

# **2017/18 – 2021/2022 INTEGRATED DEVELOPMENT PLAN**



## **UMNGENI MUNICIPALITY**

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# UMNGENI COUNCIL 2016-2021



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Deputy Mayor  
Cllr. N. F. Buthelezi



Speaker  
Cllr. G. T. Dlamini



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## ACRONYMS

**AIDS** – Acquired Immune Deficiency Syndrome

**ABET** – Adult Based Education Training

**AG** – Auditor General

**BBBEE** – Broad Based Black Economic Empowerment

**CFO** – Chief Financial Officer

**COGTA** – Co-operative Governance and Traditional Affairs

**CPF** – Community Policing Forum

**CRDP** – Comprehensive Rural Development Programme

**CLLR** – Councillor

**DAEARD** – Department of Agriculture, Environmental Affairs and Rural Development

**DGDP** – District Growth and Development Plan

**DEDT** – Department of Economic Development and Tourism

**DFA** – Development Facilitation Act

**DWA** – Department of Water Affairs

**DPPSS** – Development Planning Shared Services

**DGDP** – District Growth and Development Plan

**EIA** – Environmental Impact Assessment

**EXCO** – Executive Committee

**EKZNW** – Ezemvelo KZN Wildlife

**EPWP** – Expanded Public Works Programme

**GM** – General Manager

**GIS** – Geographic Information System

**GVA** – Gross Value Added

**HIV** – Human Immunodeficiency Virus

**ICT** – Information Communication Technology

**IDP** – Integrated Development Plan

**IGR** – Inter Governmental Relations

**JMPT** – Joint Municipal Planning Tribunal

**KPA** – Key Performance Area

**KPI** – Key Performance Indicators

**LED** – Local Economic Development

**LM** – Local Municipality

**LUMS** – Land Use Management Scheme

**MANCO** – Management Committee

**MFMA** – Municipal Finance Management Act

**MPAC** – Municipal Public Accounts Committee

**MM** – Municipal Manager

**MSA** – Municipal Systems Act

**NDP** – National Development Plan

**NSDP** – National Spatial Development Perspective

**NEMA** – National Environmental Management Act

**NGO** – Non Governmental Organisation

**OSS** – Operation Sukuma Sakhe

**PDA** – Planning and Development Act

**PMS** – Performance Management System

**PDA** – Planning and Development Act

**PGDS** – Provincial Growth and Development Strategy

**SDBIP** – Service Delivery and Budget Implementation Plan

**SDF** – Spatial Development Framework

**SAPS** – South African Police Service

**SEA** - Strategic Environmental Assessment

**SMME** – Small Micro Medium Enterprise

**SPLUMA** – Spatial Planning and Land Use Management Act

**TBD** – To be determined

**UMDM** –uMgungundlovu District Municipality

**VIP** – Ventilated Pit Latrine

## MAYOR'S FOREWORD



Integrated development planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period.

In terms of section 25 (1) of the Municipal Systems Act (MSA), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality.

Local Government in its current form was established in the year 2000. Subsequently the first generation of IDPs across all municipalities in the country were drafted and adopted. The IDP, currently in its 4<sup>th</sup> generation, was then and continues to be a super plan for municipalities in that it gives an overall framework for development and service delivery needs.

This IDP is for the duration of the term of Council which commenced in August 2016 to 2021, reviewable on yearly basis. Through this strategic document, we as the Municipality, affirm our commitment to enhancing equal service delivery and ensuring the realization of our Key Performance Areas, which are:-

- Municipal Transformation and Organisational Development
- Basic Service Delivery and Infrastructure
- Local Economic Development
- Financial Viability and Management
- Good Governance and Public Participation
- Cross Cutting Interventions / Spatial Planning

Each KPA has strategic goals, which include:-

- Human resource development and management
- Integrated human settlements and strategic infrastructure
- Job creation
- Financially sound and sustainable municipality
- Good corporate governance
- Spatial planning and environmental sustainability

The effective implementation of the IDP rests on the exceedingly functioning of our tripartite treaty, which is made up of the (1) Community – which the municipality has to serve-, (2) Council – whose role is to exercise oversight on the implementation of the needs of the communities -, and (3) Administration – which are the implementers. To ensure that the strategies contained in this document are realized, the treaty must band together to ensure effectiveness and efficiency.

I would like to take this opportunity to thank the communities that provided input into the IDP through IDP/Budget Izimbizo. The participation signals the desire to see the municipality functioning optimally in addressing the needs of the communities. I would like to also thank Council for their political leadership in the crafting of this document as well as the administration for coordinating the development of this IDP document.

Through this document we envisage that the municipality will successfully navigate and implement what it has been mandated to do by the public which will ring true the municipality's vision, which is:-

**"By 2035, uMngeni Municipality as the *tourism destination* of choice will be the *hub of excellence* providing *quality services* whilst ensuring *quality of life*."**

**His Worship the Mayor, Cllr RS Sokhela**  
uMngeni Municipality

## **CHAPTER A - EXECUTIVE SUMMARY**

### **Who are we?**

The uMngeni Municipality is a Category B municipality situated within the uMgungundlovu District in the KwaZulu Natal Province. It is one of the seven municipalities that make up the uMgungundlovu District. It comprises the former Transitional Local Council areas of Howick and Hilton, the Worlds View Area, and a substantial amount of farm land. The municipal area has its offices in Howick. A series of spectacular waterfalls surround the area, which is about 29km north-west of Pietermaritzburg. At the centre of this system, nestling the banks of uMgeni River in the heart of the Natal Midlands is the beautiful town of Howick and its pride is the 94m high Howick Falls.

According to the latest 2016 Community Survey conducted by Stats SA, the municipal population has increased from 92710 in 2011 to 105609 which is a 13,9% increased. The majority of the population is the working age accounting for over 67% of the population. The municipality is covered by 12 wards of which 1, 2, 7, 8, 10, 11 and 12 cover the majority of Howick, Merrivale, Mpophomeni, Hilton and Worlds View and are substantially urban in nature. The remaining wards include some urban components but are mainly rural in nature.

According to the available data, the Primary Sector within the municipality is the second highest contributor to the regional GDP of uMgungundlovu with 14.1% of the gross domestic products lower by 3.5% compared to 2001. Agriculture is the main economic sector within the Primary Sector in the municipality has seen a decline in terms of contribution to the GDP. The decline in the Agricultural sector is higher than that of the province and the district. The secondary sector was the highest contributor to the regional GDP lower from 33.4% in 2001 to 20.6% in 2012. Trade is the largest contributor in the secondary sector followed by manufacturing. The tertiary sector contribute 11% to the regional GDP with Community Services and Finance being the major contributors in the sector.

### **How was this plan developed?**

We live in a society constantly confronted by multi-faceted challenges that stretch far beyond our boundaries not only at a regional but a global scale. These sometimes global challenges have far reaching implications for even the smallest of organisations including municipalities. We live in a Volatile Uncertain Complex and Ambiguous (VUCA) world and local government is not immune to this notion. As we developed this plan, cognisance had to be taken on challenges faced on a regional, national and even sometimes global aspect that are critical on our development agenda.

One of the newly elected council's first task when they took office was to ensure that a process to develop a 4<sup>th</sup> generation Integrated Development Plan was adopted as per the legislative requirement. The IDP and Multi-year Budget Process Plan was adopted by Council on 28<sup>th</sup> September 2016. Council decided not to make any amendments to the last IDP Review of the previous Council but rather develop a plan for their elected term of office. This plan has been developed taking into consideration the legislative mandate by municipalities as prescribed in Chapter 5 of the Municipal Systems Act whilst also utilising the COGTA IDP Framework Guide to inform the structure of the document.

The latest 2016 Community Survey along with other previous Census conducted by Stats SA have been on main utilised to have an understanding of the level of development. Engagements with various stakeholders were conducted in order to inform the development of this plan. Meetings were conducted with Ward Committees and relevant stakeholders within the municipality. The municipality also conducted workshops for each



of the twelve wards in order to develop Community Based Plans which are included as part of this IDP.

The uMngeni Municipality held its strategic planning session at the Protea Edward Hotel in Durban on 24<sup>th</sup> to 26<sup>th</sup> April 2017. Fifteen of the 23 municipal council members participated, along with 22 municipal management officials and 6 unions' members in order to have a full understanding of our challenges but also be responsive by developing goals, objectives and strategic focus areas.

### **What are the key challenges?**

A SWOT analysis method has been utilised in order to have an understanding of internal and external factors which have an impact on the municipality. Through a comprehensive SWOT analysis of the 6 Key Performance Areas, the following key challenges were identified at the session held in Durban:

### **Cross Cutting Interventions**

- Lack of community awareness on land use management
- Spatial inequalities
- Lack of inter-governmental relations between the municipality and Ingonyama Trust Board on land use management
- Lack of sufficient capacity to guide land use management    Lack of sufficient capacity to guide land use management

### **Municipal Transformation and Organisational Development**

- Lack of an accounting officer and high vacancy rate
- The organisational structure does not respond to community needs
- No financial resources to fill all vacant posts
- Unsatisfied customers

### **Service Delivery and Infrastructure Investment**

- Aging infrastructure
- Shortage of land for implementation of housing project
- Population growth and urbanization has caused a strain on existing infrastructure
- Poor delivery of basic services to rural communities
- Housing backlogs

### **Local Economic Development and Social Development**

- Lack of employment opportunities created through local economic development
- Lack of implementation of local economic development
- Lack of marketing and promotion of tourism
- Lack of capacity to effectively carry out local economic development

### **Municipal Financial Viability and Management**

- Electricity theft
- Poor revenue collection
- Non implementation of policies and by-laws of credit control
- Lack of cost effectiveness in spending
- Grant dependent on infrastructure spending
- Debt write-offs
- Lack of asset management
- Poor financial management control systems

## Good Governance and Public Participation

- Lack of knowledge management to preserve institutional memory
- Lack of review and monitoring in implementation of municipal policies
- Unsatisfied customers
- Poor document management and accessibility

## What is our long term Vision?

The municipality in order to align with the national and provincial plans has adopted a vision geared towards 2035 in line with provincial vision and is outlined below:-

“By 2035, uMngeni Municipality as the **tourism destination** of choice will be the **hub of excellence** providing **quality services** whilst ensuring **quality of life**.”

## What are we going to do to unlock and address our challenges?

In order to address our key challenges as outlined above, the municipality developed the following six IDP goals linked to the Key Performance Areas:

- Human Resource Development and Management – this goal is linked to five objectives and twelve strategic focus areas.
- Integrated Human Settlements and Strategic Infrastructure – this goal is linked to five objectives and six strategic focus areas.
- Job Creation – linked to this goal is two objectives and six eight strategic goals.
- Financially Sound and Sustainable Municipality - this goal is linked to three objectives and twelve strategic focus areas.
- Good Corporate Governance - this goal is linked to two objectives and eight strategic focus areas.
- Spatial Planning and Environmental Sustainability - this goal is linked to three objectives and seven strategic focus areas.

## uMngeni Spatial Vision

“The uMngeni Municipality will be characterized with spatial equity, integrated urban complex, sustained natural endowment, agriculture and tourism.”

The Spatial Vision for uMngeni encourages compact and integrated development within the Howick/Hilton and Mpophomeni Urban Complex. This vision encourages the municipality to be responsible in terms of protecting the environment, preservation of agricultural land and promotion of tourism.

## What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?

In order to address our development challenges and deliver on our goals, objectives and strategic focus areas, the municipality has developed a Capital and Operational Investment Plan to be delivered in the course of the next five years. The realisation of this plan rest on the effective pursuit of our financial objectives of increasing and enhancing revenue collection but also reducing the revue lost in electricity.

## How will our progress be measured?

The performance management system will be utilised as a tool to encourage this outcome based approached in the coming five years in order to address all municipal challenges.

To this effect, the performance scorecard has been developed and forms part of this 4<sup>th</sup> generation IDP. The municipality will measure performance in the forthcoming year (2017/18) utilising the Service Delivery and Budget Implementation Plan (SDBIP) which is linked to the budget but also performance agreements of Section 56 and 57 management have been informed by this particular plan. This plan outlines in detail task to be undertaken in 2016/20216 financial year with budget implications but also how each activity is linked to the IDP. The Organisational Key Performance Indicators linked to departmental indicators have been developed for the three MTRF period.

## CHAPTER B - PLANNING AND DEVELOPMENT PRINCIPLES

**Table 1: Planning and Development Principles**

NO.	PRINCIPLE	MUNICIPAL RESPONSE
1.	Development/investment must only happen in locations that are sustainable (NSDP)	The uMngeni Spatial Development Framework (SDF) has identified strategically located "Areas of Priority Spending" to guide both service provision and economic development i.e
2.	Balance between urban and rural land development in support of each other (DFA Principles)	Through the promotion of Tourism in both the urban and rural areas, and in light of the service role that the urban nodes play to the rural area the support exists. A proper balance has been difficult to achieve, and rural areas lack basic services particularly electricity. The municipality will continue to support service delivery in the rural areas as with the recent rural electrification undertaken in the Karkloof area.
3.	The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres (DFA Principles)	The containment of urban sprawl is a key consideration In uMngeni as much of the area has good agricultural potential. Node boundaries have been set in the SDF and principles regarding the type of development permitted in future are contained in the SDF.
4.	The direction of new development to logical infill areas (DFA Principles)	Within the Nodes future use is set for infill areas in the SDF.
5.	Compact urban form is desirable (DFA Principles)	In the uMngeni context the compactness of urban form differs widely. In light of the strong tourism industry the concepts of village atmosphere, view sheds and environmental impact are important considerations.
6.	Development should be within limited resources (financial, institutional and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner.	The present municipal financial constraints have been recognized, and a Municipal Turn Around Strategy (MTAS) is in place. Capital Projects have been substantially limited to the core services of roads and electricity. Institutional constraints exist and are being addressed as far as is possible. Support at District level is valued and the District's Vision to become a Metropolitan area is acknowledged. Provincial level support is also valued. Sustainability has been promoted through an emphasis on the provision of housing developments that are designed to allow for supporting community facilities. Areas of environmental significance have been identified. The recently completed District level

NO.	PRINCIPLE	MUNICIPAL RESPONSE
		Environmental Reports need to be taken into account.
7.	Stimulate and reinforce cross boundary linkages	Through the Provincial and District level forums this requirement is addressed. The setting place of the Midlands Economic Development Agency is another example of where uMngeni is working with Mpofana and uMtshezi Municipalities to promote economic development of mutual benefit.
8.	Basic services (water, sanitation, access and energy) must be provided to all households.	The provision of basic services to all has not as yet been achieved in uMngeni, but significant progress has been made over the last 10 years and the municipality is committed to addressing the eradication of existing backlogs.
9.	Development/investment should be focused on localities of economic growth and/or economic potential	Areas of priority spending as indicated in the SDF include N3 Corridor Nodes where economic development is promoted. Also identified are development corridors such as that between Merrivale and Mpophomeni.
10.	In localities with low demonstrated economic potential development/ investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programs (NSDP)	The need to support strategic educational and social facility provision is recognized by the uMngeni Municipality. As a priority the municipality has partnered with other government sectors to formulate higher learning institutions through proposed establishment of TVET centres in Mpophomeni which is a historically disadvantaged community and a campus in Merrivale. The food for waste programme and the EPWP is just some of the ways the municipality is engaged in poverty relief programmes.
11.	Land development procedures must include provisions that accommodate access to secure tenure (CRDP)	The Planning and Development Act (PDA) operated successfully in the uMngeni Municipality with support from the District Shared Services Unit. Transfer of houses in the housing projects is carefully monitored.
12.	Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely used	Agricultural potential and environmental sensitivity are concepts that are included in the municipality's SDF and carefully screened in regard to proposed development through NEMA and PDA procedures.
13.	Engagement with stakeholders representatives on policy, planning and implementation at national, sectoral, and local levels is central to achieving coherent and effective planning and development.	The IDP and its processes are recognized as effective means of engagement with stakeholders. This is linked to the municipal budget processes, and consultation needs to run in parallel. As was done last year, the IDP public meetings will be coordinated with those of the District.
14.	If there is a need for low-income housing, it must be provided in close proximity to areas of opportunity ("Breaking New Ground" from Housing to Sustainable Human Settlements)	The provision of low-income housing is mainly within the urban nodes which are areas of opportunity, but in rural areas the concept of proximity to areas of opportunity will need to be applied in all cases.
15.	During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)	The municipality recognizes that the concepts of reduction of resource use and carbon intensity in the economy will need to be addressed as part of environmental and development applications. This could include recommendations on the use of alternative or renewable energy

NO.	PRINCIPLE	MUNICIPAL RESPONSE
16.	Environmentally responsible behavior must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS)	The need to address environmental incentives and disincentives has been duly noted.
17.	The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their needs locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)	The need to consider the principle of self-sufficiency has been duly noted.
18.	Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)	The need to consider accessibility to resources, services and opportunities has been duly noted, and has been promoted in the uMngeni SDF through the concepts of Nodes and Corridors.

## B.2 Government Policies and Imperatives

This section of the chapter provides an outline of the government policies and priorities that the municipality must be aware of and respond to accordingly. The municipality has made strides in responding to these at different policy and strategic levels. In cases where there has been lack of implementation, the municipality is in the process of responding to these imperatives accordingly.

### 2017 State of the Nation Address

In the Presidency's State of the Nation Address, the following issues requires all governments' effort to be addressed:

- Radical socio-economic transformation
- Implementation of affirmative action policies
- Fast tracking the issuing of title deeds
- Participation of black people and SMME's in the information and communications technology sector
- Participation of households in the agricultural sector
- Commercialisation of the black smallholder farmers
- Prioritise women's access to economic opportunities
- Crime prevention

The municipality working together with other government sectors and relevant stakeholders will strive to prioritise presidency's call on focus on the issues outlined above.

### 2017 State of the Province Address

In the Premier's 2017 State of the Province Address, the following issues were outlined as important areas to be addressed:

- Mobilisation with motive to destabilise
- Social cohesion and moral regeneration as imperatives for nation building
- Crime and corruption
- Land issues
- Capacity and ability of the state
- Improve health of communities
- Commitment to accountability

The municipality working together with other government sectors and relevant stakeholders will strive to prioritise premier's call on focusing on the issues outlined above.

## **Millennium Development Goals**

The Millennium Development Goals (MDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2030. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved, world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy. Below is a list of the relevant MDGs and the response thereof uMngeni Municipality to these critical global issues.

**Goal 1 (Eradicate extreme poverty and hunger)** - The South African government overarching policy in addressing MDG 1 is through the provision of a social wage package intended to reduce the cost of living of the poor. Social wages in South Africa are packaged in different targeted forms. In the list of these are the following: free primary health care; no-fee paying schools; social grants, housing, provision of free basic services. The municipality has made significant strides in addressing MDG 1 when the above mentioned issues are put into consideration. Most people in the different wards have access to primary health care however this still needs to be improved upon especially in the rural parts of the municipality. The municipality has since 2001 made progress in coordinating the provision of housing and provision of free basic services to its communities. More people have access to housing and the backlogs to basic services have significantly decreased. There are also plans in place to continuously ensure provision of housing and basic services well beyond the MDG 1 targets which in most part has been achieved by the municipality.

**Goal 2 (Achieve universal primary education)** - In order to achieve universal primary education within the municipality, the Department of Education has allocated a number of primary and secondary schools which also allows for the implementation of compulsory schooling.

**Goal 3 (Promote gender equality and empower women)** - The municipality is seeking to facilitate gender equity while dealing with gender related issues. This will be done by developing a plan for local programmes and implementation of such plan will require engagements with the different stakeholders from all sectors within the municipality.

**Goal 4 (Reduce child mortality)** - There is no available data at a municipal level that indicates the reduction in child mortality however the data at a district level indicates a reduction in this MDG 4. It is difficult to make assumptions for this municipality but considering the availability of a quality and efficient health system in place, one can make an assumption that there has been a reduction in child mortality.

**Goal 5 (Improve maternal health)** - Achieving this goal within the municipality is underpinned by the Department of Health extensive policy initiatives aimed at reducing maternal mortality and improving the quality of health care throughout the health care

systems. The department is visible within the municipality to ensure that there is improvement in maternal health.

**Goal 6 (Combat HIV/AIDS, malaria and other diseases)** - According to the latest data from Stats SA, HIV prevalence in the uMgungundlovu District increased from 11.7% in 2002 to 15.8% in 2008. In order to address this epidemic within the municipality, an HIV and AIDS Strategy has been developed to guide all stakeholders and role players in their efforts to implement a systematic response to the issue within the uMngeni jurisdiction. A Local AIDS Council is also in place to ensure continued combating of the HIV/AIDS disease. Other disease like tuberculosis which is the leading cause of death in the district are being tackled in collaboration with the Department of Health.

**Goal 7 (Ensure environmental sustainability)** - Environmental sustainability is a pre-requisite for sustainable development and poverty alleviation. In South Africa respectively major improvements have been recorded through addressing poverty and inequality by dedicated service delivery programmes relating to basic service provision to the poor. The municipality has not been an exception to this. The access to basic services has been significantly improved within the municipality with 95% of households having access to water, 85% with access to electricity and 81% with access to proper sanitation. The municipality has achieved this Millennium Development Goal 7. In order to ensure continuity, the municipality has appointed an Environmental Management Officer who will further champion the cause of ensuring environmental sustainability.

**Goal 8 (Develop a global partnership for development)** - Millennium Development Goal (MDG) 8 focuses on the international development agenda. Effectively, MDG 8 reinforces and supports the achievement of the seven other MDGs. The targets and indicators, if achieved, put in place sound economic policies, good governance, wider dispersion and development of new technologies (especially in the Information and Communication Technology (ICT) sector), the promotion of international trade and increased resources for development assistance. MDG 8 acknowledges the importance of international commitments by both developed and developing countries in ensuring a convergence in priorities and achievements, in the context of increasingly globalized, interdependent economies.

In order to affect change through this global vision, the municipality will seek to localize some of the millennium development goal indicators to inform that strategy of the municipality in towards 2030.

## **Medium Term Strategic Framework**

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

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two over-arching strategic themes – radical economic transformation and improving service delivery.

## **2030 National Development Plan**

The National Development Plan (NDP) sets the Vision of the country for approximately the next 15 years towards 2030. The NDP is a roadmap to a South Africa where all have water, electricity, sanitation, jobs, housing, public transport, adequate nutrition, education, social protection, quality health care, recreation and a clean environment. The National Development Plan (Vision 2030) has identified the following priorities which must also be prioritised by the different spheres of government:

- Economic Infrastructure
- Transitioning to a low carbon economy
- Inclusive rural economy
- Positioning South Africa in the world
- Human settlements
- Improving education, innovation and training
- Promoting health
- Social protection
- Building safer communities
- Building a capable state
- Promoting accountability and fighting corruption
- Transforming society and uniting the country

It was essential to take cognizance of the above mentioned national government priorities in reviewing this plan. The uMngeni Municipality in developing its 6 IDP goals and strategic objectives took great consideration of the NDP priorities more especially in economic infrastructure, inclusive rural economy, human settlements, building safer communities, building a capable state, promoting accountability and fighting corruption and transforming society and uniting the country. As mentioned above this is illustrated by the strategic direction the municipality will be taking up to 2030.

## **14 National Outcomes**

The 14 government outcomes adopted by Cabinet are as follows:

- Improve the quality of basic education
- Improve health and life expectancy
- All people in South Africa protected and feel safe
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support inclusive growth
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities and food security
- Sustainable human settlements and improved quality of household life
- A responsive and accountable, effective and efficient local government system
- Protection and enhancement of environmental assets and natural resources
- A better South Africa, a better and safer Africa and world
- A Development-orientated public service and inclusive citizenship.

The municipality in developing its IDP goals, objectives and strategic focus areas has taken great consideration of the government outcomes. The outcomes approach as a strategic approach to achieving the 14 government outcomes at the municipal level still requires much improvement. In order to transform the municipality, outcomes based thinking will be an approach used in the strategic planning process.



## KZN Provincial Growth and Development Strategy

The 7 Strategic Goals of the Provincial Growth and Development Strategy/Plan (PGDS/P) are:

- Job Creation
- Human Resource Development
- Human and Community Development
- Strategic Infrastructure
- Environmental Sustainability
- Governance and Policy
- Spatial Equity

The municipal strategic direction as outlined in Chapter D of this document has been specifically aligned with the seven Strategic Goals of the PGDS. The performance indicators at a local level to this effect must still be improved upon to be more consistent with that of the provincial strategy.

## uMgungundlovu District Growth and Development Strategy

The uMgungundlovu District Municipality has developed a Growth and Development Plan which is a framework for local municipalities to grow their respective economies. The plan has identified the following key objectives and outcomes

**Table 2: UMDM DGDS Objectives and Outcomes**

<b>OBJECTIVES</b>	<b>OUTCOMES</b>
Developing and diversifying the agricultural sector	District agricultural sector to be sustainable and diversified
Enhance sectoral development through trade and investment	Trade and investment grows and creates jobs
Expand government led job creation programmes	Jobs to yield income and prepare participants for entry into labour market
Promote SMME entrepreneurial development	SMME promotion increase economic participation and creates employment
Develop the knowledge base to enhance the knowledge economy	District economic growth is enhanced by innovation

The municipality will take this plan into consideration with the review of the LED Strategy which is currently underway.

## Back to Basics

At the Presidential Local Government Summit the Back to Basics Strategy was presented where DCOGTA undertook a review of South Africa's 278 municipalities.

The Back to Basics programme is designed to ensure that all municipalities perform their basic responsibilities and functions without compromise. The programme is built on 5 pillars:

- Putting people and their concerns first;
- Demonstrating good governance and administration;
- Delivering municipal services;
- Sound financial management and accounting; and
- Sound institutional and administrative capabilities.

The Back to Basics approach will institutionalise a performance management system that will recognize and reward good performance, and ensure sufficient consequences and appropriate support for under performance. The approach will integrate information on

municipalities and ensure that the current challenges in the local government sphere, in the short and medium term specifically, are addressed. (*Circular No: 47/2014*)

Over and above this, municipalities will be required each month to submit information to the Minister for COGTA in order to assess performance in this regard. Provision of this information will result in intervention measures being employed by the Minister on areas where municipalities are facing challenges.

At the Presidential Local Government Summit where the Back to Basics Strategy was presented, DCOGTA undertook a review of South Africa's 278 municipalities. On the basis of the performance indicators the level of performance of municipalities were confirmed and classified according to which category they belong. Municipalities were categorised either functional, challenged or requiring intervention. The uMngeni Municipality was categorised as challenged. The process for this categorization included;

- Some form of political stability
- Most of administrative positions filled by incompetent staff
- Some critical positions not filled
- Poor expenditure of capital budgets
- Poor records keeping
- Low collection rates (less than 50%)
- Mainly qualified audit outcomes
- Significant mismatch between Plans and Budgets

On the basis of the above the municipality has made strides to improve on these critical areas. The following outlines interventions by the municipality in the above mentioned areas:

**Some form of political stability** – All meetings of the municipality sit without hindrances with robust participation in all Council meetings and meetings undertaken by the committees of Council as well as other subcommittees. There is political will to see the municipality succeed spearheaded by the ruling party and there engagements between the political leadership and the administration further attests to the stability.

**Most of administrative positions filled by incompetent staff** – most of the administrative positions have qualified staff who are capable of providing effective administrative functioning of the municipality. This is particularly evident at senior and middle management level.

**Some critical positions not filled** – The municipality has previously had issues with the filling of critical positions especially in Finance Services, Community Services, Technical Services and the Office of the Municipal Manager. The filling of positions for Heads of Departments has been of most concern for the municipality in the departments of Finance Services, Community Services and the Office of the Municipal Manager however all heads of departments have since been appointed with the exception of the Municipal Manager. The Accounting Officer is currently on an acting capacity and the post has been advertised for recruitment purposes. Filling of vacancies in the Technical Services department has been prioritised in the next Budget mainly because the department plays a significant role in service delivery which also becomes important to respond to the Back to Basics approach.

**Poor expenditure of capital budgets** – The municipality will need to make improvements in the expenditure of MIG allocations because lack of spending has a negative impact on service delivery.

**Poor records keeping** – As a response to poor records the municipality is rolling out the Electronic Document Management System.

**Low collection rates (less than 50%)** – The municipality currently has a collection rate of 88% and strives to increase that through the development of a Revenue Strategy which is a municipal strategic response for increased revenue collection and ensuring that all municipal revenue is accounted for.

**Mainly qualified audit outcomes** – The municipality has for the current term of council not received any qualified audit outcome but rather unqualified audit outcomes with matters. A clean audit outcome remains a priority for the municipality.

**Significant mismatch between Plans and Budgets** - In order to reach alignment between municipal plans and budget, there has been better inter departmental engagement especially with regards to the IDP and Budget. The Draft Budget has made budget provision for plans and programmes contained in this IDP.

The municipality has been providing information to COGTA in the required template on a quarterly basis in order to provide progress made thus far since the launch of Back to Basics.

## CHAPTER C – SITUATIONAL ANALYSIS

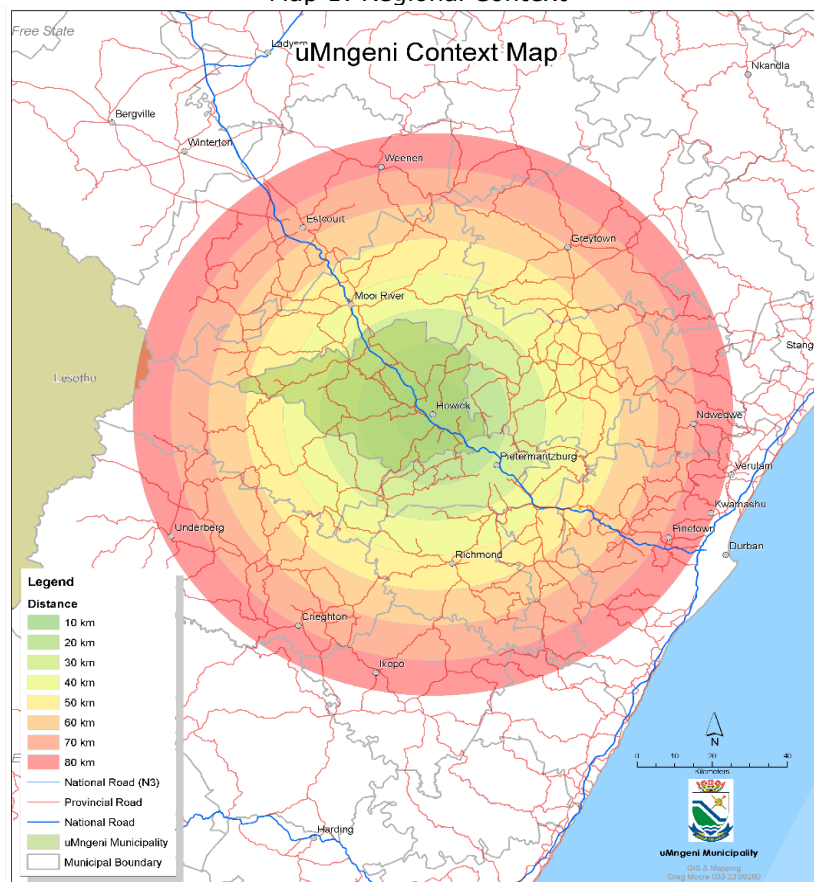
As prescribed in Chapter 5 Section 26 (b) of the Municipal Systems Act, an Integrated Development Plan must amongst other things reflect an assessment of the existing levels of development in the municipality which, must include an identification of communities which do not have access to basic municipal services. Amongst other reputable sources of data, Stats SA has been utilised as the main source of data used in this analysis of the current municipal situation. Over and above this is a comparison between the current and previous Census conducted in order to have an understanding of the trends. The available statistics have been utilised as evidence which allows for understanding of issues which will allow for proper planning. The important aspect of utilizing these statistics is how the uMngeni municipal council balances these facts with the community needs.

### 1. SPATIAL ANALYSIS

#### 1.1 Regional Context

The uMngeni Municipality is one of seven municipality located within the uMgungundlovu District Municipality and is geographically located at the centre of KwaZulu Natal. It is located within 30km from Pietermaritzburg which is the main urban centre of uMgungundlovu District and also the Capital City of KwaZulu Natal. With its central location, the municipality shares a boundary with Impendle Municipality to the south west, to the north is Mpofana Municipality and to the south east is Msunduzi Municipality whilst to the east is uMshwathi Municipality. To the west are the former District Management Areas of the Drakensberg that fall under the Transfrontier Development Initiative related to the World Heritage Site.

Map 1: Regional Context

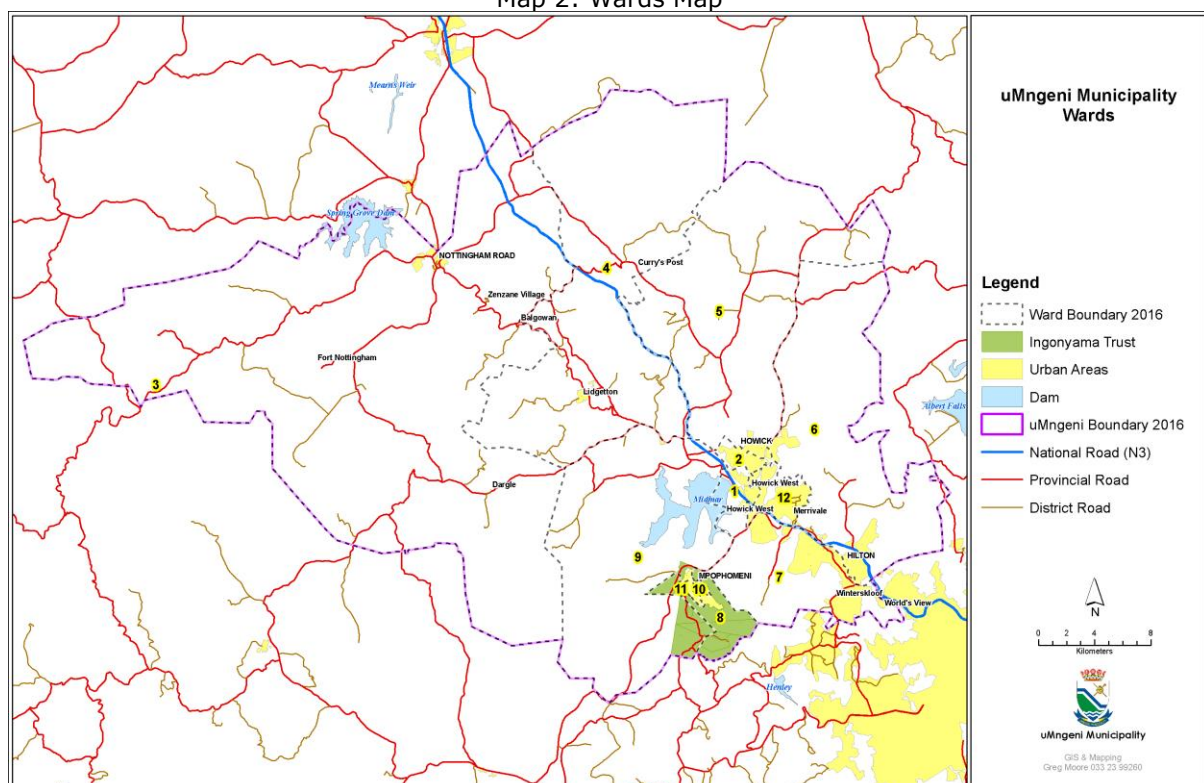


The N3, being of national and regional importance provides a direct linkage to the primary economic nodes of Durban and Gauteng allowing for ease of trade, industrial and transportation activity.

## 1.2 Administrative Entities

The municipality comprises of twelve wards which cover areas that are urban, semi-urban to rural in nature. Areas such as Howick, Merrivale, Mpophomeni, Hilton and Worlds View are urban in nature with areas such as Lidgetton and Nottingham Road being semi-urban and the rest of the municipality being rural areas which are predominately farms. Howick which is located within ward 2 is the main urban centre of the municipality which is also the administrative seat of the municipality. The municipality also has some land under Ingonyama Trust.

Map 2: Wards Map



## 1.3 Structuring Elements

The municipality is structurally bisected by two features which is the national road (N3) and uMgeni River. Due to the apartheid planning model, the settlement pattern in the municipality is fragmented with the main settlement of Mpophomeni situated away from the commercial hub.

Other structuring elements includes:

- The strategic location of the municipality on the N3, provides high level of accessibility between major urban centres and adjacent provinces.
- High potential agricultural land which is the primary resource supporting the highly developed commercial agriculture sector.
- The two existing urban Nodes (Howick / Mpophomeni and Hilton) which are

concentrated in the south-eastern corner of the Municipality.

- Secondary settlements (i.e. rural settlements) which are located mainly along or in close proximity to the R103.
- The strategic location of the municipality along major tourism routes towards the Drakensberg promoting a well-developed functional tourism industry.
- High quality recreation resources (e.g. Midmar Dam, Albert Falls, Karkloof Falls, scenic routes, etc.)
- Relatively low levels of access to urban services and facilities for some rural communities.
- Relatively low levels of participation in the local economy by low income communities.
- Extensive area of indigenous vegetation and water courses, requiring careful environmental management.

## 1.4 Existing Nodes and Corridors

### Existing Nodes

As per the municipal SDF, the municipality consists of the following hierarchy of nodes:

**Primary Node** – The function of this node is for the distribution and coordination point whilst also servicing a high level of goods and services. The primary urban management area incorporate the following areas:

- Howick, Merrivale and surrounding smallholdings;
- Hilton;
- Winterkloof;
- Cedara;
- Worlds View

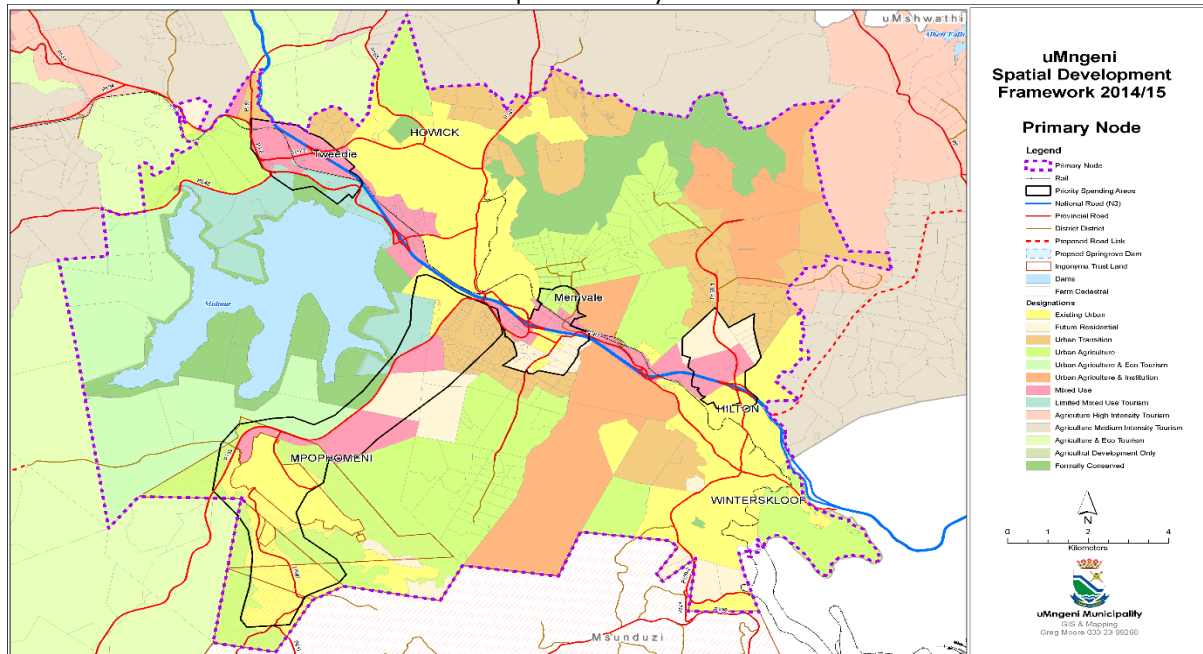
These areas are largely urban in nature and incorporates the major economic and administrative activities. It also accommodates the municipal offices, provincial departments, major schools, police stations, a magistrate court and a large variety of commercial and retail outlets.

The three residential nodes are separated by farms and smallholdings, but linked by the Primary Transportation Route (N3) and the Boston Bulwer Road (R617), providing a high degree of accessibility. It is recommended in the uMngeni SDF that the concept of a mixed use corridor be employed to link Howick and Mpophomeni. The emphasis is on providing a growth of mixed usage between separate parts of the urban area created by apartheid planning policies. More detailed planning of the corridor in the form of a local area development plan needs to be undertaken, taking into account the proximity of Midmar Dam and issues such as water quality, landscape quality and compatibility with tourism objectives.

Midmar Dam is a hugely underutilized recreation and tourist resource, which in future will serve as the green core and be an integral part of the urban area. Its primary function is obviously to continue providing high quality water to the downstream urban areas and Metropolitan Durban, but its recreation and tourism usage can be significantly enhanced without having a detrimental effect on its primary function. This will require a strategic

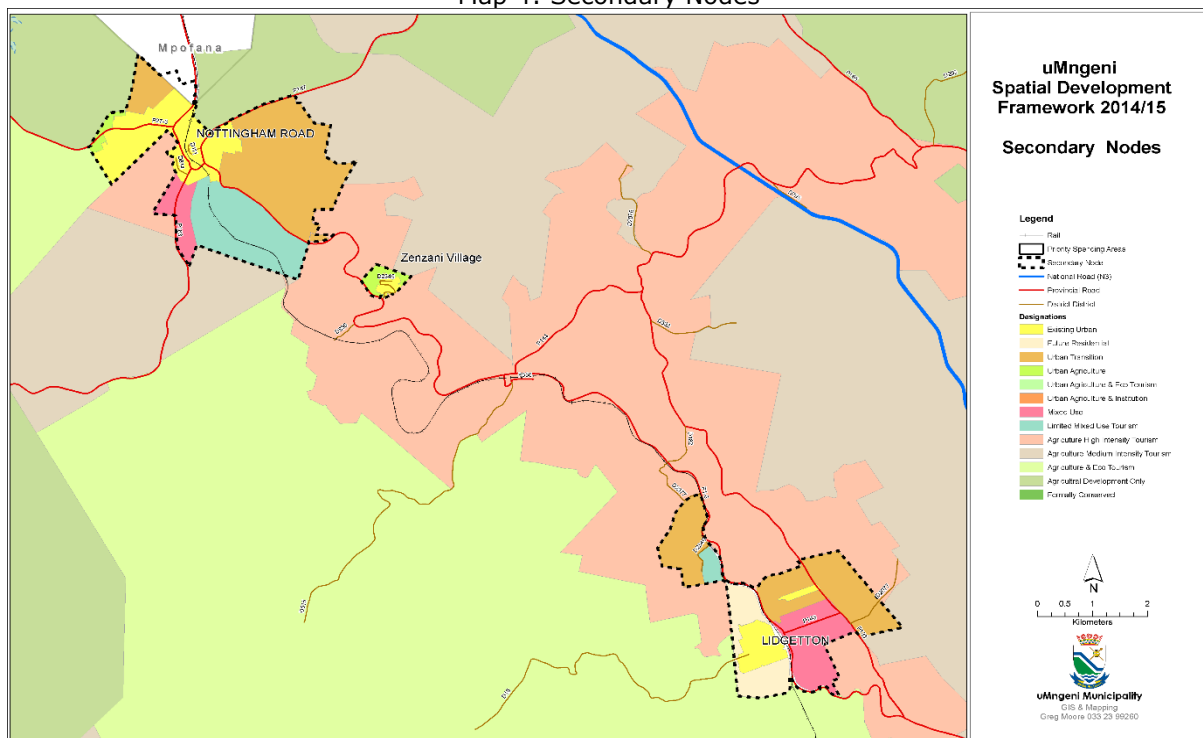
and well informed plan and inter-governmental consensus with regard to integrated planning, development and optimum resource usage. It is for these reasons that Midmar has been incorporated into the primary node, and Council has already initiated a master planning exercise for the area.

Map 3: Primary Node



**Secondary Node** - The areas of Nottingham Road and Lidgetton have been identified as Secondary Nodes. These areas play an important role as service centres to farmers in the western and central portions of the municipality, providing housing and a smaller range of commercial and social services than what is offered in the Primary Node. The tourism role of Nottingham Road is acknowledged.

Map 4: Secondary Nodes





**Tertiary Node** – This node provides for low order level of goods and services as compared to the secondary node. The type of services rendered include Police Station, Community Policing Forum, Community Health Centre, Schools, Community Halls, and Comprehensive Sport Facility, Local Commercial and Industrial Centre. Mpophomeni has been identified as a tertiary node.

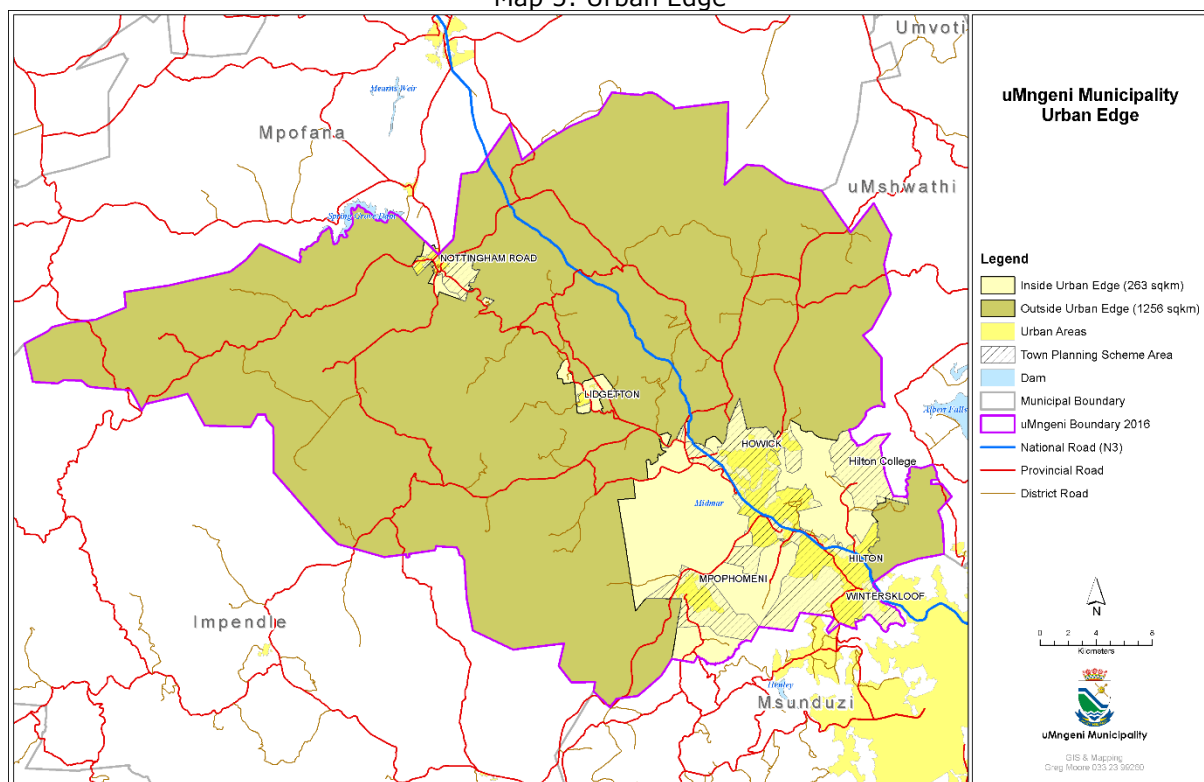
**Rural Service Node** – This node serves as a convenient service to the village community of Lidgetton and Curry's post with the type of services rendered includes Satellite Police Station, Community Policing Forum, Clinic, Schools, Community Halls, Basic Sport Facility, Local Commercial and Industrial Centre.

**Long Term Future Node** – The area of Karkloof has been identified as Long Term Future Node with the aim of providing convenient services to the community with a requirement of services such Mobile Clinic, Schools, MPCC, Basic Sport Facility, Shops and workshops.

**Urban Edge** - The 'urban edge' is a clearly demarcated boundary between urban development and the valuable rural/agricultural hinterland. The primary purpose of urban edge is to limit and control urban expansion thus containing 'urban sprawl'. The area covered by the urban edge is approximately 263sqkm in extent and covers areas such as Howick, Hilton, Mpophomeni and Winterskloof which are within the primary node of the municipality.

Nottingham Road and Lidgetton have also been demarcated with an urban edge and the area covered outside the urban edges is approximately 1256sqkm and are the rural hinterlands of the municipality.

Map 5: Urban Edge



## Existing Corridors

Development corridors in the municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flow of people and trade between two points (origin and destination) and



encourages nodal development at strategic point. Corridors constitute an effective form of decentralization and enables larger and smaller activities to form a relationship.

**Provincial Corridor (PC2)** - The main function of this corridor is as a limited access, long distance movement corridor. However, along the urban component of the corridor it will attract the full range of urban uses. This development pressure should be accommodated on a planned basis, without undermining the corridor's primary function. In this way, environmental objectives will be served and the existing and potential tourist routes can be protected.

**Primary Corridor (R617)** - The rationale for Primary Corridors as provided in the District SDF indicates that these corridors provide the major linkages with the adjoining Districts to the north, south and east. In some cases, these routes serve as alternative routes to the major National routes. The primary function of these corridors is long distance traffic movement, but development should be encouraged at appropriate locations along the corridors.

**Secondary Tourism Corridor (R103)** - These corridors link nodes inside the Municipality, and also provide linkages with external nodes. In the case of the R103, it serves as both an established tourist route and an alternative route to the N3, which is problematic. During a disturbance on the N3 usually traffic is diverted to the R103 which causes stress to the tourist route as you would have much more traffic than desired for tourism purposes.

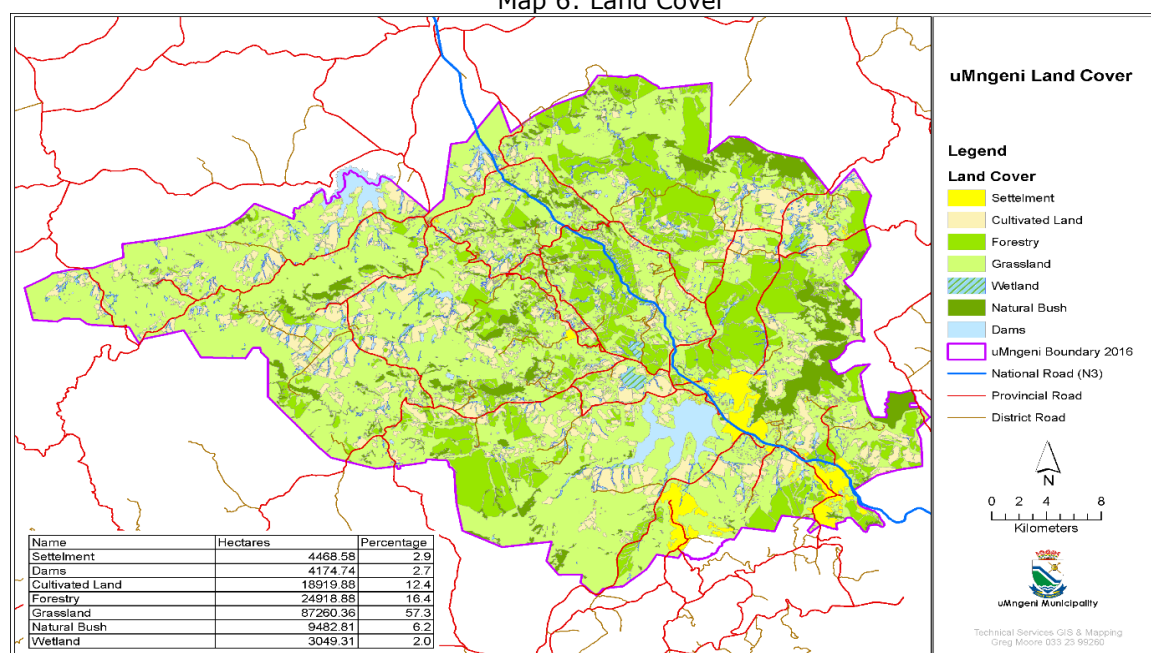
**Tertiary Tourism Corridor** - One of the main objectives of this corridor is to spread the successful development of the Midlands Meander to other areas with tourism potential.

