

PHASE 2: STRATEGIES

SECTION 1: STRATEGIC FRAMEWORK

1.0 STANDARD BACKGROUND

1.1 For Local Government to become more 'outcomes-based', and to achieve successful development planning, three things need to happen:

- 👉 Local Government needs to adopt a more entrepreneurial approach and undertake a mind-shift from being merely a service provider;
- 👉 Stronger networks need to be established between the municipality, donors, and funding sources; and
- 👉 A set of implementable and measurable projects needs to be identified, each with specific outcomes and outputs.

The Strategic Framework sets the context for these to be realised.

1.2 This report forms the basis for Phase 2 of the IDP process. In terms of Guide Pack III (DPLG, 2001), in Phase 2:

“ the municipality will have to arrive at the crucial decisions on its destination and on the most appropriate ways to arrive there. It is the phase in which the basic decisions on the future direction of the municipality have to be made”.

1.3 The following will be developed during this phase:

- 👉 a *Long-Term Vision* for the uMngeni Municipality;
- 👉 *Mid-term Objectives* for each Priority Issue;
- 👉 *Development Strategies* for each Priority Issue;
- 👉 the Identification of *Projects*.

2.0 THE VISION

2.1 The vision for the uMngeni Municipality was workshopped with the IDP Representatives Forum at the beginning of Phase 2. The vision of the former Howick TLC was used as the stepping stone to facilitate the formulation of uMngeni Municipality's vision.

2.2 The forum members were afforded the opportunity to comment on the presented vision and to make suggestions/recommendations regarding the formulation of the vision for the newly demarcated area. Recommendations made by the members were to include the following points into the vision:

- 👉 Unemployment/Poverty;
- 👉 Promotion of Economic Development;
- 👉 More “People” Focussed;
- 👉 Quality of Service Delivery;
- 👉 Efficiency (Cost Effectiveness);and
- 👉 Promotion of Education.

2.3 uMngeni Municipality Vision

THE MISSION STATEMENT FOR THE UMNGENI MUNICIPALITY

uMngeni Municipality will ensure community participation in all projects; develop the skills of the municipal staff; strive for financial viability; provide sustainable services and promote local economic development.

The vision of the municipality as agreed to by the forum members.

2.4 uMngeni Municipality Mission Statement

The Mission Statement will guide the activities of the Council in achieving the vision

3.0 COMMUNITY CONSULTATION

- 3.1 At the second meeting of the Representatives Forum held on 17 January 2002, it was decided by Forum that a comprehensive community consultation process be undertaken to provide a needs analysis. A total of 19 public meetings were held between 24 January 2001 and 10 February 2001.
- 3.2 Understandably, the public meetings identified broad issues, possible ways in which these can be addressed as well as possible projects. These views will form an important input into the Strategic Framework.

4.1 The Strategic Framework was finalized during Phase 2 and is based on:

☞ The results of the technical analysis of the Municipality (The Phase 1 Analysis Report, the Interim IDP and specialist reports on Agriculture, Tourism and Infrastructure)

☞ Input from the Forum members and other local organizations.

☞ The outcome of the public consultation process.

4.2 From all the above, 17 key issues have been identified. These key issues contain the areas of concern which the IDP should focus on. A set of objectives and strategies (i.e. what should be done about these key issues or how should they be addressed) have been formulated, once again using all the input of all stakeholders as well as the District Municipality's Strategic Framework. The Strategic Framework for uMngeni is set out in the attached schedule.

4.3 Once the Forum had considered the Framework, a list of potential projects were formulated for prioritisation by Council. These were followed by the preparation of Project Proposals.

TABLE 1: THE STRATEGIC FRAMEWORK MATRIX

ISSUES	OBJECTIVES	STRATEGIES
A. INFRASTRUCTURE AND SERVICES		

<ul style="list-style-type: none"> • provision of basic services outside the main urban centres, with emphasis on water, sanitation and electricity. • • maintenance and upgrading of existing infrastructure and services network, with specific emphasis on roads. • • Road Accessibility in rural areas. • • Traffic management, public transport and commuter facilities. 	<ul style="list-style-type: none"> • ensure that all communities within the municipal area are serviced in terms of water provision and sanitation to at least those minimum levels agreed to at national, provincial and district levels. • • ensure that all communities within the municipal area have access to electricity. • • avoid the deterioration of the existing infrastructural network through a comprehensive maintenance and upgrading programme. • • improve accessibility in rural areas and improve road linkages between urban and rural components. • • In consultation with the District Council, and other service providers, reach agreement on minimum service standards and actively implement these. 	<ul style="list-style-type: none"> • <u>Roads and Stormwater</u> • In consultation with the Department of Transport and the District Council prepare a roads upgrading and maintenance plan. • Upgrade rural road network based on community needs along the Midlands Meander as identified in the spatial framework and roads upgrading and maintenance plan. • Implement a labour-intensive community based road maintenance programme in the rural areas. • • <u>Traffic Engineering and Transport Planning</u> • Prepare and implement a plan for the provision of commuter facilities in appropriate locations. • Investigate the feasibility of a Public Transport system especially to serve schools. • Formulation and implementation of a strategy to reduce the use of main roads by heavy vehicles and to provide designated stopping areas for heavy vehicles. • • • <u>Water</u> • Ensure that municipal priorities for the installations of water points and local reticulation systems are included in the District Council's Water Services Development Plan. • Prioritise water projects in areas of higher population density and in particular at local rural service centres. • Initiate spring protection programmes, in conjunction with water conservation and sanitation awareness programmes for households. • Promote rain harvesting. • Promote water recycling.
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<ul style="list-style-type: none">•	<ul style="list-style-type: none">•	<ul style="list-style-type: none">• <u>Sanitation</u>• assess existing sewage works in urban areas and formulate programme for expansion and upgrading.• identify areas that need to be connected to water borne systems.• identify rural areas where inadequate sanitation is a health risk and ensure relevant input into District Council's Water Services Development Plan, with specific reference to spring protection programme.•• <u>Solid Waste Disposal</u>• identify areas to which municipal waste disposal service needs to be extended.• compile and implement a solid waste management strategy.• investigate, prepare and implement an after-hours rubbish removal and management programme in CBD's and tourism and recreation nodes.• initiate an anti-litter and litter awareness and education campaign.• investigate the possibility of outsourcing the service.• establish appropriate and accessible garden refuse disposal sites.• implement a zero tolerance anti-littering campaign.• implement a recycling campaign.• identify alternative waste sites.•• <u>Electricity and Energy</u>• establish priority areas for electrification and ensure implementation by the service provider (Eskom).
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F.	B.	ECONOMIC
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<ul style="list-style-type: none"> • local economic development with emphasis on tourism, agriculture and manufacturing. • • • education and skills development. • • • poverty alleviation and addressing economic imbalances. • • optimum use of agricultural land. 	<ul style="list-style-type: none"> • • .1 To stimulate local economic development, with specific emphasis on tourism, agriculture, manufacturing and commerce. • • • .2 To establish a partnership with the private business community and the major private schools in the area with a view to expanding and enhancing local investment and development opportunities. • • • .3 To attract a greater market share of both domestic and international tourism markets. • • • .4 To maximise the employment generating capacity in Council's developmental actions. • • • .5 To reduce poverty to a significant and measurable extent. • • • .6 To ensure that LED priorities are central to all Council plans and implementation programmes. • • • .7 To facilitate access to land for agricultural development. • • • .8 To protect, consolidate and develop the existing agricultural sector. 	<ul style="list-style-type: none"> • • <u>Create an environment attractive to investors, and conducive to the development of small entrepreneurs.</u> • • pursue the establishment of an industrial and commercial area next to Mphophomeni. • • Establish Business Support Centres in appropriate locations. • • Investigate feasibility of a business and industrial incentive programme. • • Identify mixed-use areas in appropriate locations and formulate a programme to supply services to these areas. • • Review municipal bylaws and Town Planning Schemes, and extend Town Planning Scheme to cover peri-urban areas. • • Formulate Safety and Security strategy. • • Enhance / establish institutional capacity within the municipality to pursue LED projects. • • formulate Master Plan for areas with specific development potential, such as the Hilton College Road Corridor, part of the Midlands Meander and the Midmar Dam Area. • • Procurement Policy for SMME's. • • • <u>Maintain and expand the municipality's position as the economic growth node in the Midlands with specific emphasis on tourism</u> • • optimise the development opportunities arising from the Municipality's locational advantages and the existence of the successful Midlands Meander. • • formulate a Municipal tourism development plan. • • create a single tourism development and marketing mechanism for the municipality • • establish a comprehensive tourism assets data base. • • review and assess all existing LED strategies and projects. •
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	<p>2.9 To promote manufacturing industry in line with international funds (SMME's / LED)</p> <p>2.10 To facilitate improvements of primary, secondary and tertiary education facilities.</p> <p>2.11 To align skills development programmes with the economic priorities of the area.</p> <p>2.12 To improve the access to skills development programmes to a wider range of people.</p> <p>2.13 To facilitate a culture of ongoing education.</p>	<ul style="list-style-type: none"> • market the area through specific “events “such as the Midmar Mile, and identify or create additional events. • develop and implement an international and national marketing strategy. • In liaison with the schools in the area explore the possibility of hosting “Sports Weeks” in different sport codes. • Identify flagship projects which can act as catalysts to local economic developments. • Ensure that sufficient facilities are provided at tourist attraction points, such as the Mandela monument and Howick Falls. • Actively pursue a general anti-litter campaign and provide support to the activities of the Howick Falls Nature Conservancy. • • • <u>Facilitate Local Economic Development and address economic imbalances</u> • Establish and / or facilitate adult education and skills training programmes in consultation with Department of Labour. • Employ small scale local contractors in public works programmes. • Undertake a land audit to identify publicly owned land and undertake land capability analyses of land parcels that control be utilized for community development projects. • Optimize the development opportunities associated with the local land reform programme and low cost housing programmes • Actively exploit the conference market in relation to the Midlands Meander. • Investigate the feasibility of employment creation through the following types of projects: construction and maintenance of public buildings, alien plant eradication,market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs. • Identify potential funding sources for the development of SMME's.
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		<ul style="list-style-type: none"> • Formulate strategy for small scale manufacturing. • • Provide and promote adult literacy and adult education programmes • • • <u>Poverty Alleviation</u> • • In consultation with the DM, prepare a poverty alleviation plan, identifying focus areas and projects. • • Undertake a quality of life survey. • • Compile a data base of poverty alleviation activities. • • Identify and promote the establishment of self help projects and co-operatives aimed specifically at poverty alleviation. • • Promote household food security and nutrition, through agricultural projects and by assisting in the implementation of LRAD (Department of Land Affairs). • • • <u>Agriculture</u> • • Preserve high quality agricultural land through the establishment of guidelines for the subdivision of agricultural land.. • • Avoid urban sprawl. • • Encourage agri-industries and potential linkages between agriculture and the tourism industry. • • Initiate urban agriculture projects in and around lower income areas. • • Facilitate access to farming inputs for small-scale farmers. • • In consultation with Department of Agriculture, set up and implement small farmers support and advice programme. • • Identify range of farming activities that can be pursued at subsistence level. • • Promote co-operative arrangements for supply and distribution networks. • • Investigate the feasibility of establishing commonage in dense rural
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<p>C. C. COMMUNITY DEVELOPMENT, SOCIAL SERVICES AND HOUSING</p>
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<ul style="list-style-type: none"> • Community facilities and services, especially in the rural component of the municipality. • • 0. The provision of housing including a housing education programme, in both the urban and rural component of the municipality. • • 1. Safety and Security. • • 2. HIV / AIDS 	<p>3.1 Ensure that all communities have access to basic community facilities and social services.</p> <p>3.2 To actively pursue the provision of housing to all communities within the municipality, within the context of overall community development.</p> <p>3.3 Ensure that the needs of poor women and disabled people are taken into account in the process of providing community and social facilities.</p> <p>3.4 To develop a home ownership education programme.</p> <p>3.5 To positively manage informal settlements.</p> <p>3.6 To create a crime free environment.</p> <p>3.7 To provide and ensure adequate law enforcement and fire prevention measures and adequately safeguard Council assets.</p>	<ul style="list-style-type: none"> • <u>safety and Security</u> • Enhance and expand security and policing in public places • Undertake an audit of crime prevention initiatives. • Undertake an audit of crime prevention resources. • Prepare and implement a strategy and business plan on crime prevention. • Create effective and visible policing in all areas. • Ensure proper liaison between all roleplayers. • • <u>housing</u> • Audit and review all existing housing projects. • Consolidate and review housing waiting lists and review existing and projected housing demand. • Formulate and implement a housing delivery strategy. • Identify sites for housing projects as part of spatial development framework. • Set housing delivery goals and formulate business plans for all housing projects. • Optimize economic development spinoffs from housing projects. • Develop a consumer education programme on the various housing options available as well as a home ownership responsibilities. • Determine the extent and profile of all informal settlements. • Formulate and implement an informal settlement upgrading programme. • • <u>social Facilities</u> • Achieve consensus on service standards. • Determine needs for additional social facilities in different areas through
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<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • IV / AIDS • • audit and monitor the level of community awareness • • ensure the establishment of educational programmes through intersectoral collaboration • • establish an HIV / AIDS Forum with all roleplayers • • ensure that all clinics provide adequate audio-visual education and pamphlet distribution • • educate communities on safe sex. • • encourage the use of free HIV / AIDS testing • • provide counselling to affected individuals and their families • • audit existing orphan facilities • • in partnership with the private sector investigate possible sources of finance for the provision of shelters and facilities. • • institute education and life skills development programmes for orphans • • formulate integrated programme for provision of health facilities, including clinics, mobile clinics, HIV / AIDS support centres.
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<p>D. D. INSTITUTIONAL / FINANCE AND SPECIAL INTEREST GROUPS</p>
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<ul style="list-style-type: none"> • he Municipality's financial sustainability. • • • communication (internal and external) • • • address issues and the needs of the poor, the aged, the disabled and the youth. 	<ul style="list-style-type: none"> • • .1 Ensure that the collection of revenue is undertaken as efficiently as possible. • • • • .2 To expand Council's revenue base. • • • .3 Ensure that Council has sufficient institutional capacity to meet the challenge associated with its transformation into a developmental municipality. • • • .4 Ensure that the needs of special groups (such as the rural poor, women and the disabled) are taken into account and are integrated into all facets of Council's activities. • • • .5 To maximize the use of existing resources. • • • .6 To formulate a comprehensive communication and marketing plan. 	<ul style="list-style-type: none"> • 1. <u>Financial Management</u> • Implement Amalgamation Plan recommendations • • Formulate and monitor database on potential funding sources. • • Optimize Council's rate revenue base through increased capacity to collect revenue and expand rates base. • • • • <u>Institutional development and capacity building</u> • Undertake strategic assessment of existing and required skills for Council staff. • • Formulate Skills Development Programme • • Investigate public / private partnerships and possible outsourcing of services. • • Implement relevant recommendations from the Amalgamation Plan. • • Expand GIS system and optimise potential use. • • Set up service providers forums in consultation with District Council. • • Clarify roles and responsibilities of different authorities in context of Municipal legislation. • • Determine correct placement in the organisation for rural development component • • • • <u>Communication</u> • • Formulate a communication plan, addressing both internal and external communications. • • Formulate a marketing strategy. • • Formulate internet and e-business strategy. • • • • • ender
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<p>5.</p>	<p>5.</p>	<ul style="list-style-type: none"> 5. • Ensure that gender equity is highlighted as a priority issue in Phase 1 of the IDP process. 6. • Reach a common agreement on how gender will be defined in the IDP process. 7. IDP process. 8. • Ensure that gender has an explicit mention in the municipality's vision (this will ensure that there is a clear commitment to pursuing the IDP process from a gender sensitive perspective). 9. • Provide training for officials and councillors on issues of gender sensitivity. 10. • Promote gender representation in the IDP process (on the project team; on Council; and in the IDP participation process - on the IDP Representative Forum and at community meetings / workshops). 11. • Ensure that local policy frameworks are gender sensitive. 12. • Consider gender impact assessments as part of the project prioritisation process. 13. • Require business plans to specify gender specific objectives. 14. • Define the impact of the service delivery approaches proposed in the IDP on women. 15. • Give priority (through the budget) to projects that make gender equity part of their objectives. 16. • Develop a gender sensitive procurement policy. 17. Set gender targets (e.g. percentage of women workers and / or contractors who will be employed on a particular project) and monitor and evaluate progress with respect to reaching such targets (Key Performance Indicators should be gender sensitive). 18. 19.5. <u>Disabled</u> 20. 21. • Ensure that all municipal facilities are accessible to disabled people. 22. • Set up a liaison committee between Council and representatives for the disabled 23. • Ensure that all Council's development projects consider and accommodate the needs of disabled people. 24.
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**E. NATURAL AND BUILT
ENVIRONMENT AND LAND
USE MANAGEMENT**

<ul style="list-style-type: none"> • and use and environmental management. • • and reform and land restitution. 	<ul style="list-style-type: none"> • .1 To achieve a balance between the developmental needs of all local communities, the demands of the tourism and manufacturing industry and sound environmental management principles. <ul style="list-style-type: none"> • • .2 To place all Council's developmental actions and decisions on a sound environmental footing. <ul style="list-style-type: none"> • • .3 To raise environmental awareness amongst all the communities in the municipal area. <ul style="list-style-type: none"> • • .4 To establish an integrated land use management system which will be more user friendly, environmentally sensitive and responsive to community needs. <ul style="list-style-type: none"> • • .5 To integrate LA 21 principles into Council activities. <ul style="list-style-type: none"> • • .6 To facilitate equitable access to agricultural land by supporting the LRAD programme. <ul style="list-style-type: none"> • • .7 To promote land ownership as a means to economic development. 	<ul style="list-style-type: none"> • <u>atural resources Management strategy</u> • formulate a biodiversity conservation strategy. • Establish an open space system and ensure effective management thereof, based on existing plans. • Establish an effective alien invasive species control programme. • Establish mechanisms for the monitoring and control of the use of indigenous plants and mechanisms (in association with KZN Wildlife). • Establish catchment management forums (in association with DWAF). • Initiate programmes to prevent soil erosion. • Ensure law enforcement personnel are conversant with environmental policies and legislation. • Establish an effective water quality monitoring programme. • Undertake a Strategic Environmental Assessment (SEA) to form the base of an Environmental Management Plan (EMP) for the entire municipal area. • • <u>Strategy for the protection and enhancement of the aesthetic attributes in the municipality</u> • Establish a landscaping programme in areas such as the tourism nodes and CBD's. • Undertake a tree planting programme throughout the municipality. • formulate and implement guidelines to enhance and protect the visual amenity provided by valley and watercourses. • formulate management guidelines for existing tourist routes and scenic routes as part of the spatial framework • • Land Reform
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4 **Land Use Management**

- Ensure alignment between the EMP, the Town Planning Schemes and sectoral plans such as the Tourism Plan.
- Formulate a **spatial development framework**, which shall include:
 - land use policy to guide –
 - desired patterns of land used in the municipal area;
 - the spatial reconstruction of the municipal area, including –
 - the correction of past spatial imbalances and the integration of formerly disadvantaged areas;
 - directions of growth;
 - major movement routes;
 - the conservation of the natural and built environment
 - the identification of areas in which particular types of land use should be encouraged or discouraged; and the identification of areas in which the intensity of land development should be increased or reduced; and
- iii) decision-making relating to the location and nature of development in the municipal area;
- plan visually indicating, or where appropriate describing, the desired spatial form of the municipal area;
- basic guidelines for a land use management system in the municipal area.
- Review and amalgamate the existing Town Planning Schemes for Howick and Hilton.
- Provide Town Planning Schemes for Nottingham Road Village and Lidgettton West.
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SECTION 2: IDENTIFICATION OF PROJECTS

1.0 INTRODUCTION

Phase 1 of the IDP involved the compilation of an In-Depth Analysis report for the municipality. The purpose of this exercise was to ensure that decisions are based on:

1. people's priority needs and problems
2. knowledge on available and accessible resources
3. proper information and on a profound understanding of the dynamics influencing the development in a municipality

Phase 2 involved the compilation of a Strategic Framework report. The strategic framework is comprised of four steps namely;

Step 1: Formulation of the **Vision** for the municipality based on the priority issues identified in Phase 1

Step 2: Setting **Objectives** to fulfill the vision

Step 3: Drawing up **Strategies** that will address or counter the **Objectives**

Step 4: Identification of provisional projects in order to prepare for Phase 3; Projects. This will ensure that projects identified will address the needs of the people.

