# FINAL 2014/2015 UMNGENI MUNICIPAL INTEGRATED DEVELOPMENT PLAN REVIEW

PEOPLE CENTRED DEVELOPMENT – INTUTHUKO KUBANTU

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**ACRONYMS**

AIDS – Acquired Immune Deficiency Syndrome
ABET – Adult Based Education Training
AG – Auditor General

BBBEE – Broad Based Black Economic Empowerment

CFO – Chief Financial Officer
COGTA - Co-operative Governance and Traditional Affairs
CPF – Community Policing Forum
CRDP – Comprehensive Rural Development Programme
CLLR – Councilor

DAEARD – Department of Agriculture, Environmental Affairs and Rural Development
DEDT – Department of Economic Development and Tourism
DWA – Department of Water Affairs
DFA – Development Facilitation Act
DPPSS – Development Planning Shared Services

EIA – Environmental Impact Assessment
EXCO – Executive Committee
EKZNW- Ezemvelo KZN Wildlife
EPWP – Expanded Public Works Programme

GM – General Manager
GIS – Geographic Information System
GVA – Gross Value Added

HIV – Human Immunodeficiency Virus

ICT – Information Communication Technology
IDP – Integrated Development Plan
IGR – Inter Governmental Relations

KPA – Key Performance Area
KPI – Key Performance Indicators

LED – Local Economic Development
LM – Local Municipality
LUMS – Land Use Management Scheme

MANCO – Management Committee
MFMA – Municipal Finance Management Act
MPAC - Municipal Public Accounts Committee
MM – Municipal Manager
MINSET –
MSA – Municipal Systems Act

NDP – National Development Plan
NSDP – National Spatial Development Perspective
NEMA – National Environmental Management Act
NGO – Non Governmental Organisation

OSS – Operation Sukuma Sakhe

PDA – Planning and Development Act
PMS – Performance Management System
PDA – Planning and Development Act
PGDS – Provincial Growth and Development Strategy

SDBIP – Service Delivery and Budget Implementation Plan
SDF – Spatial Development Framework
SAPS – South African Police Service
SEA - Strategic Environmental Assessment
SMME – Small Micro Medium Enterprise
SPLUMA – Spatial Planning and Land Use Management Act

UMDM –Umgungundlovu District Municipality

VIP – Ventilated Pit Latrine

## CHAPTER A – EXECUTIVE SUMMARY

The uMngeni Municipality comprises the former Transitional Local Council areas of Howick and Hilton; the Worlds View area; and a substantial amount of farm land. The municipal area covers 1 564 square kilometres, and has its offices in Howick. A series of spectacular waterfalls surround the area, which is about 29 km north-west of Pietermaritzburg. At the centre of this system, nestling on the banks of the uMgeni River in the heart of the Natal Midlands, is the beautiful town of Howick, and its pride, the 94 m high Howick Falls.

According to the latest 2011 Census data, the municipality has a population of 92710 people with an annual growth rate of 2.3% since 2001. In terms of population composition by age group, the highest percentage of the population distribution is between the ages 15-34 accounting for 38% of the population. Even though measured at a provincial and district level, the total fertility rate has decrease from 2.84 in 2001 to 2.2 in 2007 with the adolescent fertility rate also dropping from 72.69 in 2001 to 52.52 in 2011. As is the case with the rest of South Africa, inequality remains high at 0.67. The number of households have increased to 30490 in 2011 compared to 20488 in 2001. The average household size is now 2.8 with the female headed households at 42.7% of the population. Child headed households remain a concern with an increase of 0.4 in 2011 compared to 0.3 in 2001 which could on the main be attributed to the HIV/AIDS disease. The municipality has made improvements in terms of basic services with 95% of households having piped water, 85% with electricity and 81% with proper sanitation. The official unemployment rate is 23.9% which is significantly lower than that of the uMgungundlovu District which is 30.4%.

The municipality is covered by 12 wards of which 1, 2, 7, 8, 10, 11 and 12 cover the majority of Howick, Merrivale, Mpophomeni, Hilton and Worlds View and are substantially urban in nature. The remaining wards include some urban components but are mainly rural in nature.

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

This plan has been developed taking into consideration the legislative mandate by municipalities as prescribed in Chapter 5 of the Municipal Systems Act whilst also utilising the COGTA IDP Framework Guide to inform the structure of the document. The IDP Process Plan was the first phase adopted by council on 18 September 2013 to inform the process that would be followed in the development of this IDP Review. All the key milestones as reflected on the IDP Process Plan were achieved as per the scheduled timeframes. After the tabling of the Draft IDP Review and Budget by the Mayor in March, communities were consulted through Izimbizo with good attendance.

A SWOT analysis method has been utilised in order to have an understanding of internal and external factors which have, or may have an impact on the municipality. Through a comprehensive SWOT analysis of the 5 Key Performance Areas (KPAs) and the 6$^{th}$ KPA applicable to KZN local governments, the municipality was able to identify key challenges impacting upon these. With regards to Cross Cutting Interventions, the sustainability of the agricultural sector and land use management of rural areas is seen as key challenges. In terms of Municipal Transformation and Institutional Development, the implementation of an ICT Master Systems Plan and the filling of critical and crucial posts has been identified as some of the key challenges. Addressing the service and infrastructure backlogs is the key challenge identified in Basic Service Delivery. Providing the necessary skills capacity required by the economy and also promoting the SMME's is something that has been identified as challenges in Local Economic Development. In order for the municipality to achieve being financially viable and sustainable,

challenges of electricity theft and lack of achieving a clean audit will require much attention. The key challenge identified under Good Governance has been the lack of an effective organisational and individual performance management system.

The municipality in order to align with the national and provincial plans has adopted a vision geared towards 2030 which is people focused, striving towards an efficient and cost effective municipality that will be able to provide quality services and sustainable socio-economic development. The vision will assist in guiding the municipality in the actions or choices that will be made.

In order for the municipality to be able to unlock and address key challenges, it has identified 8 IDP Goals that will help improve the situation of the municipality. These goals are linked to the 6 KZN KPAs and summarized as follows; Spatial planning and environmental sustainability, Human resource development, Economic infrastructure development and maintenance, Encourage sustainable human settlements, Economic transformation of the main economic sectors, Realisation of sustainable social development, Financial sound and sustainable municipality and Good corporate governance.

The municipality has developed a three year Implementation Plan which is linked to key challenges and objectives. This plan entails projects that the municipality intends on implementing in the duration of the current council. Projects that fall outside the three year plan will be reconsidered in the next IDP Review.

In order to measure progress, the municipality has reviewed its performance management system to be aligned to the developed IDP goals and strategies. The organisational scorecard has been developed for the next three years in order to be aligned to the three year Implementation Plan. An annual plan in the form of an SDBIP has been developed for the next (2014/2015) financial year. This plan was developed through departmental engagements and will inform the performance agreements of Section 57 managers in the next financial year.

## CHAPTER B – DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND PRIORITIES

### 1. Development Principles

The set of development principles in this section is derived from the recently enacted Spatial Planning and Land Use Management Act No. 16 of 2013 commonly known as SPLUMA in the planning fraternity. The DFA principles have in the past been utilised in planning and development but the SPLUMA principles have lot of focus on spatial issues in order to address the apartheid planning legacy. Efforts have and will be been made to ensure that these principles are used as a guide in the preparation of the different facets entailed in the municipal IDP. Table 1 below demonstrates how the uMngeni Municipality is applying or intending to apply these principles in it area of jurisdiction.

| NO. | PRINCIPLE | MUNICIPAL RESPONSE |
|---|---|---|
| 1 | Spatial Justice | ▪ Since the start of local government in 2000 the Municipality has planned and implemented projects that address issues of improved access to and use of land in previously disadvantage areas but also improving on the already developed areas.<br>▪ At the start of every elected council, the Municipality develops an SDF which forms part of the IDP and gets reviewed annually. The development of the SDF covers the entire jurisdiction of the uMngeni Municipality with an inclusion of persons and areas that were previously unplanned for.<br>▪ The municipality is currently in advanced stages of developing a municipal wide land use scheme which also incorporate rural areas.<br>▪ The current LUMS of the municipality permit for different types of land use and zones which allows for flexible and appropriate management of previously disadvantage areas.<br>▪ The municipality coordinate the development of housing projects for both private and public sectors that allow for security of tenure rights.<br>▪ Once set up the Municipal Planning Tribunal will abide by the development principles and norms and standards. |
| 2 | Spatial Sustainability | ▪ The development of municipal strategies and plans are developed within the economic means and capabilities of the municipality.<br>▪ The municipality has a high demand of statutory applications more especially for subdivision which has an impact on the sustainability of agricultural land. For this reason, the Department of Agriculture is continuously engaged in such matters to ensure protection of prime and unique agricultural land. |

| | | |
|---|---|---|
| | | ▪ The municipality has developed a Strategic Environmental Assessment (SEA) *albeit* requiring a review. The municipality has worked closely with the District in the development of environmental plans but has also formed close ties with the Department of Environmental Affairs and KZN Ezemvelo Wildlife to ensure protection of prime agricultural land.<br><br>▪ Through the review of the SDF, the municipality will develop individual restructuring plans for all nodal areas that will promote and stimulate the effective and equitable functioning of land markets.<br><br>▪ The process of the IDP allows the municipality the opportunity to plan for all infrastructure and social services related land development through partnerships with other spheres of government and other agencies. The development of the municipal long term Implementation Plan has considered all current and future costs to all parties.<br><br>▪ The planned Khayelisha housing project will address informal settlement areas of Shiyabazali and Zuzokuhle which will enable the municipality to promote land development in locations that are sustainable and limit urban sprawl. This is further emphasized in the municipal planning policies and strategies that promote viable human settlements. |
| 3 | Efficiency | ▪ As much as possible land development is encouraged in areas that are already serviced however where there is lack of suitable infrastructure to support development, plans are in place as per the Implementation Plan to provide suitable infrastructure that will allow for the optimization of existing resources.<br><br>▪ The principle of efficiency will only be possible if all decisions made are sustainable in order to minimize negative financial, social, economic and environmental impacts. This is already evidence within uMngeni Municipality with the reduction of municipal departments that has reduced the financial burden on the municipality with regards to salaries.<br><br>▪ The number of planning applications (PDA) lodged with the municipality are significantly higher than most municipalities in the province and therefore becomes imperative that application procedures are streamlined and timeframes adhered to. This does require human capacity which is currently lacking but existence of the Shared Service does assist the municipality in ensuring that these issues are addressed. The municipality also has |

| | | |
|---|---|---|
| | | plans to fill a vacant Town Planning Technician post which will also assist in ensuring efficiency of the planning application procedures. |
| 4 | Spatial Resilience | ▪ The current municipal LUMS does allow for a variety of zones which allow for different land uses. In cases where there is prohibition of land uses the scheme and the applicable legislation (PDA) does allow for amendments utilizing different processes. Disaster Management Plans from the district are also flexible as they are responsive to various disaster circumstances. |
| 5 | Good Administration | ▪ All three spheres of government play a crucial role in ensuring integrated development planning within the municipality. This is done through the alignment of the different strategies and plans.<br>▪ The IDP Representative Forum, COGTA Sector alignment workshops, inclusion of sector departments in the SDF Project Steering committees allows for sector inputs into the development of the municipal SDF.<br>▪ The participation of the municipality in IGR structures needs to be further strengthened to ensure requirements of any law relating to land development and land use are met timeously.<br>▪ The municipal Vision and Mission is people focused which is also further emphasized by the IDP Goal of Enhanced Stakeholder Participation which allows for transparency in all matters affecting communities at different levels.<br>▪ The municipality has a number of policies which respond to our constitutional mandate and also the National Key Performance Areas. |

Table 1

## 2. Government Policies and Priorities

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

**Millennium Development Goals**

The Millennium Development Goals (MDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2015. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved, world poverty will be reduced, lives will be saved, and people will

have the opportunity to benefit from the global economy. Below is a list of the relevant MDGs and the response thereof uMngeni Municipality to these critical global issues.

**GOAL 1 - Eradicate extreme poverty and hunger**

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

**GOAL 2 - Achieve universal primary education**

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

**GOAL 3 - Promote gender equality and empower women**

The municipality is seeking to facilitate gender equity while dealing with gender related issues. This will be done by developing a plan for local programmes. Implementation of such plan will require engagements with the different stakeholders from all sectors within the municipality.

**GOAL 4 - Reduce child mortality**

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

**GOAL 5 - Improve maternal health**

Achieving this goal within the municipality is underpinned by the Department of Health extensive policy initiatives aimed at reducing maternal mortality and improving the quality of health care throughout the health care systems. The department is visible within the municipality to ensure that there is improvement in maternal health.

**GOAL 6 - Combat HIV/AIDS, malaria and other diseases**

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

**GOAL 7 - Ensure environmental sustainability**

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

**2030 National Development Plan**

The National Development Plan (NDP) sets the Vision of the country for the next 20 years. The NDP is a roadmap to a South Africa where all have water, electricity, sanitation, jobs, housing, public transport, adequate nutrition, education, social protection, quality health care, recreation and a clean environment. The National Development Plan (Vision 2030) has identified the following priorities which must also be prioritised by the different spheres of government:

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

It was essential to take cognizance of the above mentioned national government priorities in reviewing this plan. The uMngeni Municipality in developing its 8 IDP Goals, objectives and strategies took great consideration of the NDP priorities more especially in economic infrastructure, inclusive rural economy, human settlements and building a capable state. Over and above this, the municipal vision has been amended to be align to the NDP 2030 vision.

**KZN Provincial Growth and Development Strategy**

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

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

In terms of applying these in the uMngeni Municipality it should be noted that these were taken into account in the setting out of a SWOT analysis undertaken by Council during the preparation of the first IDP of the third generation which in turn informed the preparation of a Strategic Framework. The SWOT analysis as reviewed and aligned is set out within the context of the Situational Analysis which forms

Section C of this report. The uMngeni Strategic Framework has been specifically aligned with the seven Strategic Goals of the PGDS and is set out in Section D of this report.

**12 Government Outcomes**

The 12 Outcomes of Government adopted by Cabinet in January 2010 are as follows:

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

The municipality in developing its new IDP Goals, objectives and strategies has taken great consideration of the government outcomes. The municipal implementation plan can only be achieved if all relevant sector departments play a role in their respective mandates. This plan addresses projects and programmes that respond to the 12 identified outcomes.

**State of the Nation Address (2014)**

The five National Priorities as referred to in the 2014 State of the Nation Address include the following:

- Job Creation
- Education
- Health
- Rural Development and Land Reform
- Fighting Crime and Corruption.

Some of the priority issues referred to in the state of the nation address are not particularly the responsibility of the municipality. The strengthening of the IGR structures has been identified as one of the objectives which will ensure alignment of planning between the municipality and other spheres of government. Chapter D of this document clearly articulate the municipality's response to the issues raised by the president especially in job creation through the stimulation of economic growth, education through human resource development etc.

## CHAPTER C – SITUATIONAL ANALYSIS

### 1. Spatial Analysis

### 1.1 Regional Context

The uMngeni Local Municipality is one of seven local municipalities within the uMgungundlovu District and is regarded as the heart of the KwaZulu-Natal Midlands. uMngeni is centrally situated within the uMgungundlovu District, and shares a boundary with the Impendle Local Municipality to the south west, to the north and north west is the Mpofana Local Municipality which is closely tied to the uMngeni Municipality in terms of potential tourism (Midlands Meander), and to the south east the uMsunduzi Local Municipality which is the capital of the Province and the economic hub of the District. To the east of uMngeni is the uMshwathi Local Municipality. To the west are the former District Management Areas of the Drakensberg that fall under the Transfrontier Development Initiative related to the World Heritage Site. Economically uMngeni has formed close ties with Mpofana Local Municipality and uMtshezi Municipality that lies to the north of Mpofana.

The extent of the uMngeni Municipality is 1564 km$^2$. It lies about 20 km north of Pietermaritzburg and along with Mpofana and uMtshezi Municipalities is strategically located on the N3 National Route. The N3, being of national and regional importance provides a direct linkage to the primary economic nodes of Durban and Gauteng allowing for ease of trade, industrial and transportation activity.

### 1.2 Administrative Entities

The municipality consist of 12 wards. Wards 1, 2, 7, 8, 10, 11 and 12 cover the majority of Howick, Merrivale, Mpophomeni, Hilton and Worlds View and are substantially urban in nature. The remaining Wards include some urban components but are mainly rural. The characteristic of each Ward is discussed in more detail under Section 1.5.

The urban areas of Howick, Merrivale, Mpophomeni, Hilton and Worlds View together with intervening areas including Cedara and Midmar Dam are considered as the Primary Urban Node of uMngeni. Secondary Urban Nodes are Lidgetton and Nottingham Road. The extent of the urban nodes is 236km$^2$ that represent 15% of the municipality. There are settlements areas run in a Traditional Authority manner directly to the south west of Mphophomeni (KwaNxamala/Inadi). These have been incorporated into the Primary Node. The remaining 85% of the municipality is rural farmland with a strong tourism industry based on the Midlands Meander. In wards 8, 9, 10 and 11 are parcels of land that fall under the Ingonyama Trust with the remainder being privately owned. Map 1 in Annexure A indicates the 12 Municipal Wards and Traditional Authority Areas within the municipality.

### 1.3 Structuring Elements

The following structuring elements are identified in the Municipality's SDF:

- The strategic location of the municipality on the N3, providing high level of accessibility between major urban centers and adjacent provinces.
- High potential agricultural land which is the primary resource supporting the highly developed commercial agriculture sector.
- The two existing urban Nodes (Howick / Mpophomeni and Hilton) which are concentrated in the south-eastern corner of the Municipality.
- Secondary settlements (i.e. rural settlements) which are located mainly along or in close proximity to the R103.
- The strategic location of the municipality along major tourism routes in terms of the Drakensberg and the Coast, promoting a well-developed functional tourism industry, i.e. the Midlands Meander.

- High quality recreation resources (e.g. Midmar Dam, Albert Falls, Karkloof Falls, scenic routes, etc.)
- Relatively low levels of access to urban services and facilities for some rural communities.
- Relatively low levels of participation in the local economy by low income communities.
- Extensive area of indigenous vegetation and water courses, requiring careful environmental management.

## 1.4 Existing Nodes and Corridors

### 1.4.1 Development Concept

The broad development concept contained in the uMngeni SDF consists of the following:

- A Primary node, and two secondary nodes,
- The Rural Component
- Corridors are as follows:
- Provincial Priority Corridor (N3)
- Primary Corridor (R617)
- Secondary Corridor (R103)
- Tourism Link Routes

### 1.4.2 Primary Node

Mpophomeni, Howick and Hilton are the major residential centers within the uMngeni Municipality. Given the principles set out in Chapter 1 of the Development and Facilitation Act, and in view of the Council"s planning and development objectives, the primary node would incorporate the following areas.

