
	Youth and community skills development
	Construction of library
	Upgrade of access road L803 Puilding of acres sold development centre
	Building of early childhood development centreHigh mast lights
	New kick about sports field
	Electrification of new households
	Upgrade of D2217
	Rehabilitation of street lights
	High mast lights Parameter like a sold as and but Newtons a start and Manager and Manager and Allege and a second s
	 Regravelling of the old road by Ngubane store and Mbabane New road around 14
	Construction of Mbabane community hall
	Construction of community centre
	New kick-about sports field
	Bus shelter
	Bus stop by ZabaMbabane and Nkabini footbridge
	New road to Nzuke
	Bus shelter at 14
	Concrete or upgrade Mathoyisi road
	Upgrade of Madlala road and road 14
	Upgrade of the early childhood development centre Uight most lights
	High mast lightsElectrification of new households
	Upgrade of road L1451
	Regravelling and upgrade of L1936
	New road to Bulwer
	Electricity of more than 75 houses including Bulwer area Description of Very Management and the second of the second o
	 Resuscitation of KwaMncane market New sport ground multicentre (Rugby, tennis, netball)
	Regraveling of brewery road
	High mast lights



WARD	COMMUNITY NEEDS
WARD 7	Fixing of the old lights Renovation of KwaMafunze community hall New gravel road Dangwini Upgrade or concrete of Madleni Rework of Diphini road New road at Kwamasheleni High mast light Upgrade of Mbuyiselwa Regravelling and upgrade of Amen road New road next to Diphini New early childhood development centre High mast lights Kick-about sport field Renovation of Syakhana crèche Regravelling and upgrade of L795 (Wohloza road), L00801 and L815 Additional high mast lights New passage road at Wohloza Electrification of new houses Kick-about sports field Electrification of KwaNgcaki area Upgrade of L814 and L801 road Renovation and rework at Nkabini crèche Renovation of Vulindela north community hall Electrification of new houses New road from main road to Songonzima Upgrade of the old road Renovation of Hashini crèche New early child development centre at Magwenyane branch office Electrification of new houses
	 Renovation and rework at Nkabini crèche Renovation of Vulindlela north community hall Electrification of new houses New road from main road to Songonzima Upgrade of the old road Renovation of Hashini crèche New early child development centre at Magwenyane branch office
	 New community hall One stop shop business New road at passage Mnywini, Magwenyane and Ntabeni Upgrade on L2483, L1875, L1456, D22017 and Ntabeni road New sports ground (cricket, soccer, volleyball) Upgrade of roads New road from Mbabane crèche to the end of new home New crèche Speed up on VDA houses
	 Skills development focusing on youth development Co-operatives development and financial assistance Reviving the CPF Paving Kwazinqamu centre and the taxi rank Development of the SMME and truck shop owners Rehabilitation of Songonzima clinic and functional facilities 24 hour services Introduction of new sports codes Addressing the high rate of inequality, poverty and unemployment Reduction of teenage pregnancy and drug abuse Promoting the rural industrialization and rural urban development

· Promoting the rural industrialization and rural urban development





WARD	COMMUNITY NEEDS
7	 Joining and upgrading of the roads from Magwenyane to main road for easy access to public transport Boxing and karate sports centre Water metres on the new houses
8	Variet metres on the new houses Zondi Store: Upgrade of access road –Madlula Road, Ntombela Road, Ngcobo Road Tarr Road – D1122, Sports Ground Community Hall Shelter Electricity Street light and toilet Maswazini: Upgrade of access road- Ndlovu Road, Ngola Road, Bhengu Road, Zwane Road, Mwelase Road Tarr Road: P402 Shelter Street Lights and toilet Machobeni: Upgrade of access road-Mchunu Road Ekhethi Location: Upgrade of access Rd-Ndlovu Road, HlelaRoad Shelter Community Hall Street light and toilet Ndebeqheke Location Upgrade of access Rd-MncwabeRoad, MbenseRoad Shelter Street light and toilet Ndebeqheke Location Upgrade of access Rd-NncwabeRoad, MbenseRoad Shelter Street light and toilet Ndalala Location: Upgrade of access road – Zimu Road, Ntuli Road Shelter Street light and toilet Madlala Location: Upgrade of access road – Zimu Road, Ntuli Road Shelter Street light and toilet Madlala Location:
	 Upgrade of access road – Sokhela Road, MahlaseRoad Hall Sports ground Electricity
	Street and toilet





WARD COMMUNITY NEEDS Phenduka VD -· Community hall · Bus Shelter Sportsfield Access Road Master light • 24 hours clinic Electricity Housing VIP toilet Mafakatini VD Access Road • Buthelezi road for upgrade concrete • Side Walks for D1133 Speed humps for R617 · Taxi Rank Master lights Electricity Housing **Dutch VD** Access Road Primary School Creche • Sithole Road for concrete upgrade Community hall Master light Water Meter · Electricity Housing Ngcede School VD • Access Road Maintenance Bus shelter • Hlela Road concrete upgrade • Hlongwane Road concrete Road and Khebane road Master lights Water meter Electricity Housing · Sikhakhane Road for upgrade Ngcede Hall VD Access Road Electricity Master light Toilet Sportsfield Shopping Centre Khobongwane VD · Community Hall Access road Water meter Electricity Sportsfield Speed humps for D1140



WARD	COMMUNITY NEEDS
9	Silindokuhle VD • Access road
	Electricity
	Master light
	Zondi road for upgrade
	Bus Shelter
	Sbanesihle VD
	Sportsfield
	Access road Diadla ungrade (ombileni)
	Dladla upgrade (embileni)Bus shelter
	Maintenance for Mweli road potholes (new home)
	Sanelisiwe VD
	Phase 2 of Ngcobo road upgrade
	Community hall
	Master light
	Sportsfield Pug abother
40	Bus shelter A Housing
10	HousingEstablishment of high school
	Installation and repairing of meters
	Renovation of community halls
	• Bursaries
	Construction of library
	Building of wire wall houses
	Internet café Vultura and and
	Vubamasi • Upgrade of Foster Road to A Bisley
	Upgrade Access roads
	Rehabilitate kick about
	Bus shelter X 3 – Bekide , Mungu and Mbatha
	High Master lights X 3
	Mtakyane
	Demolish wire walls build new housesHuge water pump to be installed
	Upgrade of access roads
	High master lights X 3
	Road construction
	School childrens foot bridge
	Maflethini He awards of the access to the
	 Upgrade of access roads High master lights X 2
	Sewer pipe
	Construction of VIP toilets
	Gravel road to Mtaliyane
	E4
	• RDP houses
	High master lights Access roads
	Access roadsGravel road as a connection point
	Clarented as a serimeonen perm



WARD	COMMUNITY NEEDS
11	 Water Electricity 4 room RDP housing Installation of water and sewerage pipes at Tafuleni Access roads Installation of high mast lights Construction of multipurpose centre Maintenance of sports field Extension of community hall Water monitor Grazing boundaries Community block makers Fruit and vegetable fields Drug problems Standpipes to be fixed Repairing of broken street lights Road construction and maintenance
12	 Construction of RDP houses Road construction and maintenance Repairing and replacement of water taps Renovating of street lights Job creation Repairing of sports ground Water in Okhalweni and Esigodini Eradication of crime Skills development centre Refuse collection Tree felling in the area
13	 Sanitations Community hall Construction of RDP houses Clinic in wards Satellite police station Maintenance of street lights Speed humps Job creation Sanitation Construction of clinic Poverty eradication Construction of multi-purpose centre Water - replace and repair Cutting of trees Widening of main road Water pressure is very low Road construction Refuse collection Construction of orphanage home



WARD	COMMUNITY NEEDS
14	 Review of water and rates Sports facilities Fixing of potholes Speed humps Construction of youth centre Encouragement of public participation CPF to be visible Roads to be tarred Installation of street lights Establishment of factory Construction of community hall Construction of crèches Pathway along the main road Water and sanitation Consumer education on water and electricity issues Housing
15	 Construction of Ndlulamithi community hall Road upgrading in Fedsem and eMaqaleni Road resurfacing in Fedsem, J2 and Unit 18 Installation of water meters in Unit 2 Housing roofing in Unit 18 Construction of houses in Unit 18 Construction of outside gym at Chakide road open space Speed humps Construction of walk way in Unit 18 Road marking Maintenance of street lights Installation of sanitation pipes in Unit 2
16	 Multi-purpose Hall Proposed unit H Primary school High-masts lights Extension of unit H sewer project Fencing of Madlelengileni cemetery Roads construction-tarring of roads Re-construction of concrete roads Speed Humps guard-rails and Ramps Construction of a Sports ground Expropriation of land



WARD	COMMUNITY NEEDS
17	 Construction of community Hall 2018/2019 Road Maintenance Tarring of Roads –access roads Construction of Sanitation facilities VIP Construction of bus shelters Water Construction of RDP houses – Housing Block drains Job Creation-EYNP (Labour Intensive) Crime Toilets VIP Fixing of potholes Installation of guard rails - no budget (speed humps) Construction of foot bridge in Unit BB –Register Construction of pathway in Unit BB New kick about in Unit E Installation of street lights (high mast per ward) Consumer education on services offered by the municipality Construction of soccer pitch / stadium
18	 Sanitation Construction of community hall RDP houses Sports field / recreational facilities Establishment of primary school in Unit 14 and high school in Mpumelelo area Land acquisition Construction of foot bridge Pay point for elders Maintenance of high mast lights Construction of clinic Tarred roads Agricultural programme Water (Thornville area) Job creation Refuse collection
19	 Construction of library Sports field Renovation of community hall Easy access of tractors Construction of roads Review of high water bills Decrease of crime Drug abuse Job creation Refuse collection RDP houses Installation of street lights Private water connections Agricultural assistance Construction of bus shelters Storm water drains Land ownership



WARD	COMMUNITY NEEDS
20	 Roads to be fixed Construction of Smero and Harewood community halls Upgrade of Caluza sports field Extension of mazambane roads Housing project of 1000 units in Harewood, Smero and Caluza Construction of bridges Water and stand pipes Application of water meter at reduced price Sanitation and toilets per household with sewerage system Fencing of Caluza dam Installation of high mast lights Construction of crèches Construction of primary and high schools Car wash Old age home Computer centre Youth centre Shelter for people with disabilities Sewing / handcraft centre Taxi rank with public toilets on Caluza and Smero road Park Swimming pool Lot 118 road in Caluza to be built
21	 Land acquisition RDP houses Water Sanitation Sports facilities Clinic Skills development of co-operatives Change (child and youth care workers) Maintain and upgrade hall Youth desk and gym Construction of bridge Construction of mall
22	 Construction of community hall in Unit 3 and Unit CC Construction of library in Unit 3 Construction complex in Unit 3, FJ Sithole Road Installation of high mast lights Maintenance of Dennisfield and Poyinandi hall VIP toilets Tar road in Dennisfield and Tehuis area Completion of the youth centre RDP houses Land acquisition New access gravel road in Motha area Petrol Filling station
23	 Installation of High Mast Lights Harewood Housing Project (Ward 23 and Ward 20) Clearing of illegal dump sites Herschsohn Road Upgrade Transit Area Roads Upgrade Peace Valley 3 Housing Project (Ward 23 and Ward 26) IRPTN Wire Wall Rectification Project (Transit Area and Ashdown)



WARD	COMMUNITY NEEDS
23	Vacant Sites (Residential and Non Residential)
	Speed Humps
	Peace Valley 2 Hall (Indoor sports centre)
	Ashdown Sports Arena
	Transit Area Sewer Upgrade
	Peace Valley 2 Housing Project
	Ashdown Roads Upgrade
	Peace Valley 2 Roads Upgrade
	Ashdown Storm Water Upgrade
	Gomora Housing Relocation
	500 VIP Toilets
	Transit Area Creche
	Ashdown Midblock Service Eradication (Sewer and Water)
	Primary School
	Youth Centre
	Mobile Clinic
	Button Place Social Housing Project
	Old Edendale Road Upgrade
	Hershesohn Road Upgrade
	Transit Área Road Upgrade
	Construction of Gaud rails
24	SOUTH LANDS
	Lightening Conductor
	Drainage Construction(Flooding area)
	Bridge by Southgate Spar Robots
	Speed Humps
	Fenced by Railway line
	Upgrade and maintain park
	GRANGE/RIDGEPARK/WESTGATE
	High School
	Primary School
	Speed humps
	Mobile police station
	Multi purpose centre with internet cafe
	Better Sport combo courts
	Upgrading of Hall
	Upgrade parks
	Speed Humps
	ORIBI
	Hall maintenance
	Sport fields
	Community centre with internet cafe
	Mobile library
	Extension of drainage pipes
	Swimming pool
	Speed Humps
	BISLEY
	Sport combo courts
	Soccer fields/netball field
	Small shop cubicles to small businesses
	• Clinic
	Improve storm water drains
	Speed humps



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25	Roads not in good condition, need rehabilitation and resurfacing (example, Inman Place, Allan
	Hirst, Connor Road, Taunton, Carter Drive, Mitchell Road and roads in Woodlands Extension and
	 Chasedene) A 4 way stop or traffic circle needed at the intersection of Twickenham and Chase Valley Roads Potholes on Carter Drive, Henderson Road, Silverdale Crescent, Craigie Drive, Chase valley Road, Linscott Road and outside Victoria Country Club on Peter Brown
	 No formal drainage system Illegal signage and illegal dumping
	 Speed humps (Neden, Howick Road, Montgomery, Linscott, Old Howick, Sir Percy Spender, Craigie Drive, Dykes Road and Francis Staniland Road)
	Uneven roads. Extension and resurfacing of upper Townbush Road
	 Sewerage spill into Town Bush Stream below African Enterprise, Nonsuch Road Electricity upgrades-in some areas the electricity supply is affected by the weather; the electricity department needs to conduct assessments and provide a permanent solution to this problem. Woodlands extension and Old Howick Road have frequent outages
	Old trenches across road in Valbridge Rd/Fenton need repair
	 On the corner of Davenport Road and Inman Place the road was dug up and needs reinstatement Burst pipes (common occurrence where the same pipes burst every few weeks; infrastructure needs to be replaced)
	Bug weed and Lantana is not being cleared in the open spaces e.g. along Peter Brown and the open space near the Keg in Town Bush Road. Bug weed, lantana rampant in Chase Valley Road opposite Valbridge Road turn-off
	Severe infestation of noxious vegetation in servitude between northern perimeter fence of Victoria Country Club - opposite Normandy Place intersection
	Broken concrete cover at storm water culvert in Caldecott Place
	Leaking water pipe underground at corner of Middleton Road and Valbridge Road
	Creepers overhanging street light corner of Middleton Road and Valbridge Road
	The creepers overtaking the trees down Taunton road
	Lots of trees are hanging over street light poles causing problems; minimal lighting on to the road. These branches must be out back and lower branches to be out as well. These branches must be out back and lower branches to be out as well.
	These branches must be cut back and lower branches to be cut as well • Parks department need to do general maintenance more often in all suburbs (e.g. overgrown
	bushes behind 100 Chase Valley Road)
	Vacant properties need maintenance-Marriot Road and Francis Staniland Road
	Replace fused globes on the street lamps Other at Market and a street lamps Printers Other at Market and a street lamps Other at Market and a street lamps
	 Street lights needed under the Twickenham Bridge Street lights on in day time along Valbridge Road and Fenton Place. Replace fused globes
	 Cut back of the pavement trees along most roads
	 Verges on freeway side have so much bug weed and alien foliage that the road is being narrowed substantially
	The open field in Frances Staniland backs onto a stream. The banks of this stream are overrun with lantana, bug weed. This and the servitude between 46 and 48 Neden Road need to be cleared
	Clearing of the storm water drains Charmo water drains as the completely collegeed into itself.
	 Storm water drain outside 53 Linscott has completely collapsed into itself The traffic lights in McCarthy drive/entrance to Cascades shopping centre-The lights should be
	re-timed as there is a constant queue approaching the lights from the Town Bush road side which at times causes congestion which hampers traffic exiting into McCarthy from the Cascades roof
	parking and at peak times builds up back to the entrance to Virgin Active and at times almost back to Town Bush
	 The traffic lights cnr Town Bush/Montgomery-In peak traffic hours especially in the afternoon travelling towards the CBD, traffic flow is severely hampered by vehicles turning right from Town Bush into Montgomery Drive which causes congestion stretching back beyond Neden road Old Howick Road refuse site needs upgrades and maintenance

• Recycling initiative needs council support to make it sustainable



WARD	COMMUNITY NEEDS
26	Grass cutting Waste collection Illegal dumping Fixing of street lights Grass cutting and maintenance of verges and vacant land Roads resurfacing Roads resurfacing Roads resurfacing of Uplands road Construction of water reservoir Resurfacing of Rowan place Resurfacing of gravel road Construction of community hall Housing upgrades Installation of high mast lights Tar surfacing on main roads Provision of toilets Upgrading of public open spaces Levelling, upgrading, goal posts and maintenance of sports field Replacement of old water reticulation pipes in Prestbury and Napierville areas Resurfacing of Morcom Rd and Bevery Rd from Sweetwaters Rd to the top of Morcom Rd at the DH Hill reservoir site. Resurfacing of Roy Campell Drive, Napierville Construct Black -topped Roads in Peace Valley connecting to the top of Neville Rd. Repairs and rehabilitation of road surfaces on parts of De Villiers Drive where tree roots and sub-soil drainage have caused excessive deformation of the old surface Construction of community hall Maintenance of municipal houses Traffic flow problems on Zwartkop road and Mayors walk Establishment of a kick-about soccer field in area being used as illegal refuse dump Roads widening and maintenance of Garden road island Maintenance of parks and verges Illegal dumping
27	 Multi-purpose Disaster and Community Centre Multi-purpose sports complex Dales park Pedestrian bridge Alexandra park Decent wheelchair access to pavements and resurfacing of pavements Social housing on Havelock road Upgrading of Greyling street Extension of tarred surfaces to the gutters on West, Pietermaritz and Boom street Fencing of the skate board park in Alexander road Community centre at 128/130 Pine street and including old taxi rank on corner Havelock road Pine street open space-playground equipment Dales park fencing and security, upgrade of sports facilities especially netball field Resurfacing of McAlister road Proper allocated kombi tax routes and properly demarcated taxi stops Alexandra road - hardening of area outside PMB Girls' high Waste collection and cleaning of community taxi ranks Crime rate very high-implementation of safety strategy Prostitution to be eradicated



• Removal Of All Illegal Structures

WAR	COMMUNITY NEEDS
28	TRURO MAIN HALL
	TRURO Hall needs to be painted.
	 Curtains/ blinds need to be replaced. Air cons needs to repaired or replaced.
	Up liftment of the toilets.
	More Security in the parking lot.
	 More security in parking lot as the private taxis are using the parking lot to drink and loiter around.
	The school children are bunking school and using the parking lot as a hide out.
	 The tiles needs to be replaced as residents pay for the hall and the hall needs to be maintained.
	EGRET ROAD HALL
	The fencing to be replaced as residents want to use the grounds as a walk way. A feet path ground the grounds Peridents can make use of the grounds Peridents den't have to
	 A foot path around the grounds. Residents can make use of the grounds. Residents don't have to go all the way to Protea grounds. Given this opportunity will enhance the area. This will also avoid
	criminal activity in the area.
	Residents are requesting to have a squash or tennis court put in place
	Upliftment of hall inside and outside.
	More lighting in the grounds.
	A bright light to be reflecting on the railway line.
	A boundary wall needs to be put up. Along the rail way as this is a huge problem. It is currently left
	open which makes it very easy for criminal activity to take place on a daily basis. SOUTH ROAD DUMPSITE
	Security guard at the dumpsite night and day.
	More skips to be put in.
	The structure to be removed and a guard house to be put in place as scavengers are invading the
	dumpsite. Residents are currently being charged to dump garden refuse.
	Maintenance Of Roads Water Bires Barrowed Balfort Area Cold Informative true
	 Water Pipes Renewed Belfort Area Old Infrastructure Housing
	Maintenance Of Streetlights
	Maintenance Of Grass Cutting
	More Staff Need To Be Put In Place
	Bollards On The Pavement Infront Of Regina Primary School.
	The Sewer Next To 41 Flamingo Road Needs To Be Removed Or Redirected As It Is Overflowing On An
	On-going Basis. • MaintenanceOf All Storm Water Drains / Manholes.
	Old Age Home
	Maintenance Of Rivers And Rivers Banks
	More Speed Humps
	Maintenance Of Truro Social Centre
	Manhole Covers To Be Replaced Plane To Be Leader!
	 Db Boxes To Be Locked Trees To Be Pruned
	Road Painting
	Maintenance Of Electricity & Sub Station
	Youth Centre
	Recycling Skips – South Road Dumpsite

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• Old age home

Unemployment Service delivery Bus shelter

Building of shopping CentreReduce crime / Social ills

• Youth / Skills Development



WAR	COMMUNITY NEEDS
29	RDP Housing project for +- 20,000 unit
	Electrification of housing informal
	Maintenance of gravel roads
	• Clinic
	• VIP Toilets
	Community Children game park
	Water miter for Swapo&Pakkies, Areas and Masson
	Community Hall
	Thusong Centre / Community Centre
	• Taxi Rank
	Speed humps at first Rd Haniville X 2 And and humps at Maria Bull Haniville X 2
	Speed humps at Main Rd Haniville X 3 Speed humps at Com City Rd Haniville X 0
	Speed humps at Gun City Rd Haniville X 2 Speed humps at Triumph Rd poyt to India Cra X 1
	Speed humps at Triumph Rd next to Indus Crn X 1 Speed Humps at Sutarpagar X 2
	 Speed Humps at Sutarnspar x 2 Road widening, resurfacing and tarring on all Haniville.
	 Pavement and walk way from Copesville corner to Clinic.
	Pavement and walk way from Gun city corner to Bombastic Rd
	Pavement and walk way from Hanniville corner to Table Mountain Dr / Chief Mhlabunzima Rd.
	Cleaning of all blocked Drains
	High Mast lights
	Haniville Roads to be widen its too narrow
	Upgrade of Copesville Sports
	• ground
	• Library
	Water miters to each house in all informal settlement.
	Youth Centre
	Crèche



WARD	COMMUNITY NEEDS
30	Speed humps:
	Rosham Road
	Allandale Primary School
	Outside Dunveria School- Executive Drive
	Helston Road
	Moosa Road
	 Bambatha/New Greytown and Brixham Road intersection (just after intersection) heavy foot traffic,
	many accidents
	Short cuts to be fenced/ Closed off:
	Next to Dunveria School – between Executive Drive and Brixham Road
	Rosham Road corner between Rosham and Mothie Singh Road Organization Constitution Reports at the Rose and Mothie Singh Road
	Capricorn Crescent from Bambatha Road/ New Greytown Degree of for Congretarity
	Request for Guardrails:Rosham Road Corner
	 Khan Road along Naidoo road- Rails to be replaced/maintained Request for new Gate at Allandale park
	Request for new gates and fencing at Protea Sports grounds
	 Urgent Maintenance at Protea sports grounds/ toilets and facilities
	Maintenance of the Bynespruit River – tree trimming/ grass cutting etc.
	Canalisation of the Bynespruit River – Urgently
	• Signage
	No loitering signs along Baijoo Road
	No dumping sign 36 Baijoo Road
	No Dumping Sign Rosham Road corner to Surya Road
	 Paving and walkways developed from Newholme Furnishers / Old Greytown Road and upgrade to
	the intersection of Old Greytown and Amod Road to the island etc.
	 Paving Developed along Old Greytown Road (Between sunset Crescent to Khan Road)
	Reservoir to be built at Ezinkethini
	Pedestrian Crossing at the intersection of Brixham and Bambatha/ New Greytown Road- Very
	dangerous, and we have heavy foot traffic
	Robots installed at the intersection of Brixham and Bambatha/New Greytown Road Robots installed at the intersection of Brixham and Bambatha/New Greytown Road Robots installed at the intersection of Brixham and Bambatha/New Greytown Road Robots installed at the intersection of Brixham and Bambatha/New Greytown Road
	 Resurfacing of Bambatha/ New Greytown Road, from Ezinkethini to Copesville Drive Resurfacing of Old Greytown Road from Trichy to Bombay Road
	Resurfacing of Sirkhod Road
	Resurfacing of Privet Road
	Resurfacing of Amod Road
	Maintenance at Sohan Crescent reservoir
	New Fencing and gate at Sohan Crescent Reservoir
	 Maintenance and refurbishing of electricity box/ substation at the corner of Khan and Bombay
	Road
	 Maintenance and refurbishing of the electricity box at the corner of Bayat and Manuel Road
	 New main water pipes to be installed and replaced in Ward 30 in its entirety
	 New water meters to be installed for residents in ward 30 who have not had them installed yet
	Regular Maintenance of all storm water drains in Ward 30
	Upgrade of sewer pipelines and maintenance of drains in ward 30
	 Installation of overhead power cables for the residents of Privet Road – to deter theft of electricity.
	Installation of solar streetlights in ward 30 Installation of streetlights in Exists think
	Installation of streetlights in Ezinkethini Posyrfacing / NEW Poads in Ezinkethini to be syrfaced.
	 Resurfacing/ NEW Roads in Ezinkethini to be surfaced Relocation/ housing for the informal residents at Khan Road, Privet Road and Springvale Road to
	Ezinkethini / Swapo if no other lad identified.
	LEGICATION IN A CONTROL INC.



COMMUNITY NEEDS Housing for informal settlements dwellers Installation of water taps Refuse removal Toilets Sanitation Construction of pathway
 Installation of water taps Refuse removal Toilets Sanitation
 Widening of Bangalore, Barnabas and Greytown road Extend Debi market Increase parking around Debi market Upgrade and provide public toilets Upgrade and maintenance of Northdale stadium Maintenance and upgrade of infrastructure at Olympic Swimming pool Upgrade and reconstruct the Trimpark area with fencing Satellite library for the lower end of Northdale Upgrade of civic hall RDP housing Speed humps
 Walthew Square restoration and a cession of industrial park Dookran Road park restoration (all public parks) Site 11 housing rectification to include substantial housing allocation, a minimum of 500 unit Upgrading of Greyling street (irreparably damage) between Walthew square and Retief Street Upgrading and resurfacing of Boom street, Melsetter road, Jacaranda and Woodlands road Speed humps at Woodlands Road, Mulberry road and Camphor road East Street Hostel: upgrade and infrastructure Security Waste removal Fencing Lighting (on premises) Water wastage Yellow Wood Housing Project- a minimum of 500 units (implementation phase) Woodlands Housing Expansion along the boundary of Mulberry Road Woodlands Community Hall and AF Wood Hall - upgrade
 Jika Joe - Waste Collection and illegal dumping Ablution facilities in Masukwane Installation of high mast lights Sportsfield where shacks were demolished Job Creation Manor - Transfer of ownership of flats (sectional title) Installation of robots on Maple road Extension of ward office to include community hall Upgrading of garages 9van Riebeeks place) Road Widening on Echo road Installation of CCTV cameras on Maple road Lower Down Town - Resurfacing of roads Pavements rehabilitation Blocked drains and gutters Construction of community hall at Rusty Park Brookside Mall - redesign and widen Fitzimmons road Relocation of water stand pipe on Fitzimmons road Central - Scottsville bowling club to be allocated to Scottsville primary school Fixing of fence of the historic grave site Installation of solar streetlights Upgrading of pavements in scottsville



WARD	COMMUNITY NEEDS
34	Foxglove road to be upgraded to include: Soccer ground Cycling ground Volleyball ground To be fenced off for the safety of the children To be upgraded to include spectators benches Gates to be included for the community to be able to lock it and open it, to prevent vandalism. Industrial hub at Cinderella Park(B). Rehabilitation of dumping sites & servitudes and develop into play area and gardens. Develop housing projects/flats in open spaces at Weaver Road/ Kingklip Road, Eastwood Robots at intersection between Mhlabunzima Road and Birmingham Road. Youth skills training center. Relocation of Eastwood garden refuse site out of residential area. Erection of security wall around Eastwood community center and sport grounds. Development of children recreational area at corner of Panorama Gardens. Putting up shelters outside Eastwood Clinic waiting area.
35	 New development Construction of a computer hub Construction of a Heroes park Housing (Holling wood, sobantu infields) Shopping centre Renovations/Revamp NieRadebe Sports Field precinct/including tennis and basketball courts Sewer Line rehabilitation Antony"mfenendalaXaba" Community Hall Azaria"Mabheshu" Ndebele Council Chambers Sipho "Machina" Xulu Administration Building Skills centre Houses Red bricks(removal Asbestos, metal Sheeting etc.) Pholani Swimming Pool Ekuphumuleni Old age Home Unfinished Construction Graham Radebe Youth centre Construction of Speed humps in mountain raise. (Royston road, Turs lane, Oakland road and Kenilworth)
36	BELLEVUE: A. ROAD INFRASTRUCTURE: 1. ROAD RE-SURFACING (a)The remainder of Crestview Road to be resurfaced. (b)A proper link road between Iris Rd, Cyclamen Rd, Aster Rd and Morgan Rd needs to be designed and built. 2. POTHOLES Dangerous potholes have been identified in Ivy Road and Azalea Avenue. 3. TRAFFIC CALMING MEASURES The erection of speedhumps in Beacon Road, Crestview Road, Southview Road and Bonanza Road 4. MURRAY ROAD - TRAFFIC SIGNAGE & SPEEDHUMPS In addition to widening of the road surface, 40kph and Go-Slow traffic signs are urgently required in Murray Road. An overgrown hump and trees at the Varley Road intersection need urgently to be levelled and cut – they are obstructing the view.



WARD		COMMUNITY NEEDS
36	BELLEVUE:	 B. CRIME PREVENTION: 1. CLEARING/GRASS CUTTING/TREE FELLING The municipal open space at the bottom of Morgan Rd needs to be cleared and regularly maintained. The boundary fence needs to be repaired and secured. 2. STORM WATER DRAINS & GRILLS Storm water drains – repair and replacement of grills and drain covers. 3. FLOODLIGHTING Erection of flood-lighting or high-mast lighting in open spaces
	CLELAND	A. ROAD INFRASTRUCTURE: 1. ROAD RE-SURFACING The resurfacing of the following roads in Cleland is an urgent necessity: (a)Oak Lane (b)Oleander Road (c)Lynroy Road (d)Petrea Avenue 2. POTHOLES In addition to the urgent re-surfacing of the above roads, numerous potholes have been identified in the following roads for urgent interim repair: Acacia Avenue; Holly Road; Aloe Road; Petrea Avenue; Mimosa Road; Fir Tree Avenue (plus tree root damage at intersection with Abelia Road); Oak Lane; Oleander Road; Cosmos Road, Watsonia Road, Lynroy Avenue. 3. TRAFFIC CALMING MEASURES (a)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 (b)Speed humps in Jasmine Close and Holly Road 4. STORMWATER DRAINS/COVERS Clearing of blocked storm water drains and repair/replacement of broken manhole covers in Hibiscus Road. B. CRIME PREVENTION 1. ERECTION OF SAFETY FENCE The fencing off of the railway tunnel at the bottom end of Petrea, along Watsonia Road. 2. GRASS CUTTING/TREE FELLING (a)The municipal open space off Murray Rd, between Cleland Rd and Varley Rd, needs to be cleared and regularly maintained. (b)The municipal open space bounded by Jasmine Close, Petrea Ave, Holly Rd and Marigold Rd needs to be cleared and regularly maintained C. TRANSPORT & TRAFFIC 1. UPGRADING OF TAXI HOLDING AREA The taxi holding area at the corner of CB Downes and Murray Rd needs urgent upgrading. 2. TRAFFIC CONTROL & SIGNAGE Prominent Yield and Stop traffic signs (as appropriate) where side roads intersect with Jasmine Close, Abelia Road, Fir Tree Avenue and Claveshay Road.
	MEADOWS	 A. ROAD INFRASTRUCTURE: 1. RE-SURFACING OF ROADS The road surface in Ayrshire Drive and Hereford Circle is breaking up. 2. POTHOLES Potholes and badly deteriorated spots are scattered throughout Hereford Circle and Ayrshire Drive. B. GRASS CUTTING/TREE FELLING 1. The area behind the properties in Hereford Circle is overgrown with noxious weeds and aliens. 2. Identified problem trees along Hereford Circle need felling.



• Regravelling of existing roads

WARD	COMMUNITY NEEDS
37	ASHBURTON Rehabilitation of all roads in Ashburton especially Greenpoint Rd. Kingfisher Rd, Newa Ave, Margarel Ave and Lynn Dr including Storm Water Drains Resurfacing of R103 from Pick rn Pay up Polly shorts and along Pope Ellis to the N3 Side Walk (along Pope Ellis and Wally Hayward) Traffic Lights at intersection of Pope Ellis Dr /Wally Hayward and the R103 Upgrade on water pipes in Ashburton and Lynnfield Park Furnishing of Ward Councillors Office EPWORTH Upgrading and maintenance of sewerage system in Epworth. Storm water drains along Golf Rd rehabilitation of Black Burrow Spruit open space Speed hump Isabel Beardmore Drive HAYFIELDS Speed calming Hesketh Drive, Rushmore Rd Dennis rd Laurence Cres Layby at Hayfields Primary school Traffic Lights at intersection of Foxon Rd And Hesketh Drive The Island in Blackburrough Road opposite Pick n' Pay and Spar needs to be redesigned and built to accommodate the curved road. Also the pedestrian bridge across the DUZI between ward 37 and 35 in Woodhouse Rd An overgrown hump and trees at the Varley Road intersection need urgently to be levelled and cut they are obstructing the view. Two speed humps in Murray Road between the intersection with Hesketh Drive and the bridge over the N3 The municipal open space off Murray Rd, between Cleland Rd and Varley Rd, needs to be cleared and regularly maintained. SACCA INFORMAL SETILEMENT Housing development at Sacca Roads at Sacca Water and Sanitation at Sacca Electricity at Sacca Provision of a community Hall at Sacca Water and Sanitation at Sacca Frovision of Sports Field in Ashburton Refuse removal for Sacca Government Old Age Home
38	 Houses Walking bridge Speed humps Halls renovation and maintenance sport ground grass planting Toilets in Zamokhuhle Access roads Master light
39	 Upgrade of access roads Maintenance of community hall Skills development centre Construction of foot bridge Construction of youth centre Construction of library Upgrade of road D1141 Construction of RDP houses Gravelling of new roads Peargyelling of existing roads



WARD	COMMUNITY NEEDS
39	Installation of electricity
	Installation of water
	Installation of high mast lights
	Construction of sports field
	Speed humps
	Construction of bus shelter
	VIP toilets
	Hiring of security and caretakers at community hall
	Regravelling of roads
	Construction of RDP houses
	Upgrade of road P121
	Cellular network infrastructure
	VIP toilets
	Upgrade of Mdlebe road
	Skills development centre
	Maintenance of community halls
	Hiring of security and caretakers at community halls
	Water connections
	• Electricity
	Maintenance of water springs
	Construction of boreholes
	Installation of high mast lights
	Construction of library
	Construction of multipurpose centre
	Maintenance of water pumps
	Maintenance of sports field
	Agricultural business support
	Construction of community hall
	Installation of high mast lights
	Gravelling of new roads
	Regravelling of existing roads
	Fast-tracking incomplete road L763
	• VIP toilets
	Construction of sports field
	Installation of high mast lights
	Installation of electricityVIP toilets
	Regravelling of Mbongwa and Masheleni roadJob creation
	Construction of community hall
	Maintenance of community crèche
	Installation of high mast lights
	Installation of electricity
	VIP toilets
	Gravelling of roads
	Job creation
	Maintenance of community crèche
	Construction of community hall
	Construction of sports field
	Maintenance of access roads
	Water extension pipes





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

INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



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

Live in peacefully

Move

Move about freely and in a cost-effective manner

Work

Work

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.