Phase 3 involves the identification and prioritisation of specific projects based on the Strategic Framework. It also involves the drafting of project proposals with tentative target figures, technical standards, locations, time horizons and cost estimates.

2.0 POTENTIAL PROJECTS

2.1 Potential projects have arisen from various sources. These include the community meetings, input from the Forum members on general and specific community needs, the technical assessments undertaken, the Strategic Framework (i.e. Vision, Mission, Objectives and Strategies), the Technical Committee's deliberation and the Interim IDP.

2.2 These have been considered by the Technical Committee and prioritised, using the criteria as set out in **Annexure 1**. The projects have been rated as:

1. Very Important (Urgent)
2. Important (With Medium Urgency)
3. Important (But not Urgent).

2.3 **Annexure 2** sets out the potential projects and the priorities as determined thus far

4.0 uMNGENI IDP: POTENTIAL PROJECTS DERIVED FROM STRATEGIC FRAMEWORK, TECHNICAL ANALYSIS AND COMMUNITY CONSULTATION PROGRAMME

SOURCE OF PROJECT / AREA COVERED	PROJECT DESCRIPTION	ESTIMATED COST	RESPONSIBLE AUTHORITY	RECOMMENDED RATING	COUNCIL RATIFICATION
A. INFRASTRUC TURE					
1. MUNICIPAL WIDE	A1. In consultation with the Department of Transport and the District Council prepare a roads upgrading and maintenance plan	R250 000	Dept of Transport, District Municipality, uMngeni Municipality.	1	1
	A2. Set up and implement a labour-intensive community based road maintenance programme for regional roads and district roads in the rural areas in consultation with Department of Transport and District Council.	To be determined	Dept of Transport District Municipality uMngeni Municipality	2	2
	A3. Prepare and implement a plan for the provision of commuter facilities in appropriate locations.	R60 000	Dept of Transport uMngeni Municipality	1	1
	A4. Undertake a feasibility study of a Public Transport system especially to serve schools in rural areas.	R50 000	uMngeni Municipality Dept of Transport	2	2
	A5. Formulate and implement a strategy to reduce the use of main roads by heavy vehicles and to provide designated stopping areas for heavy vehicles, in conformity with the relevant legislation.	Prov Resp / In House	uMngeni Municipality Dept of Transport, District Municipality	1	1
	A6. Include the municipal priorities for the installations of water points and local reticulation systems in the District Municipality's Water Services Development Plan.	In House	DWAF District Municipality uMngeni Municipality	1	1
	A7. Initiate spring protection programmes and formulate a water conservation and sanitation awareness programmes for households	In House	uMngeni Municipality Dept of Water Affairs and Forestry District Municipality	1	1

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

A8. Assess existing sewage works in urban areas and formulate a programme for expansion and upgrading.	R60 000	uMngeni Municipality	2	2
A9. Formulate a solid waste management strategy, which should include: <ul style="list-style-type: none"> ◆ The identification of areas to which the municipal waste disposal service needs to be extended; ◆ A feasibility assessment of the possible outsourcing of the solid waste disposal service; ◆ The identification of alternative waste disposal sites; ◆ The identification and establishment of accessible garden refuse disposal sites. ◆ Facilitation of easy Recycling 	300 000	uMngeni Municipality District Municipality	12312	12312
A10 Initiate an anti-litter and litter awareness and education campaign.	In House	uMngeni Municipality	1	1
A11. Reach Agreement with Dept. of Transport on an upgrade and maintenance programme for the district road network servicing the Midlands Meander.	In House	Dept of Transport	1	1
A12. Traffic calming measures on R103 where it passes through settlements (Lions River, Lidgetton)	R15 000 per location.	Dept of Transport	1	1

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

<p>2. ELECTRICITY (FOR COMMUNITIES AS SPECIFIED)</p>	<p>A13. To initiate discussion with the electricity service provider to pursue the extension of electricity to these areas:</p> <ul style="list-style-type: none"> ◆ Hilton ◆ College Community ◆ Kwa ◆ Cedara ◆ Dulela ◆ Hawkston ◆ Communi ◆ ty in vicinity of Dunmarie Primary School ◆ Curry's ◆ Post Community ◆ Bull ◆ Testing Station Community ◆ Ext. 33 & ◆ Triandra ◆ Jacobsda ◆ Karkloof ◆ Nottingha ◆ m Road 	<p>◆ 3 500 per household</p>	<p>Eskom, Service Provider District Municipality</p>	<p>1</p>	<p>1</p>
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UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

<p>3. WATER PROVISION (FOR COMMUNITIES AS SPECIFIED.)</p>	<p>A14 Improve Water Supply for the following communities:</p> <ul style="list-style-type: none"> • Hilton • College Community • Cedara • Community • Triandra • Community • Hawkston • e Community • Dunmarie • Primary School Community • Kwa • Mevana • Curries • Post Community • Hilton 	<p>• o be determined</p>	<p>District Municipality uMngeni Municipality</p>	<p>1</p>	<p>1</p>
<p>4. ROADS</p>	<p>A15 Upgrading of the gravel access road for the Hilton College Community (Private Land)</p>	<p>R412 per m</p>	<p>uMngeni Municipality District Municipality</p>	<p>3</p>	<p>3</p>
<p>Hilton College Community</p>	<p>A16. Road maintenance for Dulela Community (District Road)</p>	<p>To be determined</p>	<p>Dept. of Transport District Municipality</p>	<p>3</p>	<p>3</p>
<p>Dulela Community</p>	<p>A17. Widening of Aradec Road and Khan's Place for Cedara Community</p>	<p>To be determined</p>	<p>Landowners and uMngeni Municipality</p>	<p>3</p>	<p>3</p>
<p>Cedara Community</p>					

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

Mpophomeni	A18.	Widening of R103 from Rutunda to KZNPA Camp for Cedara Community.	To be determined	Dept. of Transport	3	3
	A19.	Upgrade stormwater works and all roads that need tarring at Mpophomeni	To be determined	uMngeni Municipality District Municipality	1	1
Triandra Community	A20.	Re-open and upgrade existing roads at the Triandra Community area.	To be determined	Dept. of Transport	3	3
Nottingham Road	A21.	Tar the road from Fort Nottingham to Dargle.	R per m	uMngeni Municipality District Municipality	1	1
Hawkstone Community	A22.	Tarring of specified roads for Hawkstone Community.	R per m	uMngeni Municipality District Municipality	3	3
Merrivale	A23.	Upgrade the existing road (Zeederberg)	R7.5m	uMngeni Municipality District Municipality	1	1
Howick West	A24.	Traffic calming measures on Valley View Road, traffic lights at Ware and Amber Avenue.	R15 000 per location	uMngeni Municipality District Municipality	1	1
Hilton	A25.	Maintenance of existing roads.		uMngeni Municipality		
Dunmarie School Community	A26.	Tarring of specified roads for Hawkstone Community.	To be determined	Dept of Transport District Municipality uMngeni Municipality	3	3
Curry's Post	A27.	Upgrade and repair main road as part of maintenance of tourist infrastructure. Tar the road from Curry's Post to Mount West.	To be determined	Dept of Transport	1	1
Bull Testing Station Community						
	A28.	Tar Birnamwood Road	R per m	uMngeni Municipality	2	2
5. STORMWATER MANAGEMENT Kwa Mevana	A29.	Improved Stormwater Management and seepage control (at Injoloba High School).	To be determined	Dept of Education / uMngeni Municipality	2	2
	A30.	Repair and Maintain Stormwater Management	R150 000	uMngeni Municipality	1	1
6. OTHER SERVICES KwaMevana	A31.	Improve Street lighting	To be determined	uMngeni Municipality District Municipality	2	2

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

Hilton	A32. Dump site upgrade	To be determined	uMngeni Municipality	2	2
Merrivale	A33. Improved sanitation systems (connection to waterborne sewage system).	To be determined	uMngeni Municipality	3	3
Howick	A34. Existing Bridge (over uMngeni River) ● Pedestrian Guard Rail ● Assess exact extent of possible upgrade or re-construction	R100 000 To be determined	uMngeni Municipality	1 1	1 1
KwaMevana/Howick West	A35. Provide pedestrian bridge over uMngeni River linking Howick West and KwaMevana.	To be determined	uMngeni Municipality	1	1
B. LOCAL ECONOMIC DEVELOPMENT					

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

1. MUNICIPAL WIDE	B1. Pursue the establishment of an industrial and commercial area next to Mpophomeni and Boston Road Industrial Park.	To be determined	uMngeni Municipality Dept. of Public Works	1	1
	B2. Determine location for Business Support Centre	R75 000	uMngeni Municipality	1	1
	B3. Undertake feasibility study into an incentive programme for business and industry.	R100 000	uMngeni Municipality	1	1
	B4. Review municipal policies and bylaws.	R400 000	uMngeni Municipality	1	1
	B5. Formulate Master Plans for the following areas: <ul style="list-style-type: none"> ↳ Midmar Dam area ↳ Midlands Meander ↳ Boston Road Corridor ↳ Hilton College Road Corridor ↳ Albert Falls Dam ↳ 	R120 000	uMngeni Municipality	1 2 1 1 1	1 2 1 1 1
	B6. Formulate a Municipal tourism development plan which should address all tourism related strategies identified in the IDP, and include a tourism assets data base and a marketing plan.	R250 000	uMngeni Municipality District Municipality uMngeni Tourism Association Dept. of Economic Affair & Tourism	1	1
	B7. Review and assess all existing LED strategies and projects.	In House	uMngeni Municipality	2	2
	B8. Initiate discussions with Hilton College and The Natal Witness with a view to expanding the Arts festival to include the wider community	In House	uMngeni Municipality	2	2
	B9. In liaison with the schools and other sport bodies in the area explore the possibility of hosting "Sports Weeks" in different sport codes.	In House	uMngeni Municipality	1	1

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

B10. Ensure that sufficient facilities are provided at tourist attraction points, such as the Mandela monument, Karkloof, World's View and Howick Falls.	To be determined	Provincial / uMngeni Municipality	1	1
B11. Establish and / or facilitate adult education and skills training programmes in consultation with Department of Labour, as well as providing a database of local Skills Developers.	In House	Dept of Labour uMngeni Municipality	1	1
B12. Undertake a land audit to identify publicly owned land and undertake land capability analyses of land parcels that could be utilized for community development projects	R130 000	uMngeni Municipality District Municipality	1	1
B13. Investigate the feasibility of employment creation through the following types of projects: construction and maintenance of public buildings, alien plant eradication, market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs.	R100 000	uMngeni Municipality	1	1
B14. Formulate industrial development strategy including the identification of industrial / commercial development nodes.		UMngeni Municipality	1	1

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B15. In consultation with the DM, prepare a poverty alleviation plan ⁿ identifying focus areas and projects. This should include (i) undertaking a quality of life survey (ii) Compiling a data base of poverty alleviation activities (iii) Identifying and promoting the establishment of self help projects and co-operatives aimed specifically at poverty alleviation (iv) Promoting household food security and nutrition, through agricultural projects and by assisting in the implementation of LRAD (Department of Land Affairs).	(i) 150 000	District Municipality uMngeni Municipality	1	1
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*Cⁿ currently being undertaken by the DM

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

	B16. Set up an agricultural development committee to follow up and implement recommendations contained in the agricultural survey undertaken for the municipality.	In House	uMngeni Municipality Dept of Agriculture	1	1
	B17. Investigate the feasibility of establishing commonages in dense rural settlements and smaller urban centres.	R50 000	uMngeni Municipality Dept of Agriculture	1	1
Jacobsdaal Mpophomeni Kwa Mevana	B18. Community Vegetable Gardens	R30 000 (1 Ha)	uMngeni Municipality Dept of Agriculture	2	2
	B19. Community Vegetable Gardens	R30 000 (1 Ha)	uMngeni Municipality Dept of Agriculture	2	2
	B20. Community Vegetable Gardens	R30 000 (1 Ha)	uMngeni Municipality Dept of Agriculture	2	2
Dunmarie Primary School Community Dargle Community	B21. Community Vegetable Gardens	R30 000 (1 Ha)	uMngeni Municipality Dept of Agriculture	2	2
	B21. Community Vegetable Gardens	R30 000 (1 Ha)	uMngeni Municipality Dept of Agriculture	2	2
Mpophomeni Community	B22. Upgrading and improvement of Home Craft Centre.	To be determined	uMngeni Municipality	1	1
Cedara Community	B23. Upgrading of shopping centre at Khan's Place.	To be determined	Land Owner	3	3
Nottingham Road	B24. Assistance for community "Vukani" craft market.	To be determined	uMngeni Municipality	1	1
Kwa Mevana	B25. Multi-functional usage of Sawas Hall.	To be determined	uMngeni Municipality	3	3

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

All Communities	B26. Skills training to cover: ♦ making ♦ farming ♦ ♦ ♦ ♦ Crafts ♦ Carpentry ♦ Management ♦ ♦	Block Poultry Sewing Baking Arts and Masonry/ Sports Welding	R3 000 per workshop x 4 R3 000 per session x 4	uMngeni Municipality Dept of Agriculture NGO's	1	1
C. COMMUNITY DEVELOPMENT, SOCIAL SERVICES AND HOUSING						

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

<p>1. MUNICIPAL WIDE</p>	<p>C1. Prepare and implement a strategy on crime prevention which should include:</p> <ul style="list-style-type: none"> ◆ An audit of crime prevention initiatives ◆ An audit of crime prevention resources ◆ Liaison mechanisms ◆ Extension of public policing forums to rural areas ◆ Enhanced and expanded security and policing measures including the possibility of municipal protection services/ traffic services ◆ Increased number of satellite police stations. 	<p>R150 000</p>	<p>S.A.P.S uMngeni Municipality</p>	<p>1</p>	<p>1</p>
	<p>C2. Prepare and implement a housing delivery strategy, which should include:</p> <ul style="list-style-type: none"> ◆ An audit and review of existing housing projects ◆ Consolidation and review of housing waiting lists and a review of housing demand ◆ The identification of potential housing sites, both in the urban and rural component of the municipality. ◆ The setting of housing delivery goals. ◆ Business plans for all housing projects. ◆ A consumer education programme on various housing options and homeowner responsibilities. 	<p>◆ 300 000</p>	<p>◆ Mngeni Municipality</p>	<p>◆</p>	<p>1</p>

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

<p>• C3. Prepare and implement a strategy on the management of informal settlements, which should include:</p> <ul style="list-style-type: none"> • The identification and profiling of all informal settlements (aerial and ground survey). • Feasibility / desirability assessment on the upgrading of these settlements. • Recommendations on in-situ upgrading or relocation. • Business Plans on the above • Alignment with housing strategy. 	<p>• to be determined</p>	<p>• Mngeni Municipality</p>	<p>•</p>	<p>1</p>
<p>• C4. Formulate programme for the disposal of Council owned residential and unused property.</p>	<p>• In House</p>	<p>• Mngeni Municipality</p>	<p>•</p>	<p>1</p>
<p>• C5. Support an HIV / AIDS programme in consultation with the Department of Health, covering all aspects set out in the Strategic Framework.</p>	<p>• In House</p>	<p>• Dept of Health District Municipality • uMngeni Municipality</p>	<p>1</p>	<p>1</p>
<p>C6. Determine the desirability and location for additional social facilities in different areas following an audit of existing facilities</p>	<p>R100 000</p>	<p>uMngeni Municipality</p>	<p>1</p>	<p>1</p>
<p>C7. Identify location for multi-purpose community centres (to include clinics, AIDS support services, library, adult education and skills training and computer facilities. Community Hall and / or multi-purpose community centre.)</p>	<p>R500 000 per centre</p>	<p>• Dept of Health District Municipality • uMngeni Municipality</p>	<p>1</p>	<p>1</p>
<p>C8. Determine location for multi-purpose sports centres.</p>	<p>In House</p>	<p>uMngeni Municipality District Municipality</p>	<p>2</p>	<p>2</p>
<p>C9. Undertake feasibility and desirability study for the provision of community halls throughout the area.</p>	<p>In House</p>	<p>uMngeni Municipality</p>	<p>1</p>	<p>1</p>
<p>C10. Liaise with farmers regarding the extension of public telephones for usage by the farm dwellers.</p>	<p>In House</p>	<p>uMngeni Municipality</p>	<p>1</p>	<p>1</p>

	<p>C11. Determine the feasibility of providing affordable housing for the following communities:</p> <ul style="list-style-type: none"> ◆ College Community ◆ Hilton ◆ na ◆ Kwameva ◆ community ◆ Cedara ◆ Main Road Community ◆ Dulela ◆ m Road Community ◆ Nottingha ◆ Community ◆ Triandra ◆ e Community ◆ Hawkston ◆ West ◆ Howick ◆ Post Community ◆ Curries ◆ Primary School Community ◆ Dunarie ◆ Community ◆ Dargle ◆ Testing Station Community ◆ Bull 	<p>R21 300 grant subsidy per household</p>	<p>uMngeni Municipality Dept of Housing</p>	<p>2</p>	<p>2</p>
<p>Mpophomeni</p>	<p>C12. Initiate discussion with appropriate authorities on the creation of a Housing Reparation Fund</p>	<p>In House</p>	<p>Provincial Dept. of Housing</p>	<p>2</p>	<p>2</p>

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

All communities except Hilton, Howick, Mpophomeni, Nottingham Road, Merrivale	C13. To initiate discussions with the Provincial Department of Health to either provide clinic services or to increase the frequency of mobile clinic visits across the municipality.	In House	Dept of Health	1	1
Mpophomeni/Howick	C14. Upgrade clinic to hospital.	To be determined	Dept of Health	3	3
uMngeni Municipality	C15. Explore the possibility of upgrading Community Health Centres to provide a 24 Hr service.	To be determined	Dept of Health	1	1
	C16. Initiate a community based programme to provide and / or upgrade sportsfields for all communities except Hilton, Hilton College, Merrivale, Nottingham Road, Hawkstone, and Kwa Mevana	To be determined (Site specific)	uMngeni Municipality District Municipality	1	1
Howick West	C17. Upgrade sports field in Extension 34 (Toilets and lighting)	To be determined	uMngeni Municipality District Municipality	1	1
	C18. In consultation with the Dept. of Welfare pursue the provision of creches for all communities except Hilton, Hilton College, Mpophomeni, Hawkstone, kwaMevana, Dunmarie community, and Curry's Post.	R100 000 for 100 children	uMngeni Municipality Dept of Welfare District Municipality	3	3

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

	<p>C19. In consultation with the Dept. of Education pursue the upgrading and / or extension of schools and school facilities for the following communities:</p> <ul style="list-style-type: none"> • Hilton • College Community • Cedara • Community • Nottingha • m Road • Triandra • Community • Hawkston • e Community • Dunmarie • Primary School • Dargle • Community • Howick • West • Lidgettton • Mpophom • eni 	<p>80 000 for new classroom</p>	<p>Dept of Education uMngeni Municipality</p>	<p>2</p>	<p>2</p>
Mpophomeni	<p>C20. Upgrade the existing Mpophomeni Community Hall.</p>	<p>To be determined</p>	<p>uMngeni Municipality</p>	<p>1</p>	<p>1</p>
KwaMevana	<p>C21. Pursue the provision of public toilets in the vicinity of pension payout point.</p>	<p>R1 300 per m²</p>	<p>uMngeni Municipality District Municipality</p>	<p>1</p>	<p>1</p>
Mpophomeni	<p>C22. Pursue the upgrading and/or relocation of the Police Station at Mpophomeni.</p>	<p>To be determined</p>	<p>Dept of Public Works SAPS</p>	<p>1</p>	<p>1</p>
Mpophomeni Lidgetton area and Howick West	<p>C23. In consultation with the Dept. of Welfare pursue the provision of Old Age Homes in the following areas:</p> <ul style="list-style-type: none"> • Mpophom • eni • Lidgetton • area and • Howick • West 		<p>Dept of Welfare NGO's</p>	<p>2</p>	<p>2</p>