- Mpophomeni
- Midmar Dam and its immediate surrounds
- Howick
- Merrivale and surrounding smallholdings
- Cedara
- Hilton
- The area between Hilton and Hilton College
- World"s View

The area has a largely urban setting and incorporates the major economic and administration activities. It accommodates the municipal offices, Provincial Government offices, major schools, police stations, a magistrate's court and a large variety of commercial and retail outlets. The "village in the country" atmosphere which is evident in large portions of the area is an important attribute which needs to be conserved and enhanced.

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

Midmar Dam is a hugely underutilized recreation and tourist resource, which in future will serve as the green core and be an integral part of the urban area. Its primary function is obviously to continue providing high quality water to the downstream urban areas and Metropolitan Durban, but its recreation

and tourism usage can be significantly enhanced without having a detrimental effect on its primary function. This will require a strategic and well informed plan and inter-governmental consensus with regard to integrated planning, development and optimum resource usage. It is for these reasons that Midmar has been incorporated into the primary node, and Council has already initiated a master planning exercise for the area.

### 1.4.3 Secondary Nodes

The areas of Lidgetton and Nottingham Road, linked by the R103, have been identified as Secondary Nodes. These areas play an important role as service centres to farmers in the western and central portions of the municipality, providing housing and a smaller range of commercial and social services than what is offered in the Primary Node. The tourism role of Nottingham Road is acknowledged. The uMngeni SDF recommends that more detailed planning of the secondary nodes should be undertaken in the form of Local Area Development Plans.

### 1.4.4 Corridors

The following explanation of the corridors has been derived from the District SDF to which the uMngeni SDF is aligned:

**Provincial Priority Corridor (PC2)** - Camperdown to uMsunduzi to Mooi River (N3). The main function of this corridor is as a limited access, long distance movement corridor. However, along the urban component of the corridor it will attract the full range of urban uses. This development pressure should be accommodated on a planned basis, without undermining the corridor"s primary function. In this way, environmental objectives will be served and the existing and potential tourist routes can be protected.

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

**Secondary Corridor R103** - These corridors link nodes inside the Municipality, and also provide linkages with external nodes. In the case of the R103, it serves as both an established tourist route and an alternative route to the N2, which is problematic.

**Tourism Link Routes** - One of the main objectives of the Tourism Strategy is to spread the successful development of the Midlands Meander to other areas with tourism potential. From a spatial development point of view, this can be achieved by:

- Improving linkages between the Midlands Meander and other existing or potential tourist routes
- Improving access to the Drakensberg
- Improving accessibility to areas with high scenic and landscape quality and other attractions

### 1.4.5 Urban Edges

The uMngeni SDF has defined boundaries to the 3 urban nodes within the municipality and has identified development parameters for the remaining rural areas. Both environmental sensitivity and agricultural potential areas have been analysed. This approach can be said to substantially align with the provincial spatial planning guideline entitled “Refining limits on Settlement Expansion: The issue of the Urban Edge”.

## 1.5 Land Cover and Broad Land Uses

### 1.5.1 Land Cover

The municipal area is mostly covered by grassland which amount to 57% of the land area. Forestry and cultivated land have the second and third highest land with almost 16% for forestry and just over 12% for cultivated land respectively. The settlement areas cover 2.91% of the land area and the rest is covered by water resources. Map 2 of Annexure A indicates the Land Cover within the municipality.

### 1.5.2 Land Uses

In terms of land uses, the area of the municipality is used for grasslands, cultivation of land, forestry, indigenous bush, settlements, wetlands and dams in order of hectares used. The dominant land uses is cultivation of land through agriculture and settlements. Map 3 of Annexure A indicates the different Land Uses found within the municipality.

| LAND USE | SIZE (ha) | % CONTRIBUTION |
|---|---|---|
| Settlement | 4574 | 2.91 |
| Small Dam | 1388 | 0.88 |
| Midmar Dam | 1786 | 1.14 |
| Albert Falls Dam | 713 | 0.45 |
| Cultivated Land | 19519 | 12.42 |
| Forestry | 25017 | 15.91 |
| Grassland | 89680 | 57.05 |
| Natural Bush | 11377 | 7.24 |
| Wetland | 3141 | 2.00 |
| Total | 157194 | 100 |

Table 2

Detailed Land Use Plans have been created for the urban areas and can be made available where they are needed. The following Summary Table 3 was put together in 2011 to inform the economic plan.

| Area Name | Vacant | | Residential Dwelling | | Residential Medium Density | | Industrial | | Commercial | |
|---|---|---|---|---|---|---|---|---|---|---|
| | No. | Extent (ha) | No. | Extent (ha) | No. | Extent (ha) | No. | Extent (ha) | No. | Extent (ha) |
| Greater Hilton | 153 | 286.6 | 2209 | 960.7 | 32 | 48.3 | 7 | 5.6 | 23 | 20.6 |
| Greater Howick | 323 | 198.9 | 4289 | 585.2 | 86 | 215.7 | 127 | 101.2 | 188 | 80.4 |
| Mpophomeni | 262 | 16.6 | 6116 | 186.8 | 0 | 0 | 2 | 3.4 | 4 | 0.3 |
| Nottingham Road | 41 | 9.2 | 358 | 140.5 | 0 | 0 | 0 | 0 | 22 | 11.8 |
| Lidgetton | 36 | 5.7 | 513 | 37.6 | 0 | 0 | 0 | 0 | 4 | 0.5 |
| Total | 815 | 517 | 13385 | 1910.8 | 118 | 264 | 136 | 110.2 | 241 | 113.6 |

Table 3

## 1.6 Land Ownership

Existing understanding on land ownership is that land in uMngeni Municipality is mainly in private ownership. Major Government land ownership would cover the primary dams in uMngeni i.e. Midmar, Albert Falls (and Spring Grove which is presently under construction), Government Schools, Government Facilities and Cedara College. Adjacent to Mpophomeni are areas owned by Ingonyama Trust. Forestry companies such as Mondi own substantial areas of farmland. Some of the Mondi land holdings adjacent

to the N3 in Hilton have been earmarked for urban development, and an application for development has recently been approved.

Private Educational Institutional land holdings of a substantial nature include St Joseph's Scholastic, and Hilton College. These are situated within the Primary Node and together with Cedara College have been designated as "Institutional and Urban Agriculture" in terms of the latest Spatial Development Framework Plan proposals.

### 1.7 Land Reform

The municipality has a number of land reform farms which have either settled or non-settled. These have however been gazetted restitution claims. There are currently 6 Land Redistribution projects that have culminated from the Land Reform Programme within uMngeni. Map 4 of Annexure A indicates the status of Land Reform within the municipality.

### 1.8 Land Capability

There are 8 Classifications. There is no land in uMngeni classified as Class I, but substantial areas classified as Class II which means that there are some limitations to farming but these can be addressed by correct agricultural practices.

Limited areas of Classes VII and VIII where cultivation should not take place occur on the extreme northern and western edges of the uMngeni Municipality related to the Karkloof Nature Reserve and areas within the uKhahlamba Drakensberg Park buffer zone. Map 5 of Annexure A indicates the Land Capability of the municipality.

### 1.9 Private Sector Developments

Figure 1 below is a list of PDA applications that have been lodged and approved by the Umngeni Municipality from 2010 up to 2013. As can be seen from Figure 1 below, the municipality receives quite a number of applications with an average of 47 annually, the most being lodged in 2011 where more people had an understanding of the Planning and Development Act. With the introduction of the SPLUMA, it will be equally important that capacity and awareness to the public at all levels is ensured.

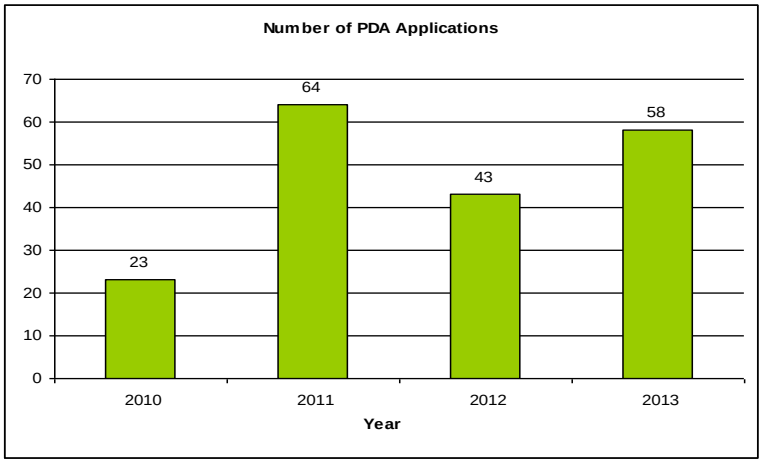



Figure 1

Map 5 of Annexure A indicates the spatial trends in the municipality with regards to PDA applications. It is clear from the map that the demand for development is in the Howick and the Hilton areas with others spread on the R103 corridor heading towards Nottingham Road. There is also a few applications that have been approved in the farm areas of the municipality.

## 1.10 Environmental Analysis

In terms of the IDP Guidelines, the environmental analysis will need to cover Biodiversity, Hydrology, Air Quality, Climate Change and Strategic Environmental Assessment (SEA). This has been noted and brought forward for attention as strategies. Comprehensive Environmental and Climate Change Reports have been produced at District level, and will need to be analysed by an Environmentalist for interpretation of the uMngeni context.

### 1.10.1 Biodiversity

In terms of the C-Plan and MINSET assessments undertaken by Ezemvelo KZN Wildlife (EKZNW), uMngeni contains extensive areas of conservation significance.

These assessments are at a very broad level, and a more detailed assessment has been undertaken at a local level taking current land use and slope into account. This was last updated in 2011 and takes into account the latest EKZNW information and current land use. The plan of environmental priority forms an integral part of the uMngeni SDF and is used to assess development applications. The following categories of Environmental Priority are identified:

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

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

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

A 2011 study covering the sensitivity of landscapes to tourism confirms the suitability of the Midlands Meander area for tourism. Limited areas to the west in close proximity to the Drakensberg are highlighted due to the high sensitivity of the landscape. A worrying aspect is that these areas are in private ownership. Also highlighted is the sensitivity of the Karkloof Nature Reserve. The study has identified further areas to the north of Howick as having high capacity for tourism. The high agricultural potential of these areas has not, however, been taken into account.

Recently there has been private Nature Reserves gazetted, for example, on portion of the Hilton College estate. A further Private Nature reserve has been proposed in the Midlands. Within the Howick Urban area, there are areas set aside for Conservation purposes that include Howick Falls, portions of the Umngeni River Valley and Beacon Hill Ingongoni Mistbelt Reserve.

Further areas of recent environmental planning include the Provincial Environmental Corridors and the buffer proposed to be established to protect the Okahlamba Drakensberg World Heritage Site. The impacts of these proposals on the areas of high agricultural value are of concern in the uMngeni context. The 2011 COP17 Conference held in Durban at the end of 2011 and the District‟s Climate Change Report has highlighted the need for focus on green issues and to strive for sustainable development practices.

### 1.10.2 Hydrology

Rivers occurring within uMngeni Municipality include the major river for the Durban-Pietermaritzburg region via the Mgeni River as well as the Lions, Mpofana, Karkloof, Dargle, Gudu, uMthinzima, KwaGqishi,

Nguku, Kusane, Gwens Spruit and Elands with the Mooi River forming a portion of boundary between the uMngeni and Mpofana Municipalities. The headwaters of the Mgeni River straddle the boundary between the uMngeni and Impendle Municipalities. The major storage dam for the regional economy viz. Midmar Dam is located in uMngeni Municipality as well as a portion of the Albert Falls Dam, which also plays an important role in the assurance of bulk water supply for the region. Midmar Dam is a critical storage dam with good water quality that needs to be retained to avoid a drastic increase in water treatment costs. Therefore the majority of uMngeni Municipality occurs within the strategic quaternary catchment for water supply for the Durban-Pietermaritzburg economy. The Spring Grove Dam, on the Mooi River which is required to augment the existing water supply for the region, was recently opened by the President of the Republic and is steadily filling up.

### 1.10.3 Climate Change

The District Municipality has commissioned consultants to create a climate change response strategy and plan. An Impact and Vulnerability Assessment has been completed, and work is proceeding on the response strategy plan for uMgungundlovu.

The predictions show that there will be more severe storms and overall higher temperatures. The response strategy will cover disaster management and human settlements; municipal infrastructure and services; economic effects on agriculture and commerce; and biodiversity and ecosystems.

Key strategies include the determination of floodlines and the need for people to move out of flood plains, the preservation of grasslands and forests and the planting of trees. Increased fire risk means education on how to make homes safer, and the burning/creation of fire breaks. Infrastructure will need to be improved to be able to respond to increased storm water and higher temperatures. Farming and Conservation approaches will need to adapt.

## 1.11 Spatial and Environmental Trends and Analysis

In terms of land use management the following equally important but seemingly conflicting objectives will need to be balanced:

- The protection of high potential agricultural land;
- The release of land for future urban expansion;
- The facilitation of tourism development;
- The conservation of areas of conservation and water production significance.

## 1.12 Cross Cutting Interventions: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ SDF is reviewed annually<br>▪ Well defined nodal areas in the municipality<br>▪ Well defined corridors with satisfactory access to all nodal areas<br>▪ Functional Shared Services Model to support development and spatial planning<br>▪ Water catchment areas provide water resources to communities and businesses<br>▪ Municipality is situated along the N3<br>▪ High potential agricultural land<br>▪ Location of the Municipality within the Midlands Meander as a key tourism destination<br>▪ High conservation areas | ▪ Lack of Nodal Framework Plans<br>▪ Lack of Capital Investment Framework<br>▪ Lack of incorporation of the Ukhahlamba Drakensberg Corridor Plan into SDF<br>▪ Wall to wall scheme still to be finalised<br>▪ Encroachment<br>▪ Lack of town planning capacity building in communities |
| **OPPORTUNITIES** | **THREATS** |

| | |
|---|---|
| ▪ Water catchment areas e.g. Spring Grove Dam, Midmar Dam etc.<br>▪ Dube Trade Port and King uShaka International Airport provide an opportunity for the goods manufactured within the municipality access to bigger market<br>▪ Pietermaritzburg Capital City provides an opportunity to access government services | ▪ High levels of subdivision applications lodged within the municipality could lead to loss of agricultural land |
| **KEY CHALLENGES** | |
| ▪ Land Use Management in rural areas | |

Table 4

## 1.13 Disaster Management

### 1.13.1 Municipal Institutional Capacity

Disaster Management is a District level function and a Disaster Management Centre has been set up. Disaster Management at the local level is coordinated by the Community Services Department with a Disaster Management Officer and 5 Controllers accommodated in the municipal structure to deal with disaster issues in the municipality. There is a Local Disaster Management Plan in place but is possibly in need of updating to align it with the District Disaster Management Plan.

### 1.13.2 Risk Assessment

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

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

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

Table 5

### 1.13.3 Risk Reduction and Prevention

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

Structural (or passive) fire protection measures provide inherent protection against fire. With the emphasis on fire prevention and protection, building inspections will ensure that fire safety is built into the design of all new and refurbished commercial buildings. Passive fire protection maintain the stability of a building's structure during fire and keep escape routes safe - so people have time to get out - and fire officers have time to get in.

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

### 1.13.4 Response and Recovery

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

The aim of the recovery phase is to restore the affected area to its previous state. It differs from the response phase in its focus; recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed. Recovery efforts are primarily concerned with actions that involve rebuilding destroyed property, re-employment, and the repair of other essential infrastructure.