## 1.5 Land Cover and Broad Land Uses

### Land Cover

The municipal area is mostly covered by grassland which amount to over 57% of the land area. Forestry and cultivated land have the second and third highest land with almost 16% for forestry and just over 12% for cultivated land respectively. The settlement areas cover 2.91% of the land area and the rest is covered by water resources and natural bush.

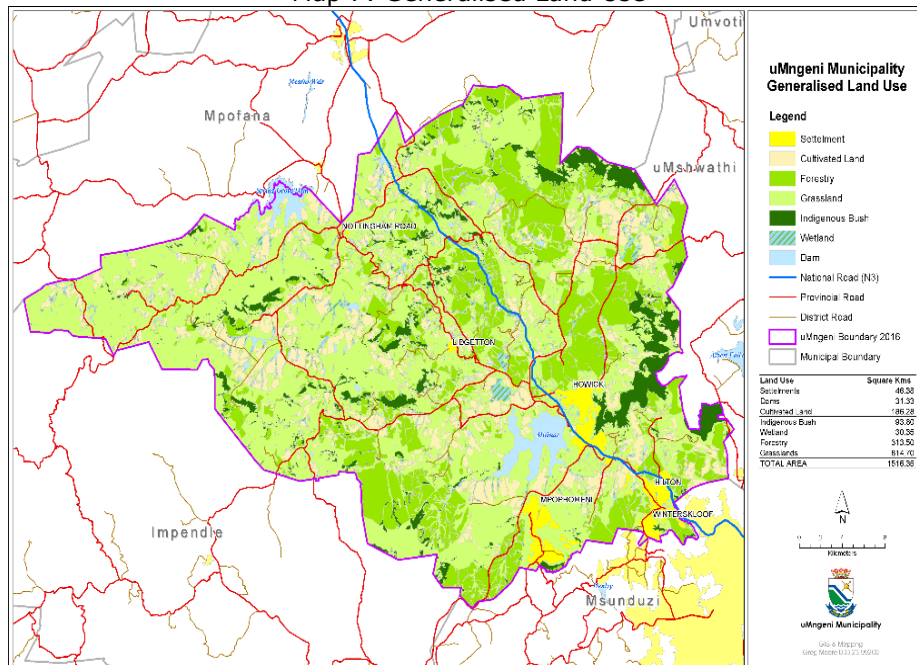
Map 6: Land Cover



## Land Uses

In terms of land uses, the area of the municipality is mostly covered by grasslands, forestry, and cultivation of land, indigenous bush, settlements, wetlands and dams in order of hectares used. The dominant land uses is cultivation of land through agriculture and settlements respectively as depicted in the map below.

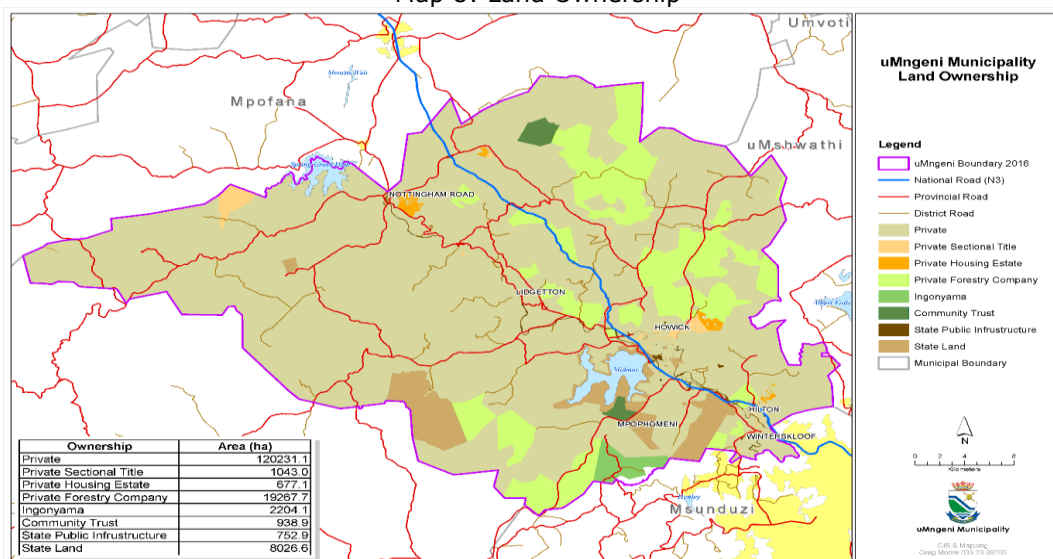
Map 7: Generalised Land Use



## 1.6 Land Ownership

Existing understanding on land ownership is that land in uMngeni Municipality is mainly in private ownership. Adjacent to Mpophomeni are areas owned by Ingonyama Trust. Forestry companies such as Mondi own substantial areas of farmland. Some of the Mondi land holdings adjacent to the N3 in Hilton have been earmarked for urban development, and an application for development has recently been approved. Private Educational Institutional land holdings of a substantial nature include St Joseph's Scholastic and Hilton College.

Map 8: Land Ownership

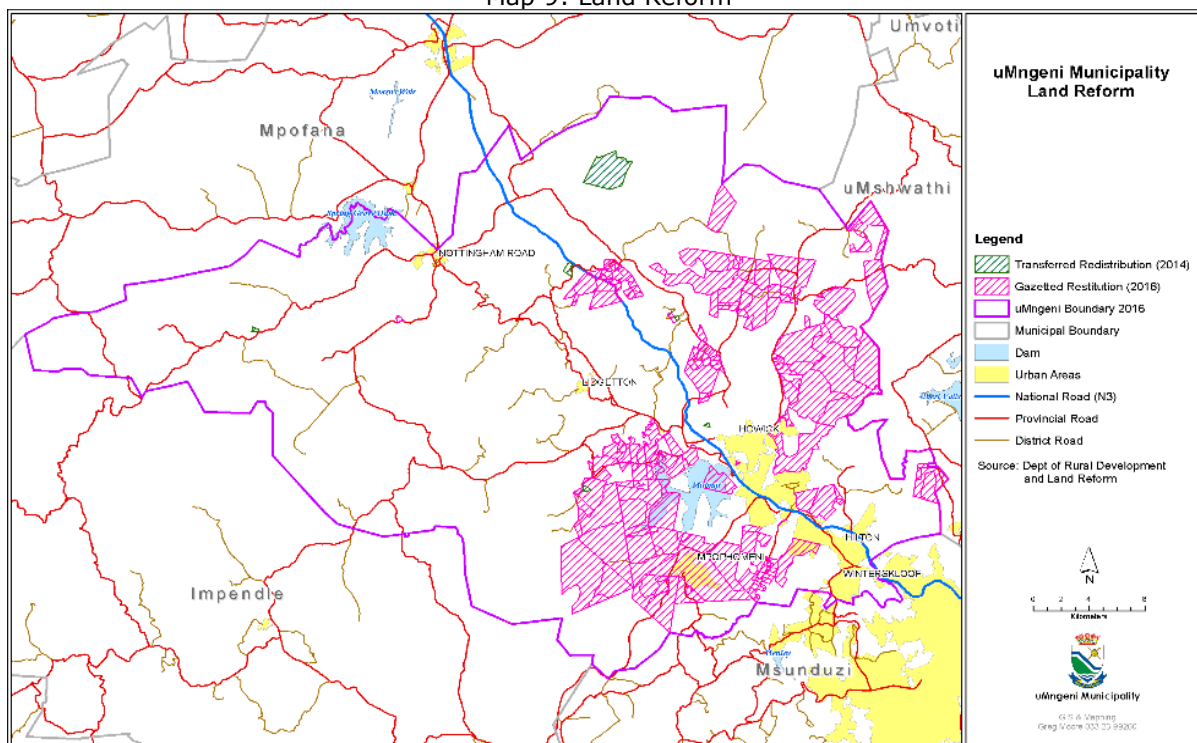


## 1.7 Land Reform

The municipality has a number of land reform farms which have either been settled or non-settled. These have however been gazetted restitution claims. There are currently 6 Land Redistribution projects that have culminated from the Land Reform Programme within uMngeni.

There were 209 properties with Gazetted Restitution Claims and 7 properties Transferred Restitutions. A roll out programme known as Recapitalization and Development Programme assists communities with farming skills once land has been purchased. The impact of this programme is currently unknown.

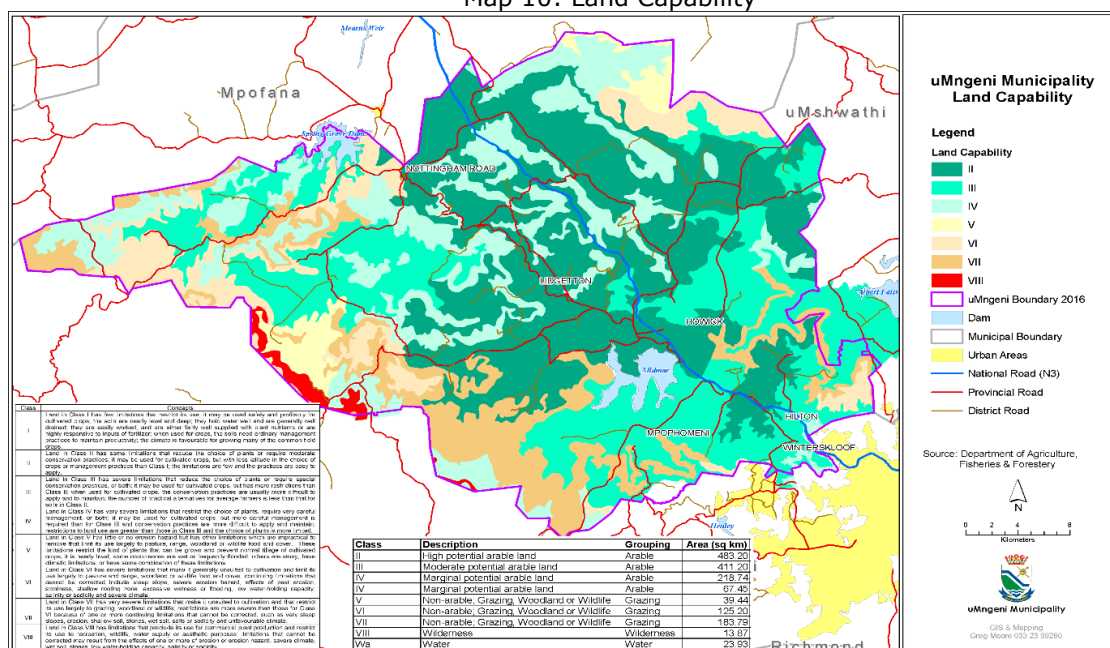
Map 9: Land Reform



## 1.8 Land Capability

There are 8 Classifications in terms of land capability. There is no land in uMngeni classified as Class I, but substantial areas classified as Class II which means that there are some limitations to farming but these can be addressed by correct agricultural practices. Limited areas of Classes VII and VIII where cultivation should not take place occur on the extreme northern and western edges of the uMngeni Municipality related to the Karkloof Nature Reserve and areas within the uKhahlamba Drakensberg Park buffer zone.

Map 10: Land Capability



## 1.9 Private Sector Developments

The figure below is a list of PDA applications that have been lodged and approved by the municipality from 2010 up to 2015. As can be seen, the municipality receives quite a number of applications with an average of 47 annually, the most being lodged in 2011 where more people had an understanding of the Planning and Development Act. With the introduction of the SPLUMA, it will be equally important that capacity and awareness to the public at all levels is ensured.

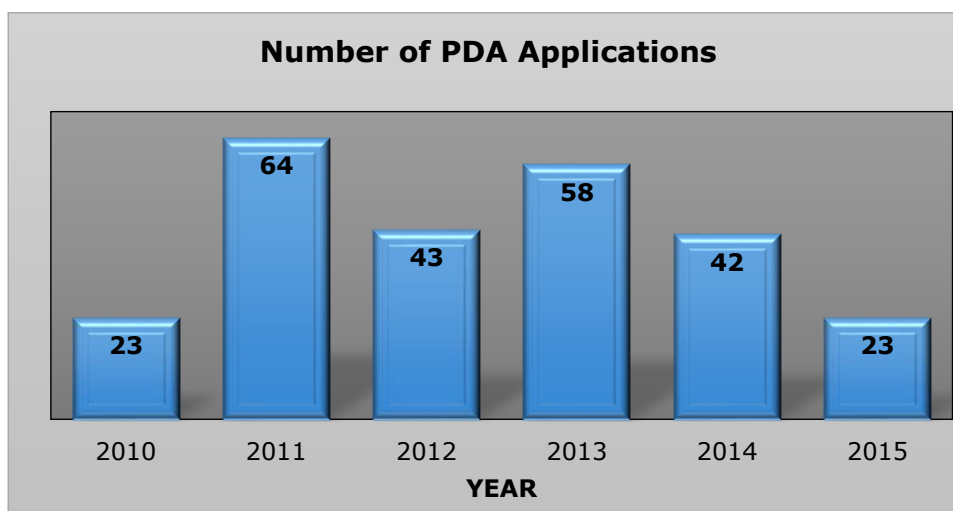


Figure 1.9: PDA Applications

The general pattern of these application is as follows: Subdivision applications (Chapter 3) are normally proposed within the farms and these are normally accompanied by Chapter 4 application which is essential for the development of land outside of the scheme. This correlates with the agri-tourism that takes place within the area. The majority of applications that are processed within the town of Howick are Chapter 2 which is scheme amendment; and there are few applications which are normally special consent application that were processed within Mpophomeni and Hilton.

Since 2011, there has been a number of significant private sector developments that have either been approved through the planning processes, under construction or completed within the municipality. These mostly entail residential estates and mixed use developments.

The municipality has already started processing applications in terms of SPLUMA as of 2016 after the establishment of the JMPT. As of May 2016, sixty one applications have been processed in terms of SPLUMA of which eleven have been approved.

## **1.10 Environmental Analysis**

### **1.10.1 Biodiversity**

In terms of the C-Plan and MINSET assessments undertaken by Ezemvelo KZN Wildlife (EKZNW), UMngeni Local Municipality contains extensive areas of conservation significance. These assessments are at a very broad level, and a more detailed assessment has been undertaken at a local level taking current land use and slope into account. This was last updated in 2011 and takes into account the latest EKZNW information and current land use. The plan of environmental priority forms an integral part of the Umngeni Local Municipality's SDF and is used to assess development applications. The following categories of Environmental Priority are identified:

**Priority 1:** This category represents areas within the Municipality that have been identified by EKZNW as important species, ecosystems or landscapes; and which are natural ecosystems as per the land use data for the Municipality such as grasslands or indigenous forests. These areas are therefore untransformed and of high biodiversity importance.

**Priority 2:** These areas represent natural ecosystems as above but which have not been identified by EKZNW as areas of important species, ecosystems or landscapes. They therefore are not of biodiversity importance, but do play a role in the functional importance of biodiversity and ecosystem goods and services. These areas are therefore still important, specifically in UMngeni Local Municipality, in terms of water production.

**Priority 3:** These areas are those that were identified by EKZNW as of importance but which are transformed i.e. cultivated. These areas could possibly be rehabilitated, but in terms of land use management cannot be regarded as high priority areas.

A significant amount of land within the municipality is considered to be critical biodiversity areas that are irreplaceable.

### **1.10.2 Hydrology**

Rivers that flow within uMngeni Municipality includes the major river for the Durban-Pietermaritzburg region via the uMgeni River as well as the Lions, Mpofana, Karkloof, Dargle, Gudu, uMthinzima, KwaGqishi, Nguku, Kusane, Gwens Spruit and Elands with the Mooi River forming a portion of boundary between the uMngeni and Mpofana Municipalities. The headwaters of the UMgeni River straddle the boundary between the uMngeni and Impendle Municipalities. The major storage dam for the regional economy, Midmar Dam is located within the municipality and has been critical in the assurance of bulk water supply for the region. Midmar Dam is a critical storage dam with good water quality that needs to be retained to avoid a drastic increase in water treatment costs. Therefore the majority of uMngeni Municipality occurs within the strategic quaternary catchment for water supply for the Durban-Pietermaritzburg economy.

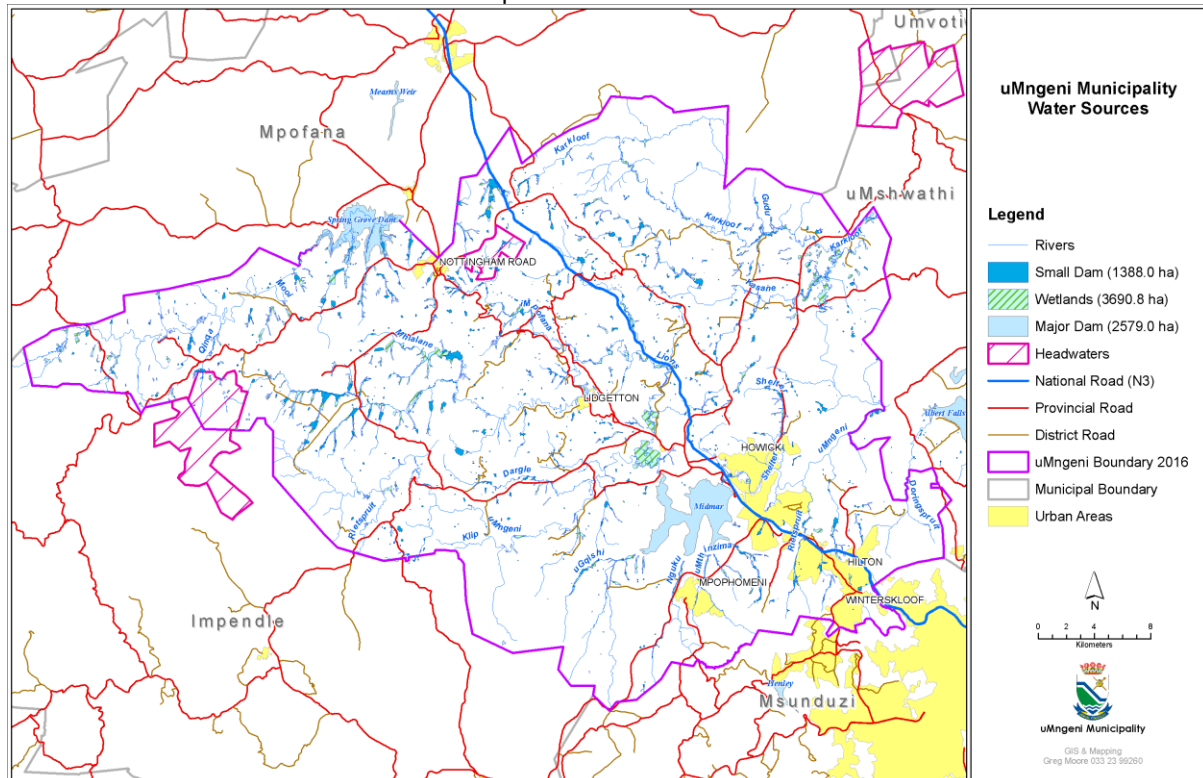
The Mgeni Water System in KwaZulu-Natal supplies water to approximately five million people, as well as the industrial sectors in the Durban and Pietermaritzburg regions, the



economic hubs of the province. The growth in water demand and intermittent drought periods since 2003 have made it necessary for the Department of Water Affairs (DWA) to implement Phase 2 of the Mooi Mgeni Transfer Scheme (MMTS-2).

The existing phase 1 of the MMTS (MMTS-1) consists of the Mearns Weir situated at the confluence of the Mooi and Little Mooi Rivers, downstream of the Spring Grove Dam. From there water is pumped through a pipeline to the outfall at the Mpofana River from where the water flows to Midmar Dam on the Mgeni River.

Map 11: Water Sources



### 1.10.3 Climate Change

According to research undertaken the uMgungundlovu District Municipality area is located within one of three climate change hotspot areas in South African because of clear warming trends having already occurred between 1950 and 1999. Based on this and the threats faced because of changing climates the UMDM commissioned the development of a climate change response strategy in September 2011.

The study completed a projection of the climate change trends within the UMDM. The consultants utilized General Circulation Models (GCM's) to model climate change scenarios. It is well understood that the use of GCM's have levels of uncertainty which limits their usefulness as they cannot be deemed to be absolutely accurate but these models are the best scientific approaches that currently exist to project climate change. In terms of the GCM's that are considered plausible and widely utilized currently it is only possible to project scenarios for the intermediate and distant future time periods viz. 2045 to 2065 and 2080 to 2100 whilst utilising the time period 1970 – 1991 as the present time period.

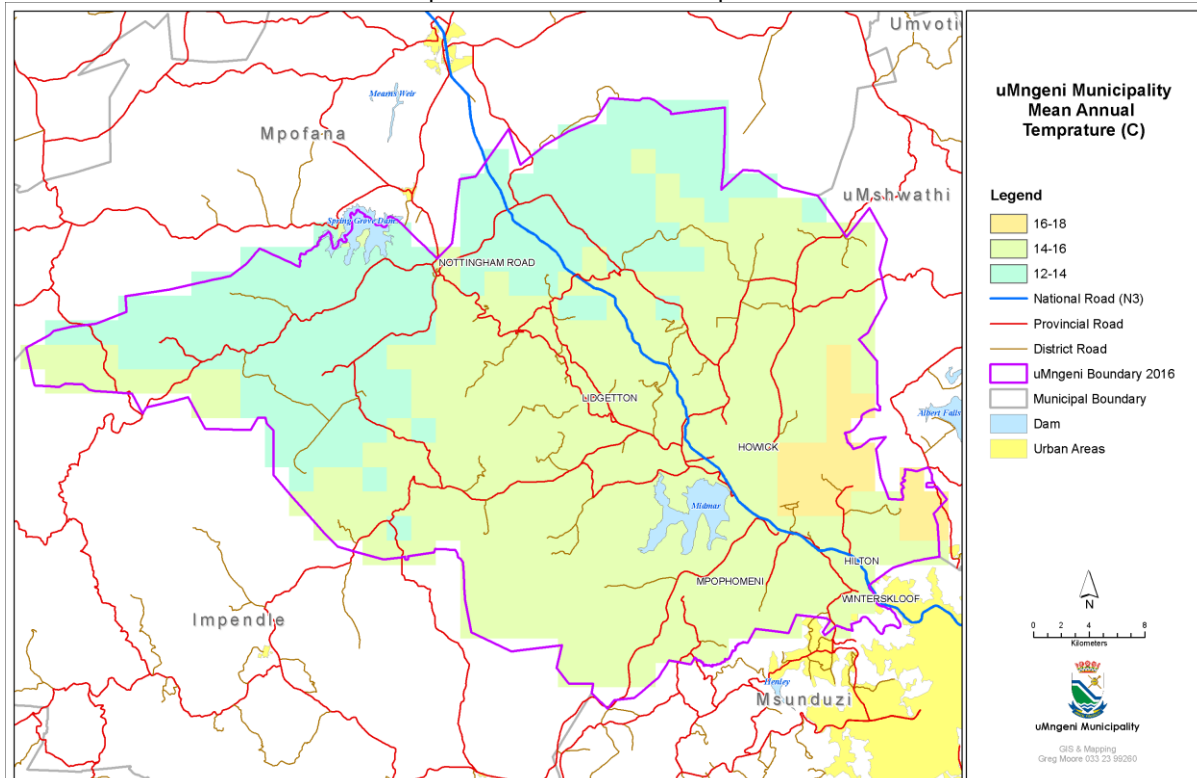
### Average Annual Mean Temperatures

It is projected that between 2045 and 2060 the average annual mean daily temperature will increase by more than 2 degrees Celsius across the entire UMDM area with some parts

of Impendle, uMngeni and Impendle municipalities increasing by up to 2.5 degrees Celsius. Such an increase in the average annual mean temperature will result in impacts to food security, vector borne diseases, and heat stress, distribution of plants and animals and irrigation.

The mean annual temperature within uMngeni Municipality is lowest in the areas of Nottingham Road and areas bordering Mpofana Municipality with temperatures averaging 12-14 degrees Celsius. The majority of the municipality has average mean annual temperatures of 14-16 degrees Celsius.

Map 12: Mean Annual Temperature

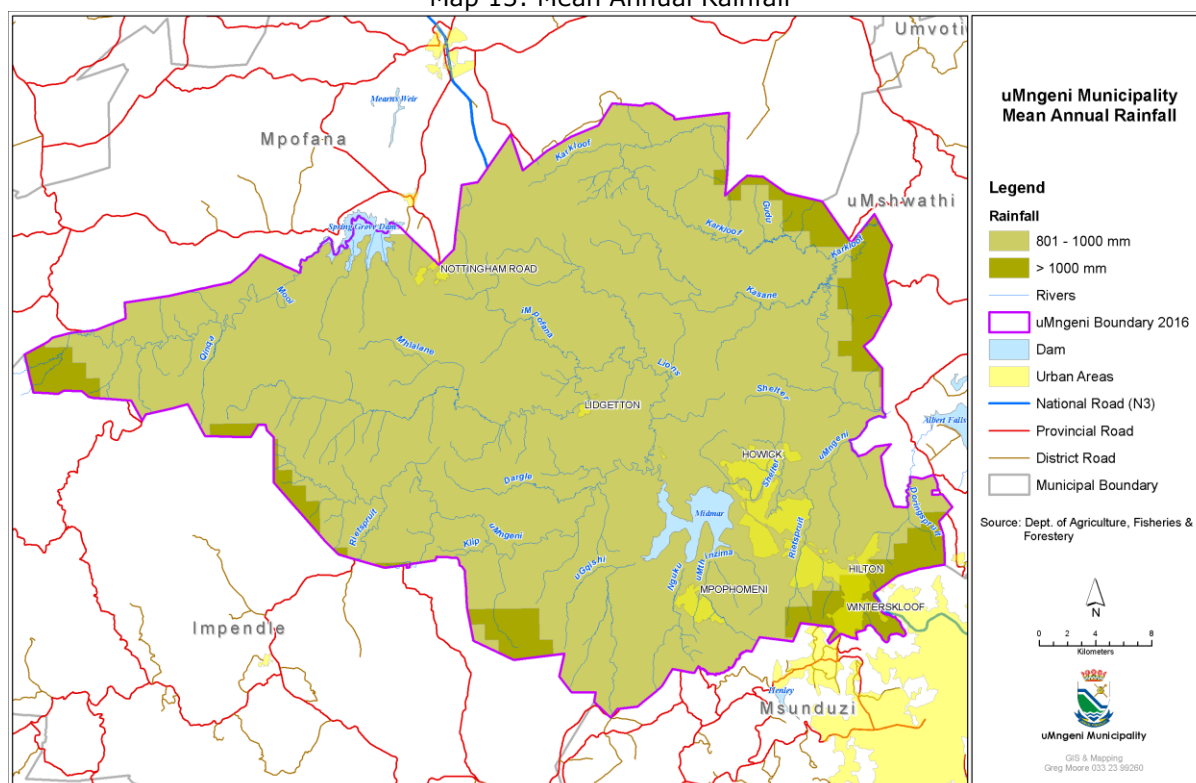


### Average Mean Annual Rainfall

The intermediate future projection is that there will be an overall increase in rainfall across the district, particularly in the uMngeni and Impendle municipalities. The majority of the municipal area has an average mean annual rainfall of between 801-1000mm with areas bordering uMshwathi, Msunduzi and Impendle having averages greater than 1000mm.

The UMDM is situated in the summer rainfall region of South Africa and over the long term is it generally accepted that the maximum monthly rainfall falls in January. The intermediate future projection for daily maximum rainfall in January is expected to increase in the central areas of the district which has an impact on uMngeni Municipality whilst the eastern regions which contain portions of uMshwathi, Msunduzi, Mkhambathini and Richmond are projected to remain the same to a large extent. The most significant increases are expected in the Lower Loteni region of Impendle Municipality. This will create potential opportunities to alleviate the projected water supply shortages in the uMngeni catchment.

Map 13: Mean Annual Rainfall



It is projected that storms and rainfall intensities will increase as a result of climate change. Historically the uMgungundlovu District receives an annual of between 22-24 mm during these events. The intermediate projection is that short duration rainfall events will increase across the entire district with the exception of northern parts of Mpofana, western Impendle and Southern Richmond. This increase in short term rainfall events will result in increased disaster management risks due to severe storms and flooding.

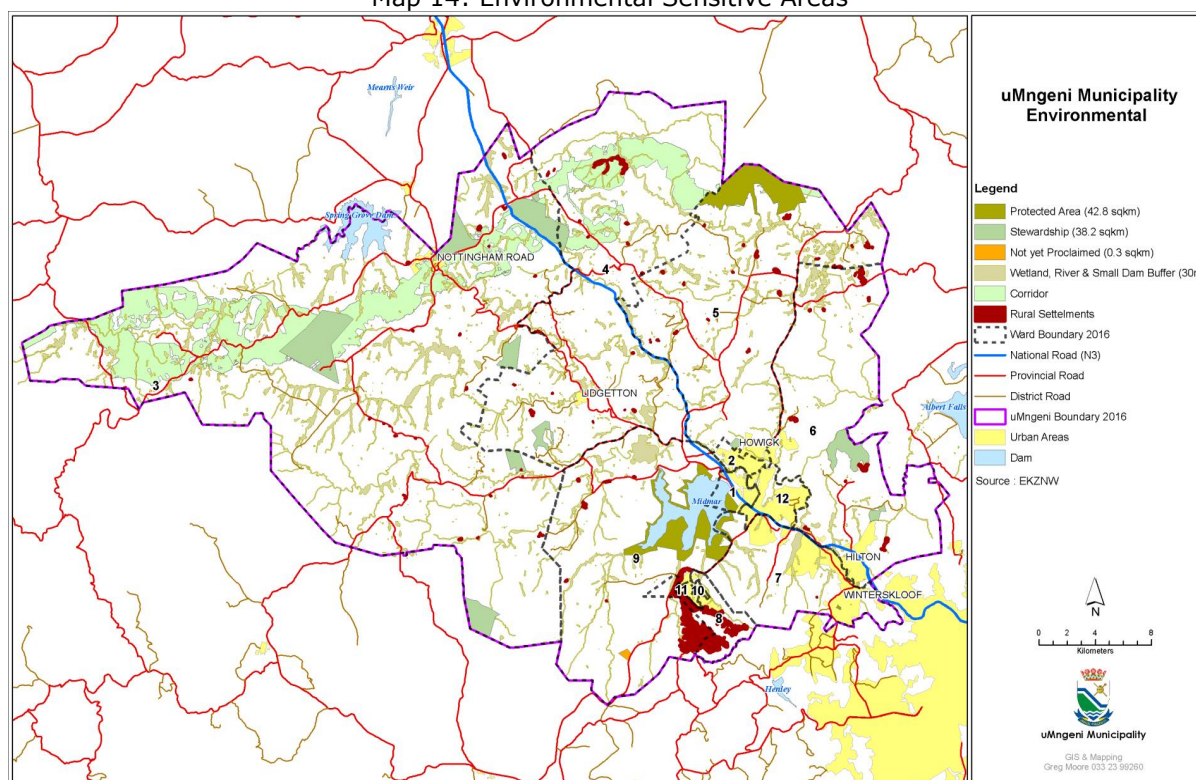
#### 1.10.4 Strategic Environmental Assessment

Protected areas are areas of land that are protected by law under the National Environmental Management: Protected Areas Act (Act 57 of 2003), and as a result are managed for the conservation of biodiversity. Critical Biodiversity Areas are natural or near natural landscapes that are considered critical for meeting biodiversity targets and thresholds, and which safeguard areas required for the persistence of viable populations of species and the functionality of ecosystems. There are five Formal Conservation areas in UMngeni namely Karkloof Nature Reserve, Hilton College Estate, Howick Falls, portions of the UMngeni River\_Valley and Beacon Hill Ingongoni Mistbelt Reserve. Other important biodiversity areas are Provincial Environmental Corridors and the buffer proposed to be established to protect the Okhahlamba Drakensberg World Heritage Site.

The municipality contains several sensitive vegetation types or areas of conservation significance, these areas have been identified as being of conservation value as they are necessary to maintain a representative sample of biodiversity and to sustain the functioning of that particular ecosystem. The implications for development are that certain activities within these areas require environmental authorisation and may be subject to an offset requirement, Norms and Standards for Biodiversity Offsets. The objectives of national government, as well as the importance of threatened ecosystems to sustainable development of the area, a prescriptive approach to land use management would be required.



Map 14: Environmental Sensitive Areas



### 1.11 Spatial and Environmental Trends and Analysis

The municipality has a diversity of settlement typologies given its urban, rural and farmlands composition. The historical evolution of these settlements was also driven by the chronology of the administrative structures that have existed before such that the former TLCs were established for Howick and Hilton which resulted on these settlements becoming the urban centres with their own commercial activities.

The high potential agricultural land has over the years faced immense pressure from subdivision that is linked to creating a platform for tourism related investments. The map below indicates this correlation between smaller farm subdivisions and the location of tourism facilities. Highest concentrations occur along the primary tourist routes (R103 and the Curry's Post Road) and to a lesser, but still significant extent, along the secondary tourist routes, i.e. the Dargle / Impendle road and the Karkloof Road. This will need serious attention at a strategic spatial planning and food security point of view.

Although the municipality is easily perceived as a medium sized municipality with a number of urban centres, the coverage of these urban centres is only 8% of the municipal area.

UMngeni Local Municipality has a multiplicity of environmentally interrelated challenges. These need to be addressed from an environmental perspective. Grasslands form the major component of the Critical Biodiversity Areas. Any form of proposed land use change including those of an agricultural nature shall take into account the Critical Biodiversity Areas and Environmental Support Areas as identified by Ezemvelo KZN Wildlife. However, it needs to be acknowledged that a balance has to be achieved in terms of human settlement, tourism, agricultural and environmental needs.

## 1.12 SWOT Analysis - Spatial and Environmental

**Table 3: Spatial and Environmental SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ Well defined nodal areas in the municipality</li> <li>▪ The municipality has a competitive advantage of with one major national economic corridor (N3) passing through</li> <li>▪ Functional Shared Services Model to support development and spatial planning</li> <li>▪ The municipal schemes are in place</li> <li>▪ High potential agricultural land</li> <li>▪ Water catchment areas provide water resource to communities and the business sector</li> <li>▪ The municipality has an authorized Environmental Management Officer (EMO)</li> <li>▪ The municipality has a Spatial Development Framework (SDF) in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of human resources to properly implement enforcement</li> <li>▪ Lack of Local Area Plans for secondary nodes</li> <li>▪ Lack of resources to properly implement enforcement</li> <li>▪ Lack of town planning capacity building in communities especially in Mpophomeni</li> <li>▪ Lack of an updated Strategic Environmental Assessment</li> <li>▪ High levels of minor subdivision applications have been lodged and approved within the municipality</li> <li>▪ Lack of implementation of the Spatial Development Framework in so far as addressing spatial apartheid patterns</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Promotion of urban agriculture</li> <li>▪ The N3 corridor is part of important national and provincial policies which provides an opportunity for the municipality to participate and obtain funding i.e the Strategic Infrastructure Plan (SIP2)</li> <li>▪ The N3 corridor could strengthen investment opportunities in the municipality due to ease of access to such an important economic route</li> <li>▪ Through the existing schemes, the municipality can better manage land use</li> <li>▪ The agricultural potential can be further strengthened through the diversification of the agricultural sector</li> <li>▪ The available water catchment areas provides for increased development opportunities within the municipality</li> <li>▪ The EMO can proactive address environmental issues</li> <li>▪ Through the town planning capacity of the municipality, community awareness campaigns on land use management can be conducted</li> <li>▪ The SDF provides an opportunity to address the spatial injustices of apartheid if properly developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ High levels of subdivision applications lodged within the municipality could lead to loss of good agricultural land and have an impact on jobs and food security</li> <li>▪ Due to lack of capacity for enforcement will to unsustainable land use</li> </ul>

## 1.13 Disaster Management

### 1.13.1 Municipal Institutional Capacity

Disaster Management is a District level function and a Disaster Management Centre has been set up. Disaster Management at the local level is coordinated by the Community Services Department with a Disaster Management Officer and 5 Controllers accommodated in the municipal structure to deal with disaster issues in the municipality. The municipality recently reviewed its Local Disaster Management Plan and has been included in this document as Annexure I.3.

### 1.13.2 Risk Assessment

Risk may be defined as the expected damage or loss caused by any hazard whilst a hazard refers to the potential occurrence, in a specific time period and geographic area, of a natural phenomenon that may adversely affect human life, property or activity to the extent of causing a disaster. A hazard occurrence (the earthquake, the flood, or the cyclone, for example) becomes a disaster when it results in injuries, loss of life and livelihoods, displacement and homelessness and/or destruction and damage to infrastructure and property.

The municipality keeps an incident register where all relevant information regarding major incidents are kept. As part of a Risk Assessment workshop to inform the UMDM Disaster Management Plan in relation to uMngeni LM, the following potential hazards with their risk profile were identified:-

**Table 4: Potential Hazard and Hazardous Events**

Potential Hazard or Hazardous Events	Category	Peak Season	Vulnerability	Likelihood	Rating	Consequence	Rating	Risk Rating	Risk Profile
Flooding	Natural	Summer	Medium	Likely	4	Moderate	3	12	High
House Fires	Man-induced	Winter	Medium	Likely	4	Moderate	3	12	High
Veld Fires	Man-induced	Winter	Medium	Likely	4	Moderate	3	12	High
Severe Storms	Natural	Summer	Medium	Likely	4	Moderate	3	12	High
Landslide					0		0	0	0
Transport accident	Technological	All year	Medium	Likely	4	Moderate	2	8	Medium
Environmental pollution	Man-induced	All year	Medium	Possible	3	Moderate	3	9	Medium
Hazmat	Technological	All year	Medium	Possible	3	Moderate	3	9	Medium
Animal and plant disease	Biological	All year	Medium	Possible	3	Minor	2	6	Medium
Epidemic human disease	Biological	All year	Medium	Possible	3	Minor	2	6	Medium
Drought					0		0	0	0
Lightning and thunderstorm	Natural	Summer	High	Possible	3	Minor	2	6	Medium
Tornados	Natural	Summer	High	Possible	3	Minor	2	6	Medium
Snow	Natural	Winter	Medium	Likely	4	Minor	2	8	Medium

### Flood Risk Areas

Flood line determines, the hydrological risks of flooding in rivers and flood plains and expressed as flood lines indicating flooding likelihoods. A flood risk assessment has been conducted for uMngeni Municipality utilising GIS analysis overlaying aerial photos flood lines and settlements patterns.

The aim of the map below was to identify and demonstrate settlements that fall with a 100 year flood hazards. Most of the urban settlement do not fall within the flood risks areas with exception of some areas within Lidgetton West and Howick on Shelter and Rietspruit rivers. In order to ensure that these areas are not in any way affected by future flooding caused by climate related disasters, planning principles must always be exercised in the placement of housing settlements.

Improved capacity within the Municipality will ensure more effective and coordinated response during the fire incidents. Awareness amongst the vulnerable communities is vital because most of the occurrence of these incidents stem from the lack of knowledge or negligence.

Structural measures such as fire hydrants improvement program will be undertaken to prevent or reduce the likelihood of a fire that may result in death, injury, or property damage, or to reduce the damage caused by a fire.

The aim of emergency response is to provide immediate assistance to maintain life, improve health and support the morale of the affected population. Such assistance may range from providing specific but limited aid, such as assisting refugees with transport, temporary shelter, and food, to establishing semi-permanent settlement in camps and other locations. It also may involve initial repairs to damaged infrastructure. The focus in the response phase is on meeting the basic needs of the people until more permanent and sustainable solutions can be found. Humanitarian organizations are often strongly present in this phase of the disaster management cycle.

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decisions that must be made after immediate needs are addressed. Recovery efforts are primarily concerned with actions that involve rebuilding destroyed property, re-employment, and the repair of other essential infrastructure.

The Departments should have detailed response plan in place for each type of disaster. The actions to be taken at different times and the responsible person within the District should be identified in the response plan. The response actions for such disasters that can be forewarned (e.g. flood) will start from 72 hours before the occurrence. The response actions for such disasters that cannot be forewarned (e.g. Earthquake) will start immediately after the occurrence of the disaster. The response planning should be prepared for each type of disaster.

### 1.13.5 Training and Awareness

Training, capacity building and public awareness campaigns will be important instruments of disaster reduction and recovery. Volunteer Units are not an enforceable legislative requirement. Volunteer Units serve as a great link between the Municipalities and Communities. The lack of Volunteer Units therefore limits the cooperation between the Municipalities and the Communities in terms of Disaster Management. An adequate amount of trained staff is needed to realize the objectives put forth by the disaster management legislation.

### 1.13.6 Funding Arrangements

In order to strengthen the response personnel within the municipality, the municipality has made budget provision for the appointment of a Disaster Management Officer to be appointed in the first quarter of the 2017/18 financial year

### 1.13.7 SWOT Analysis – Disaster Management

**Table 5: Disaster Management SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>Functional Disaster Management Unit at the District Municipality</li> <li>The municipality has an adopted Disaster Management Plan</li> <li>Local response personnel to disaster issues in place albeit insufficient</li> </ul>	<ul style="list-style-type: none"> <li>Lack or outdated of a Disaster Management Strategy</li> <li>Lack of training, capacity and public awareness to disaster issues to communities</li> <li>Lack of sufficient human resources within the municipality to tackle disaster issues</li> <li>Lack of a functional Disaster Management Advisory Forum</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>Increasing human capacity in order to effectively respond to disaster issues</li> <li>Conducting community awareness campaigns especially in flood risk prone areas</li> <li>The resuscitation of the local Forum will ensure that the Disaster Management Plan is properly implemented</li> </ul>	<ul style="list-style-type: none"> <li>Flooding, house fires, veld fires and severe storms have been identified as the highest risks</li> <li>Illegal developments in disaster prone areas</li> </ul>

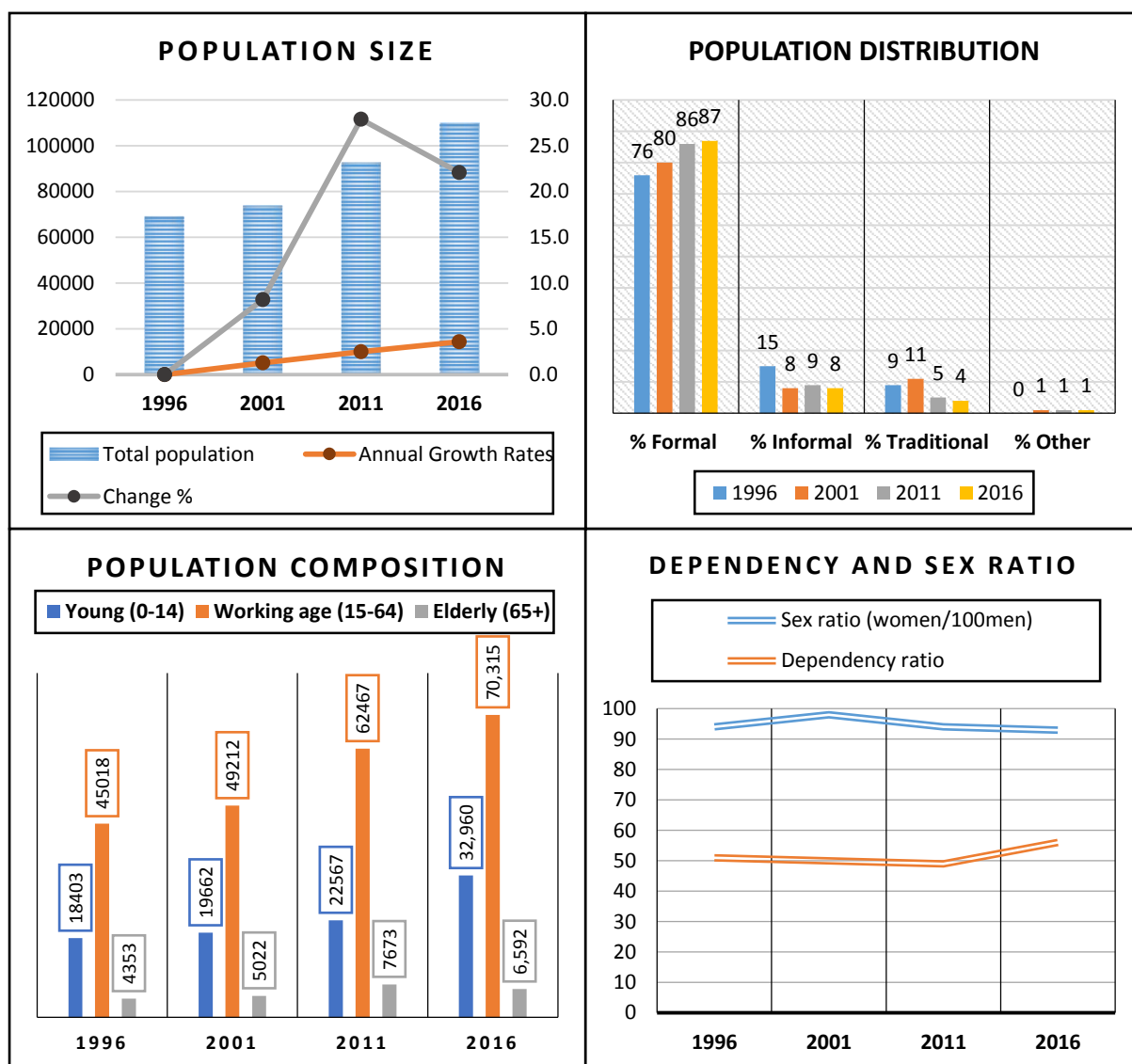
## 2. DEMOGRAPHIC CHARACTERISTICS

As prescribed in Chapter 5 Section 26 (b) of the Municipal Systems Act, an Integrated Development Plan must amongst other things reflect an assessment of the existing levels of development in the municipality which, must include an identification of communities which do not have access to basic municipal services. Amongst other reputable sources of

data, Stats SA has been utilised as the main source of data used in this analysis of the current municipal situation. Over and above this is a comparison between the current and previous Census conducted in order to have an understanding of the trends. The available statistics have been utilised as evidence which allows for understanding of issues which will allow for proper planning. The important aspect of utilizing these statistics is how the uMngeni municipal council balances these facts with the community needs.

## 2.1 Demographic Indicators

### Population Statistics



Source: Statistics SA, Census 1996, 2001, 2011 and 2016 Community Survey

Table 6: Population Groups

Demographic Indicator	1996	2001	2011	2016
<b>Population groups</b>				
Black African	49999	54962	69525	-
Coloured	785	1021	1430	-
White	14255	13943	18004	-
Indian/Asian	4012	3970	3508	-
<b>Total</b>	<b>69052</b>	<b>73896</b>	<b>92710</b>	<b>109 867</b>



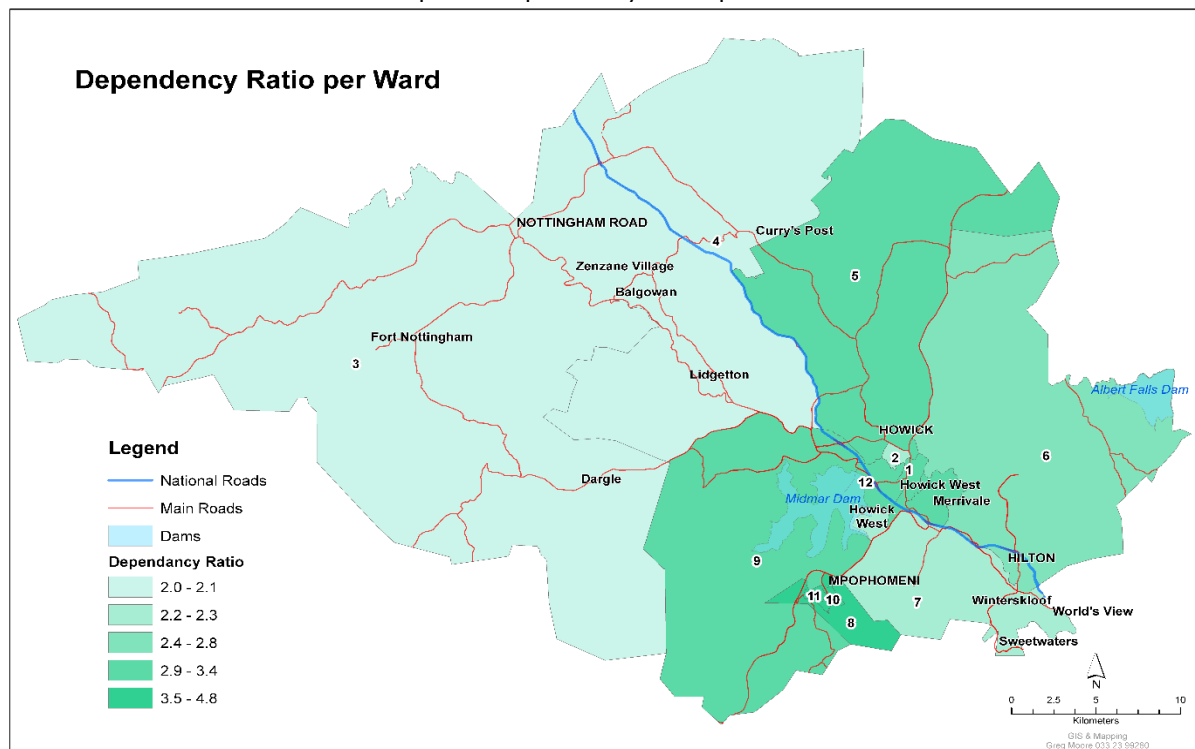
Source: Census 1996, 2001, 2011 and 2016 Community Survey

In terms of the latest 2016 Community Survey conducted by Stats SA, the population of the municipality is estimated to be approximately 109, 867 which is an average percentage change of 18.5% compared to the 2011 Census. As evident from the figures above the size of the population has been increasing since the 1996 census with the year 2011 having had the largest increase between the four periods. Although the year 2016 recorded the highest population of the four periods with the population averaging 109 867, the 2011 period recorded the highest population change having had a 25 percent increase from 2001. Furthermore, the annual growth rates have seen an upward trend since 1996 with the period of 2016 recording the highest annual growth rates averaging 3.6 percent per annum suggesting that the population of the municipality is likely to continue with this upward trend.

It's been twenty years since the post democratic Census was conducted in South Africa and in this period uMngeni Municipality's population has increased significantly by just over 59%. The majority of the population resides in formal housing with 87 percent compared to 76 percent in 1996 and with a decline from 15 and 9 percent of those residing in informal and traditional housing respectively in 1996 to 8 and 4 percent 2016 see population distribution figure. Approximately 64% of the population in 2016 are people between the ages of 15 and 64 which constitute the working population of the municipality, this is a significant overall increase of about 36 percent since 1996. The rest of the population including those below 15 years of age and the over 65 years account for approximately 36 percent of the population and re termed to be the dependent population.

The dependency ratio of the municipality is currently at 56% which is an increase from 1996 where it stood at 51 percent and an alarming increase of 7% since 2011 as reflected in the figure above. Although relatively low when compared to other municipalities, the municipal population is relatively dependant suggesting that for every hundred dependent individuals in the municipality 56 percent are dependent with other wards more dependent than others see map below.