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

Mpophomeni Lidgetton	C24. In consultation with the Dept. of Welfare, pursue the provision of AIDS Orphanages in Mpophomeni and Lidgetton.		District Municipality Dept of Welfare NGO's Dept of Housing	1	1
Dulela Main Road area Bull Testing Station Nottingham Road Winnie Mandela Section A, B, & C.	C25. In consultation with the relevant Service Providers, pursue the the provision of public telephones at the following areas: <ul style="list-style-type: none"> ◆ Dulela ◆ Main Road area ◆ Bull ◆ Testing Station ◆ m Road ◆ Nottingham ◆ Winnie Mandela Section A, B, & C.	◆ To be determined	Telkom MTN Vodacom Cell-C	1	1
Nottingham Road Triandra Primary School Bull Testing Station Area Dunmarie Primary School Community	C26. In consultation with the District Municipality, pursue the provision of local and District cemeteries and crematories.	To be determined	District Municipality uMngeni Municipality	2	2
Lidgetton area Curry's Post	C27. Pursue the provision of a Pension Payout point at Lidgetton and Curry's Post.	R100 000	Dept of Welfare	2	2
Lidgetton area	C28. In consultation with the Library Services, pursue the provision of a library at Lidgetton.	R1 m	Library Services Dept of Education uMngeni Municipality	1	1
Nottingham Road Lidgetton	C29. Pursue the provision of a Community Hall at Lidgetton and Nottingham Road.	R300 000 for 300 households	uMngeni Municipality	2	2

SOURCE OF PROJECT/AREA COVERED	PROJECT DESCRIPTION	ESTIMATED COST	RESPONSIBLE AUTHORITY	RECOMMENDED RATING	COUNCIL RATIFICATION
D. INSTITUTIONAL / FINANCE AND SPECIAL INTEREST GROUPS					
5. MUNICIPAL WIDE	1. D1. Set up and monitor database on potential funding sources.	1. In House	1. uMngeni Municipality	1. 1	1
6.	2. D2. Create database of all areas presently not rated to enable expansion of valuation roll.	2. R13 0 000	2. uMngeni Municipality	2. 1	1
7.	3. D3. Implement effective debt collection and credit control system.	3. In House	3. uMngeni Municipality	3. 1	1
8.	4. D4. Undertake strategic assessment of existing and required skills for Municipal staff, and formulate Skills Development Programme	4. In House	4. uMngeni Municipality	4. 1	1
9.	5. D5. Investigate public / private partnerships and possible outsourcing of services.	5. In House	5. uMngeni Municipality	5. 2	2
10.	6. D6. Develop and optimise potential use of GIS.	6. To be determined	6. uMngeni Municipality	6. 2	2
11.	7. D7. Formulate a communication plan, addressing both internal and external communications.	7. R50 000	7. uMngeni Municipality	7. 1	1
12.	8. D8. Formulate policy on gender and the disabled with regard to development programmes, Municipal facilities and procurement.	8. R50 000	8. uMngeni Municipality	8. 2	2
13.	9. D9. Upgrade municipal office infrastructure to cater for implementation of the IDP. Utilise recommendations of the Amalgamation Plan.	9. To be determined	9. uMngeni Municipality	9. 1	1. 1

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SOURCE OF PROJECT/AREA COVERED	PROJECT DESCRIPTION	ESTIMATED COST	RESPONSIBLE AUTHORITY	RECOMMENDED RATING	COUNCIL RATIFICATION
E. NATURAL AND BUILT ENVIRONMENT AND LAND USE MANAGEMENT					
MUNICIPAL WIDE	E1. Establish an open space system and ensure effective management thereof, based on existing plans.	R80 000	uMngeni Municipality	2	2
	E2. Establish an effective alien invasive species control programme (in association with KZN Wildlife). Implement provisions of the Act.	To be determined	KZN Wildlife uMngeni Municipality	1	1
	E3. Establish mechanisms for the monitoring and control of the use of indigenous plants for medicinal purposes (in association with KZN Wildlife).	To be determined	KZN Wildlife Dept of Agriculture and Environmental Affairs uMngeni Municipality	3	3
	E4. Establish catchment management forums (in association with DWAF).	In House	District Municipality uMngeni Municipality DWAF	1	1
	E5. Initiate programmes to prevent soil erosion (in association with Department of Agriculture and Environmental Affairs)	To be determined	uMngeni Municipality DWAF District Municipality	2	2
	E6. Undertake a Strategic Environmental Assessment (SEA) to form the base on an Environmental Management Plan (EMP) for the entire municipal area.	R120 000	uMngeni Municipality	1	1
	E7. Establish a landscaping programme in areas such as the tourism nodes and CBD's. Undertake a tree planting programme throughout the municipality.	To be determined	uMngeni Municipality	1	1
	E8. Formulate management guidelines for existing tourist routes and scenic routes as part of the spatial framework	R50 000	uMngeni Municipality	1	1
	E9. Provide assistance where necessary with the land reform programme, including the upgrading of Land Tenure.	In House	Dept of Land Affairs uMngeni Municipality	1	1

UMNGENI INTEGRATED DEVELOPMENT PLAN

PHASE 3: PROJECTS

	E10. Undertake an audit of State owned land.	R50 000	uMngeni Municipality	1	1
	E12. Formulate a spatial development framework to conform to the Land Use Planning Bill.	R150 000	uMngeni Municipality	1	1
	E13. Review and amalgamation of existing Town Planning Schemes and the formulation of a Land Use Management System for the entire Municipality.	R400 000	uMngeni Municipality	1	1
All communities in rural component of Municipality.	E14. Upgrading of Land Tenure Programmes.	To be determined	Dept of Land Affairs uMngeni Municipality	2	2

SECTION 3: INTEGRATED PROGRAMMES AND PLANS

1.0 INTRODUCTION

During Phase 4 of the IDP process the proposed projects have to be screened to ensure that they are in line with the Priority Issues, Development Objectives, Strategic Guidelines and resources. On the basis of the project proposals sector programmes and plans then have to be prepared - to ensure that the projects can be implemented in a co-ordinated and integrated way.

2.0 INTEGRATED SECTOR PLANS

2.1 WATER SERVICES DEVELOPMENT PLAN

(i) Water

The availability of potable water for domestic and other uses in the more urbanised areas is not a major issue. Purified water supplied by Umngeni Water is sourced from the Midmar Dam. This is not so for some of the rural communities, who make use of boreholes or of rivers and streams as a water source, thus exposing themselves to the possibility of waterborne diseases.

Umngeni Water is responsible for the maintenance of its water supply system. At the moment, it has adequate infrastructure to provide 250MI/day to its users. It also has plans in place to meet future demands by;

- ☞ Upgrading its clarifiers at the Midmar Water Works to produce 375MI/day.
- ☞ Upgrading raw water pumps.
- ☞ Implement the Mooi-Mngeni River Transfer Scheme (MMTS)

The MMTS is aimed at increasing the yield of the Umngeni System by 25 million m³ and consists of two phases viz:

- ☞ Phase 1 (Currently being implemented)
 - Construction of the new Mearns Weir
 - Raising of Midmar Dam by 3.5m
- ☞ Phase 2
 - Construction of Spring Grove Dam

The uMngeni Municipality is also required to formulate a Water Services Development Plan, and this is currently receiving attention.

municipality's priorities in the District's Water Services Development Plan, as well as to formulate water conservation and sanitation awareness programmes, and an expansion and upgrading programme.

2.1.1 Strategy Guidelines

The Constitution of the Republic of South Africa stipulates that everyone has the right to basic services. Sections 26 and 27 of the Bill of Rights deals with these basic services, stating that everyone has the right to housing, healthcare services, food and water, and social security.

The standing national standards for consumption are 25 l per capita/per day and a free 6Kl (6000 litres) per household per month.

Other relevant Acts, which provide specific strategic guidelines for water use and provision include: The National Water Act, and The National Water Services Act.

The National Water Act, Act 36 of 1998

The National Water Act deals mainly with the protection, prevention and remedying of polluted water. All water use in South Africa is regulated by this Act.

The National Water Services Act, Act 108 of 1997

The National Water Services Act is built on the four principles for water provision in South Africa, which include:

- 👉 Equity
- 👉 Optimal Use
- 👉 Sustainable Use
- 👉 Responsibility and Accountability

2.1.2 Sector Plan

The need to upgrade and expand the existing service and system has been identified. Therefore, it is essential for the municipality to prepare a Water Services Development Plan. This is currently being done.

Provision of basic services outside the main urban centres, with emphasis on water, sanitation and electricity.	To ensure that all communities within the municipal area are serviced in terms of water provision and sanitation to at least those minimum levels agreed to at national, provincial and district levels.	Ensure that municipal priorities for the installations of water points and local reticulation systems are included in the District Council's Water Services Development Plan.
		Prioritise water projects in areas of higher population density and in particular at local rural service centres.
		Initiate spring protection programmes, in conjunction with water conservation and sanitation awareness programmes for households.
		Promote rain harvesting.
		Promote water recycling.
Provision of basic services outside the main urban centres, with emphasis on water, sanitation and electricity.	To ensure that all communities within the municipal area are serviced in terms of water provision and sanitation to at least those minimum levels agreed to at national, provincial and district levels.	Assess existing sewage works in urban areas and formulate programme for expansion and upgrading.
		Identify areas that need to be connected to water borne systems.
		Identify rural areas where inadequate sanitation is a health risk and ensure relevant input into District Council's Water Services Development Plan, with specific reference to spring protection programme .

Projects relating to this Sector as identified and prioritised are set out in the following table:

No.	Project
1.4	Include the municipal priorities for the installations of water points and local reticulation systems in the District Municipality's Water Services Development Plan.
1.5	Initiate spring protection programmes and formulate a water conservation and sanitation awareness programmes for households

	<ul style="list-style-type: none"> • Mandira Community • Hawkstone Community • Dunmarie Primary School Community • Kwa Mevana • Curries Post Community • Hilton
• .3	Assess existing sewage works in urban areas and formulate a programme for expansion and upgrading.
• .9	• Improved sanitation systems (connection to waterborne sewage system).



2.2 INTEGRATED TRANSPORT PLAN

The majority of the population depends on public transport. The rural residents in particular, indicated that there is a need to provide a public transport system for school goers. Thus, the need to undertake a feasibility study for the provision of such a system was identified.

The area has five levels of roads namely; National, Provincial, District, Municipal and Private Roads. At this stage the municipality is only responsible for municipal roads.

The Integrated Transport Plan is a tool which can be used **firstly** to accurately establish the status quo or the magnitude of the problem (where applicable); **secondly** to strategise on how best to tackle the problem; **thirdly** to identify and prioritise potential projects; and lastly how, where, who and when each of the problems will be addressed. To provide a programme for implementation, which would include an indication of responsible agencies, timing, and location.

2.2.1 Strategy Guidelines

The **National Land Transport Transition Act** sets out the policies and principles to guide transport and development planning. It also makes an emphasis regarding the preparation of Integrated Transport Plans by every transport authority, municipality, and/or city.

2.2.2 Sector Plan

The following **Objectives and Strategies** have been identified:

Issue	Objective	Strategies
Maintenance and upgrading of existing infrastructure and services network, with specific emphasis on roads.	To avoid the deterioration of the existing infrastructural network through a comprehensive maintenance and upgrading programme.	In consultation with the Department of Transport and the District Council prepare a roads upgrading and maintenance plan.

	rural components.	maintenance plan.
Traffic management, public transport and commuter facilities.	In consultation with the District Council, and other service providers, reach agreement on minimum service standards and actively implement these.	Implement a labour-intensive community based road maintenance programme in the rural areas.
		Prepare and implement a plan for the provision of commuter facilities in appropriate locations.
		Investigate the feasibility of a Public Transport system especially to serve schools.
		Formulation and implementation of a strategy to reduce the use of main roads by heavy vehicles and to provide designated stopping areas for heavy vehicles.

Projects relating to this Sector as identified and prioritised are set out in the following table

No.	Project
1.1	In consultation with the Department of Transport and the District Council prepare a roads upgrading and maintenance plan
1.2	Prepare and implement a plan for the provision of commuter facilities in appropriate locations.
1.3	Formulate and implement a strategy to reduce the use of main roads by heavy vehicles and to provide designated stopping areas for heavy vehicles, in conformity with the relevant legislation.
1.8	Reach Agreement with Dept. of Transport on an upgrade and maintenance programme for the district road network servicing the Midlands Meander.
1.9	Traffic calming measures on R103 where it passes through settlements (Lions River, Lidgetton)
1.12	Upgrade stormwater works and all roads that need tarring at Mpophomeni
1.13	Tar the road from Fort Nottingham to Dargle.
1.14	Upgrade the existing road (Zeederberg)
1.15	Traffic calming measures on Valley View Road, traffic lights at Ware and Amber Avenue.
1.16	Maintenance of existing roads.
1.17	Upgrade and repair main road as part of maintenance of tourist infrastructure. Tar the road from Curry's Post to Mount West.
1.18	Repair and Maintain Stormwater Management at KwaMevana.
1.19	Existing Bridge (over uMngeni River) <ul style="list-style-type: none"> ◆ Pedestrian Guard Rail ◆ Assess exact extent of possible upgrade or re-construction

● .2	Undertake a feasibility study of a Public Transport system especially to serve schools in rural areas.
● .5	Tar Birnamwood Road
● .6	Improved Stormwater Management and seepage control (at Injoloba High School).
● .2	Upgrading of the gravel access road for the Hilton College Community (Private Land)
● .3	Road maintenance for Dulela Community (District Road)
● .4	Widening of Aradec Road and Khan's Place for Cedara Community
● .5	Widening of R103 from Rutunda to KZNPA Camp for Cedara Community.
● .6	Re-open and upgrade existing roads at the Triandra Community area.
● .7	Tarring of specified roads for Hawkstone Community.
● .8	● Tarring of specified roads for Hawkstone Community.



2.3 INTEGRATED WASTE MANAGEMENT PLAN

Waste removal service is currently provided by the municipality in the erstwhile TLC's, whilst the rural areas have no formal system of waste removal and management. This has an implication on the health conditions of the rural communities and is therefore, essential that the municipality attends to this matter. As a first step, it will be necessary to prepare a **Waste Management Plan**.

The **Integrated Waste Management Plan** is a tool which can be used firstly to establish the status quo (identify problems); secondly to strategise on how best to tackle the problem; thirdly to identify and prioritise potential projects; and lastly how, where, by who and when each of the problems will be addressed.

2.3.1 Strategy Guidelines

The formulation of the **Waste Management Plan** should comply with the requirements set out on the **White Paper for Integrated Pollution and Waste Management**.

2.3.2 Sector Plan

Projects relating to this Sector as identified and prioritised are set out in the following table:

No.	Project
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	The identification and establishment of accessible garden refuse disposal sites.
1.7	Initiate an anti-litter and litter awareness and education campaign.
2.4	Formulate a solid waste management strategy, which should include: <ul style="list-style-type: none"> • A feasibility assessment of the possible outsourcing of the solid waste disposal service; • Facilitation of easy Recycling
• .8	Dump site upgrade
• .1	Formulate a solid waste management strategy, which should include: <ul style="list-style-type: none"> • The identification of alternative waste disposal sites;

2.4 INTEGRATED MONITORING AND PERFORMANCE MANAGEMENT SYSTEM

2.4.1 INTRODUCTION

2.4.1.1 Municipalities are legally obliged to establish a performance management system (PMS) (See Chapter 6 of the Municipal Systems Act)

2.4.1.2 In terms of Chapter 3 of the Municipal Planning and Performance Management Regulations (24 August 2001) a PMS "... must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan (IDP)"

2.4.1.3 Council adopted its IDP on 29 May 2002, and it will be submitted to the MEC for Traditional Affairs and Local Government as soon as the project plans for the Priority 1 projects to be undertaken during the first financial year have been completed by the respective Heads of Department.

2.4.1.4 This draft report sets out the legislative and policy context for Performance Management and outlines a Strategic Scorecard in terms of the Municipal Scorecard model.

2.4.2 LEGISLATIVE AND POLICY CONTEXT FOR PERFORMANCE MANAGEMENT

2.4.2.1 The White Paper on Local Government (1998)

The White Paper on Local Government (1998) suggested that local government should introduce the idea of performance management systems.

2.4.2.2 Batho Pele (1998)



- Consultation
- Service Standards
- Access
- Courtesy
- Full and accurate information
- Openness and Transparency
- Redress
- Value for Money.

2.4.2.3 The Municipal Systems Act

(i) In terms of the Municipal Systems Act and its regulations the Municipality is required to formulate the Performance Management System which should

-  comply with all the requirements set out in the Act;
-  demonstrate how it is to operate and manage from the planning stage up to the stage of performance review and reporting;
-  clarify the roles and responsibilities of all role players;
-  clarify the process of implementing the system within the framework of the integrated development planning process;
-  determine the frequency of reporting and the lines of accountability for performance;
-  relate to the municipalities employee performance management processes and
-  provide for the procedure by which the system is linked to the municipalities integrated development planning process.

(ii) **Section 43** of the Act describes the following general key performance indicators (KPI's)

-  The percentage of households with access to basic levels of water, sanitation, electricity and solid waste removal;
-  percentage of households earning less than R1 100 per month with access to free basic services;
-  the percentage of the municipalities capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan;
-  the number of jobs created through the municipality's Local Economic Development initiatives, including capital projects;
-  the number of people from employment equity target groups employed in the 3 highest level of management in compliance with a municipality's approved employment equity plan;
-  the percentage of the municipality's budget actually spent on implementing its work place skills plan and

are all included in the proposed Strategic Scorecard.

- (iii) The Department of Provincial and Local Government has published national guidelines on performance management systems, and two pilot projects are being undertaken in the Province.

2.4.2.4 Municipal Planning and Performance Management Regulations (2001)

- (i) Although the Municipal Planning and Performance Management Regulations set out the requirements for Municipal PM system, it does not sufficiently constitute a framework that fully proposes how the system will work.
- (ii) It does, however, confirm the key performance indicators to be included in a PMS, and it presents the frequency of review (annually) and the frequency of reporting to Council (twice a year). It also sets out the requirements for the internal auditing of performance management measurements, which includes the establishment and maintenance of a performance audit committee.

2.4.3 OBJECTIVES AND PRINCIPLES OF A PERFORMANCE MANAGEMENT SYSTEM

- (i) Beyond the fulfilling of legislative requirements, the Municipality will require a performance management system that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP. It should therefore fulfill the following functions:

- ☞ Facilitate increased accountability
- ☞ Facilitate learning and improvement
- ☞ Provide early warning signals
- ☞ Facilitate decision-making.

- (ii) On the basis of the above, the municipality's performance management system should therefore be guided by the following principles.

- ☞ Simplicity
- ☞ Politically Driven
- ☞ Incremental Implementation
- ☞ Transparency and accountability
- ☞ Integration
- ☞ Objectivity

2.4.4 A MODEL FOR PERFORMANCE MANAGEMENT

- (i) The provincial pilot project seems to recommend the use of the **Municipal Scorecard** as the model for performance management. The four perspectives measured in terms of the model are:



The Resource Management Perspective
The Governance Process Perspective.

In order to do this, a **Strategic Scorecard** and a **Service Scorecard** will be utilised, the former providing an overall picture of performance for the municipality as a whole, while the latter measures performance of each defined service.

(ii) In formulating the **Strategic Scorecard**, the following was taken into account:



the objectives set out in the IDP's Strategic Framework;
The Municipality's 3-year Strategic Plan.

The proposed Strategic Scorecard as set out in the following schedule will measure progress or change in certain critical areas.

The following aspects are not covered in the Scorecard but could be seen as valuable indicators.



Internal and external communications

Customer satisfaction (Effectiveness of service delivery)

- (iii) The **Strategic Scorecard** will reflect the targets associated with the priority projects identified in the IDP, as well as specific actions identified in the Strategic Plan. This Scorecard will be based on the IDP Project Task Sheets or Mini Business Plans, and will form an important component of the performance contract of senior officials.