5 YEAR SCORECARD

TABLE 75: TIER ONE: ORGANISATION LEVEL (5 YEAR SCORECARD)



INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	Integrated urban Development Framework	PGDS	Strategic Priority (Municipal Goals)	IDP REF	STRATEGIC OBJECTIVE	Strategies
∢	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Implement a differential approach to Municipal Financing, planning and support.	Φ ₽ € ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹ ₹	Human Resource Development	Financially viable and well governed City	A3 A2	Increased institutional capacity and promote transformation Optimised systems, procedures and processes Increased performance	Build a capable and developmental municipality Implement the workplace skills plan Re-engineer critical organisational processes Comply to the PMS framework and execute all work plans for corporate Services
Δ	BASIC SERVICE DELIVERY	Improved access to basic services	Inclusion and access	Strategic Infrastructure	Well serviced; An accessible and connected city;	B3 B2	Increased Provision of Municipal Services Improved state of Municipal Infrastructure Improved provision of Social Development Services	Enhance existing and future infrastructure Improving the basics: cleaning, repairing, enforcing, and responding Focus investment on corridor and sustainable urban centres



	ED A	ne N3 res of ity		ures	AA orting	sions	siples olicy	
Strategies	Implement the LED strategy Grow the regional economy Implement Land	release along the N3 corridor Strengthen centres of economic activity	Implement the revenue enhancement strategy	Apply expenditure controls procedures	Conform to MFMA calendar of reporting	Comply with all legislative provisions	Implement the Bathopele principles and Public participation policy	
STRATEGIC OBJECTIVE	Reduced unemployment Increased economic activity Optimised land	e da de	Increased revenue	Improved expenditure and SCM	Improved budgeting and reporting	Strengthened Governance	Improved Customer experience & Public participation	
IDP REF	2 8 8		<u> </u>	D2	23	Ξ	22	C
Strategic Priority (Municipal Goals)	An economically prosperous city		A Financially viable and well-governed city			A Financially viable and well-governed	city	
PGDS	Inclusive economic growth		Governance and policy			Governance and policy		
Integrated urban Development Framework	Growth: To harness urban dynamism for inclusive, sustainable	economic growth and development				Inclusion and access		
OUTCOME 9 OUTPUT	Implementation of Community works Programme and supported Cooperatives		Improve Municipal Financial and Administrative Capability			gc	Ward Committee System	
NATIONAL KEY PERFORMANCE AREAS	LOCAL ECONOMIC DEVELOPMENT		FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT			GOOD GOVERNANCE	AND PUBLIC PARTICIPATION	
INDEX	U		Δ			ш		





INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	Integrated urban Development Framework	PGDS	Strategic Priority (Municipal Goals)	IDP	STRATEGIC OBJECTIVE	Strategies
ш	CROSS CUTTING ISSUES	One window of co- ordination	Spatial integration: To forge new spatial forms in settlement, transport, social and	Spatial Equity,	Spatial Equity, A clean green city	Œ	Improved Develop and Municipal Planning Implement the and spatial IDP/budget/OF development process plan Implement the Spatial Develop framework	Develop and Implement the IDP/budget/OPMS process plan Implement the Spatial Development framework
			economic areas.	Responses to Climate Change	A Friendly, Safe City	F2	F2 Improved community and environmental health and safety	Implement and improve environmental health services
				Human and Community Development		EL .	F3 Increased access to housing units	Implement the Disaster Management plan Implement the Housing master plan



Wards	A/N	N/A	N/A	N/A				A/N		N/A			N/A			A/N				V V		A/N	
Financial implications																							
Municipal Dept	Corp Services	Corp Services	Corp Services	Corp	Services			Corp		Corp	Services		Corp	Services		₹				CBU		₩.	
2021/2022	95	75	8	3				100%		%66			100%			%08				32		က	,
12/0202	%06	75	06	3				%001		%66			100%			75%				32		က)
2019/20	85%	70	06	3				%001		%66			%001			%02				32		က)
2018/19	%08	92	8	3				%001		%66			100%			%59				32		3)
8F\\T02	75%	09	06	3				%001		%66			%001			%09				32		2	l
васкіод	30%	40	535	0				%0		%1			%0			40%				4768		2	l
Demand	100%	100	5800	3				%001		100%			100%			%001				5800		5	,
Baseline	%02	09	45	3				%001		%66			%001			%09				32		က)
ORGANISATION KPI	% of municipal Back to Basics deliverables achieved	% of critical posts filled	Number of people developed through	Number of top	management positions filled by	people from special	focus groups	% of employment	achieved	Average % uptime	of all Information	& Communication Technology Systems	% of Council adopted	policies with standard	operating procedures	% of community	complaints resolved	within the set norms	and standards	Number of employees	on Performance	Overall Organisational	Performance Rating
IDP REF	A 1.1	A 1.2	A 1.3	A1.4				A1.5		A2.1			A 2.2							A3.1		A3.2	
Strategies	Build a capable and developmental	municipality		Implement the	workplace skills					Re-engineer	critical	organisational processes								Comply to the	PMS framework	work plans	
Objectives	Increased institutional capacity	and promote transformation								Optimised	systems,	procedures and processes								Increased	performance		
Code	A1									A2										A3			
ИКЪЪ																							





Wards	All	All	All	All	All	All A	All
Financial implica- tions							
Dept	<u>S</u>	SI	SI	Com Serv	II V	₹	IS, Com Serv, Eco dev
2021/2022	161350	158100	163536	125550	%001	22 00	100%
12/0202	161250	157955	163436	125400	%001	22 000	%001
2019/20	161100	157855	163336	125244	%001	22 000	0001
2018/19	160809	157855	163336	125244	%001	22 000	100%
81\7102	160709	157855	163336	125244	100%	22 000	%001
васкіод	3284	6138	657	38749	%0	1	
Demand	163 993	163 993	163 993	163 993	%001	1	100%
Baseline	160709	157855	163336	125244	100%	22 00	100%
ORGANISATION KPI	No. of households with access to electricity	Number of households with access to piped water supply	Number of households with access to basic sanitation	Number of households with access to refuse removal	Percentage of catalytic projects being implemented	Number of households earning less than R3 500.00 with access to free basic services	% of operations and maintenance plan implemented according to schedule
IDP	B 1.1	B 1.2		B 1.3	B1.4	B].5	B2.1
Strategies	Enhancing existing and future infra- structure						Improving basics: cleaning, repairing, enforcing, and responding
Objectives	Increased Provision of Municipal Services						Improved state of Mu- nicipal Infra- structure
Code	B1						B2
ИКЪЪ				ice Delivery	:: Basic Serv	NKPA 2	



Wards	All	All	All	All	All	II V	All
Financial implica- fions							
Dept	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev	CBU	I	Serv	Com
2021/2022	%001	%001	%08	39	%02	39	240
12/0202	%001	%001	70%	39	20%	39	240
2019/20	%001	%001	%5%	39	30%	88	240
2018/19	%001	%001	%09	39	20%	38	240
81\7102	%001	100%	92%	ı	1	38	240
Backlog	ı		20%	0	30%	_	80
Demand	100%	100%	100%	36	100%	36	240
Baseline	001	0001	20%	39	70%	36	240
ORGANISATION KPI	% of operations and maintenance budget spent	% of capital budget actually spent on capital projects	% of Infrastructure in good state with in the CBD	Number of Mayoral projects co- ordinated	Percentage of capital projects implemented within the nodes and corridors	Number of wards with access to functional Social infrastructure within a 15 km radius	Number of road safety campaigns conducted
IDP REF	B2.2	B2.3	B2.4	B 3.1	B 3.2	B 3.3	B 3.4
Strategies				Focus investment on corridor and	sustainable urban centres		
Objectives				Improved provision of Social Development	Services		
O Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q			іνегу	Service Del	NKPA 2: Basic		





Wards	■
Financial implica- tions	
Dept	Com Serv
2021/2022	148
12/0202	148
2019/20	148
2018/19	148
81/7102	148
gackiog	0
Demand	148
Baseline	148
IDP ORGANISATION REF KPI	B 3.5 Number of community facilities in good state
IDP REF	B 3.5
Strategies	
Code Objectives Strategies	
Code	
ИКЪЪ	

Wards	IF	All	All	■	■	All	■	II	ΑII
Financial implications							Eco Dev		
Dept	IS, Com Serv, Eco dev	Eco dec	Eco Dev	Eco Dev	Eco Dev	Eco Dev	ı	Eco Dev	Eco
2021/2022	1000	%28	26	5	9	91		20ha	%02
12/0202	1000	%08	24	4	9	91	ı	15ha	%09
2019/20	1000	%92	22	က	9	91	ı	15ha	20%
61\810 <u>2</u>	1000	%9/	20	-	9	14	ı	0ha	40%
81/7102	Ē	75%	20	-	4	14	ı	0ha	40%
gackiog	Ē	25%	2	က	2	86	ı	50ha	%09
Demand	1000	%001	25	4	9	100	ı	50ha	100%
Baseline	1000	75%	20	-	4	14	ı	0 ha	40%
ORGANISATION KPI	Number of jobs created through EPWP,CWP and LED initiatives	% of LED strategy implemented	Number of business opportunities created for registered Local Business	Number of functional LED structures as per the LED Strategy	Number of programmes and projects aimed at focus groups implemented	Number of SMME's and Cooperatives established	C2.4 Number of stakeholders mobilised toward LED	C3.1 Hectors of land secured for LED projects	% of successful LED projects.
REF	C1.1	C1.2	C1.3	C2.1	C2.2	C2.3	C2.4	C3.1	C3.2
Strategies	Implement the LED strategy			Grow the regional	economy			Land re- lease along	the N3 corridor
Objectives	Reduced un- employment			Increased economic	activity			Optimised land usage	
ORG REF	ប			೮				ឌ	
ИКЪ	tnə	wdoje	Deve	oimon	al Eco	3: Loc	ИКЪ		





Objectives	Strategies	IDP REF	ORGANISATION KPI	Baseline	Demand	gacklog	81/7102	2018/19	2019/20	12/0202	2021/2022	Dept	Financial implications	Mards
Increased revenue	Implement the revenue enhancement	D 1.1	% of revenue collection rate on outstanding debt	%02	001	%08	1	25%	25%	25%	25%	೪		A A
	strategy	D 1.2	% of revenue collection rate on current debt	%06	%001	%01	1	%06	%06	%06	%06	FS		N/A
		D 1.3	Debt coverage ratio	1:09	1:1	0.01	ı	1:09	1:09	1:09	1:09	FS		N/A
		D 1.4	D 1.4 Outstanding services	1:02	1:1	0.01		1:02	1:02	1:02	1:02	FS		W/A
moroved	Apply	D 2.1	_	1:09	Ξ	0.01		1:09	1:09	1:09	1:09	FS		A/N
expenditure	expenditure	D 2.2	% of Creditors	%06	%001	%01	1	%06	%06	%06	%06	FS		N/A
and Supply	control		within 30 days											
	procedures		receipt of invoice											
Management		D 2.3	Average number of	75	75	0	ı	75	75	75	75	FS		N/A
			days taken to finalise											
			Bids at supply chain											
		D2.4	Number of functional	3	3	0	3	3	3	3	3	FS		W/A
			bid committees											
		D3.1	% of OPEX spent on	%800'0	3%	2.992%	%800:0	%1	%1	%1	%1	FS		W/A
Improved	Conform	D3.2	% compliance with	%86	100%	2%	ı	%86	100%	100%	100%	FS.		N/A
budgeting,	to MFMA		MFMA calendar of											•
reporting	calendar of		reporting											
audit	and the audit reporting	D3.3	% of actual budget	%001	%001	%0	ı	%001	%001	%001	100%	FS		N/A
			spent vs. projected											
		D3.4	% of grants spent	20%	%001	%08	%001	%001	%001	%001	%001	FS		W/A





Wards	N/A	N/A	N/A				N/A	N/A			N/A					N/A		All			
Financial Financial																					
Dept	N A	CBU	CBU				IIV	CBU,	Com	Serv	CBU					CBU		CBU			
2021/2022	%001	2	12				5	39			%06					39		100%			
12/0202	%001	က	12				4	38			%08					39		100%			
2019/20	20%	5	12				7	38			%09					68		100%			
61\810 <u>2</u>	30%		12				4	38			ı					39		20%			
81/7102	20%	ı	12				2	38								39		20%			
васкіод	75%	ı	15				3	_								0		%001			
Demand	%001	0	12				2	39			%001					36		%001			
Baseline	15%		2				2	38								39		%01			
ORGANISATION KPI	% of Council bylaws and policies enforced	Number of risks on the risk dashboard rated above 3	% of anti-fraud and	corruption awareness	campaigns conducted per	year	AG audit opinion rating	E 2.1 Number of wards with	functional war rooms		E 2.2 % of people on the customer	satisfactory survey rating	the Municipality above	satisfactory on service	delivery	E 2.3 Number of wards with	functional ward committees	% of communication strategy	implemented		
IDP	E 1.1	E 1.2	E1.3				E1.4	E 2.1			E 2.2					E 2.3		E 3.1			
Strategies	Comply with all legislative	provisions						Implement	the Bathopele	principles	and Public	participation	policy					Develop and	Implement	the marketing	strategy
Objectives	Strengthen Governance							Improved	Customer	experience	& Public	participation						Implement	the Public	participation	policy
ORG	ш							E2										E			
ИКЪЪ		uo	itpo	icit	atti	4 o	ild	ηd	න ච	ou	DU.	ΙĐΛ	9	ро	05	9: (Αd	NK			



Wards	₹	27, 32, 34	A A	A A		10-37	10-37	₹	₹	₹	₩
Financial implications											
Dept	Eco dev	CBU	Eco dev	CBU		Eco Dev	Eco Dev	Com	Com	Eco dev	Eco
2021/2022	불	륃	-	4		800	9320	75%	450	2000	
2020\21	25%	%09	_	4		800	9320	75%	450	2000	
2019/20	25%	20%	-	4		800	9320	75%	450	1879	
2018/19	25%	30%	-	4		800	0006	75%	450	160	
81/7102	25%	25%	-	4			0006	75%	400	200	
gacklog	25%	%08	4	0		0	0	25%	50	14840	
Demand	%001	%001	2	4		800	0006	100%	200	15000	
Baseline	%052	20%	-	4		800	9320	75%	450	091	
ORGANISATION KPI	% of Land use management framework developed and implemented	% of town rehabilitation plan implemented	Number of SDF reviews conducted	Number of IDP Rep forums conducted per year		Number of fire inspections conducted	Number of health compliance inspections conducted	% of fire incidents responded to in terms of the norms and standards	Number of water sources tested	Number of housing units built	Hectors of land acquired for low income housing development
IDP	F 1.1	F 1.2	F 1.3			F 2.1	F2.2	F2.3	F2.4	F3.1	F3.2
Strategies	Promote and Implement the SDF			Develop and implement the IDP/Budget/OPMS process	plan.	Implement the Disaster	Management plan			Implement the Housing Sector	Plan
Objectives	Improved Municipal planning	and spatial development				Improved Community	and environmental	health and safety. Management	and response to fires and emergencies	Increased access to	housing units
ORG REF	Ε					22				ន	
ИКЪЪ			9	anoitnəviətn	1 6	Cuttin	Cross	1KPA 6:	1		



TABLE 75: TIER ONE: ORGANISATION LEVEL (2021/22 SCORECARD) 2019/20 ORGANISATIONAL SCORECARD

INTEGRATED DEVELOPMENT PLAN

2030 2021/2022 FINANCIAL YEAR

Mards	A/A	A/A	N/A		A/N			▼ 		N/A				∢ Z		Α X			V N		N/A
Financial implications																					
Dept	Corp Services	Corp Services	Corp Services		Corp	Services		Corp	sel vices	Corp	Services		_	Corp Services		₹			CBU		All
Quarter 4	%28	70	45		3			%001		%66			- 1	%001		%08			32		က
Guarter 3	85%	0	45		ဗ		Ì	%nn1		%66				%001		%08			32		က
Quarter 2	85%	0	0		က		000	%00I		%66				100%		%08			32		က
Guarter 1	85%	0	0		3		,000,	%nn1		%66				100%		%08			32		3
2021/22 Annual Target	%56	75	06		3		jo o o	%00I		%66				300L		%08			32		ဇ
васкіод	20%	35	490		0		ò	% O		%1				%0		30%			4768		2
Demand	%001	100	5800		က		i	%00I		%001				100%		300%			5800		5
Baseline	%08	99	06		3		jo o	% 001		%66				300L		%02			32		3
ORGANISATION KPI	% of municipal Back to Basics deliverables achieved	Number of critical posts filled	Number of people developed through	the Human Resource Development Strategy	Number of top	management positions filled by people from	special focus groups	% of employment	equily rial largers achieved	Average % uptime		& Communication	IECHIOODY SYSIEHIS	% of Council adopted policies with standard	operating procedures	% of community	complaints resolved	within the set norms	Number of employees	on Performance Management	Overall Organisation Performance Rating
IDP REF	A 1.1	A 1.2	A 1.3		A1.4		:	۸۱.5 ا		A 2.1				A 2.2		A2.3			A3.1		A3.2
Strategies	Building a ca- pable and de- velopmental	municipality			Implement	the workplace skills plan	•			Re-engineer	crifical	organisational	DIOCESSES		•				Comply to the	PMS frame- work and ex-	ecute all work plans
Objectives	Increased institutional capacity	and promote transformation								Optimised	systems,	procedures	did piocesses						Increased	performance	
Code	A1									A2									A3		
ИКЪЪ		ħ	uəwd	olevelo	g ud	oitosin	ıda	o p	น ตม	ıoit	ıwa	ojsi	au	bal It	ioir	uny	M : I	A 4>	IN		





Mards	₩ W	₹	₹	■A	₩	All	HA	₩
Einancial Financial								
Iqed	SI	SI	SI	SI	SI	SI	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev
€uarter 4	161350	158100	163536	125550	%001	22 000	%001	%001
Quarter 3	161350	158100	163536	125550	100%	22 000	%001	%001
Quarter 2	161350	158100	163536	125550	%001	22 000	%001	100%
@narter]	161350	158100	163536	125550	%001	22 000	%001	%001
2019/20 Annual Tatget	161350	158100	163536	125550	%001	22 000	%001	100%
Backlog	3184	6138	657	38749	%0	1	1	1
Demand	163 993	163 993	163 993	163 993	%001		%001	100%
Baseline	160809	157855	163336	125244	%001	22 00	%001	100%
ORGANISATION KPI	No. of households with access to electricity	Number of households with access to piped water supply	Number of households with access to basic sanitation	Number of households with access to refuse removal	Percentage of catalytic projects being implemented	Number of households earning less than R3 500.00 with access to free basic services	% of operations and maintenance plan implemented according to schedule	% of operations and maintenance budget spent
IDP REF	B 1.1	B 1.2		B 1.3	B1.4	B1.5	B2.1	B2.2
Strategies	Enhancing existing and future	infrastruc- ture					Backto- basics: cleaning, repairing, enforcing,	and re- sponding
Code Objectives	In- creased Provision	of Mu- nicipal Services					Im- proved state of Munici- pal Infra-	structure
	B1						B2	
ИКЪУ			ίλ	rvice Delive	Basic Se	NKb¥ 5:		





Wards	₹	₹	₹	₹	₹	₹	
Einancial Einancial							
Dept	IS, Com Serv, Eco dev	IS, Com Serv, Eco dev	CBU	All	COM Serv	Com Serv	Com Serv
€narter 4	%001	%08	41	20%	41	240	148
Guarter 3	100%	%08	41	20%	41	240	148
Guarter 2	%001	%08	41	20%	41	240	148
Guarter 1	%001	%08	14	20%	41	240	148
2019/20 Annual Target	100%	%08	41	20%	14	240	148
Backlog		%09	0	%06	-	80	0
Demand	100%	001	39	%001	39	240	148
Baseline	%001	40%	39	%01	39	240	148
ORGANISATION KPI	% of capital budget actually spent on capital projects	% of Infrastructure in good state within the CBD	Number of Mayoral projects co-ordinated	Percentage of capital projects implemented within the nodes and corridors	Number of wards with access to functional Social infrastructure within a 15 km radius	Number of road safety campaigns conducted	Number of community facilities in good state
IDP REF	B2.3	B2.4	В 3.1	В 3.2	B 3.3	B 3.4	В 3.5
Strategies			Focused investment on corridor				
Code Objectives			lm- proved provision	of Social Develop- ment Ser- vices			
	B3						
ИКЪЪ			ivery	sic Service Deli	NKPA 2: Ba		



Wards	₽	■	₹	₩	₹	₩	■ B	II	All
Financial implications									
Dept	IS, Com Serv, Eco dev	Eco dec	Eco	Eco	Eco Dev	Eco Dev	Eco Dev	Eco Dev	Eco Dev
Quarter 4	1000	75%	26	5	9	91	15ha	%02	20%
Guarter 3	1000	%09	25	5	9	91	15ha	%02	20%
Quarter 2	1000	%09	24	2	9	91	15ha	%02	20%
@narter]	1000	0	22	သ	9	91	15ha	%02	20%
2019/20 Annual Target	1000	75%	26	S	9	91	15ha	%02	%09
Backlog	Ē	25%	3	2	0	84	40ha	20%	20%
Demand	1 000	%001	25	4	9	100	50ha	%001	100%
Baseline	1000	75%	20	2	9	91	10ha	20%	20%
ORGANISATION KPI	Number of jobs created through EPWP,CWP and LED initiatives	% of LED strategy implemented	Number of business opportunities created for registered Local Business	Number of functional LED structures as per the LED Strategy	Number of programmes and projects aimed at focus groups implemented	Number of SMME's and Cooperatives established	Hectors of land secured for LED projects	% of successful LED projects.	% of successful LED projects.
IDP REF	C1.1	C1.2	C1.3	C2.1	C2.2	C2.3	C3.1	C3.2	
Strategies	Implement the LED strat- egy				Growing the regional economy			Land release along the N3	corridor
Objectives	Reduced unemploy- ment				Increased economic activity			Optimised land usage	,
ORG REF	ō				C2			ខ	
ИКЪЪ		tnən	Developr	onomic	Focal Ec	KPA 3 :	IN		







Wards	N/A	N/A	N/A	N/A	A/A	N/A		۷ ۸			N/A		N/A	N/A		N/A		N/A
Financial implications																		
Dept	FS	FS	FS	FS	FS	FS		FS			FS		FS	FS		FS		FS
Quarter 4	25%	%06	1:09	1:02	1:09	%06		75			3		0,25%	100%		%001		100%
Guarter 3	25%	%06	1:09	1:02	1:09	%06		75			3		0,25%	100%		%9/		%08
Quarter 2	20%	%06	1:09	1:02	1:09	%06		75			ε		0,25%	%001		%09		%09
@narter]	20%	%06	1:09	1:02	1:09	%06		75			3		0,25%	100%		72%		40%
2019/20 Annual Target	72%	%06	1:09	1:02	1:09	%06		75			3		1%	100%		%001		100%
gacklog	%08	%01	0.01	0.01	0.01	%01		0			0		%0	2%		%0		%0
Demand	%001	%001	Ξ	Ξ	Ξ	%001		75			3		1%	100%		%001		%001
Baseline	20%	%06	1:09	1:02	1:09	%06		75			3			%86		%001		100%
ORGANISATION KPI	% of revenue collection rate on outstanding debt	% of revenue collection rate on current debt	Debt coverage ratio	Outstanding services debtors to revenue ratio	Cost coverage ratio		days from receipt of invoice	Average number of days	taken to finalise Bids at	supply chain	Number of functional bid	committees	% of OPEX spent on WSP	% compliance with MFMA	calendar of reporting	% of actual budget spent vs.	projected	% of grants spent
IDP REF	D 1.1	D 1.2	D 1.3	D 1.4	D 2.1	D 2.2		D 2.3			D2.5		D3.1	D3.2		D3.3		D3.4
Strategies	Implement the revenue	enhance- ment strat-	egy		Apply expen- D 2.1	diture con-	trols						Conform to	MFMA calen-	dar of report-	ing		
Objectives	Increased revenue				Improved	expenditure	and maxi-	mise the	economies	of scale			Improved	budgeting,	reporting	and the au-	dit opinion	
ORG REF	П				D2								D3					
ИКЪФ		ţu	əw	uade	ρM	ነላ የ	ili	api	۷l۲	oio	au	ui3	:₽	A d∑	NK			



Wards	A/N	A/A	N/A		N/A		N/A					N/A		W All			
Financial implications	2	Z	Z				_					2		⋖			
pept -	₩	CBU	CBU		Com	Serv	CBU					CBU		CBU			
€narter 4	20%	က	က		41		%09					41		%001			
Gnarter 3	20%	က	က		41							41		%001			
Quarter 2	20%	က	က		41		%09					14		%001			
@narter]	20%	က	က		14							4ا		%001			
2019/20 Annual Target	20%	က	12		41		%09					41		%001			
васкіод	20%	ı	0		0		-					0		0			
Demand	100%	ı	15		39		%001					39		100			
Baseline	20%	2	12		39		%09					39		%001			
ORGANISATION KPI	% of Council bylaws and policies enforced	Number of risks on the risk dashboard rated above 3	% of anti-fraud and	corruption awareness campaigns conducted	Number of wards with	functional war rooms	% of beople on the	customer satisfactory survey	rating the Municipality	above satisfactory on	service delivery	Number of wards with	functional ward committees	% of communication	strategy implemented		
IDP REF	E 1.1	E 1.2	E1.3		E 2.1		E 2.2					E 2.3		E3.2			
Strategies	Comply with all legislative	provisions			Implement	the Bathopele	principles	and Public	participation	policy				Develop and	Implement	the marketing	strategy
Objectives	Strengthen Governance	and reduce risk provisions			Improved the	Customer	experience	& Public	participation					Promote public Develop and	knowledge	and awareness the marketing	
ORG REF	ш				E2									E3			
ИКЬЪ	u	ipatio	oihi	o q oil	duq	I %	ခ၁	au	etn	۸0	e p	000	e :	9 A	Κb	N	







Wards	All	27, 32, 34	N/A	N/A	10-37	10-37	All	All	All	All
Einancial Financial										
Dept	Eco dev	CBU	Eco dev	CBU	Eco Dev	Eco Dev	Com	Com	Eco dev	Eco
⊘ uarter 4	륃	20%	l	1	200	2330	75%	114	2000	
Gnarter 3	20%	%01		l	200	2330	75%	112	2000	
E guarter 2	%01	%01		_	200	2330	75%	112	1879	
@narter]	5%	%01		_	200	2330	75%	112	160	
2019/20 Annual Target	25%	20%	l	4	800	9320	75%	450	200	
васкіод	25%	%02	0	0	0	0	25%	20	14840	
Demand	25%	%001	L	4	800	0006	%001	200	15000	
Baseline	25%	30%	1	4	800	9320	75%	450	160	
ORGANISATION KPI	% of Land use management framework developed and implemented	% of town rehabilitation plan implemented	Number of SDF reviews conducted	Number of IDP Rep forums conducted per year	Number of fire inspections conducted	Number of health compliance inspections conducted	% of fire incidents responded to in terms of the norms and standards	Number of water sources tested	Number of housing units built	Hectors of land acquired for housing development
IDP REF	F1.1	F 1.2	F 1.3	F 1.4	F 2.1	F2.2	F2.3	F2.4	F3.1	F3.2
Strategies	Promote and Implement the SDF			Develop and implement the IDP/budget/OPMS process plan	Implement the Disaster	Management plan			Implement the Housing Sector	Plan
Objectives	Improved Municipal planning and spatial	development			Improved Disaster and	Management and response to fires and	emergencies		Increased access to	housing units
ORG REF	E				F2				£	
ИКЬУ			suo	iting Interventi	no ss	o10 : 6 Ac	NK			

365

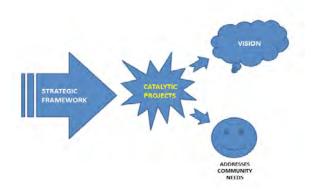
INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



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

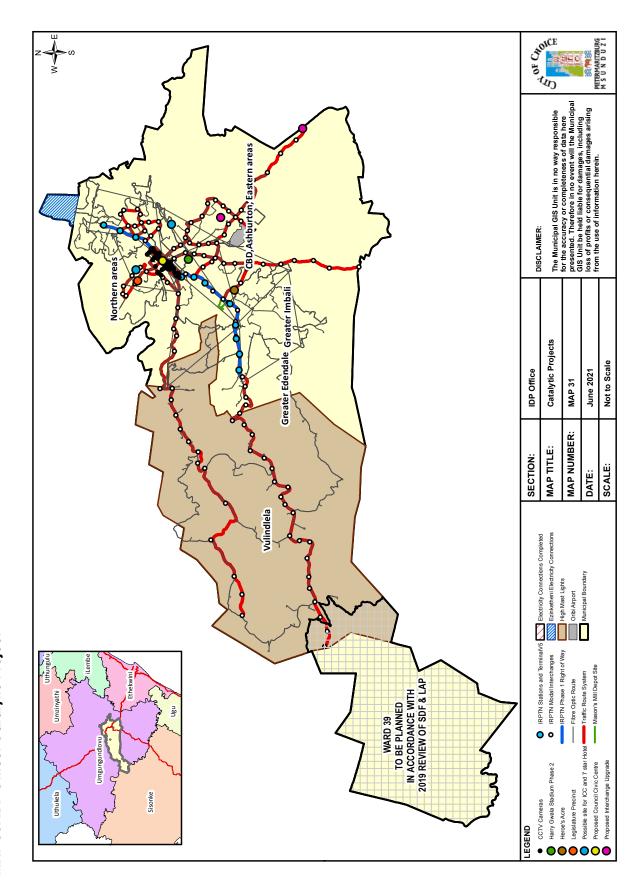
PROJECT	DESCRIPTION	EST. BUDGET
Legislative Precinct	This is a medium to long-term initiative which will see the development	R2 Billion
Development	of a new legislative precinct that will better cater for the needs of the	
	legislature and facilitate good governance.	
Pietermaritzburg	This is a short-term project that will see the extension of the existing	R0.5 Billion
Airport Upgrade	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.	
Harry Gwala	This is a medium to long-term project which will see the development of	R0.5 Billion
Stadium Upgrade	further stands at the stadium. Associated with this project, in the short to	
Phase 2	medium term, is the further development and upgrading of the Alexander	
International	Park Sports Precinct with additional parking.	Driverto
Convention Centre	This is a medium to long-term project that will see the development of an	Private Investment
and 5 star Hotel	international calibre conference centre- which will allow the city to host international-standard conferences. In the short to medium-term, a 5 star	invesimeni
and 5 sidi notei	hotel associated with this will be developed.	
Council Civic	This is a medium-term project and will see the further development of the	R1.2 Billion
Centre	Council Civic Centre to cater for additional needs and demands.	K1.2 Simon
Integrated Rapid	This project is a short to medium-term project which will see the roll-out	R3.2 Billion
Public Transport	of reliable and efficient public transport between key points in the city,	
System	thereby reducing resident's commuting times.	
Fibre Optic Cable	This is a short to medium-term project that will see the development of	R0.5 Billion
Network	a leading-edge technology fibre optic telecommunications network	
	leading to increased connectivity and usage, decreased costs, and	
	stimulating growth and development.	
Electrical	This is a short to medium-term project that will see the rehabilitation and	R0.9 Billion
Infrastructure	upgrading of the Municipality's electrical infrastructure.	
Upgrade		
City- wide CCTV	Camera surveillance of areas within the Msunduzi Municipality so as to	R0.5 Billion
System	encourage a crime-free environment.	

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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.	RO.5 Bill









4.10 PROJECT PRIORITISATION MODEL

The prioritisation of investment projects is a key task for all municipalities as part of the IDP and Budget review process. It is clearly not possible to implement all projects simultaneously, and a rational, systematic approach to prioritisation helps to ensure that not only are the legal requirements met as early as possible, but also that the available resources (both human and finance) are used as effectively and efficiently as possible.

The following project prioritisation model has been developed to assist with decision-making in allocating resources.

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	5 – Yes definitely 3 – Partially
	Msunduzi Municipality?	1 - Not at all
Project directly relates	Will the project result in the implementation of IDP-identified	5 - Yes definitely
to the IDP-identified Catalytic projects	catalytic projects?	3 - Partially 1 - Not at all
Community	Has the project been identified by a community, through	5 - Yes definitely
Identification of project	community engagements, Ward Councillor involvement, War Room deliberations, or through a Community Based Plan?	1 - Not at all
Sector Plan	Has the project been identified in a sector-specific plan	5 - Yes definitely
identification of	(ie. Water Services Development Plan, Local Economic	1 - Not at all
project	Development Plan)?	
Linkage to the	Has the project been aligned to the SDF?	5 - Yes definitely
Spatial Development	Does the project occur within an SDF-identified Node or	3 - Partially
Framework	Corridor?	1 - Not at all
Sustainable	Does the project assist the Municipality and its communities	5 - Yes definitely
development Goals	to realise the targets set out in the Millennium Development	3 - Partially
	Goals (MDGs)?	1 - Not at all



SECTION E CHAPTER 5: STRATEGIC MAPPING

E1 5.1 CONTEXT

During this financial year a number of spatial planning processes are underway to give direction to the municipal planning. This is because the Msunduzi Municipality has embraced the concept of a Hierarchy of Plans. A consolidated Spatial Development Framework (SDF) was adopted by Council in 2015, and a series of Area Based Management Plans (ABM) were adopted in 2010 for:

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

Whilst these review processes are underway the following are the guiding principles starting to give shape to the municipality's investment areas.