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

### 1.13.5 Training and Awareness

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

### 1.13.6 Funding Arrangements

The following funding arrangements need to be considered by the uMngeni LM and UMDM in order to effectively respond to disaster issues in the municipality:-

- Disaster Management Plan Review
- Budget for key staff within uMngeni LM

### 1.13.7 Disaster Management: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ Functional Disaster Management Unit at the District Municipality | ▪ Lack of coordinated planning between the municipality and Ingonyama Trust Board |

| | |
|---|---|
| ▪ Local response personnel to disaster issues in place | ▪ Outdated Disaster Management Plan<br>▪ Lack of training, capacity and public awareness to disaster issues to communities<br>▪ Lack of sufficient human resources within the Municipality to tackle disaster issues<br>▪ Centralisation of the Disaster Management Unit at the District Municipality<br>▪ Lack of a functional Disaster Management Advisory Forum |
| **OPPORTUNITIES** | **THREATS** |
| ▪ Review of the Disaster Management Plan<br>▪ Education, training and public awareness | ▪ Flooding, house fires, veld fires and severe storms have been identified as the highest risks<br>▪ Illegal developments in disaster prone areas |
| **KEY CHALLENGES** | |
| ▪ Outdated Local Disaster Management Plan<br>▪ Funding arrangements for Disaster Risk Management<br>▪ Disaster Response and Recovery | |

Table 6

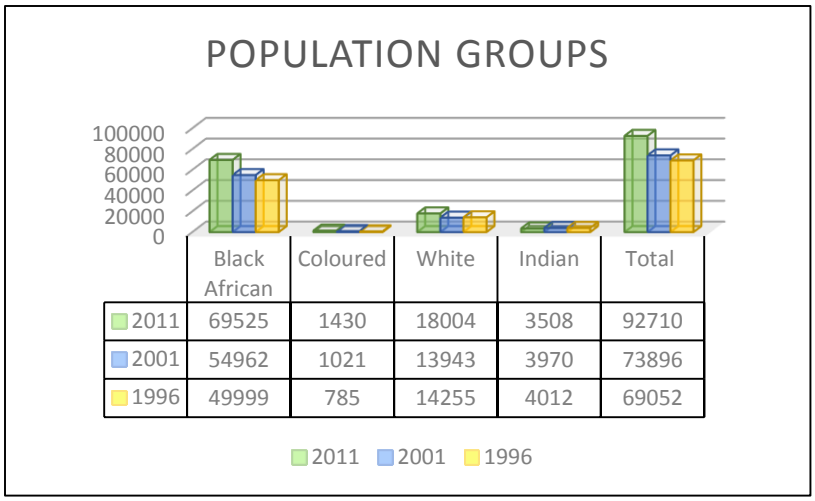
## 2. DEMOGRAPHIC TRENDS

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

### 2.1 Demographic Indicators

#### 2.1.1 Population Groups

Figure 2



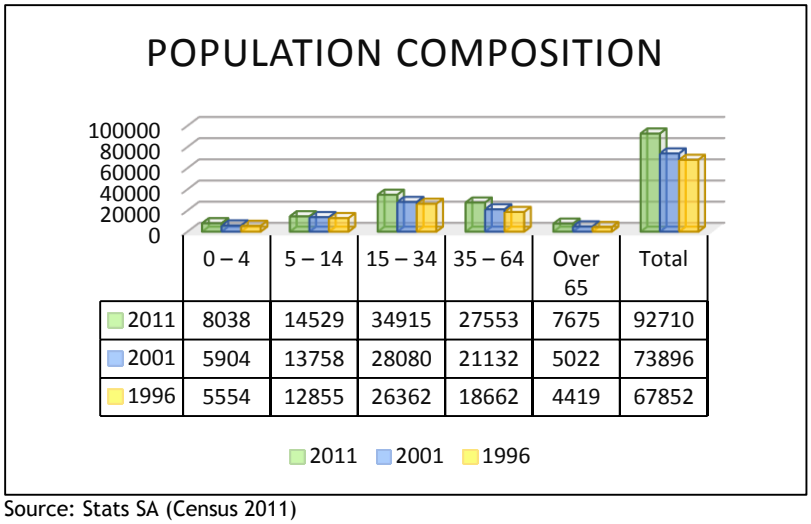

| | Black African | Coloured | White | Indian | Total |
|---|---|---|---|---|---|
| 2011 | 69525 | 1430 | 18004 | 3508 | 92710 |
| 2001 | 54962 | 1021 | 13943 | 3970 | 73896 |
| 1996 | 49999 | 785 | 14255 | 4012 | 69052 |

Source: Stats SA (Census 2011)

The analysis of population groups is important especially in the context of South Africa as a perceived rainbow nation but more over because of past segregation laws. The more diverse society is, the more consideration must be given to cultural or religious factors in the planning or implementation of national, provincial and local government programmes. It will be more useful in future planning to have an analysis of the spatial location of different groups within the municipality which will serve as a tool to measure how far we've come to have a more inclusive society. Figure 2 above reveals that the population of the municipality is estimated to be 92710 which is higher than in 2001. The majority of the population consist of Black Africans with the Coloured community being the minority. The Coloured population has almost doubled since 1996 and from 2001 to 2011, the Coloured population had the highest growth rate of 28.6% in the municipality. The White population had the second highest growth rate of 22.6% between the years 2001 to 2011 which was significantly higher by 20.36% compared to the period 1996 to 2001. The Black population had the third highest growth rate of 20.95% which was higher by 11.92% compared to the period of 1996 to 2001. In the years 2001 to 2011, the Indian population declined by 13.17%

### 2.1.2 Population Composition by Age Group

Figure 3




Source: Stats SA (Census 2011)

The population composition by age group data becomes crucial in the planning process because it gives a symptom as to the kind of services required at different age group. For example the older your population is, the more consideration there should be for retirement homes, pension pay point etc. Figure 3 above reveals that the age groups in the municipality have remained consistent since 1996. The highest percentage of the population distribution is between the ages 15-34 which forms 38% of the entire uMngeni municipal population. There is currently a higher percentage of people over the age of 65 compared to 1996 and 2001. This increase is further compounded by the number of retirement villages that have been developed within the municipality.

### 2.1.3 Fertility Rate

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

Table 7

| FERTILITY RATE | | | |
|---|---|---|---|
| **Indicator** | **1996** | **2001** | **2007** |
| Total fertility rate | 3.1 | 2.84 | 2.2 |
| | **1996** | **2001** | **2011** |
| Adolescent fertility rate | 80.59 | 72.69 | 52.52 |
| | **1996** | **2001** | **2011** |
| Crude birth rate | 25.66 | 24.99 | 20.90 |

Source: Source: Stats SA (Census 2011), United Nations, World Bank

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

### 2.1.4 Mortality Rate

Mortality rate is a measure of the number of deaths (in general, or due to a specific cause) in a population, scaled to the size of that population, per unit of time. Mortality rate is typically expressed

in units of deaths per 1,000 individuals per year; thus, a mortality rate of 9.5 (out of 1,000) in a population of 1,000 would mean 9.5 deaths per year in that entire population, or 0.95% out of the total. The mortality rate contained in Table 8 below relates to data available at a district level and not at local municipal level.

Table 8

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

Source: Stats SA (Census 2011)

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

### 2.1.5 Life expectancy

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

Table 9

| LIFE EXPECTANCY | | | | |
|---|---|---|---|---|
| **Indicator** | **2001-2006** | **2006-2011** | **2011-2016** | **2012** |
| Males | 45,7 | 50,0 | 53,4 | - |
| Females | 51,0 | 55,2 | 58,7 | - |
| Human Development Index | - | - | - | 0.67 |

Table 9 above reveals that since 2001 the life expectancy for both males and females has been increasing and that trend is anticipated to continue up to 2016. The female life expectancy has been higher by an average of 5 years over the years. The increase in the supply of antiretroviral has been one of the factors for the increase in life expectancy.

### 2.1.6 Household

Table 10

| HOUSEHOLDS | | | |
|---|---|---|---|
| **Indicator** | **1996** | **2001** | **2011** |
| No. of households | 15610 | 20488 | 30490 |
| Average household size | 4.5 | 3.4 | 2.8 |
| % female headed households | 32.4 | 38.8 | 42.7 |
| % child headed households (0-17) | 0.6 | 0.3 | 0.4 |
| Tenure Status (% owned) | - | 33.3 | 36.2 |

Source: Stats SA (Census 2011)

There are currently approximately 30490 households within uMngeni Municipality compared to 20488 in 2001. Even though, there are no official figures but there has been an increase in the number of households since 2011 when one considers the significant number of building plans approved for new dwelling units on vacant land. The average household size has decreased from 3.4 in 2001 to 2.8 in 2011. Since 1996 there has been an increase in female headed households with the current figure being 42.7% of the population. What is of more concern is the increase of child headed households from 0.3% in 2001 to 0.4% in 2011. There are currently 36.2% of households that are owned and have full tenure status.

### 2.1.7 Basic Services

The basic services data must be understood in the context of the number of households within the municipal area. Table 11 below reveals a significantly number of households with access to piped water, electricity and sanitation compared to 1996 and 2001. Households with access to piped water is 95% in 2011 up from 92% in 2001. Households with access to electricity has increased by 11% to 85% in 2011 which is higher by 19% compared to 1996. Households with access to sanitation are higher by 12% to 81% when comparing data from 2001 and 2011.

Table 11

| HOUSEHOLD ACCESS TO BASIC SERVICES | | | |
|---|---|---|---|
| **Indicator** | **1996** | **2001** | **2011** |
| No. of households | 15610 | 20488 | 30490 |
| Piped water | 89% | 92% | 95% |
| Electricity | 66% | 74% | 85% |
| Sanitation | 61% | 79% | 81% |

Source: Stats SA (Census 2011)

**SUMMARY - Implications and conclusions**

The Eradication of Basic Services backlogs are a priority for the uMngeni Municipality. The eradication of the bucket toilet system, ensuring all households have access to water and sanitation services', increasing the population's domestic waste collection service and electrification are part of the council commitment to halving poverty by 2014.

**Piped Water -** According to the latest 2011 Census data, there is currently approximately a 5% backlog in the number of households that require access to piped water.

**Electricity -** Based on the latest 2011 Census data, there is currently 15% of households that require electrification within the uMngeni Municipality.

**Sanitation -** The sanitation backlog is currently 19% of the number of households that exists within the municipality.

### 2.1.8 Education Status

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

| EDUCATION STATUS | | | |
|---|---|---|---|
| **Indicator** | **1996 %** | **2001 %** | **2011 %** |
| Attending educational institution | 63 | 67 | 60 |
| No schooling (20 years & older) | 16 | 15 | 6 |
| Some Primary (20 years & older) | 15 | 17 | 12 |
| Complete Primary (20 years & older) | 6 | 6 | 4.4 |
| Teacher leaner ratio | - | - | 23 to 1 |
| Some Secondary (20 years & older) | 32 | 28 | 32 |
| Grade 12 (20 years & older) | 18.4 | 22 | 30 |
| Higher (20 years & older) | 12 | 12 | 15 |

Table 12 – Source: Stats SA (Census 2011)

### 2.1.9 Employment Status

Table 13 below reveals the official unemployment rate within the municipality to be 23.9% which is higher than the district figure of 30.4%. The youth unemployment rate has decrease from 45.6% in 2001 to 32% in 2011. The tertiary sector is the main occupation sector within the municipality and the breakdown of this sector is detailed further down this document.

Table 13

| UNEMPLOYMENT STATUS | | | |
|---|---|---|---|
| **Indicator** | **1996** | **2001** | **2011** |
| Unemployment rate (official %) | 29.6 | 34.3 | 23.9 |
| uMgungundlovu District | 38.4 | 46.3 | 30.4 |
| Unemployment rate (by sex %) | | | |
| Unemployment rate (youth) | - | 45.6% | 32% |
| Main occupation sector | - | Tertiary Sector | Tertiary Sector |

Source: Stats SA (Census 2011)

### 2.1.10 Income Status

The municipality could not source all the data required for the Income Status demographics but effort will be made that it is included in the Final IDP Review as it is important for planning purposes. The average household income has improved from 2001 to 2011 at R117, 881. The data used for the Gini coefficient has been measured at a district level. Gini coefficient measures the extent to which the distribution of income or consumption expenditure among individuals or households within an economy. The Gini coefficient is currently at a high 0.62 as of 2012. The current indigent register indicates that there are 2609 households earning less than R3000 a month which enables them to receive free basic services from the municipality.

Table 14

| INCOME LEVELS | | | |
|---|---|---|---|
| **Indicator** | **1996** | **2001** | **2011** |
| Average household income (R) | - | 66135 | 117881 |
| Indigent households (below R3000) | - | - | 2609 |
| Social grant recipients | | | |

| | | | |
|---|---|---|---|
| Deprivation index | | | |
| Gini coefficient | | | 0.62 |

Source: Stats SA (Census 2011), uMngeni Municipality

### 2.1.11 Safety and security

Table 15 below indicate the number of police stations that are functional in the municipal area from 1996 to 2011. One police station has been allocated in the municipality from 3 in 1996 to 4 in 2011. This means more people have access to safety facilities than in 2001.

**Table 15**

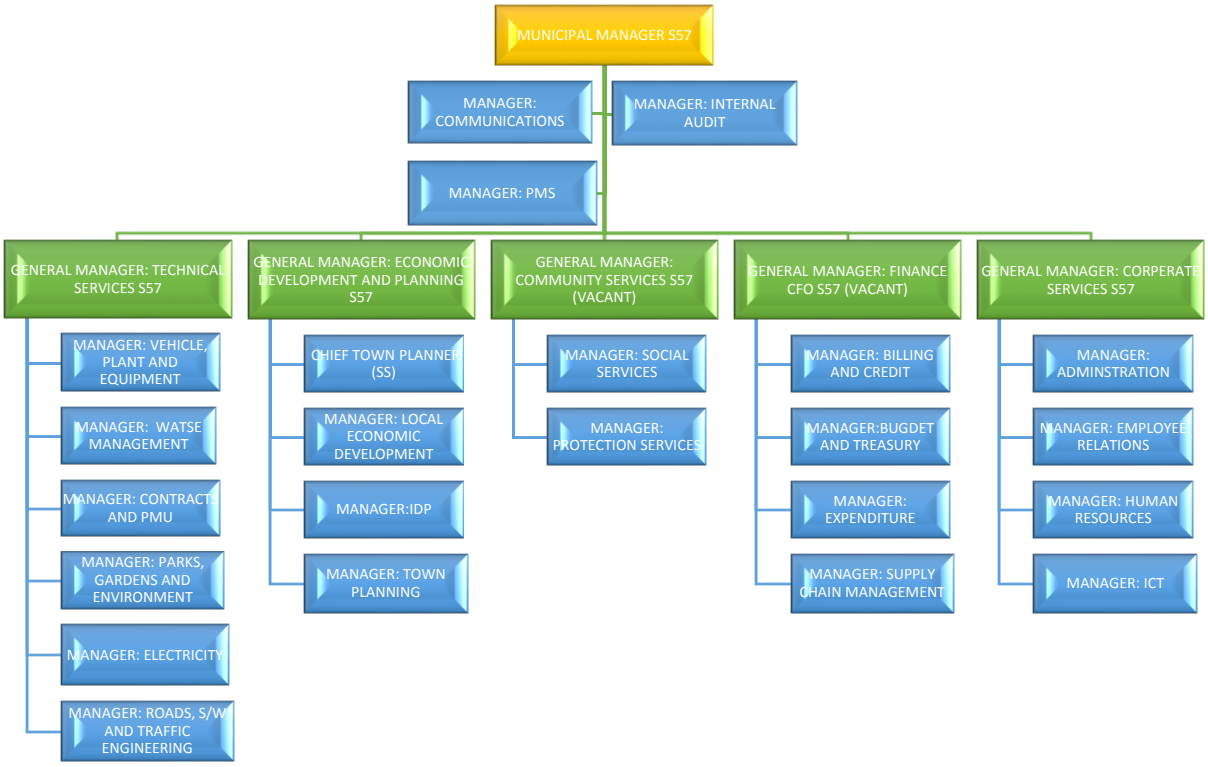
| SAFETY AND SECURITY | | | |
|---|---|---|---|
| **Indicator** | **1996** | **2001** | **2011** |
| No. of police stations | 3 | 3 | 4 |

Source: Stats SA (Census 2011)

## 3. MUNICIPAL ORGANISATIONAL DEVELOPMENT ANALYSIS

### 3.1 High Level Municipal Organogram

The structure of the municipality is such that its meet all the service delivery mandates. The structure contains the office of the municipal manager and five departments. Each department is headed by a General Manager (Sec 57) who are directly accountable to the Municipal Manager. Each department has a sub unit headed by Managers directly accountable to the General Managers.



## 3.2 Organisational Development

### 3.2.1 Institutional Arrangements

**Council**

The Council comprises of 23 Councillors, constituted from 12 Ward Councillors; and 11 proportional representation (PR) Councillors. The portfolio committees are made up of Councillors drawn from all political parties. Parties and gender representation in Council are illustrated on Table 16 below.

Table 16

| Party | Total Seats | Ward Seats | PR Seats | Gender |
|---|---|---|---|---|
| African National Congress | 14 | 8 | 6 | F=8<br>M=6 |
| Democratic Alliance | 9 | 4 | 5 | F=6<br>M=3 |

The Council receives regular reports on the exercise of executive powers, including quarterly and annual reports on the exercise of delegations and overall performance, from the Mayor and Executive Committee.

**Executive Committee**

The Mayor of uMngeni Municipality, Cllr MP Myeni, assisted by the members of EXCO, heads the executive arm of the municipality. The Mayor is at the centre of the system of governance, since executive powers are vested in her to manage the day-to-day affairs of the municipality. She has an overarching strategic and political responsibility.

The key element of the executive model is that executive power is vested in the Mayor, delegated by the Council, as well as the powers assigned by legislation. The Mayor is also the first citizen of the municipality and attends to ceremonial duties.

**Section 79 Portfolio Committees**

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

This governance model also separates Councillors, as public representatives, from those responsible for executive decision-making and day-to-day operations. Although the Section 79 portfolio committees play an oversight role, they do not have any decision-making powers. These committees are responsible for submitting reports to Council as the Legislature. The Section 79 portfolio committees and their Chairpersons are shown on Table 17 below.

Table 17

| COMMITTEES | CHAIRPERSON |
|---|---|
| Management Cluster | Cllr MP Myeni |
| Technical | Cllr MP Myeni |
| Social and Economic Development Cluster | Cllr SR Majozi |
| Municipal Public Accounts Committee (MPAC) | Cllr STJ Ndlovu |
| **SUB – COMMITTEES** | |
| Credit Control | Cllr P Passmoor |
| Local Labour Forum | Cllr Pillay |
| Informal Traders | Cllr TG Nxele |

| | |
|---|---|
| Valuation | Cllr Pillay |
| Audit Committee | - |
| Land Fill Monitoring Sub Committee | |

**Municipal Administration**

The uMngeni Municipality is comprised of 5 departments that are aligned to the strategic objectives of the municipality and report directly to the Municipal Manager, namely:

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

### 3.2.2 Powers and Functions

The uMngeni LM currently performs all its mandated Powers and Functions as stated in the Constitution. The uMngeni LM functions are listed in Table 18 below and as indicated some of the functions are shared with other organs of state. The water and sanitation was initially a local function but was later transferred to the DM. The municipality has the function to provide electricity in some areas whilst Eskom provides for most of the municipal areas. The Hilton area is unique in sense that it falls within the jurisdiction of the uMngeni LM but the uMsunduzi LM is the electricity distributor as the area is connected to the adjoining municipality"s electricity grid. Some of the functions listed below are performed by other organisations but the LM plays a critical role in the rendering of those services to communities.

As will be seen from the Organisational Structure section ***(3.2.3)*** below, the municipality has satisfactory capacity to perform its powers and functions.

Table 18

| FUNCTION | AUTHORITY RESPONSIBLE |
|---|---|
| 1. Air Pollution | UMDM |
| 2. Building Regulations | uMngeni Municipality |
| 3. Childcare | uMngeni Municipality |
| 4. Electrical Reticulation | Eskom / uMsunduzi Municipality / uMngeni Municipality |
| 5. Fire Prevention and Control | UMDM |
| 6. Local Tourism | uMngeni Municipality / UMDM / Tourism Association |
| 7. Municipal Planning | Not Applicable |
| 8. Municipal Planning | uMngeni Municipality supported by UMDM level shared services |
| 9. Municipal Health Services | Province coordinate at District level |
| 10. Municipal Public Transport | uMngeni Municipality |
| 11. Harbors and Ferries | Not applicable |
| 12. Stormwater Management | uMngeni Municipality |
| 13. Trading Regulations | uMngeni Municipality |
| 14. Water and Sanitation | UMDM / DWA |
| 15. Beaches and Amusement Parks | Not applicable |
| 16. Bill Boards and Public Advertising | uMngeni Municipality |
| 17. Cemeteries, Funeral Parlors and Crematoria | uMngeni Municipality |
| 18. Cleaning and Maintenance | uMngeni Municipality |
| 19. Control of Public Nuisances | uMngeni Municipality |
| 20. Control of Undertakings that sell liquor | uMngeni Municipality |
| 21. Animal Care, Burial and Pounds | uMngeni Municipality / SPCA |
| 22. Fences and Fencing | uMngeni Municipality |
| 23. Licensing of dogs | uMngeni Municipality |

| | |
|---|---|
| 24. Food Licenses | uMngeni Municipality |
| 25. Local Amenities | uMngeni Municipality |
| 26. Local Sports Facilities | uMngeni Municipality |
| 27. Street Lightening | uMngeni Municipality |
| 28. Markets | uMngeni Municipality |
| 29. Municipal Abattoirs | Not applicable |
| 30. Municipal Parks and Recreation | uMngeni Municipality |
| 31. Municipal Roads | uMngeni Municipality |
| 32. Noise Pollution | uMngeni Municipality |
| 33. Public Places | uMngeni Municipality |
| 34. Refuse Removal and Solid Waste | uMngeni Municipality |
| 35. Street Traders | uMngeni Municipality |
| 36. Traffic and Parking | uMngeni Municipality |

### 3.2.3 Organisational Structure

The municipality has reviewed its organogram and remained with only 6 departments which are Finance, Corporate Services, Technical Services, Economic Development and Planning, Community Services and the Municipal Managers Office. This review has resulted into more alignment with the municipality"s core functions. The functions of the departments with General Managers (GM) reporting directly to the Municipal Manager are set out below.