2.4.5 STRATEGIC SCORECARD P RORITY AREA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY
<u>INFRASTRUCTURE AND SERVICE</u>			

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

👍 Availability of Basic Services	👍 To ensure that all households in uMngeni have access to all basic household services at specified standards.	👍 % Households that have access to a potable water supply on site.	Survey / Census
👍	👍	👍 % Households that have access on their stand to at least a VIP.	Survey / Census
👍	👍	👍 % of Households receiving a weekly refuse collection service.	Survey / Census
👍	👍	👍 % Household with a legal electricity connection.	Survey / Census

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

<p>☞</p>	<p>☞ To ensure that all households month receive free basic water.</p>	<p>☞ % Households earning who receive free basic water provision.</p>	<p>Survey / Census</p>
<p>☞ Maintenance</p>	<p>☞ To avoid the deterioration of the existing infrastructural network through a comprehensive maintenance and upgrading programme.</p>	<p>☞ % Of operating budget spent on maintenance of infrastructure</p>	<p>Financial Report</p>

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

<p>👉 Accessibility</p>	<p>👉 Road Improve accessibility in rural areas and improve road linkages between urban and rural components.</p>	<p>👉 % Of Households that have access to a road within 500 m of the dwelling.</p>	<p>👉 Survey / GIS</p>
<p>👉</p>	<p>👉</p>	<p>% Of Road network being resealed, rehabilitated and repaired.</p>	

LOCAL ECONOMIC DEVELOPMENT			
Economic Development Local	To stimulate local economic development, with specific emphasis on tourism, agriculture, manufacturing and commerce.	% Growth in DC Levies	District Council
		Value of building plans passed.	uMngeni Municipality
		Number of bed nights available.	KZNTA / District Council
		% Of bed nights occupied	KZNTA / District Council
		% Share of Domestic Tourism market / % of tourists visiting the Municipal Area.	KZNTA
		Number of small scale farmers settled	DLA / Dept of Agriculture
		Growth in agriculture yield?	Dept of Agriculture
		% Growth in non-domestic electricity sales.	ESKOM
		Planning approvals granted for non-residential development.	uMngeni Municipality
		Poverty Alleviation	To reduce poverty to a significant and measurable extent.
% Households earning less than R1100 per month.	Survey, Census, Bureau for Economic Research		
Education and Skills Development	To facilitate improvement of primary, secondary and tertiary education facilities and to improve access to skills development programme.	Latest matric pass rate for all schools in uMngeni Municipality compared to provincial figures.	DoET
		Number of people involved in skills development programme.	Dept of Labour

3. COMMUNITY DEVELOPMENT, SOCIAL SERVICES AND HOUSING			
Safety and Security	To create a crimefree environment	Reported incidents of violent crime over previous 12 months.	SAPS
		Reported incidents of housebreaking and theft over previous 12 months.	SAPS
		Reported number of traffic accidents over previous 12 months.	SAPS
Community Facilities	Ensure that all communities have access to basic community facilities and social services.	% Of population that reside more than 5km from a library.	GIS
		% Population that reside more than 2km from a clinic.	GIS
		% Of population that reside more than 2km from a sport facility.	GIS
		% Of population that reside more than 2km from a community hall.	GIS
HIV / AIDS	To contribute to a reduction in the effects of the AIDS pandemic.	HIV prevalance amongst antenatal woman in uMngeni Municipality	Dept of Health
	To ensure an increased community awareness programme.	% Of target population exposed to the AIDS awareness programme.	Dept of Health / uMngeni Municipality
	To institute a comprehensive AIDS treatment programme.	% Of target population receiving treatment through the AIDS treatment programme.	Dept of Health / uMngeni Municipality
	To provide appropriate facilities and programmes for care of orphans.	% Of AIDS orphans benefiting from municipal programmes.	Dept of Health / uMngeni Municipality
Housing	To reduce the population living in informal structures	% Population living in informal structures.	GIS

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

		% of State owned houses transferred to occupants or beneficiaries in Municipality that are owned by occupants.	uMngeni Municipality
	To ensure access to formal housing opportunities	Number of houses built and handed over to beneficiaries.	uMngeni Municipality

<p>👍 INSTITUTIONAL, FINANCE AND SPECIAL INTEREST GROUPS</p>			
<p>👍 Financial Management</p> <p>👍</p> <p>👍</p>	<p>👍 To ensure that revenue is optimally collected and sustainably managed.</p> <p>👍</p> <p>👍</p>	<p>👍 Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001)</p>	Financial Reports
		<p>👍 Outstanding Service Debtors To Revenue as defined in the Municipal Planning and Performance Management Regulations (2001)</p>	Financial Reports
		<p>👍 Cost Coverage as defined in the Municipal Planning and Performance Management Regulations (2001)</p>	Financial Reports
<p>👍 Institutional Capacity</p> <p>👍</p> <p>👍</p>	<p>👍 Ensure that Municipality has sufficient institutional capacity to meet the challenge associated with its transformation into a developmental municipality.</p> <p>👍</p> <p>👍</p>	<p>👍 % Of established posts that are filled.</p>	Management Reports
		<p>👍 % Of salaries and wages budget spent on training.</p>	Management Reports
		<p>👍 % Of employees who have been trained in accordance with skills development plans by race and gender.</p>	Management Reports
<p>👍 Employment Equity</p> <p>👍</p>	<p>👍 To move towards representability in line with employment equity plan</p> <p>👍</p>	<p>👍 % Employed in three highest levels of management who are Black People.</p>	Management Reports
		<p>👍 % Employed in three highest levels of management who are women.</p>	Management Reports

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

👍 Alignm ent to the IDP	👍 To ensure that the municipality's programmes are aligned to the IDP.	👍 % Of Capital budget spent on projects identified in the IDP	Financial Reports
👍 older Buy-In	👍 To ensure that there is an agreed approach and programme with key stakeholders who are needed to implement the IDP	👍 Number of Departments and Organisations with whom the Municipality has a memorandum of understanding.	Management Reports
👍 on Making	👍 To ensure that internal decision-making processes are efficient and effective.	👍 Average timespan between item being tabled on an agenda and decision being taken over last 12 months.	Management Reports
👍	👍	% Attendance of Councilors at Council and Council Committee Meetings	Management Reports
5. NATURAL AND BUILT ENVIRONMENT AND LAND USE MANAGEMENT			
Environmental and Land Use Management	To integrate environmental management principles into all Municipal activities.	Development of environmental management policy and principles.	
	To establish a comprehensive and integrated land use management system.	% Of area covered by Town Planning Scheme and LUMS.	

	1.	1.	
2.	2.	3.	
4.	3.	5.	
6.	4.	7.	
1.	1.	1.	
2.	2.	3.	
4.	1.	1.	1.
5.	2.		

2.			
3.	1.	1.	
4.	2.	2.	
5.	3.	3.	
6.	4.	4.	
7.	5.		

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN			

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN		PHASE 4: INTEGRATION	
👍	👍	👍	
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☞	☞		

2.5.1 PURPOSE, PRINCIPLES AND OBJECTIVES

The uMngeni Spatial Development Framework (SDF) reflects the culmination of the previous sections and is guided by those development informants, strategies and development actions which have a spatial implication. It broadly informs future location decisions for development and service provision.

The SDF is also guided by policy documents and legislation providing spatial strategic guidelines to include, amongst others:

- ☞ The Development Facilitation Act (DFA)
- ☞ The Housing Act and White Paper
- ☞ The National Environment Management Act (NEMA)
- ☞ The White Paper on South African Land Policy
- ☞ The Green Paper on Development and Planning.

Development in the Municipality should seek to adhere these general guidelines and in particular to the following:

- 👉 Optimize existing resources.
- 👉 Promote diverse combination of land uses.
- 👉 Promote compact cities and discourage urban sprawl.
- 👉 Assist in correcting historically distorted settlement patterns, and optimize the use of existing settlements
- 👉 Meet basic needs in economically and environmentally efficient manner, and should be viable.
- 👉 Provision must be made for security of tenure and different tenure options.
- 👉 Land development should be co-ordinated so as to minimize conflict and stimulate competition.
- 👉 There should be a rapid release of land for development.
- 👉 Encourage environmental sustainability.
- 👉 That the disturbance of eco-systems and loss of bio-diversity are avoided or where they cannot be altogether avoided, minimized and remedied.
- 👉 Pollution and degradation of the environment is avoided, or where they cannot be altogether avoided, minimized and remedied.
- 👉 Disturbance of landscapes and sites that constitute the nations cultural heritage are avoided, or where they cannot be altogether avoided, minimized and remedied.

The Objective

The main objective of the proposed Spatial Framework is to fulfill the vision of the municipality, which focuses on the following:

- 👉 Unemployment/Poverty ;
- 👉 Promotion of Economic Development;
- 👉 More “People” Focussed
- 👉 Quality of Service Delivery;
- 👉 Efficiency (Cost Effectiveness); and
- 👉 Promotion of Education.

The Spatial Framework aims to achieve the following:

Encouraging service providers to work together towards a common goal of alleviating poverty;

- 👉 To plan, adapt and integrate service delivery
- 👉 To link departmental budgets / finances and promote integrated delivery
- 👉 To increase community access to services and reduce the cost of delivery
- 👉 To effect change in the way public service delivery agencies operate
- 👉 To adapt services to meet local, social and economic needs
- 👉 To establish a model for rural service delivery which is replicable.

Co-ordinating the time and the place where services are provided / delivered.

- 👉 Reducing the cost of service delivery through sharing of infrastructure and resources
- 👉 Improve convenience to communities a number os services, at one point at one time.

Creating economic opportunities at service delivery points.

- 👉 Locating residential populations around service delivery points to stimulate

2.5.2 SPATIAL DEVELOPMENT ISSUES TO TAKE INTO ACCOUNT

The spatial development issues in uMngeni Municipality include;

- ☞ The strategic location of the municipality on the N3, providing 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) are concentrated in the south eastern corner of the municipality
- ☞ Secondary settlements (ie; rural settlements) occur mainly along the R103
- ☞ The strategic location of the municipality along major tourism routes in terms of the Drakensberg and the coast, promoting a well developed functional tourism industry eg; Midlands Meander
- ☞ High quality recreation resources (eg; Midmar Dam, Albert Falls, Karkloof Falls, Scenic routes, etc.)
- ☞ Relatively low levels of access to urban services/facilities for some rural communities
- ☞ Extensive area of indigenous vegetation and water courses, requiring careful environmental management

2.5.3 KEY INTERVENTION AREAS (Objectives)

Specific areas will require targeted intervention to assist and guide development. The objectives set out below can also serve as guidelines for the municipality's Land Use Management System.

An Integrated Approach to Land Use Management

- ☞ To create a more efficient urban form by:
 - ◆ densifying existing urban nodes in appropriate locations
 - ◆ strengthening secondary service centres
 - ◆ identifying and implementing development corridors
- ☞ Ensure a more efficient use of infrastructure
- ☞ Promoting a more appropriate land use mix
- ☞ Giving preference to those land uses that will assist in achieving the Municipality's Vision and particularly the local economic development and environmental objectives
- ☞ Preserving high quality agricultural land
- ☞ Promoting diversity in land use, especially in and around the Primary Node
- ☞ Ensuring that environmental objectives are taken into account in the formulation and adjudication of development proposals
- ☞ Creating an environment conducive to small entrepreneurs
- ☞ Optimizing the inherent tourism and recreation potential of the area

Land Reform

New land reform projects on appropriately located land should be identified, in particular those associated with commercial agriculture in order to prevent the loss of productive agricultural land to non-agricultural uses, and to facilitate the managed transition of tenure for farm workers

The impacts to diversity and ecosystem and natural habitats on commercial farmlands provide the basis for eco-tourism diversification, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts. In terms of land use management, the specific ecosystems and vegetation communities that require specific environmental management are wetlands, grasslands, and indigenous forests which contain the habitats of important species.

2.5.4 SPATIAL FRAMEWORK

The accompanying Spatial Framework map sets out the strategic overview of future land use in the municipality bearing in mind that it takes place within a larger framework for the uMgungundlovu District.

The settlement hierarchy and development corridors provide a framework for the future provision of bulk infrastructure, services and facilities and support to local economic development initiatives (LED), commercial agriculture, and tourism.

2.5.4.1 THE PROPOSED APPROACH

Bearing in mind that the municipality is not entirely urban ie; a large area of the municipality is used for agricultural purposes and the majority of the people are rural communities, the proposed approach to the Spatial Framework is based on the Rural Service System.

The RRS comprises of two components namely: a “Hub” which is a distribution and co-ordination point and a “Satellite” which delivers supplementary services. The proposed system consists of two components namely;

☞	Primary Node Economic Centre	-	Administrative and
☞	Secondary Service Centre ordination Point	-	Distribution and Co-

These words distinguish between the higher order and lower order cores or centres within the area of influence of the service centre.

Typical services / facilities within each of the orders are tabled out below:

PRIMARY NODE	SECONDARY SERVICE CENTRE
---------------------	---------------------------------

Permanent Information Centre Post Office and Post Boxes Banks Bus and Taxi Terminals Police Station Magistrates Court Home Affairs Offices Municipal Hall Wholesalers / Stores / Shops	Post Boxes Regular Bus Service Community Halls Stores / Shops
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2.5.4.2 SPATIAL DEVELOPMENT CONCEPT

The spatial development concept is based on the following;

- ☞ location and accessibility
- ☞ population concentrations
- ☞ availability of services
- ☞ economic opportunities
- ☞ geological considerations
- ☞ consideration for areas of conservation
- ☞ consideration of areas that are of historical importance

There are two levels of service centres namely

- ☞ Primary Node/Service Centre
- ☞ Secondary Service Centres

There are two levels of the road network namely;

- ☞ Primary Transportation Route
- ☞ Secondary Transportation Route

2.5.4.3 APPLICABILITY OF THE CONCEPT (*Refer to Map*)

The following provides an explanation to the map key / legend.

Primary Node

Howick and Hilton are the major urban nodes within uMngeni Municipality. The area identified as the Primary Node incorporates the following areas;

- ☞ Howick
- ☞ Hilton
- ☞ KwaMevana
- ☞ Cedara
- ☞ Mpophomeni
- ☞ World's View

This area has an urban setting with a concentration of economic and administration activities, it accommodates the municipal offices, major schools, main police station and magistrates court as well as a large variety of commercial and retail outlets. The

The areas of Lidgetton and Nottingham Road have been identified as Secondary Service Centres. These areas play an important role as a service centre to farmers in the west and central portions of the municipality, provides housing and a small variety of commercial and social services.

These areas are dissected and linked by a Secondary Transportation Route (R103).

Mixed Use Areas

The Mixed Use Areas include areas around Mpophomeni and along the N3 and are within the Primary Node.

These areas include a mixture of land uses namely; commercial, administration, industrial and residential. The proposed uses need to complement each other and comply with environmental requirements. The development of this corridor would achieve the integration of Mpophomeni with Howick.

A lower order development corridor, limited to tourism related developments is suggested along the Hilton College Road.

Areas of Priority Spending

These areas of the municipality should be given high priority in terms of the municipality's spending as well as development planning and implementation. Investment initiatives should give focus to these areas.

Some of these areas were regulated by the erstwhile TLC's but were not given the necessary attention, whilst others were regarded as rural/farming areas and were mainly the responsibility of the Landowner or the Regional/District Council.

Mpophomeni is one of these areas, which at a District level has been prioritised for Public Sector Investment Programmes namely; Urban Renewal Strategy and Integrated Sustainable Rural Development Programmes.

Possible Future Residential

The need for Security of Land Tenure and the provision of housing was identified and prioritised by mainly farm communities as high priority.

Areas where pockets of land have been identified for possible future residential usage include; Nottingham Road, Lidgetton, area between Lion's River and Howick, area between KwaMevana and Howick, area between Merrivale and Hilton, various pockets in the former Hilton TLC area as well as northeast of it.

Tourism Areas

The municipality has considerable potential for further tourism development, which is one of the leading economic activities. The Midlands Meander is an example of a successful and popular Tourism Initiative in KwaZulu-Natal, and the benefits of this economic activity should be expanded to involve the wider community.

The municipality in general has potential for most forms of tourism. It is recommended that specific tourism markets be targeted in certain areas. The existing Midlands

Mixture of Future Tourism and Residential

The Midmar Dam is perceived by many as being under utilised in terms of its potential for tourism development. The area to the west and adjacent to the dam has been identified as having potential for a mixture of tourism and residential purposes.

The type of housing perceived is more upmarket waterfront houses, which could also be used by upper class tourists for accommodation purposes. This concept has been successfully pursued at the Hartebeespoort Dam in Gauteng.

A development of this nature will obviously require careful environmental management for it to be a success, and a Master Plan for this area has been identified as a priority project.

Opportunity Points

These are points identified at major intersections along the N3, where potential prevails for social and economic development. There are a total of five such points.

Agricultural Land

Most of the land in the municipality is utilised for commercial agriculture, and a significant proportion of the land has a very high production potential. It is recommended that these areas be used solely for food production purposes, and that other uses such as commercial afforestation and high intensity tourism usage not be allowed. Recommended conservation areas are those which include wetlands and indigenous forests. Extensive area of grasslands occur on the balance of the area, some of which have high conservation, agriculture, and landscape value. Although the primary development focus in these areas will be commercial agriculture and appropriate tourism development, this needs to be done with the parameters of sound environmental management and bio-sphere reserve principles.

2.6 INTEGRATED POVERTY REDUCTION AND GENDER EQUITY PROGRAMME

The District Plan indicates that the municipality has the lowest level of unemployment amongst all the municipalities of the District. However, there is a degree of poverty present in the area mainly because 37% of the households with an income earn less than R18 000 per annum and 7% has no form of income.

In terms of gender there are more females than males. Promoting the role of women in the economy of the area is an important measure which would help in alleviating poverty.

2.6.1 Strategy Guidelines

Guidelines on gender equality and poverty alleviation are inherent in legislation and policy documents such as the Reconstruction and Development programme, The White Paper on Local Government and SALGA handbook on gender and development.

The principles of gender equality and poverty alleviation are enshrined in the Constitution of South Africa. Section 9 of the Bill of Rights endorses equality, while Sections 26 and 27 of the Bill of Rights deal with basic needs, stating that everyone has the right to have access to

Policy of the municipality, this policy grants relief to the poorer sections of the community in the payment of service charges.

A further element of this programme is the approach adopted to the implementation of projects. Where possible, infrastructure projects should be implemented using local labour based construction methods which also afford opportunities to women.

Skills development is another important element in poverty alleviation.

The following **Strategies** and **Objectives** have been identified:

Issue	Objective	Strategies
Education and skills development.	To facilitate improvements of primary, secondary and tertiary education facilities.	
	To align skills development programmes with the economic priorities of the area.	
	To improve the access to skills development programmes to a wider range of people.	Establish and / or facilitate adult education and skills training programmes in consultation with Department of Labour.
Poverty alleviation and addressing economic imbalances.	To reduce poverty to a significant and measurable extent.	In consultation with the DM, prepare a poverty alleviation plan, identifying focus areas and projects.
		Undertake a quality of life survey.
		Compile a data base of poverty alleviation activities.
		Identify and promote the establishment of self help projects and co-operatives aimed specifically at poverty alleviation.
		Promote household food security and nutrition, through agricultural projects and by assisting in the implementation of LRAD (Department of Land Affairs).
Gender issues and the needs of the poor, the aged, the disabled and the youth.	Ensure that the needs of special groups (such as the rural poor, women and the disabled) are taken into account and are integrated into all facets of Council's activities.	Ensure that gender equity is highlighted as a priority issue in Phase 1 of the IDP process.
		Reach a common agreement on how gender will be defined in the IDP process.
		Ensure that gender has an explicit mention in the municipality's vision (this will ensure that there is a clear commitment to pursuing the IDP process from a gender sensitive perspective).

		Forum and at community meetings / workshops).
		Ensure that local policy frameworks are gender sensitive.
		Consider gender impact assessments as part of the project prioritisation process.
		Require business plans to specify gender specific objectives.
		Define the impact of the service delivery approaches proposed in the IDP on women.
		Give priority (through the budget) to projects that make gender equity part of their objectives.
		Develop a gender sensitive procurement policy.
		Set gender targets (e.g. percentage of women workers and / or contractors who will be employed on a particular project) and monitor and evaluate progress with respect to reaching such targets (Key Performance Indicators should be gender sensitive).
		Ensure that all municipal facilities are accessible to disabled people.
		Set up a liaison committee between Council and representatives for the disabled
		Ensure that all Council's development project consider and accommodate the needs of disabled people.

