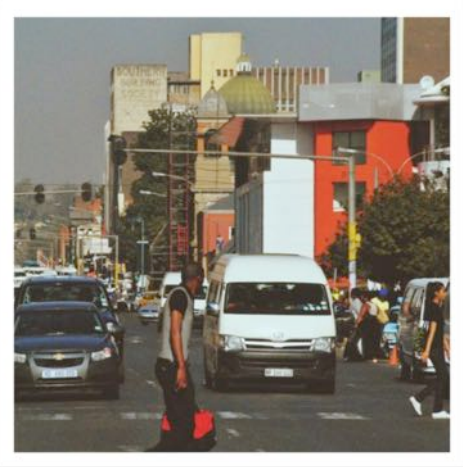
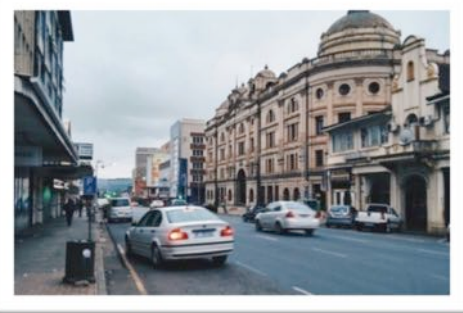


MSUNDUZI CITY DEVELOPMENT STRATEGY

APRIL 2015



All enquiries and comments related to this Document to be directed to:

Madeleine Jackson-Plaatjies
Manager: Office of the Municipal Manager, Msunduzi Municipality
033- 3922029/ 2882
Madeleine.Jackson@msunduzi.gov.za
Website: www.msunduzi.gov.za

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FRONT COVER

Photographs from top : Bayanda Jele; Sarah Wang, Nathan van Wyk, Nathan van Wyk and Bayanda Jele. Background photograph: City Insight pty ltd

The above photographs and those credited within this document were entries into the SACN "My City through my lens" competition held in February 2015. The winning Msunduzi photograph was taken by Nathan van Wyk. All other photographs were taken by City Insight.

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1 INTRODUCTION

1.1 City Development Strategies: Dealing with developmental challenges

Cities are key drivers of growth and, like cities across the world, South Africa's major urban areas contribute greatly to the country's economic growth and development. 41% of South Africa's population live in its eight largest municipalities. Between 2001-2011, South Africa's population increased by approximately 16% however the population in the major cities increased by 25%. In the same period, Msunduzi's population grew by 11%¹.

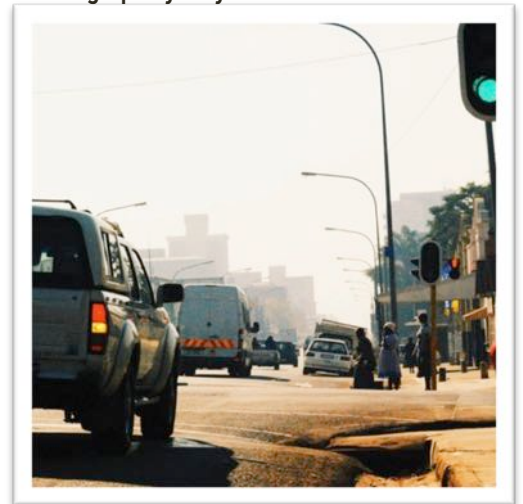
However, South Africa's major urban areas continue to face serious challenges². These include high levels of poverty and unemployment, rapid urbanisation and the growth of urban populations and climate change, with droughts and more intense weather systems increasing the vulnerability of the population.

In these circumstances, access to basic services and to livelihood opportunities, particularly for the poor and vulnerable, is becoming increasingly difficult. With rising energy, water, housing, and transportation needs, it becomes ever more critical to plan for the realities of urban growth.

Most South African cities are also facing severe funding shortages as they try and meet the bulk, reticulation and maintenance requirements for basic infrastructural services³. The solution is either to raise tariffs and taxes, or for national government to increase transfers, potentially undercutting development in other key areas.

Given these challenges, municipalities have looked to long-term planning strategies in an attempt to find solutions and provide a framework to guide strategic action⁴. The next section looks at what city development strategies are and compares them to Integrated Development Plans.

Photograph by: Bayanda Jele



In 2009, South Africa's major cities contributed 60% of the country's total economic output, with the rest of South Africa contributing just 40%. Cities are therefore critical in maintaining and driving economic growth within a country

¹ Stats SA (2011). 2011 Census. Stats SA: Pretoria, South Africa

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

³ SACN Finance, Chapter 7

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

1.2 Strategies and Plans: the relationship between CDS's and IDP's

A City Development Strategy (CDS) provides a vision for a city to move towards, aiming to create conditions that increase the likelihood of success in reaching this goal.

Internationally, City Development Strategies have focussed on a few (four to five) key pillars at the heart of a city's economic, social and environmental levers.

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

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

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

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

In reviewing the strategic issues defined by other South African municipalities in CDS documents, it becomes clear however, that instead of focussing simply on a

Photograph by: Nathan Van Wyk



A strategy is WHAT a city wants to achieve,. A plan outlines HOW it will achieve it.

"... strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value." Porter, HBR, 1998

In South Africa, the concept of "city" (which is not usually the same as a politically-defined jurisdiction – the municipality) creates confusion as the city is often seen to be the municipality and instead of development being the key operative principle around which the CDS is defined, governance becomes the main focus.

few key areas which define clearly the path towards the long-term, many of these strategies have become a set of well-meaning visions and targets which are highly unlikely to be attained. This is in contrast to what a CDS was meant to be: a focus on a few strategic areas aiming at making cities better governed, more inclusive, more productive and sustainable.

Generally-speaking, long-term CDS's are not meant to be long-term Municipal Development Strategies, given that municipal jurisdictions may well change over time, and the power of cities as magnets and developers may involve areas of more than one jurisdiction. Rather, they should be seen as a set of strategies and action plans that should remain focus areas over time and which should not be influenced by the specific jurisdictional boundaries within which they are located.



As CDS's have become popularised in South Africa, there is increasing discussion about opportunities for the development of "city-regions" or "city-corridors". The eThekweni-Msunduzi-Mngeni corridor is one such region on the larger eThekweni-Gauteng logistics corridor that is ripe for a single set of integrated plans to be developed.

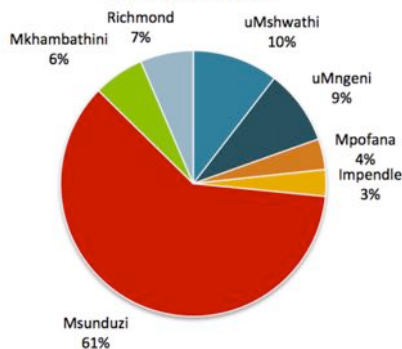
2 MSUNDUZI'S CONTEXT WITHIN THE UMGUNGUNDLOVU DISTRICT MUNICIPALITY

Msunduzi Local Municipality is the core urban and economic centre of the Umgungundlovu District Municipality. The district municipality covers seven local municipalities and an area of approximately 8 500 km², second in size in KwaZulu Natal, after eThekweni metro. In 2011, the district had a population of 1 017 763 people, showing an increase per annum of 8.88% between 2001-2011⁵.

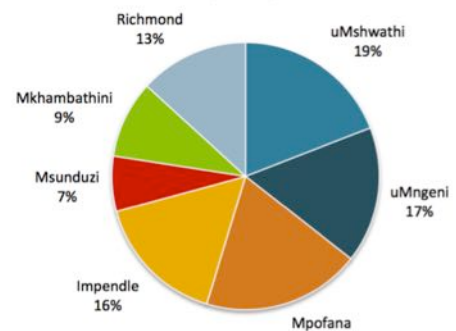
Although Msunduzi occupies only 7% of the land area of the Umgungundlovu district, it accommodates 61% of its population.

Msunduzi's context within the Umgungundlovu District (2011 Stats SA)

UMGUNGUNDLOVU DISTRICT - POPULATION

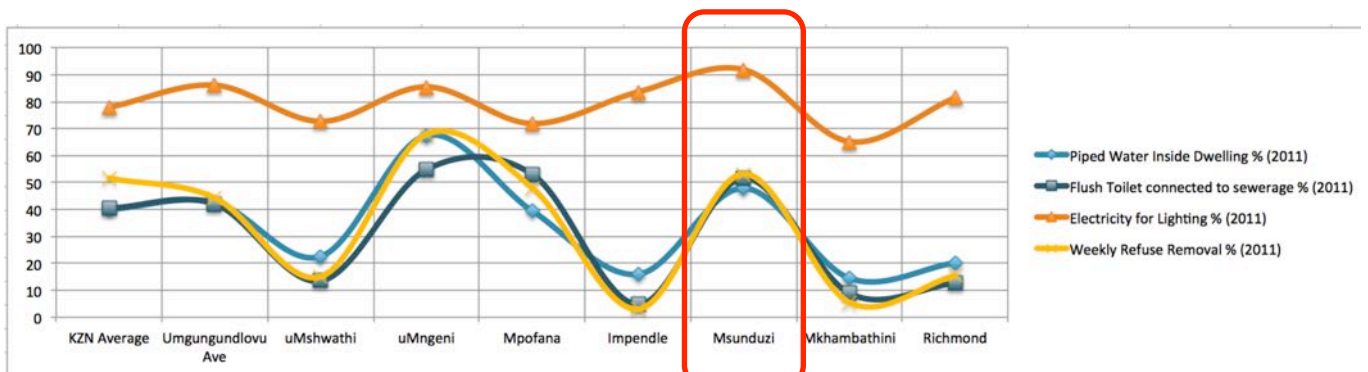


UMGUNGUNDLOVU DISTRICT - AREA (KM2)



Msunduzi demonstrates a higher access to services than the average within the Umgungundlovu District, although Umngeni local municipality has the highest access to services, with the exception of electricity, out of all seven local municipalities.

Access to Basic Services within the Umgungundlovu District Municipality (2011)



⁵ Umgungundlovu District Municipality 2014/15 IDP

The Umgungundlovu District Municipality has endorsed the N3 as a *provincial priority corridor*. The R56 and R33 [Richmond/ Msunduzi/ Greytown] and the Msunduzi/ Boston/ Underberg link has been declared as the *district primary corridors*. The spatial arrangement not only reflects the status of Msunduzi, as the primary economic and development node within the district, but illustrates the emerging metropolitan context and space economy, wherein the growth and development performance of Msunduzi is crucial to the attainment of national objectives.