**Office of the Municipal Manager**

The function of the Municipal Manager"s Office headed by the Accounting Officer is the overall administration of the municipality but due to the restructuring the functions listed below now fall directly under the Municipal Manager"s office:

- Research and Communication
- Internal Audit
- Performance Management System
- Mayoral Assistance
- Youth Affairs

**Corporate Services Department**

The function of the Corporate Services Department covers the following areas:-

- Registry and Archives,
- Utilisation and maintenance of Municipal Buildings
- Implementation of the Administration Strategy
- Employee Assistance Programme
- Labour Relations
- Human Resources Management
- Health Promotion
- Occupational Health and Safety
- Information Communication Technology (ICT)
- Council Support and Records Management
- Legal matters

**Finance Services Department**

The Finance Department provides financial support and guidance to all other directorates within the municipality on financial related matters. The department is broken down into the following components

in order to fulfill its obligations to its internal structures and communities, other spheres of Government and organs of State:

- Budget and Treasury Office
- Expenditure Section
- Billing Section
- Credit Control and Revenue Management Section
- Supply Chain Management section.

**Economic Development and Planning**

The Economic Development and Planning Department focuses on the following aspects:-

- Land Use Management Scheme (LUMS)
- Statutory Planning
- Natural Environmental Management
- Building Control
- Integrated Development Plan
- Geographic Information Systems
- Investment Promotion and Marketing
- Local Business Support and Business Regulation
- SMME Development
- Tourism Development and Events Management
- Management of the Economic Development Forum
- Agricultural Development

**Community Services Department**

The functions under the Community Services Department covers the following aspects:-

- Library and Museum Facilities
- Housing,
- Community Health Services,
- Environmental Health Services
- Disaster Management, Law enforcement,
- Traffic Control
- Education and Culture Coordination
- HIV/AIDS Programme

**Technical Service Department**

The Technical Services Department is responsible for the day to day maintenance and development of the municipality in the following areas:-

- Refuse collection and disposal
- Roads
- Storm water management
- Traffic Engineering
- Cemeteries
- Parks and Gardens
- Environment
- Mechanical workshops
- Electricity services
- Street lighting

- Administrative support

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

**Municipal Institutional Capacity**

The municipality has satisfactory capacity to deliver on its mandate with the recently filled positions in the different departments. The Technical Services Department yields the more tangible service delivery as it covers infrastructure related activities and for this reason is the biggest in the municipality. In order for the municipality to achieve its service delivery objectives this particular department needs to be well capacitated and is currently short staffed in some areas. There is a plan in place to fill 50 vacancies within the department but currently the introduction of the Expanded Public Works Programme (EPWP) in the municipality will enable the municipality to meet its service delivery objectives.

The introduction of the KZN Planning and Development Act meant that more so than most municipalities the uMngeni LM was going to receive many development and statutory applications. This in turn would require more resources and through the Development Planning Shared Services (DPSS) the municipality has been well capacitated with the appointment of a Registered Planner and two GIS personnel *albeit* also providing assistance in other municipalities within the uMgungundlovu DM.

**Status of Critical Posts**

The position of the Municipal Manager has been vacant for three months which could serve as a major problem in terms of continuity with the developed plans and ultimately service delivery. Only three of the five section 57 positions are currently filled with the CFO and General Manager for Community Services being vacant. All recruitment processes regarding the filling of the section 57 vacancies have been finalised and incumbents will assume duties in due course.

### 3.2.5 Human Resources Development

**Human Resources Management**

The goal of Human Resource Management is to strategically manage the Municipal Human Capital of the entire organisation of uMngeni Municipality focusing on the following aspects:-

- Contributing towards the process of restructuring the Organization in terms of the needs and challenges of uMngeni Municipality within its changing Integrated Development Plan.
- Recruitment and Selection of staff, and retaining the existing staff.
- Human Resources Development which impacts on Quality Service Delivery and Integrated Development Planning, and the Development of a Workplace Skills Plan and implementation thereof.
- Study Assistance Programmes, and offering in-service training to aspiring trainees who have completed tertiary levels of education.
- Policy Development and Implementation
- Implementation and Monitoring Performance Management systems for improved Service Delivery.

In order to meet the statutory requirements of the MFMA in terms of ensuring that all senior management and finance staff are well equipped with finance management skills, the municipality will be sending the finance staff to a finance course. The uMngeni Municipality Study Assistance Programme sharpens skills, and increases staff capacity. To date, we have utilized the services of the following institutions:-

- University of KwaZulu Natal;
- Varsity College;
- Durban University of Technology;

- Umgungundlovu FET College and
- University of South Africa (UNISA)

**Labour Relations**

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

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

**Staff Induction**

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

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

**Labour Policy Development**

A Recruitment and Selection Policy has been evolved which is in line with Employment Equity and which ensures that the imbalances of the past are addressed. This has been done through identifying barriers and under representation of previously disadvantaged group to all occupational categories and levels thereby promoting equal opportunities and elimination of unfair discrimination, and progressively reducing disproportionate income differentials, as well as to achieve a diverse workforce broadly representative of the people. Other polices developed include an Abscondment Policy which is a useful tool in managing and controlling absenteeism, and the Succession Planning and Career Pathing Policy which will ensure the continuity of suitably qualified staff in key posts for the future. Career paths for individual staff members are developed to assist them in their career advancement, creating more enthusiasm and productivity in their jobs. This will be utilised to achieve both the departmental and organisational goals.

### 3.2.6 Information Communication Technology

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

In an attempt to ensure that the uMngeni Local Municipality's ICT is stable, secure and compliant the ICT Manager conducted a high level infrastructure audit and compliance test and concluded the following findings:

- The Municipality is accessing the internet via an unprotected and insecure 128k diginet line.

- The main server and domain are hosted outside the network and most passwords are set to 123456 by the service provider. This creates a serious risk to the Municipal information which is transmitted via the email.
- More than 80% of the desktops in the network are using outdated antivirus software which is difficult to monitor as it is not centrally controlled.
- User data is stored on individual machines and is not being backed up. The Municipality does not have a backup solution for its ICT.
- The Municipality has IT Policies, however these need to be refined and aligned to AG and State Security Agency standards.
- The ICT Rick Register, Master Systems Plan, Disaster Recovery Plan, Business Continuity Plan and IT Governance Framework need to be developed in order to comply with AG and State Security Minimum requirements.
- The server room is located in the Municipal Billing Office and lacks the minimum specifications for a server room being: Surge protection, backup power, false flooring, humidity control, access control, fire protection and backup power.
- The establishment of an ICT Steering committee was approved in order to control and manage ICT related expenditure and investment into ICT, however the committee is yet to be established as a result investment is made into incompatible technologies which do not contribute towards resolving the alarming current state of the ICT Infrastructure.
- The Auditor General recommends that the Municipal Manager should appoint an ICT Security Officer to implement logical and physical controls, however this has not been done as a result the network is open to all sorts of vulnerabilities which can crash the entire ICT Infrastructure at any time.

## 3.3 Municipal Transformation and Organisational Development: SWOT Analysis

Table 18

<table>
<tr><th>STRENGTHS</th><th>WEAKNESSES</th></tr>
<tr><td>▪ The municipality has recently developed a new organisational structure which respond to its strategic requirements.<br>▪ The Human Resources Development Policy is in place to enhance the municipal skills capacity.<br>▪ Frequently held MANCO, Portfolio, EXCO and Full Council meetings on a monthly basis.<br>▪ The Master Systems Plan has been adopted.<br>▪ The municipality has a functional Shared Services model.</td><td>▪ Lack of inter-departmental coordination in the development of the IDP.<br>▪ Lack of funding to fill vacancies within the Technical Services Department which drives service delivery.<br>▪ Lack of the overall implementation of the Human Resources Policy.<br>▪ Vacant critical positions (S57) could hamper the municipality in achieving its long term goals and objectives.<br>▪ Lack of sufficient women and people with disabilities at management level.<br>▪ Lack of institutionalization of ICT.</td></tr>
<tr><th>WEAKNESSES</th><th>OPPORTUNITIES</th></tr>
<tr><td>▪ Lack of funds to implement the ICT Master Systems Plan.<br>▪ The vacant critical positions could lead to the non- functionality of the departments concerned.</td><td rowspan="3">▪ Implementation of the Human Resources Policy could strengthen the skills capacity and speedily implementation of projects within the municipality.</td></tr>
<tr><th>KEY CHALLENGES</th></tr>
<tr><td>▪ Implementation of an ICT Master Systems Plan<br>▪ Filling of critical (S57) posts</td></tr>
</table>

## 4. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

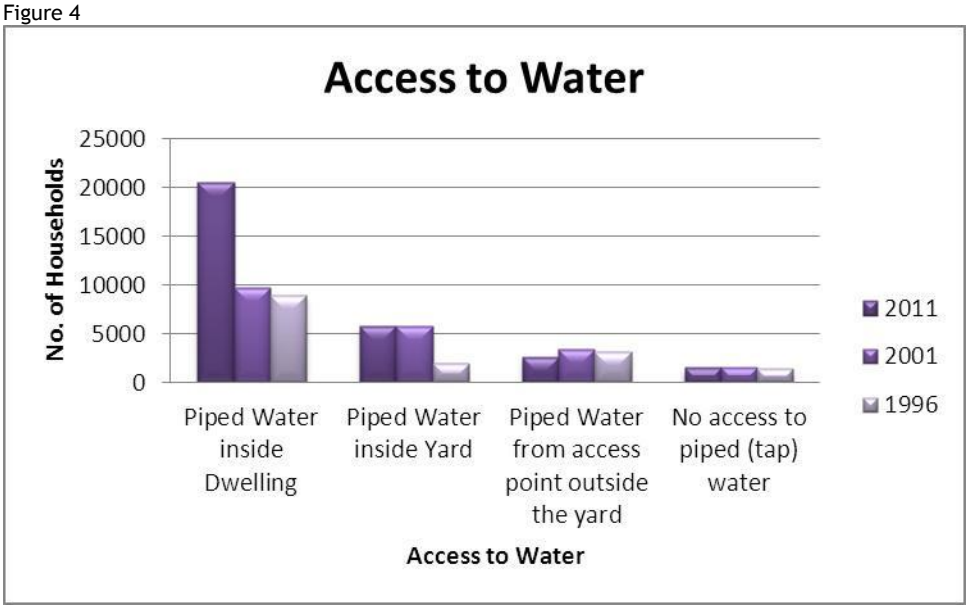
### 4.1 Water and Sanitation

The uMgungundlovu DM is now the Water Services Authority responsible for the provision of potable water and sanitation. The uMngeni LM was previously responsible for this mandate but it was later transferred to the district municipality.

**Water**

According to Census 2011 stats, the municipality has made significant strides since 1996 in ensuring that our communities have good access to potable water. As can been seen from Figure 4 below, there has been a substantial increase in the number of households with access to piped water inside dwelling and piped water inside yard respectively. There are less households accessing water from a point outside the yard which would explain the increase in piped water inside dwelling. The significant increase in piped water inside dwelling can also be attributed to the increase in the number of dwellings that have been constructed in the municipality in that time. These houses include those that have been state funded and the private residential sector which is booming in the area with the construction of residential estate.

Figure 4




It is however still a concern that about 5% of households have no access to either piped water or have inadequate water supply. The communities that are falling short in having water supply are listed in Table 19 below. The communities identified are either located in rural areas or tribal areas whilst others are informal settlements.

Table 19

| COMMUNITIES WITHOUT OR LARGELY WITHOUT A WATER SUPPLY | | |
|---|---|---|
| **WARD** | **AREA** | **NO. OF HOUSEHOLDS** |
| 1 | Shiyabazali | 191 |
| 5 | Triandra | 37 |
| 8 | Mashingeni | 147 |
| 9 | Enguga | 80 |
| 8 and 9 | KwaChief | 333 |
| 12 | Thokoza | 53 |
| | Total | 841 |

| COMMUNITIES WITH AN INADEQUATE WATER SUPPLY WHICH REQUIRES EXPANSION OR UPGRADE | | |
|---|---|---|
| WARD | AREA | NO. OF HOUSEHOLDS |
| 4 | Lutchmans Farm | 83 |
| 9 | KwaHaza | 644 |
| | Total | 727 |
| | Overall Total | 1568 |

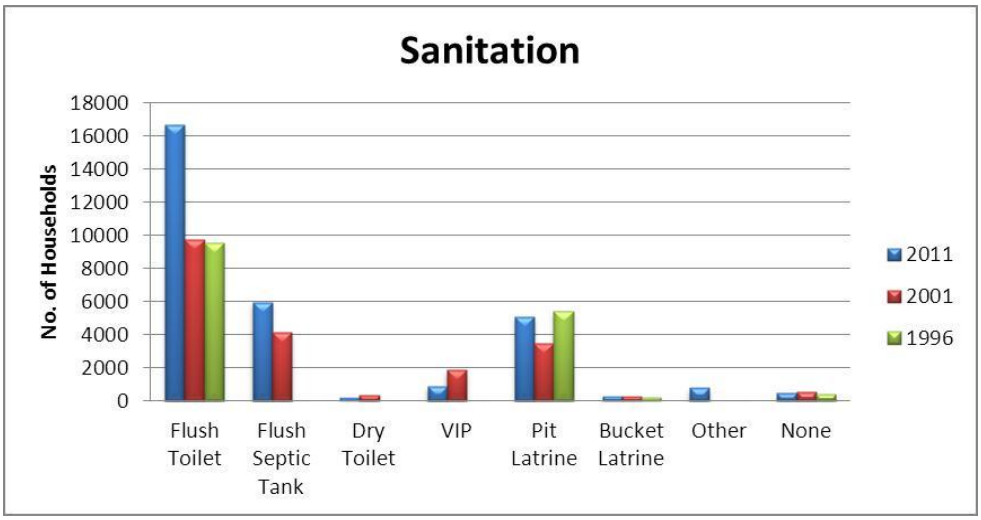
## Sanitation

Similarly with the provision of water, the municipality has made significant inroads in the provision of suitable sanitation facilities for the different communities. As can been seen from Figure 2 below, the common type of sanitation methods used in the municipality is flush toilets, flush septic tank and pit latrines.

There has been a 58% increase in the number of households with access to flush toilets compared to 1996 and 2001 respectively. The flush septic tank has seen a 69% increase whilst there has been a 67% increase in the use of pit latrines in the same period.

The increase in flush toilets and flush septic tank can be attributed to the number of residential developments (public & private) that have taken place in the municipality in the past 10 years. There was a decrease in pit latrines when comparing Census 96 & 2001 whilst there has been a significant increase of 67% since the latter year. Other forms of sanitation have decrease or remained constant since 2001 whilst there has been other forms introduced.

Figure 5




The 2010 District Water Plan provides the information on Communities without or largely without sanitation, and those with an inadequate sanitation which requires expansion or upgrade. These have been sorted according to Wards and are set out in Table 20 below. Most of the communities identified below also require water supply and it is encouraging that the district has plans in place to address these backlogs. The current backlog when one considers the total number of households is approximately 13% of the municipal area.

Table 20

| COMMUNITIES WITHOUT OR LARGELY WITHOUT A WATER SUPPLY | | |
|---|---|---|
| WARD | AREA | NO. OF HOUSEHOLDS |
| 1 | Shiyabazali | 191 |
| 4 | Lutchmans Farm | 83 |
| 5 | Triandra | 37 |

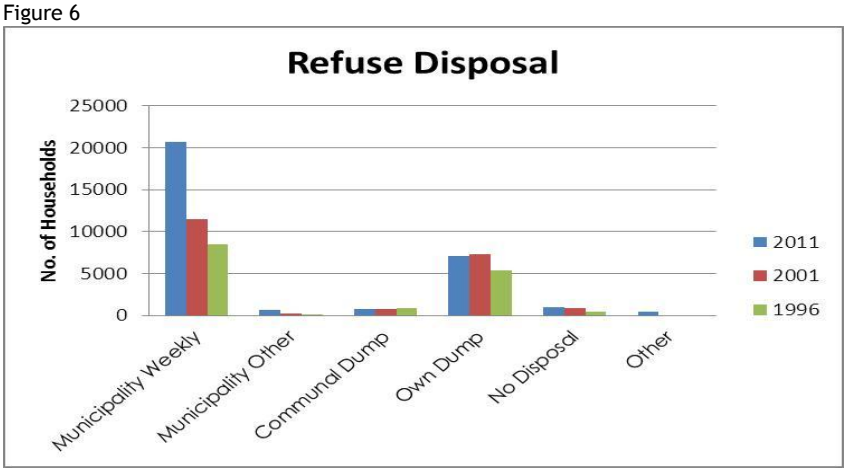
| | | |
|---|---|---|
| 8 | Mashingeni | 147 |
| 9 | Enguga | 80 |
| 8 and 9 | KwaChief | 333 |
| 9 | KwaHaza | 644 |
| | Total | 1515 |
| **COMMUNITIES WITH AN INADEQUATE WATER SUPPLY WHICH REQUIRES EXPANSION OR UPGRADE** | | |
| **WARD** | **AREA** | **NO. OF HOUSEHOLDS** |
| **3** | **Zenzani** | **90** |
| **4** | **Lidgetton** | **626** |
| 7 | Shayansimbi | 109 |
| 9 | Lions River | 204 |
| | Total | 1029 |
| | Overall Total | 2544 |

## 4.2 Solid Waste Management

### Refuse Removal

The municipal Solid Waste removal covers 70 % of the households in the Municipal area as of 2011, up from 56% in 2001. Due to increased capacity within the municipality since 2001, the collection rate on a weekly basis has increased by at least 50% whilst the number of households using communal dumps has remained relatively constant since 2001. The backlog in terms of households without access to municipal waste removal is approximately 30%. Refer to Figure 6 below.