Projects relating to this Sector as identified and prioritised are set out in the following table

No.	Project
1.28	Establish and / or facilitate adult education and skills training programmes in consultation with Department of Labour, as well as providing a database of local Skills Developers.
1.29	Undertake a land audit to identify publicly owned land and undertake land capability analyses of land parcels that could be utilized for community development projects
1.3	Investigate the feasibility of employment creation through the following types of projects: construction and maintenance of public buildings, alien plant eradication, market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs.
1.32	In consultation with the DM, prepare a poverty alleviation plan, identifying focus areas and projects. This should include <ul style="list-style-type: none"> ☞ undertaking a quality of life survey ☞ Compiling a data base of poverty alleviation activities ☞ Identifying and promoting the establishment of self help projects and co-operatives aimed specifically at poverty alleviation ☞ Promoting household food security and nutrition, through agricultural projects and by assisting in the implementation of LRAD (Department of Land Affairs).
☞ .33	Set up an agricultural development committee to follow up and implement recommendations contained in the agricultural survey undertaken for the municipality.

	<ul style="list-style-type: none"> ◆ Arts and Crafts ◆ Masonry/Carpentry ◆ Sports Management ◆ Welding
◆ .12	Jacobsdaal Community Vegetable Gardens
◆ .13	Mpophomeni Community Vegetable Gardens
◆ .14	Kwa Mevana Community Vegetable Gardens
◆ .15	Dunmarie Primary School Community Community Vegetable Gardens
◆ .16	Dargle Community Vegetable Gardens

◆ .21	<p>In consultation with the Dept. of Welfare pursue the provision of Old Age Homes in the following areas:</p> <ul style="list-style-type: none"> ◆ Mpophomeni ◆ Lidgetton area and ◆ Howick West
◆ .23	Pursue the provision of a Pension Payout point at Lidgetton and Curry's Post.
◆ .27	◆ Formulate policy on gender and the disabled with regard to development programmes, Municipal facilities and procurement.

2.7 INTEGRATED ENVIRONMENTAL PROGRAMME

Areas of environmental importance have been taken into account in the spatial development framework.

Although much of the indigenous vegetation has been disturbed due to township development, agriculture, forestry, forest clearing, wetland infilling, trampling, and overgrazing, there are still considerable pockets of pristine vegetation which needs to be carefully managed.

General Environmental Management:

Establish a Municipal Environmental Management Plan

Key Environmental Issues:

- Loss of bio-diversity
- Loss of water quality
- Damage to water courses and wetlands
- Soil erosion
- Loss of tourism opportunity
- Development pressure, lack of development control
- Limited understanding of environmental issues
- Limited formal conservation
- Degradation, depletion and exploitation of resources
- Lack of co-operative effort by land owners

The key laws and policies which relate to environmental management are the following:

The Constitution of the Republic of South Africa
The National Environmental Management Act, No 107 of 1998.
Local Agenda 21
Environmental Conservation Act, No. 73 of 1989
The White Paper on Local Government, 1998
Conservation of Agricultural Resources Act, No. 43 of 1983
National Water Act, (NWA), No. 36 of 1998
Nature Conservation Ordinance No 15 of 1974
KwaZulu Nature Conservation Act No. 29 of 1992
KZN Nature Conservation Act of 1999.
National Environmental Management Plans
Provincial Environmental Implementation Plans.

Additional Acts and Ordinances (and brief descriptions thereof) are included in Annexure C.

Environmental Conservation Act, No. 73 of 1989:

This Act provides for the effective protection and controlled utilisation of the environment. It provides controls for pollution stemming from littering, waste disposal, noise, new developments and various other activities. It is a fundamental piece of legislation that governs environmental conservation in South Africa. The Act contains policies on a range of environmental matters, including environmental education; land use; nature conservation; cultural heritage; the urban environment; pollution control; and economic measures. The Act also contains regulations governing protected natural environments, environmental impact assessments, waste management, noise control, and the designation of sensitive areas. This Act designates activities for which environmental impact assessments (EIA's) are required and the processes to be followed in undertaking both the scoping and assessment phases of the EIA.

National Environmental Management Act (NEMA), No. 107 of 1998:

This Act provides for co-operative environmental governance by establishing principles for decision making on matters affecting the environment; institutions that will promote co-operative governance; and procedures for co-ordinating environmental functions exercised by organs of state.

The Act is premised on the principles of sustainable development and requires the integration of social, economic and environmental factors in the planning, implementation and evaluation of decisions - to ensure that development serves present and future generations. The inclusion of integrated environmental management into the Act serves to place greater emphasis on the management that follows the approval of any development approvals. All development must be shown to follow the principles of NEMA (Act No. 107 of 1998) and where it is a controlled

provided a model for sustainable development, which has been adopted by many nations (including South Africa) for their national environmental policies. The essence of the approach advocated by the Rio Conference, to attaining a balance between the need for development and conservation of the environment, is contained in the widely accepted definition of sustainable development, which is *“development which meets the needs of the present while not compromising the needs of future generations.”* In the preamble to Agenda 21, it is further stated that the *“...integration of environment and development concerns and greater attention to them will lead to the fulfilment of basic needs, improved living standards for all, better protected and managed ecosystems and a safer, more prosperous future ...”*

One of the resolutions of Agenda 21 was the formulation of Local Agenda 21 (LA21) initiatives, described as comprising a process for developing and implementing sustainable development in local (urban and settlement) communities. At the LA21 Conference held in Durban in 1997, it was decided that *“the real strength of LA21 lies in the personal conviction and commitment of people, and not through the application of rules and regulations. The latest environmental, planning and development legislation at national and provincial levels make ample provision for the management and control of LA21 principles”*.

The Local Agenda 21 principles emphasize the need for a co-ordinated or integrated approach to management of the environment, and implementation of various forms of development to meet its economic and social needs. It also emphasises the importance of citizen power, and the need for complete public involvement.

2.7.2 Integrated Environmental Management

Integrated Environmental Management in South Africa and, IEM - A Framework for Harmony Between Development and Environment are two documents produced by the Council for the Environment which explain the concept of and procedures used by Integrated Environmental Management (IEM). Both can be obtained from: Council for the Environment, Private Bag, Pretoria, 0001. The Kwa-Zulu Natal Provincial Administration has adopted IEM in principle and is attempting to implement it via the Environmental Conservation Act, revised in 1997.

IEM applies to all types of proposals (policies, programmes and projects) which are subject to approval by any government authority. Its purpose is to take into account environmental factors and relate these to the contextual setting in which they are being assessed - to this end the aim is to minimise the harmful effects of development on the environment. Activities identified in

Schedule 1 of the Environmental Conservation Act, no 73 of 1989, revised in 1997 are automatically subject to an environmental assessment.

In the IEM process, development proposals that have been submitted to the relevant authority are screened. That is to say, the authority decides which is the most appropriate level of assessment that is required. The classes of assessment are:

2.7.3 Sector Plan

A Statement of the Projects and Activities that Significantly Affect the Environment:

In the IEM process, development proposals that have been submitted to the relevant authority are screened (i.e. the authority decides which is the most appropriate level of assessment that is required). The classes of assessment are: Class 1: The proposal is likely to have significant environmental impacts. Class 2: The proposal may or may not have significant environmental impacts. Class 3: The proposal is highly unlikely to have significant environmental impacts. Provision is made for Class 3 investigations to be upgraded to Class 2 and Class 2 to Class 1.

For information, Schedule 1 Activities as listed in the Environmental Conservation Act, No. 73 of 1989, are:

1. *The construction or upgrading of -*
 - a) *facilities for commercial electricity generation and supply;*
 - b) *nuclear reactors and installations for the production, enrichment, reprocessing and disposal of nuclear fuels and wastes;*
 - c) *transportation routes and structures, and manufacturing, storage, handling or processing facilities for any substance which is dangerous or hazardous and is controlled by national legislation;*
 - d) *roads, railways, airfields and associated structures outside the borders of town planning schemes;*
 - e) *marinas, harbours and all structures below the high water mark of the sea;*
 - f) *cableways and associated structures;*
 - g) *structures associated with communication networks, other than telecommunication lines and cables, as well as access roads leading to these structures;*
 - h) *racing tracks for motor-powered vehicles and horse racing, excluding indoor tracks;*
 - i) *canals and channels, including diversions of the normal flow of water in a river bed and water transfer schemes between water catchments and impoundments;*
 - j) *dams, levees or weirs affecting the flow of a river;*
 - k) *reservoirs for public water supply;*
 - l) *schemes for the abstraction or utilisation of ground or surface water for bulk supply purposes;*
 - d) *public and private resorts and associated infrastructure;*
 - e) *sewage treatment plants and associated infrastructure; and*
 - f) *buildings and structures for industrial and military manufacturing and storage of explosives or ammunition or for testing disposal of such explosives and ammunition.*
2. *The change of landuse from -*

Plans will be needed to address the following areas identified within the Spatial Development Framework, as well as the special issues raised above (point 2.7), with the strategies listed below. Project proposals have been prepared for all the Year 1 Priority Projects, and the environmental management principles listed above (Point 2.7.1) will be adhered to during the implementation of the projects.

The following **Strategies** and **Objectives** have been identified:

Issue	Objective	Strategies
Land use and environmental management	To achieve a balance between the developmental needs of all local communities, the demands of the tourism and manufacturing industry and sound environmental management principles.	Ensure alignment between the EMP, the Town Planning Schemes and sectoral plans such as the Tourism Plan.
		<p>Formulate a spatial development framework, which shall include:</p> <p>a) A land use policy to guide:</p> <ul style="list-style-type: none"> (i) desired patterns of land used in the municipal area; (ii) the spatial reconstruction of the municipal area, including: <ul style="list-style-type: none"> - the correction of past spatial imbalances and the integration of formerly disadvantaged areas; - directions of growth; - major movement routes; - the conservation of the natural and built environment - the identification of areas in which particular types of land use should be encouraged or discouraged; and the identification of areas in which the intensity of land development should be increased or reduced; and (iii) decision-making relating to the location and nature of development in the municipal area; <p>b) a plan visually indicating, or where appropriate describing, the desired spatial form of the municipal area;</p> <p>c) basic guidelines for a land use management</p>

	awareness amongst all the communities in the municipal area	
	To establish an integrated land use management system which will be more user friendly, environmentally sensitive and responsive to community needs.	
	To integrate LA 21 principles into Council Activities.	

Projects relating to this Sector as identified and prioritised are set out in the following table:

No.	Project
1.5	Initiate spring protection programmes and formulate a water conservation and sanitation awareness programmes for households
1.6	Formulate a solid waste management strategy, which should include: The identification of areas to which the municipal waste disposal service needs to be extended; The identification and establishment of accessible garden refuse disposal sites.
1.7	Initiate an anti-litter and litter awareness and education campaign.
1.61	Establish an effective alien invasive species control programme (in association with KZN Wildlife). Implement provisions of the Act.
1.62	Establish catchment management forums (in association with DWAF).
1.63	Undertake a Strategic Environmental Assessment (SEA) to form the base of an Environmental Management Plan (EMP) for the entire municipal area.
1.64	Establish a landscaping programme in areas such as the tourism nodes and CBD's. Undertake a tree planting programme throughout the municipality.
1.65	Formulate management guidelines for existing tourist routes and scenic routes as part of the spatial framework
1.66	Provide assistance where necessary with the land reform programme, including the upgrading of Land Tenure.
1.67	Undertake an audit of State owned land.
2.4	Formulate a solid waste management strategy, which should include: ◆ A feasibility assessment of the ◆ Facilitation of easy Recycling
◆ .8	Dump site upgrade
◆ 28	Establish an open space system and ensure effective management thereof, based on existing plans

2.8 INTEGRATED LOCAL ECONOMIC DEVELOPMENT(LED) PROGRAMME

The aim of the LED programme is to promote viable local economic activities and employment generation.

The major contributor to the local economy is commercial farming, which also employ a large number of people. It is followed by wholesale/retail, business/real estate manufacturing, and tourism.

The area has a lot of potential to improve the local economy through tourism, agriculture and manufacturing.

2.8.1 Strategy Guidelines

Policies which provide strategic guidelines for LED, include:

- White paper on Local Government, which encourages municipalities to address unemployment and to promote LED.
- Growth, Employment and Redistribution programme (GEAR) aims at achieving employment through economic growth and competitiveness.
- The Constitution of South Africa includes a constitutional mandate for municipalities to promote social and economic development.

There is no Local Economic Plan in place for the new municipality, although a LED programme was pursued in the former Howick TLC. The need for a LED Plan has been identified as a priority project, and will be pursued.

2.8.2 Sector Plan

The following **Objectives** and **Strategies** form the core of the LED programme:

Issue	Objective	Strategies
Local economic development with emphasis on tourism, agriculture and manufacturing	To stimulate local economic development, with specific emphasis on tourism, agriculture, manufacturing and commerce.	Pursue the establishment of an industrial and commercial area next to Mphophomeni.
		Investigate feasibility of a business and industrial incentive programme.

		Identify potential funding sources for the development of SMME's.
		Formulate strategy for small scale manufacturing.
	To attract a greater market share of both domestic and international tourism markets.	Optimise the development opportunities arising from the Municipality's locational advantages and the existence of the successful Midlands Meander.
		Formulate a Municipal tourism development plan.
		Create a single tourism development and marketing mechanism for the municipality
		Establish a comprehensive tourism assets data base.
		Market the area through specific "events" such as the Midmar Mile, and identify or create additional events.
		Develop and implement an international and national marketing strategy.
		Ensure that sufficient facilities are provided at tourist attraction points, such as the Mandela monument and Howick Falls.
		Actively exploit the conference market in relation to the Midlands Meander.
Education and skills development.	To establish a partnership with the private business community and the major private schools in the area with a view to expanding and enhancing local investment and development opportunities.	Establish Business Support Centres in appropriate locations.
		Initiate discussions with Hilton College with a view to expanding the Arts festival to include the wider community.
		In liaison with the schools in the area explore the possibility of hosting "Sports Weeks" in different sport codes.
		Establish and / or facilitate adult education and skills training programmes in consultation with

economic imbalances.

developmental actions.

Employ small scale local contractors in public works programmes.

Undertake a land audit to identify publicly owned land and undertake land capability analyses of land parcels that control be utilized for community development projects.

Optimise the development opportunities associated with the local land reform programme and low cost housing programmes

Investigate the feasibility of employment creation through the following types of projects: construction and maintenance of public buildings, alien plant eradication, market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs.

Ensure that housing projects include a community development dimension

To ensure that LED priorities are central to all Council plans and implementation programmes.

Identify mixed-use areas in appropriate locations and formulate a programme to supply services to these areas.

Review municipal bylaws and Town Planning Schemes, and extend Town Planning Scheme to cover peri-urban areas.

Formulate Safety and Security strategy.

Formulate Master Plan for areas with specific development potential, such as the Hilton College Road Corridor, part of the Midlands Meander and the Midmar Dam Area.

Procurement Policy for SMME's.

In consultation with the DM, prepare a poverty alleviation plan, identifying focus areas and projects.

Undertake a quality of life survey.

Compile a data base of poverty alleviation activities.

Identify and promote the establishment of self help projects and co-operatives aimed specifically at poverty alleviation.

		around lower income areas.
		Facilitate access to farming inputs for small-scale farmers.
		Identify range of farming activities that can be pursued at subsistence level.
	To protect, consolidate and develop the existing agricultural sector.	Preserve high quality agricultural land through the establishment of guidelines for the subdivision of agricultural land..
		Avoid urban sprawl.
		Encourage agri-industries and potential linkages between agriculture and the tourism industry.
		In consultation with Department of Agriculture, set up and implement small farmers support and advice programme.
		Promote co-operative arrangements for supply and distribution networks.
		Investigate the feasibility of establishing commonages in dense rural settlements and smaller urban centres such as Lidgetton.
		Expand agricultural markets by exploiting opportunities offered by the Midlands Meander
		Diversify agricultural development (deciduous fruits and nuts)

Projects relating to this Sector as identified and prioritised are set out in the following table:

No.	Project
1.2	Pursue the establishment of an industrial and commercial area next to Mpophomeni and Boston Road Industrial Park.
1.21	Determine location for Business Support Centre.
1.22	Undertake feasibility study into an incentive programme for business and industry.
1.24	Formulate Master Plans for the following areas: <ul style="list-style-type: none"> ◆ Midmar Dam area ◆ Boston Road Corridor (Tourism related project) ◆ Hilton College Road Corridor
◆ .25	Formulate a Municipal tourism development plan. which should address all tourism related strategies identified in the IDP, and include a tourism assets data base and a marketing plan.
◆ .26	In liaison with the schools and other sport bodies in the area explore the possibility of hosting "Sports Weeks" in different sport codes.
▲	Ensure that sufficient facilities are provided at tourist attraction points, such as the

	development projects
◆ .3	Investigate the feasibility of employment creation through the following types of projects: construction and maintenance of public buildings, alien plant eradication, market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs.
◆ .31	Formulate industrial development strategy including the identification of industrial / commercial development nodes.
◆ .35	Upgrading and improvement of Home Craft Centre.
◆ .36	Skills training for all communities, to cover: <ul style="list-style-type: none"> ◆ Block making ◆ Poultry farming ◆ Sewing ◆ Baking ◆ Arts and Crafts ◆ Masonry/Carpentry ◆ Sports Management ◆ Welding

◆ .37	Prepare and implement a strategy on crime prevention which should include: <ul style="list-style-type: none"> ◆ An audit of crime prevention initiatives ◆ An audit of crime prevention resources ◆ Liaison mechanisms ◆ Extension of public policing forums to rural areas ◆ Enhanced and expanded security and policing measures including the possibility of municipal protection services/ traffic services ◆ Increased number of satellite police stations.
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2.9 INTEGRATED INSTITUTIONAL PROGRAMME

The former Howick and Hilton TLC's are the only entities that had in place organised staff structures. For this reason, the uMngeni Amalgamation Plan suggested that an Institutional Organogram/s be drawn up based on the functions to be carried out in all areas of the municipality. These have been prepared and adopted by Council, and is attached as Annexure B.

2.9.1 Strategy Guidelines

Policies which provide strategic guidelines for Institutional Programmes include:

- ◆ The Constitution;
- ◆ The Municipal Systems Act; and

The Municipality's financial sustainability	Ensure that the collection of revenue is undertaken as efficiently as possible.	Optimise Council's rate revenue base through increased capacity to collect revenue and expand rates base.
	To expand Council's revenue base.	Formulate and monitor database on potential funding sources.
Communication (internal and external)	Ensure that Council has sufficient institutional capacity to meet the challenge associated with its transformation into a developmental municipality.	Implement Amalgamation Plan recommendations
		Undertake strategic assessment of existing and required skills for Council staff.
		Formulate Skills Development Programme
		Investigate public / private partnerships and possible outsourcing of services.
		Expand GIS and optimise potential use.
		Set up service providers forums in consultation with District Council.
		Clarify roles and responsibilities of different authorities in context of Municipal legislation.
		Determine correct placement in the organisation for rural development component
		Formulate a communication plan, addressing both internal and external communications.
		Formulate a marketing strategy.
Formulate Internet and e-business strategy.		