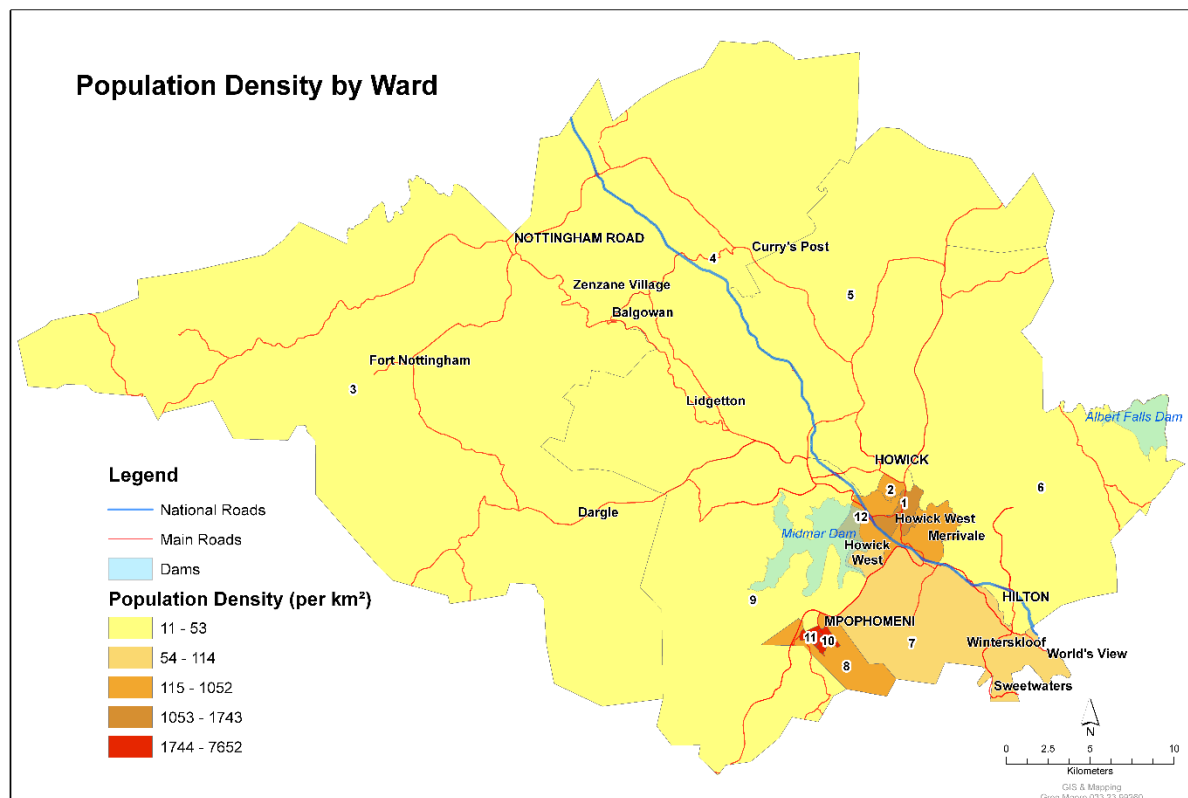
Map 16: Dependency Ratio per Ward



The majority of the population consist of Black Africans with the Coloured community being the minority. The Coloured population has almost doubled since 1996 and from 2001 to 2011, the Coloured population had the highest growth rate of 28.6% in the municipality. The White population had the second highest growth rate of 22.6% between the years 2001 to 2011 which was significantly higher by 20.36% compared to the period 1996 to 2001. The Black population had the third highest growth rate of 20.95% which was higher by 11.92% compared to the period of 1996 to 2001. In the years from 2001 to 2011, the Indian population declined by 13.17%. The sex ratio of the municipality stands at 93 women per 100 men which is a slight decrease from 2011, however the year 2001 recorded the highest level with an estimated 98 women per 100 men in the municipality see dependency and sex ratio figure above

As depicted in map 17 below, areas that form part of the urban edges of the municipality have the highest densities. Ward 10 and 11 has the highest population density within the municipality ranging from 1744 to 7652 people per km<sup>2</sup>. Ward 1 has the second highest population density with figures ranging from 1053 to 1743 people per km<sup>2</sup> whilst wards 3, 4, 5, 6 and some areas of ward 9 have the lowest population density per km<sup>2</sup> ranging 11 to 53 which can be expected in rural settlements.

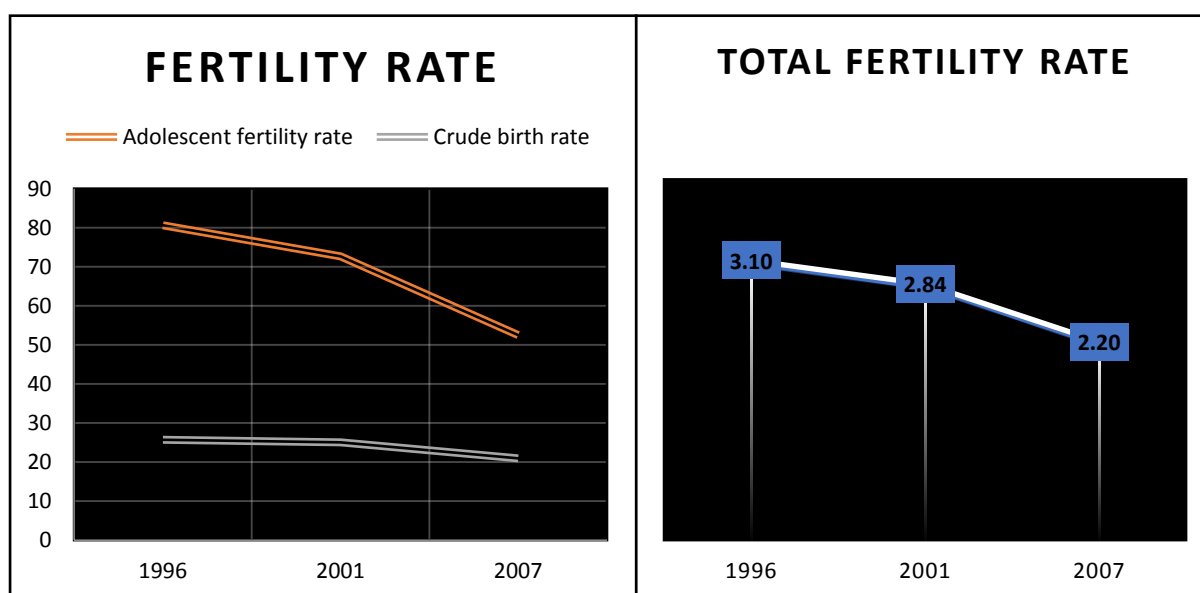
Map 17: Population Density by Ward



## Fertility Rate

Fertility rate represents the average number of children that would be born to a woman over her lifetime. There is currently no data available on total fertility rate (TFR) at a municipal level and for this reason the national, provincial and district estimate have been utilised. The fertility rate estimate for 1996 and 2001 is at a national and provincial level whilst the 2007 estimate is at a district level respectively.





Source: Adapted from Stats SA (Census 2011), United Nations & the World Bank

Based on the available information, there has been a decline in the TFR from 3.1 in 1996 to 2.2 in 2007. Since 1996, there has been a decline in adolescent fertility rate from 80.59 in 1996 to 52.18 in 2011 and the crude birth rate has also decrease from 26% per 1000 people in 1996 to 21% in 2011 see figures above.

## Mortality Rate

Mortality rate is a measure of the number of deaths (in general, or due to a specific cause) in a population, scaled to the size of that population, per unit of time. Mortality rate is typically expressed in units of deaths per 1,000 individuals per year; thus, a mortality rate of 9.5 (out of 1,000) in a population of 1,000 would mean 9.5 deaths per year in that entire population, or 0.95% out of the total. The mortality rate contained in the table below relates to data available at a district level and not at local municipal level.

**Table 7: Mortality Rate**

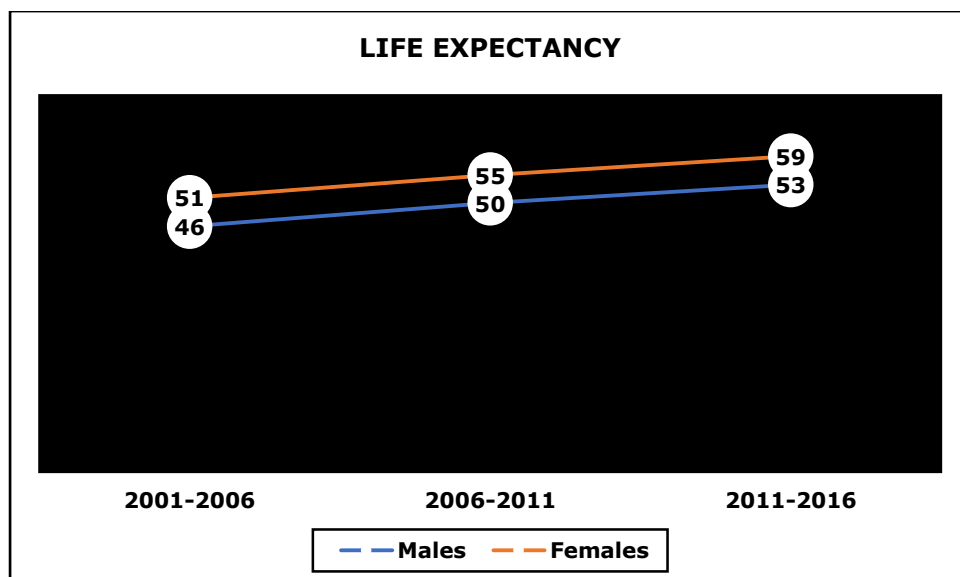
MORTALITY RATE		
Indicator	2008	2010
Total mortality rate	14804	12219
Under 5 mortality rate	251	156
Infant mortality rate	612	454
Leading cause of death	Tuberculosis	Tuberculosis
	2002	2008
HIV prevalence	11.7%	15.8%

Source: Stats SA (Census 2011)

At a district level, there has been a decrease in mortality rate when comparing figures from 2008 and 2010. The infant and under 5 mortality rate has also declined which is a signal of a better primary health sector. The leading cause of death is Tuberculosis which is also linked to HIV/AIDS. The HIV prevalence increased from 11.7% in 2002 to 15.8% in 2008 within the uMgungundlovu District. The municipality has developed an HIV Strategy to combat the HIV prevalence.

## Life Expectancy

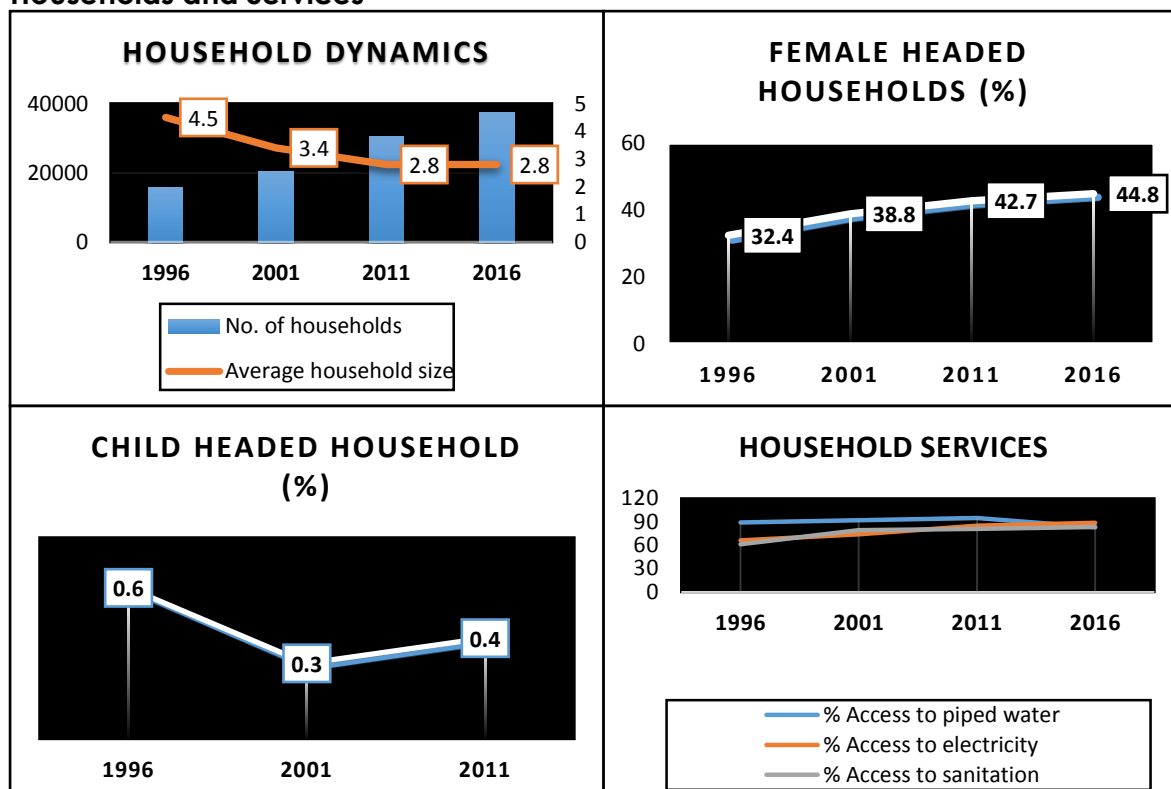
Life expectancy is the average number of years a person can expect to live if in the future they experience the current age-specific mortality rates in the population. The indicators of life expectancy are not available at a local level but are at a provincial level. The data gathered is from Stats SA 2013 Mid-year population estimates.



Source: Stats SA 2013

The figure above reveals that since 2001 the life expectancy for both males and females has been increasing and that trend is anticipated to continue up to 2016. The female life expectancy has been higher by an average of 5 years over the years. The increase in the supply of antiretroviral has been one of the factors for the increase in life expectancy.

## Households and Services



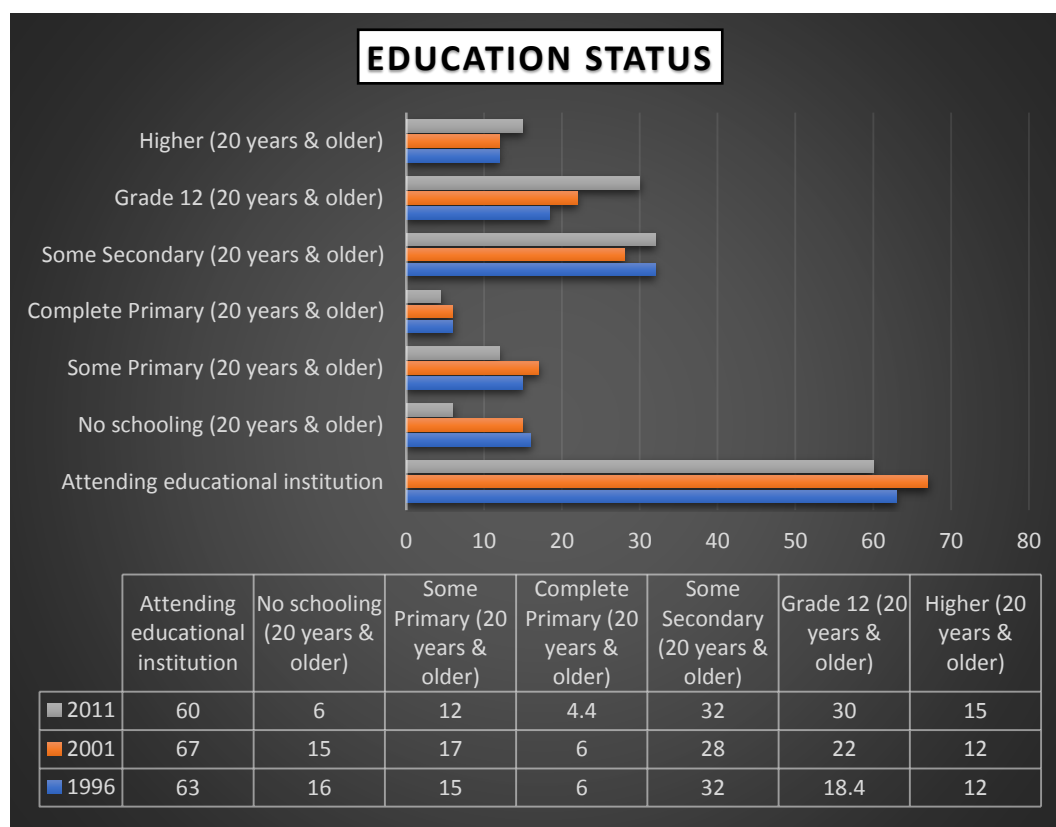
Source: Stats SA Census 1996, 2001, 2011 and Community Survey 2016

The latest Stats SA 2016 Community Survey reveals that there has been a significant increase in the number of households within the municipality from 30490 in 2011 to 37352 in 2016 which is an 18% increase. The average household size has remained the same since 2011 to 2016 at 2.8 per household. Since 1996 there has been an increase in female headed households with the current figure being 44.8% of the population. What is of more concern is the increase of child headed households from 0.3% in 2001 to 0.4% in 2011 see figures below. There are currently 36.2% of households that are owned and have full tenure status.

The municipality has seen a significant increase in the provision of services since 1996 with access to electricity up from 66% in that year to 89% in 2016. Access to piped water has interestingly decreased from 95% in 2011 to 83% in 2016 which might be due to the increased number of households most of which might not yet be reticulated. Access to sanitation has seen a steady increase of 2.8% from 2011 to 2016 see figure above.

## Education Status

The table below indicates that, there has been a decline in the number people that are 20 years and older who have no schooling from 15% in 2001 to 12% in 2011. The level of some primary in the same age group has also decreased from 17% in 2001 to 12% in 2011. As much as there is no available data for teacher to learner ratio, the current numbers as reflected for 2011 are encouraging in context of attention given to each learner. Even though there has been an increase in the number of people who have some secondary schooling and Grade 12, the numbers are still relatively low with only 30% of the population having completed Grade 12. Even more concerning is the low levels of people with higher education which is 15% in 2011. The ratio from Grade 12 to higher education is however encouraging as at least 50% of people who obtain Grade 12 continue to seek higher education.



Source: Stats SA (Census 2011)

## Employment Status

**Table 8: Demographic Indicators**

<b>Demographic Indicators</b>	<b>1996</b>	<b>2001</b>	<b>2011</b>	<b>2016</b>
<b>Employment rate</b>				
Labour absorption rate %	65.1	66.5	67.3	-
% Unemployment rate (official)	29.6	34.3	23.9	-
Unemployment rate (by sex)	-	-	-	-
Unemployment rate (youth)	-	45.6	32	-
Labour participation rate	-	-	-	-
Main occupation sector	-	Trade	Community Services	Community Services
<b>Income rate</b>				
Average household income ®	-	66,135	117,881	-
Indigent household (below R3000)	-	-	2609	3103
Social grant recipients	-	-	-	-
Deprivation index	-	3	-	-
Gini coefficient	-	-	0.62	0.62

Source: Stats SA (Census 2011)

As of 2011, the municipality had a 67% labour absorption rate which is the working age group of the population. The municipal unemployment rate is 23.9% as based on 2011 Census which was a substantial increase compared to 2001. The Community Service Sector remains the main occupation sector in the municipality. The youth unemployment rate is 32% of the working population. The municipality has one of the highest inequality rate with the Gini coefficient at 0.62.

## 2.2 Key Findings

- uMngeni Municipality has an increasing population with growth rates of 13.9% in the period from 2011 to 2016;
- As of 2016 the dependency ratio is 56% of the population which 7% higher than in 2011;
- The Mpophomeni wards have the highest densities in the municipality;
- The municipality has a 17% backlog in the number of households that require access to piped water;
- The municipality has a 11.5% backlog in the number of households that require electricity;
- The municipality has a 16,2% backlog of houses that require access to sanitation;
- The tenure status has slightly increases in the period 2001 to 2011;
- The Gini coefficient is currently at a high 0.62 as of 2012;
- The municipality has sufficient labour force to meet any demand even though the skills gap is still high with only 15% of the population having tertiary education.

### 3. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS

#### 3.1 Municipal Transformation

The municipal transformation process is driven through the Department of Corporate Services which is responsible for the implementation of the municipal Employment Equity Plan and other transformative policies.

#### 3.2 Organisational Development

##### 3.2.1 Institutional Arrangements

##### Management Committee (MANCO)

MANCO consists of six committee members that includes the accounting officer and five general managers directly accountable to the accounting officer. The general managers are Heads of Departments for the following departments:

- Department of Corporate Services
- Department of Finance
- Department of Economic Development and Planning
- Department of Community Services
- Department of Technical Services

The management committee deliberates on various issues as per municipal functions and makes recommendations to the various municipal portfolio committees. MANCO convenes once week in order to ensure the administration is up to speed with all municipal matters.

#### Section 79 Portfolio Committees

Section 79 oversight committees have been constituted and are chaired by Councillors. The portfolio committee's primary responsibility is oversight of the executive arm of the municipality's governance structure. Section 79 portfolio committees monitor the delivery and outputs of the executive, and may request departments, to account for the outputs of their functions.

This governance model also separates Councillors, as public representatives, from those responsible for executive decision-making and day-to-day operations. Although the Section 79 portfolio committees play an oversight role, they do not have any decision-making powers. These committees are responsible for submitting matters to EXCO who then refer them to Council for adoption. The Section 79 portfolio committees and their Chairpersons are shown on the table below.

**Table 9: Portfolio Committees**

<b>COMMITTEES</b>	<b>CHAIRPERSON</b>
Management Cluster	Cllr RF Sokhela
Technical Cluster	Cllr Sokhela
Social and Economic Development Cluster	Cllr NF Buthelezi
Municipal Public Accounts Committee (MPAC)	Cllr SM Ndlovu
<b>SUB – COMMITTEES</b>	
Credit Control	Cllr NF Buthelezi
Local Labour Forum	
Informal Traders	Cllr S Nkuna
Valuation	Cllr SK Pillay
Audit Committee	Vacant
Land Fill Site Monitoring	Cllr Mthlane

Interim Finance Committee	Cllr Sokhela
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The Portfolio Committees meet bi-monthly and the recommendations of such committees are submitted to the meeting of the Executive Committee.

### Executive Committee

In keeping with the requirements of the Constitution, the Executive Committee was constituted on the basis of proportional representation, giving the following membership:

African National Congress – 2

Democratic Alliance - 1

The Mayor of uMngeni Municipality, Cllr R.S Sokhela, assisted by other council members' heads the executive arm of the municipality. The Mayor is at the centre of the system of governance, since executive powers are vested in his to manage the day-to-day affairs of the municipality. He has an overarching strategic and political responsibility.

The Executive Committee conducts meetings at least once a month with additional special meetings being convened as and when necessary.

### Council

The Council comprises of 23 Councillors, constituted from 12 Ward Councillors; and 11 proportional representation (PR) Councillors. The portfolio committees are made up of Councillors drawn from all political parties. Parties and gender representation in Council are illustrated in the table below.

**Table 10: Political Parties**

Party	Total Seats	Ward Seats	PR Seats	Gender
African National Congress	13	8	2	F=4 M=9
Democratic Alliance	10	4	6	F=6 M=4

The Council receives monthly reports in order to exercise its executive powers, including quarterly and annual reports on the exercise of delegations and overall performance, from the Mayor and Executive Committee. Council convenes at least once a month and also holds special meetings as and when required.

### 3.2.2 Powers and Functions

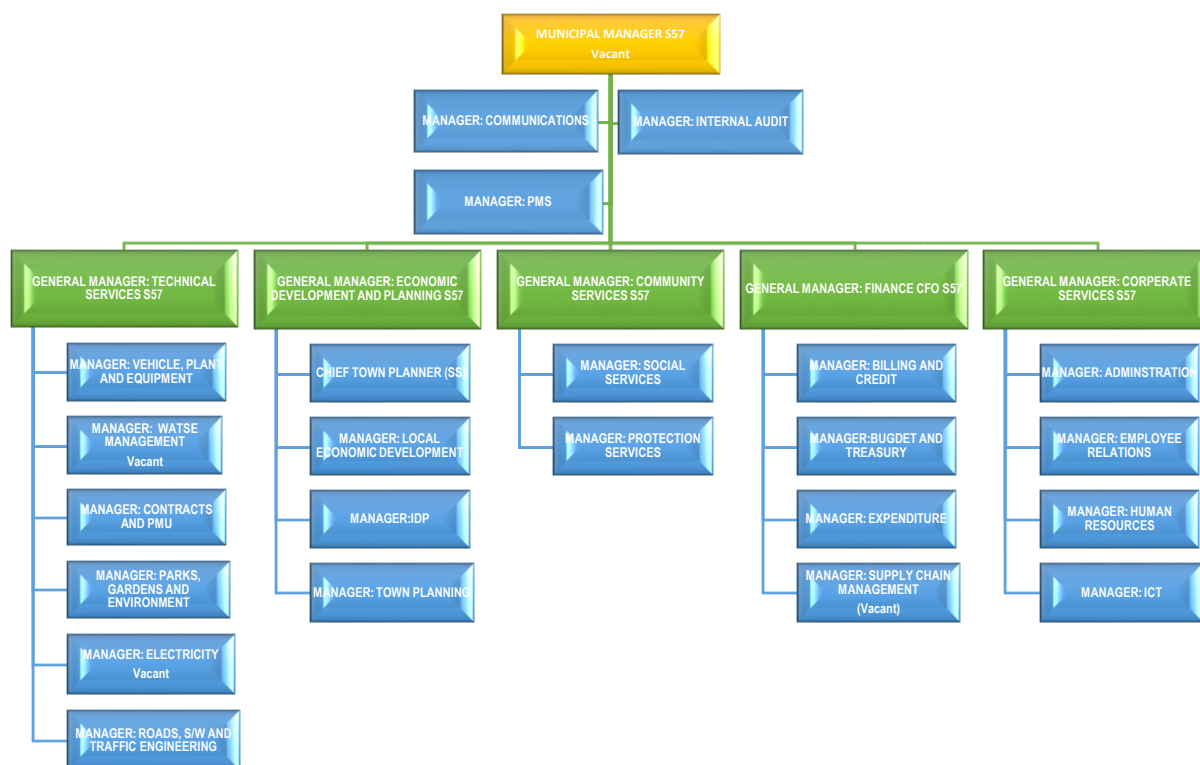
The municipality currently performs all its mandated Powers and Functions as stated in the Constitution. The municipality functions are listed in the table below and as indicated some of the functions are shared with other organs of state. The water and sanitation was initially a local function but was later transferred to the district municipality. The municipality has the function to provide electricity in some areas whilst Eskom provides for most of the municipal areas. The Hilton area is unique in a sense that it falls within the jurisdiction of the uMngeni Municipality however the Msunduzi Municipality is the electricity distributor as the area is connected to the adjoining municipality's electricity grid. Some of the functions listed below are performed by other organisations but the municipality plays a critical role in the rendering of those services to communities through co-ordination.

**Table 11: Functions**

<b>FUNCTION</b>	<b>AUTHORITY RESPONSIBLE</b>
1. Air Pollution	UMDM
2. Building Regulations	uMngeni Municipality
3. Childcare	uMngeni Municipality
4. Electrical Reticulation	Eskom / uMsunduzi Municipality / uMngeni Municipality
5. Fire Prevention and Control	UMDM
6. Local Tourism	uMngeni Municipality / UMDM / Tourism Association
7. Municipal Planning	uMngeni Municipality supported by UMDM has a level shared services model for planning
8. Municipal Health Services	Province coordinate at District level
9. Municipal Public Transport	uMngeni Municipality
10. Harbors and Ferries	Not applicable
11. Stormwater Management	uMngeni Municipality
12. Trading Regulations	uMngeni Municipality
13. Water and Sanitation	UMDM / DWA
14. Bill Boards and Public Advertising	uMngeni Municipality
15. Cemeteries, Funeral Parlors and Crematoria	uMngeni Municipality
16. Cleaning and Maintenance	uMngeni Municipality
17. Control of Public Nuisances	uMngeni Municipality
18. Control of Undertakings that sell liquor	uMngeni Municipality
19. Animal Care, Burial and Pounds	uMngeni Municipality / SPCA
20. Fences and Fencing	uMngeni Municipality
21. Licensing of dogs	uMngeni Municipality
22. Food Licenses	uMngeni Municipality
23. Local Amenities	uMngeni Municipality
24. Local Sports Facilities	uMngeni Municipality
25. Street Lightening	uMngeni Municipality
26. Markets	uMngeni Municipality
27. Municipal Parks and Recreation	uMngeni Municipality
28. Municipal Roads	uMngeni Municipality
29. Noise Pollution	UMDM
30. Public Places	uMngeni Municipality
31. Refuse Removal and Solid Waste	uMngeni Municipality
32. Street Traders	uMngeni Municipality
33. Traffic and Parking	uMngeni Municipality

### 3.2.3 Organisational Structure

The municipality has five departments which are the department of Finance, Corporate Services, Technical Services, Economic Development and Planning and Community Services. The approved municipal structure is aligned to the municipality's core functions. The functions of the departments with General Managers (GM) reporting directly to the Municipal Manager are set out below in this high level organogram.



**Figure 3.2.3: Municipal High Level Structure**

### 3.2.4 Municipal Institutional Capacity and Status of Critical Posts

The municipality has capacity at a senior management and middle management for the management of the municipality at a strategic level however there's a high vacancy rate in the lower level positions especially in the Technical Services department. The table below covers the last three financial years.

**Table 12: Employment Details**

UMNGENI LM	2016/17	2015/16	2014/15
<b>Employment Details</b>			
Total Employee Positions	457	455	489
Total Vacant Employee Positions	107	108	154
Total Vacancy Percentage	23.41%	23.74%	31.49%
Managerial Positions - S57	5	5	6
Vacant Managerial Positions - S57	1	2	3
Managerial Positions - by organogram	29	29	29
Vacant Managerial Positions - by organogram	4	3	3
Community And Social Service Positions	48	48	38
Vacant Community And Social Service Positions	4	4	4
Finance And Administration Positions	122	122	122
Vacant Finance And Administration Positions	19	19	25
Electricity Positions	1	1	1
Vacant Electricity Positions	1	1	1
Environmental Protection Positions	1	1	1
Vacant Environmental Protection Positions	0	0	0
Health Positions	0	0	1
Public Safety Positions	23	23	23
Vacant Public Safety Positions	8	8	7



Road Transport Positions	56	56	56
Vacant Road Transport Positions	14	14	15
Sport And Recreation Positions	5	5	5
Vacant Sport And Recreation Positions	1	1	1
Waste Management Positions	33	33	33
Vacant Waste Management Positions	9	10	11
Other Positions	138	138	177
Vacant Other Positions	50	50	86

The position of the Municipal Manager has been vacant for quite some time which has proved to be a deterrent in the provision of effective administrative direction *albeit* the post having been filled in an acting capacity by different personnel over a long period. The municipality had completed the filling of the vacant Municipal Manager post however the preferred candidate was unfortunately murdered before commencing with his duties with the municipality. As it stands, the municipality has begun with the recruitment processes of a Municipal Manager with the target to fill the vacancy as the first quarter of the financial year.

### 3.2.5 Human Resources Development

Human resource development is one the main prerequisite for the effective running of a municipality and its importance should not be underestimated. The rapid transformation of municipalities has also placed renewed emphasis on the employees in municipalities to be capacitated with the required competencies to meet the ever-increasing demands of communities. This by implication means that human resources should be managed well in order to curb poor human resource development record. Human resource development is a fundamental component of human resource management and to this end, the municipality has completed the development and adoption by council of the Human Resources Development Strategy.

The Human Resources Development Strategy addresses the link to the strategic requirements of the IDP by identifying the skills shortages, training, capacity building, relevant policies and shared services.

### Labour Relations

The management of municipal labour relations between the employer and the employees is addressed for the purpose of providing effective and efficient services within the municipal area of jurisdiction which is governed by labour legislation e.g. labour Relations Act 66 of 1995, Basic Conditions of Employment Act 75 of 1997, Employment Equity Act 55 of 1998, skills development Act 97 of 1998, Skills Development Levies Act 9 of 1999, Occupational Health and Safety Act 85 of 1993 and Compensation for Occupational Injuries and Diseases Act 130 of 1993.

One of the key functions of the Labour Relations Section is to conduct induction programmes to new and old employees within the municipality. The relationship between the employer and the employees is based on the terms and conditions of employment contract. It is important that employees are also made aware of the provisions of Health and Safety related legislations.

### Staff Induction

Induction is an important tool used in a planned way to assist new employees to adapt to their job, their fellow employees and the organisation as a whole. It also helps them to be productive, and feel welcomed. Induction training programmes are rendered to all newly employed and old employees with regard to the municipality's systems and procedures

and the code of conduct for the staff. This also encompasses compliance of staff with the Bargaining Councils Collective Agreement and other applicable labour legislation e.g. Disciplinary Code and Grievance Procedure Collective Agreement and Minimum Essential Services Agreement which ensures that a certain number of employees will provide services to our community during the strike in order to protect the lives of the people.

### **Labour Policy Development**

A Recruitment and Selection Policy has been evolved which is in line with Employment Equity and which ensures that the imbalances of the past are addressed. This has been done through identifying barriers and under representation of previously disadvantaged group to all occupational categories and levels thereby promoting equal opportunities and elimination of unfair discrimination, and progressively reducing disproportionate income differentials, as well as to achieve a diverse workforce broadly representative of the people.

Other policies developed include an Abscondment Policy which is a useful tool in managing and controlling absenteeism, and the Succession Planning and Career Pathing Policy which will ensure the continuity of suitably qualified staff in key posts for the future. Career paths for individual staff members are developed to assist them in their career advancement, creating more enthusiasm and productivity in their jobs.

### **3.2.6 Information Communication Technology**

Recently the Auditor General and the State Security Agency have taken a serious approach in ensuring that Government ICT assets are not only protected but that the infrastructure is stable and compliant to both national and international standards moreover in the light of recent cyber-attacks.

In an attempt to ensure that the municipality has a stable, secure and compliant ICT environment, the municipality will be reviewing the current ICT Master Systems Plan which was developed and adopted in 2014 by the previous council in order to also respond to the IDP priorities. The following activities were achieved as part of the implementation of the current ICT Master Systems Plan:

- Upgrading standardizing of Legacy Computer Systems
- Implementation of Automated Leave Management System
- Automated Council Agenda Distribution
- Deployment of a contract Management System
- Labour Law Management System
- Implementation of Office 365
- Compliant Municipal Website
- Access to Information – Deployment of Wi-Fi Hot Spots at main offices

## **3.3 SWOT Analysis – Transformation and Organisational Development**

**Table 13: Transformation and Organisational Development SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ The municipality has an existing organisational structure</li> <li>▪ The municipality has existing policies that guide the function of the municipality</li> <li>▪ There is a functional Information Technology Unit</li> <li>▪ The collective agreements with the bargaining council are in place</li> <li>▪ There are clear roles and responsibilities in municipal departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ There's lack of financial resources to fill vacant posts</li> <li>▪ There is shortage of staff</li> <li>▪ There is lack of office space</li> <li>▪ Lease agreements are not in place</li> <li>▪ There is poor record keeping</li> <li>▪ There is lack of consultations at departmental level</li> </ul>

<ul style="list-style-type: none"> <li>▪ Batho Pele is provided as a framework for customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is lack of capacity within human resources to adequately deal with the provision of the necessary support to staff</li> <li>▪ Batho Pele principles are not adhered to</li> <li>▪ Poor staff morale</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>▪ Improving the organisational structure to be more responsive to service delivery issues</li> <li>▪ Better implementation and monitoring of policies</li> <li>▪ Increase the institutionalization of Batho Pele</li> <li>▪ Improving communications</li> <li>▪ Improved working systems in revenue collection</li> <li>▪ Filling of vacant posts to improve service delivery</li> <li>▪ Setting up of a municipal wide record management system in line with current ICT solutions</li> <li>▪ Developing an EAP in order increase staff wellness</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>▪ Lack of capacity to meet service delivery needs might lead to service delivery protest</li> <li>▪ Loss of municipal records due to poor record systems in place in most departments</li> <li>▪ Cyber attacks</li> </ul>

## 4. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

### 4.1 Water and Sanitation

The uMgungundlovu District Municipality is the Water Services Authority responsible for the provision of potable water and sanitation within the municipality. The municipality has bulk water pipelines and reservoirs that connect the various communities and business with water supply. Some of the reservoirs are located within Msunduzi Municipality but feed areas in the uMngeni Municipality i.e Hilton. The district WSDP was last reviewed in 2017 and has an adopted O&M plan.

#### Water

##### *Bulk and Access to Water Supply*

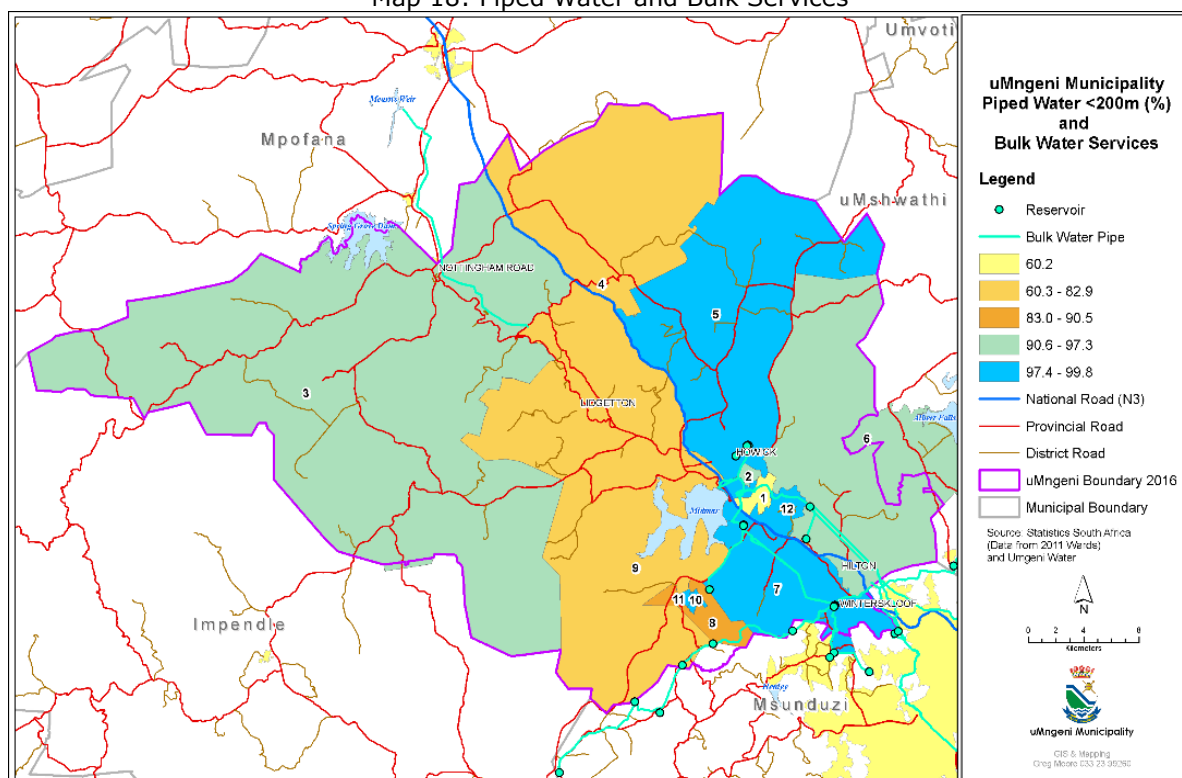
The municipality has a number of surface water sources in the form of dams and river tributaries. The Mngeni scheme consisted of a 3m high weir and a pump station at Mearns on the Mooi River, a 13.3 km long, 1400mm diameter steel rising main to a break pressure tank situated at Nottingham Road and an 8.3km long 900mm diameter steel gravity main to an outfall structure on the Mpofana River. The emergency scheme was operated for a short period until the drought broke and was then mothballed until 1993 when Umgeni Water recommissioned it for a short period again during a drought cycle. Since then the Mearns Emergency Transfer Scheme was operated as and when required until the commissioning of the Mooi-Mgeni Transfer Scheme (MMTS- 1) in 2003. The bulk water system within UMngeni Municipality is however considered to be a challenge. Midmar WTP currently has a design capacity of 250 Ml/day. The WTP can operate in excess of this capacity during short peak demand periods. Capacity upgrade of 375 Ml/day is expected towards the end of 2017.

The municipality has made positive progress in terms of having households with water supply. As depicted in the map 16 below, Ward 5, 7, 10, 11 and 12 have the highest access to piped water within 200m of households with over 97% connected. These are mostly in the urban areas of the municipality including Mpophomeni, Hilton, Howick and Winterskloof. The majority of the wards are well connected with water supply whilst Ward

1 has the lowest connection to piped water within 200m. This is the poverty stricken ward which consist of mostly informal settlements of Shiyabazali.

In order to have effective planning practices, the municipality regularly engages the district municipality on water and sanitation requirements from a projects level to development planning applications.

Map 18: Piped Water and Bulk Services



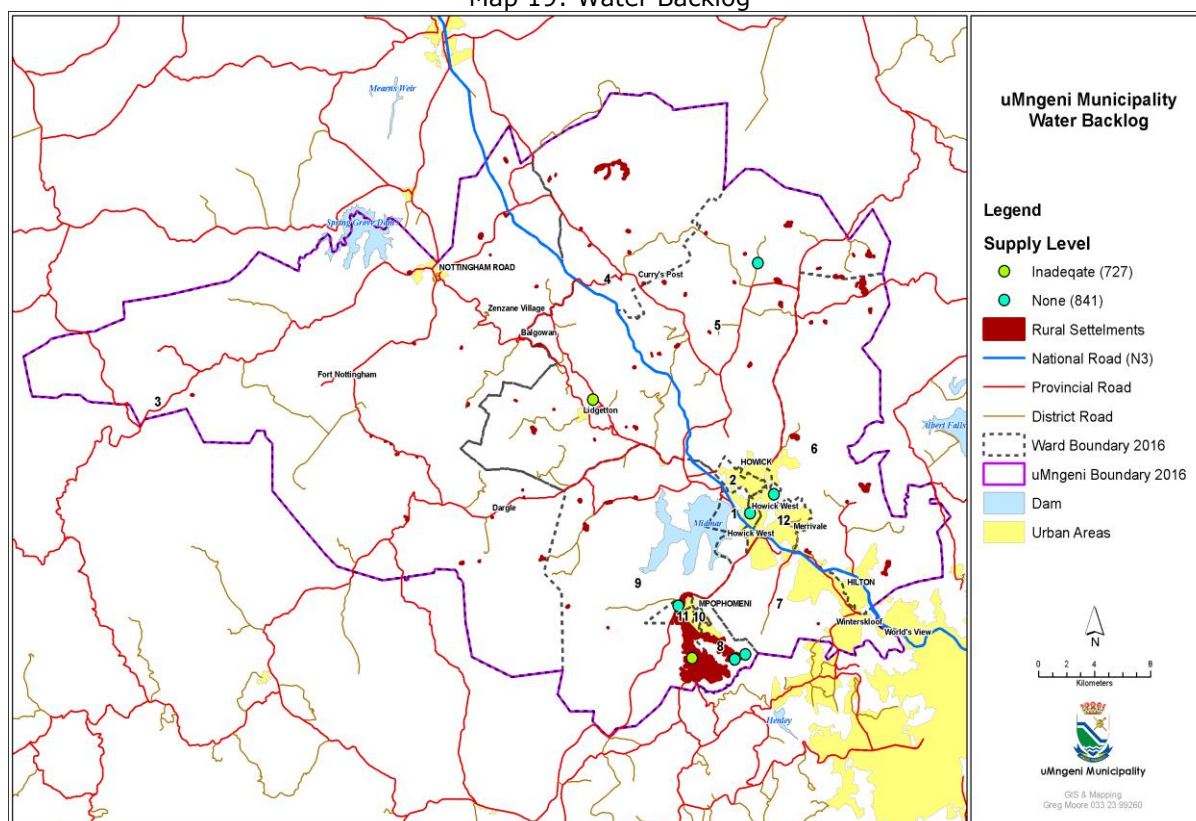
The communities that are falling short in having water supply are listed in the table below. The communities identified are either located in rural areas or tribal areas whilst others are informal settlements.

The table below provides a summary of the areas identified with greatest requirement for water of which the district as the WSA is aware of and have made the necessary arrangements to address the backlogs.

**Table 14: Communities with lack of access to water supply**

<b>Communities largely without a water supply</b>		
<b>Ward</b>	<b>Area</b>	<b>No. of households</b>
1	Shiyabazali	191
5	Triandra	37
8	Mashingeni	147
9	Enguga	80
8 and 9	KwaChief	333
12	Thokoza	53
	<b>Total</b>	<b>841</b>
<b>Communities with inadequate water supply and requires expansion or upgrade</b>		
<b>Ward</b>	<b>Area</b>	<b>No. of households</b>
4	Lutchmans Farm	83
9	KwaHaza	644
	<b>Total</b>	<b>727</b>
	<b>Overall Total</b>	<b>1568</b>

Map 19: Water Backlog



## Sanitation

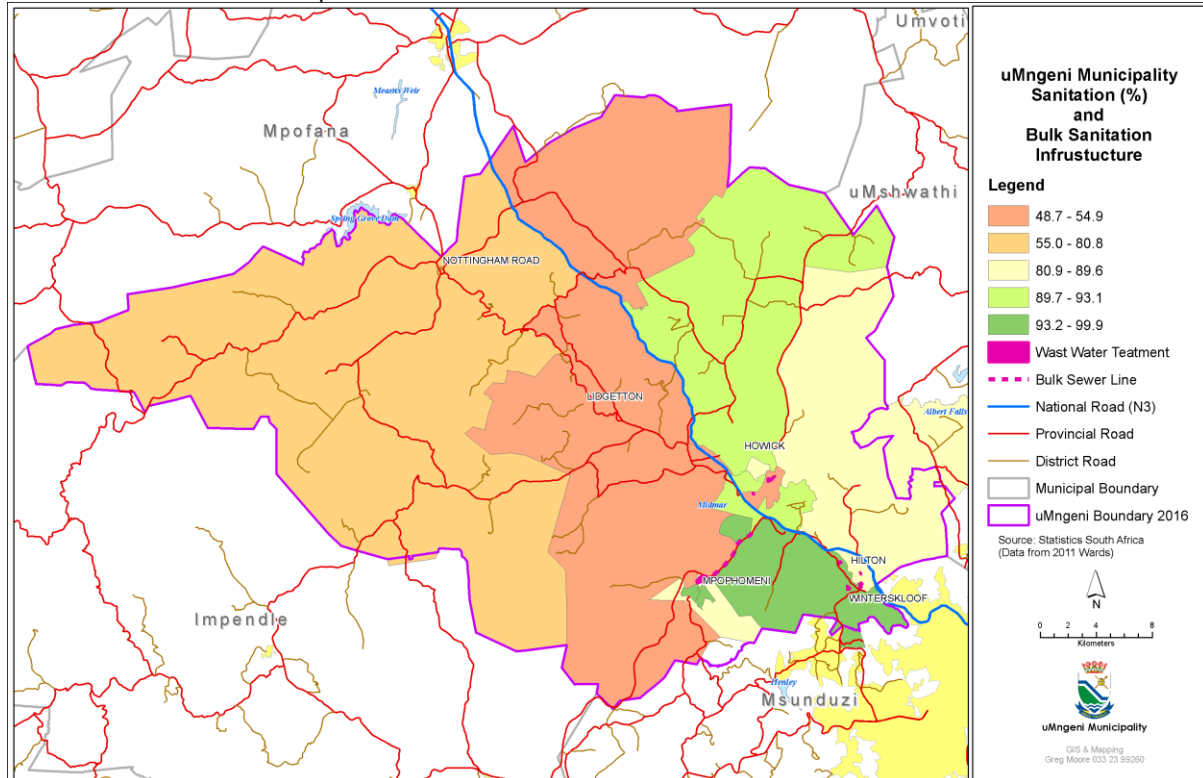
### *Bulk and Access to Sanitation*

The Mpophomeni Sanitation Scheme has recently been approved by the Department of Water Affairs and includes a 6 Ml/day treatment works for Mpophomeni, Khayelisha and 25% spare capacity for future expansion. The site has space to at least double its treatment capacity with infrastructure to deliver sewage from Khayelisha and to two new main sewers within Mpophomeni plus some other smaller sewer refurbishments that will eliminate identified sewage pollution within the township.

The uMgungundlovu District Municipality provides wastewater treatment services for the municipality at the Howick WWW. A large pump station at the Mpophomeni WWW site and a set of six smaller pump stations in Howick transfer wastewater for treatment at Howick WWW. Umgeni Water has a management contract with uMgungundlovu District Municipality to operate this WWW on their behalf.

Howick WWW has a design capacity of 6.8 Ml/day and is currently treating on average 5.8 Ml/day. Mechanical dewatering equipment installed in 2013 has alleviated operational problems to a degree but the works still has capacity problems during peak periods. If additional treatment capacity is required, the WWW will have to be upgraded.

Map 20: Sanitation and Bulk Sanitation Infrastructure



The areas of Mpophomeni, Hilton, Howick and Winterskloof have the highest access to sanitation with over 80% with access whilst areas of Lidgetton and Nottingham Road have the lowest levels of access to sanitation. Most of the areas without proper sanitation are rural in nature whilst the informal areas in the urban zone also have the lowest access to proper sanitation.

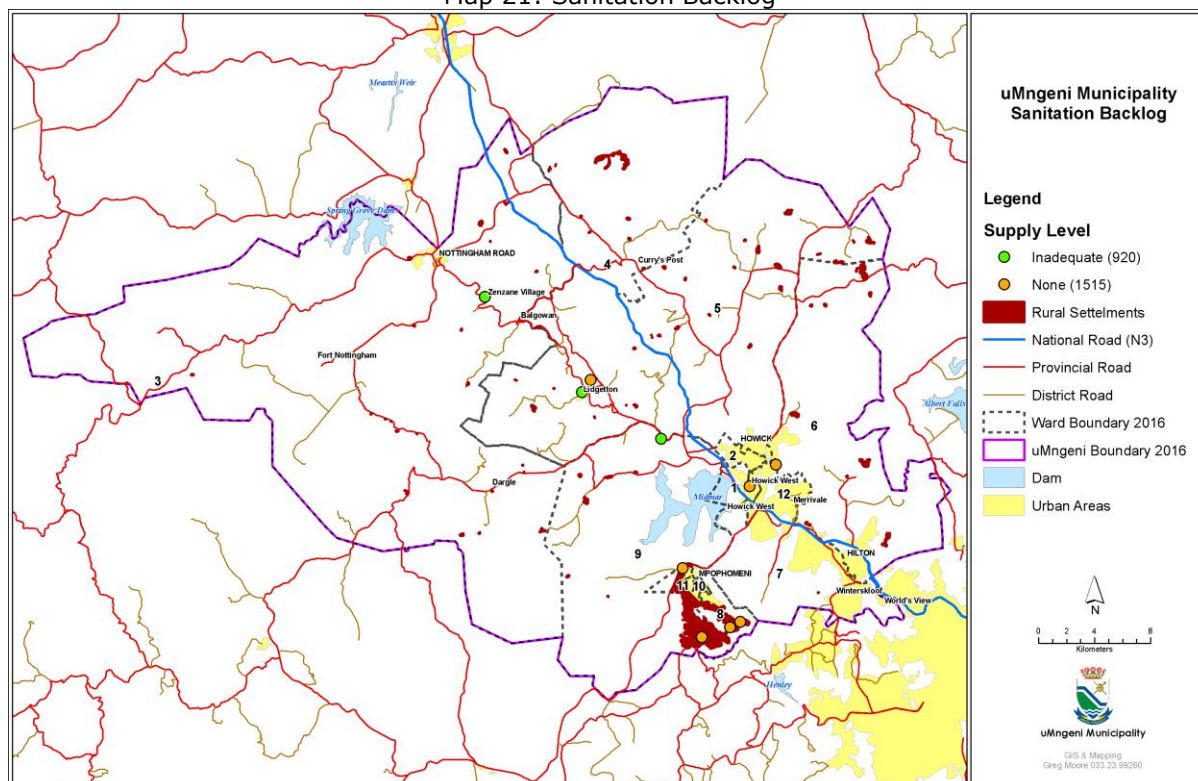
The table below provides a summary of the areas identified with greatest requirement for sanitation of which the district as the WSA is aware of and have made the necessary arrangements to address the backlogs.