TABLE 78: SPATIAL GUIDING PRINCIPLES

GUIDING PRINCIPLES	APPLICATION
Compaction	 New and Infill development focused to create coherent system, mainly in SE quadrant
Integration	 Shenstone and Ashburton as areas to integrate Low Income residential areas into city
	 New economic opportunities in growth area and adjacent to major roads New E-W and N-S roads links to major parts of city
Urban Densification	In periphery of CBDAdjacent to major nodes
Restructuring of the City:	 Creating a Polycentric City with new nodes and new economic opportunity areas
	 Limited mixed-use activity spines between focus points Redressing imbalances with improved infrastructure and new economic
	opportunitiesCreating a road system matrix
Meeting Land Use Needs	New Residential areas
and Identification of areas	New economic opportunity areas
of economic development	New nodal points
potentials	Restructure CBD
Sustainability	Protecting environmentally sensitive areasCoherent and reinforcing infrastructure
	Protecting agriculture potential areas
	Upgrade residential areas with appropriate infrastructure
	In situ upgrading of Informal settlements
Creating a quality urban	Create a polycentric city
environment	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)

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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.

HURA.

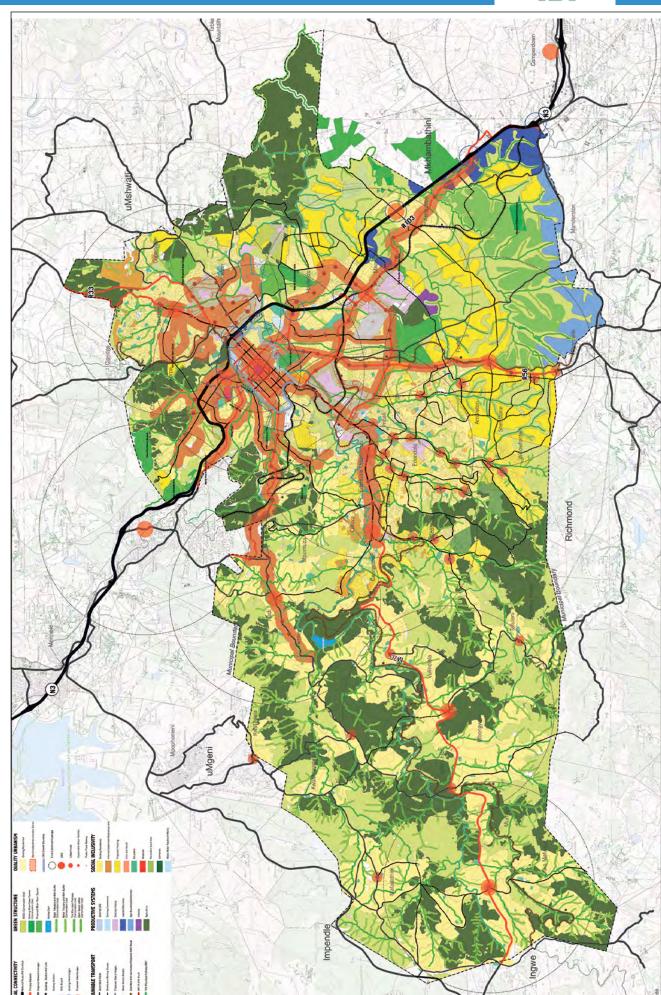
5000

2015

FRAMEWORK

MSUNDUZI SPATIAL DEVELOPMENT

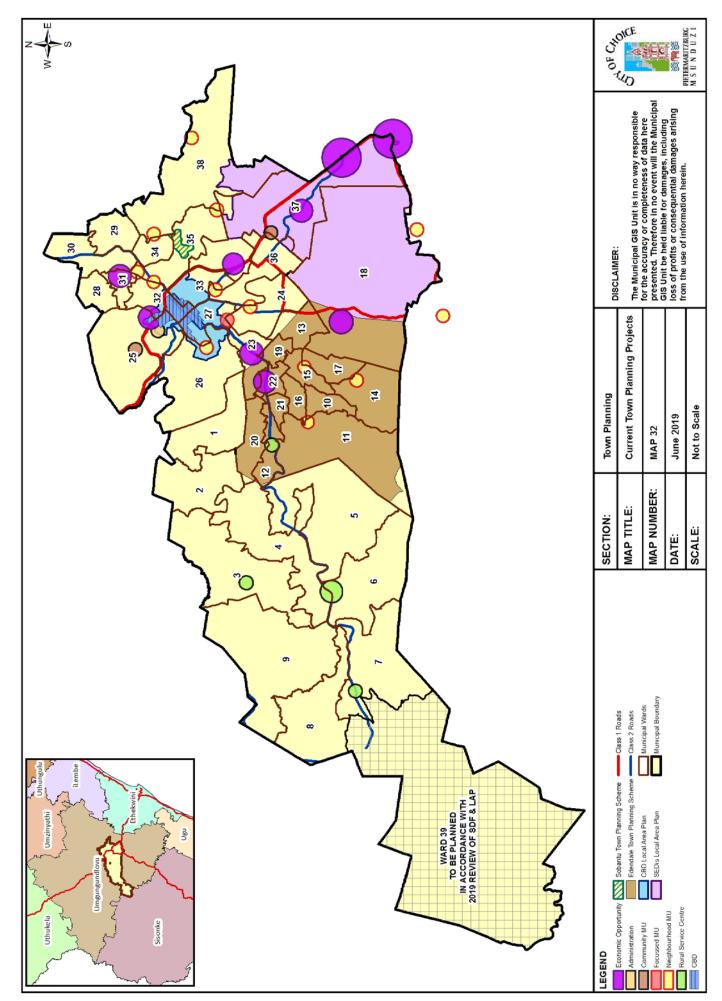




MAP 31: Spatial Development Framework

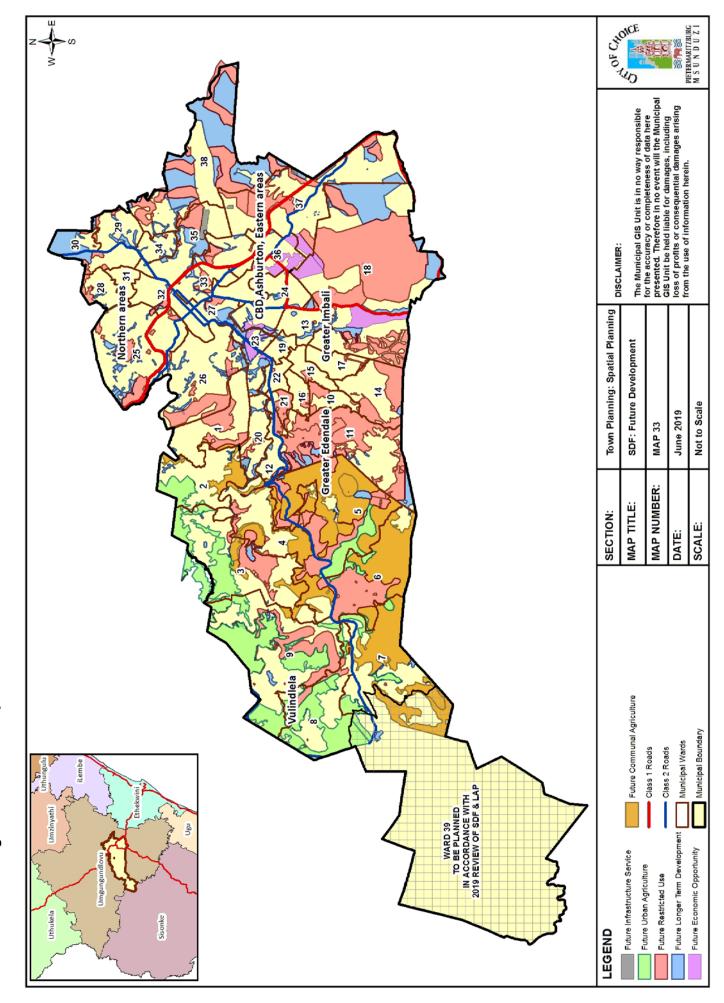
MAP 32: Town Planning Current Town Planning Projects

V₂₀₃₀ NDP



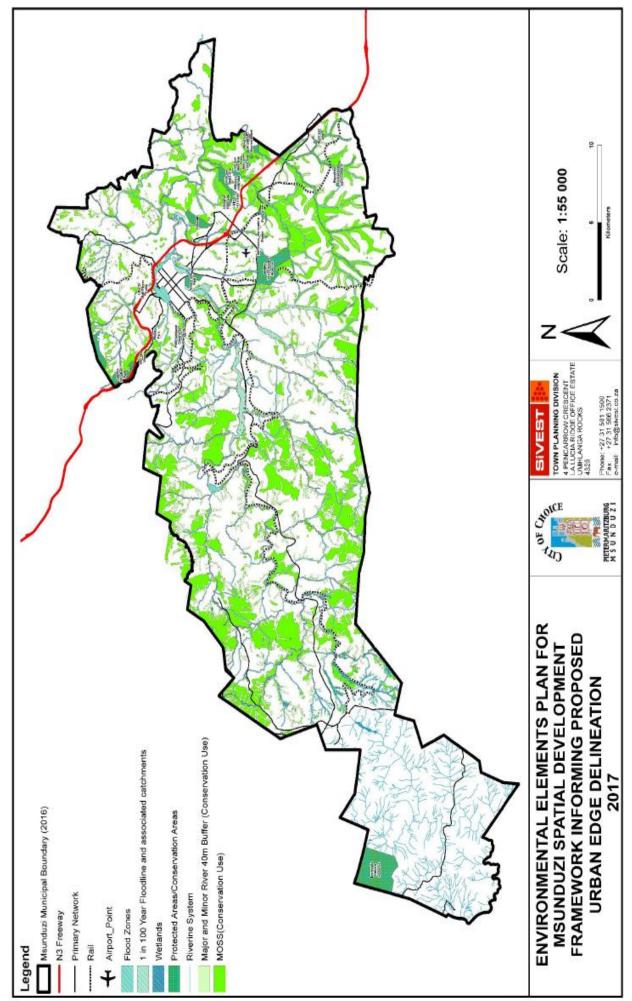
MAP 33: Town Planning: SDF: Future Development



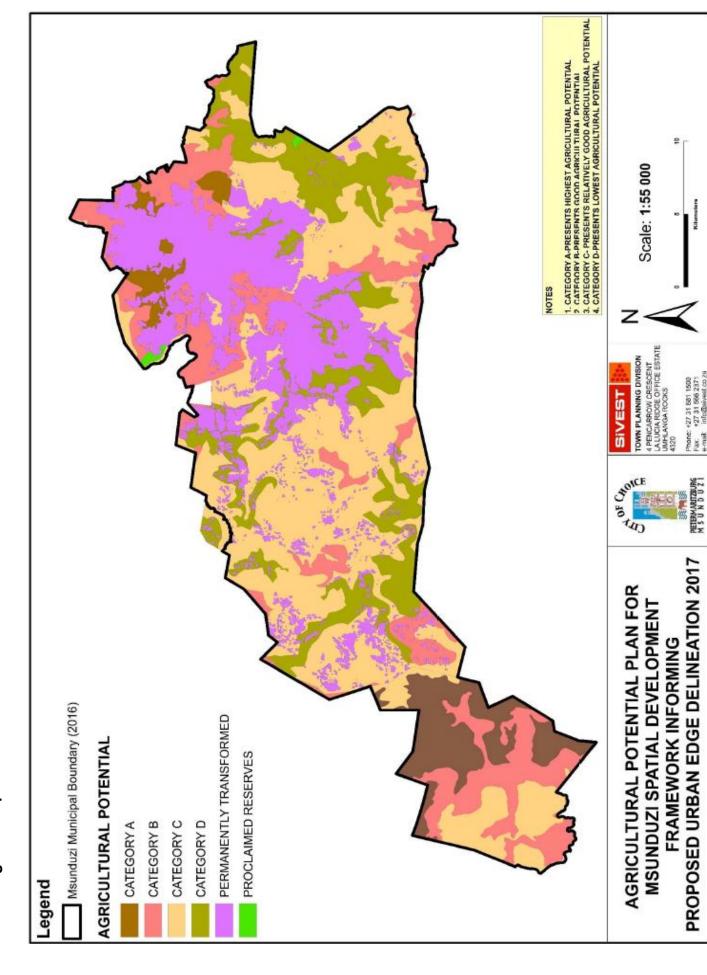


MAP 33 A: Environmental sensitive areas



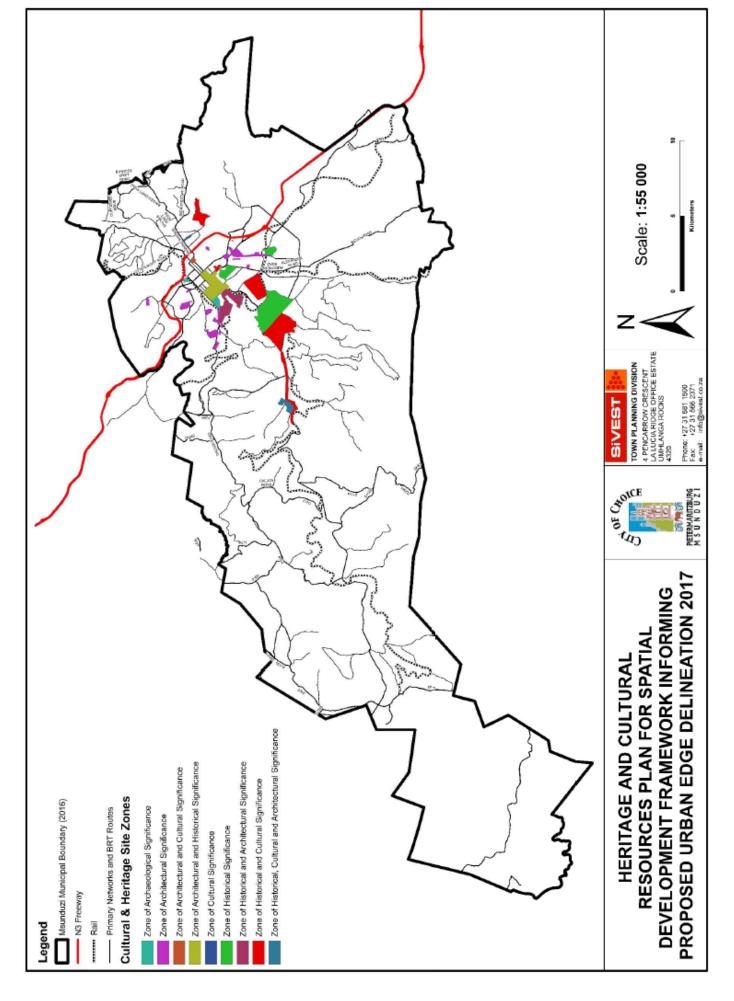






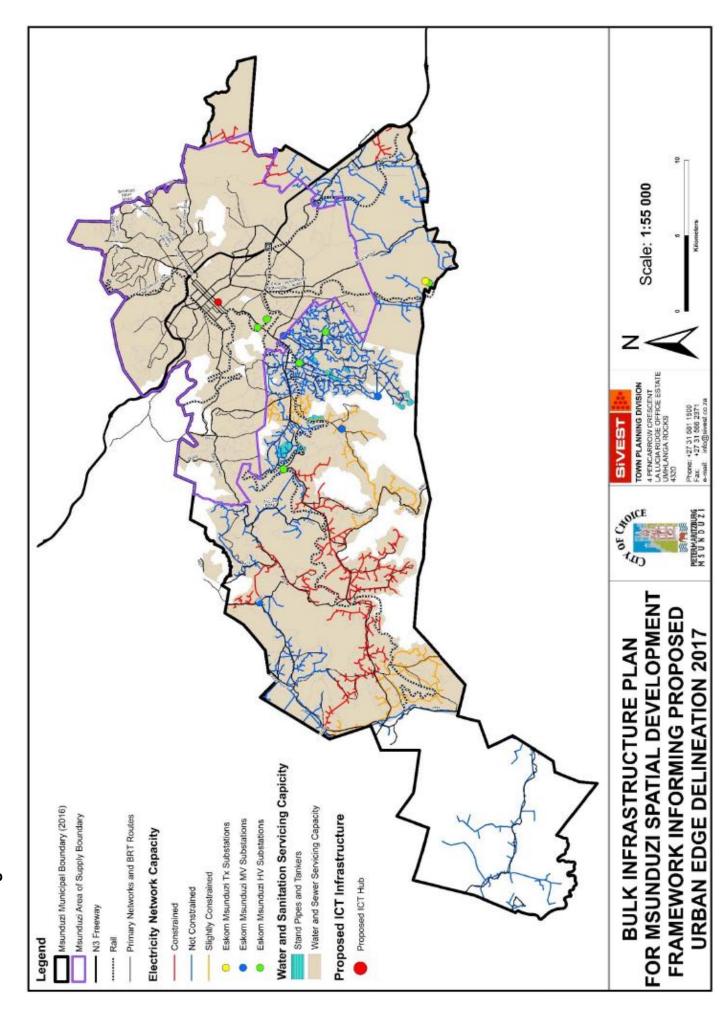
MAP 33 C: Heritage and culture resources





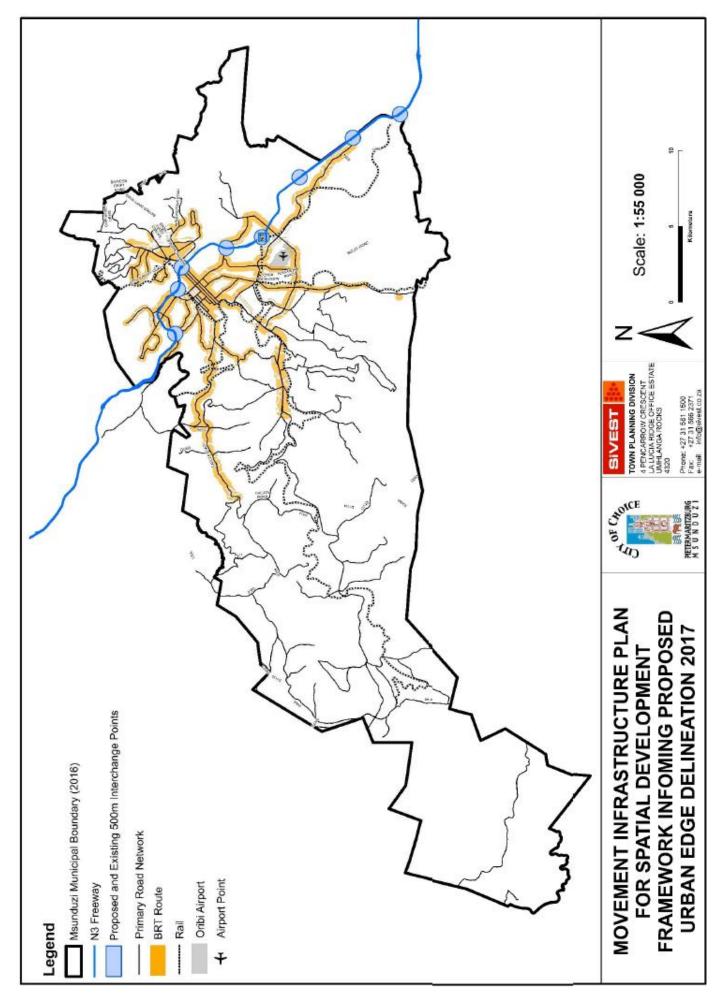
MAP 33 D: Existing Bulk Infrastructural Assets





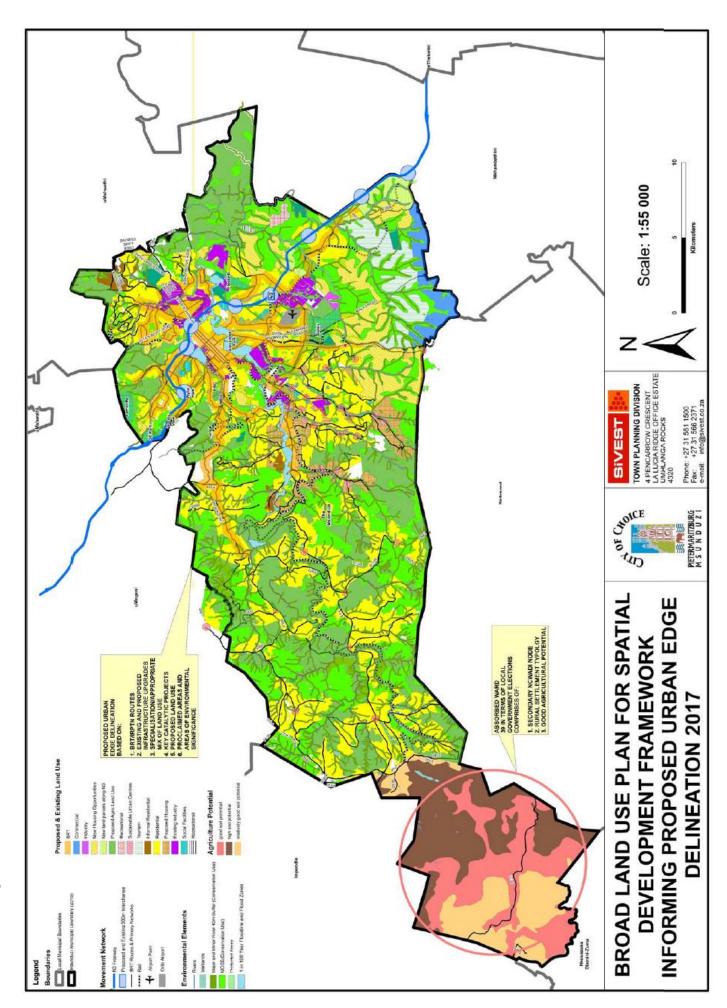
MAP 33 E: Transportation Infrastructure





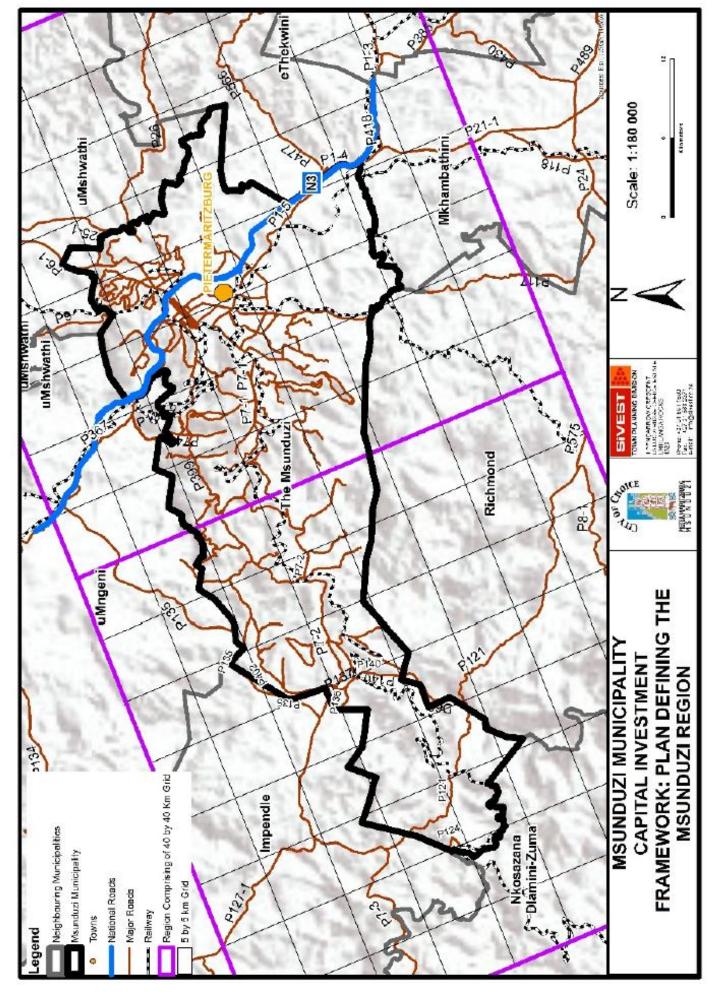
MAP 33 F: Existing and Proposed Land Uses





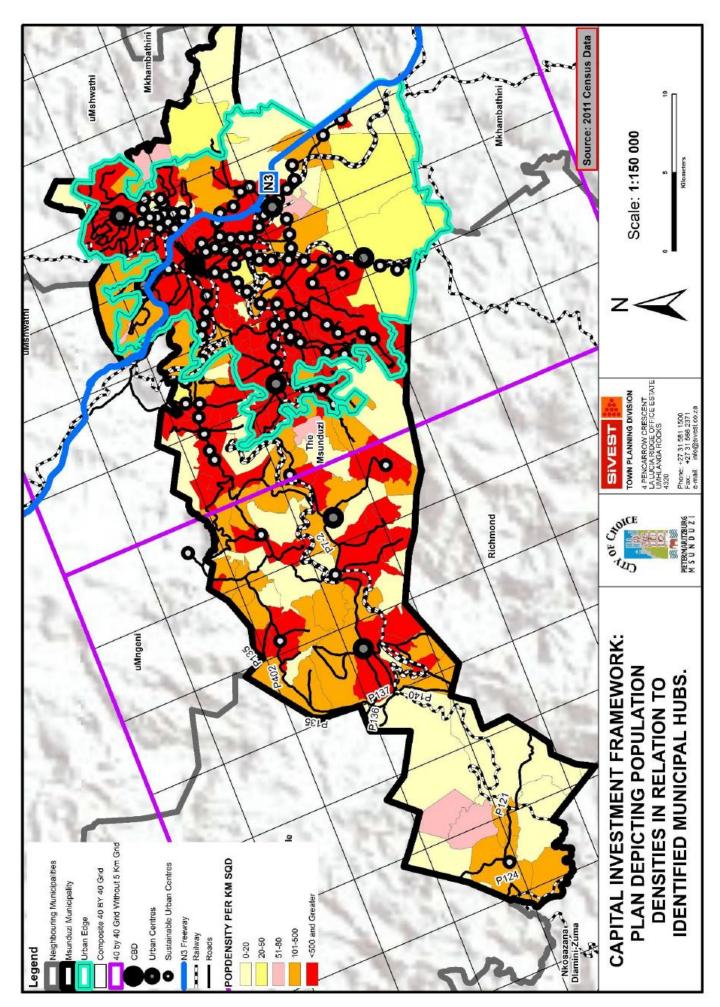
MAP 33 G: Defining the Msunduzi Region

V₂₀₃₀ NDP



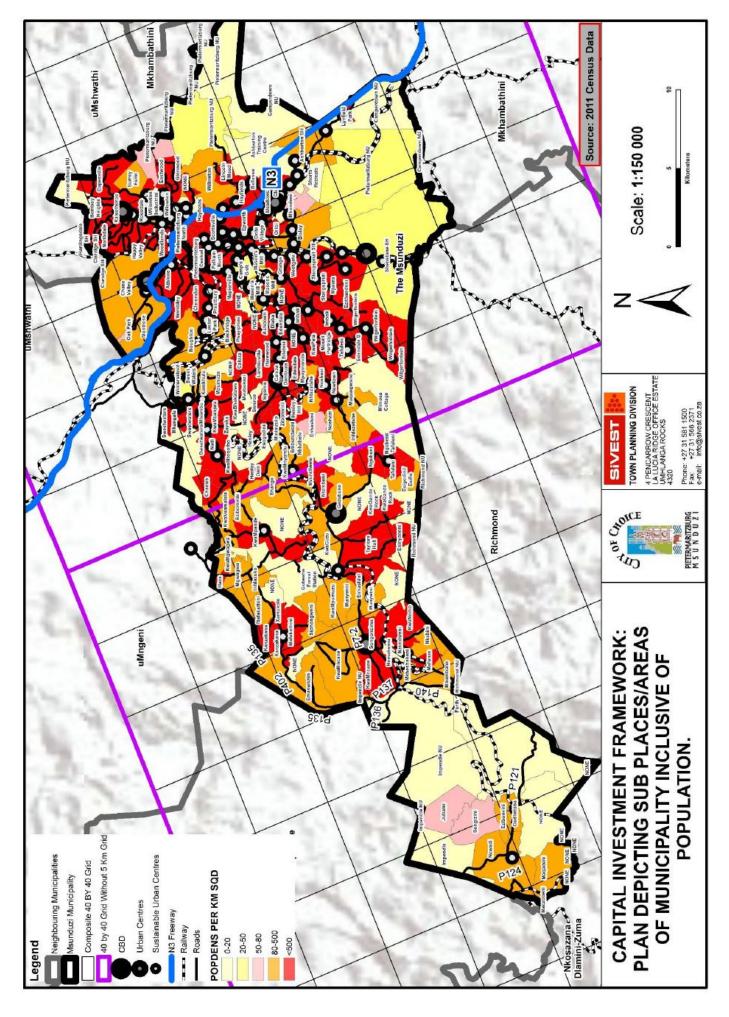
MAP 33 H: Population Densities to Municipal Hubs