Prioritised corridors within the Umgungundlovu District, showing Msunduzi's central positioning



2.1 MSUNDUZI AS A SECONDARY CITY

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

Successful secondary cities have tended to leverage⁷:

- * Availability of land and lower land costs
- * Locational advantages – intrinsic and devised
- * Unique attributes based on historic assets

Photograph by Nathan van Wyk

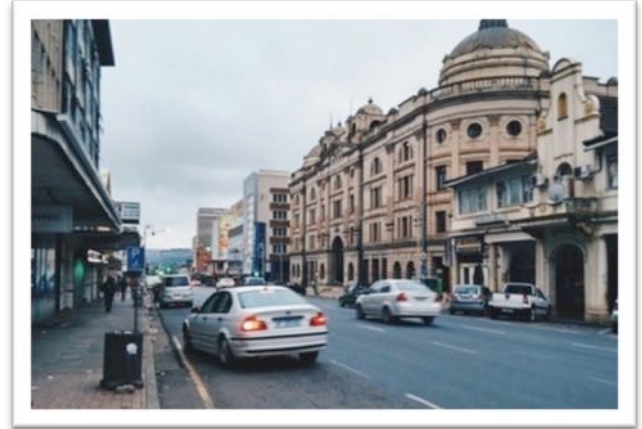


⁶ The following are useful references from which material in this sub-section has been obtained: <http://www.citiesalliance.org/secondary-cities-spotlight>; Secondary cities in South Africa: The start of a conversation, SACN, 2012

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

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

Photograph by Sarah Wang



At the same time, emerging secondary cities face challenges such as⁸:

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

International research into the economic drivers of successful secondary cities found four categories of such towns⁹:

- * Towns that are recreation or retirement destinations or adjacent to an abundance of natural assets

⁸ Setting the Scene: The Rise of Secondary Cities, Presentation for the Asia Development Dialogue: Building Resilience and Effective Governance of Emerging Cities in ASEAN, Lee Kuan Yew School of Public Policy, National University of Singapore, 31 March – 1 April 2014

⁹ Small towns, big ideas: Case Studies in Small Town Community Economic Development

- * Towns with historic downtowns or prominent cultural or heritage assets
- * Towns with or adjacent to a college campus
- * Towns adjacent to a metropolitan area or an interstate highway

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

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

- * **The importance of developing a strategic plan**, which has a *comprehensive package of strategies and tools*, rather than a piecemeal approach. Although one-off projects may have value, much of this may be lost if they are not part of a broader plan. Where resources are limited they should be used in a focused approach.
- * **Local communities are a small town's best economic development tool:** Community development programmes can directly lead to economic development, this is particularly so where community development programmes are guided by a common community vision.
- * **Cities that embrace change and are future oriented succeed** - Towns should be proactive in implementing development programmes. At the same time, programmes should identify, measure and celebrate short-term successes to sustain support for long-term community economic development. Small towns have the opportunity to embrace innovation in ways that larger cities cannot.
- * **Assets and opportunities should be defined broadly** – these can yield innovative strategies that capitalise on a community's competitive advantage.
- * **Partnerships between local government and community or private sector organisations** can significantly enhance the capacity for community economic development.

Photograph by City Insight



3 PROBLEM STATEMENT AND SWOT ANALYSIS

The Status Quo discussion document produced for comment in August 2014 provided a review of key issues in Msunduzi in order that priority issues could be identified to be addressed in the City Development Strategy. This section summarises important issues identified in the Status Quo document.

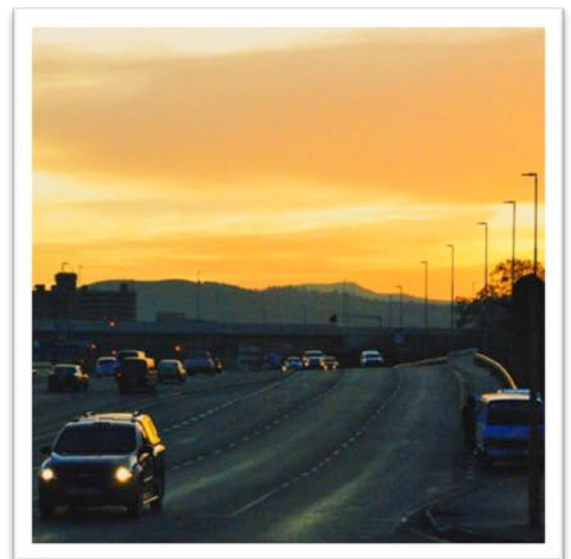
3.1 POLITICAL AND GOVERNANCE ISSUES

- * Whilst Msunduzi's political make-up has remained largely unchanged, the past 10 years have seen a high leadership turnover, creating significant instability for the city.
- * Msunduzi underwent a Section 139 provincial intervention in 2010 due to financial challenges. A provincial intervention team was appointed and took over the management of the city. The intervention ended in 2011. The intervention appears to have primarily focused on reversing the city's financial problems. The 2010 municipal financial crisis significantly affected municipal governance from which Msunduzi is having some difficulty recovering.
- * Critically, core skilled staff have left the municipality and this will undoubtedly affect delivery. Many of the senior staff are relatively new to the municipality and it will take time before they are fully effective in their portfolios.

3.2 FINANCIAL AND ECONOMIC ISSUES

- * Whilst over the past ten years, Msunduzi has experienced a slow overall growth rate in both revenue received from service charges and the concomitant expenditure on bulk purchases, recently it has had abnormal increases to catch up.
- * When looking at trends in capital expenditure it is interesting to note how electricity expenditure contracted in the 2008/09 period, particularly compared with other CAPEX. This is worrying given the importance of electricity for business development in particular.
- * Generally, CAPEX levels in Msunduzi are low.
- * Of even more concern is the lower proportion of repairs and maintenance expenditure as a percentage of OPEX.
- * At the same time, Msunduzi has maintained a relatively good level of expenditure on water and sanitation compared with other major cities.
- * There is a real need for the city to ensure its budgetary alignment with the IDP exists not only on paper so that there is not an under-achievement of

Photograph by Bayanda Jele



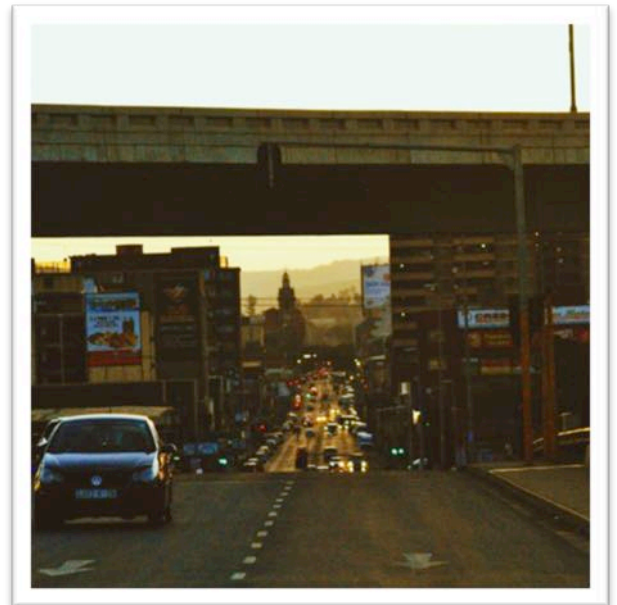
IDP priorities and that the capital budget is properly prioritised.

- * There must also be a greater focus on improving the infrastructural base, given that water losses, electricity losses and poor metering all point to this need.
- * Msunduzi's growth rate is relatively low in the South African context. Its growth has however remained constant between 2001 and 2011.
- * Msunduzi is a key player in the uMgungundlovu district, contributing over 73% of the districts GDP.
- * Disposable income has increased at a faster pace than production in the district, suggesting the import of goods into the district. This is problematic as bringing goods into the district means that income is not being retained in the district and is not growing the local district economy.
- * The importance of capital city status is clear and it buffers the city in times of economic down-turn. At the same time, provincial government strategies for the city must be properly synchronised and integrated with Msunduzi's strategies. It is estimated that about 50% to 55% of the total wage bill in the Msunduzi economy is generated through the different spheres of government housed in Msunduzi.
- * Business confidence is declining. 50% of businesses reported a deterioration in the area of community improvement, citing issues such as inadequate electrical infrastructure, crime, HIV/AIDS, government inefficiency, lack of maintenance, lack of employment, businesses closing down or moving away and the poor condition of roads.
- * A worrying trend economically is that for the region as a whole the productive sectors have contributed very little to the economy, and growth has primarily been generated in the consumptive sectors of the economy.
- * An informal economy chamber was been established in 2012 to represent the needs of informal sector.
- * The scale of higher education spending and existing infrastructure within the city suggests that this is an area of high potential growth for the city.

Photograph by Nathan Van Wyk



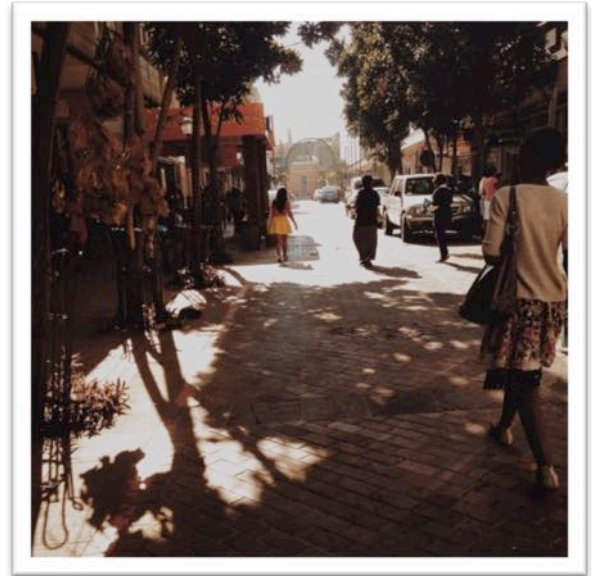
Photograph by Bayanda Jele



3.3 SOCIAL ISSUES

- * Although the proportion of people with higher levels of education has declined, it remains an important sector to assist in improving growth and development.
- * Youth unemployment within the city has declined and is below the national average.
- * In 2012, the city developed an indigent policy to ensure that the poor have access to municipal services. The financial viability of this programme is however not clear.
- * Health services within Msunduzi have been taken over by the Provincial Health Department.
- * There are too few environmental health practitioners within the municipality.

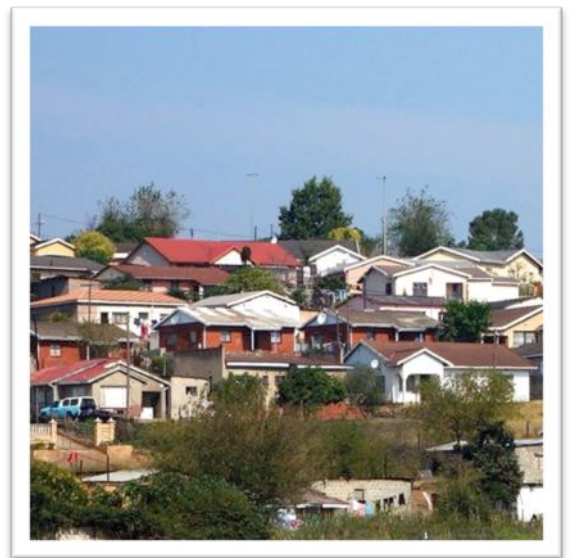
Photograph by Thobeka Zulu



3.4 HUMAN SETTLEMENTS AND BASIC SERVICES

- * Settlement densities vary significantly across the city, creating problems for a public transport strategy to easily knit the areas together and overcome apartheid spatial patterns.
- * A provincial programme: Operation Sukuma Sakhe has been implemented, although the effectiveness of this programme is not yet clear.
- * The percentage of people living in informal dwellings has increased by 8%.
- * There are many challenges facing Msunduzi in the provision of basic services.
- * Msunduzi ranks below the other major cities and the South African average in the provision of flush toilets and weekly refuse removal. Municipal waste collection rates have been declining.
- * Msunduzi provides slightly above the national average in terms of piped water inside dwellings, but this is still well below the other major cities.
- * With regards to the provision of lighting inside dwellings however, Msunduzi fares well where 91% of dwellings have lighting, compared to a national average of 84.7%.