Figure 6




### Refuse Removal per Ward

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

### Landfill Sites

The uMgungundlovu DM is responsible for all infrastructure related to landfill sites and the local municipality is responsible for the running and maintenance thereof. There are currently two licensed landfill sites within the jurisdiction of uMngeni Municipality and have been listed below.

Table 21

| LANDFILL SITES | | |
|---|---|---|
| Ward | Name | Status |
| 4 | Curry's Post Landfill Site | Registered but requires new license |
| 6 | Hilton Landfill | Registered but due for closure |
| 6 | The Knoll Garden Refuse Site | Awaiting ROD |

## 4.3 Transportation Infrastructure

Transportation infrastructure has the potential to not only bridge the geographical divide but to also provide communities with access to better socio-economic opportunities. It is for this reason that an analysis of all possible transportation infrastructure that exists within the municipality is examined. The roads have been assessed in the context of their spatial network, road classification and road surface. The public transport infrastructure has also been assessed in order to obtain an understanding of our future needs.

**Road Network**

The road networks within uMngeni Municipality reflect a link of the district and provincial (R103) roads with the National road (N3) which links the municipality with other local municipalities in the uMgungundlovu DM. The road network allows for easy access by the municipality to the different communities for service delivery purposes. Map 8 of Annexure A indicates the transport routes within the municipality.

**Railway Line**

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

**Airfields**

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

**Taxi Ranks**

There are a total of 5 public transport facilities that are within the Umngeni LM with 5 taxi ranks located in the different areas of the municipality. Only 4 of the 5 taxi ranks are currently operational with the other one having been completed a number of years ago but due to dispute between the different taxi associations, has been left unused. This has resulted in a number of criminal activities being reported within the rank. There is also a number of shelters and pick up areas within the different wards. Some of these will need to be formalized in order to ensure safety of the communities. Map 9 of Annexure A indicates the location of Taxi ranks and Pickup Points within the municipality.

## 4.4 Energy

### Fuel for Lighting

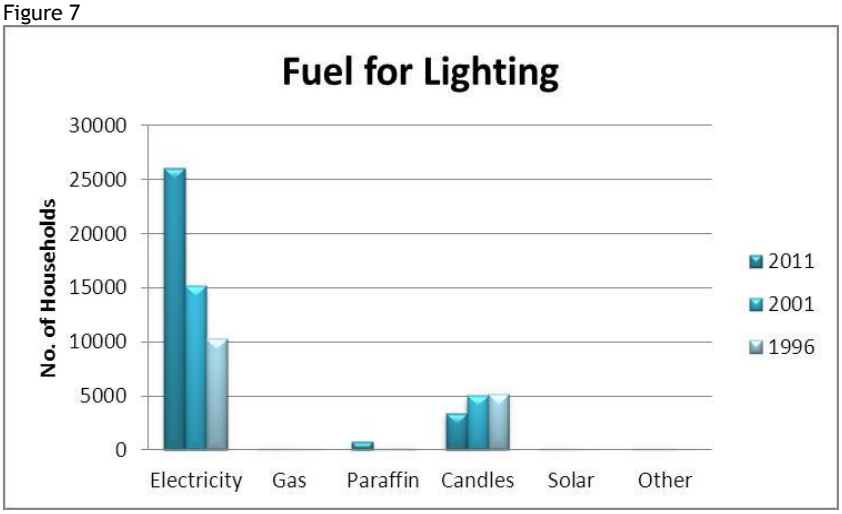
Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and as a consequence also plays an important revenue source for local government.

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

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

Overall, households without access to electricity in 2001 were 26 % and the latest 2011 stats indicate a percentage backlog of 15%.

Figure 7




### Bulk Electricity Infrastructure

The current reticulation network in uMngeni Municipality as indicated in Map 10 of Annexure A shows the spatial location of the bulk electricity infrastructure in the different areas of the municipality. The majority of this bulk electricity infrastructure is owned by Eskom with the rest by the municipality.

There are 19 sub stations that supply electricity to the various areas of the municipality which cover the urban and rural components. The majority of the urban areas are supplied from the sub-stations located in those areas. The rural or farm areas get supply from the 275kv and 132kv lines spread throughout the municipality. The bulk electricity infrastructure which supplies the Hilton area as mentioned earlier in the document falls within uMsunduzi LM.

## 4.5 Community Facilities

Sustainable human settlements cannot be achieved without adequate social facilities that are differentiated according to varying development densities, community size, mobility levels and socio-economic variation. The availability and accessibility of community facilities per ward have been analysed utilising the available GIS data but more importantly using the Planning Norms and Standards.

### Ward Community Facilities

Sustainable human settlements cannot be achieved without adequate social facilities that are differentiated according to varying development densities, community size, mobility levels and socio-economic variation. Table 22 below indicates the available community facilities per ward in the municipality. The majority of facilities required by communities are mostly available in wards that could be defined as urban in nature where population densities are higher. The wards with the least facilities are located in rural areas of the municipality.

Table 22

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

*1. Howick Falls, 2. Worlds View Viewing Site, 3. Karkloof Falls Viewing Site; 4. Mandela Capture Site

## 4.6 Human Settlement

### Household type of main dwelling

Based on the Census information contained in Table 23 below there is an improved formal housing situation between 1996 and 2011 with an increase of 9% in the same period. Informal dwelling numbers remain a challenge with a decrease between 1996 and 2001 but then a slight increase of 1% by 2011. This can be attributed to the increase in the informal settlements within ward 1 of the municipality. The majority of formal households are located within the urban and peri-urban areas whilst the more traditional households can be found in the rural areas of the municipality. The housing backlog is currently at about 10% when taking the informal and undefined types of households into account.

Table 23

| HOUSEHOLDS | 2011 | | 2001 | | 1996 | |
|---|---|---|---|---|---|---|
| | No. | % | No. | % | No. | % |
| Formal | 26040 | 85 | 16321 | 80 | 11662 | 76 |
| Informal | 2722 | 9 | 1660 | 8 | 2267 | 15 |
| Traditional | 1347 | 5 | 2352 | 11 | 1430 | 9 |
| Other | 380 | 1 | 153 | 1 | 50 | 0 |
| Total | 30489 | 100 | 20486 | 100 | 15409 | 100 |

**Planned Public Housing Projects**

Housing is funded by the Provincial Department of Human Settlements but housing projects are coordinated by uMngeni Municipality. The projects presently underway or planned are summarized in Table 24 below.

Table 24

| WARD | PROJECT |
|---|---|
| 3 | Gowrie |
| 3 | Hillside |
| 4 | Lutchmans Farm |
| 6 | St Josephs |
| 7 | Cedara |
| 7 | Khayelisha |
| 9 | KwaNxamalala |
| 9 | Lions River Phase 2 |
| 7 | Tumbleweed |

## 4.7 Telecommunication

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

**Households with access to telecommunications**

There has been a significant increase in the number of households with access to telecommunications in the municipality more notably the use of cellphones. In 2001 32% of households had access to cellphones whilst by 2011 the figure had increased to 88% of the total number of households. The annual increase of 6% since 2001 must be balanced with the necessary provision of the bulk network. Only 27% of households have access to computers whilst 39% have access to the internet. The backlog of over 70% in households with access to computers poses a challenge for not only the municipality but other state institutions. Lack of access can be attributed to a lot of factors such as affordability or computer literacy. With a very youthful population brings about an opportunity to bridge the digital divide within the municipality in collaboration with other relevant state institutions such as the Department of Education and Tertiary Institutions.

Table 25

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

## 4.8 Service Delivery and Infrastructure: SWOT Analysis

Table 26

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ High levels of improvement in the delivery of basic services.<br>▪ The municipality has sufficient water resources to support current and future demand.<br>▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate.<br>▪ The municipality has satisfactory social services to support the municipal population. | ▪ Lack of sufficient socio-economic infrastructure to support demand for current and future development.<br>▪ Low levels of telecommunication infrastructure to bridge the digital divide.<br>▪ Lack of utilisation of IGR structures result in uncoordinated planning.<br>▪ Poor road access in some of the wards.<br>▪ The lack of prompt maintenance of municipal services has resulted in frustration from the public.<br>▪ The supply of electricity to Hilton by uMsunduzi Municipality result in loss of possible revenue.<br>▪ The low rate base result in the municipality being unable to have sufficient funding to meet some of the community needs.<br>▪ The dispersed rural settlements make it difficult for the municipality to provide basic services.<br>▪ Mpophomeni Works needs to be commissioned.<br>▪ Lack of access to social facilities in some wards. |
| **OPPORTUNITIES** | **THREATS** |
| ▪ The high demand for development within the municipality provides an opportunity to increase revenue.<br>▪ The proposed conversion to smart metering electricity will curb electricity theft and losses. | ▪ Electricity theft could have a negative impact on the municipal revenue.<br>▪ Some landfill sites have reached capacity which could cause environmental hazards.<br>▪ Slow implementation of housing projects could cause community unrest.<br>▪ High levels of demand for development within the municipality could result in the deterioration of infrastructure.<br>▪ Lack of co-ordination between the district and the municipality could result in delay in implementation of projects. |
| **KEY CHALLENGES** | |
| ▪ Addressing the service and infrastructure backlogs | |

# 5. LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

## 5.1 Local Economic Development Analysis

### 5.1.1 Municipal Comparative and Competitive Advantage

For purposes of this section Comparative advantage refers to the municipality's ability to provide a particular service at a better or opportune cost. Competitive advantage will in this instance refer to the municipality's advantages which allows it to generate greater economic benefit or potential.

**Comparative Advantage**

The Mandela Capture Site provides a significant tourism opportunity for the municipality not only at a regional or national level but internationally. The location of the uKhahlamba World Heritage Site on the borders of the municipality also provides a very strong tourism character which has been well established based on the number of tourism facilities. This tourism character has placed the municipality as a leader within the Midlands Meander which provides economic growth and employment opportunities. The municipality has a strong Secondary and Tertiary Sectors. The municipality has the 2nd highest Regional GDP in the uMgungundlovu District Municipality which gives an indication of growth levels.

**Competitive Advantage**

The proximity of the municipality within the N3 provides for easy access for businesses to this national corridor which is linked to major national economic hubs like Joburg and Durban. The availability of economic infrastructure to support and maintain current businesses is in place albeit requiring extensive revamping in some cases. The municipality is situated less than 30km from the Capital City of KwaZulu Natal which allows for access to a variety of economic activities and trade. The municipality has one of the highest Capital Expenditure as a proportion of nominal GDP within the district which translate into the municipality reinvesting back money into the infrastructure required to sustain the economy. The municipality has one of the highest literacy rate in district which affords skilled labour for current and future investments.

### 5.1.2 Main Economic Contributors

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

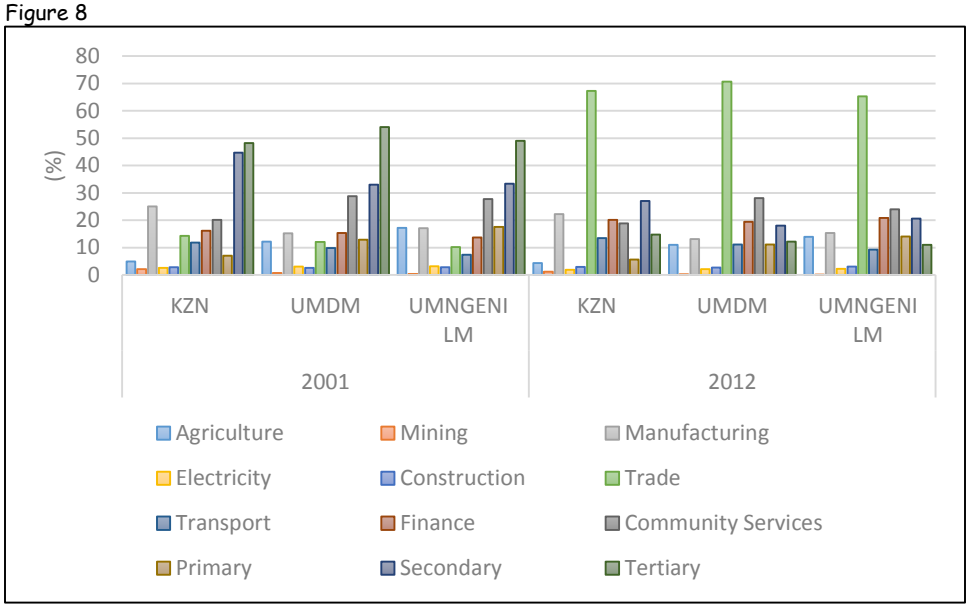
This section shows the Gross Domestic Product (GDP) percentage contribution of the municipality in the context of KZN and that of the uMgungundlovu District Municipality.

Table 27 - Source: Global Insight, 2012

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

| | | | | | | |
|---|---|---|---|---|---|---|
| Community Services | 20.1 | 18.9 | 28.8 | 28.1 | 27.8 | 24.0 |

Figure 8




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

### 5.1.3 Employment and Income Levels

**Sector Contribution towards Regional Employment**

Table 28 below indicates the employment levels of the municipality in comparison to the province and the district municipality in the different economic sectors of the economy.

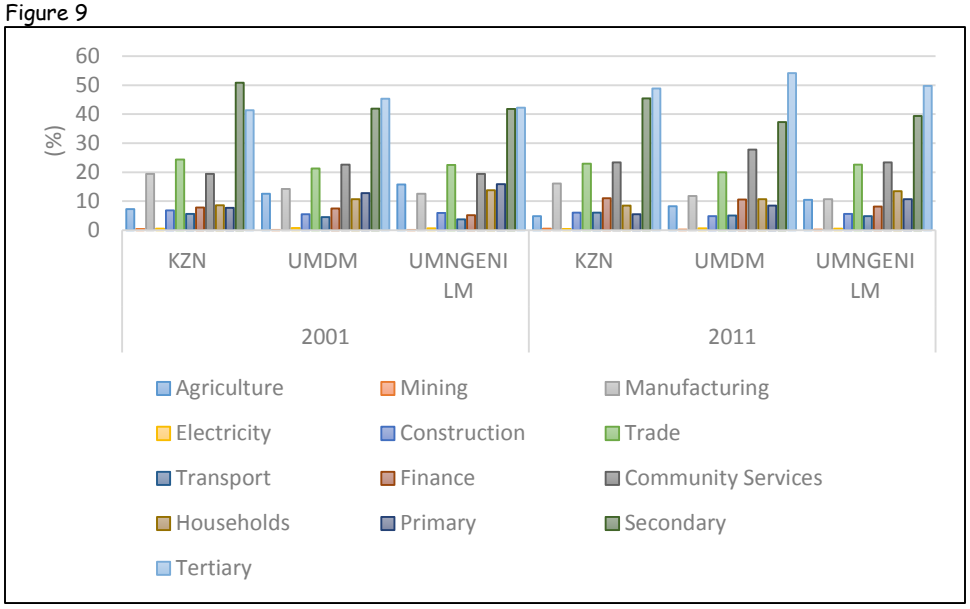
Table 28

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

| | | | | | | |
|---|---|---|---|---|---|---|
| Community Services | 19.4 | 23.4 | 22.6 | 27.8 | 19.4 | 23.4 |
| Households | 8.6 | 8.5 | 10.7 | 10.7 | 13.8 | 13.5 |

Source: Global Insight, 2012

Figure 9




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

**Local Employment Levels**

Table 29 below indicates an employment increase of 4% from 2001 to 2011 which amounts to less than a 0.5% annual increase. The current unemployment rate as of 2011 is approximately 24% which is significantly lower than in 2001. The unemployed labour force has decrease by 7% since 2001. The increase in the municipal population has also increased the number of the total population working age.

Table 29

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

Source: Global Insight, 2012

### 5.1.4 SMMEs

Wholesale, Retail, Catering and Accommodation is the main employment category in uMngeni. The employment in this sector has shown an increasing trend. The fostering of companies that will feed into this market is essential. With the creation of the Midlands Development Agency it is hoped that opportunities will be created for SMME‟s.

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

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

### 5.1.5 Agriculture

Agriculture is the largest employer and the dominant in terms of employment in the municipality, but reliance on this sector has decreased in recent years. African households have the largest share (89.95%) of employment in the agricultural sector. The main enterprises for which the Local uMngeni Municipality is suitable include: maize, soya beans, dry beans, potatoes and lupins as annual field crops; sugar cane (in the lower, warmer parts of the local municipality); timber production; vegetables irrigation (with cabbage, tomatoes and carrots as the main crops); orchard crops (notably avocado); pasture and fodder crops. In addition, the uMngeni Local Municipality boast intensive livestock enterprises such as poultry, pigs and dairy. Significantly agribusinesses in the uMngeni Local Municipality, particularly in terms of livestock, are characterised by a high level of capital intensive operations. Therefore it could be said that uMngeni Local Municipality is an integral part of the wider South African livestock economy.

### 5.1.6 Tourism

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

The uMngeni Municipality management team has expressed a deep commitment to promoting the tourism industry. The municipality has a great variety of natural tourism assets and accommodation establishments (such as hotels, bed & breakfasts and guest-houses). The district also has a missionary tourism, agri-tourism, cultural tourism and eco-tourism, and adventure tourism. Indeed, it could be said that the uMngeni Municipality is one of the key destinations for tourism in KZN although the full potential

of this industry in the municipality is underdeveloped. Collectively tourism as an economic sector is one of the major employers in the Local uMngeni Municipality and plays a vital role in the local economy.