Projects relating to this Sector as identified and prioritised are set out in the following table:

No.	Project
1.23	Review municipal policies and bylaws.
1.29	Undertake a land audit to identify publicly owned land and undertake land capability analyses of land parcels that could be utilized for community

	<ul style="list-style-type: none"> ◆ An audit of crime prevention initiatives ◆ An audit of crime prevention resources ◆ Liaison mechanisms ◆ Extension of public policing forums to rural areas ◆ Enhanced and expanded security and policing measures including the possibility of municipal protection services/ traffic services ◆ Increased number of satellite police stations.
◆ .38	<p>Prepare and implement a housing delivery strategy, which should include:</p> <ul style="list-style-type: none"> ◆ An audit and review of existing housing projects ◆ Consolidation and review of housing waiting lists and a review of housing demand ◆ The identification of potential housing sites, both in the urban and rural component of the municipality. ◆ The setting of housing delivery goals. ◆ Business plans for all housing projects. ◆ A consumer education programme on various housing options and home owner responsibilities.
◆ .39	<p>Prepare and implement a strategy on the management of informal settlements, which should include:</p> <ul style="list-style-type: none"> ◆ The identification and profiling of all informal settlements (aerial and ground survey). ◆ Feasibility / desirability assessment on the upgrading of these settlements. ◆ Recommendations on in-situ upgrading or relocation. ◆ Business Plans on the above ◆ Alignment with housing strategy.
◆ .4	Formulate programme for the disposal of Council owned residential and unused property.
◆ .45	Liaise with farmers regarding the extension of public telephones for usage by the farm dwellers.
◆ .46	To initiate discussions with the Provincial Department of Health to either provide clinic services or to increase the frequency of mobile clinic visits across the municipality.
◆ .47	Explore the possibility of upgrading Community Health Centres to provide a 24 Hr service.
◆ .56	Set up and monitor database on potential funding sources.
◆ .57	Create database of all areas presently not rated to enable expansion of valuation roll.
◆ .58	Implement effective debt collection and credit control system.
◆ .59	Undertake strategic assessment of existing and required skills for Municipal staff, and formulate Skills Development Programme
◆ .6	Formulate a communication plan, addressing both internal and external communications.
◆	Provide assistance where necessary with the land reform programme. including

.69	and the formulation of a Land Use Management System for the entire Municipality.
• .26	• Develop and optimise potential use of GIS.

2.10 INTEGRATED HIV/AIDS PROGRAMME

Recent reports indicate that about 34% of the South African population are already infected with the HIV virus that causes AIDS. The HIV/Aids pandemic has given rise to a number of additional needs such as:

- AIDS prevention programmes;
- Increased demands for health and social services;
- Orphan care facilities;
- Increased cemetery space;
- Home-based income opportunities.

Council is in the process of setting up HIV/AIDS liaison and structures.

HIV/Aids **Objectives** and **Strategies** identified in the IDP process are as follows:

Issue	Objective	Strategies
HIV / AIDS	To promote an AIDS free society	Audit and monitor the level of community awareness
		Ensure the establishment of educational programmes through intersectoral collaboration
		Establish an HIV / AIDS Forum with all roleplayers
		Ensure that all clinics provide adequate audio-visual education and pamphlet distribution
		Educate communities on safe sex.
		Encourage the use of free HIV / AIDS testing
		Provide counselling to affected individuals and their families.
		Formulate integrated programme for provision of health facilities, including clinics, mobile clinics, HIV / AIDS support centres.

Projects relating to this Sector as identified and prioritised are set out in the following table:

No.	Project
1.41	Support an HIV / AIDS programme in consultation with the Department of Health.

2.11 DISASTER MANAGEMENT PLAN

A Disaster Management Plan has not yet been prepared by the municipality. The only plan that exist is for the former Regional Council. The existing plan requires updating in terms of applicability to areas.

The local municipality needs to prepare its plan, it will serve as a tool to avoid/prevent and to deal with disasters. The Action Plan may address the following disasters/incidents:

- ☞ Health Hazards (eg; Foot & mouth diseases, cholera, malaria etc.)
- ☞ Natural Disasters (eg; Flooding, cyclones, draught etc.)
- ☞ Major road, train, and bus collisions
- ☞ Toxic gasses and hazardous chemicals
- ☞ Total electrical failure
- ☞ Radio active material incidents
- ☞ Strikes and civil unrest
- ☞ Fire incidents
- ☞ Aircraft incidents
- ☞ Terrorism

2.11.1 Strategy Guidelines

Strategies for Disaster Management should be designed around the principles of the Green Paper. The Green Paper states the following principles;

- ☞ A strategy must focus on key areas
- ☞ The most vulnerable environment (man-made or natural) must be considered first
- ☞ Foster a culture of prevention
- ☞ Promote integration into development
- ☞ Promote equity
- ☞ Ensure public participation
- ☞ Promote transparency and inclusiveness
- ☞ A plan must be driven by all spheres of government
- ☞ A plan must be suitable for the local conditions
- ☞ Ensure legitimacy
- ☞ A plan must be flexible and adaptable
- ☞ A plan must be efficient and effective
- ☞ A plan affordable and sustainable
- ☞ A must be 'needs orientated'
- ☞ Must be prepared in a multi-disciplinary and integrated approach

2.11.2 Recommendations

2. Appoint a committee (councillors and staff) to administer the application of the requirements of the Disaster Management Act.
3. Undertake a risk assessment for the area to determine who or what is vulnerable. This determines what needs to be addressed and identifies priorities. The emphasis of the new Act is mitigation and prevention and sees contingency plans for the problems that cannot be immediately addressed in the Integrated Development Plan or for which are not planned for.
4. Prepare a Disaster Management Plan outlining the mitigation and prevention measures the Council intends to implement and incorporate in the plan contingency plans which the Council has, which will contribute to the reduction of risks and/or deal with unexpected events which may occur until such time as remedial action has been undertaken.
5. **Preparedness** : Prepare contingency plans (based on risk and vulnerability analysis)
 - ☞ Train all role players as to what actions are expected of them.
 - ☞ Train volunteers and members of the public.
 - ☞ Undertake exercises to test the effectiveness of the contingency plans.

2.12 5 YEAR FINANCIAL PLAN

2.12.1 Financial Resources Available for Capital Projects and Operational Expenditure

ACCUMULATED FUNDS FOR CAPITAL EXPENDITURE AS AT 30 JUNE 2001

Consolidated Capital Development Fund:	R30 736 596
Housing Development Fund:	R13 763 285
Public Improvement Fund	R 5 682 744

Inventory of Resources:

(a) Staff

The organograms for uMngeni Municipality have been approved by the Council and consist of the following departments:

Municipal Manager
Directorate: Finance
Directorate: Technical Services
Directorate: Corporate Services
Directorate: Community Services
Directorate: Development & Planning

The appointments of the Municipal Manager and the managers directly responsible to him have been appointed on a 5 year performance based contract in terms of the Local Government: systems Act, No. 32 of 2000. The placement of staff will be carried out within the near future in terms of a Placement Policy adopted by Council. An internal Audit section under the management of the Municipal Manager has also been established.

(b) Supervisory Authorities

The following committees are operational at uMngeni Municipality

1. Executive Committee consisting of four members with the Mayor as chairperson.
2. Town Planning and Building Plans Committee consisting of 5 members with Councillor R J Glaister as chairperson.
3. Works and Housing Development Committee consisting of 6 members with Councillor S A Zuma as chairperson.
4. Community Development Tourism and Environment Committee consisting of members with Councillor S M Ndlovu as chairperson.
5. Audit Committee consisting of 6 members with Councillor M E Dladla as chairperson.
6. Transformation Steering Committee consisting of Officials and Councillors with the Municipal Manager as chairperson.
7. Indigent Support Steering Committee consisting of Officials and Councillors with the Mayor as chairperson.
8. Staff and Human Resources Committee consisting of 5 members with Councillor M E Dladla as chairperson.

develop, support and maintain the software.

2.12.3 Management Guidelines

Draft policies with regard to rates, tariffs, credit control, debt collection, indigent support, investment, procurement, subsistence and travel, human resources and financial regulations have been prepared and will be workshopped in due course with the view of adopting and implementing within the next three months.

2.12.4 Strategies

(c) Financial Guidelines and Procedures (Regulations).

A draft financial guidelines and regulations have been compiled and together with the procurement policy be workshopped for adoption and implementation by the Council within 3 months.

(b) Financing: Operating and Capital

The financing of the operating budget will be through the implementation of the tariffs and rates policies for the various services i.e. water, electricity, refuse removal, sanitation and property rates. Other services will be financed by the applicable tariffs and by levies in terms of lease agreements. Health services will also be financed through subsidies. The equitable share as allocated by the National Government will form part of the operating budget and will be utilized for the provision of basic services to low-income households and to support administrative capacity. The financing of the capital budget will be from revenue resources, consolidated capital development fund, grants and subsidies.

(c) Revenue Raising

To broaden the revenue base of uMngeni Municipality the areas previously not rated will be included in the compilation of a new valuation roll for implementation from 1 July 2003. The review of leases to be market related and the selling of Council properties which is not income bearing will be commenced with within the next 3 months to ensure that additional revenue is forthcoming. The revision of all tariffs, i.e. building plan fees, information, libraries, encroachments, etc. will also be urgently attended to.

In the strive for a broader income base the aim is to implement uniformed tariffs with due consideration of the poor and unemployed.

(d) Asset Management

Council has embarked on an exercise to compile an asset register which is bar-coded for the whole area of uMngeni Municipality. The management of all the assets will be carried out by control mechanisms like physical checks, fleet management systems,

and Gardens will be investigated for out-sourcing to the relevant officials in order to create opportunities for them and to be cost-effective for the Municipality.

The implementation of a fleet management system, will be a cost-effective mechanism to the municipality's vehicles and plant. The implementation of the Performance Management System will also address cost-effectiveness.

2.12.5 Revenue and Expenditure Forecast

(a) Financial Position

The financial position of uMngeni Municipality currently is sound although urgent attention should be given to debt collecting and credit control in order to improve the cash-flow position of the municipality. Draft policies are already in place and will be implemented in due course. All creditors are paid and the bank balance is positive.

(b) Rates and Tariffs Forecast

Rates and tariff policies are currently workshopped for adoption and implementation before the start of the 2002/2003 financial year. The aim is to work towards uniformed rates and tariffs with due consideration to the unemployed and poor.

The following principles will be included in the tariff policy:

- Equity: All users to be treated equitably in application of tariffs.
- Incentives: Account users pay should be in proportion to their use.
- Pro-poor: Poor households must have access to basic services.
- Cost- reflecting: Tariffs must reflect the costs of providing services.
- Sustainable: Tariffs must be financial sustainable.
- Surcharges: Tariffs may be surcharged.
- Economic Development: To promote economic development special tariffs may be implemented.
- Environmental Objectives: Tariffs must be economical, efficient and effective.
- Disclosure of Subsidies: Extent of subsidies must be fully disclosed.

Expenditure	2002/03	2003/04	2004/05	2005/06	2006/07
Salaries	25.000.000	26.375.000	27.694.000	29.079.000	30.533.000
General Expenses	35.077.000	37.006.000	38.856.000	40.799.000	42.839.000
Repairs & Mainten.	3.200.000	3.500.000	3.675.000	3.859.000	4.052.000
Capital Charges	4.204.000	4.400.000	4.620.000	4.851.000	5.094.000
Contributions	5.000.000	5.187.000	5.447.000	5.720.000	6.006.000
Gross Expenditure	72.481.000	76.468.000	80.292.000	84.308.000	88.524.000
Less Charge-Outs	7.420.000	7.828.000	8.220.000	8.631.000	9.062.000
Nett Expenditure	65.061.000	68.640.000	72.072.000	75.677.000	79.462.000

Operating Income

Income	2002/03	2003/04	2004/05	2005/06	2006/07
Rates	17.242.000	19.000.000	19.995.000	21.000.000	22.000.000
Sale of Water	9.843.000	10.500.000	11.025.000	11.576.000	12.155.000
Sale of Electricity	16.910.000	17.840.000	18.732.000	19.669.000	20.652.000
Refuse Removal	2.356.000	2.500.000	2.700.000	3.000.000	3.300.000
Sewerage	2.291.000	2.450.000	2.600.000	2.800.000	3.000.000
Grants & Subsidies	8.000.000	8.000.000	8.000.000	8.000.000	8.000.000
Other Income	8.458.000	8.410.000	9.048.000	9.655.000	10.393.000
Total Income	65.100.000	68.700.000	72.100.000	75.700.000	79.500.000
Surplus/Deficit	39.000	60.000	28.000	23.000	38

2.12.6 Medium Term Expenditure Framework

The Medium Term Expenditure Framework (MTEF) is a pivotal instrument for actively promoting reprioritization, while still preserving fiscal discipline. In terms of the Local Government: Municipal Systems Act (Section 26(h)) it is required that the Integrated Development Plan should include a financial plan which should include a budget projection for at least the next three years. Financial strategies that defines ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which may include revenue raising strategies, operational and capital financing strategies.

The Municipal Assistance Programme currently being undertaken by the municipality will address these issues in more detail.

An MTEF is an ideal vehicle to ensure that IDP's are affordable and that budget spending directed at municipalities most critical developmental and internal transformation needs.

- (c) Sound strategic planning for service delivery.
- (d) Institutional arrangements should be in place to promote policy co-ordination across the various spheres of government (both at a political and managerial level).
- (e) Political buy-in from political counterparts.

The MTEF requires the development of baselines and estimates for the next 2 to 5 years, the determining of the cost of an activity, forecasting costs by using cost drivers, interest expenditure, estimating the impact of fiscal policy changes and forecasting revenue realistically. It is envisaged that the 5 year capital investment programme will assist in the drafting of a Medium Term Expenditure Framework (MTEF) and this will then be included in the revised IDP on an annual basis.

A. INFRASTRUCTURE

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
A1. In consultation with the Department of Transport and the District Council prepare a roads upgrading and maintenance plan	Appoint Consultants.	R320 000				
A2. Set up and implement a labour-intensive community based road maintenance programme for regional roads and district roads in the rural areas	Prov. Roads		*			
A3. Prepare and implement a plan for the provision of commuter facilities in appropriate locations	Appoint Consultants	R 60 000				
A4. Undertake a feasibility study of a Public Transport system especially to service school in rural areas	Appoint Consultants		R 50 000			
A5. Formulate and implement a strategy to reduce the use of main roads by heavy vehicles and to provide designated stopping areas for heavy vehicles, in conformity with the relevant legislation.	Appoint Consultants	R 50 000				
A6. Include the municipal priorities for the installations of water points and local reticulation systems in the District Municipality's Water Services Development Plan.	Appoint Consultants	R 30 000				
A7. Initiate spring protection programs and formulate a water conservation and sanitation awareness programme for households	Appoint Consultants Initiate & formulate programmes.	R 90 000				
A8. Assess existing sewerage works in urban areas and formulate a programme for expansion and upgrading.	Appoint Consultants		R 60 000			
A9. Formulate a solid waste management strategy, which should include: -- The identification of areas to which the municipal waste disposal service needs to be extended; -- A feasibility assessment of the possible outsourcing of the solid waste disposal service; - - The identification of alternative waste disposal sites; -- The identification and establishment of accessible garden refuse disposal sites; - Facilitation of easy Recycling	Appoint Consultants	R300 000				
A10. Initiate an anti-litter awareness and education	Appoint Consultants	R170 000				

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

campaign.	Design education material.					
A11. Reach Agreement with Dept. of Transport on an upgrade and maintenance programme for the district road network servicing the Midlands Meander.	Appoint Consultants	R 20 000				
A12. Traffic calming measures on R103 where it passes through settlements (Lions River, Lidgetton)	Appoint Consultants	R 40 000				
A13. To initiate discussion with the electricity service provider to pursue the extension of electricity to areas	Appoint Consultants	R 60 000				
A14. Improve Water Supply for the communities	Appoint Consultants	R 30 000				
A15. Upgrading of the gravel access road	Appoint Consultants			R360 000		
A16. Road maintenance	Advise Prov. Roads.					
A17. Widening of Aradec of Khan's Place	Advise Prov. Roads.			R840 000		
A18. Widening of R103 from Rutunda to KZNPA Camp	Advise Prov. Roads.			R135 000		
A19. Upgrade stormwater works and all roads that need tarring	Appoint Contractors	R2 800 000				
A20. Re-open and upgrade existing roads	Advise Prov. Roads					
A21. Tar the road	Advise Prov. Roads	R6 900 000				
A22. Tarring of specified roads	Advise Prov. Roads					
A23. Upgrade the existing road	Appoint Contractors	R8 000 000				
A24. Traffic calming measures on Valley View Road, Ware and Amber Avenue	In House	R 45 000				
A25. Maintenance of existing roads	N/A					
A26. Tarring of specified roads for Hawkstone Community	Advise Province					
A27. Upgrade and repair main road as part of maintenance of tourist infrastructure. Tar the road from Curry's Post to Mount West	Advise Province					

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
A28. Tar Birnamwood Road	Advise Province					
A29. Improved Stormwater Management and seepage control	Advise EOU			R 20 000		
A30. Repair and Maintain Stormwater Management	Appoint Consultants	R 50 000				
A31. Improve Street lighting	Advise Eskom			R 48 000		
A32. Dump site upgrade	Appoint Contractors			R290 000		
A33. Improved sanitation systems (connection to waterborne sewage system)						

B. LOCAL ECONOMIC DEVELOPMENT

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
B1. Pursue the establishment of an industrial and commercial area next to Mpophomeni and Boston Road Industrial Park.	Market Research various Surveys.	R750 000				
B2. Determine location for Business Support Centre.	Location identification/LUM	R 50 000				
B3. Undertake feasibility study into an incentive programme for business and industry.	Undertake study/analysis	R 50 000				
B4. Review municipal policies and bylaws.	Enhance & expand security & policing in public places.	R400 000				
B5. Formulate Master Plans for: (1) Midmar Dam; and (2) Hilton College Rd.	Strategic Analysis Liaison with Stakeholders	R120 000				
B6. Formulate a Municipal tourism development plan, which should address all tourism related strategies identified in the IDP, and include a tourism assets data base and a marketing plan.	Formulate bus. plan for funding – Engage project team.	R200 000				
B7. Review and assess all existing LED strategies and projects.						
B8. Initiate discussion with Hilton College and The Natal Witness with a view to expanding the Arts festival to include the wider community.						
B9. In liaison with the schools and other sport bodies in the area explore the possibility of hosting “Sports Weeks” in different sport codes.	Liaise with all relevant departments and schools.	R100 000				
B10. Ensure that sufficient facilities are provided at tourist attraction points, such as the Mandela monument, Karkloof, World’s View and Howick Falls.	Undertake study Project design. Appoint Consultants	R 20 000				
B11. Establish and/or facilitate adult education and skills training programmes in consultation with department of Labour, as well as providing a database of local Skills	Facilitate improvements Primary, Secondary	R550 000				

Developers.	& Tertiary facilities.					
B12. Undertake a land audit to identify publicly owned land and undertake land capability analyses of land parcels that could be utilized for community development projects.						
B13. Investigate the feasibility of employment creation through the following types of projects: construction and maintenance of public buildings, alien plant eradication, market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs.	Encourage agriculture industries & potential linkages between agriculture & tourism industry.	R100 000				
B14. Formulate industrial development strategy including the identification of industrial/commercial development nodes.	Undertake strategy to identify suitable land.	R50 000				
B15. In consultation with the DM, prepare a poverty alleviation plan*, identifying focus areas and projects. This should include: (i) Undertaking a quality of life survey. (ii) Compiling a data base of poverty alleviation activities. (iii) Identifying and promoting the establishment of self help projects and co-operative aimed specifically at poverty alleviation. (iv) Promoting household food security and nutrition, through agricultural projects and by assisting in the implementation of LRAD (Department of Land Affairs).	Quality of life survey. Data base compilation.	R240 000				
B16. Set up an agricultural development committee to follow up and implement recommendations contained in the agricultural survey undertaken for the municipality.	Read the survey Develop communities Form dev. committee	R110 000				
B17. Investigate the feasibility of establishing commonages in dense rural settlements and smaller urban centers.	Feasibility study Strategy analysis.	R 20 000				
B18. Community vegetable gardens.						
B19. Community vegetable gardens.						
B20. Community vegetable gardens.						
B21. Community vegetable gardens.						

B22. Community vegetable gardens.						
B23. Upgrading and improvement of Home Craft Centre.						
B24. Upgrading of shipping centre at Khan's Place.						