Photograph: City Insight pty ltd

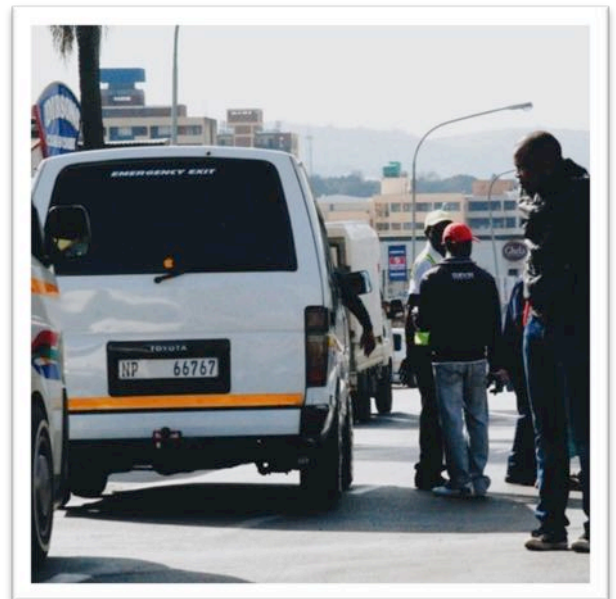


- * Housing delivery within the city has been very limited.
- * A provincial social housing programme is aiming to provide more rental housing within the city.
- * An informal housing and slum clearance strategy is currently being developed for the city.
- * Disaster management is undertaken by the Safe City Agency – an external unit fully funded by the Municipality – which is currently being changed into a municipal entity.

3.5 INFRASTRUCTURE

- * An integrated public transport network plan is currently being developed for the city and a project management unit has been established to undertake work in this regard.
- * Non-motorised infrastructure has been prioritised by the city. Currently there is a lack of sidewalks in the city. Sidewalks maintenance and encroachments onto these is also cause for concern.
- * Current road infrastructure is in a reasonable condition, although at least 25% of roads are unpaved and 2% of paved roads are in a poor condition.
- * Msunduzi's electrical network is old and under pressure. Blackouts are frequent. An in-depth electrical infrastructure assessment has been undertaken and longer term planning in this regard is underway. Some electricity in the city is supplied by Eskom, and some by the city itself. This creates a discrepancy in pricing and is the cause of unhappiness for many residents and businesses.
- * Illegal connections are common – the council has not been effective in addressing these.
- * As the water service authority, Msunduzi appears to be doing fairly well in the provision of water and sanitation. The Ministry of Water Affairs rates Msunduzi third in KZN in the KZN Municipal Blue Drop Performance 2012 report, and it also received Blue Drop Status in 2011 and 2012.
- * At the same time, it was estimated in 2009 that almost 70% of Msunduzi's water and sanitation assets are in a poor condition with a remaining useful life of less than 10 years.

Photograph by Bayanda Jele



3.6 PLANNING AND ENVIRONMENTAL ISSUES

- * A number of spatial and sector plans have been developed for the city. These provided a good basis for going forward, but now need to be synthesised, integrated and acted upon.
- * The city has significant environmental diversity and opportunity. Managing these will be an important aspect of building tourism within the city. Mismanagement of them will also have significant environmental health problems for residents.

3.7 GENERAL

- * Actions around governance related matters, including capacity building, enforcement, getting the basics right and spatial targeting, need to be developed and implemented.
- * Economic strategies need further development.
- * Environmental plans appear to be weakly developed.
- * Social issues require clear analysis and plans need to be developed

3.8 SWOT ANALYSIS

Based on the above, the following SWOT analysis has been developed

STRENGTHS	<ul style="list-style-type: none"> * Water and sanitation expenditure is good * Indigent programme and Sukuma Sakhe programme * Better access to basic services than most other municipalities in the district * A number of spatial plans developed (but: weakness: not many implemented)
WEAKNESSES	<ul style="list-style-type: none"> * High professional, technical and leadership turnover * Loss of skilled staff, many new staff. Many key positions vacant due to lack of funding * Recent tariff increases * Low CAPEX levels * Low expenditure on maintenance of infrastructure * Low alignment between IDP and budget * Infrastructure assets in a poor condition * Access to basic services is below SA average except in electrification * Low levels of housing delivery * Illegal connections are common, by-law enforcement is weak * Implementation is weak * Crime and Grime * Collections are low

OPPORTUNITIES	<ul style="list-style-type: none">* Central player in the uMgungundlovu district* Environmental diversity and Msunduzi River* Capital City – high number of employed civil servants stabilises the economy* Informal economy chamber established* Significant education facilities and infrastructure* Expenditure by Dept of Higher Education within the city* Levels of higher education above average* Provincial rental housing programme* IRPTN funding and programme
THREATS	<ul style="list-style-type: none">* Low growth rates* Business confidence declining* Productive sector decline* Increase in number of people living in informal dwellings* Complaints from business and community members that the municipality is unresponsive to their requests and complaints.

4 LAYING THE BASIS FOR MSUNDUZI'S CITY DEVELOPMENT STRATEGY

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

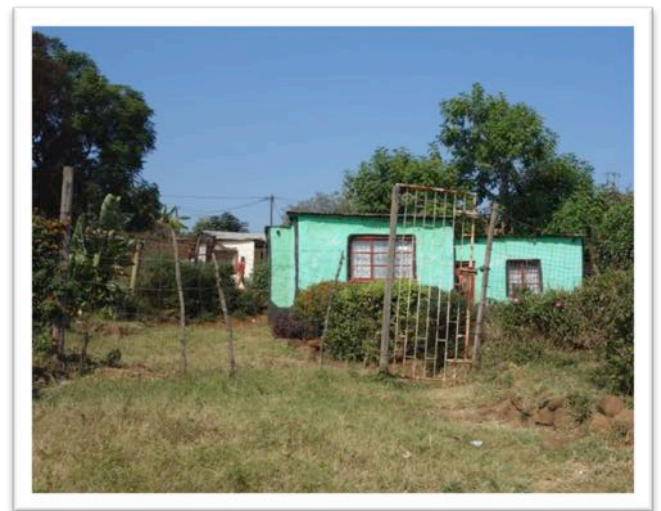
4.1 UNDERSTANDING THE PURPOSE OF THE CITY DEVELOPMENT STRATEGY

A CDS aims to develop "a collective city vision and strategy, improved urban governance and management, increased investment and systematic and sustained reductions in urban poverty."¹⁰

Photograph by City Insight Pty Ltd

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

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



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

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

¹⁰ UN Habitat: <http://www.unhabitat.org/content.asp?typeid=19&catid=374&cid=188>

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

This CDS aims to integrate and build on the Vision 2030 strategy, the 2017 IDP and the 2014/15 SDF which is currently being developed.

4.2.1 MSUNDUZI'S VISION 2030

The 2011 democratic local government elections signalled an end to the previous administration, and the newly elected council endorsed Msunduzi's Vision 2030 strategy which outlined the following vision: *"City of Choice Second to None, where the entire Citizenry can live peacefully, move about freely and in a cost-effective manner, working to earn a living and reducing unemployment, poverty, and inequality, and playing to lead a healthy lifestyle, thus increasing life expectancy."*

Within this Vision, a set of goals and targets to be achieved by 2030 were identified:

2030 STRATEGY	TARGETS
A WELL SERVICED CITY	<ul style="list-style-type: none"> Reliable, high quality supply of <i>water, sanitation, energy and waste services</i> – to all. Energy prices are affordable to residents. Use of renewable sources of energy is widespread. City-Wide <i>waste collection and disposal</i> services to domestic households are available to all residents; Recovery, re-use and recycling of waste are maximised. The volume of waste disposal to landfill is minimised. Life spans of landfill sites are extended. Waste infrastructure and services contribute towards a healthier population
ACCESSIBLE & CONNECTED CITY	<ul style="list-style-type: none"> A diversity of private (cars, bikes, walking) and public (trains, buses, taxis) <i>transport</i> options, using a range of adequate physical infrastructure (roads, rail, bikeways, walkways) is readily available to all residents. Housing backlogs are significantly reduced with <i>human settlement</i> patterns reflecting inclusive demographics. 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. <i>Social Infrastructure</i> supports healthy lifestyles, learning opportunities and community cohesion. Health infrastructure is readily available and meets community needs. Major recreational infrastructure (sports stadia and cultural venues) contribute to the city's economy by allowing for world-class events and tourism.
CLEAN, GREEN	<ul style="list-style-type: none"> Msunduzi has widespread use of <i>renewable energy</i> supplies, including but not limited to: solar, wind and hydro power.

2030 STRATEGY	TARGETS
CITY	<ul style="list-style-type: none"> • The city continually increases investment in delivering more sustainable energy technologies. • Communities benefit from a linked <i>public open space</i> network providing for a range of sporting, cultural and recreational uses. • <i>Urban Renewal and Greening</i> 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.
FRIENDLY, SAFE CITY	<ul style="list-style-type: none"> • Separate development of the past will be forgotten as the city proactively promotes and practically engineers <i>social cohesion</i> across all its objectives, geographic spread, racial groupings, class identities, religious formations and political affiliations. • 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 • Civil society organisations and community participation are critical elements of Msunduzi's <i>safety and security</i> strategies. • Community policing forums are active in community safety centres established across the city.
ECONOMICALLY PROSPEROUS CITY	<ul style="list-style-type: none"> • The city absorbs young people into a <i>job creation</i> social compact between the council, private businesses and the non-profit sector – with the support of institutions of learning. • By 2030 Msunduzi will have a strong, diversified and resilient economy, using its competitive advantages to deliver prosperity, high employment and quality jobs for all the city residents.
FINANCIALLY VIABLE AND WELL GOVERNED CITY	<ul style="list-style-type: none"> • Msunduzi is a city with sound financial management systems, reduced dependency on grants and able to timely and accurately account for public resources and with effective anti-corruption measures
TOP 10 CATALYTIC PROJECTS	<ul style="list-style-type: none"> • Integrated Rapid Public Transport Network • Electricity infrastructure outlay • Heroes Acre Development • Optic Fibre Cable layout • Parliamentary Precinct • 7 Star Hotel and ICC • Harry Gwala Stadium Phase 2 • Council Civic Centre • Airport upgrade – international airport status • Safe City CCTV Network

Few people who live or work in Msunduzi would disagree with any of the targets described in this table. They all promote the kind of society we would like to see, a society envisioned by our constitution and which our National Development Plan promotes. But, if one looks at where Msunduzi stands in 2015, the question becomes how many of these targets could be achieved by 2030, what would be required to realise them and what trade-offs would have to be made? Indeed, realistically speaking very few of these targets are achievable given current economic, societal, spatial and particularly financial realities.