**Table 15: Communities with lack of access to sanitation supply**

<b>Communities without or largely without a sanitation</b>		
<b>Ward</b>	<b>Area</b>	<b>No. of households</b>
1	Shiyabazali	191
4	Lutchmans Farm	83
5	Triandra	37
8	Mashingeni	147
9	Enguga	80
9	KwaHaza	644
	<b>Total</b>	<b>1515</b>
<b>Communities with an inadequate sanitation which requires expansion or upgrade</b>		
<b>Ward</b>	<b>Area</b>	<b>No. of households</b>
3	Zenzani	90
4	Lidgetton	626
7	Shayansimbi	109
9	Lions River	204
	<b>Total</b>	<b>1029</b>
	<b>Overall Total</b>	<b>2544</b>



Map 21: Sanitation Backlog



## 4.2 Solid Waste Management

The municipality has one registered landfill site (Currys Post) that it owns whilst also having a recycling facility on the same site. The municipality has further recycling facilities in Nottingham Road and in the Howick CBD.

The uMngeni Municipality's waste collection covers 70 % of the households in the municipal area as of 2011, up from 56% in 2001. Due to increased capacity within the municipality since 2001, the collection rate on a weekly basis has increased by at least 50% whilst the number of households using communal dumps has remained relatively constant since 2001. The backlog in terms of households without access to municipal waste removal is approximately 30%.

The urban and peri-urban areas have the highest collection rate of 75% to 99% whilst the more rural areas have a rate of 34% to 38% respectively. The areas with the highest collection rate are located in ward 10, 11, 12 and 2. These areas have the highest densities and cover areas such as Mpophomeni, Hilton and Howick whilst the rural component has a lower rate due to the scattered settlement patterns.

The municipality currently does not have the resources required to develop an Integrated Waste Management Plan however when the funding requirements improve, the plan will be developed.

## 4.3 Transportation Infrastructure

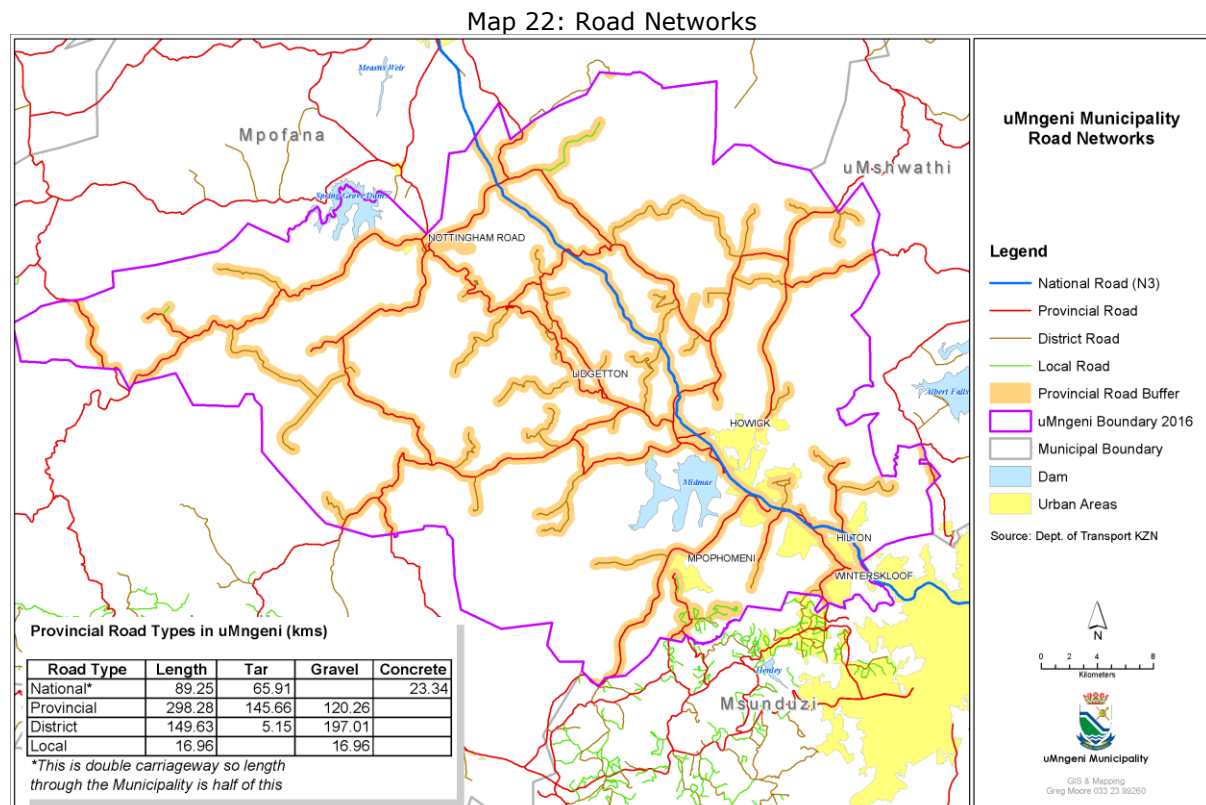
Transportation infrastructure has the potential to not only bridge the geographical divide but to also provide communities with access to better socio-economic opportunities. In order to effectively understand and have improved transport planning, the municipality is required to develop a Local Integrated Transport Plan with the assistance from DOT and the district municipality. Currently, the municipality is yet to develop the plan however

with better coordination between the various spheres of government, the LITP will in future be developed and form the basis of future IDP Reviews.

The roads have been assessed in the context of their spatial network, road classification and road surface. The public transport infrastructure has also been assessed in order to obtain an understanding of our future needs. In order to effectively understand the transport infrastructure within the municipality, the development of an Integrated Transport Plan as legislated must be prepared. In the case of the uMngeni Municipality, there is no such plan however when finances of the municipality improves, a budget provision will be made for its development.

## Road Network

The road networks within uMngeni Municipality reflect a link of the district and provincial (R103) roads with the National road (N3) which links the municipality with other local municipalities in the uMgungundlovu DM. The road network allows for easy access by the municipality to the different communities for service delivery purposes. Map 20 below indicates the transport routes within the municipality and the institutional responsibility for the infrastructure categorised as national, provincial, district and local road.



## Tar Road Condition Assessment

The figure below illustrate the condition of all tar roads within the municipality with rankings from very good to very poor. Based on the available data, the majority of the tar roads are in a fair condition. This covers 460,056 m<sup>2</sup> of tar roads whilst approximately 279 m<sup>2</sup> is in poor to very poor condition. It is clear from the figure below that interventions are required to improve the state of tar roads within the municipality given the fact that good to very good tar roads are fewer in m<sup>2</sup>. The majority of these tar roads are access roads located in the urban areas of the municipality and maintenance and resurfacing of such roads is a municipal function.



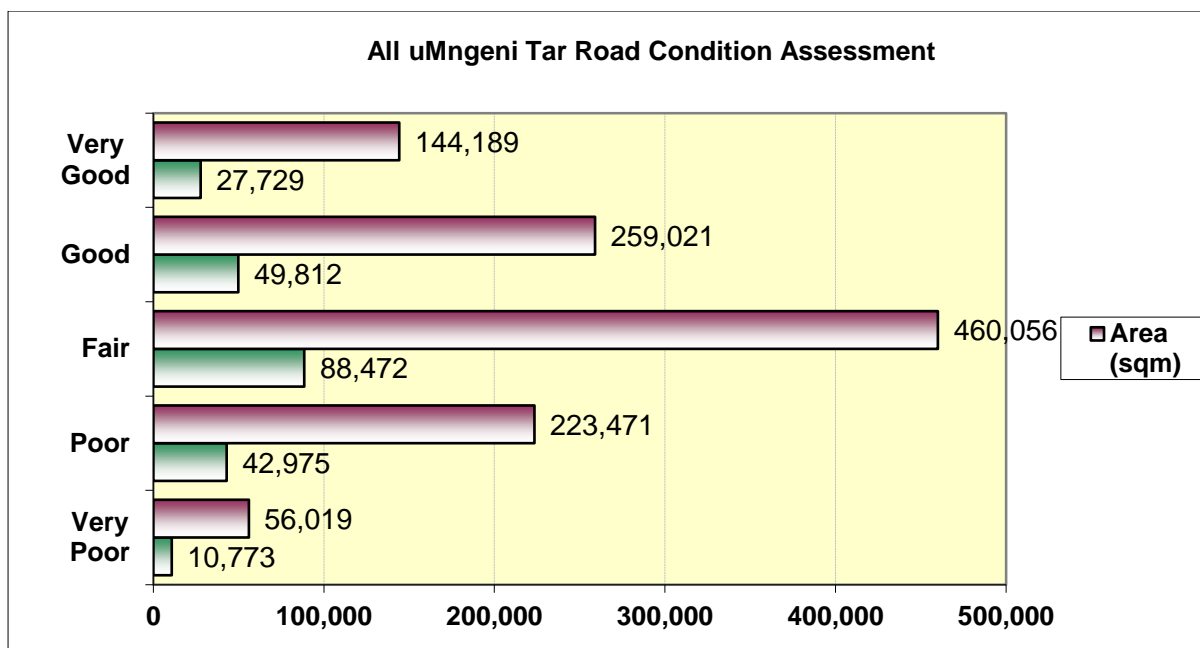


Figure 4.3: Tar Road Condition Assessment

The information provided above was compiled by firstly conducting an assessment of the road conditions within the municipality which was then followed by visual condition index all done by specialist civil engineering Company. Through our GIS Unit, we were then able to classify the roads into three categories and have sufficient data to provide the cost related to rehabilitation.

The table below is an indication of the approximate cost value required for the municipality to rehabilitate the roads. The municipality must in the light of this assessment make provision in its budget for rehabilitating approximately of 381 m<sup>2</sup> of road.

Rehabilitation (%)	Repair Area (m <sup>2</sup> )	Rehabilitation Cost per m <sup>2</sup>	Total Costs (R)
100.0	62482	R 220.00	R 13,746,115.65
100.0	249256.3936	R 200.00	R 49,851,278.72
10.0	51313.93623	R 350.00	R 17,959,877.68
5.0	14445.4091	R 350.00	R 5,055,893.19
2.5	4020.642088	R 350.00	R 1,407,224.73
	381519		R 88,020,389.96

The municipality has in the 2017/2018 financial year made budget provision for the construction of roads and storm water whilst also making a provision for pothole repairs as outlined in the Capital Investment Plan.

## Railway Line

There is one railway line that traverses the municipal area and has a number of stations which are in the order of 17 in all. These stations still have buildings but are currently not being utilised. These were previously used as station points for the delivery of goods within the municipality. The railway line provides an opportunity as an important economic route as the economy of the municipality expands. With the possibilities of the uMgungundlovu DM envisaged to obtain a metro status, the railway line could in future be utilised as a commodity or commuter transport route linking the district to other important economic nodes in the region. It is further important to note that a strategic railway route between

Johannesburg and Durban traverses through this municipality. This railway route forms part of the 18 strategic projects identified by President Jacob Zuma.

## Airfields

There are currently 4 airfields that can be found within the municipality of which is a public landing strip (Mpophomeni) and the other 3 are privately owned. These play a strategic role in the agricultural sector and for emergency purposes in case of disasters that may occur in the municipal area.

## Taxi Ranks

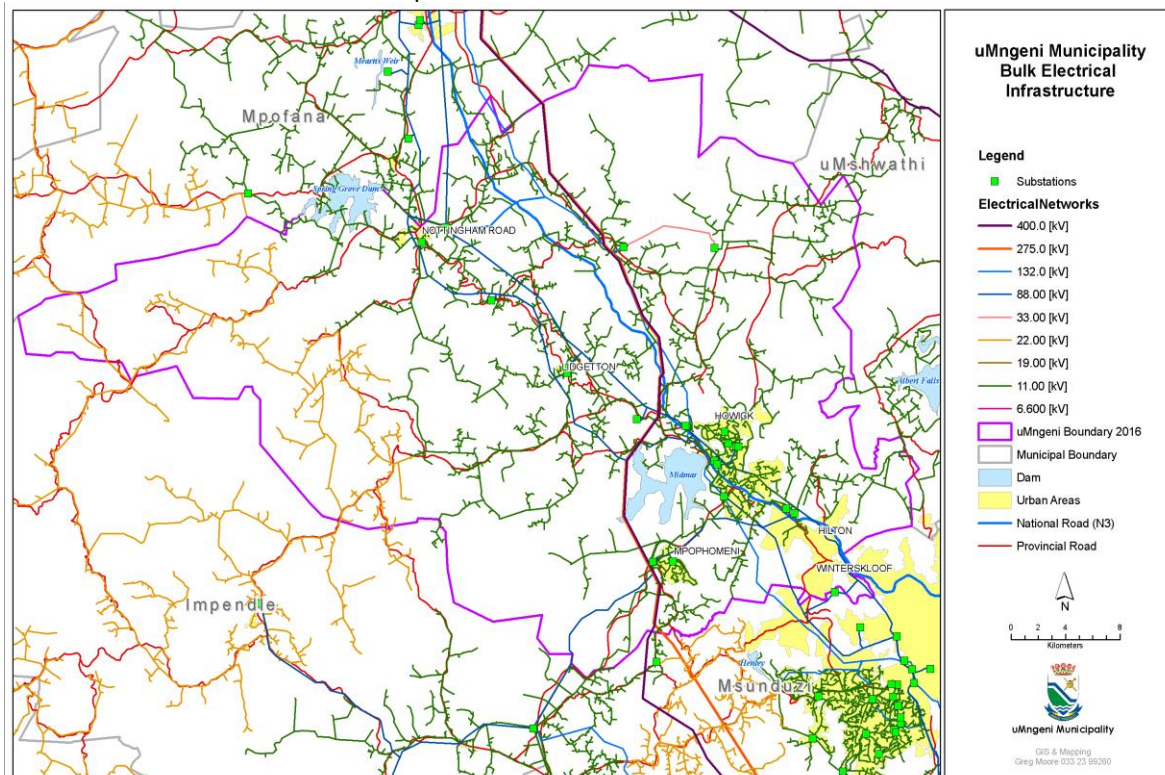
There are a total of 5 public transport facilities that are within the uMngeni LM with 5 taxi ranks located in the different areas of the municipality. Only 4 of the 5 taxi ranks are currently operational with the other one having been completed a number of years ago but due to dispute between the different taxi associations, has been left unused. This has resulted in a number of criminal activities being reported within the rank. There is also a number of shelters and pick up areas within the different wards. Some of these will need to be formalized in order to ensure safety of the communities.

## 4.4 Energy

### Bulk Electricity

The current reticulation network in uMngeni Municipality as indicated in the map below shows the spatial location of the bulk electricity infrastructure in the different areas of the municipality.

Map 23: Bulk Electrical Infrastructure



The majority of this bulk electricity infrastructure is owned by Eskom with the rest by the municipality. There are 19 sub stations that supply electricity to the various areas of the

municipality which cover the urban and rural components. The majority of the urban areas are supplied from the substations located in those areas. The rural or farm areas get supply from the 275kv and 132kv lines spread throughout the municipality. The bulk electricity infrastructure which supplies the Hilton area as mentioned earlier in the document falls within Msunduzi Municipality.

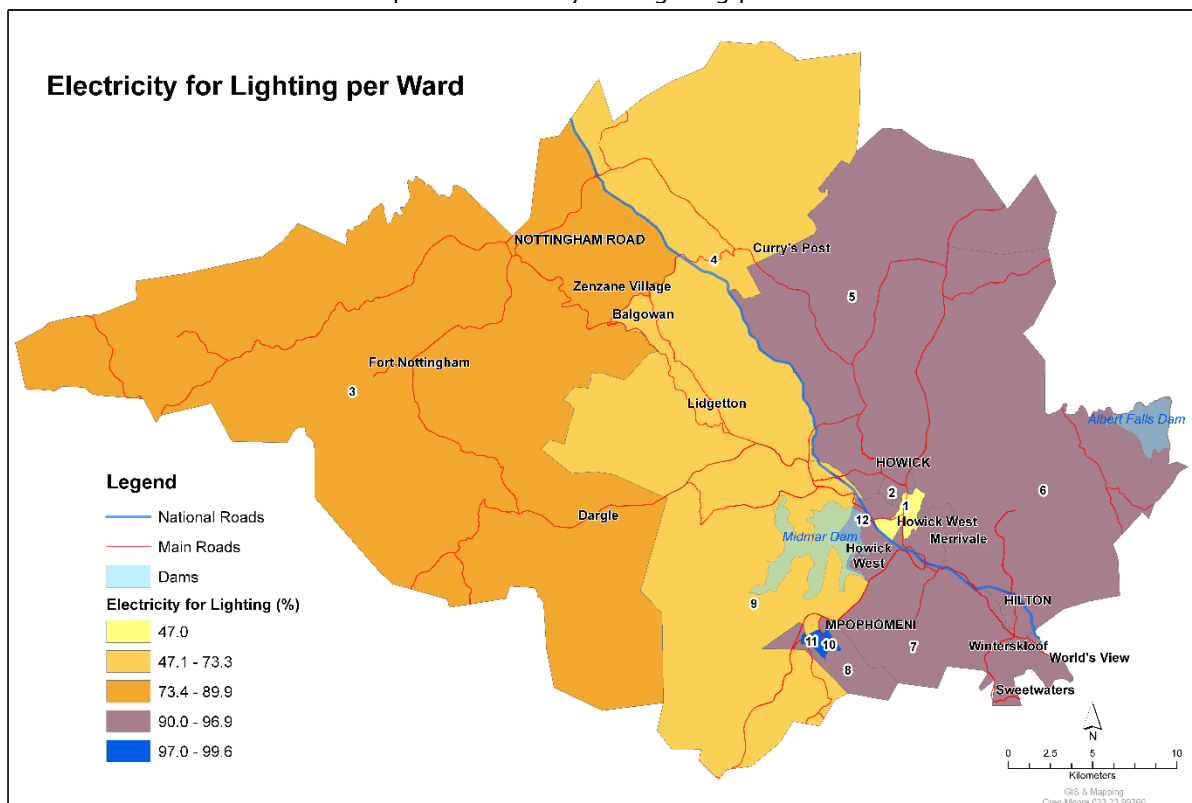
## Electricity for Lighting

Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and as a consequence also plays an important revenue source for local government.

Electricity is provided for by uMngeni Municipality in the Howick area whilst Msunduzi LM provides for the Hilton area. The rest of the municipality is serviced directly by Eskom. The Hilton area is provided for by another municipality based on the fact that the available electricity grid falls within the Msunduzi Municipality. The Msunduzi LM is currently undertaking a project to change the conversional electricity to pre-pay in the Hilton area.

The majority of households in the municipality have electricity for lighting with a 58% increase from 2001. There has been a significant increase in households using paraffin whilst there has been a decrease in households using other forms of lighting. The majority of formal structures are supplied with electricity for lighting. The use of candles and paraffin is within areas where there are service backlogs. Rural communities experience electricity backlogs due to tenure rights where land is vested in someone else name. This makes it difficult for Eskom to supply electricity to these communities if the application for electricity is not made by the land owner.

Map 24: Electricity for Lighting per Ward



Ward 10 and 11 in Mpophomeni have the highest connection levels of electricity with over 97% of households connected whilst ward 1 has the lowest levels of electricity connection. The lowest levels of electricity connection are in farm areas. In order to address electricity maintenance and address backlogs, the municipality will develop an Electricity Plan in the term of office of the current council.

#### 4.5 Access to Community Facilities

Sustainable human settlements cannot be achieved without adequate social facilities that are differentiated according to varying development densities, community size, mobility levels and socio-economic variation. The table below indicates the available community facilities per ward in the municipality. The majority of facilities required by communities are mostly available in wards that could be defined as urban in nature where population densities are higher. The wards with the least facilities are located in rural areas of the municipality. During Izimbizo meetings, communities have made request for the provision of facilities where they are in short supply and these have been communicated to relevant departments where the municipality is not the responsible authority.

**Table 16: Community Facilities**

WARD	FACILITIES												TOTAL
	1	2	3	4	5	6	7	8	9	10	11	12	
Crèche	1	4	1	3	4	3	4	4	0	3	0	5	31
Cemeteries	1	1	0	0	0	1	0	1	1	0	0	1	6
Education	1	2	14	7	4	8	3	3	5	1	4	4	56
Fire Station	0	1	0	0	0	0	0	0	0	0	0	0	1
Hall	1	0	1	1	0	1	2	0	1	1	0	0	9
Health	2	2	1	0	0	0	0	0	0	1	0	0	6
Library	1	0	1	0	1	1	0	0	0	1	0	0	5
Magistrate Court	0	1	0	0	0	0	0	0	3	0	0	0	1
Monument /Museum	1	1	3	0	4	0	1	0	0	0	0	0	13
Pension	0	1	1	0	0	0	1	0	0	1	1	0	4
Police Station	0	1	1	0	0	0	1	0	0	0	0	0	4
Sewerage Works	1	0	0	0	0	0	0	1	1	0	0	0	2
Sport Facility	4	2	1	0	0	0	2	3	0	1	0	1	15
Theatre	0	0	0	0	0	0	0	0	0	1	0	0	1
Tourist*	0	0	1	0	1(1)	1(3)	1(2)	0	1(4)	0	0	0	4
Water Works	0	0	0	1	1	1	3	0	0	0	0	1	7

\*1. Howick Falls, 2. Worlds View Viewing Site, 3. Karkloof Falls Viewing Site; 4. Nelson Mandela Capture Site & Mpophomeni Tourism Gateway

#### 4.6 Human Settlements

In order to effectively coordinate housing developments, the municipality needs to develop a Housing Sector Plan which was developed in 2008 and very outdated. This plan must be aligned to the KZN Human Settlements Spatial Master Plan.

The institutional arrangements especially for social housing projects is coordinated between the following municipal departments:-

- Department of Community Services – the department has dedicated personnel who specifically deal with social housing related issues e.g. compilation of beneficiary list, processing the handing over of Title Deeds amongst other responsibilities
- Department of Economic Development and Planning – the department coordinate and processes the environmental and development planning applications related to housing projects in both the public and private sector.
- Department of Technical Services – the department plays a vital role in ensuring the delivery of houses to communities through project management

Housing is funded by the KZN Department of Human Settlements but as indicated above housing projects are coordinated by the municipality. In the case of social housing projects, this coordination occurs through the THINK Tank where the municipality and other key stakeholders engage on housing projects. The projects that are on planning stage are summarized in the table below indicating committed funding from the Department of Human Settlements.

**Table 17: Housing Projects**

<b>Project Name</b>	<b>Units</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Cedara	672	R10 000 000	R16 000 000	R6 000 000	R6 000 000	R6 000 000
Khayelisha	500	0	R10 000 000	R10 000 000	R6 000 000	R6 000 000
St Joseph	80	0	R270 000	0	0	0
Lions River Phase 2	547	0	R360 000	R1 235 000	0	0
Lutchmans Farm	80	0	R300 000	0	0	0
Tumbleweed	22	0	R73 000	0	0	0
KwaMevana	21	0	R70 000	0	0	0
Hillside Farm	100	0	R333 000	0	0	0

All of the projects listed above have Council appointed Implementing Agents who are appointed on Turnkey basis.

#### **4.7 Telecommunications**

In this information age, technology represents an opportunity for increasing communication between government and communities. Internet-based communication methods for example, including email, websites, and newer social networking technologies such as blogs, present new opportunities for local government and community communication. These technologies may reduce scheduling barriers that pose challenges to traditional forms of public participation and can convey information to multiple households at once, and can efficiently share and archive information about the progress of the municipality. The issues covered below in relation to telecommunications relate to information available from Stats SA with regards to accessibility of cellphones, computers etc. The availability of bulk telecommunications infrastructure to support these facets has also been assessed.

##### **Households with access to telecommunications**

There has been a significant increase in the number of households with access to telecommunications in the municipality more notably the use of cellphones. In 2001 32% of households had access to cellphones whilst by 2011 the figure had increased to 88% of the total number of households.

**Table 18: Telecommunication**

LANDLINE		CELLPHONE		COMPUTERS		INTERNET
2001	2011	2001	2011	2001	2011	2011
7243	8157	6594	26899	3148	8282	12127

The annual increase of 6% since 2001 must be balanced with the necessary provision of the bulk network. Only 27% of households have access to computers whilst 39% have access to the internet. The backlog of over 70% in households with access to computers poses a challenge for not only the municipality but other state institutions. Lack of access can be attributed to a lot of factors such as affordability or computer literacy. With a very youthful population brings about an opportunity to bridge the digital divide within the municipality in collaboration with other relevant state institutions such as the Department of Education and Tertiary Institutions.

## 4.8 SWOT Analysis – Service Delivery and Infrastructure

**Table 19: Service Delivery and Infrastructure SWOT Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Good organisational structure to respond to service delivery</li> <li>▪ There has been improved infrastructure development to communities</li> <li>▪ High levels of improvement in the delivery of basic services since 2001</li> <li>▪ Broad networks and contacts with spheres of government and private sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is a lack of human and capital resources to meet service delivery needs</li> <li>▪ Inability to respond timeously to community needs</li> <li>▪ Failure to articulate municipal programmes to the communities</li> <li>▪ Slow pace on the implementation of housing projects</li> <li>▪ Lack of land for social housing</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Increase the intensity on the implementation of addressing backlogs</li> <li>▪ Utilisation of emerging contractors for service delivery</li> <li>▪ Policies and programmes available to respond to community needs</li> <li>▪ Increase in engineering and other skills</li> <li>▪ Conversion to smart metering electricity will curb electricity theft and losses</li> <li>▪ Better communication strategy on the delivery of community programmes</li> <li>▪ Utilisation of the THINK TANK to accelerate the delivery of housing projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of leadership, supervision and other departmental support</li> <li>▪ Dilapidated infrastructure resulting in slow economic growth</li> <li>▪ Nonpayment of services</li> <li>▪ Electricity cable theft</li> </ul>

## 5. LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

### 5.1 Local Economic Development Analysis

The municipal Local Economic Development Strategy was last reviewed in 2011 however the review process has commenced in order to align strategy with the new council's IDP priorities.

The appointed service provider has already completed the economic situational analysis informed by the latest data. The adoption of the reviewed LED Strategy is scheduled for completion in September 2017. The following stakeholders form part of the Project Steering Committee for the review of the LED Strategy:

- Department of Economic Development, Tourism and Environmental Affairs
- Provincial Treasury
- Hilton Ratepayers Association

- Business Sector from the municipality
- Pietermaritzburg Chamber of Commerce
- African Fig
- Midlands Meander

### 5.1.1 Municipal Comparative and Competitive Advantages

#### Comparative Advantages

The country has different capacities and are faced with different social and economic challenges. The uMngeni Municipality is no exception and faces unique challenges due to its economic profile. The close proximity of the Local uMngeni Municipality to Durban, Pietermaritzburg and other Provincial urban centres has given the municipality unique opportunities in terms of economic expansion. Even though the municipal economy is reliant on agriculture, it is well diversified, and turnover and wages in real terms are high that people's income exceeds the national per capita average. Unemployment is below the national average.

#### Competitive Advantages

The municipality is highly integrated into the provincial and national economy due to its strategic value of its location (as has already been outlined in this report). The municipality's proximity of 20km north from Pietermaritzburg within the uMgungundlovu District of KwaZulu-Natal and is easily accessible from the N3 national highway. The location of municipality and the Midlands market next to the N3 development corridor places the municipality in a particular competitive position with respect to the international markets through the Durban harbour, its linkage to Gauteng and Durban (or eThekweni Metro), the Port of Durban, the Dube TradePort and King Shaka International Airport. Being located on the N3 and the main rail route, uMngeni is connected to the nation's industrial and financial heartland (Gauteng) and to the country's busiest port and second largest urban/industrial complex (Durban). Pietermaritzburg, the province's second largest city, is also in close proximity to uMngeni. Therefore, it is evident that the local municipality is strategically located providing high level of accessibility between major urban centres and adjacent provinces.

### 5.1.2 Main Economic Contributors

#### Sector Contribution towards GDP-R, 2001 and 2012

This section shows the Gross Domestic Product (GDP) percentage contribution of the municipality in the context of KZN and that of uMgungundlovu District Municipality.

**Table 20: Gross Domestic Product Percentage**

<b>Sector</b>	<b>KZN (%)</b>		<b>UMDM (%)</b>		<b>uMngeni LM (%)</b>	
	<b>2001</b>	<b>2012</b>	<b>2001</b>	<b>2012</b>	<b>2001</b>	<b>2012</b>
<b>Primary</b>	<b>7.1</b>	<b>5.6</b>	<b>12.9</b>	<b>11.2</b>	<b>17.6</b>	<b>14.1</b>
Agriculture	5.0	4.4	12.2	11.0	17.2	13.9
Mining	2.1	1.2	0.7	0.3	0.4	0.1
<b>Secondary</b>	<b>44.7</b>	<b>27.1</b>	<b>33.0</b>	<b>18.0</b>	<b>33.4</b>	<b>20.6</b>
Manufacturing	25.0	22.2	15.2	13.1	17.1	15.3
Electricity	2.6	1.9	3.1	2.2	3.2	2.3
Construction	2.9	3.0	2.6	2.7	2.8	3.1
Trade	14.3	67.3	12.1	70.7	10.2	65.3
<b>Tertiary</b>	<b>48.2</b>	<b>14.8</b>	<b>54.1</b>	<b>12.2</b>	<b>49.0</b>	<b>11.0</b>
Transport	11.9	13.5	9.9	11.1	7.4	9.3
Finance	16.2	20.1	15.4	19.4	13.7	20.9

	<b>KZN (%)</b>		<b>UMDM (%)</b>		<b>uMngeni LM (%)</b>	
Community Services	20.1	18.9	28.8	28.1	27.8	24.0

Source: Global Insight, 2012

According to the available data from Global Insight (2012), the Primary Sector within the municipality is the second highest contributor to the regional GDP with 14.1% of the gross domestic products lower by 3.5% compared to 2001. Agriculture as the main economic sector within the Primary Sector in the municipality has also seen a decline in the sector as a contribution in GDP. The decline in the Agricultural sector is higher than that of the province and the district. The secondary sector was the highest contributor to the regional GDP lower from 33.4% in 2001 to 20.6% in 2012. Trade is the largest contributor in the secondary sector followed by manufacturing. The tertiary sector contribute 11% to the regional GDP with Community Services and Finance being the major contributors in the sector.

### 5.1.3 Employment and Income Levels

#### Sector Contribution towards Regional Employment

The table below indicates the employment levels of the municipality in comparison to the province and the district municipality in the different economic sectors of the economy.

**Table 21: Sector Contribution toward Regional Employment**

	<b>KZN (%)</b>		<b>UMDM (%)</b>		<b>uMngeni LM (%)</b>	
<b>Sector</b>	<b>2001</b>	<b>2011</b>	<b>2001</b>	<b>2011</b>	<b>2001</b>	<b>2011</b>
<b>Primary</b>	<b>7.7</b>	<b>5.5</b>	<b>12.8</b>	<b>8.5</b>	<b>15.9</b>	<b>10.7</b>
Agriculture	7.3	4.9	12.6	8.3	15.8	10.5
Mining	0.4	0.6	0.1	0.2	0.1	0.2
<b>Secondary</b>	<b>50.9</b>	<b>45.5</b>	<b>41.9</b>	<b>37.3</b>	<b>41.8</b>	<b>39.4</b>
Manufacturing	19.4	16.1	14.2	11.8	12.6	10.7
Electricity	0.5	0.4	0.8	0.7	0.7	0.6
Construction	6.8	6.1	5.5	4.8	6.0	5.6
Trade	24.4	22.9	21.3	20.0	22.5	22.6
<b>Tertiary</b>	<b>41.4</b>	<b>48.9</b>	<b>45.3</b>	<b>54.2</b>	<b>42.3</b>	<b>49.8</b>
Transport	5.6	6.1	4.5	5.1	3.8	4.8
Finance	7.8	11.0	7.5	10.6	5.2	8.2
Community Services	19.4	23.4	22.6	27.8	19.4	23.4
Households	8.6	8.5	10.7	10.7	13.8	13.5

Source: Global Insight, 2012

The Primary Sector with Agriculture as the main economic sector contribute the least in terms of employment with 10.7% in 2011 down from 15.7% in 2001. The contribution is fairly higher than that of the province and the district respectively. The Secondary Sector contribute the second highest percentage of employment opportunities within the municipality with over 39.4% in 2011. Within the Secondary Sector, Trade contribute 22.6% and Manufacturing 10.7% in terms of employment opportunities. The employment within this sector is slightly higher than the district but lower than the provincial average. The Tertiary Sector is the highest employment generator with 49.8% in 2011 compared to 42.3% in 2001. The sector has been growing both provincial and within the district in terms of employment generation boosted by the growth in the Community Services Sector.

#### Local Employment Levels

The table below indicates an employment increase of 4% from 2001 to 2011 which amounts to less than a 0.5% annual increase. The current unemployment rate as of 2011 is approximately 24% which is significantly lower than in 2001. The unemployed labour



force has decrease by 7% since 2001. The increase in the municipal population has also increased the number of the total population working age.

**Table 22: Labour Force**

<b>LABOUR FORCE</b>	<b>2001</b>	<b>%</b>	<b>2011</b>	<b>%</b>
Employed	22194	45	30844	49
Unemployed	11536	23	9711	16
Not economically active	15834	32	18982	30
Discouraged work seekers	-	-	2930	5
Unemployment rate		34		24
Total population of working age	49564	100	62467	100

Source: Global Insight, 2012

#### **5.1.4 SMMEs**

The municipality has a database of SMMEs that is regularly updated within the LED Unit of the municipality. Wholesale, retail, catering and accommodation is the main employment category in uMngeni municipal area. Employment in these sectors has shown an increasing trend. The fostering of companies that will feed into this market is essential.

The issuing of business licenses and assistance with registering of businesses has been an important service provided by the municipality. The need to set up an Incubation facility for SMME's has been identified as one of the long term project. The following programmes or projects are implemented in the municipality:-

- Incubation Facility which requires funding
- Trade Shows – Exhibition of SMMEs
- Business Seminar – SMMEs are trained on business principles and relevant business legislations – funding required
- EXPO – funding required
- Business Linkages – SMMEs working hand in hand with Corporate to further expand their businesses interest. ABSA, Business Support Centre, UMDM and SEDA have formed partnership with the municipality for this programme. Impumelelo Beads and Jewellery Workers is a success story as they have been linked with Hulamin
- Company Registration – 43 companies have been registered from 2012 till to date
- Business Advise – This is on-going programme that deals with capacitating businesses in their relevant sectors
- Co-operatives Programmes – Training of co-operatives in collaboration with DEDT and SEDA
- Business management capacity building
- Computer skills training

#### **5.1.5 Agriculture**

The majority of the land within UMngeni are privately owned commercial farms. The main enterprises include maize, soya beans, dry beans, potatoes and lupins as annual field crops, sugar cane (in the lower, warmer parts of the local municipality), timber production, vegetables irrigation (with cabbage, tomatoes and carrots as the main crops), orchard crops (notably avocado), pasture and fodder crops.

UMngeni Municipality has limited rural settlements that practice subsistence agriculture. Subsistence agriculture is self-sufficiency farming in which the farmers focus on growing

enough food to feed themselves and their families. The output is mostly for local requirements with little or no surplus for trade. The majority of rural settlements are based on commercial farms and are part of the commercial farming community. There are few rural settlements that are located within close proximity to Mpophomeni Township. However, these are densely populated rural settlements without any noticeable subsistence farming activities within them.

The Agricultural Sector in the municipality contributes 12.9% towards the overall sector contribution towards regional GDP as of 2014 which is higher than the provincial average of 4.8%. This sector has seen a slight decline over the years due to the increase in other sector contributions.

### **5.1.6 Tourism**

The municipality is located along major tourism routes in terms of the Drakensberg and the coast. The municipality is undoubtedly the KZN's tourist centres and a getaway point to the major tourist's attractions offering the best tourism and hospitality facilities in the province.

The municipality has a great variety of natural tourism assets and accommodation establishments (such as hotels, bed & breakfasts and guest-houses). The district also has a missionary tourism, agri-tourism, cultural tourism and eco-tourism, and adventure tourism. Indeed, it could be said that the uMngeni Municipality is one of the key destinations for tourism in KZN although the full potential of this industry in the municipality is underdeveloped. Collectively tourism as an economic sector is one of the major employers in the Local uMngeni Municipality and plays a vital role in the local economy.

Nationally, KZN stands out as a significant contributor to South Africa's tourism activities. The estimated contribution of tourism to KZN's GDP are notably higher than the estimates of its contribution to the national economy as a whole with the KZN Department of Economic Development and Tourism (DEDT), quoting the World Travel and Tourism Council, estimated of 3.9 percent of the GDP for South Africa. In 2005, the South African Tourism (SAT) Survey of urban adults noted that there had been 11.6 million trips to and within KZN (quoted in Tourism KwaZulu-Natal Tourism Survey 2009). About 1.2 million foreign and 11 million domestic tourists travelled to and within KZN annually, and the uMngeni Municipality is one of the key destinations of these visitors. Below are some tourist attractions that play a pivotal role in the tourism industry within the municipality.

#### **Midmar Dam**

UMngeni River was dammed in 1964 to provide an excellent inland water sport centre 8km from Howick. The lake formed by Midmar Dam has a shoreline of 60km and this is where the world's largest inland water race, the Midmar Mile takes place every February with more than 15 000 swimmers from around the world compete. Other activities that take place within the Midmar area includes swimming, fishing, power boating, water-skiing, cycling, bird watching, camping, sailing, jet-skiing, kite-surfing, canoeing and game viewing.

#### **The Nelson Mandela Capture Site**

Mr. Nelson Mandela's long walk to freedom was interrupted for 27 years on the R103, the old main road 5km from Howick, where he was captured on his return journey to Johannesburg. This is a moment and place in the history of South Africa, which has enormous significance. The opportunity to mark this in a manner which builds on the legacy of the event, is one recognized by the uMngeni Municipality who have put in place

a plan and process to do so. The purchase of the property opposite the actual capture site and the implementation of the design process to develop a multi-purpose heritage site is a commitment to realise this.

The Nelson Mandela Capture Site's unique sculpture marks the point where the former Robben Island and the South African struggle stalwart was captured on 5 August 1962. The sculpture comprises of 50 steel columns, each between 6.5 and 9.5 metres tall and set into the KwaZulu Natal Midlands Meander landscape. The 50 columns used in the Nelson Mandela Capture Site sculpture represents the 50 years since Mandela's capture. There is currently an Exhibition Centre which will showcase amongst other things the struggle hero's memorabilia and is being constructed within the sculpture's precinct. This sculpture already attract a sizable number of people and will no doubt become a world leader in the years to come.

### **Zulu - Mpophomeni Tourism Experience**

Zulu Mpophomeni Tourism Experience is a community-based tourism organisation. It was formed in 2000 in the interests of the Mpophomeni Township that is 4 km from Howick. ZMTE is an award-winning, non-profit organisation drawing its member from broad segments of the Mpophomeni Township and surrounding areas, catering to an ever-growing number of local and international tourists. It offers visitors the perfect opportunity to experience authentic Zulu culture and explore township life. The simple vision of ZMTE is to be the best locally and internationally recognised sustainable and growing independent cultural tourism organisation.

They aim to provide top class branded township and Zulu cultural experiences from value-based partnerships with all of their stakeholders. Ultimately, however the success of ZMTE will be measured by the success of the community it serves. Members include a variety of female-owned and managed crafts co-operatives, privately-owned B&B operators and involves youth, traditional leadership structures, story tellers, traditional healers, crafters, artists and guides. This initiative supported by the municipality seeks to transform the local tourism by promoting it in previously disadvantaged areas.

### **Howick Falls**

The Howick Falls is a scenic point from which to explore the delights of Howick before embarking on a leisurely drive through the rolling countryside of the Midlands Meander with its home-baked outlets, crafters, second-hand stores, carpet weavers, leather works and so much more. At the falls viewing site, visitors can enjoy the Umgeni River in its tireless flow to the Indian Ocean.

#### **5.1.7 Manufacturing**

In the uMgungundlovu District, Pietermaritzburg serves as the main regional and sub-regional manufacturing centre and plays an important role in the manufacturing economies of the surrounding small towns, including Howick situated within uMngeni Municipality.

Howick can be categorised as a small urban town with limited manufacturing consisting of agricultural-orientated manufacturing base along the Lion River Spine. Howick which includes Mpophomeni, Merrivale, Dargle, Lions River and Lidgetton dominates the manufacturing sector in the local municipality. Manufacturing in the municipality has declined in recent years and this is evident if the rubber industry is considered. In 2004, the primary output of uMngeni Municipality's rubber industry was tyres (which contributed to approximately 46% of national supply of which 60% serviced local markets and remained was targeted for export). However, in recent years rubber production has all but ceased due to the closure of the Dunlop rubber factory. This is part

of a general decline in manufacturing in the uMngeni Municipality since 1982. The closure of Dunlop rubber factory in recent years and global financial crisis has only deepened this decline. Industries of current significance in the local municipality include: BTR Sarmcol, dairy, various sawmills and pallet-making factories, the biodiesel and fuel replacement industries.

Plantation forestry is a major land use in the municipal area with proportionate provision of job opportunities. Agriculture and wood products feature strongly in the medium-sized manufacturing sectors, and dominate small industry activities within the municipality. The plantation areas within the greater forestry economy of the province and the municipal area form part of the midlands forestry belt. The major wood product deriving from these plantations is pulpwood with only the Singisi Forest Products and isolated farmers producing pine saw-timber.

In uMngeni Municipality, the major timber producers are the following: Sappi; Mondi; Singisi Forest Products; NCT; Hilton College Estate; and Garlick Timber Farm. More than half of the area under timber production in the municipality is owned by Sappi, Mondi, Singisi Forest Products and NCT which collectively own 23,112 hectares of timber producing land. Of these the biggest producer is Sappi which owns 13,125 hectares

### 5.1.8 Services

The Community Services Sector within uMngeni Municipality contributes approximately 24% towards the regional GDP of uMgungundlovu District which is 2% higher than the provincial average of 22%. This equate to over a billion rand contributed by the sector and is the highest amongst all economic sectors in the municipality.

### 5.1.9 SWOT Analysis – Local Economic Development

**Table 23: Local Economic Development SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ The municipality has a functional economy within the different economic sectors.</li> <li>▪ The municipality has a strong tourism sector</li> <li>▪ The municipality has an established retail and community services sector to support the local population.</li> <li>▪ The municipality provides training and capacity building to SMME's and Co-operatives.</li> <li>▪ The municipality has an established Economic Development Unit</li> <li>▪ The informal economy is regulated.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Negative reputation from 'under-served groups'</li> <li>▪ Outdated LED strategy</li> <li>▪ Lack of transformation in the economy for previously disadvantaged individuals.</li> <li>▪ Shortage in entrepreneurial skills to grow and provide employment to the economy.</li> <li>▪ Lack of infrastructure that support future economic investment opportunities.</li> <li>▪ Dilapidated infrastructure in the Central Business District (CBD).</li> <li>▪ Lack of sufficient skilled labour to support future investment opportunities.</li> <li>▪ Lack of public and private partnerships to boost economic development</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Business retention and expansion</li> <li>▪ Partnering with Chamber of Business</li> <li>▪ Attraction of foreign direct investments</li> <li>▪ The municipality has a strong tourism sector which can help boost the economy.</li> <li>▪ The municipality is strategically located along the N3.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure backlogs</li> <li>▪ Subdivision of agricultural land could result in loss of agricultural viable land and a risk to the municipal food security.</li> <li>▪ Lack of capacity to Land Reform beneficiaries.</li> <li>▪ Illegal trading within the CBD</li> </ul>

STRENGTHS	WEAKNESSES

## 5.2 Social Development Analysis

### 5.2.1 Broad Based Community Needs

The table below outlines some of the broad based community needs limited to 3 priority needs per ward which were gathered as part of the IDP consultation processes that included multi stakeholder's engagements. Due to the limited funds available to the municipality to implement most municipal programmes, the majority of the needs are yet to be prioritised however some have included as part of the Implementation Plan outlined in the later chapter of this document.

**Table 24: Priority Needs Per Ward**

WARD	3 Priority Needs
1	1. Siyaphepha (Foot Bridge near Sphumelele) 2. Khayelisha Project (Emasosheni:Thokoza) 3. Khayelisha Project (Emasosheni: Shiyabazali)
2	1. Rehabilitation of the CBD 2. New or widening of the bridge 3. Upgrade of the Taxi Rank
3	1. Zenzani Hall 2. Phase 5 Roads 3. Nottingham Road Street Lights
4	1. Gamaletu Sport Facilities and Community Centre 2. Soccer field and Combo Court 3. Road construction
5	1. Recreational facilities at Karkloof for the people living at Triandra, Yarrow, Colbourne and Loskop 2. Traffic circle outside the Ambers entrance on Karkloof Road 3. Tarring of servitude road running alongside Main Road between Thembilihle Primary and Howick Travel.
6	1. Camera Monitoring System in Hilton and Cedara (crime prevention) 2. Road infrastructure upgrade and maintenance (Hilton Central, Hilton Avenue, Groenekloof, Brindy and Vlei roads 3. Hilton Steam Railway Rejuvenation
7	1. Pothole repair and road surfacing (Brookdale Way, Budleigh, Amy Wilson Avenue, Wicken Way, Wanstead Place, Dalry Road, Devonshire Lane, Valley Road and Crompton Road) 2. Waste Water Treatment Plant 3. World's View Upgrade
8	1. Nswela and Mhlongo Road resurfacing 2. Mpophomeni Stadium completion 3. Old Age Home
9	1. Lions River Community Hall 2. Road infrastructure and recreational facilities (Inguga, Lions River, Hhaza, KwaChief and Nxamalala areas) 3. Business Park
10	1. ABET Centre 2. Community projects consultation

WARD	3 Priority Needs
	3. Clinic
11	1. Multipurpose Centre 2. Road and storm water maintenance 3. Indoor Sport Complex
12	1. Jungle Gym 2. Electrification programme 3. Asiphephe – Pedestrian bridge over the N3

## 5.2.2 Education

### School Facilities

There are 49 schools within uMngeni LM; these include primary, secondary, combined schools, special needs and independent schools; which are spread amongst the different settlements within the municipality. All of the wards have access to educational facilities with access to either a primary or secondary school.

There are currently five libraries that are found within the municipality *albeit* one being a private library in the Nottingham area. The public does however have full access to the private library as it is also run by the municipality. Input from public consultation has highlighted the high pupil to teacher ratio for schools in Ward 12. It is hoped that with the construction of the Khayelisha Housing Project, the opportunity will arise for the construction of a further Primary School which could ease the burden on existing schools in Ward 12 which serve a much wider area than the ward itself. Table 24 below reflects the Department of Education's information on schools within the uMngeni Municipality.

**Table 25: School Facilities**

Ward	Name of School	Type of school	Pupils	Educator	Learner to Educator Ratio
1	Howick West Secondary	SECONDARY	626	22	28 to 1
2	Howick Preparatory	PRIMARY SCHOOL	640	33	19 to 1
2	Mount Carmel Christian	PRIMARY SCHOOL	131	5	26 to 1
3	Dargle P	PRIMARY SCHOOL	133	4	33 to 1
3	Wamacor P	PRIMARY SCHOOL	14	2	7 to 1
3	Unkonka P	PRIMARY SCHOOL	22	2	11 to 1
3	Sarsden P	PRIMARY SCHOOL	21	2	11 to 1
3	Silindele P (Nottingham Rd)	PRIMARY SCHOOL	35	2	18 to 1
3	Michaelhouse	SECONDARY SCHOOL	549	56	10 to 1
3	Asithuthuke Combined	COMBINED SCHOOL	337	15	22 to 1
3	Isiphethu Semfundo P	PRIMARY SCHOOL	28	2	14 to 1
3	Nottingham Road P	PRIMARY SCHOOL	167	9	18 to 1
3	King's	PRIMARY SCHOOL	70	10	7 to 1
3	Esiphethwini Sendiza P	COMBINED SCHOOL	101	4	25 to 1
4	Clifton Preparatory school	PRE-PRIMARY SCHOOL	270	32	12 to 1

<b>Ward</b>	<b>Name of School</b>	<b>Type of school</b>	<b>Pupils</b>	<b>Educator</b>	<b>Learner to Educator Ratio</b>
4	Lions River P	PRIMARY SCHOOL	52	3	17 to 1
4	Allerton P	PRIMARY SCHOOL	40	2	20 to 1
4	Jabula Combined	COMBINED SCHOOL	532	16	33 to 1
4	Crystal Springs P	PRIMARY SCHOOL	269	7	35 to 1
4	Indezi P	PRIMARY SCHOOL	55	3	18 to 1
4	Currys Post P	PRIMARY SCHOOL	192	5	35 to 1
4	Morton Estates P	PRIMARY SCHOOL	60	2	30 to 1
5	Gartmore P	PRIMARY SCHOOL	36	2	18 to 1
5	Hawkstone P	PRIMARY SCHOOL	84	3	28 to 1
5	Howick H	SECONDARY SCHOOL	517	33	16 to 1
5	Triandra State Aided	PRIMARY SCHOOL	104	3	35 to 1
5	Yarrow Intermediate	PRIMARY SCHOOL	69	4	17 to 1
6	Hilton Intermediate	PRIMARY SCHOOL	88	3	29 to 1
6	Hilton College	SECONDARY SCHOOL	549	63	8 to 1
6	Laddsworth P	PRIMARY SCHOOL	507	29	17 to 1
6	St Anne's Diocesan College	SECONDARY SCHOOL	390	54	7 to 1
6	Sibongumbomvu Combined	COMBINED SCHOOL	507	16	32 to 1
6	Dunimarle P	COMBINED SCHOOL	107	4	27 to 1
6	Grace College (Hilton)	SECONDARY SCHOOL	250	24	10 to 1
7	Cowan House	PRIMARY SCHOOL	328	28	11 to 1
7	Hilton Pp	PRIMARY SCHOOL	113	10	11 to 1
7	Cedara P	PRIMARY SCHOOL	111	3	37 to 1
8	Nhlanhleni Sp	PRIMARY SCHOOL	624	18	34 to 1
8	Isibongo Lp	PRIMARY SCHOOL	840	25	33 to 1
9	Haza P	PRIMARY SCHOOL	560	16	35 to 1
10	Mpophomeni S	SECONDARY SCHOOL	937	29	32 to 1
11	Sifisesihle Jp	PRIMARY SCHOOL	425	10	43 to 1
11	Asibemunye H	SECONDARY SCHOOL	829	26	32 to 1
11	Zamuthule P	PRIMARY SCHOOL	457	12	38 to 1
11	Qhamukile P	PRIMARY SCHOOL	793	19	41 to 1
11	Umthombo Js	SECONDARY SCHOOL	233	9	26 to 1
12	Nogqaza P	PRIMARY SCHOOL	887	20	44 to 1

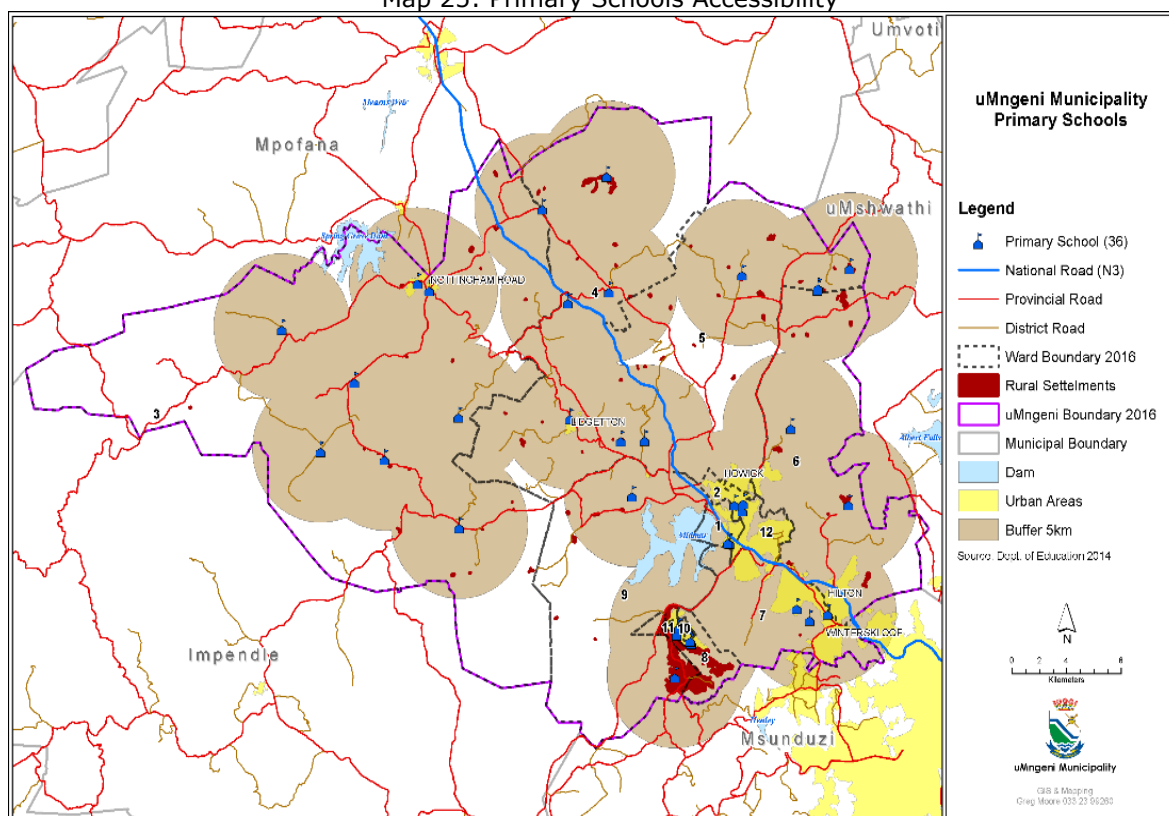
Ward	Name of School	Type of school	Pupils	Educator	Learner to Educator Ratio
12	Injoloba S	SECONDARY SCHOOL	879	26	34 to 1
12	Cosmo P	PRIMARY SCHOOL	400	10	40 to 1
12	Howick (Rangeview Rd)	PRIMARY SCHOOL	1067	30	36 to 1
	<b>Totals</b>		<b>16765</b>	<b>735</b>	<b>23 to 1</b>

### School Accessibility

The Structure Plan argues for a sustainable approach where appropriate, accessible social facilities are provided at minimum space standards given the topography of the area. The intention was also to control costs through tight design specifications and the multiple use of facilities.