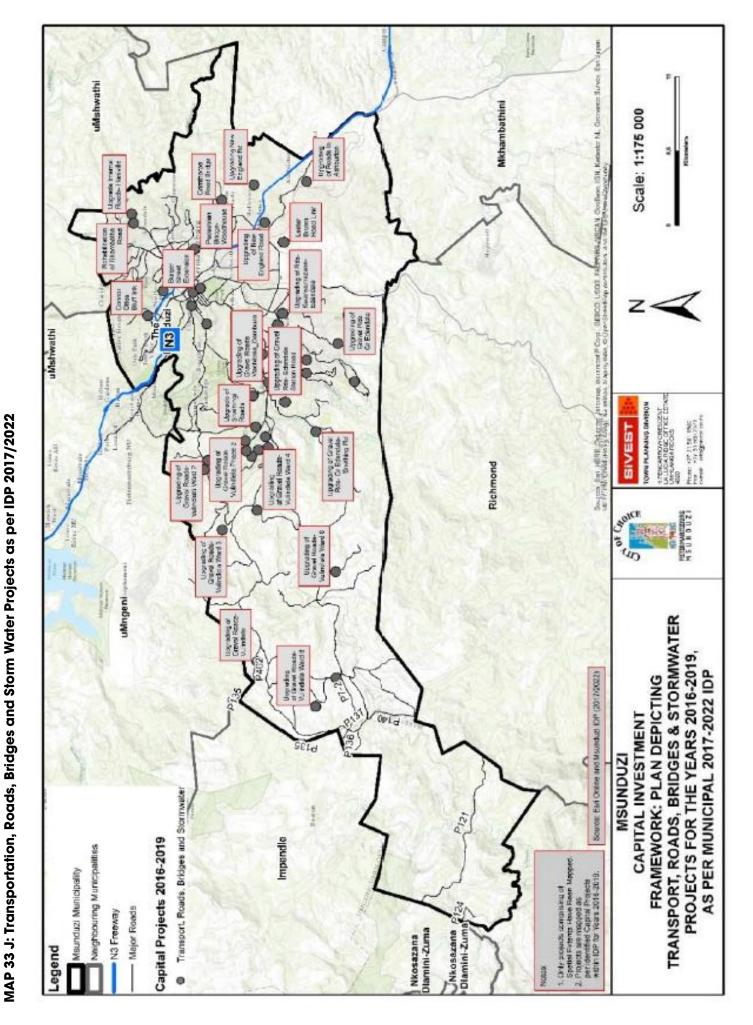


MAP 33 I: Municipal Areas of Need/Sub Places and Population Densities



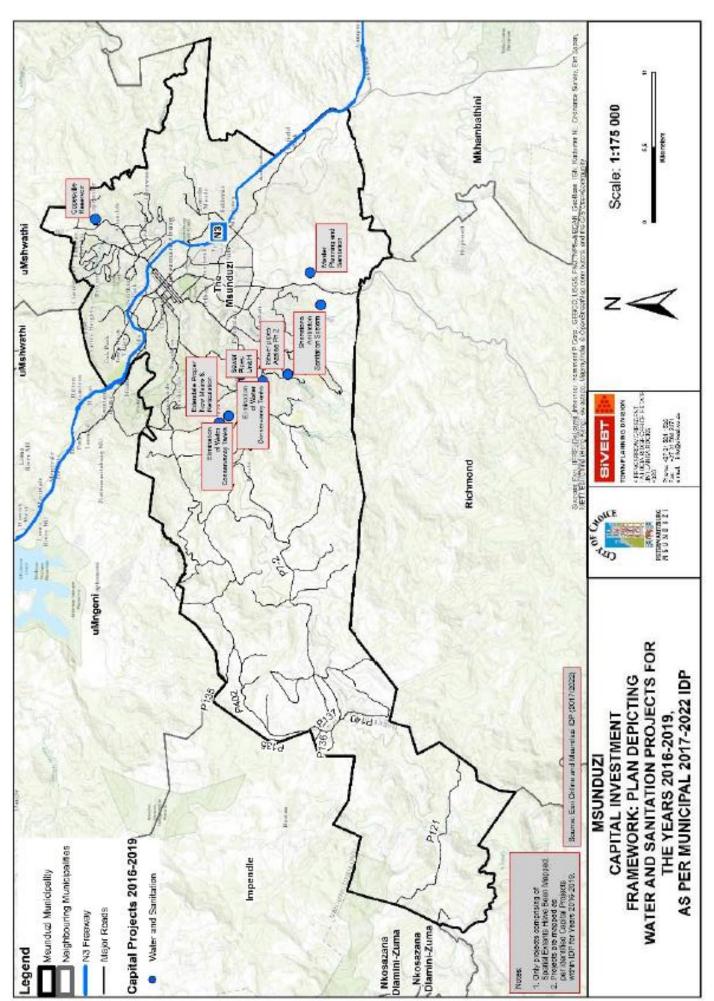




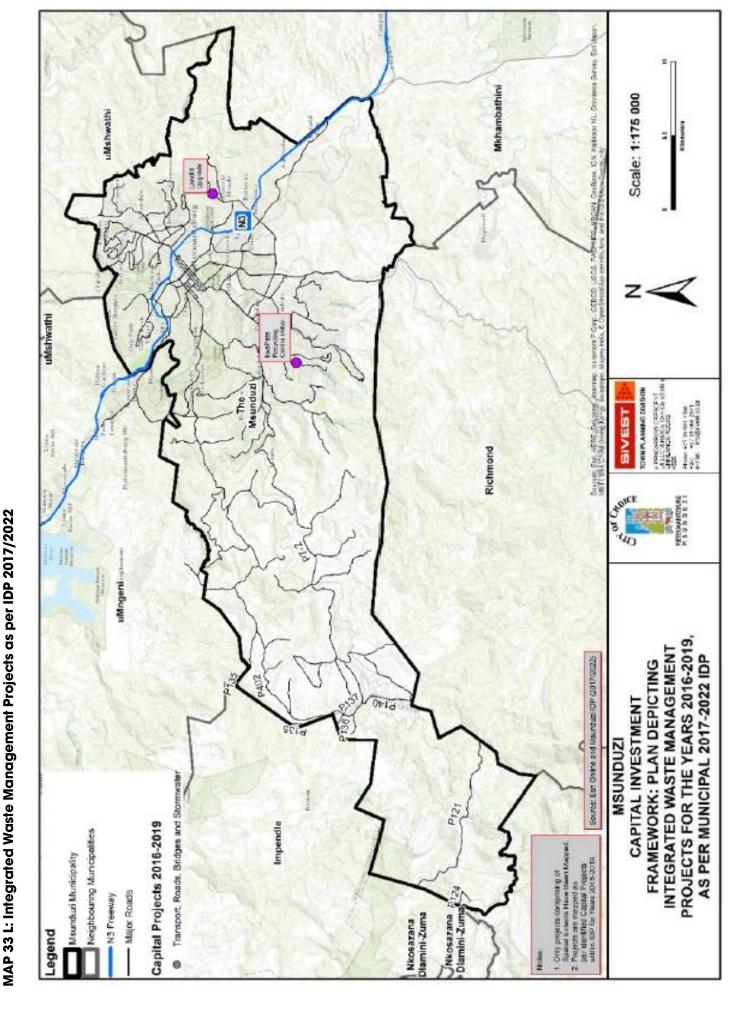


MAP 33 K: Water and Sanitation Projects as per IDP 2017/2022



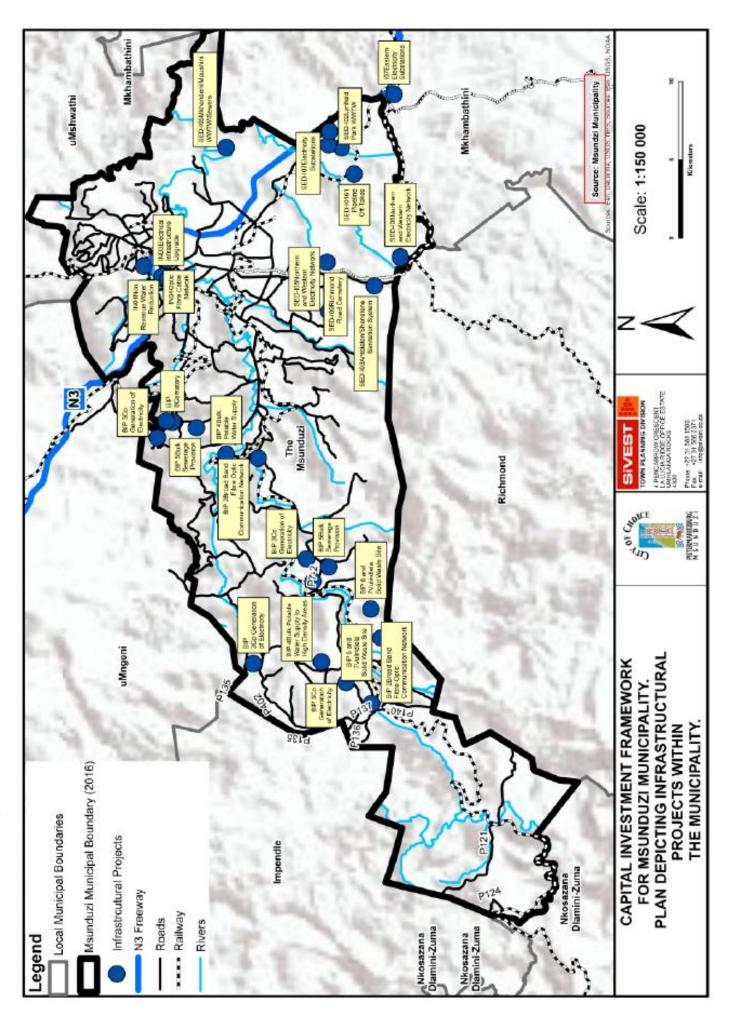




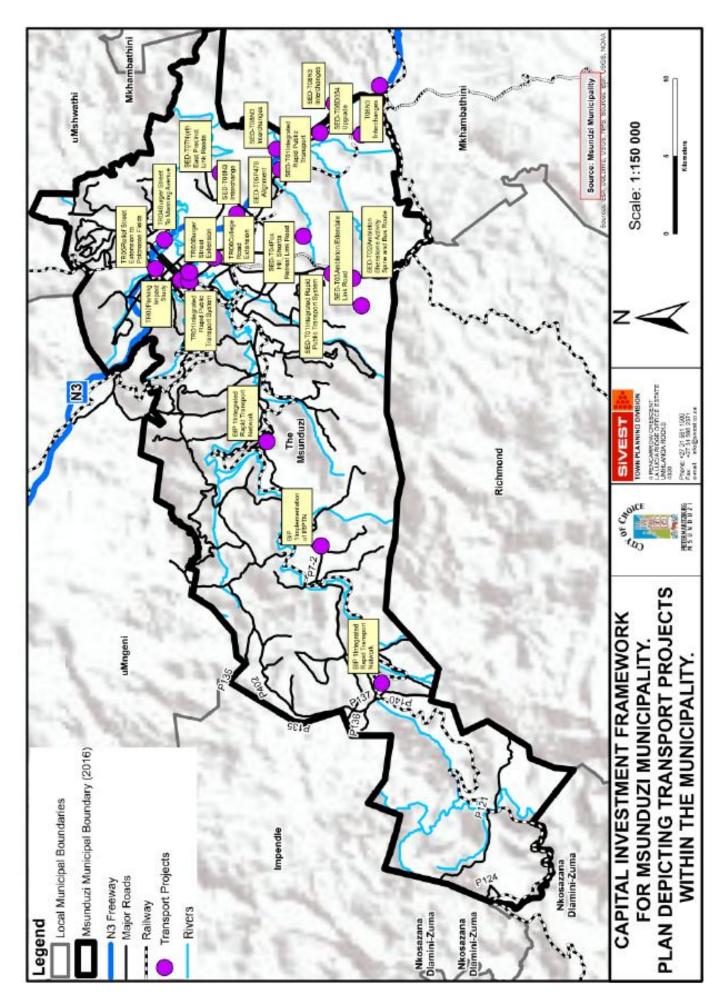


MAP 33 M: Infrastructural Projects as Identified within Municipal LAP's









MAP 33 O: Housing Projects as Identified within Municipal LAP's



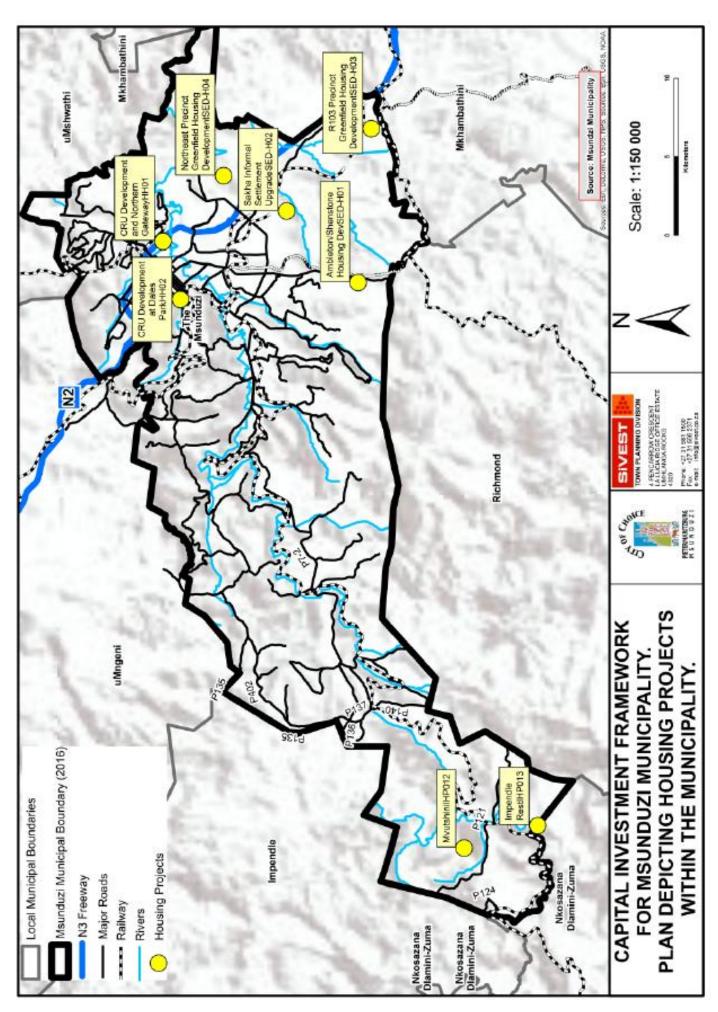
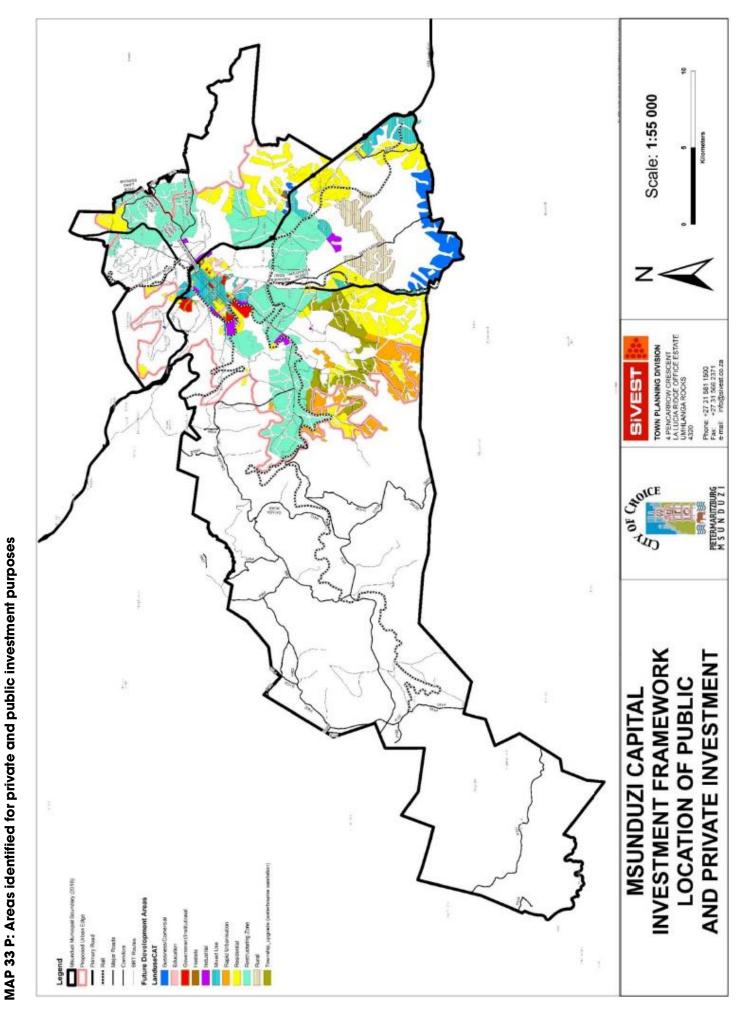


TABLE 79: SUMMARY OF PROPERTIES IDENTIFIED FOR PRIVATE AND PUBLIC INVESTMENT PURPOSES



			/							J۲		
Environmental Comment	Suitable for development	Suitable for development	Upper portion along road is suitable for development but requires EIA. The watercourse and wetland area must be retained as open space.	Suitable for development	Suitable for development but will require an offset for the loss of public open space within the urban centre.	Suitable for development but requires EIA. Wetlands areas, Large indigenous trees to be retained as open space.	Suitable for development but requires EIA. Watercourse and wetlands to be retained as open space.	Suitable for development	N/A Suitable for development	Suitable for development	Suitable for development	Suitable for development
General Value	R4 200 000	R4 200 000	R3 400 000	R7 700 000	R2 800 000	R350 000 each (Ptn 1,2 3)	R30 000 000	R5 460 000	A/N	R4 100 000	R7 000 000	R154 000 & R172 000
Preferred Land Use	Future Economic Activity area	Future Economic Activity area	Future Economic Activity area	Petrol Filling Station and Convenient Shop.	Future Economic Activity area	Future Economic Activity area	The Land parcel could be identified for medium to high density housing	Commercial Development	Commercial Development	Student Accommodation	Mixed Use Commercial	Commercial Development
Zoning	General Industrial	General Industrial	General Industrial	General Industrial	Passive Public Open Space.	General Industrial	Open Space & Residential	Active Open Space	Active Public Open Space	General Residential	Active Public Open Space	Limited Business
Extent (M²)	102336m²	28015m²	38623m²		16080m²	136900m²	191187m²	52000m ²	42116m²	42000m ²	5802m²	573m² & 1514m²
Property Description	Rem of Erf 10 000 of Murray Road Mkhondeni	Erf 188 of Shorts Retreat	Portion 12 of Erf 441 Shorts Retreat	Portion 12 of Erf 23295 Edendale CC	Portion 7 of Erf 1889 PMB	Erf 456 portions 1, 2 and 3 PMB	Rem/ 186/ PMB	Rem of Erf 10000	Ptn A & B of Erf 1556	Portion A of Erf 10000	Portion A of Erf 1913	Erf 2008 & 2009
Address	Mkhondeni	40 Haworth RD	Bulman Road	Imbali Unit CC	1 Ormond Rd - Central City	Skhumbuzo Ngwenya	Chase Valley, Chase Valley Road	Caravan Park, Hayfields	Armitage Road	Woodhouse, Scottsville	Cnr. St. Patricks & New England	Cnr. FJ Sithole & Mthombothi
Land Audit Ref No.	Н6	9 D	06	Corner FJ Sithole and Thwala Road	26	Portion of 10 B	17 B	Off Cleland Road (Along N3)	Polocrosse	Scottsville	Scoffsville (Bowling Club Site)	Edendale DD



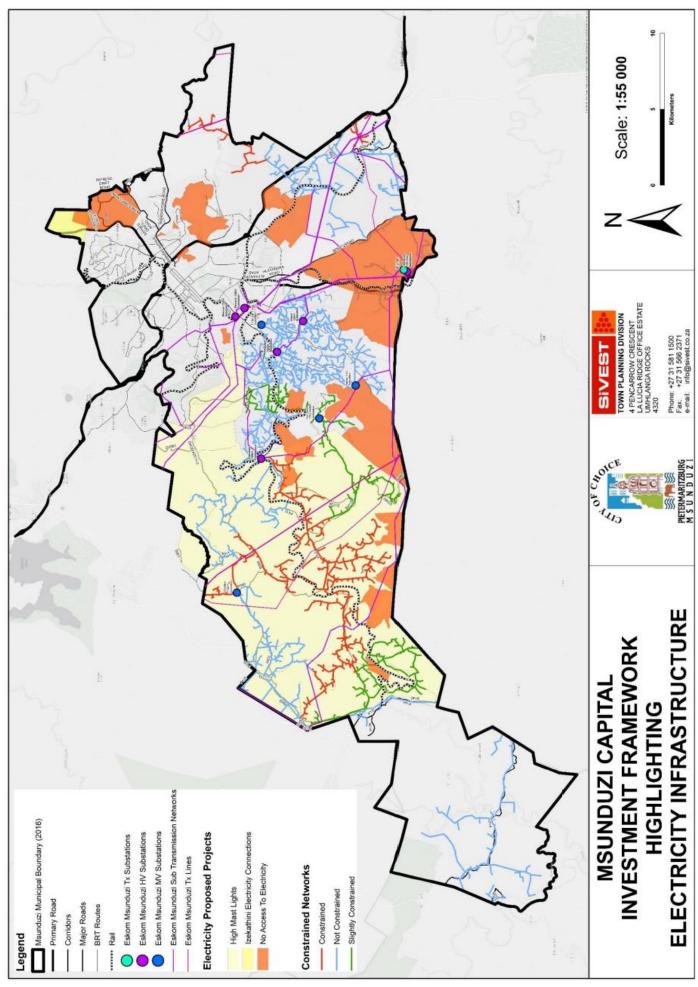


2021/2022 FINANCIAL YEAR

MAP 33 Q: Existing Electrical Infrastructure and Planned Electricity Projects

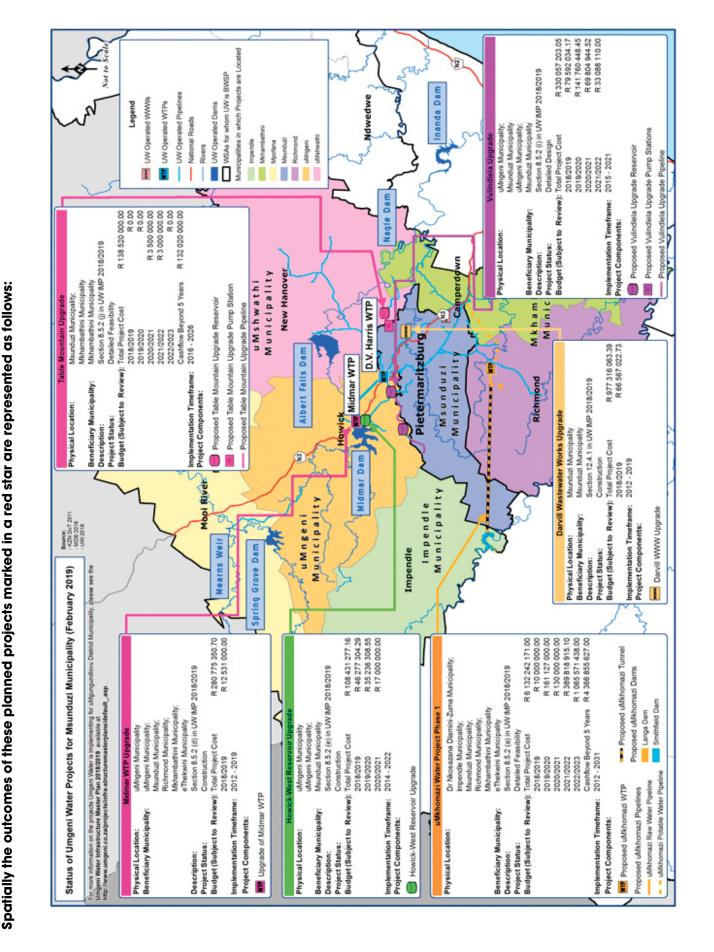






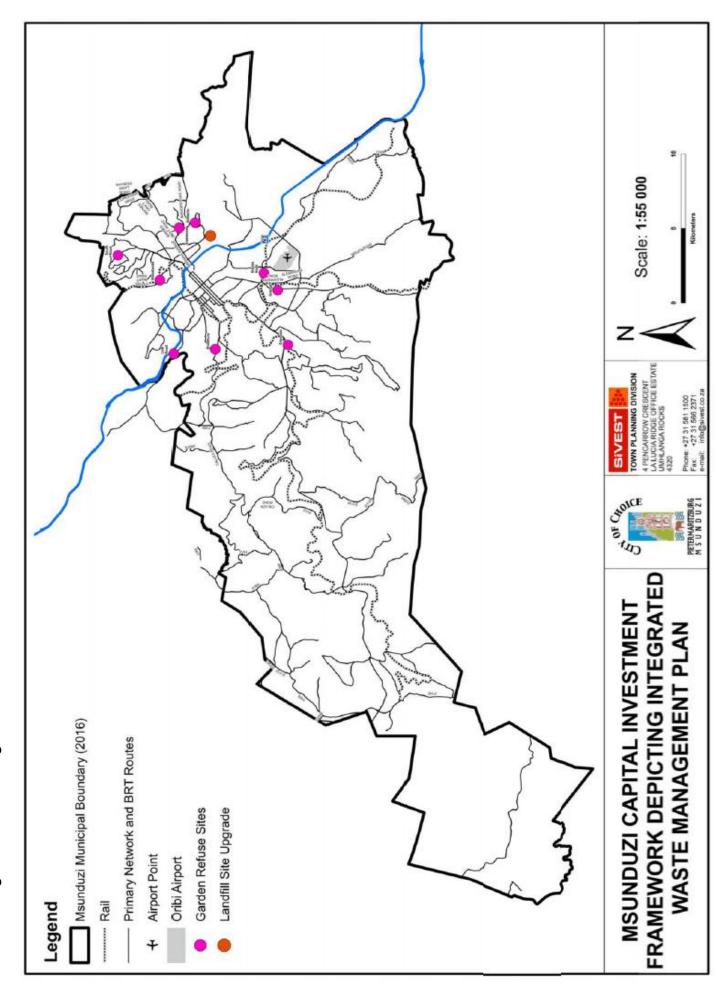
MAP 33 R: Planned Umgeni Water Projects

V2030









IMPLEMENTING THE PLAN

E2

NTRODUCTION

5.3

2030 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

In creating these linkages, it becomes far easier for oversights structures (e.g. Council, Internal Auditors, the Auditor General, etc.) to ensure that municipal targets) and their associated Projects.

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. expenditure is in terms of the municipal vision and the IDP.

MPLEMENTATION PLAN 5.4

The following table summarises the capital Budget for 2018/19.

TABLE 80: MSUNDUZI CAPITAL BUDGET 2019-20

KZN225 M	sund	uzi - Table A	5 Budgetec	Capital Ex	cpenditure	by vote, fu	nctional cl	assification	KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding		
Vote Description	Ref	Ref 2016/17 2017/18	2017/18	2018/19		Current Ye	Current Year 2019/20		2020/21 Me Expen	2020/21 Medium Term Revenue & Expenditure Framework	Revenue & swork
R thousand	-	Audited	Audited Audited Outcome	Audited Outcome	Original Budget	Adjusted Full Year Budget Forecast	Full Year Forecast	Pre-audit outcome	Budget Year	Budget Year +1	Budget Year +2
									2020/21	2021/22	2022/23
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	7										
Vote 1 - City Manager		3,866	321	10	5,132	1	1	I	3,800	5,000	3,000
Vote 2 - City Finance		30,114	8,968	I	22,500	25,595	25,595	ı	12,500	18,000	18,000
Vote 3 - Community Services		102,852	20,105	35,939	22,975	16,370	16,370	I	23,812	34,900	39,580
Vote 4 - Corporate Services		25,749	824	2,588	200	80	80	1	1	1	1
Vote 5 - Infrastructure Services		438,846	391,837	29,246	377,870	360,525	360,525	I	168,455	174,486	186,260
Vote 6 - Sustainable		46,682	72,410	75,459	962'09	40,559	40,559	I	300,600	243,094	191,913
Development and City Enterprises											
Vote 7 - (NAME OF VOTE 7)		I	I	1	I	ı	1	I	1	l	I
Vote 8 - (NAME OF VOTE 8)		I	ı	1	1	1	1	ı	I	1	1
Vote 9 - (NAME OF VOTE 9)		I	I	I	I	ſ	1	I	I	I	I

EGRATED DEVELOPMENT PLAN

2021/2022 FINANCIAL YEAR



KZN225 Ms	puns	KZN225 Msunduzi - Table A5 Budgeted	5 Budgeted		kpenditure	by vote, fu	nctional c	assification	Capital Expenditure by vote, functional classification and funding		
Vote Description	Ref	2016/17	2017/18	2018/19		Current Ye	Current Year 2019/20		2020/21 Me Expend	2020/21 Medium Term Revenue & Expenditure Framework	Revenue & work
R thousand	-	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget	Budget	Budget
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	Year	Year +1	Year +2
Voto 10 KNAME OF VOTE 10)									2020/21	2021/22	2022/23
VOTO 11 (NIAME OF VOTE 11)		1	1		1	1	1	1	1	1	1
VOIG 11 - (NAIME OF VOIE 11)		1	1	1	1	1	1	1	1	1	1
Vote 13 - (NAME OF VOTE 13)		ı	ı	ı	ı	ı	1	1	1	1	1
Vote 14 - (NAME OF VOTE 14)		ı	1	ı	1	1	1	1	1	1	1
Vote 15 - (NAME OF VOTE 15)		ı	I	I	I	I	I	ı	1	1	ı
Capital multi-year expenditure sub-total	7	648,110	494,465	143,242	489,766	443,128	443,128	1	509,168	475,480	438,753
Single-year expenditure to be	7										
appropriated											
Vote 1 - City Manager		I	872			5,006	2,006	I	1	1	l
Vote 2 - City Finance		1	14,742		12,335	7,857	7,857	1	15,000	6,300	10,400
Vote 3 - Community Services and Social Equity		I	62,492	15,738	12,991	17,445	17,445	l	13,700	8,800	8,500
Vote 4 - Corporate Services		I	4,127	876	4,500	2,523	2,523	ı	I	I	ı
Vote 5 - Infrastructure Services		I	15,489	414,791	27,501	35,916	35,916	I	33,000	53,542	64,346
Vote 6 - Sustainable		I	2,711	17,268	3,210	234,320	234,320	I	10,024	6,828	870
Development and City											
Enlerprises											
Vote 7 - (NAME OF VOTE 7)		I	I	l	l	I	1	I	l	l	I
Vote 8 - (NAME OF VOTE 8)		ı	1	I	I	1	I	ı	I	1	I
Vote 9 - (NAME OF VOTE 9)		I	I	I	I	I	I	I	I	I	I
Vote 10 - (NAME OF VOTE 10)		l	I	I	I	I	1	ı	1	1	ı
Vote 11 - (NAME OF VOTE 11)		I	I	I	I	I	I	I	I	I	I
Vote 12 - (NAME OF VOTE 12)		l	I	I	I	I	l	I	ı	ı	ı
Vote 13 - (NAME OF VOTE 13)		I	I	I	Ī	I	1	I	I	I	I
Vote 14 - (NAME OF VOTE 14)		I	I	I	I	I	I	I	1	1	I
Vote 15 - (NAME OF VOTE 15)		I	I	I	I	I	I	I	I	I	I
Capital single-year expenditure sub-total		1	100,432	470,244	65,406	303,066	303,066	I	71,724	78,470	84,116
Total Capital Expenditure - Vote		648,110	594,897	613,487	555,171	746,195	746,195		580,892	553,949	522,869
Capital Expenditure - Functional											



KZN225 M	Isundi	uzi - Table A	5 Budgetec	d Capital Ex	penditure	by vote, fu	nctional cl	assification	KZN225 Msunduzi - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding		
Vote Description	Ref	2016/17	2017/18	2018/19		Current Ye	Current Year 2019/20		2020/21 Medium Term Revenue &	dium Term	Revenue &
									Expend	Expenditure Framework	work
Rthousand	-	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget	Budget	Budget
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	Year	Year +1	Year +2
									2020/21	2021/22	2022/23
Governance and administration		61,849	29,972	28,133	51,135	40,961	40,961	I	32,500	27,300	28,400
Executive and council		3,707	666	3,716	2,179	4,706	4,706		5,000		
Finance and administration		57,979	28,973	24,297	48,707	35,955	35,955		27,500	27,300	28,400
Internal audit		164		120	250	301	301				
Community and public safety		119,183	66,164	94,240	28,966	256,849	256,849	1	324,874	262,094	208,589
Community and social services		40,840	10,801	30,651	22,407	23,977	23,977		45,972	34,831	40,006
Sport and recreation		50,890	29,669	11,558	1,500	751	751				
Public safety		1,960	5,109	2,000	1,058	1,902	1,902				
Housing		25,493	20,585	50,030	4,000	230,218	230,218		278,902	227,262	168,583
Health						I	I				
Economic and environmental		272,394	276,492	181,530	286,539	312,615	312,615	ı	104,572	88,666	104,570
services											
Planning and development		15,201	53,736	35,976	51,800	40,151	40,151		13,936	15,274	26,000
Road transport		255,942	222,442	143,969	234,379	272,464	272,464		90,636	73,392	78,570
Environmental protection		1,251	313	1,585	360	I	I				
Trading services		173,199	226,940	177,154	180,492	131,169	131,169	1	103,769	159,595	171,182
Energy sources		79,786	108,121	56,636	28,331	17,809	17,809		12,500	000'6	16,540
Water management		61,138	59,634	75,391	100,054	78,089	78,089		59,255	94,818	96,467
Waste water management		23,781	25,570	44,302	45,106	27,988	27,988		27,514	48,978	51,815
Waste management		8,494	33,615	825	2,000	7,284	7,284		4,500	6,800	6,360
Other		2,407	486	5,136	8,240	4,600	4,600		2,500		
Total Capital Expenditure - Functional	ო	629,032	600,054	486,194	555,371	746,195	746,195	I	568,215	537,655	512,740
Funded by:											
National Government		376,644	232,550	293,481	429,351	393,443	393,443		255,267	278,927	303,186
Provincial Government		24,611	131,196	72,548	166'6	273,969	273,969		270,624	208,922	152,783
District Municipality						ı	1				



Vote Description	Ref	Ref 2016/17 2017/18	2017/18	2018/19		Current Ye	Current Year 2019/20		2020/21 Me Expen	2020/21 Medium Term Revenue & Expenditure Framework	Revenue & work
R thousand	-	Audited Audited Outcome Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Original Adjusted Full Year Pre-audit Budget Budget Forecast outcome	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Nonprofit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)						1					
Transfers recognised - capital	4	401,255	363,746	366,029	366,029 439,342	667,412	667,412	1	525,892	487,849	455,969
Borrowing	9	40,245	88,896	47,053	5,631	5,631	5,631				
Internally generated funds		187,531	147,411	73,111	110,398	73,151	73,151	ı	55,000	901'99	96,900
Total Capital Funding	7	629,032	600,054	486,194	555,371	746,195	746,195	ı	580,892	553,949	522,869

Business Unit	S	Grants (other sources)	Total per BU
Finance	25 709 500	0	25 709 500
Community	27 863 000	20 000 000	47 863 000

5.5 ONE YEAR CAPITAL INVESTMENT FRAMEWORK

TABLE 81: ONE YEAR CAPITAL INVESTMENT FRAMEWORK

KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget	SA36 Consolidated detailed ca	pital budget					
Rthousand					2021/: Reveni	2021/22 Medium Term Revenue & Expenditure	Term diture
Function	Project Description	Ward Location	Audited Outcome 2019/20		Budget Budget Budget Year Year +1 Year +2 2021/22 2022/23 2023/24	Budget Year +1 2022/23	Budget Year +2 2023/24
				Forecast			
Parent municipality:							
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY			91	ı	1





R thousand					2021/	2021/22 Medium Term	Term
					Revenu	Revenue & Expenditure Framework	diture
Function	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	WHOLE OF THE MUNICIPALITY			50	ı	ı
COMMUNITY SERVICES	LEVS.ZA:LANDFILL UPGRADE	LANDFILL SITE			2,300	1	1
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	Administrative or Head Office (Including Satellite Offices)			40	40	Γ
COMMUNITY SERVICES	LEVS:ZA: NEW COMPUTER EQUIPMENT	Administrative or Head Office (Including Satellite Offices)			09	09	ı
COMMUNITY SERVICES	LEVS:ZA:NEW MACHINERY & EQUIPMENT	Administrative or Head Office (Including Satellite Offices)			40	40	I
COMMUNITY SERVICES	LEVS:ZA: NEW COMPUTER EQUIPMENT	Administrative or Head Office (Including Satellite Offices)			09	9	ı
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	Administrative or Head Office (Including Satellite Offices)			02	70	1
COMMUNITY SERVICES	LEVS:ZA:OFFICE RENNOVATIONS FOR ALL 6 ZONES	ALL ZONES			1,389	2,400	3,500
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	Administrative or Head Office (Including Satellite Offices)			200	1,000	1,200
COMMUNITY SERVICES	LEVS:ZA:NEW:TRANSPORT ASSETS	ZONE 4			350	1,000	3,000
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	ALL ZONES			100	200	200
COMMUNITY SERVICES	PPE-MACHINERY & EQUIPALL OR EXCL NERSA-ACQUISITI	ALL ZONES			120	200	1,000
COMMUNITY SERVICES	PPE-TRANSPORT ASSETS-ALL OR EXCL NERSA-ACQUISITI FIRE ENGINE X2??	ZONE 5			750	ı	ı



R thousand					2021/3 Revenu	2021/22 Medium Term Revenue & Expenditure Framework	Term diture	
Function	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
COMMAINITY SERVICES	OLITECHIBOED INEDACTOR DE	20NE E			Coc			-/
COMMINIONII Y SERVICES		ZONE 3			380	I	I	
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	ZONE 5			275	ı	ı	
COMMUNITY SERVICES	LEVS:ZA:NEW MACHINERY & EQUIP:TRACTOR/SLASHER	ALL ZONES			1,000			
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	WHOLE OF THE MUNICIPALITY			100	100	100	
COMMUNITY SERVICES	LEVS:ZA:NEW:COMPUTER EQUIPMENT	WHOLE OF THE MUNICIPALITY			150	300	300	
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY			750	750	850	
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY			100	800	350	
COMMUNITY SERVICES	LEVS:ZA:BUILD SHOOTING RANGE	WHOLE OF THE MUNICIPALITY			009	I	ı	
COMMUNITY SERVICES	LEVS:AH:NEW:TRANSPORT ASSETS	WHOLE OF THE MUNICIPALITY			800	I	ı	
COMMUNITY SERVICES	MIG:Z5:WARD 38 COMMUNITY HALL	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)			8,027	9,135	708	
COMMUNITY SERVICES	MIG:Z5:WARD 7 COMMUNITY HALL	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			7,927	9,030	708	
COMMUNITY SERVICES	MIG:Z5:WARD 29 COMMUNITY HALL	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)			2,327	3,150	3,973	
COMMUNITY SERVICES	MIG:Z4:WARD 24 COMMUNITY HALL	Zone 4:Central (Ward 24,25,26,27,33,36,37)			2,327	3,150	3,973	
COMMUNITY SERVICES	MIG:Z4:WARD 8 COMMUNITY HALL	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			6,127	7,139	8,373	
COMMUNITY SERVICES	MIG:Z3:WARD 13 COMMUNITY HALL	Zone 3: Imbali (Ward 13,14,15,17,18,19)			1,627	2,415	3,973	

KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



Rthousand					2021/2	2021/22 Medium Term	Term
					Reven	kevenue & Expenditure Framework	
Function	Project Description	Ward Location	Audited Outcome	Current		Budget Year +1	Budget Year +2
			2019/20	Full Year Forecast	2021/22	2022/23	2023/24
SUSTAINABLE DEVELOPMENT AND CITY	HSE:Z4:D0HS JIKA JOE HOUSING	Zone 2: Edendale (Ward			20,000		
ENTERPRISES	DEVELOPM	10,11,12,16,20,21,22,23)					
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW:NEW:TRANSPORT ASSETS	Zone 4:Central (Ward 24.25.26.27.33.36.37)			20	Ī	ı
SUSTAINABLE DEVELOPMENT AND CITY	NEW COLDROOM	Zone 4:Central (Ward			350	350	400
	COMPRESSORS	24,25,26,27,33,36,37)					
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	NEW:FURNITURE & OFFICE EQUIP	Zone 4:Central (Ward 24.25.26.27.33.36.37)			300	300	200
SIISTAINABI E DEVELOPMENT AND CITY	NEW-COMPLITED FOLIPMENT	Zone A:Central (Word			200	200	200
ENTERPRISES		24,25,26,27,33,36,37)				}	2
SUSTAINABLE DEVELOPMENT AND CITY	LEVS:AH:NEW:MACHINERY &	Zone 4:Central (Ward			200	100	100
ENTERPRISES	EQUIPM	24,25,26,27,33,36,37)					
SUSTAINABLE DEVELOPIMENT AND CITY	BOX GUTTER REPAIR	Zone 4:Central (Ward			200	550	250
CHAICHTEN TO THE CONTRACT AND CHAIC		24,23,20,21,33,30,37)			i c	i c	i c
SUSTAINABLE DEVELOPIMENT AND CITY ENTERPRISES	NEW DEBI PLACE OFFICE BUILDING	Zone 4:Central (Ward 24,25,26,27,33,36,37)			200	200	200
ECONOMIC DEVELOPMENT	MIG:Z4:JIKA JOE CRU	Zone 4:Central (Ward			6,912	ı	ı
		24,25,26,27,33,36,37)					
INFRASTRUCTURE	MSE:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH			38		
INFRASTRUCTURE	MIG:Z2:REHAB OF ROADS IN	Zone 2: Edendale (Ward			ı	3,000	9,000
INEDASTDIIOTIIDE	ASHDOWN - FIIGS® Z MIG:72:1IPG GBV PD-EDN-	70ne 2: Edendale (Ward			3,000	5,000	1 000
	DAMBUZA PHASE 3	10,11,12,16,20,21,22,23)			9	9)
INFRASTRUCTURE	MIG:Z3:UPGRADING OF GRAVEL	Zone 3: Imbali (Ward			2,000	000'6	1,000
	ROADS - EDN- Roads in Unit 14	13,14,15,17,18,19)					
	/ Unit P						
INFRASTRUCTURE	MIG:22:UPGR GRV RD-GREATER EDN-CALUZA	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			2,000	I	6,000
INFRASTRUCTURE	MIG:Z2:UPGR GRV RD-GREATER EDN-HAREWOOD	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			1,950	ı	4,000



KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



R thousand					2021/3 Revenu	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
Function	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INED A STD I CTI I DE	MIC:72:IIDCD CDV DD.CDEATED	Zono 2. Edendale (Mard			1	1583	4000
	EDN-SNATHING	10,11,12,16,20,21,22,23)			I		0,00
INFRASTRUCTURE	MIG:Z1:UPGR GRV RD- VULINDLELA-D2069 PH3	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			ı	ı	ı
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS- VULINDLELA-WARD 3	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			1,000	ı	9,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS- VULINDLELA-WARD 4	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			1	3,500	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS- VULINDLELA-WARD 6	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			2,000	3,500	2,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS- VULINDLELA-WARD 7	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			5,292	2,000	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV RD- VULINDLELA-WARD 8	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			5,708	2,000	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS- VULINDLELA-WARD 9	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			I	2,500	3,000
INFRASTRUCTURE	MIG:Z2:UPGR RD IN PEACE VALLEY EDN	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			8,500	ı	3,000
INFRASTRUCTURE	MIG:Z3:UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN MAIN RD PHASE 3 -Ward 14	Zone 3: Imbali (Ward 13,14,15,17,18,19)			1	5,500	3,000
INFRASTRUCTURE	MIG:22: UPGR GRV RD- GEORGETOWN/ ESIGODINI - Phase 2	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			ı	3,000	3,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VUL- WARD 1	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			6,700	4,000	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS-VUL- WARD 5	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			2,000	I	1,000
INFRASTRUCTURE	MIG:Z1:UPGR GRV ROADS- VULINDLELA-WARD 39	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			3,000	1,000	2,000

KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



R thousand					2021/3 Revenu	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
Function	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INFRASTRUCTURE	MIG: Z1:REHABILITATION OF ROADS - VULINDLELA WARD 2	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			1,500	I	5,000
INFRASTRUCTURE	MIG:Z3:REHABILITATION OF ROADS - FRANCE Ward 13 EDENDALE	Zone 3: Imbali (Ward 13,14,15,17,18,19)			2,000	1,000	1
INFRASTRUCTURE	WSIG:ZA:BASIC WATER SUPPLY	Zone 1: Edendale (Ward 3, 4,5,6,7,9,39)			27,000	I	I
INFRASTRUCTURE	LEVS:Z4:ROAD REHAB – PMS	Zone 4:Central (Ward 24,25,26,27,33,36,37)			15,000		
INFRASTRUCTURE	LEVS:ZA:NEW:TRANSPORT ASSETS	All Zones - ZA			1,500		
INFRASTRUCTURE	ALNS:Z1: HILTON INFRASTRUCTURE UPGRADE	Zone 1 - (Mgeni wards 1,2,3,22)			27,999		
INFRASTRUCTURE	ALNS: MASONS 132/11kv PRIMARY SUBSTATION UPGRADE	Zone 2 , Zone 4 (Wards 23,24,26)			46,001	13,269	
INFRASTRUCTURE	LEVS:MASONS 132/11kv PRIMARY SUBSTATION UPGRADE	Zone 2 , Zone 4 (Wards 23,24,26)					32,731
INFRASTRUCTURE	ALNS:Z4: UPGRADE OF PINE STREET PRIMARY SUBSTATION	Zone 4 (Wards 25,26,27,)				55,041	
INFRASTRUCTURE	ALNS: Z1: UPGRADE OF CROSSWAYS SUBSTATION	Zone 1 - (Mgeni wards 1,2,3)				27,691	
INFRASTRUCTURE	LEVS: Z4: UPGRADE OF ARCHBELL STREET PRIMARY SUBSTATION	Zone 4 , Zone 5 (Wards 27, 32, 33)					24,890
INFRASTRUCTURE	ALNS:ZA:NEW MACHINERY & EQUIPMENT	All Zones - ZA			2,900	1,496	
INFRASTRUCTURE	ALNS:ZA:NEW MACHINERY & EQUIPMENT	All Zones - ZA			2,400	1,504	
INFRASTRUCTURE	ALNS:ZA:NEW MACHINERY & EQUIPMENT	All Zones - ZA			17,700	1,000	
INFRASTRUCTURE	INEP:Z5: JESMONDENE ELECTRIFICATION	Zone 5 - Ward 35			1,700		



KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



Function Function Function Function INFRASTRUCTURE INFRAS							
					2021/3 Revenu	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
	INEP:Z5: SWAPO INFILLS	Zone 5 - Ward 30			350	260	
	INEP:Z5:THEMBALIHLE ELECTRIFICATION	Zone 5 - Ward 38			3,060		
	INEP:22: BUNTINE PLACE ELECTRIFICATION	Zone 2 - Ward 23			ı		
	INEP:25: EZINKETHENI INFILLS ELECTRIFICATION	Zone 5 - Ward 29			3,400	400	
	CRU'S PHASE 1	Zone 4 - Ward 33			10,490		
INFRASTRUCTURE INEP.Z1:SWEEETW. ELECTRIFICATION	RS INFILLS	Zone 1 - Ward 1			1,600	2,080	3,543
INFRASTRUCTURE INEP:Z5:ZA (TAMBOVI	INEP:Z5:ZAMOKUHLE (TAMBOVILLE) ELECTRIFICATION	Zone 5 - Ward 38			3,400		
INFRASTRUCTURE INEP:Z5:NF INFRASTRUCTURE INEP:Z1:PH	INEP:Z5:NHLALAKAHLE INFILLS INEP:Z1:PHAYIPHINI INFILLS	Zone 5 - Ward 28 Zone 1 - Ward 1				400	
	INEP:24:JIKA JOE CRU'S PHASE 2 ELECTRIFICATION	Zone 4 - Ward 33					5,457
INFRASTRUCTURE LEVS:ZA: REHAB O INFRASTRUCTURE	LEVS:ZA: REHAB OF WATER INFRASTRUCTURE	All Zones - ZA			11,000		
	LEVS:ZA: TRAFFIC CALMING MEASURES	All Zones - ZA			200	200	200
INFRASTRUCTURE LEVS:ZA:NEW:N EQUIP - (MOD CONTAINERS)	LEVS:ZA:NEW:MACHINERY & EQUIP - (MODIFFIED STEEL CONTAINERS)	All Zones - ZA			750	1	I
	LEVS:ZA:NEW:MACHINERY & EQUIPM - (TRAFFIC SIGNAL CONTROLLERS)	All Zones - ZA			450	250	100
INFRASTRUCTURE & EQUIPM & EQUIPM MACHINE	LEVS:ZA:NEW:MACHINERY & EQUIPM - (SPRAY PAINT MACHINES)	All Zones - ZA			400	1	



Rthousand					2021/; Reveni	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
Function	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INFRASTRUCTURE	LEVS:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH			20	ı	ı
INFRASTRUCTURE	LEVS:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH			95	I	ı
INFRASTRUCTURE	LEVS:ZA:NEW:TRANSPORT ASSETS	All Zones - ZA			1,000	ı	1,000
INFRASTRUCTURE	LEVS:ZA:MAYORS WALK ROAD WIDENING	Ward 26 - Zone 4 Central					
INFRASTRUCTURE		Ward 35 - Zone 5 Northern			200	550	5,750
INFRASTRUCTURE	LEVS:ZA:NEW:TRANSPORT ASSETS	All Zones - ZA			755		
INFRASTRUCTURE	LEVS:AH:NEW:MACHINERY & EQUIP - (IP PHONES)	Admin or head office - AH			40		I
INFRASTRUCTURE	LEVS:ZA:NEW:MACHINERY AND EQUIPMENT	All Zones - ZA			1,500	I	I
INFRASTRUCTURE	LEVS:AH:NEW:COMPUTER EQUIPMENT	Admin or head office - AH			275	I	I
INFRASTRUCTURE	LEVS:AH:NEW:CHANGE ROOMS REHAB	Admin or head office - AH			1,000	I	I
INFRASTRUCTURE	MIG:Z1:HIGH MAST LIGHTS-VUL & GREAT EDN	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			9'000	6,300	006'6
INFRASTRUCTURE	MIG:ZA:MIDBLOCK WATER & SEWER ERADICATION	All Zones - ZA			14,250	16,500	21,395
INFRASTRUCTURE	MIG:ZA:ELIM OF CONSERV TANKS:SEWER	All Zones - ZA			11,679	16,500	15,630
INFRASTRUCTURE	MIG:Z2:EDENDALE - SEWER RETICULATION - Ward 16	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			12,950	13,597	14,245
INFRASTRUCTURE	MIG:Z3:SLANGSPRUIT AMBLETON SANITATION SYSTEM	Zone 3: Imbali (Ward 13,14,15,17,18,19)			10,667	10,401	10,815
INFRASTRUCTURE	MIG:ZA:REDUCTION OF NON REVENUE WATER	All Zones - ZA			6,800	11,000	10,780

KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



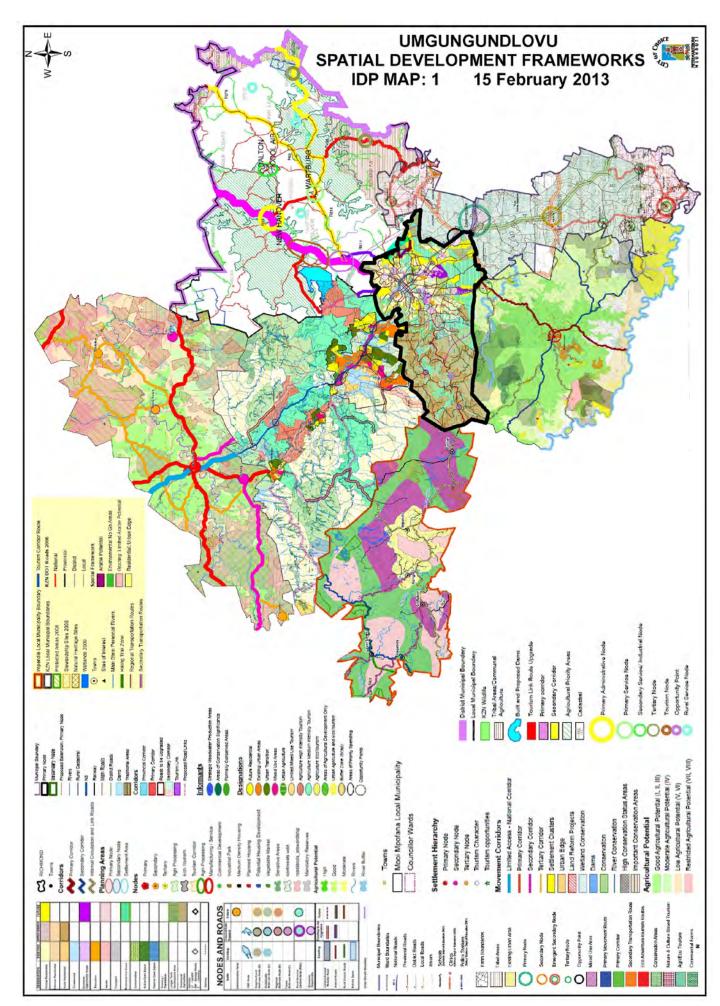
KZN225 Msunduzi - Supporting Table SA36 Consolidated detailed capital budget



R thousand					2021/2 Revenu F	2021/22 Medium Term Revenue & Expenditure Framework	Term diture
Function	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
INFRASTRUCTURE	MIG:Z5:COPESVILLE RESERVOIR	Zone 5:Northern (Ward 28.29.30.31.32.34.35.38.)			14,393	15,113	19,730
INFRASTRUCTURE	MIG:Z1:NCWADI PHASE 2A	Zone 1: Edendale (Ward 3, 4,5,6,7,9,39)			8,000	9,281	11,763
INFRASTRUCTURE	WSIG:Z1:HENLEY DAM	Zone 1: Edendale (Ward 3, 4,5,6,7,9,39)			ı	2,000	36,628
INFRASTRUCTURE	WSIG:Z1:ERADICATION OF GREATER MSUNDUZI SANITATION BACKLOG - VIP TOILETS	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39) / Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			9,782	20,000	19,262
INFRASTRUCTURE	MIG:Z2:VULINDLELA HOUSEHOLD SANITATION - Ward 10 (Phase 2)	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			10,857	11,400	12,383
INFRASTRUCTURE	WSIG:Z1:VULINDLELA PHASE 3 (Planning & Design)	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39) / Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			3,218	35,000	I
INFRASTRUCTURE	MIG:Z3:ERADICATION OF GREATER MSUNDUZI SANITATION BACKLOG (Rural Households)	Wards 13 to 39			4,000	2,000	7,000
COMMUNITY SERVICES	ART:Z4:UPGR LIBRARY RENOVATIONS				3,500	3,500	3,500
SUSTAINABLE DEVELOPMENT AND CITY ENTERPRISES	HSE:Z4:D0HS JIKA JOE HOUSING DEVELOPM						
INFRASTRUCTURE	Canalisation of Streams/ bank protection	Zone 2: Edendale (Ward 10,11,12,16,20,21,22,23)			58,500		
INFRASTRUCTURE	Purchase of Sidra software	Admin or head office - AH			850	1,000	1,000
INFRASTRUCTURE	Purchase of Roads design software	Admin or head office - AH			850	1,000	200
		Admin or head office - AH					
Parent Capital expenditure			1	ı	582,452	470,702	444,823

MAP 34: Spatial Development Framework





KEY CAPITAL PROJECTS

5.6

INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR



The following projects have been identified by municipal departments as requiring implementation.

5.6.1 WATER AND SANITATION

	STRATEGIC PRIOR	STRATEGIC PRIORITY 1: WELL SERVICED CITY
	KPA: BASIC	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 regular waste removal - for ALL services - to all. 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.	and 1.1.1 100% of all households have a municipal water connection to the yard level. reliable, 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.
By 2030, Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted, adequate energy supply, and regular waste removal - for ALL reighbourhoods, 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 City-wide infrastructure and 1.1.6 To reduce sanitation service interruptions from 2499(2011-2012) per annum service delivery provides a reliable, by 80% to 500 per annum and respond to 100% of sanitation blockages within 8 hours. hours. sanitation, energy, and waste services - to all.

TABLE 82: WATER AND SANITATION BUDGET

				KZN	1225 Ms	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	porting 1	Table SA36	Detailed co	apital budge	et					
R thousand														2019/20 Expenditu	2019/20 Medium Term Expenditure Framework	2019/20 Medium Term Revenue & Expenditure Framework
Function	Project Description	Project Number	Туре	MTSF Service Outcome	JOD	Own Strategic Objectives	Asset /	Asset Asset Sub-	Location Longitude	GPS Longifude	GPS Lattitude Audited Outcome 2017/18	Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:																
List all capital projects grouped by Function																
INFRASTRUCTURE	I P Phones											9,500	200	10,000		
INFRASTRUCTURE	Computers											5,366	522	4,800	5,000	4,637
INFRASTRUCTURE	Capital equipment											1,807	100	2,300	2,200	3,041
INFRASTRUCTURE	Network Refurbishment											9	001	2,300	2,200	3,041
INFRASTRUCTURE	Computers											2,187	2,276	2,300	2,200	3,041



	2019/20 Medium Term Revenue &		Year +2 2021/22	3,041	4,619	9,000	6,841	3,041	8.211	3,041	3,000	1,941		ı	17,180	42,462	I	1	18,500	2,500		250	250		500
	Medium Ter	Expenditure Framework	Year +1 2020/21	2,200	3,779	2,500	5,500	2,200	5.000	2,200	4,000	2,000		1,500	14,600	29,000	1	I	12,000	2,000				1,500	450
	2019/20	Experion	Year 2019/20	2,300	4,800	9,000	2,300	3,800	2.000	2,300	2,300	2,300	2,300	2,400	7,220	6,538	1,000	1,000	2,500		250	011	250		400
			Year Year 2018/19 Full Year Forecast	3,224	4,390	001	200	30	218	300	1,000	200	79	21	3,700	11,152	9,000	4,400	42,041	5,416	3,213	2,400	15,654	40,000	4,000
		7	Outcome 2017/18	6,304	308	3,805	7,291	1,253	2,605	926	3,515	3,098	7,716	5,791	6,181	7	117	62	99	رۍ	22	20	0	98	101
et		(F. 4.17) 34 (
apital budg		36.0	Longitude																						
Detailed c		Mense	Location																						
Table SA36		1.5	Class																						
porting		1	Class																						
KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget		1	Strategic Objectives																						
N225 M		-	ġ																						
KZ		1010	Service Outcome																						
			Number																						
		1		Air conditioner	Workshop Tools	Rudimentary Water Scheme	Reservoir Fencing	Telemetry and Control Upgrades	Vehicles	Plant and Equipment	Sanitation Pump Stations	Vulindela Satellite office	ED 2 and ED 4 system Upgrade	Water Pump Stations	MIG - REHABILITATION OF SANITATION INFRASTRUCTURE	MIG - SEWER PIPES UNIT H	MIG - SEWER PIPES AZALEA - PHASE 2	MIG - ELIMINATION OF CONSERVANCY TANKS - (SEWER)	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (SEWER)	MIG - SHENSTONE AMBLETON SANITATION SYSTEM	MIG-REDUCTION OF NON REVENUE WATER	MIG - ELIMINATION OF CONSERVANCY TANKS - (WATER)	MIG - SERVICE MIDBLOCK ERADICATION IN SOBANTU, ASHDOWN & IMBALI (WATER)	MIG - COPESVILLE RESERVOIR	WSIG:ZA:REDUCTION OF NON REVENUE WATER
	R thousand			INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE	INFRASTRUCTURE





				KZN	1225 Ms	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	porting	Table SA36	Detailed c	apital budge	te.					
R thousand														2019/20 M Expenditur	2019/20 Medium Term F Expenditure Framework	2019/20 Medium Term Revenue & Expenditure Framework
Function	Project Description	Project Type Number	Туре	MTSF Service Outcome	JON TO SERVICE	Own Asset Strategic Class Objectives	Asset Class	Asset Sub Class	Location Longitude		GPS Latifiede Audited Current Outcome Year 2017/18 2018/19 Full Year Forecast	Audited Outcome 2017/18	Audified Current Budget Outcome Year Year 2017/18 2018/19 2019/20 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
INFRASTRUCTURE	NFRASTRUCTURE WSIG:ZA:BASIC WATER SUPPLY											2	8,000	250	300	350
Parent Capital expenditure												70,785	159,535	159,535 79,018 107,329		135,486

WATER	FUNDING	PROPOSED BUDGET 2014/2015	PRIORITY CATEGORY 1	PRIORITY PRIORITY CATEGORY CATEGORY 2 3	PRIORITY PRIORITY SATEGORY CATEGORY 2 3
	CNL	4 700 000	400 000	300 000	300 000 4 000 000
	DOHS	0	1	•	•
	MIG	59 291 225	51 791 225	7 500 000	
	MWIG	11 389 000	10 389 000	1 000 000	•
IOTAL		75 380 225	62 580 225	8 800 000 4 000 000	4 000 000

	0,855	9,	15						
	Audited Outcome 2017/18	2	70,785						
	GPS Latifitude Audifed Outcome 2017/18								
	Ward GPS Location Longitude								
	Ward Location								
	Asset Asset Sub-			PRIORITY PRIORITY CATEGORY 2 3	4 000 000	•			62 580 225 8 800 000 4 000 000
	Asset Class			<u> </u>	0		0	0	0
	Own Strategic Objectives			PRIORITY PRIORITY CATEGORY 2 3	300 000		7 500 000	1 000 000	8 800 00
	JUDI				400 000	ı	225	000	225
	MTSF Service Outcome			PRIORITY CATEGORY 1	400		51 791 225	10 389 000	62 580
	Туре			0	_	_	10	_	10
	Project Number			PROPOSED BUDGET 2014/2015	4 700 000)	59 291 225	11 389 000	75 380 225
	ption	ATER		PRC 201			-,		
	Descri	ASIC W		О W					
	Project Description	WSIG:ZA:BASIC WATER SUPPLY		FUNDING	CNL	DOHS	MIG	MWIG	
R thousand	Function	IFRASTRUCTURE	arent Capital xpenditure	WATER			_		OTAL
		7	UX						



5.6.2 LANDFILL

TABLE 83: LANDFILL SITE BUDGET

KZ	N225 Msunduzi - Supporting Table SA36 D	etailed capit	al budget		
R thousand	· · • •	·	2020/ Reven	21 Medium ue & Exper Framework	nditure (
Function	Project Description	Туре	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Community and Social Services	MIG:Z5:WARD 38 COMMUNITY HALL	New		-	3,500
Community and Social Services	MIG:Z5:WARD 7 COMMUNITY HALL	New	10,986	11,063	3,500
Community and Social Services	MIG:Z5:WARD 29 COMMUNITY HALL	New	3,000		3,500
Community and Social Services	MIG:Z4:WARD 24 COMMUNITY HALL	New	3,000	_	8,328
Community and Social Services	MIG:Z4:WARD 8 COMMUNITY HALL	New	4,000	4,405	4,670
Community and Social Services	MIG:Z3:WARD 13 COMMUNITY HALL	New	3,000	_	_
Community and Social Services	MIG:Z5:MADIBA COMMUNITY HALL	New	3,000	3,000	3,180
Community and Social Services	Community Hall - Ward 27	New	-	5,000	5,000
Waste Management	MIG:ZA:LANDFILL UPGRADE	Upgrading	2,000	6,000	6,360
Community and Social Services	MIG: REHAB OF MOUNTAIN RISE CREMATORIOUM	Upgrading			
Community and Social Services	MIG:Z5:WARD 39 COMMUNITY HALL	Upgrading	500	-	-
Community and Social Services	MIG:Z5:WARD 5 COMMUNITY HALL	New	2,000	-	-
Community and Social Services	MIG:Z5:WARD 4 COMMUNITY HALL	Upgrading	500	_	-
Community and Social Services	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	New	774	828	870
Community and Social Services	PPE-MACHINERY & EQUIPALL OR EXCL NERSA-ACQUISITI	New	10,212	10,235	7,458
Community and Social Services	FENCING IN BISLEY	New	5,000	300	
Waste Management	LEVS:ZA:NEW:MACHINERY & EQUIPM	New	2,500	800	

COMMUNITY FACILITIES

TABLE 84: COMMUNITY FACILITIES BUDGET FOR 2021-22 TO 2023-24



D thousand					VI 66/ 1606	2021 /22 Medium Term Bevenue	Devenie
					& Expe	& Expenditure Framework	nework
Function	Project Description	Ward Location	Audited	Current	Budget	Budget	Budget
			Outcome	Year	Year	Year +1	Year +2
			2/6102	Full Year	2021/22	2022/23	2023/24
Parent municipality:				rolecasi			
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY			16	ı	I
COMMUNITY SERVICES		WHOLE OF THE MUNICIPALITY			20	I	1
	NERSA-ACQUISITION						
COMMUNITY SERVICES	LEVS.ZA:LANDFILL UPGRADE	LANDFILL SITE			2,300	I	l
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	Administrative or Head Office			40	40	I
		(Including Satellite Offices)					
COMMUNITY SERVICES	LEVS:ZA: NEW COMPUTER EQUIPMENT	Administrative or Head Office			90	90	1
COMMINITY SEDVICES	EVS:7A:NEW MACHINEDY & EQUIDMENT	Administrative or Hond Office			Ş	Ş	1
COMMUNICATION SERVICES	LEVS.LA: NEW IVIAC PILIERT & EQUIPIVEN	(Including Satellite Offices)			4	₹	I
COMMUNITY SERVICES	LEVS:ZA: NEW COMPUTER EQUIPMENT	Administrative or Head Office			09	09	I
		(Including Satellite Offices)					
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL	Administrative or Head Office			70	20	I
	NERSA-ACQUISITION	(Including Satellite Offices)					
COMMUNITY SERVICES	LEVS:ZA:OFFICE RENNOVATIONS FOR ALL 6 ZONES	ALL ZONES			1,389	2,400	3,500
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	Administrative or Head Office			200	1,000	1,200
		(Including Satellite Offices)					
COMMUNITY SERVICES		ZONE 4			350	1,000	3,000
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	ALL ZONES			100	200	200
COMMUNITY SERVICES	QUIPALL OR EXCL	ALL ZONES			120	200	1,000
	NERSA-ACQUISITI						
COMMUNITY SERVICES	PPE-TRANSPORT ASSETS-ALL OR EXCL	ZONE 5			750	I	I
SECTIVITIES VITINITIES	OUTSOUDCED INEDASTRUCTURE OAR	ZONE 6			280	1	
COMMUNICATION SERVICES	PROJECTS				000		l
COMMUNITY SERVICES	EQUIPM	ZONE 5			275	I	I
COMMUNITY SERVICES	LEVS:ZA:NEW MACHINERY &	ALL ZONES			1,000		
	EQUIP:TRACTOR/SLASHER						



Rthousand					2021/22 N & Expe	2021/22 Medium Term Revenue & Expenditure Framework	n Revenue mework
Function	Project Description	Ward Location	Audited Outcome 2019/20	Current Year 2020/21 Full Year	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
COMMUNITY SERVICES	PPE-COMPUTER EQUIPALL OR EXCL NERSA-ACQUISITION	WHOLE OF THE MUNICIPALITY			100	100	100
COMMUNITY SERVICES	LEVS:ZA:NEW:COMPUTER EQUIPMENT	WHOLE OF THE MUNICIPALITY			150	300	300
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY			750	750	850
COMMUNITY SERVICES	LEVS:ZA:NEW:MACHINERY & EQUIPM	WHOLE OF THE MUNICIPALITY			100	800	350
COMMUNITY SERVICES	LEVS:ZA:BUILD SHOOTING RANGE	WHOLE OF THE MUNICIPALITY			009	I	I
COMMUNITY SERVICES	LEVS:AH:NEW:TRANSPORT ASSETS	WHOLE OF THE MUNICIPALITY			800	I	ı
COMMUNITY SERVICES	MIG:Z5:WARD 38 COMMUNITY HALL	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)			8,027	9,135	708
COMMUNITY SERVICES	MIG:Z5:WARD 7 COMMUNITY HALL	Zone 1: Vulindlela (Ward 1 2 3 4 5 6 7 8 9&39)			7,927	9,030	708
COMMUNITY SERVICES	MIG:Z5:WARD 29 COMMUNITY HALL	Zone 5: Northern (Ward			2,327	3,150	3,973
		28,29,30,31,32,34,35&38)					
COMMUNITY SERVICES	MIG:Z4:WARD 24 COMMUNITY HALL	Zone 4:Central (Ward 24,25,26,27,33,36,37)			2,327	3,150	3,973
COMMUNITY SERVICES	MIG:Z4:WARD 8 COMMUNITY HALL	Zone 1: Vulindlela (Ward 1,2,3,4,5,6,7,8,9&39)			6,127	7,139	8,373
COMMUNITY SERVICES	MIG:Z3:WARD 13 COMMUNITY HALL	Zone 3: Imbali (Ward 13,14,15,17,18,19)			1,627	2,415	3,973
COMMUNITY SERVICES	MIG:Z5:MADIBA COMMUNITY HALL	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)			6,777	7,823	10,203
COMMUNITY SERVICES	MIG:Z5:REHABILITATION OF LANDFILL SITE - Phase 2 - 4	Zone 5: Northern (Ward 28,29,30,31,32,34,35&38)			2,000	2,100	2,200
COMMUNITY SERVICES	ART:Z4:UPGR LIBRARY RENOVATIONS				3,500	3,500	3,500
Parent Capital expenditure			I	ı	100,926	78,728	67,372
Entities: List all capital projects grouped by Entity							
Entity A Water project A							П





		YUP	
n Revenue mework	Budget Year +2 2023/24	Ш	67,372
2021/22 Medium Term Revenue & Expenditure Framework	Budget Budget Budget Year Year +1 Year +2 2021/22 2022/23 2023/24		78,728
2021/22 N & Expe	Budget Year 2021/22		100,926
	Current Year 2020/21 Full Year		1 1
	Audited Outcome 2019/20	П	1 1
	Ward Location		
	Project Description		
R thousand	Function	Entity B Electricity project B	Entity Capital expenditure Total Capital expenditure

HOUSING

GOAL	VALUE STATEMNET	TARGET
By 2030, Msunduzi is a city with sufficient and	2.2 Housing	2.2.1 100% eradication of informal settlements.
well-maintained road, rail, and other physical	backlogs are	2.2.2 Rural Residential housing infrastructure backlogs are reduced such that less
infrastructure serving all residents, whether	significantly	than 10% of households remain without access to formal housing.
they use public or private transport modes.	reduced, with	2.2.3 Zero tolerance for exclusions based on racial, ethnic, religious or other
It has layers of diverse transport networks	human settlement	human settlement demographic characteristics, is reflected in 100% of new settlement patterns.
interconnecting at centres and internal	patterns reflecting	patterns reflecting 2.2.4 20% of each new mixed-use development consists of rental stock.
urban hubs. Human settlement initiatives	inclusive	2.2.5 30% densification of urban space.
reduce housing backlogs and eliminate	demographics.	2.2.6 Council Rental Stock maintained on a regular and consistent basis to eliminate
spatial separation by racial categories.		unsafe structures and to prevent deterioration of Council's assets.
Telecommunications and information		2.2.7 Old Rental Stock to be reduced by transferring certain units to qualifying
technology is universally accessible and reliable.		tenants.
Social infrastructure, focussed on educational,		2.2.8 Allocations of new houses in subsidised housing projects to be 100% compliant
health and recreational facilities meets all		with DOHS policies by installation of Housing Needs Register and capture of names.
communities' needs.		

TABLE 85: HUMAN SETTLEMENTS BUDGET FOR 2021-22 TO 2023-24



20 4///		TOTI OUR	TOUR COURSE	01/0100	00/0100	10/0000
WARD	PROJECT NAME	PROJECT LYPE	FUNDING SOURCE	2018/19	2019/20	2020/21
1	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
2	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
က	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
4	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
5	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
9	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
7	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
8	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
6	Vulindlela Rural Housing Project	Housing	DOHS	35,000,000		
10	Edendale Unit S Phase 8 Ext.	Housing - Construction	DOHS	11,250,000	15,000,000	15,000,000
10	Kwa 30	Housing - Feasibility	DOHS	1,200,000	10,000,000	15,000,000
1	Lot 182 Snating	Housing - Construction	DOHS	3,000,000		
11	Snating Phase 1	Housing - Feasibility	DOHS	1,000,000	7,500,000	15,000,000
1	Snating Phase 2	Housing - Feasibility	DOHS	0	2,500,000	200,000
12	Khalanyoni	Housing - Feasibility	DOHS	2,500,000	10,000,000	20,000,000
14	Willowfountrain - Bulwer	Housing - Feasibility	DOHS	800,000	7,500,000	15,000,000
14	Willowfountrain - Terminus	Housing - Feasibility	DOHS	0	1,000,000	3,000,000
14	Willowfountrain - Phupha	Housing - Feasibility	DOHS	0	1,000,000	3,000,000
15	Edendale T2 & T3	Housing - Construction	DOHS	000'06	3,000,000	12,000,000
15	Edendale J2 and Quarry	Housing - Feasibility	DOHS	1,000,000	7,500,000	15,000,000
17	Edendale EE - Phase 1	Housing - Construction	DOHS	8,352,000	0	0
17	Edendale EE - Phase 3	Housing - Feasibility	DOHS	0	1,000,000	3,000,000
18	Shenstone / Ambleton	Housing - Feasibility	DOHS	2,000,000	7,500,000	15,000,000
19	Imbali Hostel	Housing - Planning	DOHS	0	5,000,000	7,500,000
20	Harewood	Housing - Feasibility	DOHS	800,000	3,000,000	12,000,000
20	Caluza / Smero	Housing - Feasibility	DOHS	800,000	3,000,000	12,000,000
20	Bhobhonono / Masomini	Housing - Feasibility	DOHS	800,000	3,000,000	12,000,000
21	Edendale 5 Priority Project	Housing - Land Acq.	DOHS	7,000,000	7,000,000	0
22	Land Acquisition	Urban Improvement	DOHS	15,000,000	0	0
23	Peace Valley 2	Housing - Planning	DOHS	2,000,000	7,000,000	15,000,000
24	Oribi Village	Housing - Planning	DOHS	0	10,000,000	25,000,000
25	OSS Phase 2	Housing - Construction	DOHS	12,000,000	5,000,000	0



DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

d and rail

WARD	PROJECT NAME	PROJECT TYPE	FUNDING SOURCE	2018/19	2019/20	2020/21
26	Signal Hill / Peace Valley 3	Housing - Planning	DOHS	7,000,000	25,000,000	30,000,000
27	Railway Precinct - Baverstock - Rental	Housing - Planning	DOHS	0	5,000,000	15,000,000
29	Copesville	Housing - Planning	DOHS	2,500,000	10,000,000	15,000,000
30	Bakerville	Land Acquisition	DOHS	0	20,000,000	0
32	Happy Valley	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
32	Site 11	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
32	Yellowood Place	Housing - Feasibility	DOHS	500,000	3,000,000	12,000,000
33	Jika Joe CRU	Construction	DOHS	10,000,000	20,000,000	40,000,000
33	Jika Joe CRU	Construction	DOHS	64,000,000	90,000,000	120,000,000
35	Sobantu Infill	Housing - Planning	DOHS	0	5,000,000	15,000,000
37	Ethembeni - IRDP	Housing - Feasibility	DOHS	1,000,000	20,000,000	30,000,000
37	Mkondeni / SACCA	Housing - Interim	DOHS	50,000,000	30,000,000	30,000,000
38	Tamboville	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
38	Thembalihle	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
38	Q Section	Housing - Construction	DOHS	3,000,000	10,000,000	10,000,000
38	Glenwood South East Sector	Housing - Feasibility	DOHS	800,000	3,000,000	7,500,000
39	OSS	Housing - Feasibility	DOHS	1,000,000	28,000,000	20,000,000
10, 13, 17 & 23	Msunduzi Wirewall	Housing - Construction	DOHS	000'000'6	25,000,000	25,000,000

ROADS, STORMWATER, BUILDINGS AND TRANSPORTATION 5.6.5

	GOAL	VALUE S
_	By 2030, Msunduzi is a city with sufficient and well-maintained	2.1 A diversity
_	road, rail, and other physical infrastructure serving all residents,	(cars, bikes, v
	whether they use public or private transport modes. It has	public (trains
_	layers of diverse transport networks interconnecting at centres	transport opt
	and internal urban hubs. Human settlement initiatives reduce	a range of a
_	housing backlogs and eliminate spatial separation by racial	physical infro
	categories. Telecommunications and information technology	(roads, rail, a
_	is universally accessible and reliable. Social infrastructure,	walkways) is
_	focussed on educational, health and recreational facilities	available to
_	meets all communities' needs.	