4.2.2 MSUNDUZI'S 2017 IDP VISION

The incoming Msunduzi Council in 2011 endorsed the 2017 IDP vision, strategies and action plans, which indicate the short-term (five-year) path along which the city will develop.

The IDP Vision is: *"By 2017 to be a Globally Competitive Metropolitan City of Choice which Capitalises on its Strategic Location, Environment, Cultural Heritage and Educational Facilities in Creating a Choice Quality of Life for All."*

Within this, the six outcomes listed are the same as the Vision 2030 goals.

4.2.3 MSUNDUZI'S DRAFT SDF

A Spatial Development Framework was endorsed by Council in 2009, but more recently a 2014/15 framework is being developed. This is structured around the seven areas listed below:

4.2.3.1 Global Connectivity

Recognising the N3 creates key gateways for Msunduzi, the following are proposed:

Enhance Connectivity to the N3;

- * Improve Regional Connectivity;
- * Re-Evaluate the Rail Routes;
- * Support the Airport Precinct; and
- * Bridge the Digital Divide.

4.2.3.2 Productive Systems

Recognising the agglomeration of most economic opportunities in CBD, Ashburton, Eastern, Northern areas; that the Greater Edendale and Vulindlela areas, which are historically black areas, are significantly less developed and economically active, the following are proposed:

- * Land release along the N3 corridor;
- * Consolidate and revive the CBD;
- * Strengthen centres of economic activity;
- * Introduce new economic zones and centres; and
- * Incorporate productive agricultural land.

4.2.3.3 Green Structure

Recognising that a large portion of the municipal area still remains as natural open space, with just under a third with conservation importance and that currently only 1.4% of the municipality is formally protected. There is a need to establish the

Photograph by Nathan Van Wyk



Photograph by City Insight Pty Ltd



Environmental Management Framework (EMF) as a proactive environmental planning tool and to ensure that all residents have access to open and green space. The following are therefore proposed:

- * Secure the natural resource base;
- * Protect and enhance open space cores;
- * Create an integrated open space system; and
- * Enhance the Msunduzi River as a regional parkway.

4.2.3.4 Sustainable Transport

Recognising the undulating topography predominantly on the western side of the municipality; that most of the population is dependent on public transportation or pedestrian movement and that the proposed IRPTN project will address the issues of public transport, road capacity and pedestrian movement within the municipality, the following are proposed:

- * Equitable movement structure;
- * An enhanced public transport backbone;
- * Review of the rail network; and
- * Promote NMT routes.

4.2.3.5 Quality Urbanism

Recognising that the spatial form of the city was strongly shaped by apartheid policies; that the former township areas have a low level of services and facilities; there are numerous informal settlements across the municipality, particularly in Imbali and Copesville areas and there are areas within the municipality which should be densified, the following are proposed:

- * Create functional residential neighbourhoods;
- * Build a polycentric city;
- * Create sustainable urban centres;
- * Promote densification; and
- * Enhance public place making.

4.2.3.6 Social Inclusivity

Recognising that there are currently low levels of social inclusivity in the municipality and that the Greater Edendale, Imbali and Vulindlela areas have low levels of civic and social facilities, the following are proposed:

- * Establish new housing opportunities;
- * Address informal housing; and
- * Equitable distribution of public amenities.

Photograph by Thobeka Zulu



4.2.3.7 Sustainable Services

Recognising the unequal levels of service provision between different parts of the city, the following are proposed:

- * Enhancing existing and future infrastructure;
- * Focussed investment on corridors and sustainable urban centres.

4.2.4 Strategic Issues identified in the SDF

The following are some key issues identified in the draft SDF:

- * The N3 Corridor – the need to improve connectivity along the N3 by introducing new interchanges and upgrading existing interchanges will encourage growth and increase Msunduzi's status within the region.
- * Polycentric Structure – building on the need to break down the current geographic concentration of opportunities, this strategy aims to create greater access to opportunities by creating new zones of investment outside of the current centres.
- * Vulindlela – this area accommodates nearly a quarter of the municipality's population (although on 40% of the land). It should be recognised as a formal suburban area of the municipality, with better connectivity to the CBD and provided with better services and social infrastructure.

4.2.5 High Priority Programmes

The following high priority programmes are outlined in the SDF:

- * Launching an Agriculture and Logistics Platform
- * Ensuring Liveable Cities
- * Promoting Land Release Industrial Development
- * Creating Viable Urban Centres
- * Inception of Rapid Delivery Agency
- * Enhancing Municipal Knowledge Management
- * Revival of the Garden City

Photograph by Chris September



4.3 COMMENT: CREATING A REALISTIC, ACHIEVABLE PLAN

The 2030 Vision, IDP and SDF of Msunduzi have articulated a range of key areas of action required to ensure the municipality fulfils its legislative mandate as a developmental municipality. The 2030 Vision objectives being set, though, are rather ambitious, particularly given that Msunduzi has had to recover from a

period of poor administration just prior to 2011. Human, technical and financial resources are extremely limited and recent reviews done by National Treasury, whilst supportive of the improvements made, have warned of the lack of alignment between the IDP and budgets and the potentially unrealistic goals being set given the resources likely to be available for development purposes.

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

However, the centuries of colonial, apartheid, economic and other forces which have created our urban reality are not easily displaced and replaced by more equal conditions of life.

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

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

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5 MSUNDUZI'S CITY DEVELOPMENT STRATEGY

5.1 FRAMEWORK

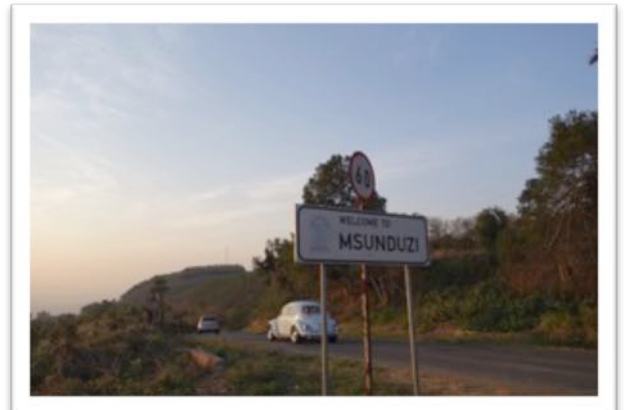
The CDS framework proposed herein focuses on an incremental programme in which the longer-term goals are located directly in the present, but which look towards a far better future.

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

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

- 1. Building a capable and developmental municipality:** As a minimum, Msunduzi requires a capable team of men and women to ensure that development and maintenance of infrastructure occurs, budgets are timeously spent and that there is effective, efficient and economic delivery. This does require very strong motivation, management and monitoring systems to be put in place to ensure all senior management take personal responsibility for delivery.
- 2. Back to Basics** – A city which is not continually cleaning, repairing, enforcing, maintaining and responding is unlikely to be a city which grows economically and satisfies its residents, visitors and businesses. Every sector of activity requires clear implementation and operational plans which are implemented without fail.
- 3. Improving Infrastructural efficiency** – There is a need for a realistic review of infrastructure within the city and an effective and efficient plan to be developed to allow for budgetary and HR planning. This must include establishment and management of an asset register for the city which will allow for planning and anticipating future operational and capital expenditure.
- 4. Building Msunduzi's financial base** – to effect change, Msunduzi will need to be more financially independent and sustainable. This includes a need to improve its ability to spend grants, addressing billing and collection issues as well as cutting expenditure in non-essential areas. There is also a

Photograph: City Insight



need to maintain and protect the municipality's existing income streams and to look at generating new growth areas for the future.

5. **Growing the Regional Economy** – In addition to building the municipality's revenue base, there is an urgent need to generate growth in the regional economy. This includes both LED initiatives as well as prioritising, supporting and assisting existing businesses within the city, addressing their spatial and infrastructure requirements. Msunduzi's resources and strengths need to be used to their full extent.
6. **Serving as a provincial capital** – The provincial legislature and executive and their needs must be integrated into the plans of the city and the city's plans must be reflected in provincial strategies. This requires a far closer working relationship with the province and other state bodies. A key area of focus must be on how the establishment of a new Provincial government precinct can be used as a development and regeneration tool within the city.
7. **Creating a learning city and a city of learning** – As an important regional and even continental educational hub, the city must promote education and use its tertiary institutions to help it become a learning institution. There is a need to re-start and prioritise interactions with MIDI, capitalise on the investments that are being made in the municipality by educational institutions and address the needs of students within the city.
8. **Spatial effectiveness** – Msunduzi needs to plan for growth within the city. This includes looking at how an increased population will be accommodated and serviced. Densities must be incrementally increased along public transport corridors, with continuous improvements in non-motorised and other mobility options as well as equitable access to social facilities.