Most of the settlements in the municipality have access to the available primary education facilities within a radius of 5km. All areas within the urban context have good access to these facilities as the conditions of the road infrastructure are ideal for access. Some rural communities do not have access to school facilities within a radius of 5km but are very few.

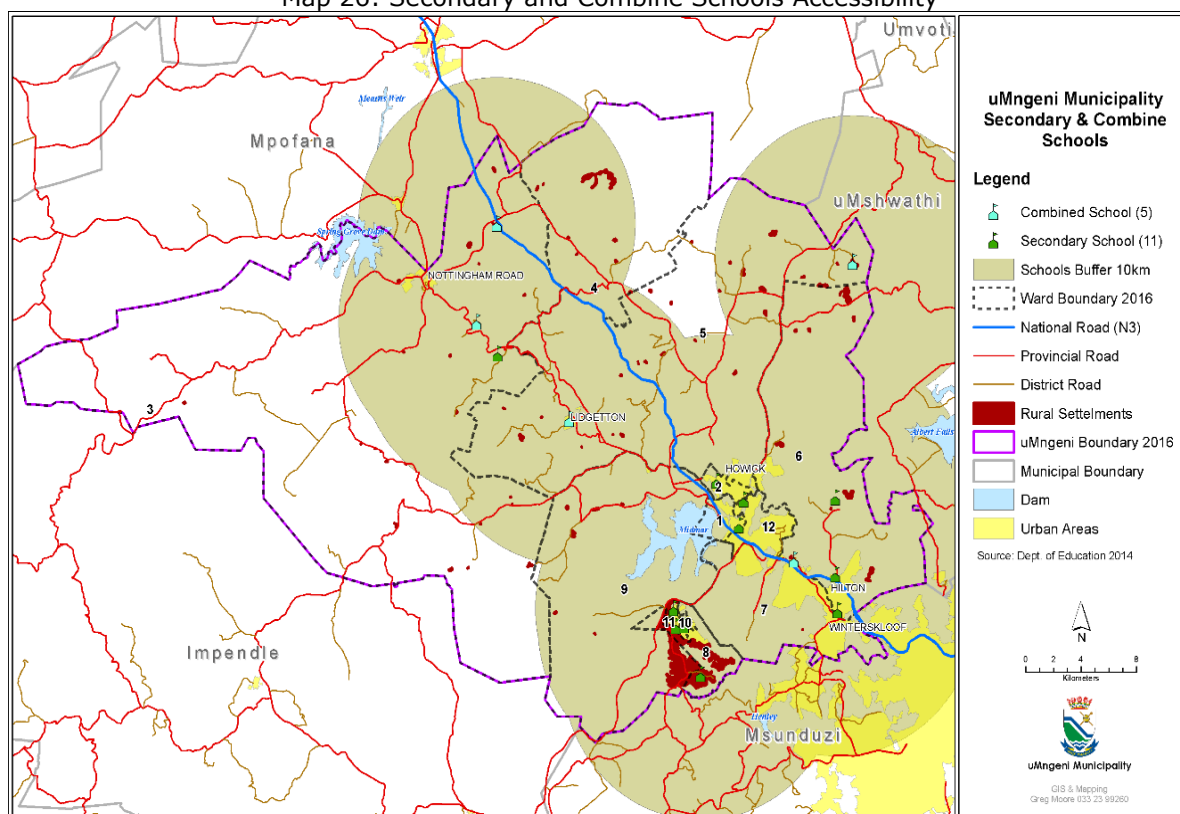
Map 25: Primary Schools Accessibility



Most of the rural and urban settlements within the municipality have access to either combine or secondary schools within a 10km radius as depicted in the map below.



Map 26: Secondary and Combine Schools Accessibility

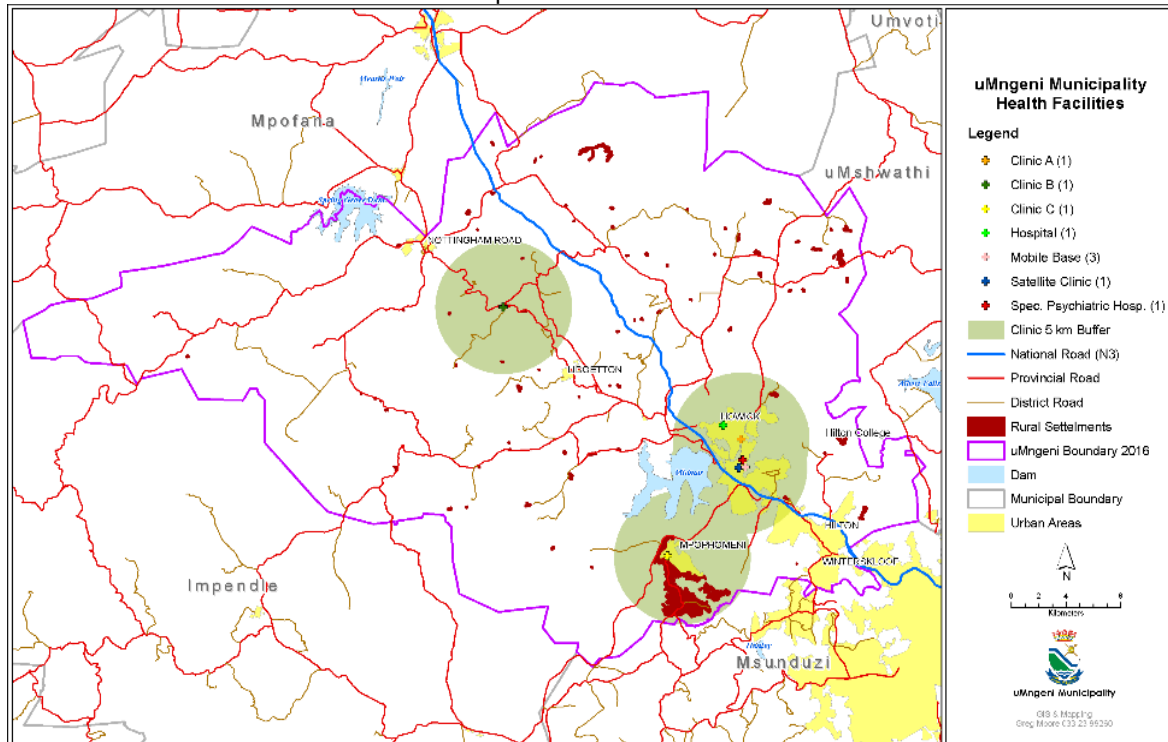


### 5.2.3 Health

The running of Primary Health Care Clinics was transferred to the Provincial Department of Health from 1 July 2012. Environmental Health Services has been transferred to the District as from 1 July 2012. There are 4 clinics that exist within the municipality and 1 psychiatric hospital. Based on the planning standards for health services, 1 clinic should be provided for a population of 10 000 people and 1 hospital should be provided for a population of 50 000 people. In essence the municipality must at least have 1 hospital for Primary Health Care given the current population figure of 105 609 people.

The map below depicts the proximity of health facilities within a 5Km radius of settlements in the municipal area. The urban areas of Mpophomeni, Howick, Hilton and the municipality have good access to health services whilst the rural settlements have poor access.

Map 27: Health Facilities

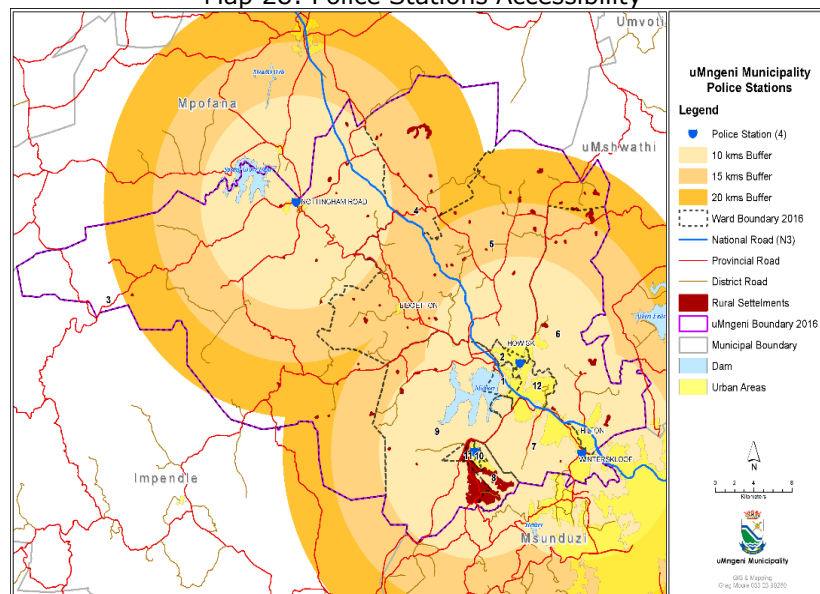


## 5.2.4 Safety and Security

### Police Station Facilities

Based on the planning standards 1 police station should be provided for every 4500 households. However it is also important to indicate that the other issues that should inform the development of new police stations should be the crime statistics for an area. There are 4 Police Stations in the uMngeni Municipality and given the increase in the population and the number of households, an additional four police stations should be allocated for the municipal area. There are areas within the municipality that do not have police accessibility within a radius of 10 to 20kms and they are mostly rural settlements.

Map 28: Police Stations Accessibility



The municipality together with the South African Police Service (SAPS), the Community Policing Forum (CPF) and other stakeholders, has put crime prevention strategies in place. These include awareness campaigns at schools on drugs abuse, domestic abuse, etc. According to the SAPS statistics (2016), the crime category more prevalent within the municipality for the period 2005/2006 to 2014/2015 was property related crimes followed by other serious crime whilst the lowest was sub-categories of aggravated robbery (including carjacking, truck hijacking, and robbery at residential and non-residential premises) as depicted in the figure below.

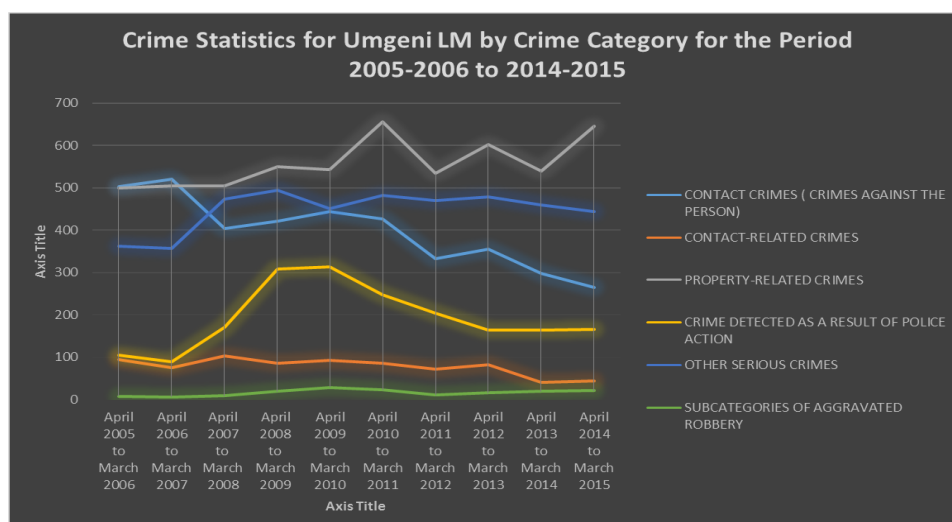


Figure 5.2.4: Crime Statistics

According to the SAPS statistics (2016), the crimes that were more dominant between April 2014 and March 2015 were: all theft not mentioned elsewhere (328); burglary at residential premises (326); drug related crimes (140); and theft out of or from motor vehicles (133). This suggest that intervention measures are required from both government and civil society such as provision of functional street lights by the municipality which promote visibility thus enabling an environment conducive for the reduction of crime.

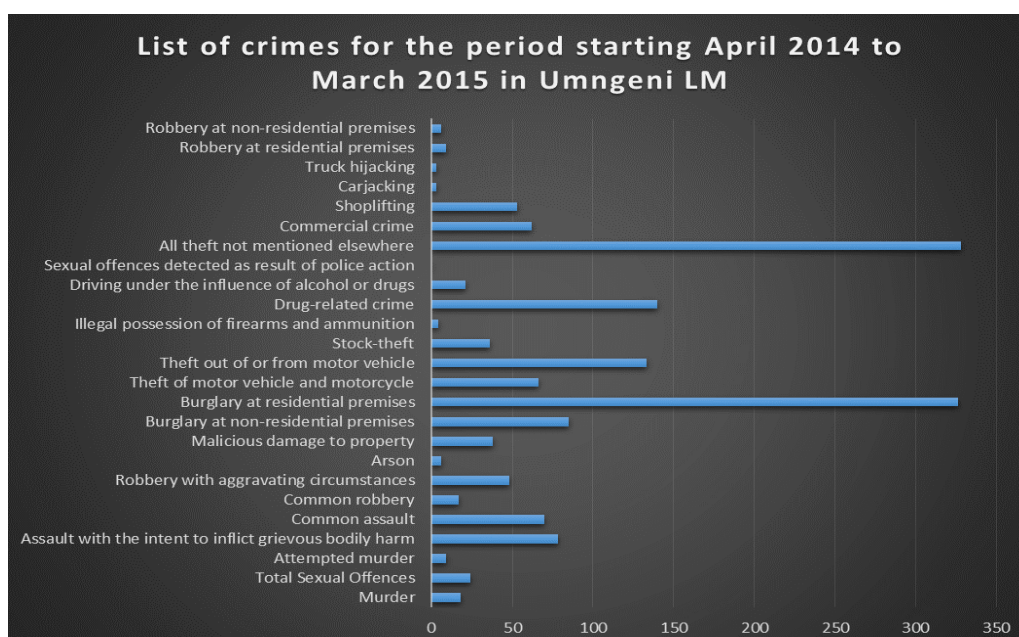


Figure 5.2.4.1: List of Crimes

## **Traffic Management**

The Municipality's Protection Services cover vehicle licensing, learners licensing, prosecution for road traffic offences, issuing of warrants of arrest, incident and accident attendance, attendance to complaints received and resolution of other safety and security issues related to the municipality.

## **Fire Protection**

Fire services is a district function and the municipality is well equipped to attend to issues of emergencies especially during the summer season where fires are prevalent.

### **5.2.5 National Building and Social Cohesion**

In order to achieve nation building and social cohesion sports, arts and culture must be put at the forefront especially with the youthful population that exist. Even though there is a department that's mandated to deal with sports, arts & culture, the municipality is also actively engaged in promoting these activities with dedicated staff who attend to these matters. The events mentioned below ensure that the municipality is able to achieve nation building and social cohesion which is particularly important in the transformation of our society given the history of our country.

**Mandela Day Marathon** – The Mandela Day Marathon, covering 42.2 kilometres from Pietermaritzburg's Imbali Township, where Nelson Mandela made his last speech as a free man, to Howick, where he was finally captured, gives South Africans an opportunity to honour the great man's legacy through sport and is a great nation building initiative.

**Youth Day** – We partnered with a local youth movement for the inaugural youth awards. The aim of the youth awards was to recognize the achievement of young people in the municipality segmented in different categories.

**Freedom Day** – On Freedom Day 2016, we launched the inaugural uMngeni Art and Craft Fair which henceforth will be held annually. The purpose is provide a platform for artist and crafters alike with a platform to showcase their work and also to create an environment for buyers to purchase their items.

**Howick Museum** – The Howick Museum is located adjacent to the Howick Falls, a proclaimed natural Heritage site in the KwaZulu Natal Midlands. The surrounding precinct offers an array of interesting outlets selling crafts and collectables. The Museum is situated 100m from the Howick Falls vies site. At the museum, visitors are assisted by staff and where required our museum education officer will guides visitors around the exhibits. The nation building and social cohesion is offered at the museum as it has local history about the inhabitants of the area from the hunter gatherers, early Zulu settlement, colonial farmers and the start of the villages of Howick and others. The museum is unfortunately currently not in operation because of renovations that were a result of fire however the municipality is making all effort ensure it full functioning.

### **5.2.6 Community Development with particular Focus on Vulnerable Groups**

#### **5.2.6.1 Youth Development**

The municipality believes that the development of young people is a crucial step towards the development of its various communities. The youth affairs office facilitates the implementation of the national youth policy within the municipality, through the following:-

- Conducting workshops for young people

- Outreach to schools and communities
- The youth advisory centre
- The rights of a child programme

The municipality has an outdated Youth Development Strategy which the municipality intends to renew in the next financial year. This strategy will be underpinned by the economic transformation of our youth through participation in the economy.

#### **5.2.6.2 Development of People with Disabilities**

The municipality in partnership with different public sector departments has a disability programme that ensures inclusion of people with disabilities within the government programmes including the municipality. Furthermore, the programme aims at ensuring that the rights of people with disabilities are known and upheld by those living with disabilities as well as the community at large. The municipality also host Disability Games and attend to Outenique Wheel Chair Race which was recently conducted within the municipality.

#### **5.2.6.3 Development of the Elderly**

The municipality does on an annual basis host the local Golden Games which involves the elderly who after successful participation go on to represent the municipality in the district, provincial and national Golden Games respectively. The elderly are also capacitated on the management of chronic diseases, nutrition and HIV/AIDS awareness.

#### **5.2.6.4 Development of Women**

The municipality has a programme aimed at facilitating gender equity, while dealing with gender related issues such as gender based violence, etc. At this stage nothing has transpired of this programme as there has been no funding to enable implementation. However a plan for local programmes is being developed and will be implemented in the near future.

#### **5.2.6.5 People affected by Social Ills**

##### **HIV/AIDS Programme**

The uMngeni Municipality has undertaken to develop an HIV and AIDS strategy. The purpose of this strategic plan is to guide all stakeholders and role-players in their efforts to implement a systematic response to the pandemic within the uMngeni jurisdiction. The plan is informed by two key principles that guide municipalities in their fight against the spread and impact of HIV and AIDS:-

- Reduction or elimination of duplication;
- Maximum utilisation of the available resources;

The uMngeni HIV and AIDS strategy is premised on the understanding that the fight against the spread and impact of the HIV and AIDS pandemic in our communities can only be won through multi-sectoral collaboration and creation of an effective partnership based on the experience and skills of locally based organisations and institutions.

#### **5.2.6.6 Early Childhood Development**

The Government of the Republic of South Africa prioritised early childhood development (ECD) since 1994. ECD has been recognised as one of the most powerful tools for breaking

the intergenerational cycle of poverty in South Africa. Overwhelming scientific evidence confirms the tremendous importance of the early years for human development and the need for investing resources to support and promote optimal child development from conception. Lack of opportunities and interventions, or poor quality interventions, during early childhood can significantly disadvantage young children and diminish their potential for success.

## 5.2.7 SWOT Analysis – Social Development

**Table 26: Social Development SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>Communities are clear on the level of developments that they require.</li> <li>There is sufficient data available to ensure evidence based planning of social facilities.</li> <li>There are sufficient schools to meet the current demand.</li> <li>There are health facilities available in some wards.</li> <li>There are police stations available to ensure and promote safety.</li> <li>The municipality has a dedicated traffic management unit.</li> <li>The municipality host events that promote nation building and social cohesion.</li> <li>The municipality has a dedicated Unit that deals with youth development issues</li> <li>There is sufficient data available to ensure evidence based planning of social facilities.</li> <li>There are sufficient schools to meet the current demand.</li> <li>There are health facilities available in some wards.</li> <li>There are police stations available to ensure and promote safety.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of a 24 hour health facilities within the municipality</li> <li>For the size of the population, the municipality does not have a public hospital.</li> <li>Majority of public schools lacking information technology</li> <li>Lack of public transport in rural communities</li> <li>Vehicle testing ground unavailable in the municipality.</li> <li>Lack of early childhood programmes.</li> <li>Lack or slow implementation of gender related issues.</li> <li>Low levels of people with a matric pass rate.</li> <li>Low levels of skilled people with only 15% having acquired a higher education levels.</li> <li>For the size of the population, the municipality does not have a public hospital.</li> <li>Majority of public schools lacking information technology</li> <li>Lack of public transport in rural communities</li> <li>Vehicle testing ground unavailable in the municipality.</li> <li>Lack of early childhood programmes.</li> <li>Low levels of people with a matric pass rate.</li> <li>Low levels of skilled people with only 15% having acquired a higher education levels.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>Schools available to promote education as a driver for development</li> <li>Events hosted in the municipality provide opportunity to enhance tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of appropriate social facilities could lead to social ills.</li> <li>Mandates that are not controlled by the municipality could lead to community unrest.</li> </ul>

## 6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

### 6.1 Financial Viability and Management Analysis

#### 6.1.1 Capability of the Municipality to Execute Capital Projects

The municipality has a number of capital projects that have been implemented over the years. Such projects have been achieved through the resourcing of the Department of

Technical Services that is responsible for infrastructure related initiatives. The department has a Project Management Unit which is responsible for project management of capital projects. Capital projects are funded through the Municipal Infrastructure Grant (MIG) with the allocation for 2017/2018 financial amounting to R23,379,000.

### **6.1.2 Indigent Support**

The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality. Only registered indigent qualify for the free basic services.

For the 2017/2018 financial year 3103 registered indigents have been provided for in the budget with this figured anticipated to increase to 3503 by 2018/2019. In terms of the Municipality's indigent policy registered households are entitled to free 100kwv of electricity and free waste removal for all properties with a value of up to R 200 000 as well as a discount on their property rates. The current cost of serving indigent people by the municipality is approximately R4,9 million a month.

### **6.1.3 Revenue Enhancement and Protection Strategies**

As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash flow, not only from current billings but also from debtors that are in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service and credit control and debt collection.

### **6.1.4 Municipal Consumer Debt Position**

The liquidity ratio measure the ability of the municipality to utilize cash and cash equivalents to extinguish its current liabilities immediately. Ideally the municipality should have the cash and cash equivalent on hand to meet at least the current liabilities. If the Municipality under collects its revenue that will translate into serious financial challenges for the municipality.

### **6.1.5 Grants and Subsidies**

The Municipality received both National and Provincial Grants of which R59,560,000 from National Treasury and R3,844,000 from Provincial Treasury. The Municipality has budgeted for all transfers that will be received and appears in the Division of Revenue Act.

### **6.1.6 Municipal Infrastructure Assets and Maintenance**

The municipality has an Asset register in place which was compiled in the 2013/2014 financial year. This register however has some duplication on the financial system SAMRAS which has led the municipality to embark on a project to undertake verification of assets in order to curb the current situation. This initiative is almost complete.

### **6.1.7 Current and Planned Borrowings**

The Municipality did not budget for any borrowings. Capital expenditure in local government can be funded by capital grants, own source revenue and long term borrowing. The ability of the Municipality to raise the long term borrowing is largely dependent on its creditworthiness and financial position.

### 6.1.8 Municipality's Credit Rating

The municipality due to the nature of its size does not have a credit rating but it received an unqualified audit opinion from the Auditor General for the 2015/2016 financial year. There are still a lot of issues that the municipality still needs to address in order to obtain a clean audit.

### 6.1.9 Employee Related Costs

The employee related costs are 30% of the total Expenditure. These costs continue to decrease over the MTREF. An assessment of all employee related costs that will include current and vacant position will be conducted to establish future costs to the council.

### 6.1.10 Supply Chain Management

The municipality has a fully functional SCM Unit with dedicated personnel. The unit has an adopted Supply Chain Management Policy which guides the Unit in the procurement of goods and provision of service providers. The SCM Unit has established committees that are fully functional. Internally, the municipality has employed strategies to ensure that the policy is implemented effectively and efficiently.

**Table 27: Bid Committees**

<b>Bid Specification Committee Members</b>
Sandile Makhaye
Nonto Nzuza (Chairperson)
Mbo Zungu
Jerome Nzimande
Zaid Mansoor
<b>Bid Evaluation Committee Members</b>
Baneli Msomi
Don Mtshali
Delani Madondo (Chairperson)
Thando Mgaga
Nomusa Molefe
Mbo Zungu
<b>Bid Adjudication Committee Members</b>
Eric Svensson
Sandile Buthelezi
Steve Simpson
Sixtus Gwala (Chairperson)

## 6.2 SWOT Analysis – Financial Viability and Management

**Table 28: Financial Viability and Management SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>Financial systems are in place</li><li>There a clear understand of the financial status</li><li>Good audit findings</li><li>Reliable and stable rates income base</li></ul>	<ul style="list-style-type: none"><li>The Interim Finance Committee has created bottle necks in the implementation of the financial aspect in the day to day operation which in turn has stifled service delivery</li><li>Municipal lease agreements with private entities is not market related</li><li>Lack of a revenue enhancement strategy</li><li>Shortage of municipal staff</li><li>Lack of effective and efficient SCM systems</li><li>Financial system is not in synch with organisational goals</li><li>Poor property data that hinders revenue collection</li></ul>



	<ul style="list-style-type: none"> <li>▪ Lack of effective internal controls</li> <li>▪</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Establishment of a Section 79 Finance Portfolio Committee</li> <li>▪ Smart metering to reduce electricity theft</li> <li>▪ Pay parking as source of revenue</li> <li>▪ Installation speed cameras</li> <li>▪ MSCOA to improve systems and process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Non-payment of services</li> <li>▪ Insufficient capacity to implement MSCOA</li> <li>▪ Illegal buildings</li> <li>▪ Loss of revenue in electricity</li> </ul>

## 7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

### 7.1 Good Governance Analysis

#### 7.1.1 National and Provincial Programmes rolled-out at Municipal Level

##### Operation Sukuma Sakhe (OSS)

The programme aims to embrace the community partnerships and the integration of fieldworkers, by encouraging coordination of comprehensive services of different service providers such as government departments, state owned enterprises and civil society as it views the delivery of anti-poverty programmes as a collective responsibility. The program is anchored on 3 important areas which are food security, healthier communities (addressing HIV/AIDS and T.B.) and empowerment of youth and women. It also aims to address the social ills which are substance abuse, teenage pregnancy, crime, road accidents and gender based violence.

There are different steps to understanding household and community needs. The community care givers (CCGS) visit households whereby a household head will provide information on the individuals in the household, using the household profiling tool which is completed by the CCGS and Youth ambassadors, the baseline information of the household is then established. The war room meetings then take place whereby there is discussion of the household needs per department; the needs are then submitted to the departmental focal person for action.

There are three main structures for OSS, the political structure, the coordinating structure and the oversight structure. In uMngeni municipality the Honorable Mayor is the political champion, there is also a Local Task Team that is supported by the Municipal Executive Council. At the ward level the ward councillors are championing OSS whilst there are Ward Task Teams that are supported by the ward committees. War rooms have been established in all the wards of uMngeni with some war rooms in some wards being fully functional. The functions of the War Room and the Local Task Team are outlined below:-

**The War Room** - A War Room Implements OSS at community Level utilizing an integrated platform. The programme envisions to extend the reach of Government to communities and to fast track Government responses to household and community needs.

Community fieldworkers which include; Community Development Workers, Community Care Givers, Community volunteers, Sport Volunteers, Social Crime Prevention Volunteers, has been allocated per ward to assist with household and community profiling using the Household Profiling Tool.

The aim is to approach individual, household and community problems in a collective manner and to collect and collate them in a single database and present them in coordinated way to the War Room. The different stakeholders, at the War Room meetings,

agree on the manner in which services will be delivered in line with the Batho Pele principles and the Citizen's Charter.

**Local Task Team** – The LTT is responsible for the following functions:-

- Providing guidance and mentorship support to War Rooms
- Mobilize resources for the War Rooms
- Support the development and implementation of War Room plans
- Address challenges experienced by War Rooms
- Provide guidelines for War Rooms on the submission requirements and format of reports to the Local Task Team
- Monitor progress of the implementation of the programme at War Room level

At the time of writing this report, there were 9 Local Task Team meetings that had taken place in the 2016/2017 financial year with one more scheduled for the remainder of the year.

## **Batho Pele**

The uMngeni Municipality has adopted the following Batho Pele principles which put people first in all forms of service delivery:-

**Consultation:** Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. The municipality has upheld this principle by engaging the public in the formulation of all municipal programmes which includes this IDP Review.

**Service Standards:** Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect. Through the ward committees the municipality has been able to offer specific services that are to the satisfaction of the public.

**Access:** All citizens should have equal access to the services to which they are entitled. The municipality serves its entire area of jurisdiction thus reaching all citizens. Where the municipality is unable to offer services, the municipality has been proactive in communicating community needs with the relevant authorities.

**Courtesy:** Citizens should be treated with courtesy and consideration. Courtesy has been an important part of treating our customers whereby the municipality communicates through the different media forums on development and adoption of municipal programmes.

**Information:** Citizens should be given full, accurate information about the public services they are entitled to receive.

**Openness and transparency:** Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge. The municipality has been able to achieve this principle through the IDP Ref Forums and the many other structures that exist. Government sector

**Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response. The municipality strives to deliver on its promised standard of service but where it has lacked appropriate measures then taken to address the matter in the most professional manner at any given time.

**Value for Money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money. The municipality has strived to provide services whilst at the same time ensuring cost saving measures.

- **Encouraging Innovation and Rewarding Excellence:** Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who “go the extra mile” in making it all happen. The municipality has upheld this principle and more recently the cutting down of departments from 8 to 5 resulted in the municipality saving approximately R6m that would have been otherwise spent on salaries.
- **Customer Impact:** Impact means looking at the benefits we have provided for our customers both internal and external – it’s how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.

### **7.1.2 Inter Governmental Relations**

IGR forums are there to provide a platform for discussion and constitution on areas that require co-operative among the family of municipalities. IGR forums are not executive decision making bodies, but they may take resolutions or make recommendations in order to promote and facilitate co-operative decision making.

The uMngeni Municipality falls under the uMgungundlovu District Municipality which has a fully operational IGR structure that has been running from the term of the previous council. The Cluster Model has led to the establishment of shared services in the District, which also lead to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning and Information and Communications Technology. This approach is having the effect that the families of Municipalities in the District are all benefiting from the scarce resources and expertise available within the District. Each cluster is chaired by municipal managers as indicated below:-

- MAYORS FORUM - DISTRICT MAYOR
- MUNICIPAL MANAGERS FORUM - DISTRICT MM
- COOPERATE GOVERNANCE - MSUNDUZI MM
- FINANCIAL CLUSTER - MPOFANA MM
- PLANNING AND DEVELOPMENT - uMNGENI MM
- COOPERATE AND SOCIAL SERVICES - uMSHWATI MM
- TECHNICAL SERVICES AND INFRASTRUCTURE - MKHAMBATHINI MM
- ICT - IMPENDLE MM
- COMMUNICATIONS - RICHMOND MM
- SPECIAL PROGRAMMES - DISTRICT MM

There is however improvement measures that need to be put in place to ensure the functionality of all clusters as was the case in previous years. Further to this the municipality has been active in engagements with government sector departments and also parastatal in order to strengthen working relationships for better service delivery.

### **7.1.3 Municipal Structures**

#### **Ward Committee**

Ward committees are elected as ward based committees. They are chaired by the Ward councillors and composed of community members. This is intended to provide a channel of communication and interaction between communities and the municipality. Furthermore, ward committees ensure the active participation of the community in service payment campaigns, the integrated development planning process, the Municipality's budgetary process, and decisions about the provision of municipal services, decisions about By-laws and decisions relating to implementation of Municipal Property Rates Act (MPRA). This function encapsulates the municipality's commitment to the provision of the highest quality service to its constituencies and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable municipality.

The induction process for the ward committees, took place in November 2017. There were 29 ward committee meetings that took place in the year under review. These meetings were held in their respective wards and reports were submitted to Council in terms of the Ward Committee System Policy. Ward committees have been established and the term of office is going to correspond with the term referred to in Section 24 of the Structures Act.

The municipality has 120 elected ward committee members from 12 wards. Some of the ward committees are not fully functional for various reasons but effort are being made to rectify the situation. The Speaker of the municipality will attend to the issues raised in order to ensure that ward committees are effective in assisting the municipality to providing service delivery.

### **IDP Representative Forum**

The main function of the IDP Representative Forum is to ensure the participation of various interested and affected organizations, groups and individuals. The general Terms of Reference of the Forum, in accordance with the IDP Guidelines, are as follows:-

- Represent the interests of constituents in the IDP process;
- Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders, including municipal government;
- Ensure communication between all the stakeholder representatives, including municipal government; and
- Monitor the performance of the planning and implementation process.

In order to encourage the continued participation of the Forum members in the IDP process (as well as to encourage additional organizations to become members of the Forum), it was proposed that notices informing community members of the IDP process be placed in the local press, and on Municipal notice boards. The municipality held one IDP Representative Forum as part of this IDP.

### **Council**

As previously mentioned in the earlier part of this documents, the uMngeni LM Council comprises of 23 Councillors, constituted from 12 Ward Councillors; and 11 proportional representation (PR) Councillors. This document represents the mandate held by this current council until the end of their elected term. In relation to the IDP, the uMngeni Council is responsible for the following activities:-

- Adopting the Process Plan
- Ensuring that business plans and budget decisions are based on the IDP.
- Ensuring that Key Performance Indicators and Targets as outlined in the PMS are realistic and achievable.
- Ensuring that the Budget is tied to IDP

- Ensuring that there is a linkage between the IDP, the Budget process and Performance Management System (PMS)
- Monitoring the implementation of the IDP.
- Ensuring that the IDP process complies with the prescribed legislation.
- Approving and adopting the IDP.

Council has played a role of ensuring that all the above processes have taken place in order to ensure compliance with the development of this plan.

### **IDP Steering Committee**

This Committee is chaired by the Municipal Manager and comprises of the Heads of Department and other key officials. Its Terms of Reference are as follows:-

- To commission research studies or any other information collection activity;
- To assess proposals from project teams and make recommendations in regard to improvements amendments.
- To process, summarise and document outputs;
- To make content recommendations to the IDP Manager, IDP Representative Forum and Council
- To prepare, facilitate and document meetings;
- To assess, and comment on, inputs from project teams, provincial sector departments and support providers.

As a strategy to ensure departmental integration of issues within the IDP, the IDP Manager has been made a member of MANCO in order to keep abreast of relevant issues and incorporation thereof into IDP. Reports and strategic issues relating to the IDP are discussed by the committee on an ongoing basis.

### **Municipal Public Accounts Committee (MPAC)**

The primary function of the Municipal Public Accounts Committee (MPAC) is to assist the Council in exercising its oversight and accountability responsibilities and function; by generally exercising political oversight on behalf of the council; by holding the executive and municipal administration to account; by overseeing and reviewing municipal accounts to ensure the effective and efficient utilization of the municipal resources; and by carrying out the responsibilities of initiating and preparing the annual oversight report. The uMngeni LM committee meets at least quarterly per annum. The Chairperson of the Committee determines the time and venue of all meetings. MPAC sits on a bi-monthly basis and has been active since the start of the financial year.

#### **7.1.4 Audit Committee**

The Audit Committee is an independent appraisal which examines and evaluates the municipal activities as a service to Management and the Council. It also provides for the independence of the Internal Auditing Activity, its personnel report to the Municipal Manager who report functionally to the Audit Committee.

The department supports members of uMngeni Local Municipality in the effective discharge of their duties. The identification and prevention of fraud is clearly a management responsibility. Internal Audit is well qualified and experienced to assist management to identify the main fraud risks facing uMngeni Local Municipality and could assist management in designing appropriate controls that could minimize the effects of the risks.

The scope of work of the Audit Committee is to determine whether the municipality network of risk management, control and governance processes, as designed and represented by management, are adequate and functioning in a manner to ensure:-

- That risks are appropriately identified and managed;
- That interaction with various governance groups occurs as needed;
- That significant financial, managerial, and operating information is accurate, reliable, and timely;
- That employees actions are in compliance with policies, standards, procedures, and applicable laws and regulations;
- That resources are acquired economically, used efficiently, and adequately protected;
- That programs, plans, and objectives are achieved;
- That quality and continuous improvement are fostered in the uMngeni Local Municipality control process; and
- Those significant legislative or regulatory issues impacting the uMngeni Local Municipality are recognized and addressed appropriately.
- Evaluate and report on Performance Management.

The following people were appointed by the uMngeni council to serve on the Audit Committee for the next three years effective on April 2017:

- Mr. MJ Nkosi – Chairperson
- Mr. E. Mntambo
- Mr. B. Dladla
- Ms. N Mchunu
- Mr. L. Kubheka

### 7.1.5 Status of Municipal Policies

The table below indicates the status of municipal policies.

**Table 29: Policies**

<b>POLICIES</b>	<b>STATUS</b>	<b>ADOPTED</b>
Employment Equity Plan	Being implemented	Y
Leave Policy	Currently being implemented	Y
Placement Policy	Being implemented	Y
Workplace Skills Plan	Skills audit has been done and implementation	Y
Training and Development Policy	Implemented	Y
Retention Policy	Adopted	Y
Succession Policy	Adopted	Y
Recruitment and Selection Policy	Requires adoption	N
Petty Cash Policy	Implemented but needs to be revised	Y
Investment and Cash Management Policy	Implemented but needs to be revised	Y
Credit Control and Debt Collection Policy	Implemented but needs to be revised	Y
Overtime Policy	Implemented but needs to be revised	Y

Rates Policy	Implemented but needs to be revised	Y
Subsistence and Travel Allowance Policy	Implemented but needs to be revised	Y
Supply Management Policy	Implemented but needs to be revised	Y
Tariff Policy	Implemented but needs to be revised	Y
Indigent Policy and Register	Implemented but needs to be revised	Y
Funding and Reserve Policy	Implemented but needs to be revised	Y
Property Management Policy	Implemented but needs to be revised	Y
Informal Economy Policy	Implemented but needs to be revised	Y
Health and Safety Policy	Draft	N

### 7.1.6 Municipal Bylaws

The table below indicates the status of the municipal by-laws promulgated since April of 2006:-

**Table 30: By-Laws**

<b>BY - LAWS</b>	<b>PROMULGATED</b>	<b>DATE PROMULGATED</b>
Pound	Y	April 2006
Spatial Planning and Land Use Management By-Laws	Y	January 2016
Advertising Signs	Y	April 2006
Dogs		April 2006
Dumping and Littering	Y	April 2006
Cemetery		April 2006
Control of Parking Attendants / Car Guards	Y	April 2006
Credit Control and Debt Collection		April 2006
Credit Management	Y	April 2006
Electricity Supply		April 2006
Financial	Y	April 2006
Fire Brigade Services		April 2006
Funeral Undertakers	Y	April 2006
Nuisances		April 2006
Public Health	Y	April 2006
Public Meetings and Gathering, Processions and the Like		April 2006
Street Trading	Y	April 2006
Standing Rules and Orders for Council and its Committees		April 2006
Waste Management	Y	April 2006
UMDM SPLUMA By-laws	Y	January 2016

## 7.2 Public Participation Analysis

In terms of Chapter 4 Section 16 (1) of the MSA, a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the municipality, including in the preparation and implementation and review of its integrated development plan. To this effect the municipal council has adopted a Communications Strategy that ensures the provision of the legislation are adhered to.

The communities within the municipality are continuously engaged through ward committee structures and public participation consultative meetings to communicate municipal programmes, the IDP and the budget. Meetings were held with different stakeholders in the development of this 4<sup>th</sup> generation IDP.

### Community Based Plans (CBP)

CBP establishes a participatory process for mobilizing communities and planning around ward development issues and how they can relate to the broader municipal planning perspective. Linking CBP and IDP creates the opportunity for further grounding the IDP in the local context and gives greater meaning to the participatory requirements of the Municipal Systems Act.

Community-based planning empowers communities to interact and engage on ward development issues in their communities and to also lead to an improved local authority and other agency plans and services. Community-based planning is therefore a form of participatory planning designed to promote community action and to link to the Integrated Development Plan (IDP).

The uMngeni Municipality through the ward committees and the general public has developed CBPs for all the wards within the municipality. The CBP has been catered for in this IDP.

## 7.3 SWOT Analysis – Good Governance and Public Participation

**Table 31: Good Governance and Public Participation SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>▪ There's management capacity</li><li>▪ Good public participation</li><li>▪ Functional municipal structures</li><li>▪ Strong opposition in council</li><li>▪ Rich knowledge and experience in local government of the administration</li><li>▪ Municipal policies are in place</li><li>▪ Active public participation unit</li><li>▪ All sectional posts in the Office of Municipal Manager are filled</li><li>▪ Special programmes are active</li></ul>	<ul style="list-style-type: none"><li>▪ Knowledge management not in place</li><li>▪ Non implementation of Batho Pele principles</li><li>▪ Policy implementation not implemented</li><li>▪ Weak supervision and consequence management</li><li>▪ Municipality plays a coordinating role for sector department functions</li><li>▪ Lack of collective leadership</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>▪ Influence organisational culture towards achieving municipal goals</li><li>▪ Professionalisation through implementation of Batho Pele principles</li><li>▪ Capacity building of front line staff</li><li>▪ Implementation of Communication Strategy</li><li>▪ Improved management systems to achieve clean audit</li></ul>	<ul style="list-style-type: none"><li>▪ Demoralised staff</li><li>▪ Misleading information to communities</li><li>▪ Lack of adequate posturing to attract outside investment</li><li>▪ Compromised IGR structures</li><li>▪ Perceived corruption</li></ul>



## 9. KEY CHALLENGES

The table below outlines the key challenges in the respective KPA's. These challenges amongst other things has informed the strategic objectives of the municipality as will be seen in the later chapters of this document.

**Table 32: Key Challenges**

<b>KEY PERFORMANCE AREA</b>	<b>KEY CHALLENGES</b>
<b>Cross Cutting Interventions</b>	<ul style="list-style-type: none"> <li>▪ Lack of community awareness on land use management</li> <li>▪ Spatial inequalities</li> <li>▪ Lack of inter-governmental relations between the municipality and Ingonyama Trust Board on land use management</li> <li>▪ Lack of sufficient capacity to guide land use management</li> </ul>
<b>Municipal Transformation and Organisational Development</b>	<ul style="list-style-type: none"> <li>▪ Lack of an accounting officer and high vacancy rate</li> <li>▪ The organisational structure does not respond to community needs</li> <li>▪ No financial resources to fill all vacant posts</li> <li>▪ Unsatisfied customers</li> </ul>
<b>Service Delivery and Infrastructure Investment</b>	<ul style="list-style-type: none"> <li>▪ Aging infrastructure</li> <li>▪ Shortage of land for implementation of housing project</li> <li>▪ Population growth and urbanization has caused a strain on existing infrastructure</li> <li>▪ Poor delivery of basic services to rural communities</li> <li>▪ Housing backlogs</li> </ul>
<b>Local Economic Development and Social Development</b>	<ul style="list-style-type: none"> <li>▪ Lack of employment opportunities created through local economic development</li> <li>▪ Lack of implementation of local economic development</li> <li>▪ Lack of marketing and promotion of tourism</li> <li>▪ Lack of capacity to effectively carry out local economic development</li> </ul>
<b>Municipal Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>▪ Electricity theft</li> <li>▪ Poor revenue collection</li> <li>▪ Non implementation of policies and by-laws of credit control</li> <li>▪ Lack of cost effectiveness in spending</li> <li>▪ Grant dependent on infrastructure spending</li> <li>▪ Debt write-offs</li> <li>▪ Lack of asset management</li> <li>▪ Poor financial management control systems</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>▪ Lack of knowledge management to preserve institutional memory</li> <li>▪ Lack of review and monitoring in implementation of municipal policies</li> <li>▪ Unsatisfied customers</li> <li>▪ Poor document management and accessibility</li> </ul>

## CHAPTER D – VISION, GOALS AND STRATEGIC OBJECTIVES

### 1. Vision and Mission Statement

#### Vision

The national and provincial spheres of government have developed plans that will drive development for at least the next 15 years. The KZN Provincial Growth and Development Strategy has been aligned to the 2030 National Development Plan and as these plans are the cornerstone for development, it is essential that the Municipality takes these into consideration in all planning. The municipality's vision is aligned with the national and provincial strategies and was adopted by council in the last. The municipality's vision was developed in order to help guide in our actions or choices that we will make. Our vision is guided by these basic but fundamental principles:-

- We needed to be clear about the destination
- We needed to be clear about the direction we need to take to get there
- We needed to be clear on the distance we travelling
- We needed to be clear on the means of travelling
- Lastly be clear on the where we are to get where want to

*"By 2035, uMngeni Municipality as the **tourism destination** of choice will be the **hub of excellence** providing **quality services** whilst ensuring **quality of life**."*

#### Mission

In order for the municipality to achieve its vision statement, it will be guided by the following mission statement:

*"uMngeni Municipality through **people focussed development** will **improve its skills capacity** in order to deliver **quality services** and ensure **inclusive socio-economic growth**."*

### 2. Strategic Goal and Objectives

#### Introduction

The uMngeni Municipality held its strategic planning session at the Protea Edward Hotel in Durban on 24<sup>th</sup> to 26<sup>th</sup> April 2017 in order to craft working solutions in the challenges that face the municipality.

#### Goals, Objectives and Strategic Focus Areas

The municipality developed IDP goals, objectives and strategic focus areas which are aligned to the seven provincial goals as contained in the PGDS and also aligned to the national Key Performance Areas. As part of crafting this plan, council developed goals, objective and strategies in order to respond to all the community inputs received during the public participation processes.