2.1.1 Road and rail infrastructure backlogs are reduced	such that 90% of communities have access to road and	services.
ly of private	walking) and	is, buses, taxis) services.

TARGET

TATEMENT

2.1.2 100% compliant with Roads infrastructure management plan.

2.1.3 90% of Msunduzi residents can get to work within 45

nd bikeways/

astructure deguate

ions, using

all residents.

readily

2.1.4 Reliable Public transport services are available 24 hours per day, with accessibility every 15 minutes to key activity minutes. nodes.

2.1.5 90% of travel in morning peak periods comprise walking, cycling or energy efficient public transport.



TABLE 86: ROADS AND TRANSPORTATION BUDGET FOR 2021-22 TO 2023-24

K	ZN225 Msunduzi - Supporting Table SA36 D	etailed capit	al budget		
R thousand		•		21 Medium	1 Term
				ue & Exper	
				Framework	
Function	Project Description	Type	Budget	Budget	Budget
			Year	Year +1	Year +2
De evel Tremen and	MIC.70.DELIAD OF DOADC IN ACUDOWN	Deneved	2020/21	2021/22	2022/23
Road Transport Road Transport	MIG:Z2:REHAB OF ROADS IN ASHDOWN MIG:Z2:UPG GRV RD-EDN-DAMBUZA MJ	Renewal Upgrading	2,200 4,436	1,500 1,430	1,590
Roda Harispori	SWD UPG	opgrading	4,430	1,430	2,290
Road Transport	MIG:Z3:UPGRADING OF GRAVEL ROADS - EDN- Roads in Unit 14 / Unit P	Upgrading	5,000	1,000	1,060
Road Transport	MIG: Rehabilitation of Station Road Bridge	Renewal	-	-	-
Road Transport	MIG:Z2:UPGR GRV RD-GREATER EDN-	Upgrading	5,000	2,249	2,384
D 17	CALUZA		0.000	1 100	11//
Road Transport	MIG:Z2:UPGR GRV RD-GREATER EDN- HAREWOOD	Upgrading	2,200	1,100	1,166
Road Transport	MIG:Z2:UPGR GRV RD-GREATER EDN- SNATHING	Upgrading	5,000	2,200	2,332
Road Transport	"MIG:Z3:UPG GRV RD-EDN-WARD17 (PH3 Unit 13)	Upgrading	-	1,000	1,060
Road Transport	MIG:Z1:UPGR GRV RD-VULINDLELA-D2069 PH3	Upgrading	2,200		-
Road Transport	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 3	Upgrading	5,000	4,637	4,915
Road Transport	MIG:Z1:UPGR GRV ROADS-VULINDLELA-	Upgrading	4,000	3,041	3,223
	WARD 4				
Road Transport	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 6	Upgrading	4,000	3,041	3,223
Road Transport	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 7	Upgrading	4,000	3,041	3,223
Road Transport	MIG:Z1:UPGR GRV RD-VULINDLELA-WARD 8	Upgrading	2,200	3,041	3,223
Road Transport	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 9	Upgrading	5,000	4,619	4,897
Road Transport	MIG:Z2:UPGR RD IN PEACE VALLEY-10KM	Upgrading	2,200	6,000	6,360
Road Transport	MIG:Z2:UPGRADE OF GRAVEL ROADS - WILLOWFOUNTAIN	Upgrading	5,500	6,841	7,251
Road Transport	MIG:Z2: UPGR GRV RD- GEORGETOWN/ ESIGODINI	New	4,000		-
Road Transport	MIG:Z1:UPGR GRV ROADS-VUL-WARD 1	Upgrading	4,000	5,000	5,300
Road Transport	MIG:Z1:UPGR GRV ROADS-VUL-WARD 5	Upgrading	2,200	8,211	8,704
Road Transport	MIG:Z1:UPGR GRV ROADS-VULINDLELA- WARD 39	Upgrading	5,000	3,041	3,223
Road Transport	MIG: Rehabilitation of Roads - Vulindlela Ward 2	Renewal	4,000	3,000	3,180
Road Transport	Rehabilitation of Roads - France Ward 13 Edendale	Renewal	6,000	5,000	5,300
Road Transport	MIG:ZA:WOODHOUSE PEDESTRIAN BRIDGE	Upgrading	-	-	-
Road Transport	MIG:ZA:NON-MOTORISED TRANSPORT	Upgrading	2,000	2,200	2,332
	INFRASTR				
Road Transport	MIG:ZA:BUS STOP SHELTERS	New	2,000	1,650	1,749
Road Transport	MIG:SANITATION INFRASTRUCTURE FEASIBILITY STUDY	New	_	550	583

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KZ	N225 Msunduzi - Supporting Table SA36 D	etailed capit	al budget		
R thousand			Reveni	21 Medium ue & Exper Framework	nditure
Function	Project Description	Type	Budget	Budget	Budget
			Year	Year +1	Year +2
			2020/21	2021/22	2022/23
Road Transport	MIG:Z5:WARD 38 ROAD	Upgrading	1,500	-	_
Road Transport	MIG: REHAB OF TAX ROAD IN UNIT J WARD 16	Renewal	1,000	-	-
Road Transport	CANALISATION OF BYNESSPRUIT STREAM NORTHDALE WARD 30	Upgrading	1,000	-	-

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 Allocat	ion	
154 811 900	104 581 900	47 530 000	500 000

EVELOPMENT PLAN 21/2022 FINANCIAL YEAR



		ت	2		2
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	ensuring greater accountability of coordination of all pre-disaster risk reduction – as well as post disaster	response activities within a framework of sustainable development.
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.

By 2030, the Msunduzi Municipality is a

institution, delivering on its legislative financially sound and well governed

VALUE STATEMENT

Councillors and Officials.

TARGET

TABLE 87: FLEET MANAGEMENT BUDGET 2021-22 TO 2023-24

Municipality value for their rates payments. mandates and offering residents of the

2	KZN225 Msunduzi - Supporting Table SA36 Detailed capital budget	etailed capi	ital budget		
R thousand			2020/ Reven	2020/21 Medium Term Revenue & Expenditure Framework	n Term nditure
Function	Project Description	Туре	Budget Year	Budget Budget Budget Year Year +1 Year +2 2020/21 2021/22 2022/23	Budget Budget Year +1 Year +2
finance and administration	NEW VEHICLES	New	15,000	6,300	10,400

_	8	7	8	_	_	_	_	က
Refurbishment	200 000 Upgrade	Refurbishment	Upgrade	20 000 Upgrade	Refurbishment	Upgrade	Committed	Upgrade
0	200 000		0	20 000	0	0	0	0
0	175 000		000 000 1 000 000 0	20 000	0	1 000 000 0	0	200 000
100 000	200 000	250 000	1 000 000	140 000	400 000	200 000	100 000	200 000
CN	CN	CNL	CNL	CNL	CNL	CNL	N C	CNL
CNL - REPLACEMENT OF LIFTS A S CHETTY BUILDING	CNL- LIGHTING UPGRADE 4TH, 2ND, 1ST FLOORS AS CHETTY BUILDING	CNL- A S CHETTY BUILDING - WATERPROOFING ROOF SLAB	CNL - AIRCONDITIONING UPGRADE 4TH, 2ND, 1ST FLOORS AS CHETTY BUILDING	CNL - FURNITURE	CNL- REPLACEMENT EDENDALE ROAD DEPOT ROOF - DAMAGED BY WHITE ANTS	CNL - HOSTEL AND CHANGEROOMS (Water/ Sanitation Female staff)	CNL -COMPLETE REFURB OF LIFTS PROFESSOR NYEMBEZI BUILDING	CNL- REPAIRS TO BRICKWORK PROFESSOR NYEMBEZI BUILDING
32	32	32	32	32	32	32	32	32
An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City	An Accessible and Connected City
rvice	rvice	rvice	Basic Service An Aca	vice	vice	vice	vice	rvice
Basic Sel Delivery	Basic Sel Delivery	Basic Sel Delivery	Basic Deliv	Basic Ser Delivery	Basic Ser Delivery	Basic Sel Delivery	Basic Sel Delivery	Basic Se Delivery

FLEET



Upgrade

200 000

150 000

000

0

500 000 Upgrade

200 000



0

000

Rehabilitation

1 000

2 500 000

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TARGET	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.	1.3.1 100% of municipal households are fitted with solar water heating geysers.	1.4.1 100% of street lights and 100% of traffic signals in the CBD are powered by renewable energy.	1.5.1 Demand management provides a 10% reduction in peak demand.	1.6.1 Reduces electricity losses to below 5% of bulk supply purchases.
VALUE STATEMENT	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.	1.3 Energy prices are affordable for residents.	1.4 Use of renewable sources of energy is widespread.	1.5 Energy production, capacity, storage, management, and distribution rapidly adapts to changing patterns of demand.	1.6 City-wide infrastructure and service delivery provides reduced 1.6.1 Reduces electricity losses to below 5% of bulk supply electricity losses.
GOAL	luzi is with nd ulation,	adequate energy supply, and regular	waste removal - for ALL neighbourhoods,	communities, and centres of business.	



TABLE 88: ELECTRICITY BUDGET FOR 2021-22 TO 2023-24

KZ	N225 Msunduzi - Supporting Table SA36 D	etailed capit	al budget		
R thousand			2020/	21 Medium	n Term
			Reven	ue & Exper	nditure
				Framework	
Function	Project Description	Type	Budget	Budget	Budget
			Year	Year +1	Year +2
			2020/21	2021/22	2022/23
Parent municipality:					
List all capital projects					
grouped by Function					
Energy Sources	MIG:ZA:HIGH MAST LIGHTS-VUL & GREAT EDN	New	7,500	9,000	9,540
Energy Sources	Integrated national electrification	Upgrading			7,000
	programme (municipal) grant				
Energy Sources	ELECTRICITY METERING	New	5,000		

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 municipal has a financial plan in place supported by sound financial strategies. During the 2016/17 financial year the municipality received an Adverse audit opinion (Disclaimer) there is currently compromised financial health of the municipality, Ever increasing debtors book, Ineffective credit control (to maximize collection), Poor expenditure management controls, Poor management of budget, Inaccurate and late billing, Poor asset management and control. Poor management and collection on housing rental stock, Poor maintenance of municipal property and High vacancy rate, Poor spending on capital grants & capital project management. Aged and ageing infrastructure, Increasing electricity and water losses Inefficient oversight Poor leadership and management controls Poor work ethics amongst staff Lack of supervision Poor management of overtime Poor fleet management, Poor implementation and enforcement of bylaws and policies, Lack of regional and town planning, Filthy city, Lack of law enforcement and traffic control, Long lead times for processing and business licenses & opportunities

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

- 1. Finance and Governance.
- 2. Service Delivery Model and Performance Management.
- 3. Organizational Reconfiguration and Capacity Building
- 4. Combating Fraud, Corruption and Misconduct
- 1. Finance and Governance,
- Conduct risk assessment
 - Strengthen internal controls
 - Strengthen records management
 - Review financial & administration delegations
- Budget adjustment
- Implementation of cost containment plan
- Review & implement revenue enhancement plan
- Alignment & implementation of audit plan
- Investment management
- Capex spending
- Cost reflective tariffs
- Expanding revenue sources by establishing new income streams

10 POINT PLAN - PROJECT SIYAJIK'IZINTO

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

The following table summarises the Msunduzi Operating Budget.

IG BUDGET
L OPERATING
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24 MUNICI
0 2023-2
2021-22 T
TABLE 89: 2021-22 TO 2023-24 MUNIC

KZN225 Msunduzi - Table A4 Consolid	Induzi	- Table A4		ed Budget	ated Budgeted Financial Performance (revenue and expenditure)	l Performar	ce (revenu	e and expe	nditure)		
Description	Ref	2016/17	2017/18	2018/19		Current Year 2019/20	ar 2019/20		2020/21 M & Exper	2020/21 Medium Term Revenue & Expenditure Framework	Revenue nework
Rthousand	-	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source											
Property rates	7	793,014	864,164	930,980	1,200,772	1,200,772	1,200,772	1	1,269,795	1,339,633	1,420,011
Service charges - electricity revenue	7	1,862,661	1,904,923	2,032,092	2,417,938	2,417,938	2,414,405	I	2,584,776	2,781,219	2,998,154
Service charges - water revenue	7	464,107	563,095	649,734	662,966	662,966	490,419	1	722,633	794,896	874,386
Service charges - sanitation revenue	2	121,774	142,392	161,145	145,475	145,475	133,620	I	152,022	160,383	170,006
Service charges - refuse revenue	7	88,917	100,233	99,492	111,324	111,324	104,985	1	116,333	122,731	130,095
Rental of facilities and equipment		26,144	27,295	20,618	27,827	27,827	27,827		29,079	30,678	32,519
Interest earned - external investments		53,706	39,130	20,507	14,702	14,702	14,603		15,260	16,100	17,066
Interest earned - outstanding											
debtors		120,869	201,962	218,926	193,740	193,740	193,740		202,458	213,593	226,409
Dividends received		I	I	I	I	I	I	I	I	I	ı
Fines, penalties and forfeits		17,813	14,285	12,557	16,064	16,064	16,064		1,799	1,897	2,011
Licences and permits		521	899	830	1,071	1,071	1,071		1,120	1,181	1,252
Agency services		2,998	2,578	1,970	576	576	576		602	635	673
Transfers and subsidies		560,051	557,086	604,487	672,023	693,974	693,974		675,483	724,436	781,098
Other revenue	7	97,038	69,051	63,775	140,145	140,145	140,145	1	146,452	154,507	163,777
Gains		128,980	129,562	180,887							
Total Revenue (excluding capital		4 220 500	4 4 4 4 4 6 6	4 001 000		464 404 8	100 001		011	741 000	747 7 10 7
indusiers and commonlons)		4,536,594 4,010,05	4,010,033	4,771,777	5,004,622 5,020,574	9,020,5/4	5,452,201		0,717,610	9,717,610 6,541,669	0,017,430
Expenditure By Type											
Employee related costs	7	1,059,136	1,194,821	1,310,730	1,455,869	1,455,411	1,444,884	I	1,478,324	1,574,415	1,676,752
Remuneration of councillors		43,574	45,020	44,131	51,488	51,488	51,488		53,650	56,333	59,150
Debt impairment	က	40,800	698'806	697,522	116,891	116,891	116,891		123,904	130,099	135,303
Depreciation & asset impairment	7	598,014	470,106	460,955	492,025	492,071	491,122	1	489,941	537,818	562,557
Finance charges		68,463	61,439	52,462	41,660	41,660	41,660		31,793	24,371	16,949

INTEGRATED DEVELOPMENT PLAN

2021/2022 FINANCIAL YEAR

OPERATING BUDGET





KZN225 Msunduzi - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)	znpun	i - Table A4	Consolidat	ed Budget	ed Financia	l Performar	ice (revenu	e and expe	enditure)		
Description	Ref	2016/17	2017/18	2018/19		Current Year 2019/20	ar 2019/20		2020/21 M & Exper	2020/21 Medium Term Revenue & Expenditure Framework	n Revenue nework
		Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget	Budget	Budget
KINOUSONG	_	Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	76Gr 2020/21	2021/22	2022/23
Bulk purchases	7	1,866,283	1,956,999	2,132,173	2,282,600	2,282,600	2,282,600	1	2,608,224	2,816,882	3,070,401
Other materials	œ	46,065	69,327	56,480	55,756	51,885	51,785		46,613	48,710	50,903
Contracted services		602,791	42,559	33,079	587,242	542,285	541,912	I	464,723	486,100	508,460
Transfers and subsidies		42,912	19,202	15,820	46,379	49,903	62,989	I	25,080	26,157	27,282
Other expenditure	4, 5	156,796	754,381	698,307	198,552	165,905	164,015	1	194,223	203,457	213,215
Losses		990,159	5,676	49,263	43						
Total Expenditure		5,514,993	5,528,399	5,550,923	5,328,507	5,250,099	5,249,345	1	5,516,477	5,516,477 5,904,343 6,320,973	6,320,973
Surplus/(Deficit)		(1,176,401)	(911,744)	(552,924)	276,115	376,475	182,855	I	401,333	437,546	496,483
Transfers and subsidies - capital		389,691	386,288	412,154	439,342	667,412	667,616		525,892	487,849	455,969
(monetary allocations) (National / Provincial and District)											
Transfers and subsidies - capital	9	1									
(monetary allocations) (National /											
Provincial Departmental Agencies,											
Households, Non-profit Institutions,											
Private Enterprises, Public											
Corporatons, Higher Educational											
Institutions)											
Transfers and subsidies - capital (in-											
kind - all)											
Surplus/(Deficit) after capital		(786,710)	(786,710) (525,456) (140,769)	(140,769)	715,458	1,043,887	850,472	I	927,224	925,396	952,452
transfers & contributions											
Taxation											
Surplus/(Deficit) after taxation		(786,710)	(786,710) (525,456) (140,769)	(140,769)	715,458	1,043,887	850,472	1	927,224	925,396	952,452
Attributable to minorities											
Surplus/(Deficit) attributable to		(786,710)	(525,456)	(140,769)	715,458	1,043,887	850,472	1	927,224	925,396	952,452
municipality											
Share of surplus/ (deficit) of	7										
associate											
Surplus/(Deficit) for the year		(786,710)	(786,710) (525,456) (140,769)	(140,769)	715,458	715,458 1,043,887	850,472	1	927,224	925,396	952,452

TABLE 90: TRANSFERS AND GRANTS RECEIPTS



KZN225	Msur	duzi - Supi	oorting Tab	KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts	nsfers and	grant recei	pts			
Description	Ref	2016/17	2017/18	2018/19	Curre	Current Year 2019/20	9/20	2020/21 M & Exper	2020/21 Medium Term Revenue & Expenditure Framework	n Revenue mework
Rthousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year	Budget Year +1	Budget Year +2
RECEIPTS:	1,2									
Operating Transfers and Grants										
National Government:		467,989	520,105	580,856	613,782	069'609	069,609	608,609	658,173	711,564
Local Government Equitable Share		432,307	468,430	505,853	546,052	546,052	546,052	593,405	646,107	698,437
Finance Management		1,625	1,700	1,700	1,700	1,700	1,700	1,700	1,950	2,000
Municipal Systems Improvement						I	I	I	I	I
EPWP Incentive		3,913	8,022	2,867	4,200	4,200	4,200	4,388	I	1
Water Services Operating Subsidy						I	I	I	I	I
Public Transport Infrastracture		15,108	21,001	48,773	43,830	43,830	43,830	I	I	I
Energy Efficiency and Demand Management						I	I	I	l	I
Operating costs-MIG		15,036	20,951	21,663	18,000	13,908	13,908	9,116	10,116	11,127
Provincial Government:		29,288	69,167	28,281	58,346	84,285	84,285	66,875	66,263	69,533
Provincial Government:		1,075	ı	I	I	6,760	9,760	I	I	1
Expanded Public Works Grant		I	I	I	I	I	I	I	l	I
Sport and Recreation		I	ı	I	I	I	I	I	I	I
Human Settlements - Title Deeds Restoration		11,655	53,499	8,281	26,369	66,042	66,042	3,603	I	I
Human Settlements - Accredited Municipalities		I	I	I	I	I	l	4,264	4,264	
Human Settlements - Accredited Municipal RO		I	I	-	Ι	-	I	24,079	26,079	
Human Settlements - Housing Development								22,740	24,105	25,551
Arts and Culture-Community Library Services		I	612	643	10,061	10,061	10,061			
Arts and Culture-Provincialisation		15,386	14,636	18,916		l	l	10,200	10,300	13,100
Arts and Culture-Museum Subsidies		27	420	441	463	525	525	488	515	539
COGIA		1,145	l	I	21,453	897	897	1,500	1,000	ı
District Municipality:		1	1	I	1	ı	1	I	I	1
(insert description)										
Other grant providers:		1	I	ı	I	ı	l	I	1	1
(insert description)										
Total Operating Transfers and Grants	2	497,277	589,271	609,137	672,127			675,483	724,436	781,098
Canifal Transfers and Grants	Ī									
		004 117	447 200	104244	400 251	200 440	200 440	170 330	010	701 000
National Government:		411,530	447,390	404,344	429,351	393,443	393,443	/07,567	77,8,47,7	303,180





KZN22	5 Msur	nduzi - Supp	orting Tak	KZN225 Msunduzi - Supporting Table SA18 Transfers and grant receipts	nsfers and i	grant rece	ipts			
Description	Ref	2016/17	2017/18	2018/19	Curre	Current Year 2019/20	9/20	2020/21 N & Expe	2020/21 Medium Term Revenue & Expenditure Framework	n Revenue nework
		Anditod	Airdited	Audited	Original	Adinoted	Full Voor	Budget	Budget	Budget
Rthousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year 2020/21	Year +1 2021/22	Year +2 2022/23
Municipal Infrastructure Grant (MIG)		174,517	180,188	171,653	179,516	183,608	183,608	187,012	203,927	216,026
Public Transport and Systems		184,923	189,012	150,331	150,835	150,835	150,835	ı	I	1
Neighbourhood Development Partnership		1,955	40,000	42,360	20,000	10,000	10,000	35,000	35,000	40,000
Dept of Mineral/Electricty		I	I	I	1	I	I	I	1	I
Intergrated National Electrification Porgramme		4,115	I	I	I	I	I	I	I	7,000
Municipal Systems Improvement		I	I	I	ı	ı	I	I	I	I
Municipal Water Infrastructure Grant		38,021	38,191	40,000	41,000	41,000	41,000	33,255	40,000	40,160
Energy Efficiency and Demand Manaagement		8,000	1	I	8,000	8,000	8,000	1	1	I
		I	I	I	1	I	I	I	l	I
Provincial Government:		23,144	12,867	ı	166'6	273,969	273,969	270,624	208,922	152,783
Airport Development Project		I	I	I	I	I	I	I	l	I
Sport and Recreation		I	I	ı	1	ı	I	I	l	I
KZNPA		I	I	I	I	ı	I	I	I	I
Housing-Military Veterans								6,124	I	I
Airport Grant								2,500	I	I
Arts and Culture-Museum Subsidies		8,598	5,467	I	166'6	16,303	16,303	774	828	870
COGIA		I	I	I	I	10,429	10,429	1	I	I
Human Settlement		I	I	I	1	228,237	228,237	244,264	194,609	141,195
Human Settlement - Housing Accreditation								6,750	3,250	3,250
Provincial Government:		I	1,000	I	1	19,000	19,000			
Arts and Culture-Museum Subsidies - Tatham Art									0	Ī
Gallery		14,546	6,400	ı	1	l	l	10,212	10,235	/,468
District Municipality:		I	ı	I	I	I	I	I	I	ı
(insert description)										
Other grant providers:		•	1	I	1	1	I	•	l	ı
(insert description)										
Total Capital Transfers and Grants	ĸ	434 674	460 257	404 344	430 342	667 412	667 412	525 802	487 840	455 969
TOTAL DECEIPTS OF TDANSEEDS & GDANTS	,	031 051	1 040 520	1 013 481	1111 470	647.412	667.412	1 201 375	1 212 285	1 237,066
			12,712,	· • • • • • • • • • • • • • • • • • • •),,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1	1111		,4.1.	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,



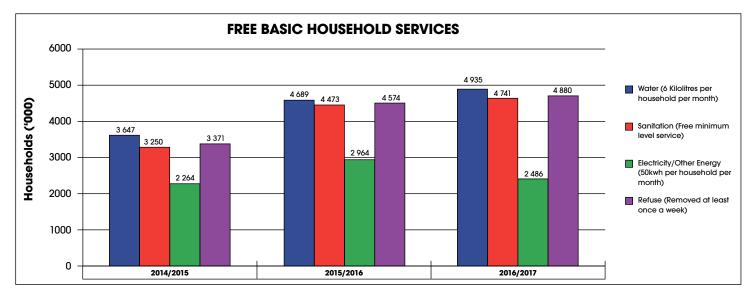
6.3 COST OF BASIC SERVICES

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

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

Criteria for Approval:

- 1. That the gross household income for qualification as a registered Indigent be determined each year by Council in terms of the tariff register. Currently the threshold income is R3 740.00
- 2. That the prescribed application forms be completed annually.



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

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

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

TABLE 91: FREE BASIC SERVICES SUBSIDIES FOR 2020-2021



KZN22	5 Ms	KZN225 Msunduzi - Table A10		nsolidated k	oasic servic	e delivery r	Consolidated basic service delivery measurement	*			
		2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 Me Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work	
Description	Ref				Original	Adineted	Full Vegr	Budget	Budget	Budget	
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year 2021/22	Year +1 2022/23	Year +2 2023/24	V
Household service targets	-										Ú
Water:											Ц
Piped water inside dwelling		83,120	84,782	84,782	90,207	90,207	90,207	90,207	90,207	90,207	۲
Piped water inside yard (but not in dwelling)		65,177	67,481	67,481	991'69	991'69	991'69	99'169	991'69	991'69	'
Using public tap (at least min.service level)	2	6,524	6,654	6,654	6,923	6,923	6,923	6,923	6,923	6,923	
Other water supply (at least min.service level)	4	3,133	3,196	3,196	3,325	3,325	3,325	3,325	3,325	3,325	
Minimum Service Level and Above subtotal		157,954	162,113	162,113	169,622	169,622	169,622	169,622	169,622	169,622	
Using public tap (< min.service level)	က	6,524	6,654	6,654	6,923	6,923	6,923	6,923	6,923	7,294	
Other water supply (< min.service level)	4	2,795	1,851	1,851	996	996	996	996	996	1,018	J 6
No water supply		I	l	I	1	I	I	I	I	I	
Below Minimum Service Level sub-total		9,319	8,505	8,505	7,889	7,889	7,889	7,889	7,889	8,311	
Total number of households	Ω	167,273	170,618	170,618	177,511	177,511	177,511	177,511	177,511	177,933	
Sanitation/sewerage:											
Flush toilet (connected to sewerage)		86,852	91,589	91,589	101,168	101,168	101,168	101,168	101,168	106,581	<u>4</u> Z
Flush toilet (with septic tank)		8,485	8,655	8,655	9,005	9,005	9,005	9,005	6,005	9,487	-1
Chemical toilet		7,218	7,362	7,362	7,659	7,659	7,659	7,659	7,659	8,069	1
Pit toilet (ventilated)		62,616	61,828	61,828	59,326	59,326	59,326	59,326	59,326	62,500	_
Other toilet provisions (> min.service level)		I	ı	I	ı	ı	ı	I	ı	ı	111
Minimum Service Level and Above sub- total		165,170	169,434	169,434	177,158	177,158	177,158	177,158	177,158	186,636	
Bucket toilet		I	I	ı	I	I	ı	I	ı	ı	Ц
Other toilet provisions (< min.service level)		2,102	1,184	1,184	354	354	354	354	354	372	
No toilet provisions		I	ı	I	ı	ı	ı	I	ı	ı	
Below Minimum Service Level sub-total		2,102	1,184	1,184	354	354	354	354	354	372	7-
Total number of households	2	167,273	170,618	170,618	177,511	177,511	177,511	177,511	177,511	187,008	
Energy:											
Electricity (at least min.service level)		130,462	135,271	135,271	145,060	145,060	145,060	145,060	145,060	145,060	
Electricity - prepaid (min.service level)		26,811	27,347	27,347	28,452	28,452	28,452	28,452	28,452	28,452	
Minimum Service Level and Above sub- total		157,273	162,618	162,618	173,511	173,511	173,511	173,511	173,511	173,511	
											į



KZN22	25 Mst	KZN225 Msunduzi - Table	le A10 Con	solidated b	asic servi	ce delivery	A10 Consolidated basic service delivery measurement	ŧ		
		2017/18	2018/19	2019/20	Curr	Current Year 2020/21	20/21	2021/22 Me Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work
Description	Ref	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Electricity (< min.service level)		I	I	I	I	I	I	I	I	I
Electricity - prepaid (< min. service level)		ı	1	I	ı	I	1	ı	1	1
Other energy sources		10,000	8,000	8,000	4,000		4,000	4,000	4,000	4,000
Below Minimum Service Level sub-total		10,000	8,000	8,000	4,000	4,000	4,000	4,000	4,000	4,000
Total number of households	2	167,273	170,618	170,618	177,511	117,511	177,511	177,511	177,511	177,511
Refuse:										
Removed at least once a week		122,400	129,848	129,848	148,559	148,559	148,559	148,559	148,559	148,559
Minimum Service Level and Above subtotal		122,400	129,848	129,848	148,559	148,559	148,559	148,559	148,559	148,559
Removed less frequently than once a week		44,873	40,770	40,770	28,952	28,952	28,952	28,952	28,952	28,952
Using communal refuse dump		I	1	I	I	I	1	I	1	ı
Using own refuse dump		I	I	I	I	I	I	I	I	I
Other rubbish disposal		1	1	ı	1	I	1	I	I	1
No rubbish disposal		I	I	I	I	I	I	I	I	I
Below Minimum Service Level sub-total		44,873	40,770	40,770	28,952	28,952	28,952	28,952	28,952	28,952
Total number of households	10	167,273	170,618	170,618	177,511	177,511	177,511	177,511	177,511	177,511
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		1	1	1	48,550	48,550	48,550	48,550	48,550	48,550
Sanitation (free minimum level service)		ı	ı	ı	48,550	48,550	48,550	48,550	48,550	48,550
Electricity/other energy (50kwh per household per month)		I	I	I	3,668	3,668	3,668	3,668	3,668	3,668
Refuse (removed at least once a week)		1	ı	1	6,324	6,324	6,324	6,324	6,324	6,324
Cost of Free Basic Services provided - Formal Settlements (R'000)	œ									
Water (6 kilolitres per indigent household per month)		151,612	150,960	I	197,222	197,222	197,222	190,902	204,265	218,564
Sanitation (free sanitation service to indigent households)		10,551	11,184	I	12,567	12,567	12,567	13,256	14,184	15,177
Electricity/other energy (50kwh per indigent household per month)		1,720	1,837	1	2,097	2,097	2,097	3,563	3,990	4,389





of mith) week	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	Ref	2017/18	2018/19					2021/22 M		9 01100
Cutcome		Ref			2019/20		eni Year zuz	12/02	Exper	egium ierm r nditure Frame	work
5,641 5,978 - 6,718 6,718 6,718 6,718 7,391 7,391 1,720 1,837 - 218,604 218,604 218,604 214,698 229,831 2 100,000 100,000 120,000 120,000 120,000 120,000 120,000 6 6 6 7 6 6 6 7 7 7 7 7 7 7 7 7 9 7 7 7 7 7 7 7 9 15 15 15 15 15 15 15 9 16 15 15 15 15 15 15 411,229 411,228 411,538 - 10,580 130,580 130,580 105,663 112,003 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 </th <th>e a week for rvices provided - ements (R'000) rided service provided</th> <th></th> <th>Outcome</th> <th>Outcome</th> <th>Outcome</th> <th>Original Budget</th> <th>Adjusted Budget</th> <th>Full Year Forecast</th> <th>Budget Year</th> <th>Budget Year +1</th> <th>Budget Year +2</th>	e a week for rvices provided - ements (R'000) rided service provided		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year	Budget Year +1	Budget Year +2
1,720 1,837 -	ervices provided - lements (R'000) vided service provided		5,641	5,979	I	6,718	6,718	6,718	6,978		7,837
171,243 171,798 - 218,604 218,604 218,604 218,604 218,604 219,600 229,831 2	ided service provided		1,720	1,837	ı	1	1	1	1	1	
100,000 100,000 120,	service provided		171,243	171,798	1	218,604	218,604	218,604	214,698	229,831	245,967
100,000 100,000 120,											
6 70 70	e threshold)		100,000	20		120,000	120,000	120,000	120,000		120,000
70 70<	ousehold per		9	9		9	9	9	9	9	v
70 70<	er household per		I	I		ı	ı	I	I	ı	'
70 70<	Sanitation (Rand per household per month)		145	153		163	163	163	163	163	163
9 200	onsehold per month)		20	70		70	70	70	70	70	70
9 15 15 16 17 18 18 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 19 18 18 19 18 19 18 18 18 18 18 18 18 18 18 18 18 18 18	es per week)		200	200		200	200	200	200	200	200
411,229 411,538 - 130,580 130,580 130,580 130,560 112,003 10,411,229 411,538 - 130,580 130,580 130,580 112,003 112,003 11,203 - - - - - - - - 11,203 -	sidised services	0									
411,229 411,538 - 130,580 130,580 105,663 112,003 - - - - - - - - - - - - - - - - 3,095 3,307 - 849 849 - - - - - - - - - - -	Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)		15	15		15	15	15	15	15	31
3,095 3,307 — — — — — — — — — — — — — — — — — — —	otions, reductions permissable values in of MPRA)		411,229	411,538	I	130,580	130,580	130,580	105,663	112,003	119,283
0 3,095 3,307 - 849 849	kilolifres per indigent (r		I	I	I	I	I	I	I	I	'
3,095 3,307 - 849 849 849	of free sanitation ouseholds)		I	I	108	I	I	1	I	I	•
	gy (in excess of 50 sehold per month)		3,095	3,307	I	849	849	849	I	l	'
	nne removal a week ds)		I	I	ı	1	1	I	I	I	'
	Municipal Housing - rental rebates										



KZN22	25 Ms	unduzi - Tab	ole A10 Cor	solidated	basic service	e delivery	KZN225 Msunduzi - Table A10 Consolidated basic service delivery measurement	ŧ		
		2017/18	2017/18 2018/19 2019/20	2019/20	Curre	Current Year 2020/21	:0/21	2021/22 Me Expen	2021/22 Medium Term Revenue & Expenditure Framework	Revenue & work
Description	Ref	Outcome	Outcome Outcome Outcome	Outcome	Original Budget	Original Adjusted Full Year Budget Budget Forecast	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Other										
Total revenue cost of subsidised services provided		414,339	414,860	108	131,444	131,444	131,444	105,678	112,018	119,298

ALIGNMENT OF THE MUNICIPAL BUDGET WITH THE MUNICIPAL GOALS AND OBJECTIVES

The table below indicates budget per strategic objective.