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

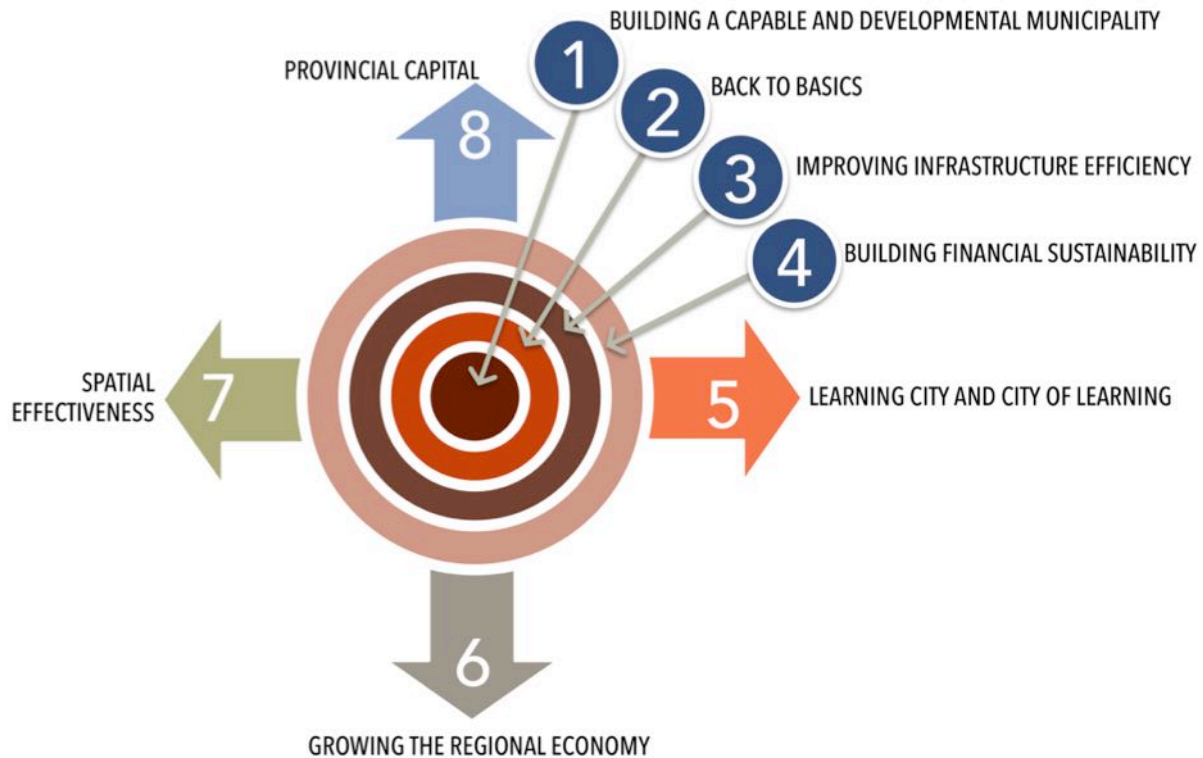
Photograph: City Insight



Photograph: City Insight



Overview of Msunduzi CDS Strategy



Key elements of each of these strategic priorities are outlined below.

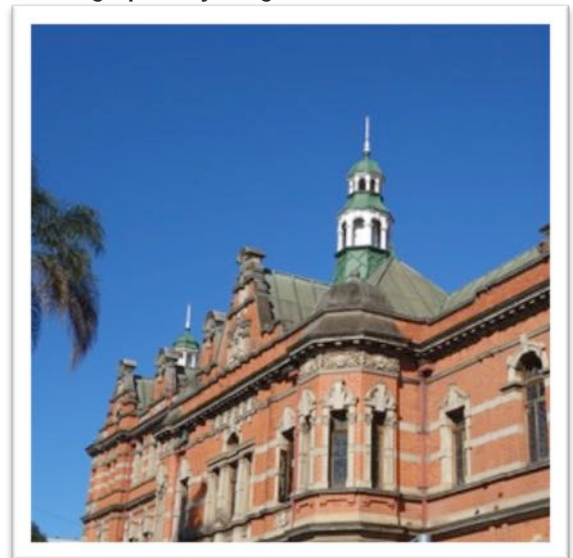
5.2 STRATEGY 1: BUILDING A CAPABLE AND DEVELOPMENTAL MUNICIPALITY

In reviewing the Status Quo report, it is clear that although Msunduzi is faced with a number of external challenges, its primary challenges relate to its own internal operational issues.

Msunduzi can only become a capable and developmental municipality if senior management are skilled, able and progressive in their approach. All staff should actively contribute towards reaching the municipality's goals (and ALL staff should be aware of what the municipal vision and strategy are).

Resident and customer complaints cannot go unanswered, processes and delivery programmes should be transparent, and administrative weaknesses, such as billing and

Photograph: City Insight



enforcement issues, deficiencies in implementation, underspending and the need to have efficient and effective systems in place, must be addressed. Staff retention and instability are also major challenges. Political leadership must focus on inspiring, supporting and monitoring.

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

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

1. The first and most important action towards this strategy is the establishment of a **high level senior leadership and capacity task team**, who work closely with both the Mayor and Municipal Manager to guide and manage the tasks outlined below. It is proposed that the team consist of both internal and external practitioners. The team's focus areas will be on how the priorities outlined below can be realised and must assist the Municipal Manager to identify and deal with poor management and delivery failures. The team should focus too on unlocking larger scale catalytic or strategic projects.
2. **Strong and supportive leadership** – ensure that the municipal leadership are united around the long-term vision, supportive of senior management (without interfering), and regularly interact with political and business leaders as well as the broader community.
3. **Building competent, focussed and committed senior managers**, who ensure that they themselves, as well as the staff below them, are doing the right things in the right way, and are reporting on this to the leadership.
4. **Professions and technical staff** – including some highly experienced senior professionals and a graduate pipeline of more junior professionals. This requires a programme to ensure that professionals receive adequate and all round training, capacity building and support which leads to professional registration. These professional and technical staff are critical in ensuring delivery of municipal projects and programmes. Here also, retention of skilled staff is vital.
5. **Effective operations around a clear vision and short-term goals** – all areas of the municipality rely on each other in order to be able to deliver on their individual mandate. If all areas of the municipal operation are not functioning properly, the system as a whole will fail. This requires oversight, accountability and consequences for poor performance. All of these must be implemented across the entire staff hierarchy. All staff must pull their weight and all staff must buy in and actively support the municipal vision.
6. **Simple, clear and transparent operating procedures for departments.** Each department or unit within the municipality has its own unique way of operating and it is vital that these are documented and clearly communicated, both internally and where relevant externally, so that each department (and the public) understands how others operate, allowing for better monitoring and oversight.

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

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

Msunduzi's streets are dirty. Litter is not collected, by-law transgressions are seldom prosecuted and public space is not maintained. The city has one of the lowest levels of refuse collection of South Africa's major cities. Although this is clearly a solid waste problem, it is also symbolic of a cross section of issues throughout the municipal operations. Many of the issues relate to the lack of by-law enforcement, a shortage of dedicated and well managed on-the-ground teams who can clean, enforce, repair and respond. This becomes a symbolic indicator of a lack of care and attention, and is perceived as an unwillingness (or inability) of the municipality to perform basic tasks. There are, however some areas within the city, which appear to be relatively well attended to, and consideration should be given to looking at how systems are able to function well in these areas, but not in others.

Photograph by Nathan van Wyk



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

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

- * **Implementing the 80:20 Rule:** Although the ideal would be to give equal attention to all areas of the city, time and funding constraints mean that this is simply not viable. The 80:20 approach suggests that the primary focus (i.e. 80% of effort) should be on specific hotspots (key commuter corridors, key business areas, etc). Specific and ongoing attention should be directed towards ensuring that these areas are cleaned and maintained. Using this rule, focus areas and corridors can be identified throughout the city – such as the CBD, Edendale-Northdale corridor etc – which receive focussed attention above and beyond the current standard approach.
- * **Enforcement** of laws, by-laws and planning schemes is essential, and requires sustained attention. Enforcement must be accompanied by suitable penalties that are well communicated and are seen to be enforced. In this regard a list of priority transgressions should be

developed and communicated to the public with information provided on their implications for the municipality and the by-law or legislation they involve. Penalties should also be communicated and mechanisms for invoking them explained. These require high-level political commitment and signoff.

- Those who are responsible for enforcement must fully understand the parameters of how far the enforcement should extend with clear operating procedures provided. Care should be taken to ensure that enforcement is not only done in, for example, informal trading areas, or with street children, leaving wealthier or more powerful transgressors alone.
 - By-laws must be reviewed and made relevant, with those that are outdated, unenforceable or unnecessary, removed. Similarly, those that don't address an underlying problem should be rescinded. For example, street children can be removed time and time again, but until suitable alternative and safe accommodation is provided for them, the problem will not be addressed.
 - Suitable mechanisms must be found to deal with transgressions. For example, where traders are leaving waste behind, mechanisms should be found to cancel their trading licence; where contractors are responsible, a penalty could be levied against them; where services are being accessed illegally, these must consistently be stopped and infrastructure secured.
 - The legal department must be an integral part of this process, ensuring that the enforcement process is backed up with the necessary legal support and follow-through. The shorter the time period between transgressors being identified, stopped and legal sanction employed, the higher the success rate and the stronger the message that is sent to others.
 - The communications team and media are also important allies in this process to communicate the message that transgressions will be dealt with.
- * **Effective monitoring and management of staff on the ground:** Building on the HR issues in Strategy 1 above, staff who are not fulfilling the requirements of their job must be identified and dealt with effectively. Mechanisms must be implemented to monitor and support staff, as well as to evaluate whether they have completed their work as required. This will require a systematic approach which will differ from department to department, but the essential message must be that each and every staff member working for the municipality must be actively and productively engaged, must have a clear understanding of what is required of them and must be held accountable if they do not deliver. In this regard, the buy-in of unions is a vital element. It appears that in some instances, problematic or underperforming staff have not been dealt with effectively, and instead of disciplining or dismissing them, they have been moved to other departments. This practice must be addressed and mechanisms developed with assistance given to management on how to dismiss or discipline non-performing or underperforming staff.
- * **Maintaining community facilities and open space:** although some public space has been well maintained, many community facilities and public

open space are in a poor condition. Although significant steps have been made under the DMM, these actions must be enhanced and further developed. In this regard, it is proposed that the following are undertaken:

- **Identification and mapping** of the full range of community facilities within the municipality, in order to address areas of under-provision and to establish a work-schedule to which staff can be allocated. This will also allow for better budgeting and staffing requirement projections.
- **Identification of the “20%”** – which areas will be treated as priority areas and which will receive standard treatment.
- **Identification of community facilities which have been ‘privatised’ and are not available for community use.** Together with the legal department, community development and the relevant councillors, these must be tackled and mechanisms found to address them.
- **Continued and improved use should be made of EPWP workers.**
- * **Service delivery challenges** – there are some parts of the municipality which are underserved. A strategy needs to be developed around this, outlining what level of service particular areas in the city should receive, how this will be funded and staffed. This requires buy-in from political leadership as well as councillors. More on this issue is addressed within the infrastructure strategy below.
- * **Address inner city problems** – there are considerable problems in the inner city with tenant farming, slums, abandoned or hijacked buildings. This requires an innovative and developmental approach and should not simply take the form of evictions.
- * **Improving stakeholder relations and communication** – one of the common complaints about the municipality is the lack of ability of residents, businesses and other interested parties, to communicate effectively with the municipality. To address this there is a need to consider the following:
 - Identifying or creating effective communication channels that work and allow for an **omnichannel approach**, where people can use a variety of ways to communicate with the municipality. This should include social media, email, SMS's, website or service centres for face to face interactions.
 - Review the effectiveness and broaden the scope of the **call centre** so that it is able to answer basic questions and direct communication to the right person or department. The call centre should also be able to respond to multi-channel interactions as outlined above and should be able to digitally link to a range of city services – such as fault reporting, account queries, fire and emergency services, and general customer complaints.