**Table 33: IDP Goals, Objectives and Strategic Focus Areas**

<b>KPA 1 - Municipal Transformation and Organisational Development</b>		
<b>IDP GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGIC FOCUS AREA</b>
Human resource development and management	Maintain good labour relations	<ul style="list-style-type: none"> <li>▪ Strengthening the internal bargaining structure</li> <li>▪ Implementation of a labour relations plan</li> <li>▪ Establishment and implementation of EAP order to ensure employee wellness</li> </ul>
	Promote employment equity	<ul style="list-style-type: none"> <li>▪ Implementation and monitoring of an employment equity plan</li> </ul>
	Enhance human resource management	<ul style="list-style-type: none"> <li>▪ Review of the human resource development strategy</li> <li>▪ Review and implementation of the skills development plan in line with municipal priorities</li> <li>▪ Develop and implement a knowledge management strategy</li> <li>▪ Institutionilise the Batho Pele principles in order to achieve customer satisfaction</li> <li>▪ Coordinate and facilitate early childhood education</li> </ul>
	Utilisation of information technology for effective service delivery	<ul style="list-style-type: none"> <li>▪ Review and implementation of the IT Governance Framework</li> <li>▪ Increase stability and availability of ICT services</li> </ul>
	Effective organisational performance management system	<ul style="list-style-type: none"> <li>▪ Review and implementation of the Performance Management Framework</li> </ul>
<b>KPA 2 - Basic Service Delivery and Infrastructure</b>		
<b>IDP GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGIC FOCUS AREA</b>
Integrated human settlements and strategic infrastructure	Provision of quality housing	<ul style="list-style-type: none"> <li>▪ Develop and implement a Housing Sector Plan in order to eradicate informal settlements and housing backlogs</li> </ul>
	Provision of quality roads and storm-water infrastructure	<ul style="list-style-type: none"> <li>▪ Develop and implement a roads and storm-</li> </ul>

		water management and maintenance plan
	Access to electricity supply	<ul style="list-style-type: none"> <li>Provision of electricity supply to all households</li> </ul>
	Solid waste management	<ul style="list-style-type: none"> <li>Develop and implement an integrated waste management plan</li> </ul>
	Management of municipal parks and gardens	<ul style="list-style-type: none"> <li>Develop and maintain sports and recreational facilities</li> <li>Maintenance of all municipal open spaces</li> </ul>
<b>KPA 3 – Local Economic Development</b>		
<b>IDP GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGIC FOCUS AREA</b>
Job creation	Increase employment and entrepreneurial opportunities	<ul style="list-style-type: none"> <li>Promotion of business and industrial investment</li> <li>Forge public-private partnerships for local economic development</li> <li>Support further development of the tourism sector</li> </ul>
	Inclusive socio-economic development	<ul style="list-style-type: none"> <li>Support the growth of SMMEs</li> <li>Support emerging farmers whilst promoting diversification in the agricultural sector</li> <li>Promote and support the informal and township economy</li> <li>Facilitation of business expansion and retention</li> <li>Continuous review and implementation of the LED Strategy</li> </ul>
<b>KPA 4 – Financial Viability and Management</b>		
<b>IDP GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGIC FOCUS AREA</b>
Financially sound and sustainable municipality	Compliance with financial legislation and policies	<ul style="list-style-type: none"> <li>Provide for strategic budgeting in line with IDP priorities</li> <li>Develop transparent processes in the procurement of goods and services</li> <li>Obtain a credible audit outcome by the Auditor-General</li> </ul>
	Increase and enhance revenue collection	<ul style="list-style-type: none"> <li>Develop and implement a revenue enhancement strategy</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Rates and electricity bills must be accurate in order to ensure timeous payment by residents</li> <li>▪ Collect all debt on debtors timeously</li> <li>▪ Identify and implement diversified revenue streams</li> <li>▪ Provision and implementation of smart metering system</li> </ul>
	Improve asset management	<ul style="list-style-type: none"> <li>▪ Continuous implementation and monitoring of the asset management policy</li> <li>▪ Compile and frequently review the asset register in line with GRAP</li> <li>▪ Development and implementation of an efficient and effective fleet management system</li> <li>▪ Develop, maintain and upgrade municipal community facilities</li> </ul>
<b>KPA 5 – Good Governance and Public Participation</b>		
<b>IDP GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGIC FOCUS AREA</b>
Good corporate governance	Adherence with all legislative mandates	<ul style="list-style-type: none"> <li>▪ Develop and review a credible and implementable integrated development plan</li> <li>▪ Ensure the functioning of all council committees</li> <li>▪ Provide support to all council oversight committees</li> <li>▪ Review and implement all applicable municipal policies and by-laws</li> </ul>
	Promote participatory governance and multi-stakeholder engagements	<ul style="list-style-type: none"> <li>▪ Implementation and monitoring of the municipal communication strategy</li> <li>▪ Ensure participation in all relevant IGR structures</li> <li>▪ Encourage all our social partners to participate in municipal affairs</li> </ul>

		<ul style="list-style-type: none"> <li>Support and implement applicable national, provincial and district initiatives</li> </ul>
<b>KPA 6 – Cross Cutting</b>		
<b>IDP GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGIC FOCUS AREA</b>
Spatial planning and environmental sustainability	Ensure integrated development and spatial planning	<ul style="list-style-type: none"> <li>Frequently review the municipal spatial development framework</li> <li>Identify and develop local settlement plans in both urban and rural areas</li> </ul>
	Regulation of land use management	<ul style="list-style-type: none"> <li>Implementation of the municipal SPLUMA By-laws</li> <li>Provision of support to Tribal Authority on land use management</li> </ul>
	Conservation and management of natural resources	<ul style="list-style-type: none"> <li>Protection of wetlands and water courses</li> <li>Protection of biodiversity</li> <li>Develop and comply with a strategic environmental assessment</li> </ul>

Table 32 below reflect on the linkages of the KPAs, KZN PGDS with the IDP Goals.

**Table 34: Provincial Alignment**

<b>KEY PERFORMANCE AREAS</b>	<b>PGDS GOALS</b>	<b>IDP GOALS</b>
Cross Cutting	Spatial Equity Environmental Sustainability	Spatial planning and environmental sustainability
Municipal Transformation and Organisational Development	Human Resource Development	Human resource development and management
Basic Service Delivery and Infrastructure Development	Strategic Infrastructure	Promote human settlement and infrastructure development
Local Economic and Social Development	Job Creation Human and Community Development	Transformation of the main economic sectors
Municipal financial viability and management	Governance and Policy	Financially sound and sustainable municipality
Good Governance and Public Participation	Governance and Policy	Good corporate governance

## Values

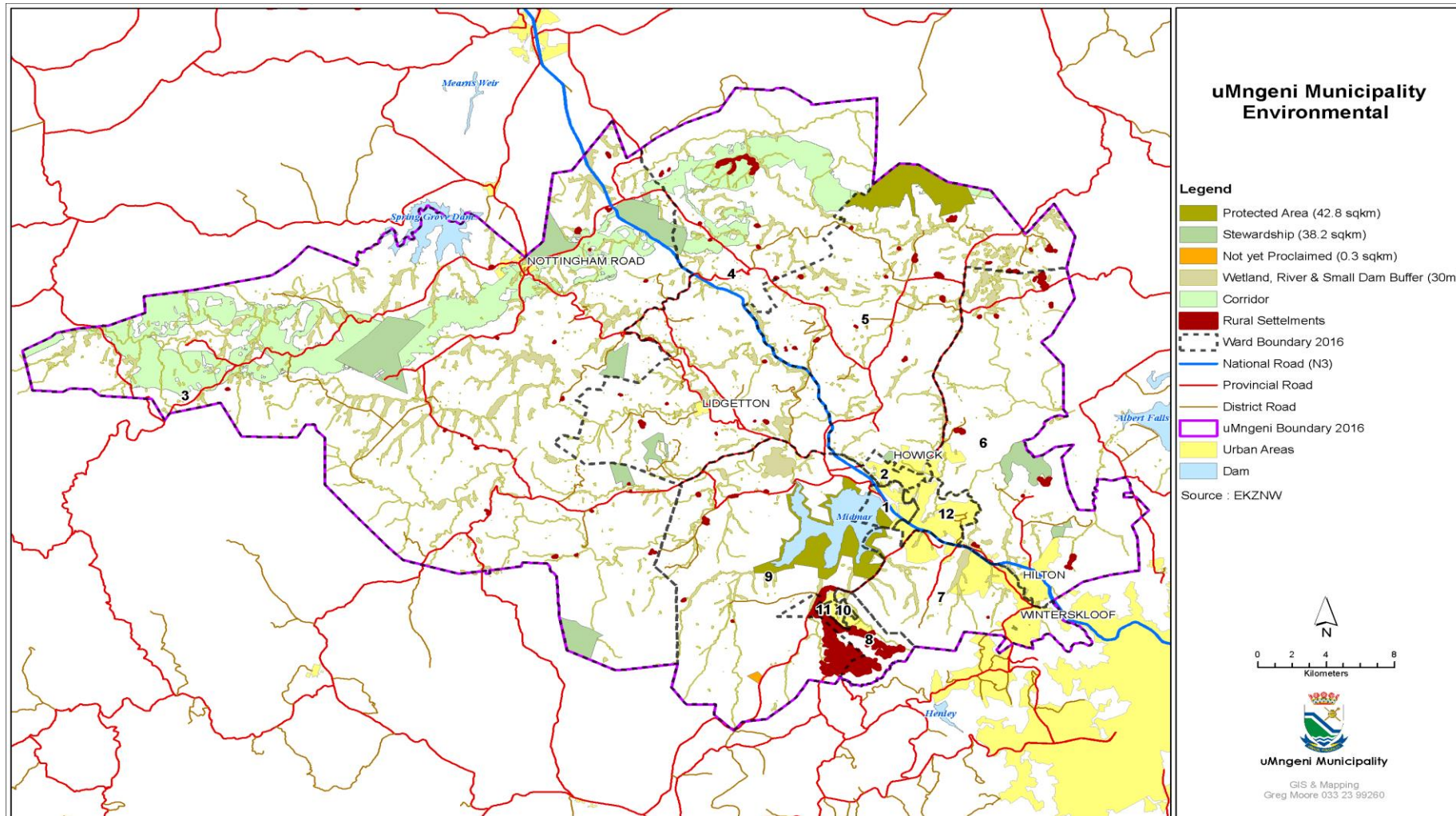
Having developed the goals and strategic objectives of the municipality, it was therefore necessary that the values be developed in order to build a culture that would enable

achievement of the said goals and strategic objectives. The municipality has adopted the following values:-

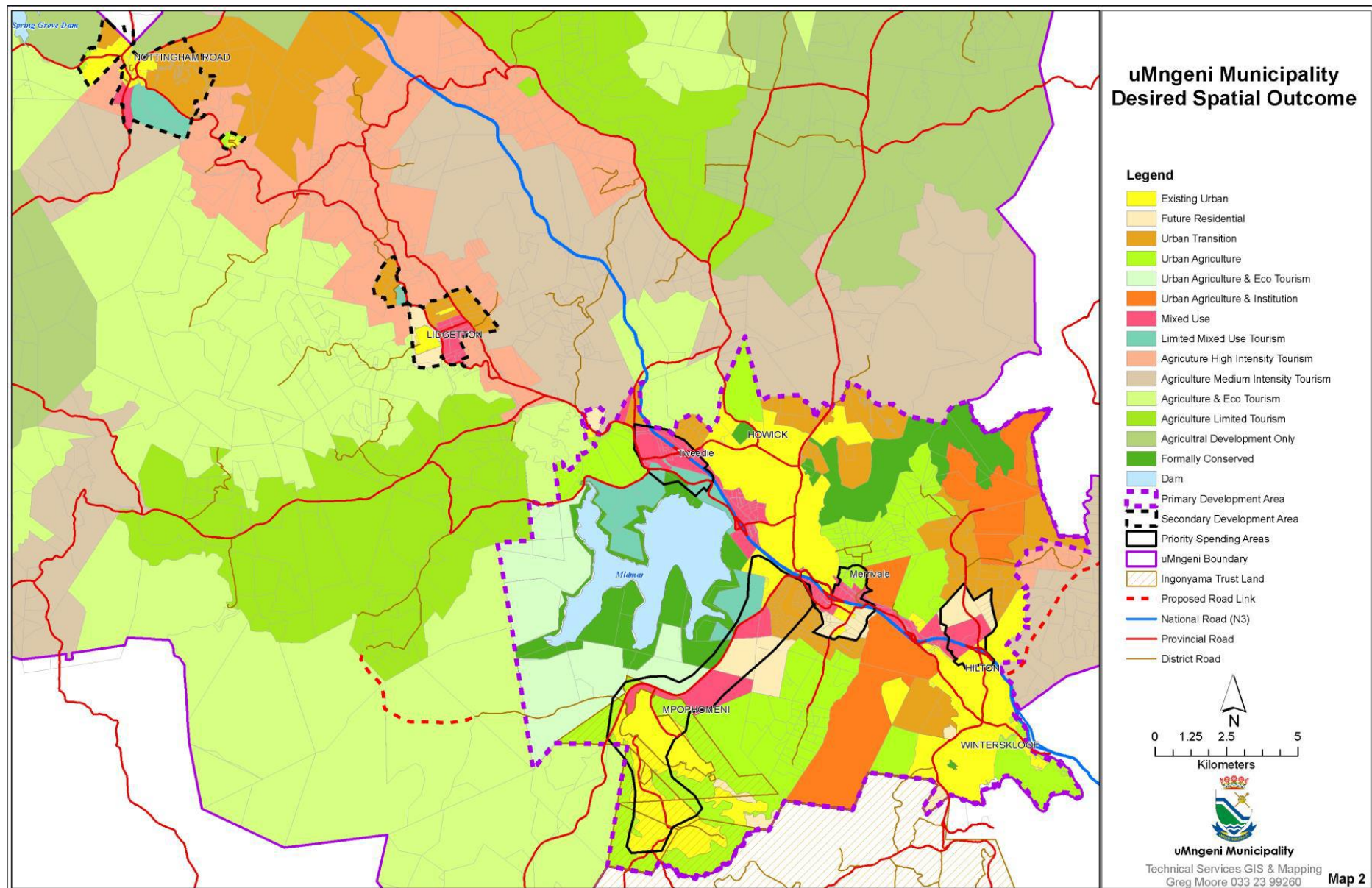
- Excellence
- Inclusiveness
- Commitment
- Dedication
- Professionalism
- Integrity

## CHAPTER E – STRATEGIC MAPPING AND IMPLEMENTATION PLAN

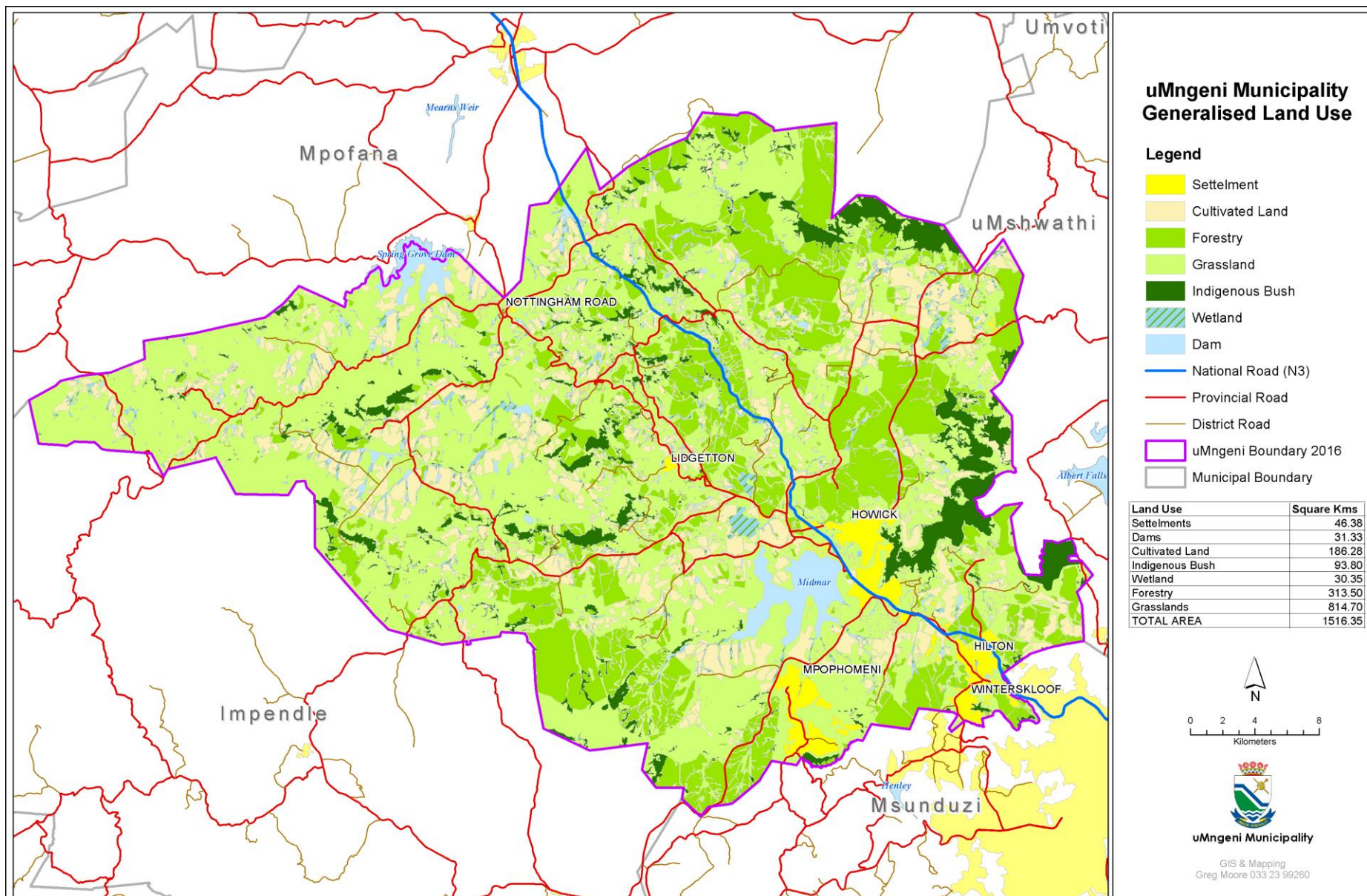
### E.1 STRATEGIC MAPPING

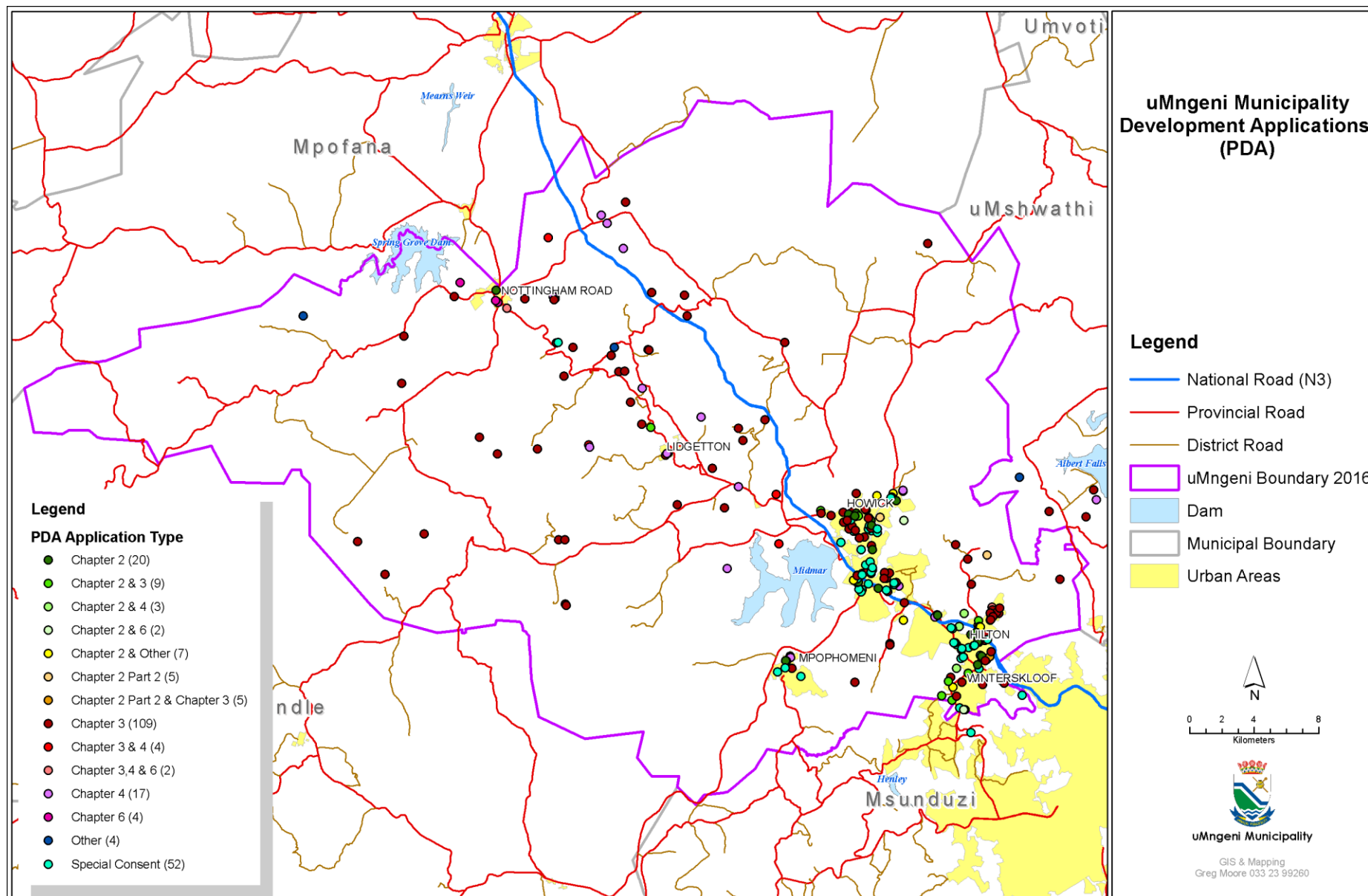


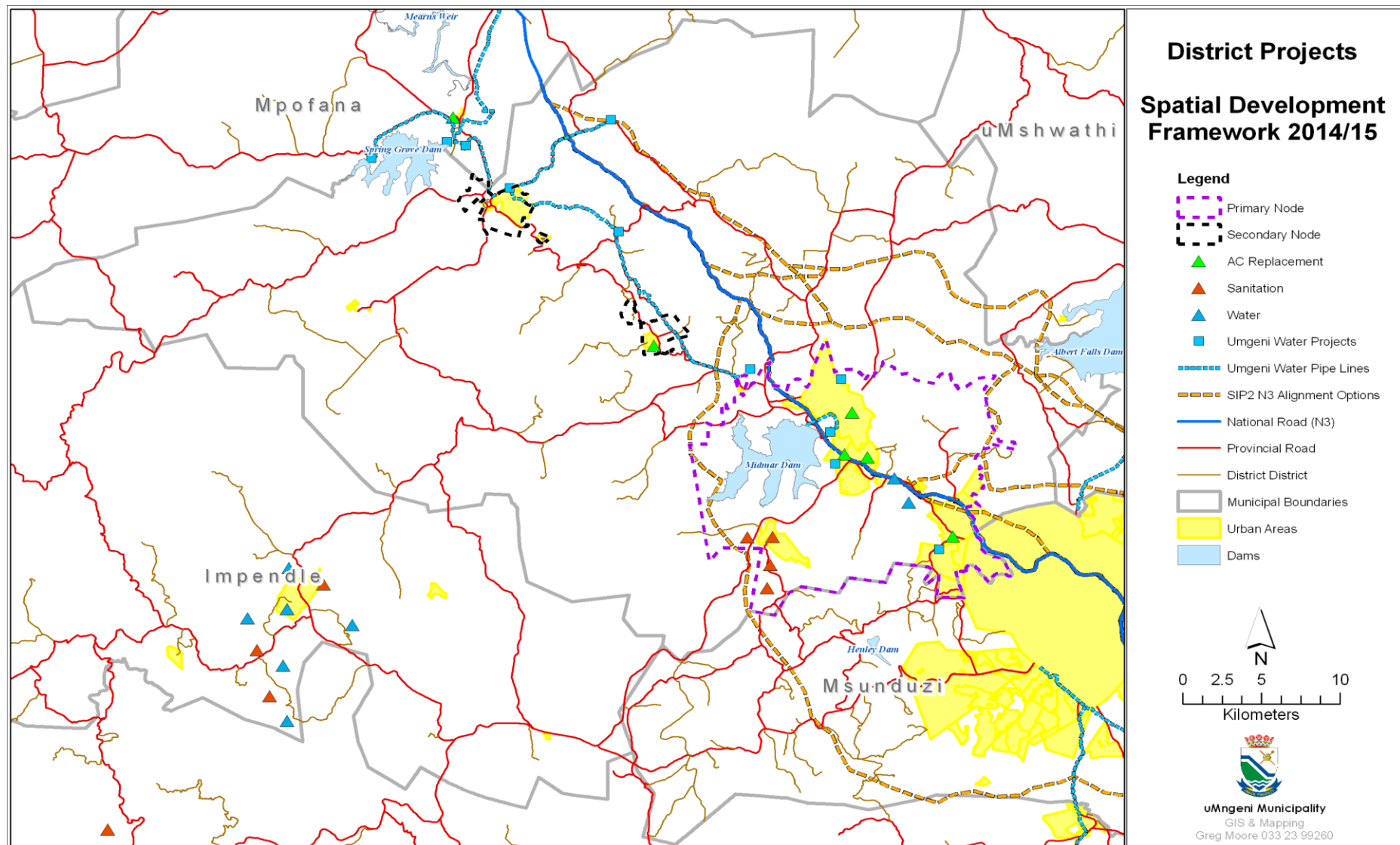




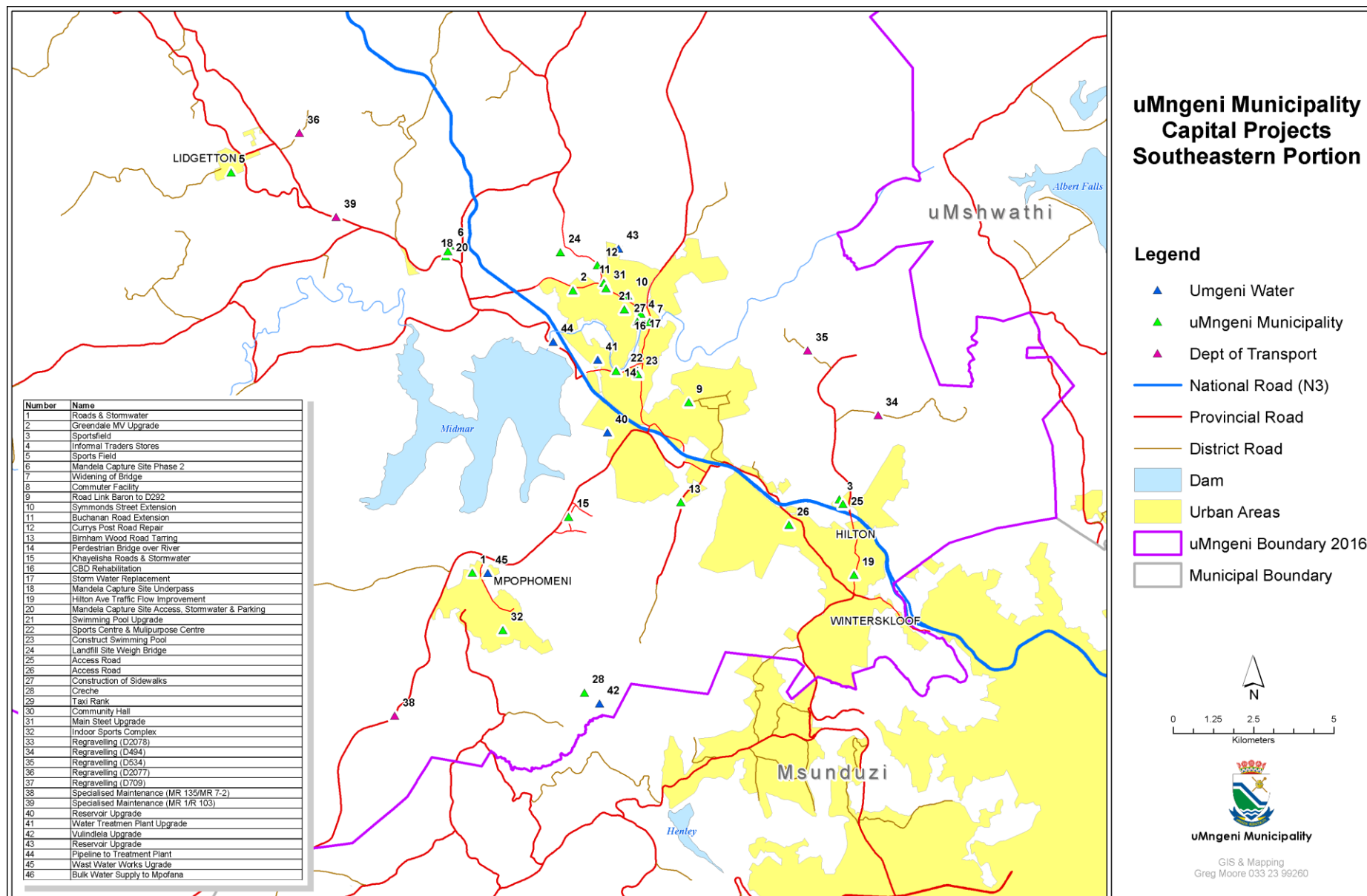


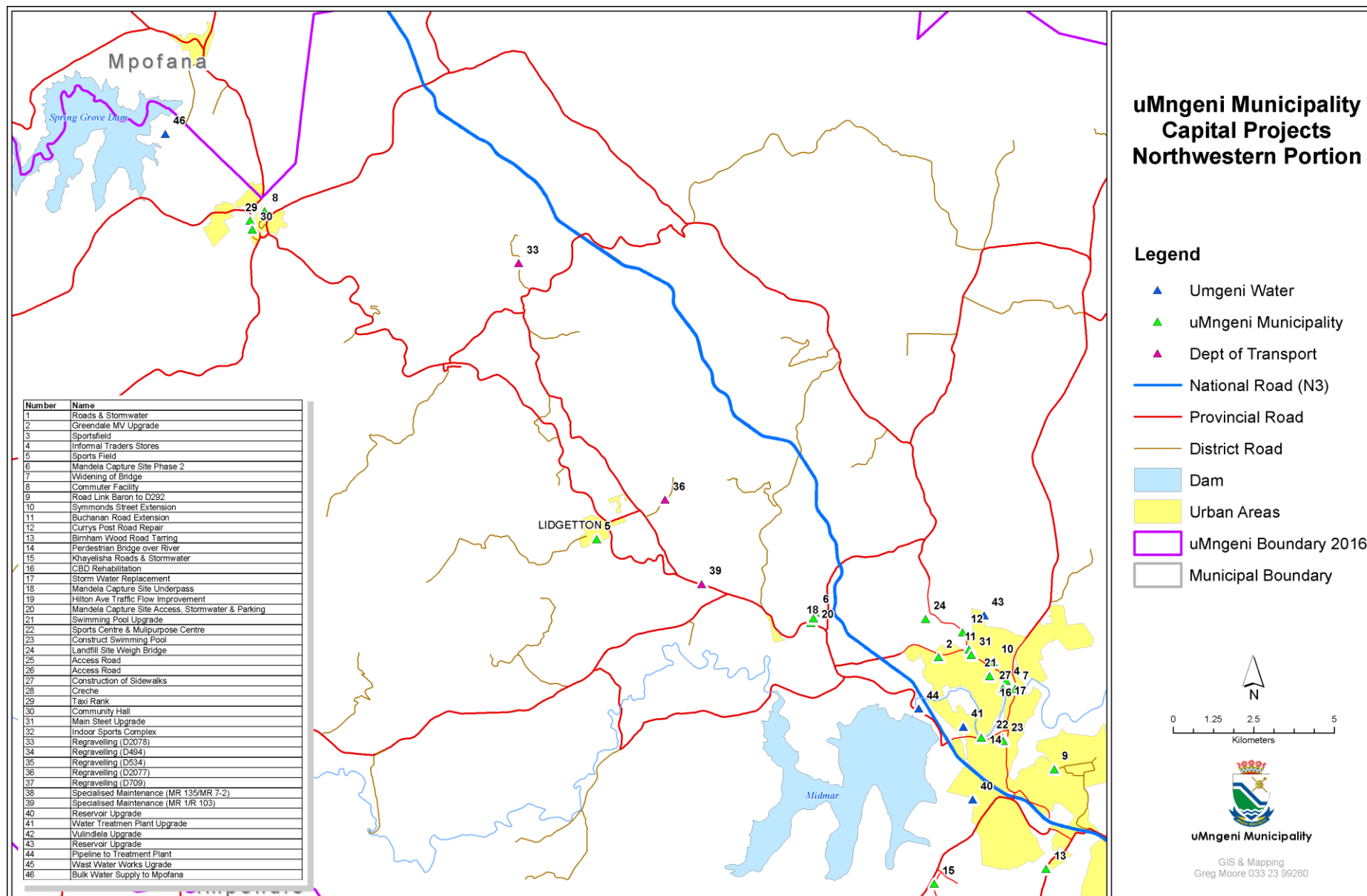


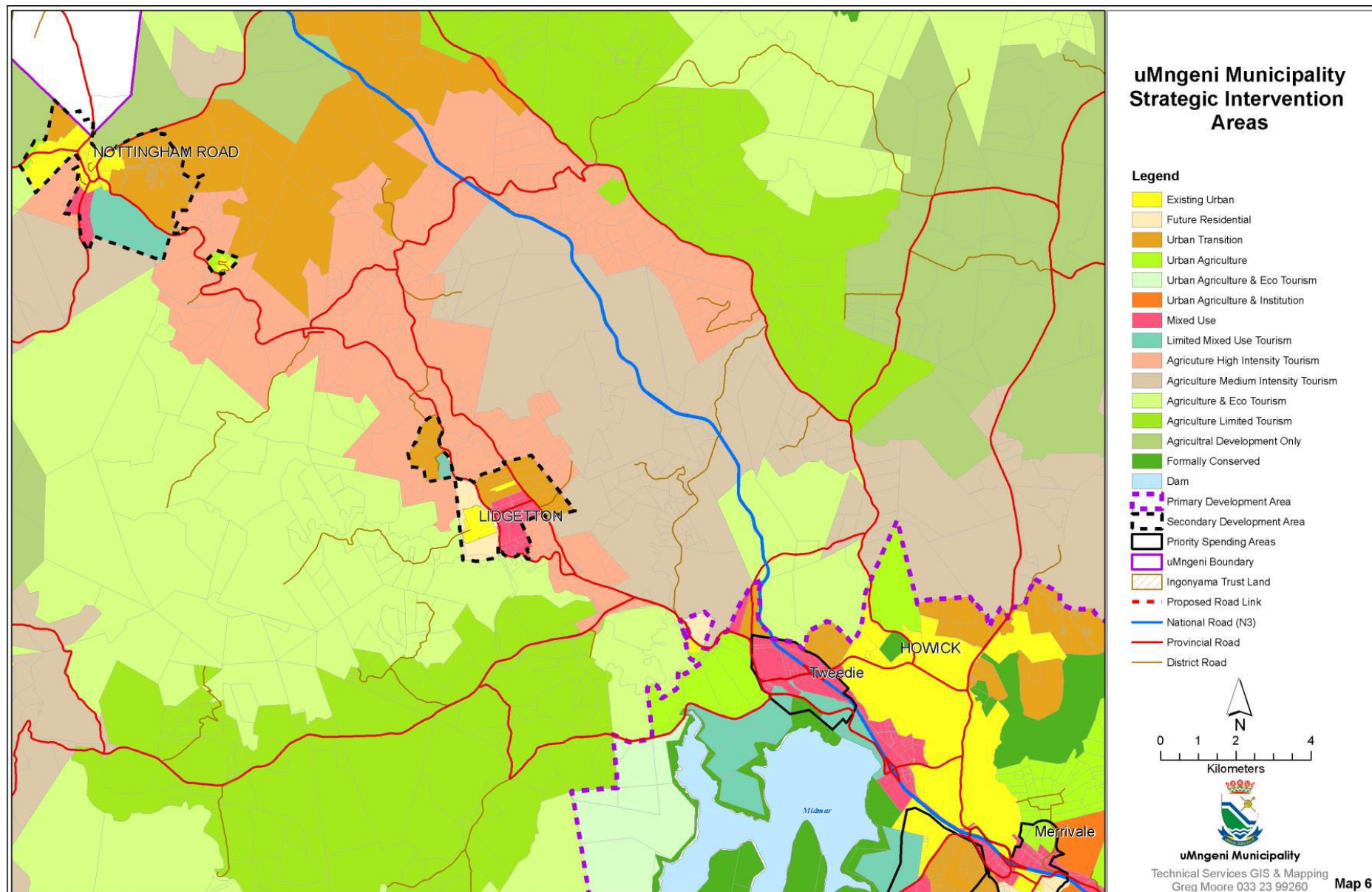




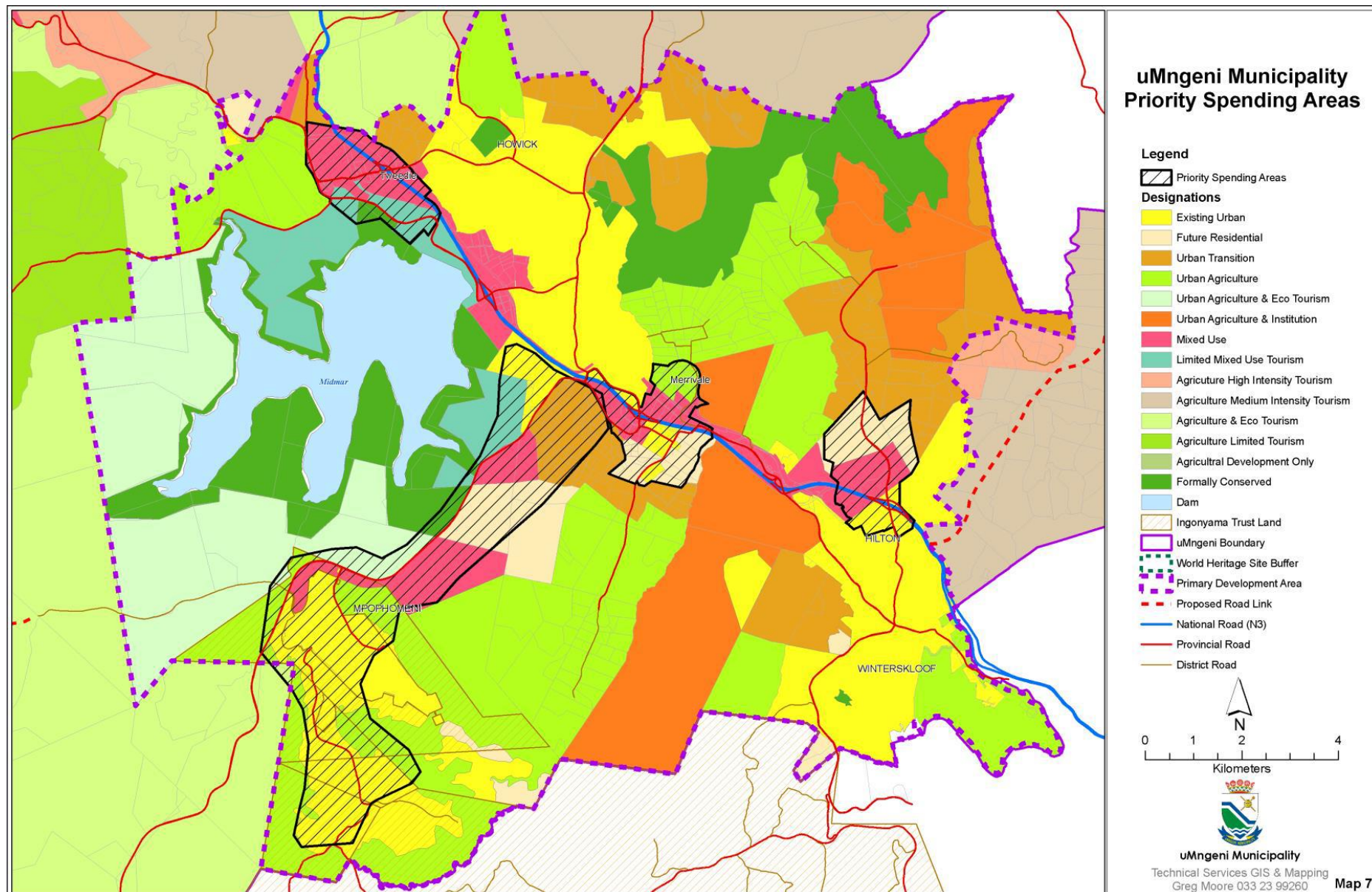














## E.2 IMPLEMENTATION PLAN

### uMngeni Municipality 2016/2017 Capital Projects Status

**Table 35: 2016/17 Capital Projects Status**

Project Name	Description	Progress	Project Cost (R'000)
Mpophomeni roads and stormwater Phase 12	Construction of roads and storm water infrastructure in wards 8,9,10 and 11	100% Complete in wards 8 and 9.	19,789
Informal Traders Stalls	Construction of 61 Trading Stalls	Project will commence in the 2017/2018 financial year and requires an additional R1million in order to complete all 61 trading stalls.	400
Midlands Access Roads Phase 3	Construction of roads and storm water infrastructure in wards 1,3,4,6,9 and 12	In ward 3 & 4 there's a redesign to accommodate the sink holes whilst in ward 6 and 12 roads are approximately 70% complete.	17,949
Lidgeton West Sportsfield Combo	Construction of a recreational facility on ward 4	Cash management issues by contractor	1,992
Nelson Mandela Capture Site Monument Phase 2	Construction of a monument with museum	95% complete	61,536
Ward 8 Community Hall	Construction of a community hall	Project is mostly complete with minor finishes still required to complete the building	5,105
Mpophomeni Sportsfield Phase 2	Construction of the soccer sportsfield	99% and awaiting hand over	1,992

### uMngeni Municipality 5 Year Capital Investment Plan

**Table 36: Capital Investment Plan**

2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Framework							Out of MTREF		
IDP Code	Ward	Project Name	Project Cost (R'000)	2017/2018 (R'000)	2018/2019 (R'000)	2019/2020 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)	Funding Source
CIP17/21-1	1,2,10,12	Informal Traders Stalls	1,500	570	0	0	0	0	uMngeni LM
CIP17/21-2	8,9,10,11	Mpophomeni roads and stormwater Phase 13, 14 & 15	39,000	12,000	0	13,000	14,000	0	MIG
CIP17/21-3	9	Mpophomeni Indoor Centre Mandela Highway	20,000	0	0	0	10,000	10,000	Dependent on MIG/COGTA approval

2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Framework							Out of MTREF		
IDP Code	Ward	Project Name	Project Cost (R'000)	2017/2018 (R'000)	2018/2019 (R'000)	2019/2020 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)	Funding Source
CIP17/21-4	1,3,4,6,9,12	Midlands roads and storm water construction Phase 5, 6 & 7	24,366	7,866	8,000	8,500	0	0	MIG
CIP17/21-5	5,6	Rural access roads	6,000	1,000	2,000	3,000	0	0	MIG
CIP17/21-6	9	Lions River Community Hall	2,900	2,900	0	0	0	0	MIG
CIP17/21-7	6	Amberglen and Ambervalley speed humps	400	0	400	0	0	0	uMngeni LM
CIP17/21-8	6	Amberfield pedestrian walkway	600	0	600	0	0	0	uMngeni LM
CIP17/21-9	2	Pedestrian sidewalks	500	0	500	0	0	0	uMngeni LM
CIP17/21-10	6	Emandleni Sportsfield	1,000	0	0	1,000	0	0	uMngeni LM
CIP17/21-11	4	Lidgeton West Sportsfield Combo	1,992	0	0	0	0	0	MIG
CIP17/21-12	2,5	Upgrade MV Greendale to Patterson	18,000	0	0	0	8,000	10,000	uMngeni LM
CIP17/21-13	8	Community Hall	5,105	0	0	0	0	0	
CIP17/21-14	All wards	Provision of Street Lighting	8,866	0	1,336	1,415	1,500	2,000	uMngeni LM
CIP17/21-15	9	uMngeni Agri- Hub	Cost of project still to be determined	0	0	0	0	0	Funding source required
CIP17/21-16	9	Nelson Mandela Capture Site Monument Phase 2	61,536		0	0	0	0	COGTA
CIP17/21-17	9	Mandela Capture Site access road and storm water and parking	10,500	0	0	0	10,500	0	MIG, uMngeni LM
CIP17/21-18	9	Mandela Capture Site underpass under R103 construction	14,500	-	-	-	-	-	Dependent on DOT funding approval
CIP17/21-19	10	Bus Shelter at Taxi Rank	200	0	200	0	0	0	uMngeni LM
CIP17/21-20	3	Nottingham Road Community Hall	3,000	0	0	3,000	0	0	uMngeni LM
CIP17/21-21	6	Hilton Avenue traffic flow improvements refuge lanes and intersections	10,000	0	6,000	4,000	0	0	MIG
CIP17/21-22	7	Cedara Housing roads and storm water Phase 1,2,3	17,500	2,500	0	0	0	0	MIG
CIP17/21-23	2	uMngeni Bridge Widening	Cost to be determined	-	-	-	-	-	Funding source to be identified after completion of business plan

2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Framework							Out of MTREF		
IDP Code	Ward	Project Name	Project Cost (R'000)	2017/2018 (R'000)	2018/2019 (R'000)	2019/2020 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)	Funding Source
CIP17/21-24	1,2,5	N3 corridor link over uMgeni river from Main street to Somme street	80,000	0	0	0	0	80,000	Funding source to be identified after completion of business plan
CIP17/21-25	3	Nottingham Road Commuter Facility	2,000	0	0	0	1,500	1,000	MIG
CIP17/21-26	12	Link Road from Baron Road to D292 resurfacing	11,000	0	0	0	10,500	500	MIG
CIP17/21-27	2	Symonds street extension	4,500	0	0	0	4,500	0	uMngeni LM
CIP17/21-28	2	Buchanan road extension	1,500	0	0	1,500	0	0	uMngeni LM
CIP17/21-29	4	Currys Post to Mount West tar road	20,000	0	0	0	0	20,000	uMngeni LM
CIP17/21-30	1,2	Howick West and KwaMevana pedestrian bridge	6,500	0	0	0	0	6,500	MIG, uMngeni LM
CIP17/21-31	7	Khayelisha roads and storm water construction	19,000	0	0	12,000	7,000	0	MIG
CIP17/21-32	2	Howick CBD Renewal	25,000	0	0	0	0	0	Dependent on COGTA approval
CIP17/21-33	2	Main Street upgrade	7,000	0	0	0	5,500	1,500	MIG, uMngeni LM
CIP17/21-34	2	Informal Traders Storage Facility & Cold room	1,500	0	0	0	1,500	0	uMngeni LM
CIP17/21-35	Location to be determined	Business Incubation Facility	3,000	0	1,500	1,500	0	0	uMngeni LM
CIP17/21-36	9	uMngeni Youth Incubator Facility	7,500	0	0	0	7,500	0	Funding source to be identified after completion of business plan
CIP17/21-37	9	Lions River B2 Intersection Access Road	2,900	0	0	2,900	0	0	MIG
CIP17/21-38	4	Currys Post Garden Refuse Transfer Station	4,500	4,500	0	0	0	0	External funding
CIP17/21-39	4	Currys Post landfill site weigh bridge	350	350	0	0	0	0	uMngeni LM
CIP17/21-40	2	Howick swimming pool upgrade	5,500	0	0	0	0	5,500	uMngeni LM
CIP17/21-41	12	uMngeni Sports and Multipurpose Centre	7,500	0	0	0	0	0	Funding source to be identified

2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Framework							Out of MTREF		
IDP Code	Ward	Project Name	Project Cost (R'000)	2017/2018 (R'000)	2018/2019 (R'000)	2019/2020 (R'000)	2020/2021 (R'000)	2021/2022 (R'000)	Funding Source
									after completion of business plan
CIP17/21-42	N/A	Vehicle, plant and equipment	5,200	5,200	0	0	0	0	uMngeni LM
CIP17/21-43	N/A	Furniture and fittings	5,741	1,806	1,913	2,022	0	0	uMngeni LM
CIP17/21-44	9	uMngeni Farmer Production Support Unit	52,657	0	0	0	0	0	Funding source required
CIP17/21-45		Mpophomeni Theatre							

## OPERATIONAL PLAN

Table 37: Operational Investment Plan

IDP Code	Project Name	5 Year Targets					Project Cost (R'000)	Source	Responsibility
		2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/21 (R'000)	2021/22 (R'000)			
OP17/21-1	Employee Related Cost	111,876	118,710	126,989	0	0	357,575	uMngeni LM	Chief Financial Officer
OP17/21-2	Remuneration of councillors	7,901	8,367	8,852	0	0	25,120	uMngeni LM	Chief Financial Officer
OP17/21-3	Depreciation, amortization and impairment of assets and debtors	64,087	67,869	71,806	0	0	203,762	uMngeni LM	Chief Financial Officer
OP17/21-4	Creditors paid within 30 days	22,003	0	0	0	0	22,003	uMngeni LM	Chief Financial Officer
OP17/21-5	Transfer and subsidies	3,730	3,951	4,180	0	0	11,861	uMngeni LM	Chief Financial Officer
OP17/21-6	INEP	5,000	5,000	0	0	0	10,000	uMngeni LM	Chief Financial Officer
OP17/21-7	Housing Sector Plan	-	-	-	-	-	-	uMngeni LM	GM: Community Services
OP17/21-8	Electricity Sector Plan	-	-	-	-	-	-	uMngeni LM	GM: Technical Services
OP17/21-9	Integrated Waste Management Plan	-	-	-	-	-	-	uMngeni LM	GM: Technical Services
OP17/21-10	Electrical Infrastructure Operations and Maintenance Plan	-	-	-	-	-	-	uMngeni LM	GM: Technical Services
OP17/21-11	Development of the Spatial Development Framework	0	0	0	700,000	0	700,000	uMngeni LM	GM: Economic Development and Planning

IDP Code	Project Name	5 Year Targets					Project Cost (R'000)	Source	Responsibility
		2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/21 (R'000)	2021/22 (R'000)			
OP17/21-12	Ward Based Plan Programme implementation	0	0	2,400	2,400	2,400	7,200	uMngeni LM	GM: Economic Development and Planning
OP17/21-13	Integrated Transport Plan	-	-	-	-	-	-	uMngeni LM	GM: Economic Development and Planning
OP17/21-14	Housing Sector Plan	-	-	-	-	-	-	uMngeni LM	GM: Economic Development and Planning

## SECTOR DEPARTMENT PROJECTS

### Umgeni Water

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Howick West Reservoir Upgrade	7 (incl. beneficiaries from ward 5)	17,000	Project scope has been changed to 16MI due to increasing water demands. Tender progress in progress. Programme is in the process of being amended to reflect the change in scope
Groenkloof Reservoir Upgrade	6, 7	12,000	
Midmar Water Treatment Plant Upgrade	12	245,001	Tender has been recommended for award. Anticipated date of completion is Apr 2017.
Howick North Reservoir Upgrade	5	17,000	Project commission

### Eskom

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Electricity extension - Hawkstone	6	Undetermined	Ongoing
Electricity extension - Dunmarie Primary School community	6	Undetermined	Ongoing
Electricity extension - Triandra	5	Undetermined	Ongoing
Electricity extension - Karkloof	5, 6	Undetermined	Ongoing
Electricity extension - Zenzani	3	Undetermined	Ongoing
Electricity extension - Sherwood	4	Undetermined	Ongoing
Electricity extension - KwaNxamala	9	Undetermined	Ongoing
Electricity extension - Lutchman	4	Undetermined	Ongoing
Electricity extension - Lemonwood		Undetermined	Ongoing
Electricity extension - Colbourne	5	Undetermined	Ongoing
Electricity extension - Nottingham Road	3	Undetermined	Ongoing
Electricity extension - St. Josephs	6	Undetermined	Ongoing
Electricity extension - Hiltonian Society	6, 7	Undetermined	Ongoing
Electricity extension - Khayelisha Housing	7	Undetermined	Ongoing
Electricity extension - Cedara	7	Undetermined	Ongoing

## uMgungundlovu District Municipality (Water Services Authority)

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Hilton N3 Corridor Development Water and Waste Water Services	7	301,413	Phase 1: No EIA required only an EMP Phase 2: EIA application has been submitted, awaiting feedback from DAEA
Kwa-Haza, KwaChief & Enguga Water Supply Scheme	9	23,019	ROD has been received
Cedara/Khanya Village – construction of bulk water supply	7	17,281	EIA process has commenced
Khayelisha Bulk Water Supply – construction of bulk water supply	7	13,093	EIA Required
Howick AC Pipe Replacement	2	155,617	-
Hilton AC Pipe Replacement	7	117,546	-
Merrivale & Merrivale Height AC Pipe Replacement	7	19,771	-
Lions River & Lidgeton Bulk Water Supply Upgrade	4,5 & 9	19,761	EIA required
Birnam Wood Water Supply Upgrade		-	
Cedara/Khanya Village – construction of bulk sewer	7	18, 621	EIA process has commenced
Kwa-Haza Ward 9 Sanitation - construction of VIP sanitation	9	21,521	Project complete
Khayelisha Pump Station	10	13, 093	The overall project is 99% complete and the electrical works has reached a stage of practical completion.
Mpophomeni Waste Water Works - Massification	10	138,603	The RoD has been received from DAEA. The Water Use License Application (WULA) has been submitted to DWS Regional Office. Tendering processes can only commence once WULA is in place.
Crematorium and Cemetery establishment	5	-	Planning
Curry's Post Landfill Site Weigh Bridge	4	-	To be developed in the outer years

## Department of Human Settlement

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Hiltonian Housing Phase 1,2 & 3	12	-	Complete
Cedara Housing	7	-	Complete
Khayelisha Housing	8	-	Infrastructure for storm water is complete
Zenzani Housing	3	-	Complete
Nottingham Road / Hillside Housing	3	-	IA to be appointed
Fordun Housing	3	-	Complete
Karkloof Farm Housing	5 & 6	-	Pre-Feasibility
St. Josephs Housing	6	-	Appointment of Implementing Agent required
KwaNxamalala Housing	9	-	100% complete
Lions River Housing Phase 2 & 3	9	-	Appointment of Implementing Agent required
Dargle Housing	3	-	Pre-feasibility
Lutchman / Sookan Housing	4		Appointment of Implementing Agent required
KwaMevana Housing	12	-	Appointment of Implementing Agent required
Mpophomeni Phase 3 - Amakhaya Entokozo		-	Dispute in terms of IGR
Tumbleweed		-	Insitu upgrade land invaded, Appointment of IA required
Fairfield Farm Dwelling		-	Initiation

## Department of Transport

<b>Project Description</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Gamaletu Causeway	2,000	-
Regravelling of P144	1,800	-
Regravelling of P548	4,800	-
Regravelling of P162	1,200	-
Regravelling of D494	1,625	-
Regravelling of D734	800	-
Regravelling of D735	1,100	-
Regravelling of P133	4,000	-
Regravelling of D290	2,800	-
D390	-	-
Nottingham to Dargle tar road	-	Pre- feasibility
Dargle to Impendle tar road	-	Pre- feasibility
St. Josephs sidewalks	TBD	Funding required



<b>Project Description</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Rehabilitation - <b>MR 139-1</b> : N3 to Hilton College	TBD	-
Rehabilitation - <b>MR 1-6</b> : Howick to Nottingham Road	TBD	-
Rehabilitation - <b>MR 139-1</b> : N3 to Hilton College	TBD	-
Rehabilitation - <b>MR 367</b> : Xways to N3	TBD	-

## Department of Economic Development, Tourism and Environmental Affairs

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Invasive Alien Species	All wards	155	Ongoing
Environmental Awareness and Capacity Building	All wards	280	Ongoing
Urban Greening	All wards	320	Ongoing
Youth Jobs and in Waste	All wards	TBD	Planning

## Department of Cooperative Governance and Traditional Affairs

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Food for Waste	All wards	1,279	-
Community Work Programme	All wards	-	-

## Department of Justice

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
TVET College	10	30,000	Planning

## Services SETA

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
TVET College – Satellite Campus	12	15,000	Planning

## Other Projects

<b>Project Description</b>	<b>Ward</b>	<b>Estimated Cost (R'000)</b>	<b>Status</b>
Stockowners Business Park	2	147,000	Funding required for bulk infrastructure
Midlands Community College	3	63,976	Funding required for expansion of college
Hilton Steam Railway Rejuvenation	12	4 681	Requires funding
Hilton Mondi Development			

## **CHAPTER F – FINANCIAL PLAN**

### **1. Introduction**

The uMngeni Municipality's main mission is to provide the community it serves with the best service possible. To do that the municipality requires the best financial management which will result in an increase in revenue. The plans and objectives which will contribute positively to the municipality's mission statement (providing quality service) will be detailed in this portfolio. One of the biggest challenges of this financial plan is matching increased service demands with a relatively stagnant revenue basis. This is further aggravated by the challenges of joblessness and HIV-ravaged households where the latter, more than often, are child-headed households.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the uMngeni Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable. The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

The uMngeni Municipality is faced with the awesome task of eradicating its backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

The uMngeni budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the municipality needs to address its financial challenges on the following basis:

- Further improving the Municipality's image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Improving the Municipality's cash flow position.
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers.
- Further enhancing public participation in the next budget cycle.
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in service is more closely aligned with citizen's expectations.
- Adjusting the organization in line with information produced from the performance management system.