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

- Howick Falls
- Midmar Dam
- The Karkloof
- Worlds View
- The Zulu Mpophomeni Tourism Experience*
- Mpophomeni Tourism Gateway Complex
- The Nelson Mandela Capture Site

### 5.1.7 Manufacturing (Industrial)

In uMgungundlovu Pietermaritzburg serves as the main regional and sub-regional manufacturing centre and plays an important role in the manufacturing economies of the surrounding small towns, including the uMngeni Municipality. The uMngeni Municipality can be categorised as a small urban town with limited manufacturing consisting of Howick (with its agricultural-orientated manufacturing base along the Lion River Spine). Howick (which includes Mpophomeni, Merrivale, Dargle, Lions River and Lidgetton) dominates the manufacturing sector in the local municipality. Manufacturing in uMngeni Local Municipality has declined in recent years. This is evident if the rubber industry is considered. In 2004, the primary output of uMngeni Local Municipality"s rubber industry was tyres (which contributed to approximately 46% of national supply of which 60% serviced local markets and remained was targeted for export). However, in recent years rubber production has all but ceased due to the closure of the Dunlop rubber factory. This is part of a general decline in manufacturing in the uMngeni Local Municipality since 1982. The closure of Dunlop rubber factory in recent years and global financial crisis has only deepened this decline. Industries of current significance in the local municipality include: BTR Sarmcol, various sawmills and pallet-making factories, the biodiesel and fuel replacement industries.

Plantation forestry is a major land use in the municipal area with proportionate provision of job opportunities. Agriculture and wood products feature strongly in the medium-sized manufacturing sectors, and dominate small industry activities in uMngeni Local Municipality. The plantation areas within the greater forestry economy of the province and the municipal area form part of the midlands forestry belt. The major wood product deriving from these plantations is pulpwood (with only the Singisi Forest Products and isolated farmers producing pine saw-timber). In uMngeni Local Municipality, the major timber producers are the following: Sappi; Mondi; Singisi Forest Products; NCT; Hilton College Estate; and Garlick Timber Farm. More than half of the area under timber production in the municipality is owned by Sappi, Mondi, Singisi Forest Products and NCT which collectively own 23,112 hectares of timber producing land. Of these the biggest producer is Sappi which owns 13,125 hectares.

### 5.1.8 Services

Community Social and Personal Services was the second highest employment sector in uMngeni accounting for 19% of those employed. While employment has been steady in this Sector, it has not shown much growth potential.

### 5.1.9 Local Economic Development: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ The municipality has a functional and growing economy.<br>▪ The municipality has a strong tourism character and is a growing sector.<br>▪ The municipality has an established retail and services sector to support the local population.<br>▪ The municipality provides training and capacity building to SMME's.<br>▪ The municipality has a functional Economic Development Unit<br>▪ The establishment of the Midlands Development Agency | ▪ The municipal LED Strategy lacks strategic direction to support current and future economic needs of the municipality.<br>▪ Lack of transformation of the main economic sectors to previously disadvantaged individuals.<br>▪ Lack of entrepreneurial skills to grow and provide employment to the economy.<br>▪ Lack of investment in economic infrastructure to support investment opportunities.<br>▪ The infrastructure in the CBD is dilapidated which could prevent further investment in Howick.<br>▪ The location of the municipality in the proximity of Pietermaritzburg result in investment being directed to uMsunduzi Municipality.<br>▪ Fragmented economic activities resembling that of past spatial patterns. |
| **OPPORTUNITIES** | **THREATS** |
| ▪ The establishment of the Midlands Development Agency provides an opportunity for the municipality to create enabling economic activities in the region.<br>▪ The municipality has a strong tourism sector which can help boost the economy.<br>▪ The municipality is strategically located along the N3.<br>▪ The municipality is easily accessible to strategic areas e.g. Dube Trade Port, King Shaka Airport and the Richards Bay Industrial Development Zone which would assist in the manufacturing sector.<br>▪ The municipality has sufficient labour force to support investments. | ▪ Lack of necessary skilled labour to support investment opportunities.<br>▪ Subdivision of agricultural land could result in loss of agriculturally viable land and a risk to the municipal food security.<br>▪ Lack of capacity to Land Reform beneficiaries |
| **KEY CHALLENGES** | |
| ▪ Creating an enabling environment for local economic development | |

Table 30

## 5.2 Social Development Analysis

### 5.2.1 Broad Based Community Needs

Table 31 below outlines some of the broad based community needs which were gathered as part of previous IDP consultation processes and the 2013/2014 IDP Review public participation process. The broad based community needs in this instance refer to housing, electrification, water and sanitation and other infrastructure related issues.

| WARD | COMMUNITY NEEDS |
|---|---|
| 1 | ▪ Bridge and walkway from Howick to Howick West<br>▪ Eradicating Shiyabazali informal settlement<br>▪ Resurfacing of Midmar and Valley roads |
| 2 | ▪ Roads maintenance in Howick central<br>▪ uMngeni Bridge widening<br>▪ Main road upgrade in Howick High and Primary schools<br>▪ Road surfacing and walkway on Mare street<br>▪ Amber Glen and Amberfield traffic circle<br>▪ Satelite clinic |
| 3 | ▪ Provision of basic services and community facilities in Senzani village<br>▪ Implementation of Gowrie and Hillside Housing Projects<br>▪ Rural roads maintenance<br>▪ Clinic<br>▪ Access roads<br>▪ Streetlights<br>▪ Cemetery and hall maintenance<br>▪ Bus shelters |
| 4 | ▪ Lutchmans housing and related service provision<br>▪ Lidgetton upgrade of basic services and community facilities<br>▪ Maintenance of rural roads<br>▪ Road access and water provision at Gamalethu<br>▪ Lidgetton transformer usage<br>▪ Sportsfield<br>▪ Improvement of bus shelters |
| 5 | ▪ Triandra water and sanitation provision<br>▪ Maintenance of rural roads<br>▪ Karkloof electrification |
| 6 | ▪ Electricity upgrade<br>▪ Maintenance of rural roads<br>▪ Provision of sanitation facilities |
| 7 | ▪ Implementation of the Khayelisha and Cedara housing projects and related basic services<br>▪ Roads maintenance<br>▪ Upgrade of Cedara road access<br>▪ Maintenance of access roads in Khanya village<br>▪ Provision of sanitation facilities |
| 8 | ▪ Mpophomeni Sewerage Works<br>▪ Provision of basic services<br>▪ Maintenance of access roads<br>▪ Upgrading of access road to cemetery |

| | |
|---|---|
| | ▪ Maintenance of street lights |
| 9 | ▪ KwaNxamalala and Lions River housing project implementation (Phase 2)<br>▪ Maintenance of the Mpophomeni Gateway<br>▪ Provision basic service<br>▪ Upgrading of roads<br>▪ Maintenance of street lights<br>▪ Clinic |
| 10 | ▪ Provision and upgrade of roads<br>▪ Maintenance and upgrade of community facilities |
| 11 | ▪ Provision and upgrade of roads<br>▪ Upgrade of Mpophomeni police station<br>▪ Provision of a swimming pool<br>▪ Provision of a hall<br>▪ Closure of dump sites<br>▪ Provision and maintenance of community facilities |
| 12 | ▪ Provision and maintenance of basic services and roads in KwaMevane and Tumbleweed<br>▪ Maintenance and upgrading of community and recreational facilities |

Table 31

### 5.2.2 Education

**School Facilities**

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

There are currently 5 libraries that are found within the municipality *albeit* one being a private library in the Nottingham area. The public does however have full access to the private library even though it is not run by the municipality.

Input from public consultation has highlighted the high pupil to teacher ratio for schools in Ward 12. It is hoped that with the construction of the Khayelisha Housing Project, the opportunity will arise for the construction of a further Primary School which could ease the burden on existing schools in Ward 12 which serve a much wider area than the ward itself. Table 32 below reflects the Department of Education 2011 information on schools within the uMngeni Municipality.

| Ward | Name of School | Type of school | Pupils | Educator | Learner to Educator Ratio |
|---|---|---|---|---|---|
| 1 | HOWICK WEST SECONDARY | SECONDARY | 626 | 22 | 28 to 1 |
| 2 | HOWICK PREPARATORY | PRIMARY SCHOOL | 640 | 33 | 19 to 1 |
| 2 | MOUNT CARMEL CHRISTIAN | PRIMARY SCHOOL | 131 | 5 | 26 to 1 |
| 3 | DARGLE P | PRIMARY SCHOOL | 133 | 4 | 33 to 1 |
| 3 | WAMACOR P | PRIMARY SCHOOL | 14 | 2 | 7 to 1 |

| | | | | | |
|---|---|---|---|---|---|
| 3 | UNKONKA P | PRIMARY SCHOOL | 22 | 2 | 11 to 1 |
| 3 | SARSDEN P | PRIMARY SCHOOL | 21 | 2 | 11 to1 |
| 3 | SILINDELE P (NOTTINGHAM RD) | PRIMARY SCHOOL | 35 | 2 | 18 to 1 |
| 3 | MICHAELHOUSE | SECONDARY SCHOOL | 549 | 56 | 10 to 1 |
| 3 | ASITHUTHUKE COMBINED | COMBINED SCHOOL | 337 | 15 | 22 to 1 |
| 3 | ISIPHETHU SEMFUNDO P | PRIMARY SCHOOL | 28 | 2 | 14 to 1 |
| 3 | NOTTINGHAM ROAD P | PRIMARY SCHOOL | 167 | 9 | 18 to 1 |
| 3 | KING'S | PRIMARY SCHOOL | 70 | 10 | 7 to 1 |
| 3 | ESIPHETHWINI SENDIZA P | COMBINED SCHOOL | 101 | 4 | 25 to 1 |
| 4 | LIONS RIVER P | PRIMARY SCHOOL | 52 | 3 | 17 to 1 |
| 4 | ALLERTON P | PRIMARY SCHOOL | 40 | 2 | 20 to 1 |
| 4 | JABULA COMBINED | COMBINED SCHOOL | 532 | 16 | 33 to 1 |
| 4 | CRYSTAL SPRINGS P | PRIMARY SCHOOL | 269 | 7 | 35 to 1 |
| 4 | INDEZI P | PRIMARY SCHOOL | 55 | 3 | 18 to 1 |
| 4 | CURRYS POST P | PRIMARY SCHOOL | 192 | 5 | 35 to 1 |
| 4 | MORTON ESTATES P | PRIMARY SCHOOL | 60 | 2 | 30 to 1 |
| 5 | GARTMORE P | PRIMARY SCHOOL | 36 | 2 | 18 to 1 |
| 5 | HAWKSTONE P | PRIMARY SCHOOL | 84 | 3 | 28 to 1 |
| 5 | HOWICK H | SECONDARY SCHOOL | 517 | 33 | 16 to 1 |
| 5 | TRIANDRA STATE AIDED | PRIMARY SCHOOL | 104 | 3 | 35 to 1 |
| 5 | YARROW INTERMEDIATE | PRIMARY SCHOOL | 69 | 4 | 17 to 1 |
| 6 | HILTON INTERMEDIATE | PRIMARY SCHOOL | 88 | 3 | 29 to 1 |
| 6 | HILTON COLLEGE | SECONDARY SCHOOL | 549 | 63 | 8 to 1 |
| 6 | LADDSWORTH P | PRIMARY SCHOOL | 507 | 29 | 17 to 1 |
| 6 | ST ANNE'S DIOCESAN COLLEGE | SECONDARY SCHOOL | 390 | 54 | 7 to 1 |
| 6 | SIBONGUMBOMVU COMBINED | COMBINED SCHOOL | 507 | 16 | 32 to 1 |
| 6 | DUNIMARLE P | COMBINED SCHOOL | 107 | 4 | 27 to 1 |

| | | | | | |
|---|---|---|---|---|---|
| 6 | GRACE COLLEGE (HILTON) | SECONDARY SCHOOL | 250 | 24 | 10 to 1 |
| 7 | COWAN HOUSE | PRIMARY SCHOOL | 328 | 28 | 11 to 1 |
| 7 | HILTON PP | PRIMARY SCHOOL | 113 | 10 | 11 to 1 |
| 7 | CEDARA P | PRIMARY SCHOOL | 111 | 3 | 37 to 1 |
| 8 | NHLANHLENI SP | PRIMARY SCHOOL | 624 | 18 | 34 to 1 |
| 8 | ISIBONGO LP | PRIMARY SCHOOL | 840 | 25 | 33 to 1 |
| 9 | HAZA P | PRIMARY SCHOOL | 560 | 16 | 35 to 1 |
| 10 | MPOPHOMENI S | SECONDARY SCHOOL | 937 | 29 | 32 to 1 |
| 11 | SIFISESIHLE JP | PRIMARY SCHOOL | 425 | 10 | 43 to 1 |
| 11 | ASIBEMUNYE H | SECONDARY SCHOOL | 829 | 26 | 32 to 1 |
| 11 | ZAMUTHULE P | PRIMARY SCHOOL | 457 | 12 | 38 to 1 |
| 11 | QHAMUKILE P | PRIMARY SCHOOL | 793 | 19 | 41 to 1 |
| 11 | UMTHOMBO JS | SECONDARY SCHOOL | 233 | 9 | 26 to 1 |
| 12 | NOGQAZA P | PRIMARY SCHOOL | 887 | 20 | 44 to 1 |
| 12 | INJOLOBA S | SECONDARY SCHOOL | 879 | 26 | 34 to 1 |
| 12 | COSMO P | PRIMARY SCHOOL | 400 | 10 | 40 to 1 |
| 12 | HOWICK (RANGEVIEW RD) | PRIMARY SCHOOL | 1067 | 30 | 36 to 1 |
| | **TOTALS** | | **16765** | **735** | **23 to 1** |

Table 32

**School Accessibility**

The Structure Plan argues for a sustainable approach where appropriate, accessible social facilities are provided at minimum space standards given the topography of the area. The intention was also to control costs through tight design specifications and the multiple use of facilities. Most of the settlements in the municipality have access to the available education facilities within a radius of between 5km to 10km. All areas within the urban context have good access to these facilities as the conditions of the road infrastructure are ideal for access. Some rural communities do not have access to school facilities within a radius of either 5km or 10km. Map 11 & 12 depicts the level of accessibility to primary or secondary schools by the different settlements in the municipality.

### 5.2.3 Health

**Health Facilities**

The running of Primary Health Care Clinics was transferred to the Provincial Department of Health from 1 July 2012. Environmental Health Services has been transferred to the District as from 1 July 2012. There are 4 clinics that exist within the Municipality and 1 psychiatric hospital. Based on the planning

standards for health services, 1 clinic should be provided for a population of 10 000 people and 1 hospital should be provided for a population of 50 000 people. In essence the municipality must at least have 1 hospital for Primary Health Care given the current population figure of 92710. Map 13 depicts the proximity of health facilities within a 5Km radius of settlements in the municipal area. The urban areas of the municipality have good access to health services whilst the rural areas have poor access.

### 5.2.4 Safety & Security

**Police Station Facilities**

Based on the planning standards 1 police station should be provided for every 4500 households. However it is also important to indicate that the other issues that should inform the development of new police stations should be the crime statistics for an area. There are 4 Police Stations in uMngeni LM. The uMngeni Municipality, together with the South African Police Service (SAPS) and the Community Policing Forum (CPF) and other stakeholders, has put crime prevention strategies in place. These include awareness campaigns at schools on drugs abuse, domestic abuse, etc.

**Traffic Management**

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

**Fire Protection**

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

### 5.2.5 Nation Building and Social Cohesion

In order to achieve nation building and social cohesion Sports, Arts and Culture must be put at the forefront especially with the youthful population that exist. Even though there is a department that's mandated to deal with Sports, Arts & Culture, the municipality is also actively engaged in promoting these activities with dedicated staff who attend to these matters. The events mentioned below or historical monuments ensure that the municipality is able to achieve nation building and social cohesion which is particularly important as a prime tourist destination within the Midlands Meander.

**Midmar Mile** – An annual swimming event that attracts swimmers from around the world. It is the largest open water event in the world.

**The Mandela Capture Site Monument Statue** – Mr. Nelson Mandela's long walk to freedom was interrupted for 27 years on the R103, the old main road 5km from Howick, where he was „captured on his return journey to Johannesburg. This is a moment and place in the history of South Africa, which has enormous significance. The opportunity to mark this in a manner which builds on the legacy of the event, is one recognized by the uMngeni Municipality who have put in place a plan and process to do so. The purchase of the property opposite the actual capture site and the implementation of the design process to develop a multi-purpose heritage site is a commitment to realise this.

The Apartheid Museum is collaborating on establishing this site and has begun the first phase, opening the Truth cafe and the Truth Store at The Capture Site as well as an exhibition, Mandela – Comrade, Leader, Prisoner, Negotiator, and Statesman. Tours and programmes for schools and visitors interested in the history of our country are offered.

**Nelson Mandela Marathon** – This annual sports event is held on an annual basis and commenced in 2012 and is championed by UMDM and the municipality amongst a host of sponsors. The 42km marathon start

at uMsunduzi Municipality and ends at the Mandela Capture Site mentioned above. This is in light of the fact that Nelson Mandela made his last speech at Manaye Hall in Imbali (uMsunduzi LM) in 1961 and was arrested in Howick before being incarcerated at Robben Island for 27 years. It is for this reason that his historical association with the district municipality will be coined and immortalized through the Mandela Day Marathon.

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

#### 5.2.6.1 Youth Development

**Local Youth Office**

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

- Conducting workshops for young people
- Outreach to schools and communities
- The youth advisory centre
- The rights of a child programme

#### 5.2.6.2 Development of the People with Disabilities

This is aimed at ensuring inclusion of people with disabilities within the government programmes (including the municipality"s programmes). Furthermore, the programme aims at ensuring that the rights of people with disabilities are known and upheld by those living with disabilities as well as the community at large. In the year under review, about 3 people attended the 2011 parliament for people with disabilities.

#### 5.2.6.3 Development of the Elderly

The uMngeni Municipality has over years attracted a number of the elderly who have relocated from various locations in the country to live within the municipal area. Most of these elderly are retired individuals who reside in the retirement estates found in the municipality. The municipality does on an annual basis host the local Golden Games which involves the elderly who after successful participation go on to represent the municipality in the district, provincial and national Golden Games respectively. In the previous year the municipality was represented by 1 elderly athlete in the National Golden Games.