Photograph: City Insight



- **Contact details** (which are constantly updated) for people who are responsible for particular issues should be well publicised.
- **Monitoring communications** to ensure that they are being handled efficiently and effectively and most importantly that responses and follow ups are made.
- Establishment of **dedicated 'trouble-shooting' personnel** – above and beyond the central switchboard/ contact centre there is a need for a few dedicated individuals who are available to take up more complex issues, and assist in their resolution. Many customers complain about being sent from department to department in trying to get their problems resolved – building on the omnichannel approach outlined above, municipal customers (business and residential) should have a seamless experience in dealing with the municipality.
- Improved **internal communication** mechanisms – a monthly digital newsletter – sent out to all staff with information on municipal matters. This can be displayed on notice boards for staff not on the email system.
- **Key communication messages**, that back up this strategy should be put out and reinforced.
- * **Revive ABM's in complex areas** – Msunduzi's existing area based management (ABM) approach should be focussed to deal particularly with highly problematic complex areas which involve multiple stakeholders. These can play a vital role in bringing community, business and city roleplayers together to address issues within that area.
- * **Operational Inspections and Blitzes** - The implementation of regular blitzes should be linked to the city's new communication strategy to ensure maximum effectiveness and improve the public's perceptions and confidence in the city. Regular operational blitzes should be held where a cross-section of departments have a focussed engagement in a particular area. In addition, the Mayor, Municipal Manager and senior management team should visit particularly problematic areas within the municipality and assess the problems, successes and failures within that area.

The following key departments should be included in blitz operations:

- Community Services (disaster management, health and social services, area based management and community development)
- Infrastructure Services (roads and transportation, electricity and water and sanitation)
- Economic Development Services (town planning and environmental management).

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

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

Much of Msunduzi's infrastructure is ageing and in a poor condition. Current expenditure on repairs and maintenance is extremely low. At less than 3% of the property plant and equipment budget, it is well below National Treasury's recommended 8% - although it has significantly increased from previous years, where it was less than 1.5%. The low level of expenditure on infrastructure maintenance can be directly linked to the high levels of water loss (currently at 36%).

Photograph: City Insight



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

- * **Compiling a State of the City's Infrastructure Report:** There is a need to undertake a review of current infrastructure capacity, remaining useful life (RUL) growth trends, spatial focus and the development of a long term infrastructure plan. Although different sector departments have undertaken sector-specific assessments (for example, electricity have conducted such a review) there is a need for a consolidation of these into a comprehensive report on the state of the city's infrastructure. This should review both the current infrastructure network and the need for new infrastructure.
- * **Comprehensive Municipal Infrastructure Plan:** Using this report as a base, a plan should be developed outlining the need for new infrastructure development, replacement and maintenance. This must be closely aligned to the projected spatial growth of the city as outlined in the SDF and projected population and economic growth.
- * **Asset Management System:** Aligned to the above should be the use of the asset management system to monitor and manage the city's infrastructural assets. A number of asset management systems are available at low or no cost to the city, which would allow for the ongoing monitoring of the city's assets (of particular note is the system developed by IMESA which is available at no cost to the municipality). Although the 2013/14 annual report states that the average asset remaining useful life is not low, recent reports suggest that the RUL may be overstated. An asset

management system would create a more systematic way to manage assets. It would allow for the development of realistic infrastructure maintenance plans, prioritise maintenance; ensure that maintenance expenditure is efficient and effective ; monitor illegal connections and reduce water/ electricity losses.

- * **Asset funding plan and budget:** Using the above plan and asset management system will allow Msunduzi to develop a long term budget projection which includes both capital and operational costs relating to infrastructure within the municipality, ensuring that maintenance costs are increased and new infrastructure is adequately budgeted for. This should increase the ability of the city to spend on its capital budget for trading services. It will also allow for planning around technical and other human resource capacity within the various departments.
- * The task team should also investigate how the municipal **procurement** system can be better managed to speed up the tender process and reduce the time for tender award.

5.5 STRATEGY 4: FINANCIAL SUSTAINABILITY

Implementing this CDS as well as the SDF will require the city to be in a far stronger financial position.

In the 2013/14 financial year the city lost R146 000 000 due to material losses of water and electricity.¹¹ There was provision for R792 000 000 for bad debts and an underspending of conditional grants of R291 310 000 as well as R359 000 000 in underspending of capital infrastructure.¹²

In addition, the Auditor General (AG) found that there were weaknesses in the internal controls for debtors and service charges revenue. Much of this related to unread meters.

There is a multi-pronged programme in place to review how non-revenue water loses can be addressed, although the success of this programme is dependent on the infrastructure strategy outlined above to maintain and replace ageing infrastructure. In addition, a leak detection and repair contract is due to be appointed shortly and a new approach to working with the municipality's top 200 customers has been implemented to ensure that their water infrastructure is fully functional.

- * **Billing and collecting:** Although this is an important aspect of financial sustainability it must also be addressed as an internal operational issue as it relates to a number of departments, not simply the finance department. In June 2014, collections had fallen to 72% (whereas they had previously been between 85% and 95%). This decrease was related to insufficient capacity in the Finance department (due to a number of retirements and resignations) as well as billing issues caused by meter problems.
- * The need for **data cleansing** of the debtors book has long been listed as a requirement for the city. This needs to be urgently undertaken.

¹¹ 2013/14 Annual Report, Msunduzi

¹² Ibid

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

5.6 STRATEGY 5: GROWING THE REGIONAL ECONOMY

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

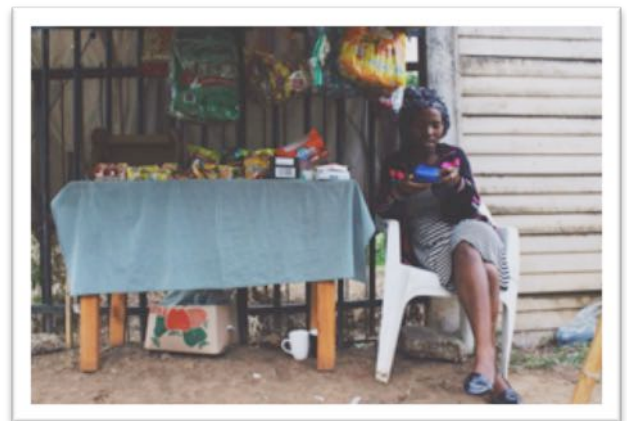
There is good industrial and agricultural potential in Msunduzi. Together with the Local Economic Development (LED) plans (draft 2015 plan and a 2008 plan) which addresses the need for economic development, and the positioning of Msunduzi as a regional hub for growth, these are important elements in building the economy. Whilst it is important that the recommendations in the LED plan are considered and where feasible implemented, it must also be recognised that there are a number of municipal activities that can actively hinder or help growth, as detailed below.

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

- * **Responding to, and engaging, local business** – throughout the research conducted in developing this strategy, a common complaint about Msunduzi was the difficulty businesses faced in getting responses to their complaints and problems. This sends a negative message to business and contributes to decreased business confidence. Responding to business stakeholders cannot simply be left to the Municipal Manager or the Mayor and should be a priority for all staff. This suggests the need for both an institutionalised response system (such as by improving the call centre) as well as an attitudinal shift on behalf of senior staff. Responsible municipal management must demonstrate urgency and response times must be benchmarked to be the best in the country. Local businesses should be Msunduzi's best salespeople.
- * **Town planning:** Planning schemes are designed to control how land is used in order to protect surrounding land uses and the city as a whole. However, planning schemes often are not synchronised with other initiatives and policies. There is a need for a review of the Msunduzi planning scheme to assess its alignment with the city's economic development strategy, SDF, housing strategy etc. For example, the success of a densification strategy will be limited if parking requirements, subdivision, coverage and bulk constraints do not change.

- * **Land release** – there are a number of strategic pieces of land that are owned by either the city or other government entities. Where these are in areas identified within the SDF as having strategic potential, priority should be given to releasing them for development. Emphasis must be on ensuring that the process of land release and land use permissions on strategic parcels of land is done rapidly.
- * **Infrastructure repairs, maintenance and development** – as noted above, reliable electricity, water and other basic services are vital for business and industry. Emphasis must be placed on ensuring that these are maintained and repaired timeously.
- * **Rates and Tariffs** – there is a concern by business that tariffs in Msunduzi are generally high and increases have not been gradually phased in. There should be a review of the comparability of Msunduzi's rates and tariffs with other cities.
- * **Procurement** – Msunduzi's procurement of goods and services is a significant driver of the local economy. Issues that impact on its success include how it is targeted to local businesses or SMME's (including their knowledge of the tender advert and process); the regularity and reliability of municipal spend; the speed at which tenders get processed and the speed at which suppliers get paid. Consideration should be given to how these issues can be addressed to boost local business.
- * **Implementation of appropriately developed by-laws** – whilst much work has been done in developing and updating Msunduzi's by-laws, there is a need to constantly evaluate their appropriateness, implementation ability and the impact on the city.
- * **Creating a liveable city which provides a good quality of life** – retaining businesses and attracting new ones requires the creation of a city which provides a good quality of life (for all citizens). There are a range of definitions of what creates a 'liveable' city, but factors that are directly the responsibility of municipal governance include access to cultural, sporting and recreational facilities, high quality public spaces that create interaction amongst people, environmental factors and quality of infrastructure.
- * Lowering **transport costs**, through, for example, public transport, non-motorised transport (NMT) infrastructure and accommodating the fact that the municipality has a high level of unemployment which is spatially distributed in the south eastern areas of the city. This should work together with a densification strategy for strategically located areas of the city.
- * Establishment of a **city-provincial-business and non-profit forum** to discuss programmes that relate to economic development. This should include the chamber of commerce, the informal chamber, individual business

Photograph by Chris September



owners, education bodies and MIDI. This should also encourage communication across traditional economic sector lines.

- * Establishment of a **young-professionals network, including young academics**, to connect and grow young leaders with a passion for economic development and entrepreneurialism.
- * Cultivate relationships with **broader provincial businesses and developers**. However all new development must consider Msunduzi's electricity and service capacity. Initial focus must be on adequately serving existing businesses.
- * Use the media and other communication mechanisms to **communicate areas of success** in order to build support for economic development initiatives within the city.

5.7 STRATEGY 6: SERVING AS A PROVINCIAL CAPITAL

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

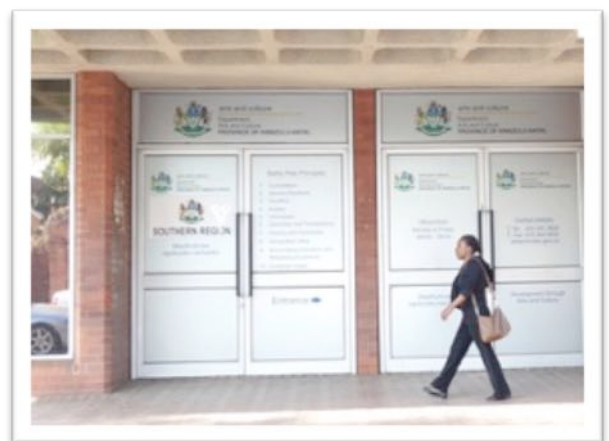
A visible benefit of being a provincial capital is the location of a wide range of provincial government offices in the city. Currently most of these are located within the CBD, but there are some that are located on the edge or outside of the CBD.