TABLE 92: ALIGNMENT OF BUDGET AND IDP OBJECTIVES

	KZN225 Msu	ınduzi - Supp	KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)	SA4 Recond	ciliation of II	OP strategic	objectives	and budge	(revenue)		
Strategic Objective		- - -	2016/17	2017/18	2018/19	Curre	Current Year 2019/20	7/20	2020/21 M & Exper	2020/21 Medium Term Revenue & Expenditure Framework	Revenue ework
R thousand	Goal	Code"	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Viability and Management	Financially viable and well governed City		1,277,400	1,354,044	1,466,251	1,668,740	1,670,931	1,670,931	1,695,129	1,806,322	1,937,854
Basic Service Delivery	Improved the state of municipal infrastructure		3,066,249	3,241,187	3,455,323	3,832,809	4,064,195	3,873,674	4,183,728	4,421,520	4,689,846
Local Economic Development	An economically prosperous city		11,207	11,880	23,920	31,361	27,259	27,259	27,653	29,467	31,613
Good governance and Public Participation	To develop strong welcoming, caring & diverse communities living in a variety of friendly.		237,785	252,053	304,903	339,898	349,543	345,896	352,498	375,620	402,972





	KZN225 Msu	KZN225 Msunduzi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)	orting Table	SA4 Recon	ciliation of II	OP strategic	objectives	and budge	(revenue)		
Strategic Objective		- (2016/17	2017/18	2018/19	Curre	Current Year 2019/20	9/20	2020/21 M & Exper	2020/21 Medium Term Revenue & Expenditure Framework	Revenue nework
R thousand	Goal	Code" Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Full Year Budget Forecast	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Gross Cutting Issues	Reduce housing backlogs and eliminate spatial separation by racial categories.		86,714	91,917	81,062	75,575	92,378	92,378	93,716	99,863	107,135
Municipal Transformation and Institutional Development	Improved customer experience & public participation		48,927	51,862	78,694	95,582	89,680	89,680	90,978	96,946	104,005
Allocations to other priorities	ther priorities	2									
Total Revenue (excluding catrons) transfers and contributions)	Total Revenue (excluding capital transfers and contributions)	-	4,728,283	5,002,943	5,002,943 5,410,153 6,043,965 6,293,986 6,099,817 6,443,702 6,829,739 7,273,425	6,043,965	6,293,986	6,099,817	6,443,702	6,829,739	7,273,425

TABLE 93: ALIGNEMENT OF THE OPERATING EXPENITURE WITH THE MUNICIPAL IDP OBJECTIVES

Y	KZN225 Msunduzi - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)	porting	Table	SA5 Reco	nciliation o	of IDP strate	gic objectiv	es and buc	lget (opera	ling expend	diture)	
Strategic Objective		- -		2016/17	2017/18	2017/18 2018/19	Curre	Current Year 2019/20		2020/21 M & Expen	2020/21 Medium Term Revenue & Expenditure Framework	Revenue ework
R thousand	Goal	Code.	Ref	Audited	Audited	Audited Audited Outcome Outcome	Original Adjusted Full Year Budget Forecast	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Viability and Management	Financially viable and well governed City			364,247	386,102	499,885	724,925	520,314	520,314	571,172	605,334	651,385
Basic Service Delivery	Improved the state of municipal infrastructure			1,645,405	1,355,982	1,179,591	932,399	932,399 1,227,799	1,227,799 1,347,810	1,347,810	1,428,423 1,537,091	1,537,091
Local Economic Development	Local Economic An economically Development prosperous city			404,751	429,036	467,867	558,162	486,988	486,988	534,588	566,562	609,664



d)		Q	_∞	τ̈́	m
Revenue Jework	Budget Year +2 2022/23	188,660	3,318,398	15,775	6,320,97
2020/21 Medium Term Revenue & Expenditure Framework	Budget Year +1 2021/22	175,323	3,114,042	14,659	5.904.343 6.320.973
2020/21 M & Expe	Budget Year 2020/21	165,428	2,883,647	13,832	5.516.477
9/20	Full Year Forecast	150,698	2,850,945	12,600	5.528.399 5.550.923 5.328.507 5.250.099 5.249.345 5.516.477
Current Year 2019/20	Adjusted Budget	150,698	2,851,699	12,600	5.250,099
Curre	Original Budget	149,529	2,948,307	15,185	5,328,507
2018/19	Audited Outcome	144,781	3,246,694	12,106	5.550.923
2017/18	Audited Outcome	155,277	3,191,622	10,380	5,528,399
2016/17	Audited Outcome	146,488	2,944,309	9,792	5.514.993
	Ref				
() () =	Code				
	Goal	To develop strong welcoming, caring & diverse communities living in a variety of friandly.	Reduce housing backlogs and eliminate spatial separation by racial categories.	Improved customer experience & public participation	her priorities e
Strategic Objective	R thousand	Good governance and Public Participation	Gross Cutting Issues	Municipal Transformation and Institutional Development	Allocations to other priorities Total Expenditure

TABLE 94: ALIGNMENT OF IDP OBJECTIVES WITH THE CAPITAL EXPENDITURE

	KZN225 Msunduzi - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)	Supporting	g Tab	le SA6 Re	conciliation	of IDP stra	legic objec	tives and b	ndget (cap	ital expend	iture)	
Strategic Objective			· ·	2017/18	2018/19 2019/20	2019/20	Curre	Current Year 2020/21	12/0	2021/22 M & Expe	2021/22 Medium Term Revenue & Expenditure Framework	Revenue ework
R thousand	Goal	a opoo	Ref O	Audited	Audited Audited Outcome	Audited	Audited Audited Original Adjusted Full Year Outcome Outcome Budget Forecast	Adjusted Full Year Budget Forecast	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Financial Viability and Management	Financially viable and well governed City	∢		84,248	163,923		110,510			124,403	122,778	
Basic Service Delivery	Improved the state of municipal infrastructure	മ		144,390	1,466,251	1,568,361	1,695,129	1,733,327	1,733,327	1,779,818	1,988,362	1,868,257
Local Economic Development	Local Economic An economically Development prosperous city	U		64,686	(1,505,267)	(1,611,111)	(1,789,593)	(1,563,710)	(1,563,710)	(1,923,466)	(1,505,267) (1,611,111) (1,789,593) (1,563,710) (1,563,710) (1,923,466) (2,280,664) (2,109,359)	(2,109,359)



	n Revenue hework	Budget Year +2 2023/24	33,833	431,272	110,509	445 823
iture)	2021/22 Medium Term Revenue & Expenditure Framework	Budget Year +1 2022/23	31,613	402,972	102,635	471 702
ital expend	2021/22 M & Exper	Budget Year 2021/22	29,467	375,620	93,513	576 302
udget (cap	20/21	Full Year Forecast	28,276	360,441	95,828	747 190
ctives and b	Current Year 2020/21	Adjusted Budget	28,276	360,441	95,828	001 7A7
regic objec	Curre	Original Budget	27,653	352,498	93,716	580 892
n of IDP stra	2019/20	Audited Outcome	25,585	326,137	86,708	479 855
conciliation	2018/19	Audited Outcome	23,920	304,903	81,062	613 487
able SA6 Re	2017/18	Audited Outcome	11,229	206,098	84,248	504 807
ting To		Ref				ო -
noddn	(Code	Δ	ш	щ	
KZN225 Msunduzi - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)		Goal	To develop strong welcoming, caring & diverse communities living in a variety of friendly.	Reduce housing backlogs and eliminate spatial separation by racial categories.	Improved customer experience & public participation	her priorities
	Strategic Objective	R thousand	Good governance and Public Participation	Gross Cutting Issues	Municipal Improved Transformation experien and Institutional & public Development participo	Allocations to other priorities

6.5 OPERATIONAL AND MAINTENANCE COSTS

The following table summarises the Operations and Maintenance costs spent per financial year, as well as the percentage this is of the total expenditure.

TABLE 95: REPAIRS AND MAINTENANCE COSTS

KZ	N225	Msunduzi	- Table A9 (KZN225 Msunduzi - Table A9 Consolidated Asset Management	d Asset Mai	nagement				
Description		2017/18	2018/19	2018/19 2019/20	Curre	Current Year 2020/21	12/0	2021/22 Medium Term Revenue & Expenditure Framework	21/22 Medium Term Reven & Expenditure Framework	Revenue ework
R thousand	Ref	Audited Outcome	Audited Outcome	Audited Audited Outcome Outcome	Original Budget	Original Adjusted Full Year Budget Budget Forecast	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CAPITAL EXPENDITURE										
Total New Assets	_	79,134	186,097	21,108	456,242	23,410	23,410	203,182	49,588	60,384
Roads Infrastructure		2,747	15,103	I	10,846	I	I	24,100	11,940	18,443
Storm water Infrastructure		I	I	1	ı	ı	1	I	I	I
Electrical Infrastructure		(43,046)	67,278	1	133,652	I	1	2,600	11,940	13,443



ZX	N225	KZN225 Msunduzi	- Table A9 C	Table A9 Consolidated Asset Management	d Asset Mai	nagement				
Description		2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 M & Exper	2021/22 Medium Term Revenue & Expenditure Framework	Revenue nework
Rthousand	Ref	Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1	Budget Year +2
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Water Supply Infrastructure		I	I	I	I	I	I	I	I	I
Sanitation Infrastructure		I	1	I	48,521	I	I	I	ı	I
Solid Waste Infrastructure		149	I	I	ı	ı	I	I	ı	ı
Rail Infrastructure		I	l	I	I	I	I	I	I	ı
Coastal Infrastructure		1	I	1	1	1	1	I	1	1
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	I
Infrastructure		(40,150)	82,381	1	193,018	I	ı	31,700	23,880	31,886
Community Facilities		I	337	I	39,558	2,500	2,500	1,800	1,700	1,900
Sport and Recreation Facilities		5,106	I	I	ı	1	I	I	ı	1
Community Assets		5,106	337	I	39,558	2,500	2,500	1,800	1,700	1,900
Heritage Assets		24,329	18,344	9,605	33,919	1	1	1	1	1
Revenue Generating		I	l	I	I	ı	I	I	I	ı
Non-revenue Generating		ı	l	I	I	l	I	I	I	1
Investment properties		ı	I	ı	1	I	ı	I	1	•
Operational Buildings		I	2,885	I	3,800	1	I	1,100	200	200
Housing		I	I	I	I	I	I	106,242	1,360	5,457
Other Assets		1	2,885	1	3,800	1	ı	107,342	1,860	5,957
Biological or Cultivated Assets		I	I	ı	ı	I	ı	ı	ı	1
Servitudes		I	l	ı	ı	1	ı	I	ı	1
Licences and Rights		195		I	46,237	(21,788)	(21,788)	I	I	I
Intangible Assets		195		ı	46,237	(21,788)	(21,788)	ı	ı	1
Computer Equipment		19,862	(1)	I	30,489	5,110	5,110	5,107	3,832	4,417
Furniture and Office Equipment		50,762		1,552	26,221	7,929	7,929	7,197	5,017	4,514
Machinery and Equipment		10,859	33,840	3,957	34,478	7,422	7,422	35,881	8,480	4,890
Transport Assets		337	78	5,995	ı	22,237	22,237	14,155	4,820	6,820
Land		7,833	I	I	48,521	I	ı	I	I	I
Zoo's, Marine and Non-biological Animals		1	I	I	ı	•	I	ı	ı	1
Total Renewal of Existing Assets	7	515,763	251,586	203,992	15,200	259,787	259,787	251,782	257,591	241,207
Roads Infrastructure		98,714	32,198	I	5,915	39,449	39,449	41,327	32,069	20,697
Storm water Infrastructure		I	l	I	I	l	I	I	I	1
Electrical Infrastructure		51,961	44,447	I	I	10,334	10,334	I	I	I
Water Supply Infrastructure		48,980		1	1	099'89	099'89	64,261	76,394	79,900
Sanitation Infrastructure		I		I	I	32,720	32,720	74,186	93,398	100,730
Solid Waste Infrastructure		30,714	19,377	I	1,556	45,100	45,100	2,000	2,100	2,200

KZN225 Msunduzi - Table A9 Consolidated Asset Management



Description		2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/22 M & Exper	2021/22 Medium Term Revenue & Expenditure Framework	Revenue
Rthousand	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Rail Infrastructure		ı	1	1	ı	ı	1	ı	1	ı
Coastal Infrastructure		ı	ı	I	1	ı	1	1	1	1
Information and Communication Infrastructure		I	ı	I	I	I	ı	I	1	ı
Infrastructure		230,368	97,221	ı	7,471	196,264	196,264	181,774	203,961	203,527
Community Facilities		8,707	3,705	I	1	12,300	12,300	35,808	41,030	31,080
Sport and Recreation Facilities		28,616	24,871	1	1	1	1	1	1	1
Community Assets		37,323	28,576	I	I	12,300	12,300	35,808	41,030	31,080
Heritage Assets		16,066	15,408	208,368	I	4,450	4,450	ı	1	1
Revenue Generating		I	I	I	I	I	I	I	l	1
Non-revenue Generating		ı	I	I	I	I	1	I	1	1
Investment properties		I	I	I	I	1	I	1	ı	1
Operational Buildings		1	I	ı	I	1	1	1,000	1,500	2,000
Housing		I	ı	I	I	28,589	28,589	1,000	1	1
Other Assets		1	ı	ı	I	28,589	28,589	2,000	1,500	2,000
Biological or Cultivated Assets		I	I	I	I	I	I	I	I	ı
Servitudes		I	I	I	I	I	I	I	I	1
Licences and Rights		ı	I	I	ı	3,250	3,250	32,200	11,100	4,600
Intangible Assets		I	I	I	1	3,250	3,250	32,200	11,100	4,600
Computer Equipment		1,950	I	I	ı	I	I	I	I	I
Furniture and Office Equipment		5,781	1	I	389	389	389	1	1	1
Machinery and Equipment		15,350		I	7,340	4,365	4,365	ı	ı	1
Transport Assets		177,628	110,382	(4,375)	1	10,180	10,180	1	1	1
Land		31,297	I	I	ı	ı	ı	ı	ı	1
Zoo's, Marine and Non-biological Animals		1	1	I	1	ı	1	ı	1	1
Total Upgrading of Existing Assets	•	1	175,803	195,145	109,450	463,993	463,993	121,338	164,523	144,232
Roads Infrastructure		ı	90,518	I	31,255	70,819	70,819	39,149	61,623	79,110
Storm water Infrastructure		1	l	1	I	ı	1	ı	I	1
Electrical Infrastructure		I	6,325	I	16,185	16,185	16,185	74,000	96,000	57,621
Water Supply Infrastructure		I	50,484	I	5,463	5,463	5,463	I	1	1
Sanitation Infrastructure		-	l	I	I	I	I	I	I	I
Solid Waste Infrastructure		I	4,263	I	4,128	9,812	9,812	2,300	1	1
Rail Infrastructure		I	I	I	I	I	I	I	I	1
Coastal Infrastructure		ı	l	ı	I	1	1	I	ı	1
Information and Communication Infrastructure		ı	I	I	I	I	I	I	I	1



ZY Y	ZN22	KZN225 Msunduzi -		Table A9 Consolidated Asset Management	d Asset Mai	nagement				
Description		2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 M	2021/22 Medium Term Revenue	Revenue
	2							10 - CE 7	+027:4	+027:40
	7 0	Audited	Audited	Audited	Original	Adjusted	Full Year			
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Infrastructure		ľ	151,590	•	57,032	102,280	102,280	115,449	157,623	136,732
Community Facilities		I	149	1	I	5,774	5,774	3,500	3,500	3,500
Sport and Recreation Facilities		1	1,633	1	1	2,616	2,616	1	1	1
Community Assets		ı	1,782	ı	ı	8,390	8,390	3,500	3,500	3,500
Heritage Assets		1	8,423	201,734	4,067	8,300	8,300	1	1	1
Revenue Generating		I	I	I	I	ı	I	ı	I	1
Non-revenue Generating		1	1	I	1	I	1	1	1	1
Investment properties		I	I	I	ı	ı	ı	ı	ı	1
Operational Buildings		1	I	1	I	I	ı	2,389	3,400	4,000
Housing		I	I	I	I	244,264	244,264	I	I	1
Other Assets		ı	I	1	ı	244,264	244,264	2,389	3,400	4,000
Biological or Cultivated Assets		I	I	ı	I	ı	ı	ı	ı	1
Servitudes		ı	I	1	I	I	1	1	1	1
Licences and Rights		I	I	I	I	300	300	I	I	1
Intangible Assets		1	1	1	1	300	300	1	1	1
Computer Equipment		I	I	1	173	200	200	ı	ı	1
Furniture and Office Equipment		1	ı	ı	29	11,500	11,500	1	1	1
Machinery and Equipment		I	1,389	91	ı	I	ı	I	ı	1
Transport Assets		ı	1	(6,605)	48,150	88,758	88,758	1	1	1
Land		I	12,620	ı	ı	ı	ı	ı	ı	•
Zoo's, Marine and Non-biological Animals		1	1	1	ı	I	ı	1	1	•
Total Capital Expenditure	4	594,897	613,487	420,245	580,892	747,190	747,190	576,302	471,702	445,823
Roads Infrastructure		101,461	137,819	I	48,016	110,268	110,268	104,576	105,633	118,250
Storm water Infrastructure		l	I	l	I	l	I	I	I	l
Electrical Infrastructure		8,915	_	I	149,837	26,520	26,520	81,600	107,940	71,064
Water Supply Infrastructure		48,980	Ω	l	5,463	74,124	74,124	64,261	76,394	79,900
Sanitation Infrastructure		I	1,198	I	48,521	32,720	32,720	74,186	93,398	100,730
Solid Waste Infrastructure		30,863	23,640	1	5,684	54,912	54,912	4,300	2,100	2,200
Rail Infrastructure		I	I	I	I	l	I	I	I	I
Coastal Infrastructure		l	I	I	I	l	I	I	I	1
Information and Communication Infrastructure		I	I	I	I	I	I	I	I	1
Infrastructure		190,218	331,191	1	257,521	298,544	298,544	328,923	385,464	372,144
Community Facilities		8,707		I	39,528	20,574	20,574	41,108	46,230	36,480
Sport and Recreation Facilities		33,723	26,504	I	1	2,616	2,616	1	1	1

KZN225 Msunduzi - Table A9 Consolidated Asset Management



Description		2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 M & Expe	2021/22 Medium Term Revenue & Expenditure Framework	Revenue nework
	Ref							Budget	Budget	Budget
P thousand		Audired	Audired	Audired	Original	Adjusted	Full Year	Vegr	Vegr +1	Vegr +2
		Outcome	Outcome	Ontcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Community Assets		42,429	30,695	1	39,558	23,190	23,190	41,108	46,230	36,480
Heritage Assets		40,394	42,174	419,706	37,986	12,750	12,750		I	1
Revenue Generating		I	I	I	I	I	I	I	I	Ì
Non-revenue Generating		1	I	I	I	I	1	I	1	1
Investment properties		I	I	I	ı	I	I	I	I	I
Operational Buildings		1	2,885	1	3,800	1	1	4,489	5,400	6,500
Housing		I	ı	I	I	272,853	272,853	107,242	1,360	5,457
Other Assets		ı	2,885	1	3,800	272,853	272,853	111,731	6,760	11,957
Biological or Cultivated Assets		I	ı	I	ı	I	I	I	I	I
Servitudes		I	I	I	1	I	1	I	I	I
Licences and Rights		195	8,968	I	46,237	(18,238)	(18,238)	32,200	11,100	4,600
Intangible Assets		195	8,968	1	46,237	(18,238)	(18,238)	32,200	11,100	4,600
Computer Equipment		21,812	34,960	I	30,662	5,310	5,310	5,107	3,832	4,417
Furniture and Office Equipment		56,543	4,305	1,552	26,639	19,819	19,819	7,197	5,017	4,514
Machinery and Equipment		26,209	35,228	3,972	41,818	11,787	11,787	35,881	8,480	4,890
Transport Assets		177,966	110,460	(4,985)	48,150	121,175	121,175	14,155	4,820	6,820
Land		39,130	12,620	1	48,521	I	I	1	I	I
Zoo's, Marine and Non-biological Animals		I	I	1	1	I	1	1	I	ı
TOTAL CAPITAL EXPENDITURE - Asset class		594,897	613,487	420,245	580,892	747,190	747,190	576,302	471,702	445,823
ACCET DECECTED CHIMMADY DDE ZWDZZ	4	7 2 4 2 2 4 4	9 11 4 0 A 2	7 776 750	0 000 000	7 220 582	7 27 8 206	7 402 484	7 271 784	7 040 940
)	1 521 464	1 942 027	1 872 107	2 445 051	2 100 328	2 100 228	7 228 421	000 700 0	0 484 164
Storm water Infrastructure		449.251	500,737	492.667	171.147	151,399	151.399	87.083	89,989	47.480
Electrical Infrastructure		1,151,332	1,281,576	1,173,269	1,319,290	1,043,751	1,043,751	1,018,082	976,610	1,010,735
Water Supply Infrastructure		601,633	729,288	732,347	1,207,158	1,136,534	1,136,534	1,223,186	1,253,927	1,341,731
Sanitation Infrastructure		341,600	491,270	489,056	682,632	588,068	588,068	600,826	603,388	622,166
Solid Waste Infrastructure		12,334	8,204	7,891	37,298	82,222	82,222	85,470	83,292	86,643
Rail Infrastructure		1,273	1,134	1,018	1,552	1,373	1,373	1,254	1,254	1,135
Coastal Infrastructure					5,366	4,747	4,747	4,747	4,747	4,747
Information and Communication Infrastructure					5,859	5,183	5,183	5,183	5,183	5,183
Infrastructure		4,088,887	4,875,623	4,769,356	6,096,252	5,203,605	5,203,605	5,264,251	5,243,227	5,603,984



Y	ZN22	KZN225 Msunduzi -		Table A9 Consolidated Asset Management	d Asset Mar	nagement				
Description		2017/18	2018/19	2019/20	Curre	Current Year 2020/21	12/0	2021/22 M & Exper	2021/22 Medium Term Revenue & Expenditure Framework	Revenue nework
	Ref	Audited	Audited	Audited	Original	Adiusted	Full Year	Budget	Budget	Budget
R thousand		Outcome	Outcome	Outcome	Budget	Budget	Forecast	Year	Year +1	Year +2
Commission Accode		CLC ATC	440 ADE	420 407	VCC 76	10 70E	12 70E	70 600	77 669	42/5207
		214,213	604,044 070,670	771,005	260.208	20,400	20,703	204039	00402	204028
		220,020	1,0,2,7	27,172	200,007	200,200	200,200	200,700	200,700	200,000
Investment properties		718,292	702,385	821,671	756,235	668,979	648,979	668,979	668,979	668,979
				I				668,979		
Other Assets		223,397	275,725	269,415	351,457	579,959	579,959	617,452	526,791	587,450
Biological or Cultivated Assets		64,726	80,648	74,170		•				
				I						
Intanaible Assets		41.752	40.783	30.700	27.866	12.462	(39.825)	(1.083)	(54.195)	(13.363)
Computer Equipment		37,328	35,928	28,779	1,288	(24,213)	(24,213)	(28,780)	(29,766)	(30,017)
Furniture and Office Equipment		18,394	17,077	16,197	16,820	8,059	8,059	17,596	14,532	25,042
Machinery and Equipment		53,983	53,218	53,726	606,201	506,225	506,225	568,678	519,099	572,596
Transport Assets		99,192	93,489	85,287	147,272	203,304	203,304	210,063	198,621	207,042
Land		1,456,365	1,218,988	915,836		(48,521)	(48,521)			
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	ĸ	7,343,364	8,114,943	7,776,759	8,299,933	7,330,583	7,278,296	7,603,684	7,371,784	7,969,860
EXPENDITURE OTHER ITEMS		641,450	460,955	359,723	715,745	715,745	715,745	749,214	717,920	639,026
Depreciation	7	470,106	460,955	302,561	482,441	482,441	482,441	343,877	327,648	255,045
Repairs and Maintenance by Asset Class	က	171,344	I	57,162	233,304	233,304	233,304	405,337	390,272	383,981
Roads Infrastructure		49,483	I	I	67,377	67,377	67,377	I	I	I
Storm water Infrastructure		I	I	I	72,368	72,368	72,368	I	I	I
Electrical Infrastructure		52,779	I	33,758	22,150	22,150	22,150	7,349	8,084	7,292
Water Supply Infrastructure		16,267	l	l	8,775	8,775	8,775	116,809	89,103	54,787
Sanitation Infrastructure		6,445	I	I	I	1	I	1	I	l
Solid Waste Infrastructure		8,915	1	1	12,138	12,138	12,138	1	1	1
Rail Infrastructure		1	I	I	I	1	I	I	I	I
Coastal Infrastructure		1	I	1	1	1	I	I	1	1
Information and Communication		ı	I	1	ı	1	I	1	1	,
		l	l	1	ı	I	l	I	1	Ī



KZ	N225	KZN225 Msunduzi	Table A9 C	- Table A9 Consolidated Asset Management	d Asset Mai	nagement				
Description		2017/18	2018/19	2019/20	Curre	Current Year 2020/21	0/21	2021/22 M & Exper	2021/22 Medium Term Revenue & Expenditure Framework	Revenue
	Ref						:	Budget	Budget	Budget
R thousand		Audited	Audited	Audited	Original	Adjusted	Full Year	Vegr	Vegr +1	Year +2
		Outcome	Outcome	Ontcome	Budget	Budget	Forecast	2021/22	2022/23	2023/24
Infrastructure		133,888	I	33,758	182,809	182,809	182,809	124,158	97,187	62,079
Community Facilities		17,639	I	I	23,513	23,513	23,513	26	89	79
Sport and Recreation Facilities		I	I	I	ı	I	I	I	I	1
Community Assets		17,639	ı	I	23,513	23,513	23,513	29	89	79
Heritage Assets		19,816	1	1	26,982	26,982	26,982	1	1	1
Revenue Generating		ı	I	I	I	I	I	ı	I	I
Non-revenue Generating		ı	I	I	ı	ı	I	ı	I	1
Investment properties		1	I	I	ı	I	ı	I	ı	I
Operational Buildings		I	I	14,845	1	I	I	126,388	133,301	151,739
Housing		I	I	I	I	I	I	I	I	I
Other Assets		I	ı	14,845	ı	1	ı	126,388	133,301	151,739
Biological or Cultivated Assets		ı	ı	ı	1	ı	1	ı	1	1
Servitudes		I	ı	I	1	I	1	ı	1	1
Licences and Rights		1	ı	I	ı	I	1	I	ı	1
Intangible Assets		ı	I	I	ı	I	ı	I	ı	ı
Computer Equipment		I	ı	ı	1	I	ı	1	ı	I
Furniture and Office Equipment		I	ı	I	ı	I	ı	ı	ı	1
Machinery and Equipment		ı	ı	8,559	ı	I	I	120,352	125,492	132,024
Transport Assets		ı	I	I	ı	I	ı	34,380	34,224	38,059
Land		1	I	I	ı	I	I	I	ı	Ī
Zoo's, Marine and Non-biological Animals		1	1	1	1	1	1	1	1	1
TOTAL EXPENDITURE OTHER ITEMS		641,450	460,955	359,723	715,745	715,745	715,745	749,214	717,920	639,026
Renewal and upgrading of Existing Assets as % of total capex		86.7%	%2'69	%0'56	21.5%	%6'96	%6.9%	64.7%	89.5%	86.5%
Renewal and upgrading of Existing Assets as % of deprecn		109.7%	92.7%	131.9%	25.8%	150.0%	150.0%	108.5%	128.8%	151.1%
R&M as a % of PPE		2.5%	%0.0	%6'0	3.3%	3.2%	3.2%	%0'9	7.0%	8.0%
Renewal and upgrading and R&M as a % of PPE		%0.6	2.0%	%0.9	4.0%	13.0%	13.0%	10.0%	11.0%	10.0%



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 nonpaying consumers;
- The stratification of the total outstanding debtors into government, commercial, residential, and vacant land;

Each category has different collection strategies:

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

6.7 ASSET MANAGEMENT

The municipality has different categories of assets in its Fixed Assets Register, which include the following:

Asset Disposal Committee

The municipality has an Asset disposal committee that deliberates on recommendations from Business Units for the disposal and transfer of all movable and immovable assets including land and leases. The committee reports to the Accounting Officer their recommendations regarding the disposal and transfer of municipal assets. Thereafter the Accounting Officer submits considerations and recommendations of the disposal and transfers to the appropriate portfolio committee for their recommendations and final approval.

Categories	Cost	Carrying amounts
		as at 30 June 2020
Land & Buildings	1 227 935 568,14	915 836 148,32
Infrastructure	8 034 032 090,95	4 780 778 029,66
Community	796 998 310,99	439 697 111,54
Other assets	1 048 630 727,67	436 531 894,57
Investment Property	841 503 444,49	821 671 444,49
Agricultural assets	79 700 000,00	83 200 000,00
Heritage assets	278 759 275,33	271 924 972,12

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INTEGRATED DEVELOPMENT PLAN 2021/2022 FINANCIAL YEAR

Categories	Cost	Carrying amounts
		as at 30 June 2020
Intangible assets	108 420 035,01	30 603 411,73
Living Resources	948 425,00	1 070 250,00
	12 416 927 877,58	7 781 313 262,43

The Asset Disposal Committee comprises of the following officials:

Senior Manager: Assets and Liabilities

b. Manager: Fleet

c. Manager: Real Estates and Valuations

d. Legal Advisor

e. Senior Manager: Area Based Management

f. Senior Manager: ICT g. Manager: Assets

6.8 SOUND FINANCIAL STRATEGIES

The Municipality has committed itself to the following sound financial strategies:

- Strategic and sustainable budgeting
- Sound financial management and reporting
- Value for money expenditure
- Growth of revenue and reduction of debtors

6.8.1 SAP

The municipality appointed EOH as a service provider for the implementation of SAP ERP system. EOH presented the project plan to the Strategic Management Committee in November 2014, which was accepted. EOH is currently working on the SAP ERP implementation in conjunction with the project team from Msunduzi.

The Municipality also appointed PWC to assist with project management and Quality Assurance of the SAP ERP system implementation. A seconded PWC project manager is assisting the municipal project team with advisory on project implementation and decision making.

The Municipal Standard Chart of Accounts (mSCOA) principles prescribe a "project based" budgeting and execution approach for all work and expenses/revenue relating to the running of the Municipality.

This means that a "project" must exist for all types of spending, in order to define how the municipal spending converts to deliverables.

These "projects" does not only refer to projects as defined in the traditional sense of the word, but they include all types of work areas relating to the municipality:

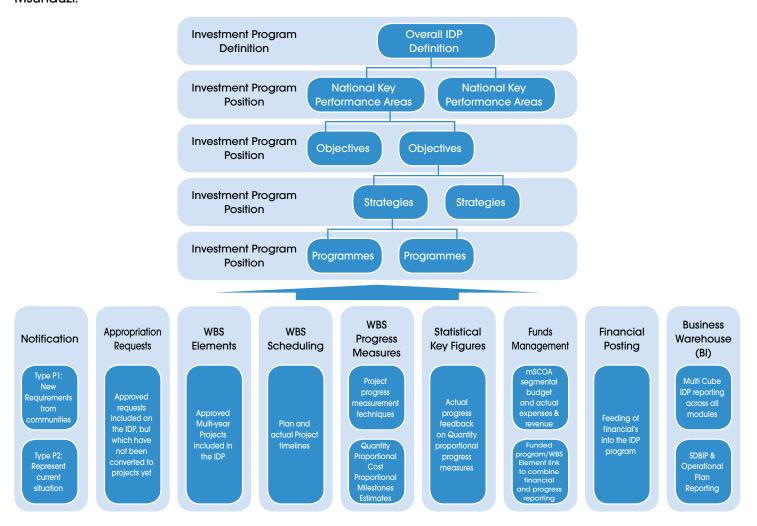
- Capital Infrastructure projects
- Operational projects
- Municipal operating tasks
- Municipal running costs
- Typical work streams
- Maintenance
- Movable asset purchases

For this reason, the Msunduzi mSCOA solution uses WBS elements to define all types of work packages and expense buckets relating to the municipality.

This design has the advantage that it enables the functionality within the Investment Management module in SAP to be used as the backbone of the IDP solution, but representing the IDP objectives and strategies as an Investment Structure. The WBS elements are one of two objects in SAP which can be linked to the Investment Program Structure in the IM module, the other being Appropriation requests.



The diagram below provides a summary of the main SAP objects being used in the overall IDP system design for Msunduzi:



6.8.2 MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)

National Treasury issued Government Gazette No 37577, Municipal Regulations on Standard Chart of Accounts, which is effective 01 July 2017. The objective is to have a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level by providing a Standardised Chart of Accounts which is:

- aligned to budget formats and accounting standards;
- enable uniform information sets across the whole of government to better inform national policy coordination and reporting, benchmarking and performance measurement.

MSCOA is not a system change it is a business process/reform change! There are Seven (7) segments that are to be complied with on a transaction (posting) level and no further breakdown is needed subsequent to transaction posting.