### **2. Operating and Capital Budget Estimates**

The five year financial plan includes an Operating Budget and the Capital Investment Programme per source of funding for the five years ending June 2019.

#### **2.1 Budget Assumptions**

The selected key assumptions relating to this budget are as follows:

- Government grants for the years 2017/2018 to 2019/2020 are as per the Division of the Revenue Act.
- The inflation rate has been estimated at about 6% per annum.
- Salary and wage bill growth has been provided for in the budget at 7.1% per annum
- The budget is based on current service levels and makes a provision for major expansion of services into the rural areas.
- Electricity tariff increases for 2017/18 are based on the NERSA approved tariffs.

## 2.2 Operating Budget Estimates

Below is the operating budget estimate for the next three financial years starting from 01 July 2017 to 30 June 2020.

SUMMARY OF 2017/2018						
Description	Adjustments Budget Year 2016/17	Budget Year 2017/2018	%	Budget Year 2018/2019	%	Budget Year 2019/2020
<b>Revenue By Source</b>						
Property rates	173 992 690	185 228 106,53	43%	196 156 564,82	46%	207 533 645,58
Service charges - electricity revenue	76 884 398	78 329 825,15	18%	79 739 762,01	19%	81 175 077,72
Service charges - refuse revenue	5 512 250	5 881 502,11	1%	5 837 472,49	1%	6 176 045,90
Rental of facilities and equipment	716 244	765 299,51	0%	762 023,01	0%	806 220,35
Interest earned - external investments	2 760 526	2 937 199,42	1%	3 110 494,18	1%	3 290 902,85
Interest earned - outstanding loans	1 959 837	2 085 266,57	0%	2 208 297,30	1%	2 336 378,54
Fines	48 256 526	52 904 988,99	12%	56 026 383,34	13%	59 275 913,57
Licences and permits	3 439 439	3 659 562,93	1%	3 875 477,14	1%	4 100 254,81
Transfers recognised - operational	61 816 941	89 081 000,00	21%	70 550 000,00	17%	70 427 000,00
Other revenue	6 870 984	7 533 577,12	2%	8 050 687,00	2%	8 517 626,88
<b>NET OPERATING INCOME</b>	<b>382 209 835,02</b>	<b>428 406 328,32</b>	<b>100,00%</b>	<b>426 317 161,29</b>	<b>100,00%</b>	<b>443 639 066,20</b>
<b>Less :Expenditure By Type</b>						
Employee related costs	98 577 221,00	114 559 351,13	26,75%	122 431 356,39	28,86%	130 982 961,16
Remuneration of councillors	7 446 411,00	7 900 642,07	1,84%	8 366 779,95	1,97%	8 852 053,19
Debt impairment	31 428 444,00	33 345 579,12	7,79%	35 314 301,42	8,33%	37 362 530,90
Depreciation & asset impairment	28 973 701,00	30 741 096,86	7,18%	32 554 821,57	7,68%	34 443 001,22
Finance charges	5 127 488,00	5 408 983,94	1,26%	5 728 113,99	1,35%	6 060 344,61
Bulk purchases	103 403 776,50	103 353 051,15	24,13%	105 213 406,08	24,80%	107 107 247,38
Contracted services	13 928 753,00	13 578 406,39	3,17%	14 379 532,37	3,39%	15 213 545,25
Transfers and grants	3 515 936,00	3 730 408,20	0,87%	3 950 502,28	0,93%	4 179 631,42
Other expenditure	89 655 147,50	115 626 957,03	27,00%	96 223 680,06	22,69%	96 281 641,23
<b>Total Expenditure</b>	<b>382 056 878,00</b>	<b>428 244 475,89</b>	<b>100,00%</b>	<b>424 162 494,12</b>	<b>100,00%</b>	<b>440 482 956,36</b>

The most significant source of internal income is the income from rates and services. The collection rate for the rates and services income still requires a lot of improvement to ensure the achievement of the service delivery targets. The uMngeni Municipality is implementing the credit control policy to ensure that this is achieved and that all outstanding debts are collected and revenue enhancement strategy will be implemented.

## 2.3 Capital Budget Estimates

<b>FUNDING SOURCE</b>	<b>ADJUSTMENT BUDGET '2016/2017</b>	<b>ANNUAL BUDGET '2017/2018</b>
Dept. of Energy- NATIONAL GRANT		0
MIG-NATIONAL GRANT	21 866 000	23 400 000,00
Capital Replacement Reserves (Furniture& fittings)	1 454 236	7 006 771
Massification- PROVINCIAL GRANT		
HILL SIDE		0
Mandela capture site phase 2- PROVINCIAL GRANT	16 758 933	
FURNITURE AND FITTINGS		
<b>TOTAL</b>	<b>40 079 169</b>	<b>30 406 771</b>

<b>Annual Capital Budget 2017/2018</b>			
<b>ROADS AND STORMWATER</b>	<b>FUNDING SOURCE</b>	<b>ADJUSTMENT BUDGET '2016/2017</b>	<b>ANNUAL BUDGET '2017/2018</b>
Mpophomeni Roads and Storm Water Wards 8,9, 10 and 11	MIG	12 000 000	12 000 000
Midlands Roads	MIG	<b>7 866 000</b>	<b>11 400 000</b>
Zenzani	MIG	2 000 000	1 000 000
Lidgeton West	MIG	1 500 000	1 000 000
Lions Rivers	MIG	1 000 000	700 000
Tumbleweed	MIG	1 000 000	1 000 000
Emandlani	MIG	500 000	500 000
Cedara		1 000 000	2 439 000
Hiltonian Society Ph 3	MIG	0	300 000
Sphumelele	MIG	866 000	500 000
Fordoun			<b>1 000 000</b>
Community Hall			<b>2 961 000</b>
			<b>0</b>
<b>TOTAL</b>		<b>19 866 000</b>	<b>23 400 000</b>

VEHICLE, PLANT & EQUIPMENT	FUNDING SOURCE	ADJUSTMENT BUDGET '2016/2017	ANNUAL BUDGET '2017/2018
8 ton flat & drop side truck (Parks Gardens)	Capital Replacement Reserves	0	700 000
3 Tractor (Parks Gardens)	Capital Replacement Reserves	0	900 000
3 x Refuse Trucks	Capital Replacement Reserves	0	3 600 000
Sink Borehole and pump	Capital Replacement Reserves	0	
Guard House	Capital Replacement Reserves	0	
Erect 1,2m Bonox fencing and gate	Capital Replacement Reserves	0	
Erect Jojo water tank and plumbing	Capital Replacement Reserves	0	
<b>TOTAL</b>		<b>0</b>	<b>5 200 000</b>

FURNITURE AND FITTINGS	FUNDING SOURCE	ADJUSTMENT BUDGET '2016/2017	ANNUAL BUDGET '2017/2018
COUNCIL (COUNCIL & INTERNAL AUDIT)	Capital Replacement Reserves	175 000,00	185 675
FINANCE	Capital Replacement Reserves	214 110,10	147 803
CORPORATE (IT AND HR)	Capital Replacement Reserves	90 117,39	310 159
SCOA		500 000,00	553 050
PLANNING (PLANNING AND LED)	Capital Replacement Reserves	114 468,20	121 451
COMMUNITY (HOUSING, LIBRARY, MUSEUM, TRAFFIC & COMMUNITY)	Capital Replacement Reserves	250 540,40	265 823
TECHNICAL SERVICES	Capital Replacement Reserves	110 000,00	222 810
<b>TOTAL</b>		<b>1 454 236</b>	<b>1 806 771</b>

<b>MIG</b>	<b>23,400,00</b>
<b>CAPITAL REPLACEMENT RESERVE</b>	<b>7,006,000</b>
<b>TOTAL</b>	<b><u>30,406,000</u></b>

The Capital Investment Programme and Framework focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the uMngeni Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area, in urgency and in financial terms.

The bulk of capital investment goes towards high priority roads and electricity projects. This clearly indicates an alignment of capital investment with key areas of intervention, i.e. the provision of basic services which in the case of uMngeni is focused on roads as it should be in terms of national and provincial guidelines.

One of the most critical issues related to achieving what has been set out in this IDP and particularly in respect of its Capital Investment Programme and Framework is the availability of resources, financial and human resources. Financial and human resources constraints are of national significance and the question remains that, even if the uMngeni Municipality has access to sufficient financial resources to fund this Capital Investment Programme and Framework, does it have with human resource capacity to give effect to this Capital Investment Programme and Framework? The Municipality Institutional Plan needs to consider this matter further and give particular consideration to human resource capacity and development.

### **3. Financial Strategy**

#### **3.1 The Financial Framework**

##### **Revenue Adequacy and Certainty**

It is of vital importance that the municipality has adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its own functions. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2016/17 to 2018/2019 financial years.

It is important to track the respective sources of revenue received by the municipality as they can be different and vary depending on the period within the financial year. Knowledge of the resources of funds will illustrate the Municipality's position more accurately.

##### **Cash Liquidity Position**

Cash management is crucial for the short and long-term survival and good management of the organization. To assess the financial standing of the municipality, a current ratio will be used which expresses the current assets as a proportion to current liabilities. A current ratio of more than 2:1 is considered to be healthy. At the moment the municipality is currently sitting at 1:1.

##### **Sustainability**

The Municipality should ensure that the budget is balanced – revenue is greater than the expenditure. Services provided at all levels should be affordable. However, subsidies need to be made available to the indigent who cannot even pay for a quarter of their service costs so that they can have access to at least basic services.

##### **Accountability, Transparency and Good Governance**

The municipality is responsible to the people who provide the resources, for what they do with those resources. The budget process and other financial decisions should be open to the public's participation. Also, it is crucial that the accurate information is produced within acceptable time-frames.

##### **Equity and Redistribution**

The uMngeni Municipality must treat people fairly and justly when it comes to the provision of services. In the same way that uMngeni Municipality should be treated equitably by the national and provincial government when it comes to the inter-governmental transfers.

##### **Strategies and Programs**

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the municipality's objectives.

##### **Revenue Raising Strategies and Programs**

The following are some of the more significant programmes that have been identified.  
Credit Control and Debt Collection Policy:

This policy provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts.

Indigent Policy: The criterion for benefits under this scheme is part of the credit control policy.

Tariff Policy: The purpose of this policy is to ensure that a uniform tariff is applied to the municipal area of jurisdiction.

Rates Policy: This has been implemented with the Municipal Property Rates Act with effect from 01 July 2007. The Policy has been reviewed annually when the draft budget is submitted.

Free Basic Services: All registered indigent consumers receive 100 kwh of electricity free each month, and free refuse removal each month in respect of all properties with a value of R200 000 and less. Rates on all residential properties are exempted from the payment of rates on the first R 100 000 valuation.

Payment Points: Payment can be made electronically by debit orders, internet and stop orders. Payments can be made at any point where there is an easy pay sign, using the deposit slip on the statement to pay at any ABSA Bank and the post office. Pay points are situated in Howick, Hilton, Mpophomeni, and KwaMevane.

### **Asset Management Strategies and Programmes**

The following are some of the significant programmes that have been identified:

- The implementation of an integrated asset management system.
- This programme involves the investigation, identification and implementation of a suitable integrated asset management system. It also includes the capture of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of the GRAP requirements.

### **Financial Management Strategies and Programmes**

The following are some of the more significant programmes that have been identified:

- Development and implementation of the budget and community consultation processes.
- Development and implementation of a uniform budget reporting framework.
- Review of post GRAP implementation issues and implementation of GRAP standards.
- Review and update asset and accounting policies and procedures.
- Training and development of financial and other staff (this will help staff obtain the required skills to ensure cost-effective and efficient service to the community of uMngeni).

## **4. Financial Management Policies**

### **4.1 General Financial Philosophy**

The financial policy of the uMngeni Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of uMngeni. It is the goal of the municipality to achieve a strong financial position with the ability to:



- Withstand local and regional economic impacts;
- Adjust efficiency to the community`s changing service requirements;
- Effectively maintain, improve and expand the municipality`s infrastructure;
- Manage the municipality`s budget and cash flow to the maximum benefit of the community.
- Plan, coordinate and implement responsible and sustainable community development and growth.
- Provide a high level of protective services to assure public health and safety.

The municipal financial policies will address the following goals:

- To keep the municipality in a fiscally sound position in both the long and short term,
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating contingent obligations,
- Apply credit control policies which maximize collection while providing relief for the indigent,
- Credit Control policies that recognize with basic policy of customer care and convenience,
- Maintaining existing infrastructure and capital assets.

## **4.2 Operating Budget Policies**

The annual budget is the central financial planning document that embodies all operating revenue and expenditure decisions. It establishes the level of service to be provided by each department. The accounting officer shall incorporate the municipality`s priorities in the formulation of the draft and the final budget proposal.

The budget will be subject to monthly control and be reported to the Mayor with recommendations of action to be taken to achieve with budget`s goal. The budget will also be subject to a mid-term review, which will result in an adjustments budget.

Adequate maintenance and replacement of the municipality`s capital plant and equipment will be provided for in the annual budget. The budget shall balance recurring operating expenses to recurring operating revenues.

The budget will have Revenue plans based on realistic expected income and expenditure figures. Plans will be included to achieve maximum revenue collection percentages.

## **4.3 Capital Infrastructure Investment Policies**

The uMngeni Municipality has established and implements a comprehensive five-year Capital Investment Plan (CIP) and this plan will be updated annually. An annual Capital Investment Budget will be developed and adopted by uMngeni Municipality as part of the annual budget. The municipality will make all capital improvements in accordance with the CIP.

Unexpected capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding. Routine capital needs will be financed from current revenues as opposed to the issuance of long-term debt. The municipality will maintain all assets at a level adequate to protect the municipality`s capital investment and to minimize future maintenance and replacement costs.

## **4.4 Credit Control Policy and Procedures**

The uMngeni Municipality approved the Credit Control and Debt Collection Policy. The principles supported in this policy are:

- An administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- Consumers are required to fill in an application form, requesting the municipality to connect them to service supply lines.

#### **4.5 Indigent Customers**

The criterion to qualify as indigent households is captured in the Indigent Policy. The municipality may annually as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy but subject to principles of sustainability and affordability. An indigent customer shall automatically be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualification. The number of indigent customers has been consistent over the past two years with the cost amounting to just over R1 million as of July 2015 to March 2016.

#### **4.6 Investment Policies**

Every municipal council is in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003 required to draft the Municipality's investment regulations. The uMngeni Municipality has adopted a Cash Management and Investment Policy in December 2005.

The primary objective of the investment policy is to gain possible return, without unnecessary risk, during periods when excess funds are not being used. For this to be achieved, it is essential to have an effective cash flow management program.

Before any monies can be invested, The Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policies guidelines, exercise due diligence and exercise strict compliance with all legislation.

The Minister of Finance may identify by regulation in terms of Section 168 of the MFMA instruments other than those referred to below in which the Municipality may invest:

Deposit with banks registered in terms of the Banks Act, 1990 (Act No 94 of 1990),

- Securities issued by the National Government,
- Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No 46 of 1984).
- A Municipality's own stock or similar type of debt,
- Internal funds of a municipality which have been established in terms of a law to pool money available to the Municipality and to employ such money for the granting of loans or advances to departments within a Municipality, to finance capital expenditure.
- Bankers, acceptance certificates or negotiable certificates of deposits of banks,
- Long term securities offered by insurance companies in order to meet the redemption fund requirements of Municipalities, and
- Any other instrument or investments in which a Municipality was under a law permitted to invest before the commencement of the Local Government Transition

Act, 1996: Provided that such instruments shall not extend beyond the date of maturity or redemption thereof.

#### **4.7 Debt Management Policy**

The municipality does not have the debt management policy but has only a set of principles it uses when dealing with loans. The municipality shall issue a debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources. Long term borrowing will be used to finance capital improvements as approved in the municipality's CIP. The municipality will not incur debt to finance current operations.

#### **4.8 Asset Management Policy**

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to property, plant and equipment (PPE), which are fixed assets of uMngeni Municipality.

A summary of principles supported in this policy are:

- A fixed asset is defined in GRAP 17 as a tangible item of property, plant or equipment held by the municipality for use in the production or supply of goods or service and which is expected to be used during more than one reporting period (financial year). Thus a fixed asset is an asset either movable or immovable owned by or under the control of the municipality or from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond one financial year.
- The fixed asset register shall be maintained in the format determined by the chief financial officer, which format shall comply with the requirements of generally recognized accounting practice (GRAP) and any other accounting requirements which may be prescribed.
- Fixed assets are classified under the following headings:
  - o Land (not held as investment assets)
  - o Infrastructure assets (assets which are part of a network of similar assets)
  - o Heritage assets (culturally significant resources)
  - o Community assets (resources contributing to the well-being of the community).
  - o Investment assets (resources held for operating or capital gain).
  - o Other assets (ordinary operational resources).
- Every head of department shall be directly responsible for the safekeeping of any fixed assets controlled by the department in question. In exercising this responsibility, every head of department shall adhere to any written directives issued by the chief financial officer to the department in question, or generally to all departments, in regard to the control of or safekeeping of the municipality's fixed assets.
- All assets shall be carried in the fixed asset register, and appropriately recorded in the annual financial statements at their original cost of fair value less any accumulated depreciation.
- Heritage asset are not depreciated as they are regarded as having an infinite life.
- Every head of department shall at least once during every financial year, and in compliance with the relevant written directives issued by the chief financial officer, undertake a comprehensive verification of all fixed assets controlled or used by the department concerned.
- Assets are eliminated from the Statement of Financial Position on disposal or retirement. The difference between the net book value of assets (cost less

accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statements of the financial performance.

#### **4.9 Accounting Policies**

The following are the main accounting principles adopted in the preparation of the financial statements:

- Basis of presentation. The annual financial statements are prepared in accordance with Generally Recognized Accounting Practice (GRAP).
- Presentation Currency: The annual financial statements are presented in South African Rand.
- Going Concern Assumption: The annual financial statements are prepared on the going concern basis.
- Housing Operating Account: The Housing Operating Account was established in terms of the Housing Act, 1997 (Act No. 107 of 1997).
- Reserves: Capital Replacement Reserve, Capitalization Reserve, Government Grant Reserve, Donations & Public Contributions Reserve and Revaluation Reserve.
- Property, Plant and Equipment: Property, Plant and Equipment is stated at cost less accumulated depreciation except for land and buildings, which are revalued being the fair value at the date of revaluation less subsequent accumulated depreciation of buildings.
- Revaluation of Land and Buildings: Land and buildings are stated at revalued amounts being the fair value at the date of revaluation less subsequent accumulated depreciation of buildings.
- Investment Property: Property held to earn rental revenue or for capital appreciation is stated at municipal valuation less accumulated depreciation and accumulated impairment losses.
- Investments: The accounting policies for investments include the financial instruments.
- Inventories.
- Accounts Receivable: They are stated at the value of billings to consumers/ratepayers, less deductions for discounts given or rebates granted less a provision for doubtful accounts.
- Accounts Payable: They are stated at the amounts due to trade and other creditors for goods and services received.
- Revenue Recognition: The municipality's revenue is recognized from Exchange transactions and Non-exchange transactions.
- Conditional Grants and Receipts: They are recognized as revenue and the municipality must comply with the terms of the agreement.
- Provisions: They are recognized when the municipality has a present or constructive obligation as a result of past events.
- Cash and Cash Equivalents: Includes cash and cash on hand with the registered banking institutions.
- Unauthorized expenditure: An expenditure which has been incurred and which has not been budgeted for.
- Irregular expenditure: An expenditure that is in contravention with the requirements of the Municipal Finance Management Act No 56 of 2003, Municipal Systems Act, Public Bearers Act No 20 of 1998 and the Supply Chain Management Policy.
- Fruitless and Wasteful Expenditure: An expenditure that was made in vain and would have been avoided had reasonable care been exercised.
- Retirement Benefits: Contributions are charged as an expense in the Statement of Financial Performance in the year it becomes payable.
- Borrowing Costs: They are recognized in the year in which they become payable.

- Deposits: They are based on the estimated monthly consumption and are calculated to cover approximately two and one half to four months consumption taking into consideration each consumer's profile.
- Operating Leases: They are expensed and charged in the period in which such payments are due.
- Prior Year Comparatives: They are reclassified when presentation or classification of items in the annual financial statements are amended.

#### **4.10 Supply Chain Management Policy**

Section 111 of the Local Government Municipal Finance Management Act (MFMA) requires municipality's to develop and implement the supply chain management policy. The uMngeni Municipality approved its Supply Chain Management Policy in September 2005.

The principle objective of the legislation has been to comply with section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.

Supply Chain Management (SCM) generally refers to the management of activities along the supply chain including the supplier, manufacturer, wholesaler, retailer and consumer. The MFMA and its relevant regulations also identify processes which must be included in a SCM policy.

The supply chain management system is applicable for the:

- Procurement by uMngeni Municipality of all goods and services;
- Selection of contractors to provide assistance in the provision of municipal services;
- Selection of external mechanisms for the provision of municipal services in circumstances contemplated in section 83 of the Local Government: Municipal Systems Act;
- Disposal of assets or goods no longer required;
- Letting or sale of Municipal property.

## CHAPTER G - ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

### Annual Performance Report Plan

NO.	START DATES	ACTIVITIES	RESPONSIBILITY	DUE DATE	PROGRESS/ COMMENTS
<b>1</b>	<b>Monday, 03 July 2017</b>	<b>Start the APR review process</b>	<b>Manager: PMS</b>	<b>Monday, 14 August 2017</b>	<b>Final draft to be complete by due date</b>
a.		APR sections with existing data (available at PMS Office) edited	Manager: PMS	Friday, 07 July 2017	
b.	Monday, 10 July 2017	Signed memo circulated to all GMs (via email/ MANCO Agenda) – requesting their narrative departmental reports	Memo signed by AMM and circulated by Manager: PMS Narratives compiled by GMs	Friday, 14 July 2017	Narratives are due from all GMs in the said due date
<b>2</b>	<b>Monday, 10 July 2017</b>	<b>Request for financial data from the finance section</b>	<b>Manager: PMS</b>	<b>Friday, 14 July 2017</b>	<b>Current year finance sections on APR updated by due date</b>
a.		Send Memo (and also include in MANCO Agenda) requesting current year updates (as previous years are taken from last year's APR)	Memo signed by AMM and circulated by Manager: PMS Financials compiled by CFO & Manager: Budget		
b.	Monday, 17 July 2017	Consolidate the narrative and financial data received from different departments and finance	Manager: PMS	Friday, 28 July 2017	Data consolidated, verified and finalised by due date
<b>3</b>	<b>Monday, 31 July 2017</b>	<b>Consolidate the Annual SDBIP section and include in the APR.</b>	<b>Manager: PMS</b>	<b>Monday, 07 August 2017</b>	<b>Data consolidated, verified and finalised by due date</b>
a.		Scorecard KPIs, targets and POE report consolidated	PMS Officer	Thursday, 29 July 2017	Data consolidated, verified and finalised by due date
b.		PMS summary report on KPIs and targets and POE report concluded	Manager: PMS	Wednesday, 05 August 2017	APR summary report concluded by due date
<b>4</b>	<b>Monday, 14 July 2017</b>	<b>First draft APR audited by Internal Audit</b>	<b>Manager: Internal Audit</b>	<b>Friday, 18 August 2017</b>	<b>Internal Audit report on APR received by due date</b>
a.	Friday, 11 August 2017	First Draft APR submitted to Internal Audit Unit	Manager: PMS	Monday, 11 August 2017	Report submitted by due date
5	Friday, 18 August 2017	APR with Audit finding submitted to MANCO	Manager: PMS (APR) Manager: IA (to present findings)	Monday, 21 August 2017	Reports sent on Friday and presented to MANCO on due date
a.	Monday, 21 August 2017	APR adjustments as per Audit findings	Manager: PMS (APR) General Managers	Monday, 21 August 2017	Adjustments done as per the audit findings and MANCO responses.
<b>6</b>	<b>Tuesday, 22 August 2017</b>	<b>APR with Audit finding submitted to Audit Committee</b>	<b>Manager: PMS (APR)</b> <b>Manager: IA (to present findings)</b>	<b>Tuesday, 22 August 2017</b>	<b>Reports sent with adjustments as per the audit findings and MANCO responses.</b>
a.	Friday, 25 August 2017	Audit Committee review and approval of the APR	Manager: PMS (to present final APR) Manager: IA (to present findings and adjustments)	Friday, 25 August 2017	Audit Committee Meeting on due date

b.	Friday, 25 August 2017	APR finalised as per the resolution of the Audit Committee	Manager: PMS (to present final APR)	Tuesday, 29 August 2017	Final corrections by due date
7	Wednesday, 30 August 2017	APR tabled to Council for noting	AMM CFO	Wednesday, 30 August 2017	Final APR tabled to Council by Due date
8	Thursday, 31 August 2017	APR submitted to AG	Manager: PMS	Thursday, 31 August 2017	Final APR submitted to AG by due date

### Three Year Organisational Scorecard inclusive of 2017/18 Annual Operational Plan

BIP ANNEXURE 1: UMNGENI MUNICIPALITY - ORGANISATIONAL SCORECARD FOR 2017/2018																		
NOTE: THIS INCLUDES IDP/BUDGET PROJECTS, LEGISLATED KPIs AND DEPARTMENTAL FUNCTIONS (SOME NOT IN IDP/BUDGET) , B2B AND LEGISTION																		
Ref. No.	IDP Goals	Objectiv es related to IDP Goals	Strategic Focus Area (in-relation to objectives)	B2B Pillar	Key Performance Indicators							3 Years Budget Targets ('000)			TYPE OF PROJECT AND VOTE NUMBERS	Funding Source	Responsibi lity	Portfolio of Evidence
					Ward	Project Name	Unit of Measure	Demand	Baseline 2016/2017	Backlog	Projected 2017/2018	2017/18	2018/19	2019/20				
KPA: Local Economic Development																		
17-21 IDP.1	3. Job Creatio n	12. Inclusive socio- econom ic develop ment	Promote and support the informal and township economy	Putting people first	1,2,10 ,12	Informal Traders Stalls	Number								Opex (100715319)	uMngeni LM	GM: Economic Developm ent and Planning	<b>Correspon dence/Reports</b>
Department al Function					all	Informal traders subcommitt ee meetings	Number	4	1	N/A	4	N/A	N/A	N/A		N/A	N/A	uMngeni LM

Departmental Function					all	Training/ workshops provided for informal traders	Number	1	1	N/A	1	156,319	165,542	175,143	OPEX (103415902)	uMngeni LM	GM: Economic Development and Planning	<b>Minutes and attendance registers</b>
17-21 IDP.10			Support Emerging farmers whilst promoting diversification in the agricultural sector		9	Attending FPSU district meetings and reporting back to cluster meetings	Timeframe: Quartely reports	Establishment of FPSU	N/A	N/A	Establishment	N/A	N/A	N/A	N/A	uMngeni LM	GM: Economic Development and Planning	<b>Cluster reports</b>
Departmental Function			Support the growth of SMMEs		All wards	SMME programmes implemented per quarter	Number	4	1	N/A	4	156,319	165,542	175,143	OPEX (103415902)	uMngeni LM	GM: Economic Development and Planning	<b>Attendance registers/Invitations/Correspondence? Attendance register</b>
Departmental Function						Approval of SMME Strategy	Date	31-Dec-17	N/A	N/A	31-Dec-17	156,319	165,542	175,143	OPEX (103415902)		GM: Economic Development and Planning	<b>Council resolution and copy of strategy</b>
Departmental Function			Facilitation of business expansion and retention		Where necessary	Implementation of Business retention and expansion	Number of activities	34	N/A	N/A	21	357,295	7,281	7,704	OPEX (103415189)	uMngeni LM	GM: Economic Development and Planning	<b>BREP and correspondence/attendance registers/minutes of meetings</b>



					programme (BREP)													
Departmental Function			Review and implementation of the LED Strategy	N/A	Approval of LED Strategy	Date		N/A	N/A	N/A	30-Sep-17	156,319	165,542	175,143	OPEX (103415902)	uMngeni LM	GM: Economic Development and Planning	<b>Council resolution and approved strategy</b>
Departmental Function			Functional Special Programmes Forum	All wards	Number of meetings/ Events	Number	12	9	N/A	12	603,550	639,159	676,231	OPEX (100215884)	uMngeni LM/ UMDM & OP	Municipal Manager	<b>Reports/minutes and attendance registers</b>	
Departmental Function			Facilitate local job opportunities through the municipality's capital projects (ie: EPWP, roads etc)	All wards where there are projects	Number of jobs created	Number	400	738	N/A	400	1,000,000	0	0	CAPEX (103528200)	uMngeni LM & Grants	GM: Technical Services	<b>List of locals employed</b>	
Departmental Function			To facilitate implementation of all Operation Sukuma Sakhe and HIV/AIDS Initiatives within uMngeni Municipality	All wards	Bi-monthly Reports submitted to Social Cluster	Timeframe	Bi-monthly	Bi-monthly	Bi-monthly	Bi-monthly	108,595	115,002	121,672	OPEX (103228413)	uMngeni LM	GM: Community Services	<b>Cluster reports on OSS</b>	

Departmental Function			To facilitate implementation of Local Aids Council(LAC)/Local Task Team (LTT) initiatives within uMngeni Municipality		All wards	Quartely LAC/LTT meetings	Number of meetings	4	4	N/A	4					uMngeni LM	GM: Community Services	Minutes and attendance registers					
Departmental Function			Implementation of LAC and LTT programmes		All wards	Programmes implemented quarterly	Number	4 per annum	4	N/A	4					uMngeni LM	GM: Community Services	Correspondence/Invitations/Attendance registers					
17-21 IDP.11			11. Increase employment and entrepreneurial opportunities		Support further development of tourism sector	9	Facilitate completion of Nelson Mandela Capture Site Monument Phase 2	Phase 2 stages/quarter	100% Complete Phase 2	93%	7%					7% phase 2	0	0	0	CAPEX	COGTA	GM: Technical Services	Progress reports and completion certificate (once complete)
Departmental Function			Facilitate Youth Career Development		All	Contribution towards indigent youth tertiary registrations	Value contributed	R 175,000	R 174,700	N/A	R 175,000					1,642,476	1,739,382	1,840,266	OPEX (100215310)	uMngeni LM	Municipal Manager	Detailed list of youth assisted and proof of payments from finance	
Departmental Function		All	Learners/Students assisted with Tertiary and Bursary applications (NFSAS)	Number of applications	Based on walk ins and	N/A	N/A	300	uMngeni LM	Municipal Manager	Register and online forms												

Departmental Function					All	Enrolment of youth with skills development programmes (learnership) facilitated by the municipality	Number of youth (beneficiaries)	Number of unemployed youth in	150	N/A	120						uMngeni LM	Municipal Manager	List of youth enrolled/attendance registers							
Departmental Function					All	Youth activities Including sports events	Number	4	4	N/A	4						uMngeni LM	Municipal Manager	Resolutions (where applicable) and attendance registers/ Correspondence/ invitations							
Departmental Function					6, 10, 1, 2	New patrons attracted to all four libraries	Number	N/A	900	N/A	600						uMngeni LM	GM: Community Services	Library report/SLIMS generated report							
Departmental Function						Outreach programmes coordinated at all four libraries	Number	12 (some on going)	64	96	12						uMngeni LM	GM: Community Services	Library report (incl proof of outreach)							
Departmental Function						Library books in circulation in all 4 libraries	Number			N/A	30,000						uMngeni LM	GM: Community Services	Library report/SLIMS generated report							

Departmental Function			Facilitate access to the municipality' s historical artefacts' through the municipality' s museum		2	Museum outreach programmes	Number of programme s per quarter										uMngeni LM	GM: Communit y Services	<b>registers and reports (if any)</b>
Departmental Function						Museum Advisory Committee Meetings	Number of meetings	N/A	N/A	N/A	4							OPEX	uMngeni LM
KPA: Basic Service Delivery																			
17-21 IDP.2	2. Integrat ed human settle ments and strategi c infrastru cture	7. Provision of quality roads and storm- water infrastru cture	Upgrade and maintenanc e of all municipal roads	Service Delivery	8,9,10 ,11	Mpophome ni Roads and Stormwater Phase 12, 13, 14 & 15	KM Roads/SW lines per phase?				3KM	11,000,000	13,000,000	14,000,000	CAPEX (652200181)	MIG	GM: Technical Services	<b>Close out report (from consulting engineers) for quarter 1. Cluster reports for Q2 and Q3. Close out report.</b>	
17-21 IDP.3					2,3,4, 7,9,12	Midlands Roads	KM Roads constructed (phased quarterly)				2.5KM	7,866,000	8,000,000	8,500,000	CAPEX (652200171)	MIG	GM: Technical Services	<b>Close out report (from consulting engineers) for quarter 1. Cluster reports for Q2 and Q3. Close out report.</b>	

Departmental Function					N/A	Develop and Implement the Maintenance Management Policy	Date of approval											GM: Community Services	<b>Council resolution</b>
Departmental Function					As per need identified	Roads resurfacing	KM	75km	0	75km	9km	27,113,073	28,931,238	30,537,328	CAPEX (various votes)	uMngeni LM	GM: Technical Services	<b>Progress reports and completion certificate (once complete)</b>	
Departmental Function					As per need identified	Square Meters of potholes repaired per quarter	Square meters	6000m²	8500m²	Recurring	6000m²						GM: Technical Services	<b>Progress reports and completion certificate (once complete)</b>	
Departmental Function					8. Access to Electricity Supply	Provision of electricity supply to all households	All wards	Number of households with access to Electricity reported to cluster quarterly	Timeframe	Quarterly reports	Quarterly reports	N/A	Quarterly	Prepaid and	Prepaid and	Prepaid and	CAPEX	uMngeni LM	GM: Technical Services and CFO

Departmental Function			Basic Services Rebates offered to indigent residents of uMngeni Municipality		All wards	Rand Value of free basic electricity offered to indigent residents per month (reported quarterly)	Amount and % of operating budget	N/A	R4,8m	N/A	R5,2m	Free basic services budget	Free basic services Budget	Free basic services Budget	OPEX	uMngeni LM	Chief Financial Officer	Finance report
17-21 IDP.5		10. Management of municipal parks and gardens	Maintenance of all municipal sports and recreational facilities		4	Lidgeton West Sportsfield – construct sportsfield and combi court subject to counter funding	Phases/Stages of Actual construction per quarter?	100% completion	93%	7%	100% completion	0	1,000,000	1,500,000	CAPEX	MIG	GM: Technical Services	Completion certificates
17-21 IDP.36		9. Solid waste management	Maintenance of land fill sites		4	Curry's Post landfill site weigh bridge	Project phases/stages/ quarter	Activation of	N/A	N/A	Completion/activation	N/A	100,000	250,000	CAPEX	uMngeni LM	GM: Technical Services	Completion certificates
Departmental Function			Develop and implement a waste management plan		N/A	Adoption of waste management plan	Date of adoption	N/A	N/A	N/A	30-Sep-17	N/A	N/A	N/A	N/A	N/A	GM: Community Services/ GM: Technical Services	Resolution and copy of plan

Departmental Function			Provide domestic refuse removal services		All	Weekly refuse Removal	Cycle	Weekly	Weekly	N/A	Weekly	44,419	44,856	47,457	OPEX (102415224, 102415226)	uMngeni LM	GM: Community Services/ GM: Technical Services	<b>Monthly/Weekly schedules and Cluster reports</b>
Departmental Function			Basic Services Rebates offered to indigent residents of uMngeni Municipality		All wards	Rand Value of free basic refuse removal offered to indigent residents per month (reported quarterly)	Amount and % of operating budget	N/A	R5 824 312 (1%)	N/A	R1 456 078 (1%)	Free basic services budget	Free basic services Budget	Free basic services Budget	OPEX	uMngeni LM	Chief Financial Officer	<b>SAMRAS printout</b>
Departmental Function			Develop and implement recycling initiatives		All	Recycling of glass, paper cardboard, plastic, tins (shops, BnBs, schools) - Collected daily	Kilograms	?	220 000KG	N/A	120 000kg	N/A	N/A	N/A	N/A	uMngeni LM	GM: Community Services/ GM: Technical Services	<b>Wildlands receipts</b>
Departmental Function		6. Provision of quality housing	Develop and implement a housing sector plan in order to		For all wards	Issuing of title deeds	Number of title deeds issued per quarter		400	N/A	400	N/A	N/A	N/A	N/A	uMngeni LM	GM: Community Services/ GM: Technical Services	<b>Title deeds register</b>

Departmental Function			eradicate informal settlements and housing backlogs		For all wards	Housing education workshop	Number			4	0	4	N/A	N/A	N/A	N/A	N/A	GM: Community Services	Attendance register
Departmental Function					For all wards	Housing think-tank meetings	Number of meetings			4	0	4	N/A	N/A	N/A	N/A	N/A	GM: Community Services	Attendance register
Departmental Function					For all wards	Monitoring of housing projects	Number of reports per quarter			4	0	12	N/A	N/A	N/A	N/A	N/A	GM: Technical Services	Cluster reports
Departmental Function					Where necessary	Preparation for the transfer of houses through EEDBS former R293 Townships	Number of Transfers per annum			4	N/A	4	N/A	N/A	N/A	N/A	N/A	GM: Community Services	Transfer register
Departmental Function					For all wards	Housing Database Verification	Number of applications per annum											GM: Community Services	Copy of housing database



Departmental Function					For all wards	Ensuring excellent and rapid responsiveness to housing consumer queries	Percentage response to queries - <b>100%</b>	100%	100%	N/A	100%	N/A	N/A	N/A	N/A	N/A	GM: Community Services	<b>Visitors/complaints register</b>
<b>KPA: Cross Cutting</b>																		
17-21 IDP.27	6. Spatial planning and environmental sustainability	18. Ensure integrated and Spatial development	Identify and develop local settlement plans in both urban and rural areas	N/A	2	Local Settlements plans development	Report	Settlements plans	N/A	N/A	Draft Feasibility report	357,295	7,281	7,704	CAPEX (103415189)	uMngeni LM	GM:	<b>Progress Report</b>
Departmental Function			Frequently review the municipal spatial development framework		N/A	Reviewed municipal spatial development framework	Date of approval	30-Jun-18	30-Jun-17	N/A	30-Jun-18	188381 (DM: 146 364)	199496 (DM: 154 999)	211067 (DM: 163 989)	OPEX (100715822 DM: 101715066)	uMngeni LM	GM: Local Economic Development and Planning	<b>Council resolution</b>
Departmental Function			Facilitate Municipal Disaster Management		All	Review and implement the Disaster Management Plan	Date of approval	30-Sep-17	30-Jun-17	N/A	30-Sep-17						GM: Community Services	<b>Council/Cluster resolution</b>

Departmental Function		19. Regulation of land use management	Implementation of the Municipal SPLUMA bylaws		All	Processing of all Applications received	% of applications processed	100%	N/A	N/A	80%						GM: Local Economic Development and Planning	<b>Application's register and correspondence proving ongoing process (Q1-Q3) Application's register and recommendations to the Tribunal (Q4)</b>
Departmental Function		20. Conservation and management of natural resources	Protection of wetlands and water sources		N/A	Establishment of Protection of water sources and water quality Committee	Established Committee	N/A	N/A	N/A	Establishment of Committee	N/A	N/A	N/A	N/A	N/A	GM: Local Economic Development and Planning	<b>Q1 - TCC resolution Q2 &amp; Q3 - Correspondence/minutes of meetings/attendance register Q4 - Confirmation of Committee</b>
Departmental Function			Develop and comply with a strategic environmental assessment		N/A	Development of Strategic Environmental Assessment Plan (SEAP) for approval/adoption by Council	Date	N/A	N/A	N/A	31-Mar-18	N/A	N/A	N/A	N/A	N/A	GM: Local Economic Development and Planning	<b>Council resolution.</b>
<b>KPA: Municipal Financial Viability and Financial Management</b>																		

17-21 IDP.37	4. Financially Sound and sustainable municipality	15. Improve asset management	Development and implementation of an efficient and effective fleet management system	Sound Financial Management	-	Vehicle, plant and equipment - Review and Implementation of the fleet management plan	Date of approval	Every 3 years	2017	N/A	30-Mar-18	3,600	0	0	OPEX	uMngeni LM	GM: Technical Services	<b>Fleet management plan and resolution</b>
							Number of projects	Based on plan	N/A	N/A	Based on plan							<b>Fleet management plan and Cluster report</b>
17-21 IDP.38			Continuous implementation and monitoring of the asset management policy		-	Furniture and fittings (Continuous update of assets register)	Timeframe	N/A	N/A	N/A	Quarterly	1,806	1,913	2,022	CAPEX	uMngeni LM	Chief Financial Officer	<b>Asset register highlighting quarterly updates</b>
Departmental Function			Compile and frequently review the asset register in line with GRAP	Sound Financial Management	N/A	Annual review of the asset register	Date of approval	N/A	Jan-18	N/A	31-Jan-18	N/A	N/A	N/A	N/A	N/A	Chief Financial Officer	<b>Council resolution (Assets register is included in the AFS)</b>
OB IDP.1	4. Financially Sound and sustainable municipality	13. Compliance with financial legislation and policies	Provide strategic budgeting in line with IDP priorities	Sound Financial Management	N/A	Budget for all Employee Related Cost (ie: Salaries, benefits, allowances, salary review)	Rand value	N/A	R 100,679,545	N/A	R 114 559 351	111,876,000	118,710,000	126,989,000	OPEX	uMngeni LM	Chief Financial Officer	<b>VIP report</b>

OB IDP.2					N/A	Remuneratio n of councillors	Remunerati on of councillors	N/A	R 7,446,411	N/A	R 7,900,642	7,901,000	8,367,000	8,852,000	OPEX	uMngeni LM	Chief Financial Officer	<b>VIP report</b>
OB IDP.3					N/A	Depreciatio n, amortization and impairment of all assets and debtors	Rand value	N/A	R 28,973,701	N/A	R 30,741,097	64,087,000	67,869,000	71,806,000	OPEX	uMngeni LM	Chief Financial Officer	<b>Section 52D quarterly report</b>
OB IDP.4					N/A	Creditors paid within 30 days	Timeframe	30 days	30 days	N/A	30 days	22,003,000	0	0	OPEX	uMngeni LM	Chief Financial Officer	<b>Section 52D quarterly report</b>
OB IDP.5					N/A	Transfer and subsidies (transfers recognised - grants)	Rand value	N/A	R 55,816,941	N/A	R 84,081,000	3,730,000	3,951,000	4,180,000	OPEX	uMngeni LM	Chief Financial Officer	<b>Bank statement/ proof of funds received</b>
OB IDP.6					N/A	INEP Electricity grant	% Quarterly expenditure	100%			100%	5,000,000	5,000,000	0	OPEX	uMngeni LM	Chief Financial Officer	<b>Progress Report</b>

Departmental Function			Develop transparent processes in the procurement of goods and services		N/A	Implementation of SCM policy through sourcing of 3 quotations for procurement of goods and services	Number of quotations sourced										N/A	Chief Financial Officer	<b>IFC reports</b>
B2B/ legislation			Expenditure monitoring and ensuring compliance with SCM regulations		N/A	% unauthorised, irregular, fruitless and wasteful (UIFW) expenditure	percentage	0%				Limited to 10% of the	N/A	N/A	N/A	N/A	N/A	Chief Financial Officer	<b>SCM Report</b>
B2B/ legislation					N/A	Total number of S36 Deviations and cost reported to Council	Number and Rand value reported quarterly	Quarterly	Quarterly	N/A	Quarterly	N/A	N/A	N/A	N/A	N/A	N/A	Chief Financial Officer	<b>Deviations Reports</b>
Departmental Function			Obtain credible audit outcome by the Auditor General		N/A	Continuous update of the AG Action Plan to ensure audit findings are resolved and updated quarterly	Timeframe	Quarterly	Quarterly	Quarterly	Quarterly	N/A	N/A	N/A	N/A	N/A	N/A	Municipal Manager and Chief Financial Officer	<b>Updated Audit Action Plan and correspondence</b>

Departmental Function			Facilitate support to indigent residents of uMngeni Municipality		All	Review Indigent register Bi-annually	Date		Bi-annually	Jun-16	N/A	Jul-17	Indigent Budget	Indigent Budget	Indigent Budget	OPEX	uMngeni LM	GM: Community Services	<b>Approved indigent register and Council resolution</b>
B2B					N/A	% Free basic allocation spent	Percentage		100%	100%	N/A	100%	Indigent Budget	Indigent Budget	Indigent Budget	OPEX	uMngeni LM	Chief Financial Officer	<b>SAMRAS printout</b>
B2B			Monitoring Grants (i.e. MIG) expenditure		N/A	% of MIG Expenditure	Percentage		100%	100%	N/A	100%	23,400,000	19,423,000	20,619,000	CAPEX	uMngeni LM	GM: Technical Services and CFO	<b>Grants report</b>
B2B			Monitoring budget expenditure		N/A	% operating Budget Spent	Percentage		90%	100%	N/A	100%	30,406,771	26,413,370	27,722,433	OPEX	uMngeni LM	Chief Financial Officer	<b>Section 52D quarterly report</b>
B2B					N/A	% Capital Budget Spent	Percentage		100%	100%	N/A	100%	30,406,771	26,413,370	27,722,433	CAPEX	uMngeni LM	Chief Financial Officer	<b>Section 52D quarterly report</b>
B2B			Monitor repairs and maintenance expenditure (as per legislative requirement)		N/A	% of repairs and maintenance spent	Percentage		100%	100%	N/A	100%	27,113,073	28,931,238	30,537,328	CAPEX	uMngeni LM	Chief Financial Officer	<b>Section 71 monthly report</b>

Departmental Function		14. Increase revenue collection	Develop and implement the revenue enhancement strategy		N/A	Fully functional Credit Control/Call center Unit	Timeframe	N/A	Quarterly Reports	N/A	enter projected	N/A	N/A	N/A	N/A	uMngeni LM	Chief Financial Officer	<b>Quarterly reports/Credit Control Committee Reports</b>
B2B			Increase debt collection rate		All wards	% debtors collection rate	percentage	95%	83%	2%	100%	Collection	Collection	Collection	OPEX	uMngeni LM	Chief Financial Officer	<b>Section 52D quarterly report</b>
B2B					All wards	Report of Debtors Outstanding more than 120days	Quarterly updates (billed vs actual collected)	Quarterly updates	Quarterly updates	N/A	Total annual from quarterly	N/A	N/A	N/A	N/A	uMngeni LM	Chief Financial Officer	<b>Age analysis report submitted to Credit Control(showing billed vs actual collected)</b>
<b>KPA: Municipal Transformation and Institutional Development</b>																		
Departmental Function	1. Human Resource Development and	1. Maintain good labour relations	Strengthen the internal bargaining structure	Building Capable Local	N/A	LLF meetings held quarterly	Number of meetings	4		N/A	4	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Minutes of meetings</b>
					N/A	Induction of newly appointed staff	% of employees inducted	100%	100%	N/A	100%	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Attendance register</b>

Departmental Function	Management		Establishment and implementation of EAP to ensure employee wellness	N/A	Implementation of Annual Health and Wellness Calendar of events (Employee Wellness Programme)	Number of activities/programmes	4	N/A	N/A	4	83,103	88,006	93,110	OPEX (100515185)	uMngeni LM	GM: Corporate Services	<b>EAP Programme/Plan and Correspondence/Invitation/Report</b>
Departmental Function				N/A	Fully functional EAP unit for intervention purposes	% of employees assisted	100%	100%	N/A	100%	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Walk-in register and final report</b>
Departmental Function		2. Promote employment equity	Implementation and monitoring of employment equity plan	N/A	Quarterly reports on updates of the EEP submitted to Employment Equity Forum	Timeframe	Quarterly	N/A	N/A	Quarterly	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Quarterly reports and minutes of meeting</b>
				N/A	Submission of Annual Employment Equity Report to Department of Labour	Date	Jan-18	Jan-17	N/A	Jan-18	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>EE Report and proof of submission</b>



Departament al Function		3. Enhanc e human resource manage ment	Review and implement the human resource strategy to improve the employee skills capacity in line with the municipal priorities		N/A	Developme nt of human resource developme nt strategy for approval by Council	Date										uMngeni LM	GM: Corporate Services	<b>Council resolution</b>	
B2B			Budgeting and filling of all vacant posts		N/A	Number of \$56/57 posts filled	Number		30-Jun-18		N/A	N/A	30-Jun-18	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Appointment letter</b>
B2B					N/A	Number of filled posts against approved (organogra m) posts	Number	Posts on organogram	6	5	1	6	1,463,810	1,567,740	1,679,050	OPEX (100201013)	uMngeni LM	GM: Corporate Services	<b>Appointment letters (report filled positions + current)</b>	
B2B			Facilitation of the workplace skills enhanceme nt process		N/A	Implementa tion of workplace skills plan (WSP)	% of budget spent per quarter	8	8	8	100%	1,073,732	1,137,082	1,203,033	OPEX (100515267)	uMngeni LM	GM: Corporate Services	<b>SAMRAS printout</b>		
Departament al Function						Training and Developme nt of employees	Number of programme s	8	4	N/A	8	185,675	196,630	208,034	OPEX (100515020)	uMngeni LM	GM: Corporate Services	<b>Proof of registration/Pr oof of payment</b>		

Departmental Function			Institutionalise Batho Pele principles in order to achieve customer satisfaction		N/A	Development of customer satisfaction excellence policy for approval by Council	Date of approval		30-Sep-17	N/A	N/A	30-Sep-17	0	0	0	OPEX	uMngeni LM	GM: Corporate Services	<b>Council resolution</b>
Departmental Function		4. Utilisation of information technology for effective service delivery	Improve ICT Governance		N/A	Sitting of ICT steering Committee meetings	Number of meetings per quarter	12	12	N/A	12	N/A	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Minutes</b>
Departmental Function					N/A	Review Master Systems Plan	Date	5 yearly	2014	N/A	30-Mar-18	1,604,257	1,698,908	1,797,445	OPEX (100415039)	uMngeni LM	GM: Corporate Services	<b>Council resolution and MSP</b>	
Departmental Function					N/A	Percentage calls resolved against logged	%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Register</b>	
Departmental Function					5. Effective organisational performance management system	Review and implementation of a performance management policy framework	N/A	PMS Framework Review approval, Performance Agreements, SDBIP approval, PMS Quarterly reports to Council	Dates/ Timeframes	Fully functional PMS Unit	Fully functional PMS Unit	N/A	31-Aug-17	N/A	N/A	N/A	N/A	uMngeni LM	Municipal Manager

																			SDBIP and attendance register and assessment packs for evaluation
KPA: Good Governance and Public Participation																			
Departmental Function	5. Good corporate governance	16. Adherence with all legislative mandates	Develop and review a credible and implementable IDP	Good Governance & Putting people first	N/A	IDP review	Date of adoption	Annual review	Jun-17	N/A	Jun-18	N/A	N/A	N/A	N/A	N/A	uMngeni LM	Municipal Manager	Council resolution
Departmental Function			Ensure the functioning of all council committees		N/A	% Council resolutions implemented/ resolved quarterly	percentage	100%	100%	N/A	100%	N/A	N/A	N/A	N/A	N/A	uMngeni LM	Municipal Manager	Updated council resolution's register
B2B					N/A	Number of Council Meetings	Number	12		N/A	12	N/A	N/A	N/A	N/A	N/A	uMngeni LM	Municipal Manager	Minutes
B2B					N/A	Number of EXCO Meetings	Number	12		N/A	12	N/A	N/A	N/A	N/A	N/A	uMngeni LM	Municipal Manager	Minutes

B2B					N/A	Number of Audit Committee Meetings	Number	N/A	1	N/A	4	282,897	299,588	316,964	OPEX (100215139)	uMngeni LM	Municipal Manager	<b>Minutes</b>
B2B					N/A	Number of MPAC Meetings	Number	N/A	2	N/A	4	N/A	N/A	N/A	N/A	uMngeni LM	Municipal Manager	<b>Minutes</b>
B2B					N/A	Annual oversight committee meeting	Timeframe	N/A	22-Mar-17	N/A	Mar-18	282,897	299,588	316,964	OPEX (100215139)	uMngeni LM	Municipal Manager	<b>Minutes</b>
Departmental Function			Provide support to all council oversight committees		N/A	Agendas issued and Minutes captured and made available for all council committees	percentage	100%	100%	N/A	100%	N/A	N/A	N/A	N/A	uMngeni LM	GM: Corporate Services	<b>Agenda covers and Minutes proof for all meetings</b>
Departmental Function			Review and implement applicable municipal policies and bylaws		All	Law enforcement Activities (roadblocks and camera speed prosecutions)	Number of roadblocks		15	0	12	N/A	N/A	N/A	N/A	uMngeni LM	GM: Community Services	<b>Trafman report</b>
Departmental Function			Review and implement applicable municipal policies and bylaws		All	Number of hours spent on speed enforcement prosecutions		800			640hrs	2,333,629	2,471,313	2,614,649	OPEX (101615044)	uMngeni LM	GM: Community Services	<b>Camera operators report</b>

Departmental Function		17. Promote participatory governance and multi-stakeholder engagements	Implementat ion and monitoring of the municipal communication strategy	N/A	Establishmen t of Communica tion Sub-Committee	Date									uMngeni LM	Municipal Manager	<b>Appointment letters of committee members/correspondence</b>
Departmental Function				N/A	Sitting of Communica tion Sub-Committee meetings	Number of meetings									uMngeni LM	Municipal Manager	<b>Minutes of meetings/attendance register</b>
Departmental Function				N/A	Review of Corporate Identity Manual (CIM)	Date									uMngeni LM	Municipal Manager	<b>Council resolution and copy of CIM</b>
Departmental Function				N/A	Updating of Complaints Manual Book to ensure that all complaints are resolved	Timeframe									uMngeni LM	Municipal Manager	<b>Updated Complaints manual book</b>
Departmental Function			Ensure participation in all relevant IGR structures	N/A	IDP rep forum meeting	Number									uMngeni LM	GM: Economic Development and Planning	<b>Attendance register/minutes of meeting</b>
				N/A	Quarterly updates of B2B Support Plan	Timeframe									uMngeni LM	Municipal Manager	<b>Updated and signed B2B Support Plan</b>

Departmental Function			Encourage all municipal social partners to participate in municipal affairs	All wards	Number of ward committee meetings held	Number (incl. % attendance )	144			144 (100%	795750	842699	891576	OPEX (100215300)	uMngeni LM	Municipal Manager	<b>Attendance registers</b>
Departmental Function				All wards	Number of ward committee reports (Councillor's reports) submitted	Number	48			48	N/A	N/A	N/A	N/A	uMngeni LM	Municipal Manager	<b>Public participation report submitted to COGTA</b>
Departmental Function				All wards	Number of Sectoral reports	Number	1440			1440					uMngeni LM	Municipal Manager	<b>Public participation report submitted to COGTA</b>
Departmental Function				All wards	Community meetings held per ward	Number per ward	48			48					uMngeni LM	Municipal Manager	<b>Public participation report submitted to COGTA and attendance registers</b>
Departmental Function				All wards	Ward Committee Forum meetings held	Number of meetings per quarter		N/A	N/A	3	795,750	842,699	891,576	OPEX (100215300)	uMngeni LM	Municipal Manager	<b>Q1 - Council resolution Q2 to Q4 - Minutes/Attendance register</b>

Department al Function			Support and implement applicable national, provincial and district initiatives		N/A	Gender, Disability, Senior Citizens, Public participation , Office on the rights of a child and more ad- hoc projects	% (Number of initiatives supported against invitations received)	100%	100%	N/A	100%	603,550	639,159	676,231	OPEX (100215884)	uMngeni LM	Municipal Manager	<b>Invitations and proof of attendance/a ctivities</b>
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## CHAPTER H - SECTOR PLANS

The table below outlines the applicable sector plans within the municipality that have either been developed or required to be developed.