In 2012 the KZN government had 17% of its employees stationed in Pietermaritzburg. This represents over 34 000 people.

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

- * **Prioritisation of the City-Province task team** – this should include high level representation from both the Mayor and Municipal Manager's office, the Premier, MEC COGTA, MEC Finance and Speaker. Some of the initial tasks of this team are outlined below.
- * **Alignment of provincial and municipal plans** – especially with regard to the proposed new government precinct. Alignment must also be undertaken with regard to Transnet, Eskom and other state utility plans. There is an urgent need for provincial needs and requirements within Msunduzi to be

Photograph: City Insight



integrated into municipal plans and vice versa. The task team should look at creating a joint medium-term plan and approach.

- * **Government precinct** – Building on the above alignment, Msunduzi should actively encourage and facilitate the KZN Province to locate its proposed new government precinct within the Pietermaritzburg CBD, as this can be used as an important opportunity to regenerate the CBD. If provincial offices do move, an exit-strategy should be developed for provincial offices vacating their current premises and work done to ensure that these buildings are re-let or converted to, for example, residential accommodation.
- * **Using government leases or ownership to leverage change in the inner city** - work should be done to look at issues such as the interface between both provincial and municipal buildings and the street. In almost all instances, these have blank street faces, whereas more active interfaces between the buildings and the street would go a long way to improving safety and amenity within the city. Similarly security guards employed in government buildings could be given broader responsibilities to ensure safety in the CBD.
- * **Involving the private sector** - Given the security afforded through high proportions of government services, the major opportunity to involve private sector investment in decisions on office-building or leases and the like must be transparently pursued.
- * **Addressing the needs of provincial government employees** – Msunduzi should pay careful attention to the accommodation, transport, entertainment and recreation needs of government employees and use this information to create a city with improved liveability.

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

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

- * **Revitalise the relationship with MIDI:** Perhaps the most important element of achieving this goal is to ensure a closer working relationship between the municipality and the educational institutions. In this regard, the MIDI initiative as a joint forum between the municipality, educational institutions and business, is a vital element. Msunduzi must prioritise this and ensure it is represented on this forum by individuals who are able to make decisions, follow up on issues raised and are senior enough to ensure response from within the municipality. Most of the actions listed below should be facilitated by or managed through MIDI.
- * The MIDI forum should continue work to ensure **synergy between economic development patterns and educational programmes**, ensuring that skills are developed to meet business and industry's needs.

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

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

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

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

- * **Preparing for population growth:** Between 2050 and 2070, depending on the growth scenario used, Msunduzi's population is set to double (see for

example the projected figures in the LED annexure to the 2014 SDF for further information in this regard). This requires careful consideration as to how the municipality will accommodate, through the provision of houses, services and public amenities, this growing population. In the period from now to 2050, given the current housing stock, and shortage, an estimated 5 000 housing units will be delivered on average each year to meet the city's needs. Given that almost no housing delivery has happened over the past few years, reaching this target will not be easy and will require dedicated focus. In addition to housing needs, the spatial needs of increased manufacturing, commercial and government land uses will need to be met. This emphasises the need for focused release of strategically located land within the municipality.

Photograph: City Insight



- * **Managing sprawl and densifying the city:** As with many other South African cities, Msunduzi faces massive challenges in containing urban sprawl. The current spread of residential neighbourhoods is unsustainable. The anticipated growth levels will create significant pressure for greater sprawl. Sprawl results in low density growth, significantly raises service delivery costs (due to high distances that must be covered as well as the lack of efficiency) and reduces access to employment and amenities. A concerted focus must be on encouraging densification in key areas within the city. Densifying the city will require:
 - o **The delivery of higher density housing** – such as 4 storey walkup's – in strategically located areas which have good access to transport or are close to employment opportunities.
 - o **Setting limits on development** through declaring an urban edge boundary, and ensuring this is supported and enforced both politically and administratively.
 - o Focus **investment on strategic corridors and sustainable urban centres** as outlined in the 2014/15 SDF
 - o Improving the **urban environment within and around the CBD** so that it can accommodate a bigger population in a liveable environment. Here issues such as safety and security are critical.
- * **Public space management** - public space within the municipality must be better managed. This includes aspects such as uncontrolled street vending, management of parks and other public space etc.
- * Finally, improving **access to social facilities**, such as safety, health, etc., must become a key focus for improvement.

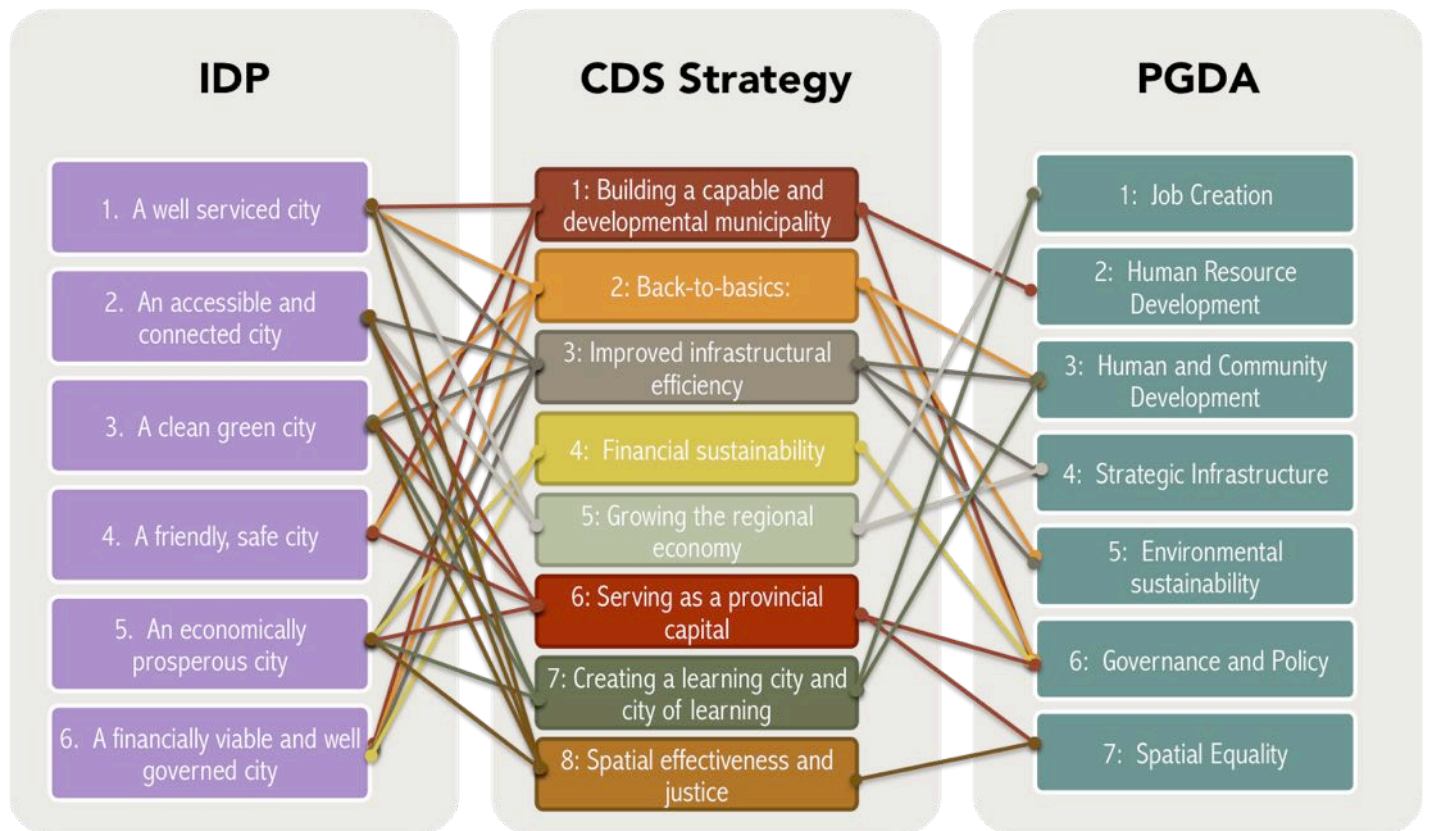
6 ALIGNMENT

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

6.1 Alignment to the CDS

This table looks at the IDP and PGDS goals that the CDS will contribute towards achieving:

CDS Strategy	IDP goal that the CDS will contribute towards	PGDS goal that the CDS will contribute towards
Strategy 1: Building a capable and developmental municipality	1. A well serviced city 4. A friendly, safe city 6. A financially viable and well governed city	Goal 6: Governance and Policy Goal 2: Human Resource Development
Strategy 2: Back-to-basics: cleaning, repairing, enforcing, and responding	1. A well serviced city 3. A clean green city 4. A friendly, safe city 6. A financially viable and well governed city	Goal 3: Human and Community Development Goal 6: Governance and Policy Goal 5: Environmental sustainability
Strategy 3: Improved infrastructural efficiency – planning, budgeting, spending, implementing, maintaining	1. A well serviced city 2. An accessible and connected city 3. A clean green city 5. An economically prosperous city 6. A financially viable and well governed city	Goal 4: Strategic Infrastructure Goal 5: Environmental sustainability Goal 3: Human and Community Development
Strategy 4: Financial sustainability	5. An economically prosperous city 6. A financially viable and well governed city	Goal 6: Governance and Policy
Strategy 5: Growing the regional economy	1. A well serviced city 2. An accessible and connected city 4. A friendly, safe city 5. An economically prosperous city	Goal 1: Job Creation Goal 4: Strategic Infrastructure
Strategy 6: Serving as a provincial capital	2. An accessible and connected city 3. A clean green city 4. A friendly, safe city 5. An economically prosperous city	Goal 6: Governance and Policy Goal 7: Spatial Equality Strategic Project 34: Government Precinct, Pietermaritzburg.
Strategy 7: Creating a learning city and city of learning	2. An accessible and connected city 3. A clean green city 4. A friendly, safe city 5. An economically prosperous city	Goal 3: Human and Community Development Goal 1: Job creation
Strategy 8: Spatial effectiveness and justice: increasing densities and improving mobility	1. A well serviced city 2. An accessible and connected city 3. A clean green city 5. An economically prosperous city	Goal 7: Spatial Equality



6.2 ALIGNMENT WITH THE IDP

It is critical that the municipality's IDP aligns to any long-term strategy, such as a CDS. The following tables recommend how the existing 2030 IDP value statements could be modified and are able to be aligned with the CDS as developed here:

IDP STRATEGIC PRIORITY 1: A WELL SERVICED CITY	
SDF Alignment	6. Social Inclusivity 7. Sustainable services PRIORITY PROJECT: Inception of a Rapid delivery agency
PGDS Alignment	Goal 3: Human and Community Development Goal 4: Strategic Infrastructure Goal 6: Governance and Policy:
IDP Value Statement (2030 Goal)	CDS Alignment
1.1 City-wide infrastructure and service delivery provides a reliable, high quality	STRATEGY 1: BUILDING A CAPABLE AND DEVELOPMENTAL MUNICIPALITY