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
B25. Assistance for community "Vukani" craft market.	Approach relevant stakeholder.					
B26. Multi-functional usage of Sawas Hall.						
B27. Skills training to cover:	To facilitate access to land for agricultural development	R28 000				
☛ Block making						
☛ Poultry farming						
☛ Sewing						
☛ Baking	To reduce poverty to a significant and measurable extent					
☛ Arts & crafts						
☛ Masonry/Carpentry						
☛ Sport Management						
☛ Welding						

C. COMMUNITY DEVELOPMENT, SOCIAL SERVICES & HOUSING

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
<p>C1. Prepare and implement a strategy on crime prevention which should include:</p> <ul style="list-style-type: none"> • An audit of crime prevention initiatives • An audit of crime prevention resources • Liaison mechanisms • Extension of public policing forums to rural areas • Enhanced and expanded security and policing measures including the possibility of municipal protection services / traffic services • Increased number of satellite police stations. 		R150 000				
<p>C2. Prepare and implement a housing delivery strategy, which should include:</p> <ul style="list-style-type: none"> • An audit and review of existing housing projects • Consolidation and review of housing waiting lists and a review of housing demand • The identification of potential housing sites, both in the urban and rural component of the municipality <p>The setting of housing</p>		R500 000				
<p>C3. Prepare and implement a strategy on the management of informal settlements, which should include:</p> <ul style="list-style-type: none"> • The identification and profiling of all informal settlements (aerial and ground survey) • Feasibility / desirability assessment on the upgrading of these settlements 	Identify Profile Informal settlement Prepare feasibility Desirability Assessment Make	R1,5 m				

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

<ul style="list-style-type: none"> Recommendations on in-situ upgrading or relocation Business Plans on the above Alignment with housing strategy 	recommendation Prepare Business plan.					
C4. Formulate programme for the disposal of Council owned residential and unused property						
C5. Support an HIV / AIDS programme in consultation with the Department of Health, covering all aspects set out in the Strategic Framework	Establish support committee. Education material.	R350 000				
C6. Determine the desirability and location for additional social facilities in different areas following an audit of existing facilities	Audit for all social facilities.	R20 000				

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
C7. Identify location for multi-purpose community centres (to include clinics, AIDS support services, library, adult education and skills training and computer facilities. Community Hall and / or multi-purpose community centre)	Establish a committee in conjunction with Dept. of TLGA.	R 80 000				
C8. Determine location for multi-purpose sports centres.	Compilation of feasibility study.	R 5 000				
C9. Undertake feasibility and desirability study for the provision of community halls throughout the area.						
C10. Liaise with farmers regarding the extension of public telephones for usage by the farm dwellers						
C11. Determine the feasibility of providing affordable housing for communities.						
C12. Initiate discussion with appropriate authorities on the creation of a Housing Reparation Fund.						
C13. To initiate discussions to either provide clinic services or to increase the frequency of mobile clinic visits across the municipality						
C14. Upgrade clinic to hospital						

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

C15. Explore the possibility of upgrading Community Health Centres to provide a 24 hours service.						
C16. Initiate a community based programme to provide and / or upgrade sportsfields for all communities except Hilton, Hilton College, Merrival, Nottingham Road, Hawkstone and Kwa Mevana	Appoint Consultants Establish sports & recreation Forum.	R130 000				
C17. Upgrade sports field in Extension 34 (Toilets and lighting)	Appoint Contractors	R 90 000				
C18. In consultation with the dept. of Welfare pursue the provision of crèches for all communities except Hilton, Hilton College, Mpophomeni, Hawkstone, Kwa Mevana, Dunmarie Community and Curry's Post						
C19. In consultation with the Dept. of Education pursue the upgrading and / or extension of schools and school facilities						

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
C20. Upgrade the existing Mpophomeni Community Hall	Appoint Contractors	R600 000				
C21. Pursue the provision of public toilets in the vicinity of pension payout point.	Appoint Contractors	R 36 000				
C22. Pursue the upgrading and / or relocation of the Police Station at Mpophomeni.						
C23. In consultation with the Dept. of Welfare pursue the provision of Old Age Homes	Meeting with Departments Assessment.	R3 m				
C24. In consultation with the Dept. of Welfare, pursue the provision of AIDS Orphanages	Meeting with the Stakeholders database.	R2,5 m				
C25. In consultation with the relevant Service Providers, pursue the provision of public telephones	Identify the service providers.	R1,5 m				
C26. In consultation with the District Municipality, pursue the provision of local and District cemeteries and crematories.						

C27. Pursue the provision of a Pension Payout point						
C28. In consultation with the Library Services, pursue the provision of a library	Establish a committee. Consult with the stakeholders	R1 m				
C29. Pursue the provision of a Community Hall						

D. INSTITUTIONAL, FINANCE AND SPECIAL INTEREST GROUPS

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
D1. Set up and monitor database on potential funding sources	Create Database	In House				
D2. Create database of all areas presently not rated to enable expansion of valuation roll	Call for Tenders. Compilation Val. Roll	R 130 000				
D3. Implement effective debt collection and credit control system	Compile Credit Control & Debt Collec. Policy	In House				
D4. Undertake strategic assessment of existing and required skills for Municipal staff, and formulate Skills Development	To undertake strategic assessment	R 80 000				

Programme	of existing & skills for Council's staff.					
D5. Investigate public / private partnerships and possible outsourcing of services						
D6. Develop and optimise potential use of GIS	Appoint Contractors.	R 36 000				
D7. Formulate a communication plan, addressing both internal and external communications	To address both internal & external communications. Identify the stakeholders or focus groups.	R 50 000 R60 000				
D8. Formulate policy on gender and the disabled with regard to development programmes, Municipal facilities and procurement						
D9. Upgrade municipal office infrastructure to cater for implementation of the IDP. Utilise recommendations of the Amalgamation Plan.	Appoint Contractor	R2 600 000				

E. NATURAL AND BUILT ENVIRONMENT AND LAND USE MANAGEMENT

PROJECT DESCRIPTION	ACTIVITY	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007
E1. Establish an open space system and ensure effective management thereof, based on existing plans.						
E2. Establish an effective alien invasive species control programme (in association with KZN Wildlife). Implement provision of the Act.						
E3. Establish mechanisms for the monitoring and control of the use of indigenous plants for medicinal purposes						
E4. Establish catchment management forums	Appoint Consultants	R200 000				

E5. Initiate programmes to prevent soil erosion (In association with Department of Agriculture and Environmental Affairs)						
E6. Undertake a Strategic Environmental Assessment (SEA) to form the base of an Environmental Management Plan (EMP) for the entire municipal area	Appoint Specialist to do E1.A.	R 60 000				
E7. Establish a landscaping programme in areas such as the tourism nodes and CBD's. Undertake a tree planting programme throughout the municipality.	Appoint Contractors	R 20 000				
E8. Formulate management guidelines for existing tourist routes and scenic routes as part of the spatial framework	Undertake strategy/guidelines	R 50 000				
E9. Provide assistance where necessary with the land reform programme, including the upgrading of Land Tenure.						
E10. Undertake an audit of State owned land						
E11. Formulate a spatial development framework to conform to the Land Use Planning Bill	Undertake process	R 50 000				
E12. Review and amalgamation of exiting Town Planning Schemes and the formulation of a Land Use Management System for the entire Municipality.	Plan/Strategy Fund Identification.	R100 000				
E13. Upgrading of Land Tenure Programmes						

2.14 5 YEAR CAPITAL INVESTMENT PROGRAMME

A. INFRASTRUCTURE

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
A1. In consultation with the Department of Transport and the	R320 000	R320 000					uMngeni Municipality	Municipal Wide	Dept. of Transport	Council Approval of

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

District Council prepare a roads upgrading and maintenance plan									District Municipality uMngeni Municipality	PMS
A2. Set up and implement a labour-intensive community based road maintenance programme for regional roads and district roads in the rural areas	To be determined						DC & Prov. Roads	Municipal Wide	Dept. of Transport uMngeni Municipality	Dependant on responsible stakeholder.
A3. Prepare and implement a plan for the provision of commuter facilities in appropriate locations	R60 000						DC & Prov. Roads & uMngeni MTAB	Municipal Wide	Dept. of Transport uMngeni Municipality	Council approval of plan.
A4. Undertake a feasibility study of a Public Transport system especially to service school in rural areas	R50 000	R 50 000					DC. Dept. of Transport uMngeni MTAB	Municipal Wide	uMngeni Municipality Dept. of Transport	Council approval of plan.
A5. Formulate and implement a strategy to reduce the use of main roads by heavy vehicles and to provide designated stopping areas for heavy vehicles, in conformity with the relevant legislation.	R 50 000	R 50 000					DC, Dept. of Transport uMngeni MTAB	Municipal Wide	uMngeni Municipality Dept. of Transport District Municipality	Council approval of plan.
A6. Include the municipal priorities for the installations of water points and local reticulation systems in the District Municipality's Water Services Development Plan.	R 30 000	R 30 000					DC, DWAF uMngeni	Municipal Wide	DWAF District Municipality uMngeni Municipality	Council approval of plan

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
A7. Initiate spring protection programs and formulate a water conservation and sanitation awareness programme for households	R 30 000	R 30 000					DC, DWAF uMngeni	Municipal Wide	uMngeni Municipality Dept. of Water Affairs and Forestry Dist Municipality	Council approval of plan.

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

A8. Assess existing sewerage works in urban areas and formulate a programme for expansion and upgrading.	R60 000	R60 000					CMIP DC uMng	Municipal Wide	uMngeni Municipality	Council approval of plan.
A9. Formulate a solid waste management strategy, which should include: -The identification of areas to which the municipal waste disposal service needs to be extended; -A feasibility assessment of the possible outsourcing of the solid waste disposal service; -The identification of alternative waste disposal sites; - The identification and establishment of accessible garden refuse disposal sites; - Facilitation of easy Recycling	R300 000	R300 000					DC, CMIP, uMngeni	Municipal Wide	uMngeni Municipality District Municipality	Council approval.
A10. Initiate an anti-litter awareness and education campaign.	R170 000	R170 000					DM & Env. Affairs Prov. uMngeni	Municipal Wide	uMngeni Municipality	Remarkable reduction in litter by 2005. Cncl. Approval
A11. Reach Agreement with Dept. of Transport on an upgrade and maintenance programme for the district road network servicing the Midlands Meander.	R 20 000	R 20 000					DC & Prov. Roads	Municipal Wide	Dept. Transport	of Council Approval.

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
A12. Traffic calming measures on R103 where it passes through settlements (Lions River, Lidgetton)	R15 000 per location R 40 000	R 40 000					DC, Prov. Roads, uMng. MTAB	Municipal Wide	Dept. Transport	of Council Approval.

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

							Isephephe			
A13. To initiate discussion with the electricity service provider to pursue the extension of electricity to areas	R3 500 per household R 60 000	R 60 000					Eskom, DEM, Umng.	Hilton College Kwa Mevana Cedara Dulela Hawkstone Dunmarie Primary School Curry's Post Bull Testing Stat. Ext. 33 & 34 Traindra Jacobsdal Karkloof Nottingha m Road	Eskom Service Provider District MunicipalityCou ncil Approval.	
A14. Improve Water Supply for the communities	To be determined R 30 000	R 30 000					DC, CMIP, uMng. DWF	H/ College Cedara Triandra Hawkstone Dunmarie School Mevana Curries Post Hilton	District Municipality uMngeni MunicipalityCou ncil Approval.	

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
A15. Upgrading of the gravel access road	R412 per m R270 000	R270 000					CMIP Hilton College uMng.	Hilton College Communit y (Private	uMngeni Municipality District Municipality	Council Approval.

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
A16. Road maintenance	To be determined.						Prov. Roads	Land) Dulela Community (District Road)	Dept. of Transport District Municipality	Depend. on Stakeholder
A17. Widening of Aradec of Khan's Place	R 70 000	R 70 000					Prov. Roads	Cedara Community	Landowners uMngeni Municipality	Depend. on responsible stakeholder
A18. Widening of R103 from Rutunda to KZNPA Camp	R115 000	R115 000					Prov. Roads	Cedara Community	Dept. of Transport	Depend. on Stakeholder.
A19. Upgrade stormwater works and all roads that need tarring	R 28 000	R 28 000					CMIP, DC uMng.	Mpophome ni	uMngeni Municipality District Municipality	Council Approval.
A20. Re-open and upgrade existing roads	To be determined						Prov. Roads, uMng.	Triandra Community	Dept. of Transport	Subject to negotiation.
A21. Tar the road	R 55 000	R 55 000					Prov. Roads	Nottingham Road	uMngeni Municipality District Municipality	Stakeholders Prov. Roads & uMngeni
A22. Tarring of specified roads	R per m						Prov. Roads	Hawkstone Community	uMngeni Municipality District Municipality	Submission of designs
A23. Upgrade the existing road	R800 000	R800 000					DC CMIP MTAB uMng.	Zeerderberg – Merrivale	uMngeni Municipality District Municipality	Council Approval.
A24. Traffic calming measures on Valley View Road, traffic lights at Ware and Amber Avenue	R15 000 per location R 45 000	R 45 000			uMngeni	H/West LMC DC	Installation.			
A25. Maintenance of existing roads								Hilton	LMC	
A26. Tarring of specified roads for Hawkstone Community	To be determined						Prov. Roads	Dunmarie School	Dept. of Transport District Municipality	Subject to Prov. Roads PMS

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

									uMngeni Municipality	
A27. Upgrade and repair main road as part of maintenance of tourist infrastructure. Tar the road from Curry's Post to Mount West	To be determined						Prov. Roads	Curry's Post	Dept. of Transport	Subject to Prov. Roads PMS
A28. Tar Birnamwood Road	R per m						Prov. Roads	Bull Testing Station	uMngeni Municipality	Subject to Prov. Roads PMS
A29. Improved Stormwater Management and seepage control	R 20 000	R20 000					Dept. Educ.	Injoloba High School Kwa Mevana	Dept. of Education uMngeni Municipality	N/A
A30. Repair and Maintain Stormwater Management	R 50 000	R 50 000					CMIP uMngeni DC		uMngeni Municipality	Council approval.
A31. Improve Street lighting	R 40 000	R 40 000					CMIP uMngeni Eskom	Kwa Mevana	uMngeni Municipality District Municipality	Council approval.
A32. Dump site upgrade	R 25 000	R 25 000					CMIP, DC & uMngeni	Hilton	uMngeni Municipality	Council approval.
A33. Improved sanitation systems (connection to waterborne sewage system)	To be determined							Merrivale	uMngeni Municipality	
A34. Existing Bridge (over uMngeni River) - Pedestrian Guard Rail - Assess exact extent of possible upgrade or re-construction	R 50 000 To be determined	R 50 000					CMIP DC uMng. MTAB	Howick	uMngeni Municipality	Council approval.
A35. Provide pedestrian bridge over uMngeni River linking Howick West and Kwa Mevana	R 65 000	R 65 000						Kwa Mevana Howick West	uMngeni Municipality	

B. LOCAL ECONOMIC DEVELOPMENT

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
B1. Pursue the establishment of an industrial and commercial area next to	To be determined.	R750 000					DBSA Dept. of	Municipal Wide	uMngeni Municipality	

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JUNE 2002

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

Mpophomeni and Boston Road Industrial Park.								Public Works		Dept. Public Works	
B2. Determine location for Business Support Centre.	R75 000	R 50 000						Internal DTLGA/DC 22	Municipal Wide	uMngeni Municipality	
B3. Undertake feasibility study into an incentive programme for business and industry.	R100 000	R 50 000						As above	Municipal Wide	uMngeni Municipality	
B4. Review municipal policies and bylaws.	R400 000	R400 000						Province	Municipal Wide	uMngeni Municipality	12 Months
B5. Formulate Master Plans for: (1) Midmar Dam; and (2) Hilton College Road	R120 000	R 70 000 R 30 000 R 20 000						Internal DBSA Provincial	Municipal Wide Midmar Dam Boston Road Corridor Hilton College Road Corridor	uMngeni Municipality	
B6. Formulate a Municipal tourism development plan, which should address all tourism related strategies identified in the IDP, and include a tourism assets data base and a marketing plan.	R250 000	R200 000						Internal DBSA	Municipal Wide	LMC, DC uMngeni Tourism Association Dept of Economic Affair & Tourism	

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
B7. Review and assess all existing LED strategies and projects.	In House							Municipal Wide	uMngeni Municipality	
B8. Initiate discussion with Hilton College and The Natal Witness with a	In House							Municipal Wide	uMngeni Municipality	

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

view to expanding the Arts festival to include the wider community.										
B9. In liaison with the schools and other sport bodies in the area explore the possibility of hosing "Sports Weeks" in different sport codes.	R100 000	R100 000					Dept. of Education & Sports & Recreation District Municipality	Municipal Wide	uMngeni Municipality	Mix teams in all codes by 2007.
B10. Ensure that sufficient facilities are provided at tourist attraction points, such as the Mandela monument, Karkloof, World's View and Howick Falls.	To be determined.	R.E.D.T.S .					D.E.A.T. Dept. of Agriculture	Municipal Wide	Provincial uMngeni Municipality	Remarkable reduction in litter by 2005.
B11. Establish and/or facilitate adult education and skills training programmes in consultation with department of Labour, as well as providing a database of local Skills Developers.	R550 000	R550 000					LGKIRS SETA	Municipal Wide	Dept. of Labour uMngeni Municipality	Review after 12 months. Ongoing process.
B12. Undertake a land audit to identify publicly owned land and undertake land capability analyses of land parcels that could be utilized for community development projects.	R15 000 per location							Municipal Wide	uMngeni Municipality District Municipality	
B13. Investigate the feasibility of employment creation through the following types of projects: construction and maintenance of public buildings, alien plant eradication, market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs.	R100 000	R100 000					DBSA & Land Bank	Municipal Wide	uMngeni Municipality	Review after 12 months.

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
B14. Formulate industrial development strategy including the identification of industrial/commercial development nodes.	R 70 000	R 70 000					Dept. of Economic Affairs & Tourism	Municipal Wide	uMngeni Municipality	
B15. In consultation with the DM,	R240 000	R240 000					Dept. of	Municipal	District	A plan to be in

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

prepare a poverty alleviation plan*, identifying focus areas and projects. This should include (i) Undertaking a quality of life survey (ii) Compiling a data base of poverty alleviation activities. (iii) Identifying and promoting the establishment of self help projects and co-operative aimed specifically at poverty alleviation. (iv) Promoting household food security and nutrition, through agricultural projects and by assisting in the implementation of LRAD (Department of Land Affairs).							Agriculture & DM	Wide	Municipality uMngeni Municipality	place by July 2004.
B16. Set up an agricultural development committee to follow up and implement recommendations contained in the agricultural survey undertaken for the municipality.	R210 000	R110 000					Dept of Agriculture	Municipal Wide	uMngeni Municipality Dept. of Agriculture	Committee in place by March 2003 Implementation commences July 2004.
B17. Investigate the feasibility of establishing commonages in dense rural settlements and smaller urban centers.	R50 000	R 30 000					Dept. of Agriculture	Municipal Wide	uMngeni Municipality Dept. of Agriculture	
PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
B18. Community Vegetable Gardens	R30 000 (1 Ha)							Jacobsdal	uMngeni Municipality Dept. of Agriculture	
B19. Community Vegetable Gardens	R30 000 (1 Ha)							Mpophome ni	uMngeni Municipality	

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

									Dept. of Agriculture	
B20. Community Vegetable Gardens	R30 000 (1 Ha)							Kwa Mevana	uMngeni Municipality Dept. of Agriculture	
B21. Community Vegetable Gardens	R30 000 (1 Ha)							Dunmarie Primary School	uMngeni Municipality Dept. of Agriculture	
B22. Community Vegetable Gardens	R30 000 (1 Ha)							Dargle Community	uMngeni Municipality Dept. of Agriculture	
B23. Upgrading and improvement of Home Craft Centre.	To be determined							Mpophome ni Community.	uMngeni Municipality	
B24. Upgrade of shipping centre at Khan's Place.	To be determined							Cedara Community	Land Owner	
B25. Assistance for community "Vukani" craft market.	To be determined.	R 10 000					M.I.I. Internal/DC 22.	Nottingham Road	uMngeni Municipality	
B26. Multi-functional usage of Sawas Hall.	To be determined							Kwa Mevana	uMngeni Municipality	
B27 Skills training to cover: <ul style="list-style-type: none"> ☛ Block making ☛ Poultry farming ☛ Sewing ☛ Baking ☛ Arts & Crafts ☛ Masonry/Carpentry ☛ Sports Management ☛ Welding 	R3 000 per workshop x 4 R3 000 per session x 4	R288 000					DBSA Land Bank	All communities	uMngeni Municipality Dept. of Agriculture NGO's.	Review after 12 months.