#### 5.2.6.4 Development of Women

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

#### 5.2.6.5 Special Programmes

**HIV/AIDS Programme**

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

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

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

### 5.2.7 Social Development: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ Communities are clear on the level of developments that they require.<br>▪ There is sufficient data available to ensure evidence based planning of social facilities.<br>▪ There are sufficient schools to meet the current demand.<br>▪ There are health facilities available in some wards.<br>▪ There are police stations available to ensure and promote safety.<br>▪ The municipality has a dedicated traffic management unit.<br>▪ The municipality host events that promote nation building and social cohesion.<br>▪ The municipality has a dedicated Unit that deals with youth development issues<br>▪ There is sufficient data available to ensure evidence based planning of social facilities.<br>▪ There are sufficient schools to meet the current demand.<br>▪ There are health facilities available in some wards.<br>▪ There are police stations available to ensure and promote safety. | ▪ Lack of a 24 hour health facilities within the municipality<br>▪ For the size of the population, the municipality does not have a public hospital.<br>▪ Majority of public schools lacking information technology<br>▪ Lack of public transport in rural communities<br>▪ Vehicle testing ground unavailable in the municipality.<br>▪ Lack of early childhood programmes.<br>▪ Lack or slow implementation of gender related issues.<br>▪ Low levels of people with a matric pass rate.<br>▪ Low levels of skilled people with only 15% having acquired a higher education levels.<br>▪ For the size of the population, the municipality does not have a public hospital.<br>▪ Majority of public schools lacking information technology<br>▪ Lack of public transport in rural communities<br>▪ Vehicle testing ground unavailable in the municipality.<br>▪ Lack of early childhood programmes.<br>▪ Low levels of people with a matric pass rate.<br>▪ Low levels of skilled people with only 15% having acquired a higher education levels. |
| **OPPORTUNITIES** | **THREATS** |
| ▪ Schools available to promote education as a driver for development<br>▪ Events hosted in the municipality provide opportunity to enhance tourism. | ▪ Lack of appropriate social facilities could lead to social ills.<br>▪ Mandates that are not controlled by the municipality could lead to community unrest. |
| **KEY CHALLENGES** | |
| ▪ Skills capacity | |

Table 33

## 6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

### 6.1 Financial Viability and Management Analysis

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

The municipality has a number of capital projects that have been implemented over the years. Such projects have been achieved through the resourcing of the Technical Services Department of the municipality which is responsible for infrastructure related initiatives. There are still a number of capital projects proposed in this document and the municipality will add human capacity if and when required to meet the demand.

#### 6.1.2 Indigent Support

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

For the 2014/2015 financial year 3103 registered indigents have been provided for in the budget with this figured increased to 3503 by 2015/2016. In terms of the Municipality"s indigent policy registered households are entitled to free 100kwv of electricity and free waste removal for all properties with a value of up to R 200 000 as well as a discount on their property rates.

#### 6.1.3 Revenue Enhancement and Protection Strategies

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

#### 6.1.4 Municipal Consumer Debt Position

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

#### 6.1.5 Grants and Subsidies

The Municipality received both National and Provincial Grants for the 2013/2014 financial year, R 59, 560,000 from National Treasury and R 3,844,000 from Provincial Treasury. The Municipality has budgeted for all transfers that will be received and appears in the Division of Revenue Act.

#### 6.1.6 Municipal Infrastructure Assets and Maintenance

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

### 6.1.7 Current and Planned Borrowings

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

### 6.1.8 Municipality's Credit Rating

The municipality due to the nature of its size does not have a credit rating but it received an unqualified audit opinion from the Auditor General for the 2012/2013 financial year. There are still a lot of issues that the municipality must still address to strive for a clean audit.

### 6.1.9 Employee Related Costs

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

### 6.1.10 Supply Chain Management (SCM)

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

## 6.2 Financial Viability and Management: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ The municipality is capable of implementing capital projects.<br>▪ The municipality has revenue enhancement strategies in place.<br>▪ The municipality has in place an Interim Finance Committee which has been effective to ensure the financial sustainability in the municipality.<br>▪ The municipality receives grants and subsidies.<br>▪ The municipality has a satisfactory rates collection to support some of its service delivery mandate.<br>▪ The municipality has an appointed service provider to compile and review the Valuation Roll on an annual basis.<br>▪ The municipality is able to support indigent communities.<br>▪ The municipality received an unqualified audit finding.<br>▪ The employee related costs are less that 35%.<br>▪ The municipality has an SCM Policy to ensure credibility in the manner in which the municipality it conduct it finances. | ▪ Non-payment of municipal rates and service charges result in loss of revenue.<br>▪ Due to theft, there are electricity losses that result in a loss of revenue to the municipality.<br>▪ The municipality currently does not have a Chief Financial Officer.<br>▪ The increasing number of indigent people result in municipality providing free basic services.<br>▪ Lack of financial management skills at middle management level.<br>▪ The municipal assets register is not yet in place.<br>▪ Lack of spending of conditional grants |
| **OPPORTUNITIES** | **THREATS** |
| ▪ Promotion of industrial developments in order to increase the rate revenue.<br>▪ Access to grants and subsidies funding | ▪ Perceived corruption in the municipal finance department. |

| | |
|---|---|
| ▪ Implementation of revenue enhancement strategies.<br>▪ Annual review of the municipal financial plan<br>▪ AG Report provides an opportunity to achieve a clean audit. | ▪ The lack of addressing AG comments could result in negative audit outcomes.<br>▪ Inability to implement capital projects<br>▪ Non-payment of rates and service charges<br>▪ Lack of spending of grant funding<br>▪ Inappropriate management of conditional grants<br>▪ Electricity theft in some areas of the municipality result in loss of revenue<br>▪ Negative Auditor General opinion |
| **KEY CHALLENGES** | |
| ▪ Electricity theft | |

Table 34

## 7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

### 7.1 Good Governance Analysis

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

**Operation Sukuma Sakhe (OSS)**

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

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

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

**Batho Pele**

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

**Consultation:** Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. The municipality has upheld this principle by engaging the public in the formulation of the IDP and Budget which occurs on annual basis.

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

**Access:** All citizens should have equal access to the services to which they are entitled. The municipality serves its entire area of jurisdiction thus reaching all citizens.

**Courtesy**: Citizens should be treated with courtesy and consideration.

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

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

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

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

**Encouraging Innovation and Rewarding Excellence**: Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen. The municipality has upheld this principle and more recently the cutting down of departments from 8 to 5 resulted in the municipality saving approximately R6m that would have been otherwise spent on salaries.

**Customer Impact**: Impact means looking at the benefits we have provided for our customers both internal and external – it's how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.

### 7.1.2 Inter-Governmental Relations (IGR)

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

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

There is however improvement measures that need to be put in place to ensure the functionality of all the cluster as was the case in previous years.

### 7.1.3 Municipal Structures

**Ward Committee**

Ward committees are elected as ward based committees. They are chaired by the Ward councillors and composed of community members. This is intended to provide a channel of communication and interaction between communities and the municipality. Furthermore, ward committees ensure the active participation of the community in service payment campaigns, the integrated development planning

process, the Municipality"s budgetary process, and decisions about the provision of municipal services, decisions about By-laws and decisions relating to implementation of Municipal Property Rates Act (MPRA). This function encapsulates the municipality"s commitment to the provision of the highest quality service to its constituencies and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable municipality.

The induction process for the ward committees, took place in March 2012. There were 29 ward committee meetings that took place in the year under review. These meetings were held in their respective wards and reports were submitted to Council in terms of the Ward Committee System Policy. Ward committees have been established and the term of office is going to correspond with the term referred to in Section 24 of the Structures Act.

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

A ward committee meeting represented by all wards was held on 5th April 2014 to present the status of the current and Draft IDP Review.

**IDP Representative Forum**

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

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

In order to encourage the continued participation of Forum members in the IDP process (as well as to encourage additional organizations to become members of the Forum), it was proposed that notices informing community members of the IDP process be placed in the local press, and on Municipal notice boards. A district IDP Rep Forum and IDP alignment sessions were held in the month prior to the compilation of this Draft IDP Review. Project and programmes presented in these sessions have been incorporated into this document.

**Council**

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

- Adopting the Process Plan
- Ensuring that business plans and budget decisions are based on the IDP.
- Ensuring that Key Performance Indicators and Targets as outlined in the PMS are realistic and achievable.
- Ensuring that the IDP is tied to the budget.
- Ensuring that there is a linkage between the IDP, the Performance Management System (PMS), and the Budget Process.
- Monitoring the implementation of the IDP.

- Ensuring that the IDP process complies with the prescribed legislation.
- Approving and adopting the IDP.

Council has played a role of ensuring that adoption processes take place but more emphases should be geared towards ensuring that all the above tasks are closely monitored.

**IDP Steering Committee**

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

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

As a strategy to ensure departmental integration of issues within the IDP, the IDP will be made a standing MANCO item as of the next financial year. The lack of Section 57 managers in some of the departments has been a negative factor in ensuring the proper functioning of the steering committee to the extent that issues within departments are lacking strategic implementation or direction.

**Municipal Public Accounts Committee (MPAC)**

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

### 7.1.4 Internal Audit

The Internal Audit Activity is an independent appraisal which examines and evaluates uMngeni Local Municipality"s activities as a service to Management and the Council. To provide for the independence of the Internal Auditing Activity, its personnel report to the Municipal Manager who report functionally to the Audit Committee.

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

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

- That risks are appropriately identified and managed;
- That interaction with various governance groups occurs as needed;

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

### 7.1.5 Status of Municipal Policies

Table 35 below indicates the status of sector plans and policies in the municipality.

| SECTOR PLAN | STATUS | ADOPTED |
|---|---|---|
| 3 Year Financial Plan | Currently being implemented and is part of this IDP Review | Y |
| Disaster Management Plan | Plan is outdated and needs to be reviewed | Y |
| SDF Review | Currently being reviewed to form part of the Final 2014/205 IDP Review | Y |
| LED Strategy | The strategy needs to be revisited to respond better to municipal local economic development. | Y |
| Integrated Transport Plan | Status still being ascertained from the district | Y |
| Housing Sector Plan | Requires revision | Y |
| Communication Strategy | Currently in Draft | N |
| Employment Procedure | Currently being implemented | Y |
| Leave Policy | Currently being implemented | Y |
| Placement Policy | Has recently been implemented | Y |
| Workplace Skills Plan | Skills audit has been done and implementation | Y |
| Human Resource Development Policy | The policy has been implemented through the different | Y |
| Retention Policy | Policy needs to be developed, adopted and implemented. | N |
| Succession Policy | Policy needs to be developed, adopted and implemented. | N |
| Recruitment and Selection Policy | Requires adoption | N |
| Petty Cash Policy | Implemented | Y |
| Investment and Cash Management Policy | Implemented | Y |

| | | |
|---|---|---|
| Credit Control and Debt Collection Policy | Implemented | Y |
| Overtime Policy | Implemented | Y |
| Rates Policy | Implemented | Y |
| Subsistence and Travel Allowance Policy | Implemented | Y |
| Supply Management Policy | Implemented | Y |
| Tariff Policy | Implemented | Y |
| Funding and Reserve Policy | Implemented | Y |
| Property Management Policy | Implemented | Y |

Table 35

### 7.1.6 Municipal Risk Management

Risk Assessment was performed, this contributed to leveraging synergies between the organization's risk management and internal auditing processes.

A risk based Three Year Strategic Internal Audit Rolling Plan was developed to determine the priorities of the internal audit activity, which was consistent with the organization's goals was communicated to Council, Management and the Audit Committee subsequent to that it was implemented;

Risk based annual Internal Audit Plan was reviewed on a quarterly basis updated where necessary and communicated the Audit Committee through audit reports.

### 7.1.6 Municipal Bylaws

Table 36 below indicates the status of the municipal by-laws promulgated in April of 2006:-

| BY - LAWS | PROMULGATED | DATE PROMULGATED |
|---|---|---|
| Pound | Y | April 2006 |
| Advertising Signs | Y | April 2006 |
| Dogs | | April 2006 |
| Dumping and Littering | Y | April 2006 |
| Cemetery | | April 2006 |
| Control of Parking Attendants / Car Guards | Y | April 2006 |
| Credit Control and Debt Collection | | April 2006 |
| Credit Management | Y | April 2006 |
| Electricity Supply | | April 2006 |
| Financial | Y | April 2006 |
| Fire Brigade Services | | April 2006 |
| Funeral Undertakers | Y | April 2006 |
| Nuisances | | April 2006 |
| Public Health | Y | April 2006 |
| Public Meetings and Gathering, Processions and the Like | | April 2006 |
| Street Trading | Y | April 2006 |
| Standing Rules and Orders for Council and its Committees | | April 2006 |
| Waste Management | Y | April 2006 |

Table 36

## 7.2 Public Participation Analysis

In terms of Chapter 4 section 16 (1), a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in the preparation and implementation and review of its integrated development plan in terms of Chapter 4.

The uMngeni LM communities are continuously engaged through ward committee structures and public participation consultative meetings to communicate municipal programmes, the IDP and the budget. The following meetings were held throughout the municipality to present the Draft 2014/2015 IDP Review to communities.

| DATE | TIME | VENUE | WARD |
|---|---|---|---|
| 8-Apr-14 | 17:00 | Lidgetton Community Hall | Ward 4 |
| 9-Apr-14 | 17:00 | Hilton Community Hall | Ward 6 and 7 |
| 10-Apr-14 | 17:00 | Howick West Community Hall | Ward 1 and 12 |
| 13-Apr-14 | 12:00 | Mpophomeni Youth Theatre | Ward 8, 9, 10 and 11 |
| 15-Apr-14 | 17:00 | Nottingham Road Landowners Ass. Hall (Next to Nottingham Road Library) | Ward 3 |
| 16-Apr-14 | 17:00 | Howick Council Chambers | Ward 2 and 5 |

Table 37

## 7.3 Good Governance and Public Participation: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ The municipality rolls out national and provincial programmes.<br>▪ The municipality is part of an effective IGR structure at a district level<br>▪ All municipal committees are fully functional.<br>▪ The municipality has a fully functional Internal Audit Unit<br>▪ The municipal Audit Committee is fully functional and plays an oversight role.<br>▪ Most of the municipal policies are in place<br>▪ The municipality has By-laws in place<br>▪ The municipality has an effective public participation process<br>▪ The municipality is the host of some of the Shared Services personnel which adds value in the municipal Planning Unit.<br>▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate.<br>▪ Communities are clear on the level of developments that they require.<br>▪ The municipality has a dedicated traffic management unit.<br>▪ The municipality host events that promote nation building and social cohesion.<br>▪ The municipality has a dedicated Unit that deals with youth development issues | ▪ Lack of resources and capacity to develop Community Based Plans at ward level.<br>▪ Lack of participation of some ward committees in municipal plans.<br>▪ Lack of implementation or enforcement of municipal by-laws<br>▪ Lack of implementation of municipal policies<br>▪ Lack of adoption of the Communication Strategy<br>▪ For the size of the population, the municipality does not have a public hospital.<br>▪ Lack of public transport in rural communities<br>▪ Vehicle testing ground unavailable in the municipality.<br>▪ Lack or slow implementation of gender related issues. |

| | |
|---|---|
| **OPPORTUNITIES** | **THREATS** |
| ▪ The district Cluster Model provides for an opportunity to share information with other municipalities.<br>▪ The municipal structures allows for better integrated development planning.<br>▪ Roll out of national and provincial programmes will allow for alignment of issues at different spheres of government.<br>▪ Schools available to promote education as a driver for development | ▪ Lack of proper stakeholder participation in the development of all municipal plans.<br>▪ The lack of enforcement of municipal bylaws could result in uncoordinated planning<br>▪ The lack of implementation of municipal policies<br>▪ Lack of capacity to Land Reform beneficiaries<br>▪ Lack of appropriate social facilities could lead to social ills.<br>▪ Mandates that are not controlled by the municipality could lead to community unrest. |
| **KEY CHALLENGES** | |
| ▪ Effective participation of Ward Committees in municipal planning | |

Table 38

## 8. COMBINED SWOT ANALYSIS

In order to understand the SWOT analysis, it is relevant to discuss the concepts of the external and internal environments of the municipality. The external environment refers to features and processes which occur outside the municipality, while the internal environment refers to the characteristics and the processes which occur within the municipal boundaries. In the analysis Strengths, Weaknesses, Opportunities and Threats should be seen from the perspectives of both the external and internal environments. Strengths and Weaknesses refer to the current situation, while Opportunities and Threats should be seen as both the present and the future situation as it may apply to the municipality.

| STRENGTHS | WEAKNESSES |
|---|---|
| ▪ SDF is reviewed annually<br>▪ Well defined nodal areas in the municipality<br>▪ Well defined corridors with satisfactory access to all nodal areas<br>▪ Functional Shared Services Model to support development and spatial planning<br>▪ Water catchment areas provide water to communities and business<br>▪ Municipality is situated along the N3<br>▪ High potential agricultural land<br>▪ Location of the Municipality within the Midlands Meander as a key tourism destination<br>▪ High conservation areas<br>▪ Functional Disaster Management Unit at the District Municipality<br>▪ Local response personnel to disaster issues in place<br>▪ The municipality has recently developed a new organisational structure which respond to its strategic requirements.<br>▪ The Human Resources Development Policy is in place to enhance the municipal skills capacity.<br>▪ Frequently held MANCO, Portfolio, EXCO and Full Council meetings on a monthly basis.<br>▪ The Draft ICT Strategy is in place for Council to adopt.<br>▪ The municipality has a functional Shared Services model.<br>▪ High levels of improvement in the delivery of basic services.<br>▪ The municipality has sufficient water resources to support current and future demand.<br>▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate.<br>The municipality has satisfactory social services to support the municipal population.<br>▪ The municipality has a functional and growing economy.<br>▪ The municipality has a strong tourism character and is a growing sector.<br>▪ The municipality has an established retail and services sector to support the local population.<br>▪ The municipality provides training and capacity building to SMME's.<br>▪ The municipality has a functional Economic Development Unit | ▪ Lack of Nodal Framework Plans<br>▪ Lack of Capital Investment Framework<br>▪ Lack of incorporation of the Ukhahlamba Drakensberg Corridor Plan into SDF<br>▪ Wall to wall scheme still to be finalised<br>▪ Encroachment<br>▪ Lack of town planning capacity building in communities.<br>▪ Lack of coordinated planning between the municipality and Ingonyama Trust Board<br>▪ Outdated Disaster Management Plan<br>▪ Lack of training, capacity and public awareness to disaster issues to communities<br>▪ Lack of sufficient human resources within the Municipality to tackle disaster issues<br>▪ Centralisation of the Disaster Management Unit at the District Municipality<br>▪ Lack of a functional Disaster Management Advisory Forum<br>▪ Lack of inter-departmental coordination in the development of the IDP.<br>▪ Lack of funding to fill vacancies within the Technical Services Department which drives service delivery.<br>▪ Lack of the overall implementation of the Human Resources Policy.<br>▪ Vacant critical positions (S57) could hamper the municipality in achieving its long term goals and objectives.<br>▪ Lack of sufficient women and people with disabilities at management level.<br>▪ Lack of institutionalization of ICT.<br>▪ Lack of sufficient socio-economic infrastructure to support demand for current and future development.<br>▪ Low levels of telecommunication infrastructure to bridge the digital divide.<br>▪ Lack of utilisation of IGR structures result in uncoordinated planning.<br>▪ Poor road access in some of the wards.<br>▪ The lack of prompt maintenance of municipal services has resulted in frustration from the public.<br>▪ The supply of electricity to Hilton by uMsunduzi Municipality result in loss of possible revenue. |