<p>supply of water, sanitation, energy, and waste services - to all.</p> <p>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.</p> <p>1.4 Use of renewable sources of energy is widespread.</p> <p>1.6 City-wide infrastructure and service delivery provides reduced electricity losses.</p> <p>1.7 Municipal-wide waste collection and disposal services to domestic households are available to all Msunduzi residents.</p> <p>1.8 Appropriate waste collection and disposal services are provided to support business and industry. Commercial activity derives production inputs from recovered waste material.</p> <p>1.9 Implementation of Advanced Waste Management Systems that reflect community values around waste minimisation.</p> <p>1.10 Implementation of annual infrastructure upgrade of the waste disposal site.</p> <p>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.</p>	<p>Leadership development to ensure competent, focussed and committed senior managers</p> <p>Professional and technical staff support programme</p> <p>Effective operations around a clear vision and short-term goals</p> <p>Simple, clear and transparent operating procedures for departments.</p> <p>STRATEGY 2: BACK-TO-BASICS: CLEANING, REPAIRING, ENFORCING, AND RESPONDING</p> <p>Implementing an 80:20 Rule.</p> <p>Effective monitoring and management of staff to ensure they are actively and productively engaged, and are held accountable if they do not deliver.</p> <p>Maintaining and securing community facilities and open space</p> <p>Action plan to address under-serviced areas of the city</p> <p>Dedicated focus on inner city problems</p> <p>Improving stakeholder relations and communication</p> <p>Revive and empower ABM's in complex areas</p> <p>Regular operational Inspections and Blitzes</p> <p>STRATEGY 3: IMPROVED INFRASTRUCTURAL EFFICIENCY – PLANNING, BUDGETING, SPENDING, IMPLEMENTING, MAINTAINING</p> <p>Compilation of a State of the City's Infrastructure Report</p> <p>Development of a Comprehensive Municipal Infrastructure Plan</p> <p>Functional Asset Management System in place</p> <p>Development of an infrastructure funding plan and budget</p>
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IDP STRATEGIC PRIORITY 2: AN ACCESSIBLE AND CONNECTED CITY	
SDF Alignment	Global Connectivity 4. Sustainable Transport PRIORITY PROJECT: 6: Enhancing municipal knowledge management
PGDS Alignment	Goal 4: Strategic Infrastructure Goal 6: Spatial equity
IDP Value Statement (2030 Goal)	CDS Alignment
<p>2.1 A diversity of private (cars, bikes, walking) and public (trains, buses, taxis) transport options, using a range of adequate physical infrastructure (roads, rail, and bikeways/walkways) is readily available to all residents</p> <p>2.2 Housing backlogs are significantly reduced, with human settlement patterns reflecting inclusive demographics.</p> <p>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.</p> <p>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 (eg. sports stadia, cultural facilities, etc.) contribute to the city's economy by allowing for world-class events and tourism. Social infrastructure is delivered with regard to minimising impacts on the environment.</p>	<p>STRATEGY 2: BACK-TO-BASICS: CLEANING, REPAIRING, ENFORCING, AND RESPONDING Maintaining and securing community facilities and open space</p> <p>STRATEGY 5: GROWING THE REGIONAL ECONOMY Densification strategy on well located, central land. Improved public transport and NMT system.</p> <p>STRATEGY 8: SPATIAL EFFECTIVENESS AND JUSTICE: INCREASING DENSITIES AND IMPROVING MOBILITY Anticipate and prepare for population growth Managing sprawl and densifying well located areas of city. Public transport Better management of public space Improved access to social facilities</p>

IDP STRATEGIC PRIORITY 3: A CLEAN GREEN CITY	
SDF Alignment	3. Ecological Infrastructure PRIORITY PROJECT: Programme 7: Revival of the garden city
PGDS Alignment	Goal 5: Environmental sustainability Goal 7: Spatial equity
IDP Value Statement (2030 Goal)	CDS Alignment
<p>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.</p> <p>3.2 Communities benefit from a linked public open space network, providing for a range of sporting, cultural, and recreational uses.</p> <p>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.</p>	<p>STRATEGY 1: BUILDING A CAPABLE AND DEVELOPMENTAL MUNICIPALITY Effective operations around a clear vision and short-term goals Simple, clear and transparent operating procedures for departments</p> <p>STRATEGY 2: BACK-TO-BASICS: CLEANING, REPAIRING, ENFORCING, AND RESPONDING Maintaining and securing community facilities and open space Implementing an 80:20 Rule. Dedicated focus on inner city problems</p>

IDP STRATEGIC PRIORITY 4: A FRIENDLY AND SAFE CITY	
SDF Alignment	Quality Urbanism PRIORITY PROJECT: 2: Ensuring liveable cities and Programme 4: Creating viable urban centres
PGDS Alignment	Goal 3: Human and Community Development Goal 4: Strategic Infrastructure Goal 6: Governance and policy
IDP Value Statement (2030 Goal)	CDS Alignment
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.	<p>STRATEGY 2: BACK-TO-BASICS: CLEANING, REPAIRING, ENFORCING, AND RESPONDING Implementing an 80:20 Rule. Sustained focus on the enforcement Improving stakeholder relations and</p>

<p>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.</p> <p>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.</p>	<p>communication</p> <p>Revive and empower ABM's in complex areas</p> <p>Regular operational Inspections and Blitzes</p> <p>STRATEGY 5: GROWING THE REGIONAL ECONOMY</p> <p>Responding to and engaging with local business</p> <p>Creating a liveable city</p> <p>City-Province-business and non-profit economic development forum</p> <p>Establishment of a young-professionals network</p> <p>STRATEGY 6: SERVING AS A PROVINCIAL CAPITAL</p> <p>New government precinct located within the Pietermaritzburg CBD.</p> <p>Addressing the needs of provincial government employees who currently or could reside within the city</p> <p>STRATEGY 7: CREATING A LEARNING CITY AND CITY OF LEARNING</p> <p>Revitalise the relationship with MIDI and ensure the municipality is suitably represented.</p> <p>Centre for leadership development</p> <p>University town</p> <p>Increasing linkages with elite learning institutions</p>
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IDP STRATEGIC PRIORITY 5: AN ECONOMICALLY PROSPEROUS CITY	
SDF Alignment	<p>Programme 1: launching an agriculture and logistics platform</p> <p>Programme 3: Promoting land release for industrial development</p> <p>PRIORITY PROJECT: 4. Growing the Regional Economy – Existing businesses must be prioritised and ways found to grow that business, including focussing on strategic sectors.</p> <p>6. Serving as a provincial capital – The provincial legislature and executive and their needs must be integrated into the plans of the city.</p>
PGDS Alignment	<p>Goal 1: Job creation</p> <p>Goal 2: Human Resource Development</p> <p>Goal 3: Human and Community Development</p> <p>Goal 4: Strategic Infrastructure</p> <p>Goal 7: Spatial equity</p>
IDP Value Statement (2030 Goal)	CDS Alignment
<p>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.</p> <p>5.2 By 2030, Msunduzi will have a strong, diversified, and resilient economy, using its competitive advantages to deliver prosperity, high employment, and quality jobs for all the city's residents.</p>	<p>STRATEGY 5: GROWING THE REGIONAL ECONOMY</p> <p>Responding to and engaging with local business</p> <p>Alignment of town planning and land use schemes to the broader city strategy:</p> <p>Rapid and focussed release of strategic land parcels</p> <p>Repairs, maintenance and the development of new infrastructure</p> <p>Review of Rates and Tariffs to ensure they are in line with other competing cities.</p> <p>Greater access to and transparency of the procurement system</p> <p>Implementation of appropriate by-laws</p> <p>Creating a liveable city</p> <p>Densification strategy on well located, central land.</p> <p>Improved public transport and NMT system.</p> <p>City-Province-business and non-profit economic development forum</p> <p>Establishment of a young-professionals network</p> <p>Cultivate relationships with broader provincial businesses and developers beyond the municipal boundaries.</p> <p>Increased use of media and other</p>

	<p>communication mechanisms</p> <p>STRATEGY 6: SERVING AS A PROVINCIAL CAPITAL</p> <p>Use government leases or ownership to leverage change in the inner city</p> <p>Private sector investment to augment investment in office or other construction.</p> <p>Addressing the needs of provincial government employees who currently or could reside within the city</p> <p>STRATEGY 7: CREATING A LEARNING CITY AND CITY OF LEARNING</p> <p>Greater synergy between economic development patterns and educational programmes.</p> <p>Imbali Educational Precinct Initiative</p> <p>Centre for leadership development</p> <p>University town</p> <p>Increasing linkages with elite learning institutions</p> <p>STRATEGY 3: IMPROVED INFRASTRUCTURAL EFFICIENCY – PLANNING, BUDGETING, SPENDING, IMPLEMENTING, MAINTAINING</p> <p>Procurement system review</p>
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IDP STRATEGIC PRIORITY 6: A FINANCIALLY VIABLE AND WELL GOVERNED CITY	
SDF Alignment	
PGDS Alignment	Goal 6: Governance and Policy
IDP Value Statement (2030 Goal)	CDS Alignment
<p>6.1 By 2030, Msunduzi will be financially sound through managing its finances efficiently, through effective and realistic budgeting to ensure synergy between the capital and operating budget, as well as through revenue enhancement.</p> <p>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.</p>	<p>STRATEGY 1: BUILDING A CAPABLE AND DEVELOPMENTAL MUNICIPALITY</p> <p>Establishment of a high level senior leadership and capacity task team.</p> <p>Develop strong and supportive leadership</p> <p>Leadership development to ensure competent, focussed and committed senior managers</p> <p>Professional and technical staff support programme</p> <p>Effective operations around a clear vision and short-term goals</p> <p>Simple, clear and transparent operating</p>

	<p>procedures for departments.</p> <p>STRATEGY 2: BACK-TO-BASICS: CLEANING, REPAIRING, ENFORCING, AND RESPONDING Effective monitoring and management of staff are actively and productively engaged, and are held accountable if they do not deliver. Sustained focus on enforcement Improving stakeholder relations and communication</p> <p>STRATEGY 3: IMPROVED INFRASTRUCTURAL EFFICIENCY – PLANNING, BUDGETING, SPENDING, IMPLEMENTING, MAINTAINING Compilation of a State of the City's Infrastructure Report Development of a Comprehensive Municipal Infrastructure Plan Functional Asset Management System in place Development of an infrastructure funding plan and budget Procurement system review</p> <p>STRATEGY 4: FINANCIAL SUSTAINABILITY Address billing, collecting and debtors book problems. A tougher stance around illegal connections. All services metered and meters fully functional. Disconnections must be actively and rapidly implemented. Improved management of the municipality's rental housing stock</p>
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