C. COMMUNITY DEVELOPMENT, SOCIAL SERVICES AND HOUSING

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
C1. Prepare and implement a strategy on crime prevention which should include: <ul style="list-style-type: none"> • An audit of crime prevention initiatives • An audit of crime prevention resources • Liaison mechanisms • Extension of public policing forums to rural areas • Enhanced and expanded security and policing measures including the possibility of municipal protection services / traffic services • Increased number of satellite police stations. 	R150 000						business & Dept. of Safety.	Municipal Wide	S.A.P.S. uMngeni Municipality	CPF in all wards by 2004.
C2. Prepare and implement a housing delivery strategy, which should include: <ul style="list-style-type: none"> • An audit and review of existing housing projects • Consolidation and review of housing waiting lists and a review of housing demand • The identification of potential housing sites, both in the urban and rural component of the municipality • The setting of housing 	R500 000	R500 000					Dept. of Housing & CMIP.	Municipal Wide	uMngeni Municipality	Strategy prepared and implemented by 2005.

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
C3. Prepare and implement a strategy on the management of informal settlements, which should include: <ul style="list-style-type: none"> The identification and profiling of all informal settlements (aerial and ground survey) Feasibility / desirability assessment on the upgrading of these settlements Recommendations on in-situ upgrading or relocation Business Plans on the above Alignment with housing strategy 	R1,5 million	R1,5 million					Dept. of Housing & CMIP.	Municipal Wide	uMngeni Municipality	Informal Settlement reduced by 80% by 2005.
C4. Formulate programme for the disposal of Council owned residential and unused property	In House	R 70 000					Internal Note: Valuer/Convey Fee.....	Municipal Wide	uMngeni Municipality	
C5. Support an HIV / AIDS programme in consultation with the Department of Health, covering all aspects set out in the Strategic Framework	R350 000	R350 000					Dept. of Health & District Municipality	Municipal Wide	Dept. of Health District Municipality uMngeni Municipality	Remarkable awareness and acceptance by \pm 80% by 2007.
C6. Determine the desirability and location for additional social facilities in different areas following an audit of existing facilities	R20 000	R20 000					DBSA Dept. of Arts Dept. of Education	Municipal Wide	uMngeni Municipality	Determined by 2004.
C7. Identify location for multi-purpose community centres (to include clinics, AIDS support services, library, adult education and skills training and computer facilities. Community Hall and / or multi-purpose community centre)	R80 000	R80 000					Dept. of TLGA.	Municipal Wide	Dept. of Health District Municipality uMngeni Municipality	suitable site to be identified by Sept. 2003.

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
C8. Determine location for multi-purpose sports centres.	In House							Municipal Wide	uMngeni Municipality District Municipality	
C9. Undertake feasibility and desirability study for the provision of community halls throughout the area.	R5 000	R5 000					District Municipality.	Municipal Wide	uMngeni Municipality	Study completed by Feb.2003.
C10. Liaise with farmers regarding the extension of public telephones for usage by the farm dwellers	In House							Municipal Wide	uMngeni Municipality	
C11. Determine the feasibility of providing affordable housing for communities.	R21 300 (grant subsidy per household)							Municipal Wide Hilton College Kwa Mevana Cedara Dulela Main Road Nottingham Road Triandra Hawkstone Howick West Curries Post Dunmarie Primary School Dargle Bull Testing Station	uMngeni Municipality Dept. of Housing	
C12. Initiate discussion with appropriate authorities on the	In House							Mpophome ni	Provincial Dept. of Housing	

creation of a Housing Reparation Fund.										
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PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
C13. To initiate discussions to either provide clinic services or to increase the frequency of mobile clinic visits across the municipality	In House							All communities except Hilton, Howick, Mpophomeni, Nottingham Road, Merrivale	Dept. of Health	
C14. Upgrade clinic to hospital	To be determined							Mpophomeni Howick	Dept. of Health	
C15. Explore the possibility of upgrading Community Health Centres to provide a 24 hours service.	To be determined							uMngeni Municipality	Dept. of Health	
C16. Initiate a community based programme to provide and / or upgrade sportsfields for all communities except Hilton, Hilton College, Merrival, Nottingham Road, Hawkstone and Kwa Mevana	R100 000						DBSA & District Municipality		uMngeni Municipality District Municipality	Programme to be in place by Sept. 2003.
C17. Upgrade sports field in Extension 34 (Toilets and lighting)	To be determined							Howick West	Umngeni Municipality District Municipality	
C18. In consultation with the dept. of Welfare pursue the provision of crèches for all communities except Hilton, Hilton College, Mpophomeni, Hawkstone, Kwa Mevana, Dunmarie Community and Curry's Post	R100 000 for 100 children								uMngeni Municipality Dept. of Welfare District Municipality	

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
C19. In consultation with the Dept. of Education pursue the upgrading and / or extension of schools and school facilities	R80 000 for new classroom							Hilton College Cedara Nottingham Road Traindra Hawkstone Dunmarie Primary School Dargle Howick Lidgetton Mpophomeni	Dept. of Education uMngeni Municipality	
C20. Upgrade the existing Mpophomeni Community Hall	To be determined							Mpophomeni	uMngeni Municipality	
C21. Pursue the provision of public toilets in the vicinity of pension payout point.	R1 300 per m ²							Kwa Mevana	uMngeni Municipality District Municipality	
C22. Pursue the upgrading and / or relocation of the Police Station at Mpophomeni.	To be determined							Mpophomeni	Dept. of Public Works SAPS	
C23. In consultation with the Dept. of Welfare pursue the provision of Old Age Homes	R3 million	R3 million					DBSA Housing Health Welfare	Mpophomeni Lidgetton area Howick West	Dept. of Welfare NGO's	Old age homes provided for Mpoph. , Lidgetton & Howick West by Jan. 2003
C24. In consultation with the Dept. of Welfare, pursue the provision of	R2,5 million	R2,5 million					DBSA Dept. of	Mpophomeni	District Municipality	Provided by 2005.

AIDS Orphanages								Housing	Lidgetton	Dept. of Welfare NGO's Dept. of Housing	
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PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
C25. In consultation with the relevant Service Providers, pursue the provision of public telephones	R1,5 million	R1,5 million					Dept. of IT & Comm.	Dulela Main Road Bull Testing Station Nottingham Road Winnie Mandela section A,B & C	Telkom MTN Vodacom Cell-C	Provision of phone by 2007.
C26. In consultation with the District Municipality, pursue the provision of local and District cemeteries and crematories.	To be determined							Nottingham Road Triandra Primary School Bull Testing Station area Dunmarie Primary School	District Municipality uMngeni Municipality	
C27. Pursue the provision of a Pension Payout point	R100 000							Lidgetton area Curry's Post	Dept. of Welfare	
C28. In consultation with the Library Services, pursue the provision of a library	R1 m	R1 m					Dept. of Educ. & Library Services.	Lidgetton area	Library Services of Dept. of Education uMngeni Municipality	Libraries in place by 2004.

C29. Pursue the provision of a Community Hall	R300 000 for 300 households					Nottingham Road Lidgetton	uMngeni Municipality				
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D. INSTITUTIONAL, FINANCE AND SPECIAL INTEREST GROUPS

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
D1. Set up and monitor database on potential funding sources	In House	-					N/A	Municipal Wide	UMngeni Municipality	Register
D2. Create database of all areas presently not rated to enable expansion of valuation roll	R130 000	R130000					LGTF	Municipal Wide	uMngeni Municipality	Valuation Roll
D3. Implement effective debt collection and credit control system	In House	-					N/A	Municipal Wide	uMngeni Municipality	Policy
D4. Undertake strategic assessment of existing and required skills for Municipal staff, and formulate Skills Development Programme	In House							Municipal Wide	uMngeni Municipality	
D5. Investigate public / private partnerships and possible outsourcing of services	In House							Municipal Wide	uMngeni Municipality	
D6. Develop and optimise potential use of GIS	To be determined							Municipal Wide	uMngeni Municipality	
D7. Formulate a communication plan, addressing both internal and external communications	R60 000	R60 000					Dept of TLGA.	Municipal Wide	uMngeni Municipality	A plan in place by March 2003
D8. Formulate policy on gender and the disabled with regard to development programmes, Municipal facilities and procurement	R50 000							Municipal Wide	UMngeni Municipality	
D9. Upgrade municipal office infrastructure to cater for implementation of the IDP. Utilise recommendations of the Amalgamation Plan.	To be determined							Municipal Wide	UMngeni Municipality	

E. NATURAL AND BUILT ENVIRONMENT AND LAND USE MANAGEMENT

PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
E1. Establish an open space system and ensure effective management thereof, based on existing plans.	R80 000							Municipal Wide	uMngeni Municipality	
E2. Establish an effective alien invasive species control programme (in association with KZN Wildlife). Implement provision of the Act.	To be determined							Municipal Wide	KZN Wildlife uMngeni Municipality	
E3. Establish mechanisms for the monitoring and control of the use of indigenous plants for medicinal purposes	To be determined							Municipal Wide	KZN Wildlife Dept. of Agriculture and Environmental Affairs uMngeni Municipality	
E4. Establish catchment management forums	In House							Municipal Wide	District Municipality uMngeni Municipality DWAf	
E5. Initiate programmes to prevent soil erosion (In association with Department of Agriculture and Environmental Affairs)	To be determined							Municipal Wide	uMngeni Municipality DWAf District Municipality	
E6. Undertake a Strategic Environmental Assessment (SEA) to form the base of an Environmental Management Plan (EMP) for the entire municipal area	R120 000	R 60 000					Internal Dept. of Agricul- ture.	Municipal Wide	uMngeni Municipality	

UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

PHASE 4: INTEGRATION

E7. Establish a landscaping programme in areas such as the tourism nodes and CBD's. Undertake a tree planting programme throughout the municipality.	To be determined								Municipal Wide	uMngeni Municipality	
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PROJECT DESCRIPTION	ESTIMATED COST	BUDGET 2002/2003	BUDGET 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	BUDGET 2006/2007	SOURCE OF FUNDING	LOCATION	RESPONSIBLE AUTHORITY	INDICATORS FOR ACHIEVEMENT
E8. Formulate management guidelines for existing tourist routes and scenic routes as part of the spatial framework	R50 000	R30 000					D.E.A.T. *T.I.K.	Municipal Wide	Umngeni Municipality	
E9. Provide assistance where necessary with the land reform programme, including the upgrading of Land Tenure.	In House							Municipal Wide	Dept. of Land Affairs uMngeni Municipality	
E10. Undertake an audit of State owned land	R50 000							Municipal Wide	uMngeni Municipality	
E11. Formulate a spatial development framework to conform to the Land Use Planning Bill	R150 000	R100 000					DTLGA	Municipal Wide	uMngeni Municipality	
E12. Review and amalgamation of exiting Town Planning Schemes and the formulation of a Land Use Management System for the entire Municipality	R400 000	R200 000					DTLGA	Municipal Wide	uMngeni Municipality	
E13. Upgrading of Land Tenure Programmes	To be determined							All communities in rural component of the Municipality	Dept. of Land Affairs uMngeni Municipality	

PROJECTS PRIORITISATION GUIDELINES

ANNEXURE B

ANNEXURE C

ENVIRONMENTAL ORDINANCES AND ACTS

Table 1. Summary of Principle Acts, Ordinances, Regulations, Bills and Policies relevant to the management and control of the environment in KwaZulu-Natal (modified from Margeot, Forbes and Forse, 1997; and “Green Wedges Policy”, 1998; and Oosthuizen, 1985) also from “Criteria for the Designation of Special Case Areas in Terms of the Planning and Development Act” (Metroplan, 1999)

Act, Ordinance, Bill, or Policy	Date	Function	Responsible Authority
The Constitution of South Africa	Act 108 of 1996	<i>Underpins all legislation and is the document against which all legislation can be tested or challenged</i>	National Government
The Environmental Conservation Act (ECA)	Act No. 73 of 1989, revised 5 September 1997	<i>To provide for the effective protection and controlled utilisation of the environment and for matters incidental thereto. Controls for pollution stemming from littering, waste disposal, noise, new developments and various other activities.</i>	Department of Agriculture and Environmental Affairs (DAEA), National Department of Environmental Affairs and Tourism, Minister of Environmental Affairs and Tourism.
National Environmental Management Act (NEMA)	no. 107 of 1998	<i>To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment; institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state; and so to provide for matters connected therewith.</i>	National Department of Environmental Affairs and Tourism
Conservation of Agricultural Resources Act	no 43 of 1983	<i>Provides for control over the utilisation of the natural agricultural resources or the Republic, in order to promote the conservation of the soil, the water resources and the vegetation and the combatting of weeds and invader plants and matters connected herewith.</i>	National Department of Environment Affairs and Tourism, Department of Agriculture
Development Facilitation Act	no 67 of 1995	<i>Facilitates release of land for development / planning</i>	Town and Regional Planning Commission

		<i>tores; the control and management of a national hiking way system and national botanic gardens; and matters connected herewith.</i>	Department of Water and Forestry (DWAF)
Health Act	no 63 of 1977	<i>Provides regulations for promoting public health (pathogens).</i>	National Health Department
KZN Planning and Development Act (PDA)	no 5 of 1998	<i>Replaces the Town Planning Ordinance. Responsibility for preparing development plans, development control, special case areas, facilitating development through an integrated approach to planning.</i>	The Minister Regional Councils Metropolitan Councils Local Councils Town and Regional Planning Commission
Land Areas Development Act	no 39 of 1975		National Department of Environmental Affairs
Land Survey Act	no 8 of 1997	<i>Subdivision of land, survey of boundaries, registration of diagrams and deeds</i>	Surveyor General, Land Affairs
Local Agenda 21 (LA 21)	dated 1992	<i>Recognition of ecological limits; partnerships aimed at collective responsibility, decision making and planning; accountability for actions; community participation and transparency of sustainable development planning; solutions addressing entire systems, and underlying causes to problems; environmentally sound, socially just and equitable economic development; and plans and actions address short-term needs.</i>	Department of Local Government and Traditional Affairs, District Councils Authorised Local Authorities
Minerals Act	no 50 of 1991 -	<i>Governs quarrying and mining of sand</i>	Department of Minerals and Energy Affairs

		<i>municipalities within the area of the district municipality, taking into account the integrated development plans of those local municipalities; bulk supply of water, electricity, and sewage, solid waste disposal, municipal roads, transport services, airports, fire fighting services, health services, fresh produce markets and abattoirs, cemeteries and crematoria, tourism promotion, municipal works relating to any of the above, distribution of grants, imposition and collection of taxes, levies and duties</i>	
Municipal Systems Bill	Effective after the Local Govt. elections	<i>Requires that all municipalities have an Integrated Development Plan (IDP); requires that all Councils structures, functionaries, managers and staff relate their roles and responsibilities to the priorities and objectives set out in the IDP.</i>	Local Councils District Councils
National Water Act	no 36 of 1998	<i>Recognizes the need for integrated management of all aspects of water resources and where appropriate, the delegation of management functions to a regional or 'catchment' level.</i>	DWAF Local Authority
Nature Conservation Ordinance	no 15 of 1974	<i>Defines nature conservation regulations, throughout KZN.</i>	KZN Wildlife
KwaZulu Nature Conservation Act	no 29 of 1992	<i>Consolidates and amends the laws relating to nature conservation and provides for matters incidental thereto.</i>	KZN Wildlife
Occupational Health and Safety Act	no 85 of 1993	<i>Deals with health and Environmental hazards associated with Hazardous Installations and other manufacturers and employers</i>	National Department of Labour
Soil Conservation Act	no 76 of 1969	<i>Attempts to minimise soil erosion.</i>	National Department of Agriculture
Town Planning Ordinance	no 27 of 1949	<i>Landuse control in KZN</i>	Local Authorities, Town Planning Schemes
Water Act, and, Delegated powers in terms of the Water Act	no 54 of 1956	<i>Controls water pollution; water sport control regulations</i>	DWAF
Water Services Act	no 108 of 1997	<i>Provides for the rights of access to basic water supply and sanitation, the setting of national standards</i>	DWAF

ANNEXURE D

MAPS

TABLE OF CONTENTS

SECTION 1: STRATEGIC FRAMEWORK

- 1.0 STANDARD BACKGROUND Page -1-
- 2.0 THE VISION Page -1-
- 2.3 uMngeni Municipality Vision Page -2-
- 2.4 uMngeni Municipality Mission Statement Page -2-
- 3.0 PUBLIC PARTICIPATION Page -2-
- 4.0 THE STRATEGIC FRAMEWORK Page -3-
- A. INFRASTRUCTURE AND SERVICES Page -4-
- B. ECONOMIC Page -6-
- C. COMMUNITY DEVELOPMENT, SOCIAL SERVICES AND HOUSING Page -9-
- D. INSTITUTIONAL / FINANCE AND SPECIAL INTEREST GROUPS Page -11-
- E. NATURAL AND BUILT ENVIRONMENT AND LAND USE MANAGEMENT Page -13-

SECTION 2: IDENTIFICATION OF PROJECTS

- 1.0 INTRODUCTION Page -15-
- 2.0 POTENTIAL PROJECTS Page -15-
- 3.0 COUNCIL INPUT Page -16-
- 4.0 uMNGENI IDP: POTENTIAL PROJECTS DERIVED FROM STRATEGIC FRAMEWORK,

- D. INSTITUTIONAL / FINANCE AND SPECIAL INTEREST GROUPS Page -31-
- E. NATURAL AND BUILT ENVIRONMENT AND LAND USE MANAGEMENT Page -32-
- 5.0 UMNGENI IDP: PROJECT PROPOSALS FOR PROJECTS RATED AS VERY URGENT Page -34

SECTION 3: INTEGRATED PROGRAMMES AND PLANS

- 1.0 INTRODUCTION Page -96-
- 2.0 INTEGRATED SECTOR PLANS Page -96-
 - 2.1 WATER SERVICES DEVELOPMENT PLAN Page -96-
 - 2.2 INTEGRATED TRANSPORT PLAN Page -99-
 - 2.3 INTEGRATED WASTE MANAGEMENT PLAN Page -101-
 - 2.4 INTEGRATED MONITORING AND PERFORMANCE MANAGEMENT SYSTEM Page -102-
 - 2.4.1 INTRODUCTION Page -102-
 - 2.4.2 LEGISLATIVE AND POLICY CONTEXT FOR PERFORMANCE MANAGEMENT Page -102-
 - 2.4.3 OBJECTIVES AND PRINCIPLES OF A PERFORMANCE MANAGEMENT SYSTEM Page -104-
 - 2.4.4 A MODEL FOR PERFORMANCE MANAGEMENT Page -104-
 - 2.4.5 STRATEGIC SCORECARD Page -105-
 - 2.5 SPATIAL DEVELOPMENT FRAMEWORK Page -110-
 - 2.5.1 PURPOSE, PRINCIPLES AND OBJECTIVES Page -110-

2.6	INTEGRATED POVERTY REDUCTION AND GENDER EQUITY PROGRAMME	Page -115-	
2.7	INTEGRATED ENVIRONMENTAL PROGRAMME	Page -118-	
2.8	INTEGRATED LOCAL ECONOMIC DEVELOPMENT(LED) PROGRAMME	Page -124-	
2.9	INTEGRATED INSTITUTIONAL PROGRAMME	Page -128-	
2.10	INTEGRATED HIV/AIDS PROGRAMME	Page -131-	
2.11	DISASTER MANAGEMENT PLAN	Page -132-	
2.12	5 YEAR FINANCIAL PLAN	Page -133-	
2.12.1	Financial Resources Available for Capital Projects and Operational Expenditure	Page -133-	
2.12.2	Financial Management Arrangements	Page -134-	
2.12.3	Management Guidelines	Page -135-	
2.12.4	Strategies	Page -135-	
2.12.5	Revenue and Expenditure Forecast	Page -136-	
2.12.6	Medium Term Expenditure Framework	Page -137-	
2.13	5 YEAR ACTION PROGRAMME	Page -139-	
2.14	5 YEAR CAPITAL INVESTMENT PROGRAMME	Page -150-	

**UMNGENI MUNICIPALITY -
INTEGRATED DEVELOPMENT PLAN (IDP)**

PREPARED BY:

UMNGENI MUNICIPALITY

ASSISTED BY:

UDIDI