The seven segments are:

- Project
- Function
- Item segment: Assets, Liabilities and Net assets; Expenditure; Revenue; Gains and Losses
- Fund
- Regional Indicator
- Costing
- Municipal Standard Classification No standardisation

Project segment is linked to the IDP is indicates how the projects should be reflected in the IDP it distinguishes projects according to the nature of expense in terms of capital or operational expense. It into capital, operational or default transactions (non-project related Items). Table number 7 on the IDP will have projects classified as per the MSCOA requirements



INTEGRATED DEVELOPMENT 2021/2022 FINANCIAL YEAR

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.

PROJECTS WITH COMMITTED FUNDING FROM OTHER SERVICE PROVIDERS

6.9

TABLE 96: COMMITTED BUDGETS BY SECTOR DEPARTMENTS

	/						
TOTAL COST	234	1924					R 157 080.00
2019/2020	234	1924					
2017/2018 2018/2019							
2017/2018							R 157 080.00
Ward/	location						Ward 1
STATUS (Completed,	In progress Planned)						
PROJECT NAME	refurbishment and rehabilitation of zuzulwazi secondary school	new /replacement infrastructure assets at new woodlands primary school	new /replacement infrastructure assets at umvuzo secondary school	maintenance and repair of m I sultan secondary school	maintenance and repair of nkabini primary school	Major Repairs & Renovations at Mehlokazulu Sec	Child Care and Protection at Inkululeko Creche
DEPARTMENT	Education	Education	Education	Education	Education	Education	Social development
Ö.	-	7	က	4	2	9	7



TOTAL COST	R 192 984.00	R 45 492.00	R 71 689.00	R 94 809.00	R 102 306.00	R 134 640.00	R126 616.00	R128 418.00	R 102 187.00	R 92 939.00	R 44 880.00	R 62 084.00
2019/2020												
2018/2019												
2017/2018	R 192 984.00	R 45 492.00	R 71 689.00	R 94 809.00	R 102 306.00	R 134 640.00	R126 616.00	R128 418.00	R 102 187.00	R 92 939.00	R 44 880.00	R 62 084.00
Ward/ location	ward 1	Ward 1	Ward 1	Ward 2	Ward 2	Ward 2	Ward 2	Ward 2	Ward 3	Ward 3	Ward 3	Ward 3
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at iSibukosezwe Creche	Child Care and Protection at Qalokusha Creche	Child Care and Protection at Superkids Montesory	Child Care and Protection at KwaNomusa Creche	Child Care and Protection at Mbubu Creche	Child Care and Protection at St Raphaels Creche	Child Care and Protection at Umkhuleko	Child Care and Protection at Uthando Creche	Child Care and Protection at Harmony Creche	Child Care and Protection at uMzamo Creche	Child Care and Protection at Mpumelelo Educare Community Centre	Child Care and Protection at Press Pre- School
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
ON	&	6	01	=	12	13	<u> </u>	15	92	17	18	6





TOTAL COST	R 85 833.00	R 118 711.00	R 201 960.00	R 96 662.00	R 65 229.00	R 78 744.00	R 125 664.00	R 95 574.00	R 104 890.00	R 125 800.00	R 5,7 Million	R 96 118.00
2019/2020												
2018/2019												
2017/2018	R 85 833.00	R 118 711.00	R 201 960.00	R 96 662.00	R 65 229.00	R 78 744.00	R 125 664.00	R 95 574.00	R 104 890.00	R 125 800.00	R 5,7 Million	R 96 118.00
Ward/ location	Ward 3	Ward 4	Ward 4	Ward 4	Ward 5	Ward 5	Ward 5	Ward 5	Ward 5	Ward 5	Ward 5	Ward 6
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at Siyakhula Creche	Child Care and Protection at Gezubuso Creche	Child Care and Protection Senzokuhle Creche	Child Care and Protection at Thuthuka Pre-School	Child Care and Protection at Sunshine Creche and Preschool	Child Care and Protection at Amen Day Care Centre	Child Care and Protection at Siyafunda Creche	Child Care and Protection at Siyaqoqa Creche	Child Care and Protection at Sizamiseni Creche	Child Care and Protection at Sizanokuhle crèche	Child Care And Protection at Ngubeni Creche (New Structure)	Child Care and Protection at Buhlebethu Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
Ö	20	21	22	23	24	25	56	27	28	59	30	31



O	DEPARTMENT	PROJECT NAME	STATUS (Completed, In progress Planned)	Ward/ location	2017/2018	2018/2019	2019/2020	TOTAL COST
32	Social development	Child Care and Protection at Dindi Creche		Ward 6	R137 479.00			R137 479.00
33	Social development	Child Care and Inkanyiso Creche Protection at		Ward 6	R 72 216.00			R 72 216.00
34	Social development	Child Care and Protection at Masibumbane Creche		Ward 6	R 63 121.00			R 63 121.00
35	Social development	Child Care and Protection at Nyakazani Creche		Ward 6	R 89 420.00			R 89 420.00
36	Social development	Child Care and Protection at Poland Creche		Ward 6	R134 373.00			R134 373.00
37	Social development	Child Care and Protection at Zamani Creche		Ward 6	R126 174.00			R126 174.00
38	Social development	Child Care and Protection at Zamelamanadi Creche		Ward 6	R 63 682.00			R 63 682.00
39	Social development	Child Care and Protection at Kusile Community Centre		Ward 7	R131 648.00			R131 648.00
40	Social development	Child Care and Protection at Mamboza Creche		Ward 7	R 58 310.00			R 58 310.00
[4	Social development	Child Care and Protection at Nzondweni Creche		Ward 7	R154 105.00			R154 105.00
42	Social development	Child Care and Protection at Siyakhanya Creche		Ward 7	R143 616.00			R143 616.00
43	Social development	Child Care and Protection at Thandokuhle Creche		Ward 7	R 45 883.00			R 45 883.00

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TOTAL COST	R128 248.00	R300.000.00	R 86 887.00	R 77 979.00	R 78 370.00	R125 188.00	R 48 688.00	R 73 134.00	R112 200.00	R130 373.00	R 59 874.00	R225 760.00
2019/2020												
2018/2019												
2017/2018	R128 248.00	R300.000.00	R 86 887.00	R 77 979.00	R 78 370.00	R125 188.00	R 48 688.00	R 73 134.00	R112 200.00	R130 373.00	R 59 874.00	R225 760.00
Ward/ location	Ward 7	Ward 7	Ward 8	Ward 8	Ward 8	Ward 8	Ward 8	Ward 9	Ward 9	Ward 9	Ward 9	Ward 9
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at Thembalihle Crèche	Child Care and Protection at Ikusasa Elihle Youth Organisation	Child Care and Protection at Inhlosenhle Creche	Child Care and Protection at Khombindlela Creche	Child Care and Protection at Mahlobo Creche	Child Care and Protection at Qalokuhle Creche	Child Care and Protection at Thandabantu Creche	Child Care and Protection at Imbalenhle Creche	Child Care and Protection at Inadi Creche	Child Care and Protection at Othandweni Creche	Child Care and Protection at Siyathuthuka Creche	Child Care and Protection at Thinasonke Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
Ŏ.	4	45	46	47	48	49	20	21	52	53	54	55



ON	DEPARTMENT	PROJECT NAME	STATUS (Completed, In progress Planned)	Ward/	2017/2018	2018/2019	2019/2020	TOTAL COST
56	Social development	Child Care and Protection at Ikhwezi Creche		Ward 10	R108 936.00			R108 936.00
57	Social development	Child Care and Protection at Vulamehlo Creche		Ward 10	R149 056.00			R149 056.00
28	Social development	Child Care and Protection at Thandokuhle Creche		Ward 10	R137 802.00			R137 802.00
59	Social development	Child Care and Protection at Tholulwazi Creche		Ward 10	R93 925.00			R93 925.00
09	Social development	Child Care and Protection at Tholulwazi Creche		Ward 11	R90 865.00			R90 865.00
19	Social development	Child Care and Protection at Thubalethu Creche		Ward 11	R89 658.00			R89 658.00
62	Social development	Child Care and Protection at Fudumele Creche		Ward 12	R269 280.00			R269 280.00
63	Social development	Child Care and Protection at Sbongumusa Creche		Ward 12	R142 375.00			R142 375.00
20	Social development	Child Care and Protection at Mthuthuzeli Creche		Ward 12	R246 840.00			R246 840.00
92	Social development	Child Care and Protection at Zenzele Creche		Ward 12	R121 142.00			R121 142.00
99	Social development	Child Care and Protection at Selby Msimang Creche		Ward 12	R196 554.00			R196 554.00
67	Social development	Child Care and Protection at Buhlebuyeza Creche		Ward 13	R157 352.00			R157 352.00





TOTAL COST	R127 449.00	R45 339.00	R106 046.00	R100 725.00	R96 390.00	R125 664.00	R56 933.00	R84 014.00	R52 241.00	R90 916.00	R148 104.00
2019/2020											
2018/2019											
2017/2018	R127 449.00	R45 339.00	R106 046.00	R100 725.00	R96 390.00	R125 664.00	R56 933.00	R84 014.00	R52 241.00	R90 916.00	R148 104.00
Ward/ location	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 13	Ward 14	Ward 14
STATUS (Completed, In progress Planned)											
PROJECT NAME	Child Care and Protection at Buthokuhle Creche	Child Care and Protection at Endumisweni Creche	Child Care and Protection at Sindisiwe Creche	Child Care and Protection at Siyakhana Creche	Child Care and Protection at Zamimpilo Dropping Centre	Child Care and Protection at Siyacathula Creche	Child Care and Protection at Siyajabula Creche	Child Care and Protection at Sizamokuhle Creche	Child Care and Protection at Vukuzakhe Creche	Child Care and Protection at Manzini Creche	Child Care and Protection at Masihambisane
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
Ö	89	69	20	71	72	73	74	75	92	77	78



Ö	DEPARTMENT	PROJECT NAME	STATUS (Completed, In progress Planned)	Ward/ location	2017/2018	2018/2019	2019/2020	TOTAL COST
79	Social development	Child Care and Protection at Masijabule Creche		Ward 14	R148 104.00			R148 104.00
80	Social development	Child Care and Protection at Thandokuhle Creche		Ward 14	R179 520.00			R179 520.00
81	Social development	Child Care and Protection at Zamukuphila Creche		Ward 14	R80 155.00			R80 155.00
82	Social development	Child Care and Protection at Ekuthuleni Creche		Ward 15	R201 960.00			R201 960.00
83	Social development	Child Care and Protection at Isu Elihle Creche		Ward 15	R125 664.00			R125 664.00
28	Social development	Child Care and Protection at Senzokuhle Creche		Ward 15	R82 144.00			R82 144.00
82	Social development	Child Care and Protection at Unit J Community Creche		Ward 16	R246 840.00			R246 840.00
98	Social development	Child Care and Protection at Ezizamele Creche		Ward 17	R134 640.00			R134 640.00
87	Social development	Child Care and Protection at Sbongumusa Creche		Ward 17	R201 960.00			R201 960.00
88	Social development	Child Care and Protection at Sbonguthando Creche		Ward 17	R70 210.00			R70 210.00
68	Social development	Child Care and Protection at Siyanda Creche		Ward 17	R182 270.00			R182 270.00
8	Social development	Child Care and Protection at Sizakahle Creche		Ward 17	R129 455.00			R129 455.00





TOTAL COST	R153 850.00	R224 400.00	R61 625.00	R188 496.00	R103 989.00	R336 600.00	R106 777.00	R157 080.00	R98 753.00	R267 920.00	R291 720.00	R80 393.00
2019/2020												
2018/2019												
2017/2018	R153 850.00	R224 400.00	R61 625.00	R188 496.00	R103 989.00	R336 600.00	R106 777.00	R157 080.00	R98 753.00	R267 920.00	R291 720.00	R80 393.00
Ward/ location	Ward 17	Ward 18	Ward 19	Ward 19	Ward 20	Ward 20	Ward 21	Ward 21	Ward 21	Ward 21	Ward 21	Ward 21
STATUS (Completed, In progress Planned)												
PROJECT NAME	Child Care and Protection at Thuthukani Creche	Child Care and Protection at Siyabonga Creche	Child Care and Protection at Ikusasa Elihle	Child Care and Protection at Vusumuzi Creche	Child Care and Protection at Mirriam Zulu Creche	Child Care and Protection at Zamani Day Care Centre	Child Care and Protection at Duduzile Creche	Child Care and Protection at Funokuhle Creche	Child Care and Protection at Machibisa Creche	Child Care and Protection at Malungelo Creche	Child Care and Protection at Ngoba Pre-primary School	Child Care and Protection at Sakhokwethu Creche
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
O	16	92	65	94	95	96	26	86	8	001	101	102



TOTAL COST	R80 393.00	R117 317.00	R205 717.00	R96 917.00	R134 555.00	R87 737.00	R44 880.00	R112 642.00	R489 192.00	R179 520.00	R314 160.00
	Ľ	œ	22		<u>R</u>	Œ.	(F	2	R2	~	껖
2019/2020											
2018/2019											
2017/2018	R80 393.00	R117 317.00	R205 717.00	R96 917.00	R134 555.00	R87 737.00	R44 880.00	R112 642.00	R489 192.00	R179 520.00	R314 160.00
Ward/ location	Ward 21	Ward 21	Ward 21	Ward 22	Ward 22	Ward 22	Ward 22	Ward 22	Ward 23	Ward 23	Ward 24
STATUS (Completed, In progress Planned)											
PROJECT NAME	Child Care and Protection at Sbonginhlanhla Creche	Child Care and Protection at Sphembokuhle Creche	Child Care and Protection at Zenzeleni Creche	Child Care and Protection at Phumelela Creche	Child Care and Protection at Surtherlands Tunnary Creche	Child Care and Protection at Ukuhlakanipha Creche	Child Care and Protection at Sibalukhulu Creche	Child Care and Protection at Zuzulwazi Creche	Child Care and Protection at Ashdown Creche	Child Care and Protection at Ashdown Zinhle Creche	Child Care and Protection at SAVF
DEPARTMENT	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development	Social development
ON	103	104	105	901	107	108	109	110	Ε	112	113





TOTAL COST	R269 280.00	R314 160.00	Rlm	R2,5m	2,5m	R162 604 474	R305 559 812	R 330 573 800	R 70 166 179	R 5 678 519 865	R 960 973 859	R 120 000 000	1 billion	10 billion	
2019/2020															
2018/2019							R 48 893 866	R0.00	R0.00	R0.00	R71 429 843	R 0.00			
2017/2018	R269 280.00	R314 160.00	RIm	R2,5m	R2,5m	R 9 380 580	R 46 819 041	RO.00	R0.00	R0.00	R57 743 206	R 0.00	1 billion	10 billion	TBC
Ward/ location	Ward 34	Ward 35													
STATUS (Completed, In progress Planned)			design stage	Design stage	on going	completed	construction	Pre-feasibility	tender	Detailed feasibility	construction	Detailed feasibility	Tender/Design	Planning and Design	Tender/Design
PROJECT NAME	Child Care and Protection at Masakhane Creche	Child Care and Protection at Sobantu Village Creche	new admin wing: completion contract no 2 (038518)	refurbishment of existing buildings and conversion into new kzn construction development centre and new confirence centre	day to day maintance	251 raw water pipeline: midma dam to midmar WTP.	Midmar WTP up-grade	Vulindlela up-grade	Howick-reservoir upgrad	Umkhomazi water upgrade	Darville wastewater	Table mountain upgarade	N3: New England – Twickenham Rd	N3: PMB Bypass	N3: Asburton I/C – Murray Road
DEPARTMENT	Social development	Social development	Public works	Public works	Public works	Mngeni water	Mngeni water	Mngeni water	Mngeni water	Mngeni water	Mngeni water	Mngeni water	SANRAL	SANRAL	SANRAL
O	114	115	116	211	118	119	120	121	122	123	124	125	127	128	129



Ö	DEPARTMENT	PROJECT NAME	STATUS (Completed, In progress Planned)	Ward/ location	2017/2018	2018/2019	2019/2020	TOTAL COST
130	SANRAL	N3: Twickenham - Cedara	Project Identification		TBC			
131	SANRAL	N3: Sanctuary Rd I/C - Cedara	Construction (0-20%)		1,7 million			1,7 million
132	SANRAL	N3: Sanctuary Rd I/C - Cedara	Tender/Design		TBC			
133	SANRAL	N3: New England Road tender design I/C to Twickenham Underpass	tender design		337 million (subject to available funding			337 million (subject to available funding
134	SANRAL	N3: Lynnfield Park – Ashburton I/C, Improvements and Upgrades	tender/design		IBC			

1 Budget Subject to Review.

TABLE 97: DRAFT 2021-2022 SDBIP

		ANNUAL		16.55KM		22000m2		26.8KM		10.9		9	1629		1050		-	100%	
		QUARTER 3		A/A		√ V		20km		N/A		A/N	A/N		N/A		N/A	%00L	
		QUARTER 1 QUARTER 2 QUARTER 3		A/A		A/A		18km		N/A		∀ /Z	A/A		N/A		N/A	%00L	
		QUARTER 1		N/A		N/A		15.5 km		N/A		A/A	A/A		N/A		N/A	100%	
	FUNDING	SOURCE		MIG		MIG		MIG	MIG	MIG		MIG	MIG		WSIG		Arts and Culture grant funding R 7 000 000; AfriSam R 3 500 000	CNL	
INFORMATION	REVENUE	VOTE		N/A		N/A		N/A	N/A	N/A		N/A	N/A		N/A		V/A	N/A	
ANNUAL BUDGET INFORMATION	CAPEX	VOTE		139,682,445.00		15,000,000.00		44,416,782.00	9,463,343.00	43,103,005.00			24,000,000.00		9782000		105000	N/A	
	OPEX	VOTE		N/A		N/A		A/A	N/A	N/A					N/A		N/A	A/A	
ANNUAL TARGET / OUTPUT			INFRASTRUCTURE SERVICES	KM Upgrade of roads to black top by	the 30th of June 2022	m2 of surfaced roads rehabilitated	(asphalt overlay, slurny seal, crack seal- ing and diluted immulsion) by the 31st of May 2022	KM Sewer pipeline installed by the 30th of lune 2022	% water loss reduction (non revenue water)	eline installed by the 30th	of June 2022	Number of Community halls/facilities in good state	1629 x Electricity Connections achieved N/A	by the 30th of June 2022	1050 x VIP toilets installed by the 30th of June 2022	COMMUNITY SERVICES	Number of Libraries Constructed	100 % Completion of Landscaping	and grass cutting as per grass cutting schedule by the 30th of June 2022
INDICATOR				Upgrade of	roads	Surfaced	roads	Sewer pipe-	ater loss	Water pipeline			923 x Electric-	ity Connec- tions	VIP toilets installed		Construction Library	001	Completion of Landscap-ing and grass cutting
BASELINE / STATUS INDICATOR	ONO			N/A		N/A	_	N/A	N/A	N/A			√/N		ν / ν ν		N/A	N/A	
WARD				Various		Various		Various	Various	Various		Various	Various		Various		Various	Various	
PRO-	GRAMME			Upgrade of	roads	Rehabilita-	tion	Installation	Water losses Various								Construction Various	Grass Cut-	ţiuĝ
INDEX IDP REFER- CDS REFER- NATIONAL KEY	PERFORMANCE	AREA		NKPA 2 - BASIC	SERVICE DELIVERY roads	NKPA 2 - BASIC	SERVICE DELIVERY flon	2 - BACK TO NKPA 2 - BASIC BASICS SERVICE DELIVERY	NKPA 2 - BASIC SERVICE DELIVERY	NKPA 2 - BASIC	SERVICE DELIVERY	NKPA 2 - BASIC SERVICE DELIVERY	NKPA 2 - BASIC	SERVICE DELIVERY	NKPA 2 - BASIC SERVICE DELIVERY		2-BACK TO NKPA 2-BASIC BASICS SERVICE DELIVERY	2 - BACK TO NKPA 2 - BASIC	SERVICE DELIVERY fing
CDS REFER-	ENCE			K 10		7 2	BASICS	2 - BACK TO	K 70	K 10			2-BACKTO	BASICS	2 - BACK TO BASICS		2 - BACK TO BASICS	2 - BACK TO	BASICS
K IDP REFER-	ENCE			18		B		B1	18	B1		E9	B1		B		B1	B1	
INDE				æ		മ		m	m	æ		മ	Ф		œ		œ	Ф	





	ANNUAL	439	Purchase and delivery of Parks and recreation equipment by the 30th of June 2022	120 000	156	300	120	100	0009	%1	85%	100%	%5%	0001	100%	929	09	5000m2
	QUARTER 3	V/N	Purchase and delivery of Parks and recreation equipment by the 30th of June 2022	120 000	124	150	80	75	N/A	%1	85%	%001	%96	750	75%	485	45	V/Σ
	QUARTER 2	V/N	Purchase and delivery of Parks and recreation equipment by the 30th of June 2022	120 000	83	00	09	20	N/A	%1	85%	100%	%96	200	%09	318	30	V/Σ
	QUARTER 1	N/A	Purchase and delivery of Parks and recreation equipment by the 30th of June 2022	120 000	42	20	40	25	N/A	1%	85%	100%	%96	250	25%	171	15	N/A
	FUNDING SOURCE	_	_	_	-	_	-	_	-	-	-			_		_	-	_
NOITAMAC	REVENUE VOTE		N S	A/N	A, X	N/A	V/A	A/N		A/N	A/N	A/N	A/N	A/N	A/N	A/N		N/A
ANNIAL BIDGET INFORMATION	CAPEX	N/A		N/A	Z/A	N/A	N/A	N/A	A/N	N/A	A/N	A/Z	N/A	N/A	A/Z	N/A	A/N	N/A
INNA		∀/Z		Υ X	∢ Ż	∢ Ż	A/X	A/N	A/A	∀ Ž	A/A	N/A	A/N	Y Z	A/A	A/A	A/N	₹ Ż
	OPEX	V /Z	275000	A/A	N/A	A/N	N/A	A/N	N/A	A/A	N/A	∀ Ž	A/A	N/A	Ψ/N	A/A	N/A	N/A
ANNIIAL TARGET / OUTPUT		439 x EPWP jobs created by the 30th of June 2022	Purchase and delivery of Parks and recreation equipment by the 30th of June 2022	Households provided with weekly refuse removal by the 30th of June 2022	Number of Road Safety Awareness campaingns by the 30th of June 2022	Number of Community outreach programs conducted by the 30th of June 202	Number of Social Support Programs conducted by the 30th of June 2022	Percentage of Capital Budget Actully Spent on Capital Projects	Number of households earning less than 3500 with access to free basic services	% Percentage of Revenue Collection rate on outstanding debt	% of Revenue Collection rate on current debt	100% Compliance with MFMA schedule of deadlines	% rates clearance applications processed	Number of jobs created through CWP N/A	% of LED strategies and programs Implemented	Number of new housing units constructed utilising external funding by the 30th June 2022	Number of SMME's and Cooperatives established	Number of hectares or m2 of land secured for LED initiatives
INDICATOR			Purchase and delivery of equipment	Households provided with weekly refuse		Community outreach pro- grams	Number of Social Sup- port Programs conducted	% Capital Budget Spent			% of Revenue Collection	100% Compli- ance with MFMA	% rates clear- ance	Number of jobs created	LED strategies	656 x new housing units constructed		o d nd
BASELINE / STATUS INDICATOR	auo		∢ Ż	N/A	Υ΄ V	N/A	۷′× ۲	N/A	<i>۲/</i> ۷	N/A	N/A	4 /Z	N/A	N/A	٧/ <u>٧</u>	N/A		New indicator
WABD		sno	4 /Z	II W		Various		A/N	Various	Various	A/N	N/A	A/N	۸/۸ ۲	۷ ۲	A/A		
-086	GRAMME				Road Safety Various Awareness	Community	Community Various programs	Capital Budget Monitorina	Indegent Register	Revenue Collection	Revenue Collection	MFMA		LED	IED	new housing units con- structed	SMMEs and focus groups	Land acqui- Varlous
INDEX IDP PEFER. CDS PEFER. NATIONAL KEY	PERFORMANCE AREA	NKPA 3 - LOCAL ECONOMIC DEVELOPMENT	NKPA 1 - MU- NICIPAL TRANS- FORMATION & ORGANIZATIONAL DEVELOPMENT	NKPA 2 - BASIC SERVICE DELIVERY	NKPA 5 - GOOD GOVERNANCE & PUBLIC PARTICI- PATION	NKPA 5 - GOOD GOVERNANCE & PUBLIC PARTICI- PATION	NKPA 5 - GOOD GOVERNANCE & PUBLIC PARTICI- PATION	NKPA 4 - MUNICH PAL FINANCIAL VIABILITY		NKPA 4 - MUNICH PAL FINANCIAL VIABILITY	NKPA 4 - MUNICH PAL FINANCIAL VIABILITY	GOOD ANCE &	NKPA 4 - MUNICH PAL FINANCIAL VIABILITY	NKPA 2 - BASIC SERVICE DELIVERY	NKPA 3 - LOCAL ECONOMIC DEVELOPMENT	NKPA 2 - BASIC SERVICE DELIVERY	NKPA 2 - BASIC SERVICE DELIVERY	NKPA 3 - LOCAL LECONOMIC SECONOMIC
CDS PEFEB.	ENCE	5 - GROW- ING THE REGIONAL ECONOMY	1 - BUILDING A CAPABLE & DEVEL- OPMENTAL MUNICIPAL- ITY	2 - BACK TO BASICS	7 - CREAT- ING A LEARNING CITY AND CITY OF LEARNING		7 - CREAT- ING A LEARNING CITY AND CITY OF LEARNING		0	4 - FINAN- CIAL SUS- TAINABILITY		^	4 - FINAN- CIAL SUS- TAINABILITY	5 - GROW- ING THE REGIONAL		2 - BACK TO BASICS		5 - GROW- ING THE REGIONAL ECONOMY
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		ANNUAL		%001	011	100%		492	164	100%
		QUARTER 3		%001	Ψ/Z	%001 %001		361	711	%001 %001
		QUARTER 2		%001	A/A	%001		234	78	%001
		QUARTER 1 QUARTER 2 QUARTER 3		%001	N/A	%001 ***********************************		711	39	,000 ,000 ,000 ,000 ,000 ,000 ,000 ,00
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			ES	N olace N		, nai	NAGER			N/A
ANNITAL TABOET (OITHIIT	ANNOAL IARGEI / COIFOI		CORPORATE SERVICES	100% Implementation of the Workplace IN/A Skills Plan	Number of Interns appointed by Business units	% Provision of 100% Provision of internal and external N/A Legal services	OFFICE OF THE CITY MANAGER	Number of ward Committee meet- ings held	Number of Ward Community Meet- ings held	100% Coordination of Mayoral events
ATOB	ž			έo		% Provision of 100% Provisior Legal services Legal services			<u>0</u>	
2011				% Implementation of the Workplace Skills Plan	Number of Interns ap- pointed	% Provis Legal se		Number of ward meet- ings	Community Meetings he	% Coordina- tion of May- oral events
ACTACIONI SITATA Y SIN ISTA	DASELINE / SIALUS	One		N/A	V/A	ν', Α		Υ'A	N/A	N/A
MANN				_	_			_	_	
		<u> </u>		∀/Ÿ	∀/X	N/A		N/A	∀ Z	∀/X
9		GRAMME		WSP	N/A L	Provision of Legal ser- vices L		Speakers office	Speakers	Speakers office L
NATIONAL VEV	NAIIONAL NET	PERFORMANCE AREA		NKPA 1 - MU- NICIPAL TRANS- FORMATION & ORGANIZATIONAL DEVELOPMENT	NKPA 1 - MU- NICIPAL TRANS- FORMATION & ORGANIZATIONAL DEVELOPMENT	NKPA 1 - MU- NICIPAL TRANS- FORMATION & ORGANIZATIONAI DEVELOPMENT		2 - BACK TO NKPA 5 - GOOD BASICS GOVERNANCE & PUBLIC PARTICI- PATION	NKPA 5 - GOOD GOVERNANCE & PUBLIC PARTICI-	NKPA 1 - MU- NICIPAL TRANS- FORMATION & ORGANIZATIONAL
NDEX - DB DEFER	CD3 KETER	S C		1 - BUILDING NKPA 1 - MU- A CAPABLE NICIPALTRAN & B. DEVEL- FORMATION & OPMENTAL ORGANIZATIC MUNICIPAL- DEVELOPMEN	1 - BUILDING NKPA 1 - MU- A CAPABLE NICIPALIRAN & B DEVEL- FORMATION & OPMENTAL ORGANIZATIC MUNICIPAL- DEVELOPMENTY	1 - BUILDING NKPA 1 - MU- A CAPABLE NICIPAL IRAN & B DEVEL FORMATION & OPMENTAL ORGANIZATIC MUNICIPAL DEVELOPMENTY		2 - BACK TO P BASICS C	2-BACKTO P BASICS F	1 - BUILDING NKPA 1 - MU- A CAPABLE NICIPAL TRAN & DEVEL- FORMATION & OPMENTAL ORGANIZATIC MUNICIPAL- DEVELOPMENTY
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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:

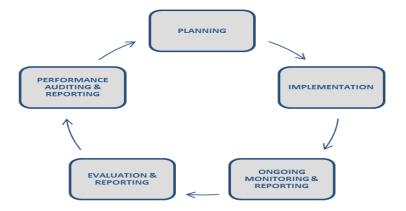
- Planning;
- Implementation;
- Monitoring;
- Evaluation.

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.

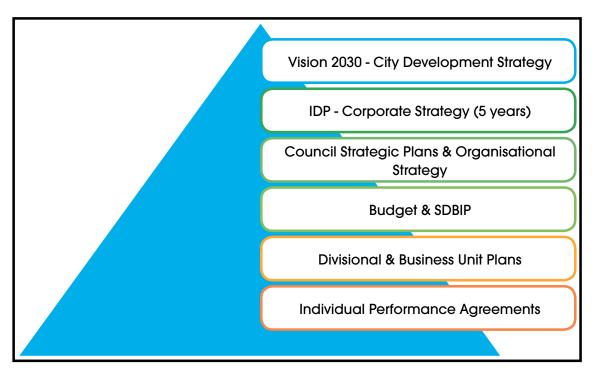
7.4 LINKING OF OUTPUTS IN PERFORMANCE AGREEMENTS WITH ACTIVITIES IN THE OPERATIONAL PLANS AND INDICATORS

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.

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If necessary, explanation of the following must be included in the monthly reports:

- (a) Any material variances from the Municipality's projected revenue by source, and from the Municipality's expenditure projections per vote
- (b) Any material variances from the service delivery and budget implementation plan and;
- (c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipality's approved budget

(ii) QUARTERLY REPORTING

Section 52 (d) of the MFMA compels the Mayor to submit a report to the Council on the implementation of the budget and the financial state of affairs of the Municipality, within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the Mayor's quarterly report.

(iii) MID-YEAR REPORTING

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The Accounting Officer is required, by the 25th January of each year, to assess the performance of the Municipality during the first half of the year, taking into account:

- (i) The monthly statements referred to in section 71 of the first half of the year
- (ii) The municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) The past year's annual report, and progress on resolving problems identified in the annual report; and,
- (iv) The performance of every municipal entity under the sole or shared control of the Municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjusted budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP.

The SDBIP is also a living document, and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Msunduzi Local Municipality accountable to the community.

All the municipal Business units have revised scorecards for this financial year and the information below relates to Corporate Business unit being used as an example. Ps these could not be included here to volume of spreadsheets.

TABLE 97: DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS

The Municipality is currently in the process of drafting the Service Delivery and Budget Implementation Plan (SDBIP) 2018/2019 which will be presented to the mayor 14 days after the approval of the IDP and the budget by council.



CHAPTER 8: ANNEXURES

8.1 SPATIAL DEVELOPMENT FRAMEWORK

See Part 2 of the Document for a full copy of the SDF.

8.2 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.

8.2.1 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 HAZAI	ARDS				
	VULNERABILITY	CONSEQUENCE				
Flooding and	Jika Joe Informal Settlement	Loss Of Life/Property Damage/Personal Assets				
Rivers	Msunduzi Low-Level Bridge	Loss Of Life				
	Lower Section Ashdown. Houses	Loss Of Life/Property Damage/Personal Assets				
	Slangspruit. Houses	Loss Of Life/Property Damage/Personal Assets				
	Smero Bridge. Vehicles/Pedestrians	Loss Of Life				
	Kwapata Bridge. Vehicles/Pedestrians	Loss Of Life				
	Dark City/Sobantu Houses	Loss Of Life/Property Damage/Personal Assets				
	Baines Spruit. Khan Rd Informal	Loss Of Life/Property Damage/Personal Assets				
	Settlement					
	Low-Level Bridges	Damage To Infrastructure, Sewers, Water,				
		Electricity				
Wind and Rain	Maswazini, Mafakatini, Sweetwaters,	Structural Failure/Loss Of Life/Property Damage/				
	Pypini, Shayamoya, Copesville,	Personal Assets / Damage To Electricity &				
	Tamboville / Houses	Communications				
	Damage To Informal And Sub-standard	Loss Of Life/Property Damage/Personal Assets /				
	Houses	Accommodation , Re-Establishment Cost				
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	Loss Of Life/Property Damage/Poor Accessibility				
	Informal Settlements 2 Formal Houses /					
	Cannot Afford Electricity					

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	NATURAL HAZAI	RDS
	VULNERABILITY	CONSEQUENCE
Transport	N3 Freeway	Accidents/N3 Road Closure/Main Line Closure /Hazmat Spills/Fires / Loss Of Life / Property Damage / Environmental Damage / Pollution
	Railway Line	Accidents/N3 Road Closure/Main Line Closure/ Hazmat Spills/Fires / Loss Of Life/Property Damage/Environmental Damage/Pollution
Disease	Vector Borne Cholera/HIV Aids	Loss Of Life
	Crop Damage	Loss Income, Food Shortages
	Animal Diseases	Loss Income/Food Shortages
Civil Unrest	Rallies, Political Meetings, Pickets, Strikes, Marches	Work Stoppages/Power Failures, Water Failure, Economic Losses, Serious Disruption, Loss Of Life, Property Damage
Housing	Informal And Sub-standard Structures	On Going Maintenance/Support
Infrastructure	Poor Maintenance	Infrastructure Failure, High Rehabilitation Costs, Work Stoppages / Power Failures, Water Failure, Economic Losses, Serious Disruption, Loss Of Life
Sport Recreation Rallies Fairs / Shows	Public Safety, Security, Fire, Health	Structural Failure, Loss Of Life, Economic Losses, Serious Disruption, Credibility

See Part 2 of the Document for a full copy of the uMgungundlovu Disaster Management Plan.

TABLE 99: ANNUAL REPORT PROVINCE 1 APRIL 2020 - 31 MARCH 2021

	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: 2020/21 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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