No.	Sector Plan	Completed (Y/N)	Adopted (Y/N)	Adoption Date
1	Spatial Development Framework	Y	Gazetted	February 2017
2	Housing Sector Plan	Y	Y	June 2008
3	Energy Sector Plan	N	N	September 2016
4	Integrated Waste Management Plan	N	N	Planning stage
5	Local Economic Development Strategy	Y	Y	June 2012
6	Strategic Environmental Assessment	N	N	Planning stage
7	Public Transport Sector Plan	N	N	-
8	Disaster Management Plan	Y	Y	June 2016
9	Agricultural Sector Plan	Y	Y	-



# **ANNEXURE I.1**

## **Disaster Management Plan**

# **Disaster Management Sector Plan**

**2016**

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# **MUNICIPAL DISASTER MANAGEMENT SECTOR PLAN**

## **1. Introduction**

Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 26 (g) of Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 stipulates that a disaster management sector plan for a municipal area must form an integral part of the municipality's IDP. The municipality has developed a DMSP for integration in the 2015/16 IDP in compliance with the legislation.

## **2. Status Of Municipal Institutional Capacity**

### **2.1 Municipal Disaster Management Centre**

#### **Centre**

Section 43- 50 of the Disaster Management Act 2002 (Act No.57 of 2002) makes provision of the establishment and functions of the centre to ensure effective operation and co-ordination of Disaster Risk Management within the municipality. There is currently no disaster management centre but there is a call centre which receives and dispatches all calls to relevant stakeholders and role players concerned. The call centre operates on a 24 hours basis. Trained call centre staffs manages each shift.

There is no Disaster Management Unit within the municipality. The disaster management functions are currently allocated under community services department. When disaster related incidents occur the responsibility falls on the Manager Protection Services, supported by a district officer. Municipality has a good working relation with NGO's which assist in providing relief stock when incidents occur.

#### **Fire services**

There is currently a District fire station that is located in Howick which mostly deals with structural fires in the uMngeni Municipal area. The Station is managed at a District level. The local municipality envisage establishing Memorandum of understanding (MOU) with the District for the direct activation of the fire services within the municipality. The uMngeni Municipality is predominantly a private farming area. Veld and Forest fires are mostly dealt with by Working on Fire organisation and the Lions River Fire Protection Association.

## **3. Municipal Disaster Management Policy Framework**

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The Umgeni municipality currently has no municipal disaster management policy framework but the municipality applies the national and provincial disaster management policy framework for guidance and direction regarding Municipal disaster management affairs, which is in line with the Nation disaster management policy framework.

## **4. Municipal Disaster Management Plan**

The Disaster Risk Management Act 2002, (Act No.57 of 2002), makes provision in Section 53 that each municipality must prepare a disaster risk management plan for its area

according to the circumstances prevailing in the area. In 2007 the Municipality developed its Disaster Management Plan which was adopted in 2008. The Disaster Management Act 57 of 2005 requires that it be reviewed. It is currently being reviewed with the support of the District and Provincial Disaster Management Centre.

## **5. Municipal Disaster Management Advisory Forum**

Section 51 of the Disaster Management Act (Act 57 of 2002) states that district municipalities may establish a municipal disaster management advisory Forum. According to subsection (1) a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction. The uMngeni Municipality Disaster Management Advisory Forum was officially launched in August 2011. The Forum meets on a quarterly basis. Relevant government departments, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) are some of the stakeholders that form part of the forum. Participation from some Municipal line functions and government departments is not satisfactory.

## **6. Municipal Inter-Departmental Committee**

In terms of chapter 2; section 3 (a) of the Disaster management Act of 2002 stipulates the duties and functions of a committee which is to give effect to the principles of co-operative government in Chapter 3 of the Constitution on issues relating to disaster management.

The uMngeni municipality formulated a municipal Inter-Departmental Committee where disaster management matters are addressed and discussed. However there need to be better co-ordination and support of such platforms to allow for maximum function of such units. Community services portfolio committee advocates matters regarding disaster management to the council.

## **7. Disaster Risk Assessment**

### **7.1 Risk Profile**

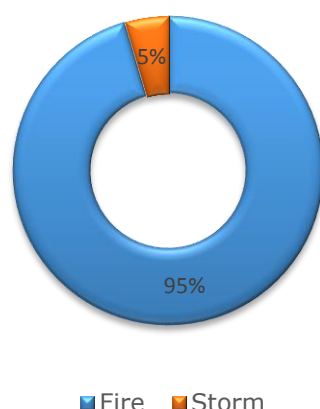
The Municipality is in the process of analysis and developing its risk profile. It conducted a ward based risk assessment in consultation with various community structures.

### **7.2 Hazard**

Risk assessments was done in 2011 and the findings thereof were as follows:

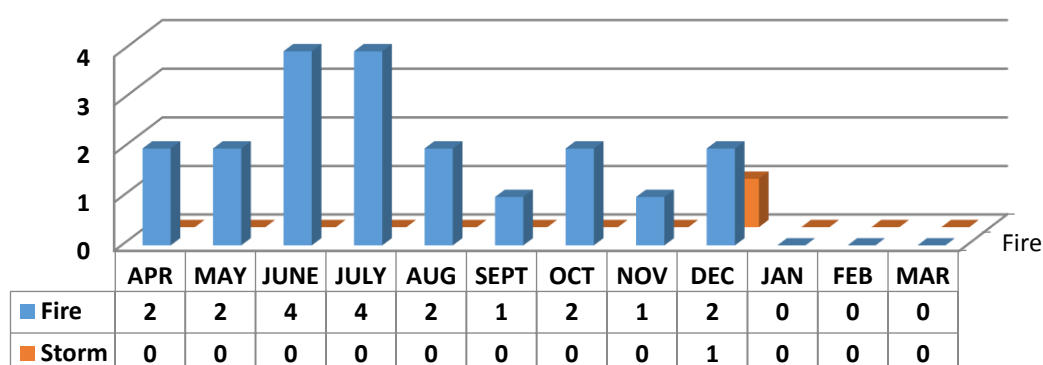
- Flooding, house and veld fires. These hazards were profiled as high risk and are seasonal. The municipality has been monitoring the incidents that are occurring within the municipal area. During the past financial year the municipality recorded incidents as demonstrated in the bellow graphs.

### Distribution of Incidents for uMngeni Local Municipality 2014/15



The municipality experienced less storm related incidents as the fires dominated by 95%.

### Monthly Distribution of Incidents for 2014/15



The municipality experienced fires incidents throughout the most time of the year.

## 8. Disaster Risk Reduction

### 8.1 Disaster Management Programmes/Projects by Municipality

NAME OF THE PROJECT	TARGETED AREAS	RESPONSIBLE AGENT
Improve Capacity to Reduce Fire Risk:		Umngeni Municipality and UMDM
Establishment of the volunteer program	All Municipal wards	
Educate communities on Fire risk:		Umngeni Municipality and UMDM

NAME OF THE PROJECT	TARGETED AREAS	RESPONSIBLE AGENT
Mainstreaming of DM	All Municipal wards	
School awareness campaigns	Ward 1,3,4 and 9	
Door to door	Ward 1,3,4 and 9	
Partnerships with WOF	Ward 3,4,5,6,7 and 8	
Mitigation		
Develop informal Settlements bylaws to control land invasion mushrooming of an informal settlements	All Municipal wards	
Tin house building to mitigate against informal settlement fires.	Ward 1	
Building access road for emergency vehicles	Ward 1,2,4 and 9	Technical Services
Fire Brakes	Ward 3,4,5,6,7,8 and 9	District Fire Services, WOF,FPA uMngeni LM
Awareness on illegal connection	Ward 1,3,4 and 9	Eskom
Municipal Building Inspection for fire compliance		

## 9. Capacity For Disaster Management

The District Municipality currently supports the local municipality but it does not have the necessary capacity to deal with disaster management issues on a daily basis as there is only one person dealing with disaster management issues. The mentioned personnel are strategic as well as operational.

## 10. Monitoring and Evaluation Of Disaster Management

The Municipality's performance management systems are in place to monitor and evaluate performance. Portfolio committee plays an oversight on disaster management issues. The municipality writes monthly and quarterly reports that are presented to the District Disaster Management Advisory Forum on quarterly bases.

NB: Disaster management functionaries must be beefed up with capacity to and be afforded the opportunity to serve in development and service delivery oversight committees of the municipality.

**ANNEXURE I.2**  
**AG Comments on latest**  
**Audited Statements**



### AG Action Plan for 2015/16 Audit Report

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
1	Material Electricity losses	R43.57 million	Electricity theft by tempering with electricity meters and infrastructure		CFO	
2	Material Debt Impairment	R21.94 million	Poor debt collection		CFO	
3	Material Misstatements in AFS:					
	Non-Current Assets	Prior year amounts AFS did not agree to Prior year Audited AFS as presented on Annual Report	1. Delays in completion of AFS caused inadequate time to review AFS prior to submission to AG 2. Prior Year Annual Report not submitted to AG for review prior to finalization	1. Submit Annual Report to Auditor General for review prior to finalization 2. Submit AFS for 2016/17 to Internal Audit and Audit Committee for review at least 2-3 weeks prior to submission to AG	CFO Municipal Manager	Annual report: Jan 2017
	Current Assets					
	Current Liabilities					AFS 16/17: 11 Aug 2017
	Expenditure					
	Disclosure items					

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
4	Expenditure Management	Non-compliance with section 62(1) (d) of the MFMA.	Reasonable steps not taken to prevent unauthorised, irregular fruitless and wasteful expenditure		CFO	
5	Consequence management	Non-compliance with section 32(2) (a) of the MFMA.	Unauthorised and Irregular expenditure not investigated to determine if any person was liable for the expenditure		Municipal Manager Council	
6	Leadership	Accounting officer did not exercise adequate oversight over financial reporting, compliance as well as internal control	1. High Vacancy rate (20%)		GM: Corporate	
			2. Vacancies in senior management position		GM: Corporate	
			3. Action Plan not monitored by right level of management (senior management)		MANCO	
			4. Competencies of Key Officials		GM: Corporate	

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
			not recorded on Annual Report			
			5. Inadequate documented policies and procedure manuals		GM: Corporate MANCO	
			6. Inadequacies in SLAs for financial software licences (IT)		GM: Corporate MANCO	
			7. No Performance reviews for service providers (IT)		GM: Corporate MANCO	
			8. IT Budgets not monitored to ensure spending for IT related items only		GM: Corporate MANCO	
			9. No regular review of IT exception reports (i.e. log reports)		GM: Corporate MANCO	
			10. Information Security officer (ISO) were not assigned to a specific individual		GM: Corporate MANCO	

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
			11. Inadequate monitoring and administration of the firewall due to lack of skills to maintain the firewall.		GM: Corporate MANCO	
			12. User activity audit logs on Windows Active Directory were not monitored due to system limitation not generating logs.		GM: Corporate MANCO	
			13. Lack of review of system administrator activities and user access rights.		GM: Corporate MANCO	
			14. Lack of approval of Business continuity plan		GM: Corporate MANCO	
7	Financial Management	Adequate processes were not in place to communicate timely and relevant information to oversight and regulatory parties	Non Implementation of the following daily and monthly controls:			

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
			<ul style="list-style-type: none"> <li>• Reconciliation of intangible assets to the intangible asset register, general ledger and financial statements</li> </ul>		CFO	
			<ul style="list-style-type: none"> <li>• Reconciliation of heritage assets to the asset register, general ledger and financial statements</li> </ul>		CFO	
			<ul style="list-style-type: none"> <li>• Reconciliation of investment property schedule to the financial statements and general ledger</li> </ul>		CFO	
			<ul style="list-style-type: none"> <li>• Reconciliation of consumer deposits to the trial balance, general ledger and financial statements</li> </ul>		CFO	
			<ul style="list-style-type: none"> <li>• Reconciliation of unspent conditional grants and receivables</li> </ul>		CFO	

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
			<ul style="list-style-type: none"> <li>• Reconciliation of operating leases to the trial balance, general ledger and financial statements</li> </ul>		CFO	
8	Governance	Audit Committee and Internal Audit could not exercise their oversight responsibilities due to insufficient resources	>Shortages of staff due to vacancies and non-appointment of trainees to assist with workload >Insufficient budget to automate audit processes	>MANCO to finalise consideration of amendment of Internal Audit Organisational Structure to include Risk and Compliance Officer as per Internal Audit Submission >Finalise filling of vacant positions as per submission by Internal Audit >Appoint Internal audit trainees	Municipal Manager GM: Corporate	

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
				>Allocate sufficient budget for Audit Software >Finalise process to appoint new audit committee members		
			Audit Committee Reports not submitted to Council at least twice by the Audit Committee Chairperson to Council	Audit Committee Chairperson to submit quarterly reports to Council	Audit Committee Chairperson	Quarterly
			Not all quarterly reports (PMS, s72, AFS) were reviewed by the Audit Committee due to late submission of information causing postponement of meetings for review	All reports to Audit Committee to be sent a week prior to a meeting	Audit Committee Chairperson Municipal Manager	Quarterly

#	Finding	Details	Root Cause/ Control Deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
9	Cogta Forensic Audit	Matters relating to irregular expenditure and maladministration	Matters relating to irregular expenditure and maladministration	Follow up on finalization of investigation and issue of Report to Council, Treasury and AG	Municipal Manager	



**ANNEXURE I.3**  
**Community Involvement**  
**Report**

## IZIMBIZO (20<sup>th</sup> to 22<sup>nd</sup> April 2017)

The table below outlines all the issues raised by communities during the public participation process where the Draft IDP and Budget was presented.

Ward	Inputs
<b>1</b>	Bus Shelters to be provided at Sphumelele
	Maintenance of crèche at Sphumelele
	Promotion of Art and Culture in the ward
	Provision of bench inside the clinic at Shiyabazala
	Rehabilitation of main road that goes to Shiyabazala
<b>2</b>	Safety bridge for children who cross the river from KwaMevana
	Refuse collection and clean-up of town must be improved
<b>3</b>	KwaMajola – building of affordable housing
<b>4</b>	Ematatiyeleni – no electricity for some houses
	Ematatiyeleni – provision of housing and speed humps on road by the store
<b>5</b>	The municipality must prioritise Karkloof Road for resurfacing given the amount of heavy traffic that happens on this particular road
<b>6</b>	Instead of fixing potholes, the municipality must consider investing on resurfacing of roads due to the fact that potholes become repeats
	What are the rates associated with the new hospital?
	The Hilton Community Hall must be well maintained
	There must be improvements in communication between residents and the municipality i.e. staff to respond to correspondence
	Khatha Endengeni Group is requesting water provision to their tanks in order to farm effectively
	Road to be graded in the area that leads to the railway line
	Dugmore – lack of employment opportunities and people are being mistreated by Farmer
	Municipality to improve the access road that leads to the old residents area within Hilton College
	KwaJeke farm dwellers live in hazardous condition and still drink water from river streams
	Lack of development for Hilton College old residents
	Street lights in Emandleni are non-functional
	Bus shelters must be built for commuters
	What is the electricity budget provision for areas that were not electrified in the Hopestone area
<b>7</b>	Khanya Village - Council must consider developing middle income housing on land donated by the Department of Public Works
	Laddsworth Primary School does not seem to cater for children from outside the ward especially Ward 7
	Hilton Police Station is reactionary in providing safety to residents of Ward 7 whilst there is clear visibility in Ward 6 especially the Hilton area
	What is the plan for the provision of socio-economic infrastructure in Khanya Village?
<b>8</b>	Jojo tanks to be installed at eMashingeni
	Water Kan for road to eMashingeni especially in winter season
	Is there a budget provision for the area of eMashingeni in the next financial year
	All areas must be considered in the provision of services in the ward
	Provision of water and electricity in the area next to the cemetery
	Ezakhisweni Ezintsha – provision of water and electricity to households
	kwaDubeka – there is no water and electricity provision
	Improve visibility by ensuring functioning of street lights ngaphezulu

Ward	Inputs
	Improve safety at the ground as it is being vandalised and infested by criminals
	Provision of a mobile police station at eMashingeni
	Provision of speed humps – road from kaNswela to Mandela highway
9	Community Based Plan budget to be increased for the ward
	From Tweedie to kaFawule Farm – no provision of electricity and lack of employment for residents
10	There is a lack of progress on the Mpophomeni sportsground where millions have been spent
	Clean up and awareness campaigns to be conducted in the ward
	Rehabilitation of Mpophomeni Community Hall given its historical significance
	Lolly Pop Ladies – Emhlangeni and the taxi rank
	Provision of bursaries for the youth
	Extension of Mpophomeni library and provision of internet
	ABET for residents
	Zenzeleni Centre – improve the resources at the centre
	Curbs to be constructed at the road by the clinic
	Memorial Stone to be well preserved
	Provision of clinic or mobile clinics in the ward
11	Bus shelter provision
	Access road to Sphumelele to be tarred
12	Develop a One Stop Centre to accommodate government departments

### General Inputs from Izimbizo

Inputs
Council to reconsider holding portfolio committees bi-monthly
Request for ward 6 councillor to be visible to communities
What is the strategy for overcoming non-payment of electricity and rates
How come there is no budget provision for Smart Metering
What is the municipality's plan to deal with the increasing traffic flow?
Is it feasible for the municipality to balance the proposed budget through traffic fines
What is the status of the Mpophomeni Waste Water Treatment Plant
How will the development of an Agri-Hub benefit most of residents
UMDM must employ staff to deal with water leaks
Due to electricity losses, the municipality must consider handing over electricity to Eskom
The municipality must prioritise employment of local people
The municipality must install CCTV cameras in order to prevent crime (ATM's and Pick & Pay Centre)
The municipality must provide workshops to capacitate communities on government services
Local small contractors to be preferred for construction work
Development must be inclusive of the quality of life
The fight against social ills must be addressed through proactive approaches
Vacant posts within the municipality to be filled
Provision of bursaries for the youth

## Ward Committee Meeting Inputs (19/04/2017)

The following table outlines the summary of inputs gathered from the ward committees as part of presenting the Draft IDP and Budget.

Ward	Inputs
1	Mlungisi – location of Midlands Road within ward 1
	Mlungisi – provision of a facility to hold meetings for ward committees
	Mlungisi - Improve the maintenance of Howick West Community Hall
	Mlungisi – Construction of bridge that crosses uMgeni River
	Simon – Howick clinic must be upgraded to accommodate more people
	Simon – provision of bus shelters
	Simon – tarring of passage ways in Sphumelele
	Simon – Access road to Shiyabazali to be upgrade as the road can be inaccessible
	Simon – Tambo Road and Lake Avenue to be provided with speed humps
	Simon – road access that connect to Langalibalele to be improved
	Simon - Harry Gwala Street road surface to be improved
2	Wilson – There is no water at the sportsground
	Wilson - Street lights are not functioning on road that leads to Pick & Pay and causes crime
	Lindiwe – speed humps before the robot to Pick & Pay
	Lindiwe - Hillbrow and Griffith Road has lot of potholes that require municipality's attention
	Lindiwe - Tennis court to be revamped
	Lindiwe – municipality to improve cutting of verges in all areas
	Zuma – water meters are licking at KwaMevana
	Zuma - Development of a business park for SMME's
	Zuma – municipality to assist in coordinating skills development
4	Younis – provision of electricity to curb crime
	Younis - Bus Shelter ngaseHoly
6	Shelly – how come they are projects stated in the Mayors budget presentation but not costed
	Shelly - What is the free basic electricity provision for indigent residents?
	Norman - Municipality assets must be well maintained
	Norman - Electricity losses are unsustainable
	Norman - Rates charge went up by R35,600,000 million in the 2015/16 financial year however only R300,000 was collected in cash with the rest as debt which is a serious problem
	Norman – Consumer debt collection must be significantly improved by introducing performance criteria
	Norman - In 2015/2016 the total rates income was R157,000,000 however only covered three items of expenditure – loss on electricity, staff cost and
	Norman - Rates income should be able to cover some of the infrastructure requirements
	Norman - Improve pavements in the CBD
	Norman – there is no value for money in fixing potholes
	Norman - Depreciation should be used to fund new capital expenditure and maintenance instead of subsidising electricity losses
	Norman - Income source for traffic fines might be overstated
8	Nhlakanipho – municipality to involve local stakeholders in agricultural activities
	Nhlakanipho – lack of land for agricultural activities

Ward	Inputs
	Nhlakanipho – improve the township economy in order for communities to be self sufficient
	Snothi – there is a lack of budget provision for development in the rural areas of ward 8
9	Sipho – request for a community hall in Lions River and Nguga
	Sipho - High accident zone on the R103 towards Tourcrest school
10	Dudu – there are two incomplete roads within the ward
11	Simphiwe – there is a lot of cable theft and of street lights bulbs.
	Lindelwa – there are emerging farmers however they don't have land available
	Lindelwa – there is a lack of focus on skills development within the IDP
	Lindelwa – What is the budget provision for the Agri-Hub
	Lindelwa – the municipality must take advantage of its strategic location within the region
	Lindelwa – the R5,000,000 allocated for local economic development must be for projects that will boost the economy
	Lindelwa - we must create an environment where local residents are the owners of manufacturing plants within the municipality instead of just working for them
	Lindelwa - black people must be included in growing the economy
	Lindelwa - Youth programmes must be sustainable instead of focusing on events
12	Simon – Amnesty for people who have stolen electricity
	Simon – there are water leaks on Mpempe Road
	Simon – Request for increase in stipend for ward committees

### Ward Based Plan priorities per ward

The following priorities were submitted by ward councillors and form part of the Mayor's call to have funding allocated to the tune of R200k for soft priorities per ward. Due to funding shortages, these priorities were not funding in the next financial year.

Ward	Priorities
1	Sphumelele crèche maintenance
	uMgeni foot bridge
2	Fence for Bell Street Sportsfield
	Hiring of garden services to maintain vacant and public open spaces and verges in the Summer months
3	
4	Senior citizens Christmas function to be allocated R30k for 2017 function to be held in December
	Support for Small Business Development programme and cooperatives: R40k
	Youth development programme: R60k
	Men's sector programme: R20k
	Disability development programme: R20k
	Women's sector programme: R30
5	Netball and soccer goals and nets/poles at Triandra, Loskop and Yarrow
	Speed humps on Karkloof Road approaching Howick just before the junction of Mare Street
	Speed humps outside Thembelihle and Heritage School on servitude next to Main Street
	Repairs and improvement to the traders shelters at the Falls
6	Video camera surveillance at access and entrance points

<b>Ward</b>	<b>Priorities</b>
<b>7</b>	Maintenance and revamp of the Khanya Village community hall. Purchase chairs, tables and provision of storage facility
	Provision of safe and secure recreation/sports facility for residents of Khanya Village
	Allocation and establishment of a crèche/partial care/ECD facility for Khanya Village
<b>8</b>	Skip bins
	KwaDulela Community Centre
<b>9</b>	Flood lights at Hhaza, Lion's River, Japan, Inguga and KwaChief areas
	Skip bins
<b>10</b>	Jungle Gym
	Road construction at Ntokozo road and Ekuthuleni road
	Recreational facilities for senior citizens
	Women's Desk facility
<b>11</b>	Zenzele Centre Community refurbishment
	Park Home for ward councillor
<b>12</b>	Community awareness of social ills

## **Sandile Makhaye**

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**From:** Sixtus Gwala  
**Sent:** Tuesday, May 02, 2017 8:38 AM  
**To:** Sandile Makhaye  
**Cc:** Baneli Msomi; Mbo Zungu; Nonto Nzuza; Joy Pratt  
**Subject:** FW: Ward 2 Committee Budget jand IDP Submission

**From:** Janis Holmes [mailto:janis@lantic.net]  
**Sent:** 30 April 2017 06:47 PM  
**To:** Baneli Msomi <Baneli.Msomi@umngeni.gov.za>; sandile h. buthelezi <sandile.buthelezi@umngeni.gov.za>; sandile h. buthelezi <sandile.buthelezi@umngeni.gov.za>  
**Cc:** Nkule Ntombela <Nkule.Ntombela@umngeni.gov.za>; Joy Pratt <Joy.Pratt@umngeni.gov.za>; Sixtus Gwala <Sixtus.Gwala@umngeni.gov.za>; Eric Svensson <Eric.Svensson@umngeni.gov.za>; Joy Pratt <Joy.Pratt@umngeni.gov.za>  
**Subject:** RE: Ward 2 Committee Budget and IDP Submission

Good day,

Please see below.

The Ward 2 Committee has identified the following priority needs within the ward for consideration in the Annual Budget and Integrated Development Plan of uMngeni Municipality 2017/2018.

- 1) **Lack of sports and recreational facilities for the youth.** The Bell Street Sports Ground has fallen into a state of terrible disrepair and needs to have fences put around its perimeter and have lockable gates at each entrance. The ablution facilities have been condemned and need to be knocked down and rebuilt or be completely overhauled and refurbished. New soccer nets are required and cricket batting cages need to be re-installed. The field needs to be leveled and marked so that it can be played on. This field used to attract many children and youth but is now a hangout for vagrants and public drinking. It is an asset that used to earn the municipality money when it was hired out. This is no longer possible. Please can provision be made in the budget to revive this facility so that it can be used as a constructive sports and recreational area for the youth?
- 2) **Crumbling and neglected infrastructure** including roads, pavements, street lights, traffic lights and signage, road markings, storm water drains etc . . .
  - Blocked storm water drains along Bell Street between Somme and Main Street. A plan needs to be put into place to have the storm water drains replaced here. They are beyond repair. The sides of the road on this section of road (on either side of the concrete surface) urgently need to be resurfaced.
  - Street lights along the route taken by pedestrians from the CBD / taxi rank to Kwa Mevana need to be kept in working order. This includes Harvard, Morling, Berea and Theed Streets. Other streets that need street lights repaired are Hyslop Crescent, Lakeview Road, Amber Avenue and Main Road. An audit of all faulty street lights in Ward 2 needs to be done and provision needs to be made in the budget to repair all faulty street lights in the Ward.

- The taxi rank in Somme Street is in disrepair with some of the shelters being damaged and posing a potential risk to commuters. Howick businesses rely heavily on consumers who commute from outlying areas and we need to offer them a clean and safe point of arrival and departure. The toilets are long overdue for an upgrade.
- Pavements in Harvard Street, Bell Street and Morling Street need to be replaced as they are a hazard to the public with many people already reporting having fallen because of the uneven surface.
- Maintenance of Parks and Open Spaces. All the open spaces in Ward 2 have been neglected in the past years. This poses a huge crime risk. **Please can these municipal properties be cut and cleared at least once a month in Spring and Summer?** Verges particularly those not on residential boundaries and on vacant properties have been overgrown for the past few years. Please can the budget include provision for these verges to be cut at least once a month? This applies particularly to verges on intersections where grass and weeds are so high that oncoming traffic cannot be seen. Storm water channels need to be cleared of alien invasive species
- The pavement and curb channel outside the Howick clinic needs to be repaired properly.
- The Miller Street Cemetery needs to have all alien invasive plants removed and dead trees removed. Public trees in Amber Avenue need to be trimmed to a height that will accommodate school buses. Public trees in Theed Street need to have lower branches trimmed to a height of 3 meters.
- No dumping signs are needed in all Parks and Public places as well as signs prohibiting washing vehicles or performing repairs to vehicles.
- Litter bins are required throughout the CBD. Please can these be budgeted for?
- A bus shelter is required in the vicinity of Greendale Center on Main Road. The road needs to be widened to accommodate taxis and buses stopping in the area.
- Traffic signage is needed to enforce double parking laws and other traffic violations. The lack of a functioning taxi rank in Howick means that taxi operators have started using the streets as a rank. This is causing congestion due to double parking and also taking up valuable street parking needed by businesses for their customers.
- Harvard Street, Morling Street, Bell Street and Park Road need to be resurfaced and the curb channels and storm water drains need to be upgraded
- The widening of the Umgeni Bridge is already listed as a project in the IDP and we would like to see some progress here as traffic is steadily increasing and the bridge is becoming a "bottleneck" causing traffic congestion at peak times.
- Numerous roads in Ward 2 need complete resurfacing. These include Wear Avenue, Berea Road, Northumberland Avenue, section of Amber Avenue from Sunfield Robot to Teviot Place, Umgeni Avenue and Devonshire Avenue. Market Street and Dewar Lane also require resurfacing.
- An assessment of which roads need traffic calming measures needs to be urgently done throughout the ward and budget provision needs to be made for speed humps and rumble strips where they are needed.



- Pedestrian pavements are urgently needed on KwaMevana / Umgeni Road.

As much of the central business district (CBD) of the town of Howick is in Ward 2 and as Howick is the center of business in the municipality we feel that the upkeep of the roads, pavements, storm water drains and curbs in the CBD is vital. The current functioning and appearance of the CBD is most probably a deterrent to potential investors. The developmental strategy requires both **“Maintaining existing urban areas”** and **“Strengthening key economic clusters”** which points to the need to uplift and maintain our CBD.

We are pleased that the municipality will be applying for a grant to upgrade the CBD. The committee requests to be kept up to date on progress with this project and that CBD and entrances to Howick are maintained and beautified so as to attract and retain business and development.

Sent on behalf of the Ward 2 Committee.

Yours faithfully,

*Janis Holmes*

**Ward 2 Councillor**

**uMngeni Municipality**

**Cell: 082 829 2768**

**E-mail: [janis@lantic.net](mailto:janis@lantic.net)**

## **Sandile Makhaye**

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**From:** Baneli Msomi  
**Sent:** Tuesday, May 02, 2017 9:26 AM  
**To:** Sandile Makhaye; Mbo Zungu  
**Subject:** FW: Budget Submission - Prepaid Meter Conversion

Morning,

Please find the email below

Regards,

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**From:** Janis Holmes [mailto:janis@lantic.net]  
**Sent:** 30 April 2017 07:04 PM  
**To:** Baneli Msomi <Baneli.Msomi@umngeni.gov.za>; sandile h. buthelezi <sandile.buthelezi@umngeni.gov.za>  
**Cc:** Nkule Ntombela <Nkule.Ntombela@umngeni.gov.za>; Joy Pratt <Joy.Pratt@umngeni.gov.za>; Sixtus Gwala <Sixtus.Gwala@umngeni.gov.za>  
**Subject:** RE: Budget Submission - Prepaid Meter Conversion

Good day,

Please will the following suggestion regarding the uMngeni Draft Budget 2017/2018 be seriously considered? This submission was made for last year's budget but was not acknowledged or considered.

In the Draft Budget the tariff for converting from a conventional meter to prepaid meter is at cost plus 20%.

I have done some research on this and it seems that many municipalities fully or partly subsidise conversion from post-paid electricity metering to prepaid and some other municipalities allow consumers to get three quotes from municipal approved electricity service providers so that they can choose the most affordable option. I get many queries from residents who would love to convert to prepaid electricity but are not able to afford to as the quotes they get from Technical Services are always the same as new electricity connections (R6500.00 – R7000.00) This does not make sense as it is just their meters that are being changed and new cabling / distribution boards are not needed in most cases.

Having more uMngeni electricity consumers on prepaid will cut the costs of meter reading, eliminate time spent by the billing department resolving queries relating to incorrect or estimated readings, cut the costs of posting and MMSing accounts and reduce the workload of our struggling Credit Control Department.

I would therefore suggest that the tariff for conversion from a conventional meter to a prepaid meter to be at cost (with no additional charge) and that the municipality investigate ways of subsidising conversions in future budgets.

Having more consumers on prepaid is surely in our best interests and we need to look at more creative ways of making converting to prepaid affordable for all.

Kind regards,

*Janis Holmes*

**Ward 2 Councillor**

**uMngeni Municipality**

**Cell: 082 829 2768**

**E-mail: [janis@lantic.net](mailto:janis@lantic.net)**

**Sandile Makhaye**

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**From:** bonginkosi ndlovu <ndlovubonginkosi@webmail.co.za>  
**Sent:** Wednesday, May 03, 2017 2:10 PM  
**To:** Sandile Makhaye  
**Subject:** Civil Society Submission

**Attention: Mr.Sandile Makhaye IDP Manager**

Greetings to you.

My name is Bonginkosi Ndlovu Coordinator for Zenzeleni Community Project I would like to send our submission about naming roads In Mpophomeni Township.Emathangini,Korea,Japan and Ebumnandini.This could also help even for any emergency,delivery and Election time for good addresses.

I hope this submission will reach you and for the civil society attention it will be great to intervene.

Yours Faithfully  
Bonginkosi Ndlovu  
0728639605/ 033 2380934

## **Sandile Makhaye**

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**From:** Darryl Earl David <Davidd@ukzn.ac.za>  
**Sent:** Friday, April 28, 2017 9:05 AM  
**To:** Sandile Makhaye  
**Subject:** A BIG TOURISM IDEA FOR HOWICK & UMNGENI

Dear Mayor Sokhela/ Sandile

I would like to meet with you to discuss two major tourist ideas I have for Howick and Nottingham Road. My achievements thus far

- 1) Executive Director of City of Durban's bid for Unesco City of Literature
- 2) Founder of SA's national BOOKTOWN
- 3) Founder of SA's only MURAL TOWN
- 4) Founder of St Francis Bay's NAUTICAL CAPITAL FESTIVAL
- 5) See below various book festivals.

Howick is badly in need of a tourism injection. Besides the Midmar Mile, we have nothing!!!  
I can bring in a festival so unique overseas visitors will want to make the journey.

And the Nottingham Road project will be a pro-poor festival that will capture the imagination of SA

Hoping you will get back to me for the sake of tourism in our region.



Forever BookBedonnerd

Darryl Earl David

Lecturer: Department of English  
School of Arts : Languages & Literature  
University of KwaZulu-Natal  
Pietermaritzburg  
Old Main Building: Room 2  
033-2605561

Founder / Director : Booktown Richmond ([www.richmondnc.co.za](http://www.richmondnc.co.za))  
Founder : Mural Town SA  
Founder/ Director/ Curator: BoekBedonnerd Literary Festival - Richmond  
Founder : Schreiner Festival - Cradock

Founder/ Director/ Curator : JM Coetzee Literary Festival - Richmond  
Founder/ Director/ Curator : Midlands Literary Festival - Howick  
Founder/ Director/ Curator : Breyten Breytenbach Literary Festival - Montagu  
Founder : IsiZulu Literary Museum - Centre for African Literary Studies - UKZN (PMB)  
Founder/ Director/ Curator : SA Festival of Children's Literature/ SA Kinderboekfees  
Director/ Curator : Fugard Festival – Richmond  
Founder : Nautical Capital Festival – Cape St. Francis  
Co-founder: Museum of Optometry & Ophthalmology  
Founder/ Director/ Curator : Soweto Literary Festival  
Founder/ Director/ Curator: Adam Small Festival

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Cell: 0813918689

e-mail : [davidd@ukzn.ac.za](mailto:davidd@ukzn.ac.za)

[booktownsa@sal.co.za](mailto:booktownsa@sal.co.za)



# HILTON RATEPAYERS' ASSOCIATION

P O BOX 921, HILTON 3245, KWAZULU-NATAL

*Chairman: 082 806 1224*

*Secretary 082 871 6915*

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RATEPAYERS' AND RESIDENTS' ORGANISATION CONCERNED WITH HILTON, WINTERSKLOOF, WORLDS VIEW, HILTON GARDENS AND CEDARA

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The IDP Manager  
uMngeni Municipality  
P. O. Box 5  
**HOWICK**  
3200

28<sup>th</sup> April 2017

**Attention: Mr. Sandile Makhaye**

Dear Sir

## **DRAFT 2017/2018 - 2021/2022 INTEGRATED DEVELOPMENT PLAN**

We are pleased to have an opportunity to comment on the Draft Integrated Development Plan. The Hilton Ratepayers' Association has always attempted to adopt a cooperative approach in its relationships with the Municipality over many years. We are aware of the many difficulties that exist in managing municipal services in an area that has widely differing habitats and a population with high expectations. The contributions given in the attached Annexure have arisen from a very general review of the draft document and are intended to provide constructive assistance to any possible amendments. We have not addressed budget issues but record that we support the detailed issues raised by Mr. Alan Norman.

We attended the Ward Committees IDP Representative Forum meeting that was held on the 17<sup>th</sup> March 2017 in Hilton where we made some comments on elements that we suggested required consideration and amplification in the IDP. The principal comment was that the IDP should seek to develop a coherent and realistic programme with particular regard to rectifying financial, operations and maintenance deficiencies, and to prioritising and executing capital projects. In particular, we suggested that the IDP should not be merely a "wish list". We are concerned therefore that while the SWOT analyses appear to clearly identify problem issues and requirements for improvement, these do not seem to have been carried through in sufficient detail to the budgets and to the schedules for implementation.

We look forward to being able to make positive contributions to developments in the municipality in the future. As noted at the meeting in March, there are many residents of the municipality with significant experience in a wide variety of fields who would be happy to contribute towards determining solutions and to providing support to the municipality.

Yours faithfully,

  
**C. J. Johnston**  
**Chairman**  
**Hilton Ratepayers' Association**

## **HILTON RATEPAYERS' ASSOCIATION**

### **SELECTED REVIEW: DRAFT 2017/2018 - 2021/2022 INTEGRATED DEVELOPMENT PLAN**

#### **1. KEY PERFORMANCE AREAS (Pg 2)**

The list of Key Performance Areas and Key Challenges is good and clear and appears to be a summary extracted from the SWOT analyses covered in more detail elsewhere in the document. It would be useful if this table could be extended to also give a summary of proposed actions. The following paragraphs suggest that the IDP Goals "... will assist the municipality in addressing its challenges." We suggest that these give generalisations that are too broad and do not assist the municipality in identifying actual actions.

#### **2. CHAPTER B – PLANNING AND DEVELOPMENT PRINCIPLES (Pg 4)**

This section clearly identifies planning principles. It is suggested that a notable omission that was discussed at the meeting on the 17<sup>th</sup> March is the promotion of urban agriculture. This will cover many areas identified in the various SWOT analyses including food security, business and employment opportunities, LED and land ownership.

#### **3. SWOT Analysis – Spatial and Environmental (Pg27)**

The table provides a clear general overview of the issues under this heading. It is suggested that what is missing is a link between the strengths and opportunities on the one hand and the weaknesses and threats on the other. It is understood that this is a complex matter strongly related to the availabilities of finance and human resources.

#### **4. POWERS AND FUNCTIONS (Pg 38)**

The table showing functions and responsibilities gives a clear picture of the extent of the capacity requirements of the municipality and should therefore be useful in identifying constraints. Again a third column showing problem areas associated with each activity and how the municipality aims to deal with these would be informative.

It is noted that in the following paragraphs human resource requirements and development receives some attention. The table of employment details however only covers the period up to 2015. Further, some description of the proposed Human Resources Development Strategy would be useful.

The SWOT analysis table on Transformation and Organisational Development does give a clear summary of issues but appears to have inadequate links between the strengths and opportunities and the weaknesses and threats. Missing also from the weaknesses and threats is any mention of budget constraints.

#### **5. Tar Road Condition Assessment (Pg 44)**

This description and the associated table are not clear at all. A more detailed description of actions taken to carry out the assessments and their frequency could be added followed by how maintenance requirements will be financed and over what period. Poor road conditions and inadequate maintenance are problems frequently identified by residents in all areas of the municipality. More detailed communications on a planned programme of maintenance and rehabilitation is necessary and would lead towards an improved public image of the municipality.

#### **6. Taxi Ranks (Pg 45)**

It is suggested that the in general taxi ranks are inadequate in both number and quality. Public transport facilities in general, pedestrian access routes and cycle tracks require a great deal of attention. This matter was discussed at some length at the meeting on the 17<sup>th</sup> of March but does not appear to have been adequately addressed in the IDP.



## **7. SWOT Analysis – Service Delivery and Infrastructure (Pg 49)**

It is suggested that this table of analysis is weak and requires significant attention and amendment. The strengths and opportunities are not clear and in some cases appear to be inaccurate. Examples are:

- Giving the EPWP as a strength – this programme has come in for serious criticism in some quarters due to the fact that it provides short term low level employment opportunities and therefore should be seen only as an emergency measure for both employers and employees.
- Satisfactory social services – various discussions at ward committees and through anecdotal information suggest that these services could be improved significantly.
- Implementation of challenging housing projects – it is suggested that the majority of housing projects are behind programme.
- Proposed conversion to smart metering – this is unlikely to solve theft and losses without extensive and successful community and councillor support.
- Withdrawal of Eskom from the SLA – the ability of the municipality to manage electricity services and achieve increased revenue is doubtful.

## **8. Broad Based Community Needs (Pg 56)**

It is suggested that a more comprehensive tabulation and commentary is necessary under this heading with references to the schedules of Service Delivery and Infrastructure Development. The table appears merely to acknowledge that some public consultation has taken place and projects have been identified. Details of programming and costs on these as well as any other projects that were identified would be useful.

## **9. SWOT Analysis – Financial Viability and Management**

This review by the HRA has not dealt with the budget and financial matters. It would appear however that at present the municipality does not have the financial resources to address its responsibilities. Clearly therefore some compromises will always be necessary. We suggest that under these circumstances it is important that residents are fully informed about planned services and areas where services either cannot be provided or are delayed.

## **10. Strategic Goals and Objectives**

The table in this section will provide useful overall guidelines for the municipality. It is suggested however that the strategic objectives may need some amendments and additions. For example items 1 and 2 under Area C may be better located under Area D, and Area D could include traffic management, public transport and pedestrian facilities.

## **11. IMPLEMENTATION PLAN**

The implementation plan could be improved if it included the status of current projects and linked projected costs with the amount of funding available each year. This schedule could also be clarified if there were separate sections for different funding sources. It is noted that the proposed wastewater treatment plant and sewer network for Hilton has not been included in this section.

In addition, it is suggested that more detailed descriptions of each project would be beneficial both for residents and for the municipality. These could include location, appointments of service providers, approvals of business plan and/or preliminary investigations, start of construction and completion date.

## **12. Sector Department Projects**

The schedule is very general and difficult to interrogate accurately. As above it is suggested that more detailed descriptions would be beneficial.

## Sandile Makhaye

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**From:** Darryl Earl David <Davidd@ukzn.ac.za>  
**Sent:** Thursday, May 04, 2017 4:24 PM  
**To:** Sandile Makhaye  
**Subject:** Fw: TOURISM IDEA FOR UMNGENI MUNICIPALITY

Sorry Sandile forgot to cc you  
See below

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**From:** Darryl Earl David  
**Sent:** 04 May 2017 15:22:16  
**To:** Lorraine Jackson  
**Subject:** Re: TOURISM IDEA FOR UMNGENI MUNICIPALITY

Dear Lorraine

The first idea is to brand Nottingham Road as a Craft Town. And hold an annual Craft Expo in Nottingham Road that must act as a showcase for South Africa's top crafters.

Being part of the Midlands Meander this makes perfect sense and would inject some life into the Meander and give Nottingham Road a distinct identity.

Idea 2 you might want to sit down for. A Choir Festival for Howick. But no ordinary choir festival. A choir festival at the base of the Howick Falls. It will revive the Falls precinct. As things stand people are afraid to walk down alone. And large choirs are maybe 50 to 100 strong. They need no electronics. Twenty choirs would mean 1000 beds filled in the region. Not to mention visitors.

This has the potential to give Howick an unforgettable festival that people all over the world would want to attend. Limit numbers to limit environmental impact. Erect a large screen for older folk who cant make walk at the amphitheatre overlooking the Falls. And utilize the regions smaller churches as venues as well.

Hope Umngeni take the plunge. Pun intended

Darryl

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**From:** Lorraine Jackson <Lorraine.Jackson@umngeni.gov.za>  
**Sent:** 04 May 2017 15:03:42  
**To:** Darryl Earl David  
**Cc:** Sandile Makhaye  
**Subject:** TOURISM IDEA FOR UMNGENI MUNICIPALITY

Dear Mr. David

I refer to your e-mail addressed to the IDP Manager within the uMngeni Municipality and his response regarding your tourism "idea" for the municipality.

Not wishing to gainsay your advice and credentials which appears to be literature related, it would be appreciated if you could provide additional detail relative to the "tourism idea" which would place my office in a better position to consider the concept and possibly invite you to undertake a presentation to Council's Management Committee.

However, without the relevant background, the Manager responsible for tourism or library services would be found wanting in introducing the subject to Manco.

I thank you and await your further advice.

**ANNEXURE I.4**  
**Spatial Development**  
**Framework**