| | |
|---|---|
| ▪ The establishment of the Midlands Development Agency.<br>▪ Communities are clear on the level of developments that they require.<br>▪ There is sufficient data available to ensure evidence based planning of social facilities.<br>▪ There are sufficient schools to meet the current demand.<br>▪ There are health facilities available in some wards.<br>▪ There are police stations available to ensure and promote safety.<br>▪ The municipality has a dedicated traffic management unit.<br>▪ The municipality host events that promote nation building and social cohesion.<br>▪ The municipality has a dedicated Unit that deals with youth development issues.<br>▪ The municipality is capable of implementing capital projects.<br>▪ The municipality has revenue enhancement strategies in place.<br>▪ The municipality has in place an Interim Finance Committee which has been effective to ensure the financial sustainability in the municipality.<br>▪ The municipality receives grants and subsidies.<br>▪ The municipality has a satisfactory rates collection to support some of its service delivery mandate.<br>▪ The municipality has an appointed service provider to compile and review the Valuation Roll on an annual basis.<br>▪ The municipality is able to support indigent communities.<br>▪ The municipality received an unqualified audit finding.<br>▪ The employee related costs are less that 35%.<br>▪ The municipality has an SCM Policy to ensure credibility in the manner in which the municipality it conduct it finances.<br>▪ The municipality rolls out national and provincial programmes.<br>▪ The municipality is part of an effective IGR structure at a district level<br>▪ All municipal committees are fully functional.<br>▪ The municipality has a fully functional Internal Audit Unit<br>▪ The municipal Audit Committee is fully functional and plays an oversight role.<br>▪ Most of the municipal policies are in place<br>▪ The municipality has By-laws in place<br>▪ The municipality has an effective public participation process<br>▪ The municipality is the host of some of the Shared Services personnel which adds value in the municipal Planning Unit.<br>▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate. | ▪ The low rate base result in the municipality being unable to have sufficient funding to meet some of the community needs.<br>▪ The dispersed rural settlements make it difficult for the municipality to provide basic services.<br>▪ Mpophomeni Works needs to be commissioned.<br>▪ Lack of access to social facilities in some wards.<br>▪ The municipal LED Strategy lacks strategic direction to support current and future economic needs of the municipality.<br>▪ Lack of transformation of the main economic sectors to previously disadvantaged individuals.<br>▪ Lack of entrepreneurial skills to grow and provide employment to the economy.<br>▪ Lack of investment in economic infrastructure to support investment opportunities.<br>▪ The infrastructure in the CBD is dilapidated which could prevent further investment in Howick.<br>▪ The location of the municipality in the proximity of Pietermaritzburg result in investment being directed to uMsunduzi Municipality.<br>▪ Fragmented economic activities resembling that of past spatial patterns.<br>▪ Lack of a 24 hour health facilities within the municipality<br>▪ For the size of the population, the municipality does not have a public hospital.<br>▪ Majority of public schools lacking information technology<br>▪ Lack of public transport in rural communities<br>▪ Vehicle testing ground unavailable in the municipality.<br>▪ Lack of early childhood programmes.<br>▪ Lack or slow implementation of gender related issues.<br>▪ Low levels of people with a matric pass rate. Low levels of skilled people with only 15% having acquired a higher education levels.<br>▪ Non-payment of municipal rates and service charges result in loss of revenue.<br>▪ Due to theft, there are electricity losses that result in a loss of revenue to the municipality.<br>▪ The municipality currently does not have a Chief Financial Officer.<br>▪ The increasing number of indigent people result in municipality providing free basic services.<br>▪ Lack of financial management skills at middle management level.<br>▪ The municipal assets register is not yet in place.<br>▪ Lack of spending of conditional grants.<br>▪ Lack of resources and capacity to develop Community Based Plans at ward level.<br>▪ Lack of participation of some ward committees in municipal plans.<br>▪ Lack of implementation or enforcement of municipal by-laws<br>▪ Lack of implementation of municipal policies<br>▪ Lack of adoption of the Communication Strategy |

| | |
|---|---|
| ▪ Communities are clear on the level of developments that they require.<br>▪ There is sufficient data available to ensure evidence based planning of social facilities.<br>▪ There are sufficient schools to meet the current demand.<br>▪ There are health facilities available in some wards.<br>▪ There are police stations available to ensure and promote safety.<br>▪ The municipality has a dedicated traffic management unit.<br>▪ The municipality host events that promote nation building and social cohesion.<br>▪ The municipality has a dedicated Unit that deals with youth development issues | ▪ For the size of the population, the municipality does not have a public hospital.<br>▪ Majority of public schools lacking information technology<br>▪ Lack of public transport in rural communities<br>▪ Vehicle testing ground unavailable in the municipality.<br>▪ Lack of early childhood programmes.<br>▪ Lack or slow implementation of gender related issues.<br>▪ Low levels of people with a matric pass rate.<br>▪ Low levels of skilled people with only 15% having acquired a higher education levels. |
| **OPPORTUNITIES** | **THREATS** |
| ▪ Water catchment areas e.g. Spring Grove Dam, Midmar Dam etc.<br>▪ Dube Trade Port and King Shaka International Airport provide an opportunity for the goods manufactured within the municipality access to bigger market.<br>▪ Pietermaritzburg Capital City provides an opportunity to access government services<br>▪ Review of the Disaster Management Plan<br>▪ Education, training and public awareness<br>▪ Implementation of the Human Resources Policy could strengthen the skills capacity and speedily implementation of projects within the municipality.<br>▪ The high demand for development within the municipality provides an opportunity to increase revenue.<br>▪ The proposed conversion to smart metering electricity will curb electricity theft and losses.<br>▪ The establishment of the Midlands Development Agency provides an opportunity for the municipality to create enabling economic activities in the region.<br>▪ The municipality has a strong tourism sector which can help boost the economy.<br>▪ The municipality is strategically located along the N3.<br>▪ The municipality is easily accessible to strategic areas e.g. Dube Trade Port, King Shaka Airport and the Richards Bay Industrial Development Zone which would assist in the manufacturing sector.<br>▪ The municipality has sufficient labour force to support investments.<br>▪ Schools available to promote education as a driver for development<br>▪ Events hosted in the municipality provide opportunity to enhance tourism.<br>▪ Promotion of industrial developments in order to increase the rate revenue.<br>▪ Access to grants and subsidies funding | ▪ Declining agricultural sector<br>▪ High levels of subdivision applications lodged within the municipality could lead to loss of agricultural land.<br>▪ Flooding, house fires, veld fires and severe storms have been identified as the highest risks<br>▪ Illegal developments in disaster prone areas.<br>▪ Lack of funds to implement the ICT Master Systems Plan.<br>▪ The vacant critical positions could lead to the non- functionality of the departments concerned<br>▪ Electricity theft could have a negative impact on the municipal revenue.<br>▪ Some landfill sites have reached capacity which could cause environmental hazards.<br>▪ Slow implementation of housing projects could cause community unrest.<br>▪ High levels of demand for development within the municipality could result in the deterioration of infrastructure.<br>▪ Lack of co-ordination between the district and the municipality could result in delay in implementation of projects.<br>▪ Lack of necessary skilled labour to support investment opportunities.<br>▪ Subdivision of agricultural land could result in loss of agriculturally viable land and a risk to the municipal food security.<br>▪ Lack of capacity to Land Reform beneficiaries<br>▪ Lack of appropriate social facilities could lead to social ills.<br>▪ Mandates that are not controlled by the municipality could lead to community unrest.<br>▪ Perceived corruption in the municipal finance department.<br>▪ Inability to implement capital projects<br>▪ Non-payment of rates and service charges<br>▪ Lack of spending of grant funding<br>▪ Inappropriate management of conditional grants<br>▪ Electricity theft in some areas of the municipality result in loss of revenue |

| | |
|---|---|
| ▪ Implementation of revenue enhancement strategies.<br>▪ Annual review of the municipal financial plan<br>▪ The district Cluster Model provides for an opportunity to share information with other municipalities.<br>▪ AG Report provides an opportunity to achieve a clean audit.<br>▪ The municipal structures allows for better integrated development planning.<br>▪ Roll out of national and provincial programmes will allow for alignment of issues at different spheres of government.<br>▪ Schools available to promote education as a driver for development | ▪ Negative Auditor General opinion<br>▪ Lack of proper stakeholder participation in the development of all municipal plans.<br>▪ The lack of addressing AG comments could result in negative audit outcomes.<br>▪ The lack of enforcement of municipal bylaws could result in uncoordinated planning<br>▪ The lack of implementation of municipal policies<br>▪ Lack of capacity to Land Reform beneficiaries<br>▪ Lack of appropriate social facilities could lead to social ills.<br>▪ Mandates that are not controlled by the municipality could lead to community unrest. |

Table 39

## 9. KEY CHALLENGES

A comprehensive discussion of the Key Challenges will be included in a Table to follow once the key challenges have been confirmed.

| KPA | KEY CHALLENGES |
|---|---|
| **CROSS CUTTING INTERVENTIONS** | ▪ **Land Use Management in rural areas** – The municipality currently has schemes within the urban areas whilst the roll out of the LUMS to the rural areas has been hindered by the lack of the Department of Agriculture's reluctant to release land from Act 70 of 70 which would enable coordinated land use management in such areas. |
| **MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT** | ▪ **Implementation of an ICT Master Systems Plan** – In order for the municipality to keep abreast of all technological requirements of conducting business in this modern age, its crucial important to have a plan in place that responds to these demands not only at an institutional level but also at a community level. Such a plan has been adopted but requires funding for implementation.<br>▪ **Filling of critical (S57) and crucial positions** – In order for the municipality to be able to effectively perform it powers and functions, it's crucial that vacancies at senior management levels are filled in order for the respective municipal departments to have direction. These relate to the post of the CFO and GM Community Services. |
| **SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT** | ▪ **Addressing the service and infrastructure backlogs** – It is a constitutional mandate that all people have access to basic services and for this reason the backlogs that exist must be eradicated. uMngeni Municipality has a very high number of investment demand at various levels based on the number of applications lodged with the municipality and for this reason, it is important that engagement with different role players is ensured to meet the current and future demand of development based on the national and provincial policies. |
| **LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT** | ▪ **Creating an enabling environment for local economic development** – Local economic development cannot be achieved if the necessary economic infrastructure is not in place, the skills capacity to support investment and SMME development is intensely prioritised. Further to this the LED Strategy needs to have clear guiding strategies to boost local economic development.<br>▪ **Skills capacity** – The municipality has a low skilled levels based on the number of the population who have acquired higher learning. The increase in investment has to be balanced with the necessary skills afforded by the municipal residents instead of a dependency on attracting skills from elsewhere. |
| **MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT** | ▪ **Electricity theft** – Continued electricity theft especially in Mpophomeni result in a loss of revenue |

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|---|---|
| | for the municipality and this becomes a challenge in the municipality in even achieving clean audit.<br>▪ **Lack of a Chief Financial Officer** – In order for the municipality to continue to be financial stable and strive toward a Clean Audit, it is a necessity that a CFO is appointed which is currently not the case in the municipality. |
| **GOOD GOVERNANCE AND PUBLIC PARTICIPATION** | ▪ **Effective participation of Ward Committees in municipal planning** – In order for the municipality to conduct community based planning and implementation, it is essential that the structure of ward committees is well utilised. In order for this to be achieved, participation of all ward committees is required which is currently not the case. |

Table 40

## CHAPTER D – VISION, GOALS, OBJECTIVES AND STRATEGIES

### 1. Vision and Mission Statement

### 1.1 Vision

The national and provincial spheres of government have developed plans that will drive development for at least the next 15 years. The KZN Provincial Growth and Development Strategy has been aligned to the 2030 National Development Plan and as these plans are the cornerstone for development, it is essential that the Municipality takes these into consideration in all planning. The Vision has been amended to ensure alignment with the above mentioned National and Provincial strategies. This Vision will be communicated with all relevant stakeholders before being endorsed by council. The purpose of a vision is to help guide the municipality in the actions or choices that we will make. In formulating our vision we needed to be guided by these basic but fundamental principles:-

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

The following is an amended municipal vision that followed the above mentioned basic principles.

***"By 2030, uMngeni Municipality will be a people focused, efficient and cost effective municipality able to provide quality services and sustainable socio-economic development."***

### 1.2 Mission

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

***"The uMngeni Municipality will ensure community participation in all projects; improve the skills of the municipal staff; ensure sound financial governance; address infrastructure needs and sustainable service and enhance economic development."***

### 2. Goals, Objectives and Strategies

### 2.1 Introduction

The Municipality has developed 8 strategic goals which are aligned to the 7 provincial goals as contained in the PGDS and also aligned to the National Key Performance Areas. Table 40 below reflect on the linkages of the KPA`s, KZN PGDS with the IDP Goals.

| KEY PERFOMANCE AREAS | PGDS GOALS | IDP GOALS |
|---|---|---|
| Spatial and Environmental | Spatial Equity<br><br>Environmental Sustainability | Spatial planning and environmental sustainability |
| Municipal Transformation and Organisational Development | Human Resource Development | Service excellence and skills development |
| Basic Service Delivery and Infrastructure Development | Strategic Infrastructure | Economic infrastructure development and maintenance<br><br>Encourage sustainable human settlements |

| | | |
|---|---|---|
| Local Economic and Social Development | Job Creation<br><br>Human and Community Development | Transformation of the main economic sectors |
| Municipal financial viability and management | Governance and Policy | Financially sound and sustainable municipality |
| Good Governance and Public Participation | Governance and Policy | Good corporate governance<br><br>Enhance public participation<br><br>Strengthen inter-governmental relations |

Table 41

## 2.2 IDP Goals, Objectives and Strategies

Table 41 below provides an outline of the revised Municipal objectives and strategies that are linked to the 6 Key Performance Areas and the 8 municipal strategic goals.

| **A. SPATIAL AND ENVIRONMENTAL** | | |
|---|---|---|
| **IDP GOAL (WHAT)** | **OBJECTIVES (WHY)** | **STRATEGIES (HOW)** |
| Spatial Planning and environmental sustainability | A1. To ensure integrated development and strategic spatial planning | ▪ Annually review the municipal SDF<br>▪ Develop and implement a municipal wide Land Use Management Scheme<br>▪ Development support provided to land reform beneficiaries in to ensure proper land use management.<br>▪ Enforcement of municipal by-laws to curb illegal developments.<br>▪ Review the municipal Housing Sector Plan to address issues of urban sprawl.<br>▪ Utilisation of the GIS Shared Services as a strategic planning tool. |
| | A2. To ensure conservation and management of the natural resources of the municipality which includes biodiversity, water resources | ▪ Undertake a Strategic Environmental Management Assessment (SEA) to form the base of an Environmental Management Plan (EMP)<br>▪ Develop a strategy for the protection and enhancement of the aesthetic attributes of the municipality |
| | A3. To facilitate Disaster Management within the municipality. | ▪ Review of local Disaster Management Plan to ensure full alignment with the district Plan.<br>▪ Ensure capacity enhancement of the municipal Disaster Management Unit |

| B. MUNICIPAL TRANSFORNATION AND ORGANISATIONAL DEVELOPMENT | | |
|---|---|---|
| **IDP GOAL (WHAT)** | **OBJECTIVES (WHY)** | **STRATEGIES (HOW)** |
| Human Resource Development | B1. To ensure effective and efficient Human Resources Management | ▪ Implementation of the municipal Human Resource Development Policy<br>▪ Implementation of all municipal policies and strategies<br>▪ Ensure continuous review and implementation of a Workplace Skills Plan. |
| | B2. To ensure good labour relations | ▪ Fully functional Local Labour Forum<br>▪ Communication and implementation of the municipal code of conduct to avoid disciplinary issues. |
| | B3. To ensure youth development in the municipality | ▪ Functional Youth Office<br>▪ Coordinate the provision of higher learning institutions within the municipality.<br>▪ Coordinate and support early childhood development |
| | B4. Provision of effective information communication technology solutions to bridge the digital divide within the municipality. | ▪ Promotion and provision of ICT Skills Centres within uMngeni Municipality.<br>▪ Development of broadband to support current and future business investment. |
| | B5. To maintain a good corporate image. | ▪ Develop and implement a branding strategy.<br>▪ Development, renovation and maintenance of all municipal buildings |
| **C. BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT** | | |
| **IDP GOAL (WHAT)** | **OBJECTIVES (WHY)** | **STRATEGIES (HOW)** |
| Economic infrastructure development and maintenance | C1. To provide water, sanitation, electricity, solid waste and road services | ▪ Facilitate the provision of water and sanitation by the district municipality within the uMngeni Municipality<br>▪ Formulate public private partnerships for the development of infrastructure that support economic development. |
| | C2. Provision of community and public facilities | ▪ Facilitate the provision of basic community and public facilities in all wards. |
| | C3. Eradicate informal settlements | ▪ Implementation of housing projects that support the eradication of informal settlements. |
| | C4. Infrastructure upgrade and maintenance | ▪ Revamp and maintenance of all infrastructure within the municipality. |

| | | |
|---|---|---|
| Encourage sustainable human settlements | D5. Facilitate the provision of formal housing | ▪ Implementation of all planned and future housing projects. |
| | D6. Provision of integrated public transport services | ▪ Develop and implement a Roads and Public Transport Facility Plans |
| | D8. Ensure sustainable human settlement | ▪ Provision of all infrastructure services required for sustainable human settlement. |
| **D. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT** | | |
| **IDP GOAL (WHAT)** | **OBJECTIVES (WHY)** | **STRATEGIES (HOW)** |
| Economic transformation of the main economic sectors | D1. Stimulate economic growth for the creation of jobs | ▪ Review and implement the Industrial Development Incentive Scheme.<br>▪ In consultation with the Chamber of Business, encourage diversification of the main economic sectors.<br>▪ Promote the main economic sector skills development amongst the previously disadvantaged communities. |
| | D2. Enhance tourism development | ▪ Develop and implement a Tourism Strategy<br>▪ Forge partnerships with the Midlands Meander Tourism Association in order to position the municipality as the tourist destination of choice within the Meander. |
| | D3. Support Small Micro Medium Enterprise (SMMEs) | ▪ Capacity and skills training of SMMEs through partnerships with SEDA.<br>▪ Forge partnerships with well-established SMME's within other municipalities.<br>▪ Develop and implement a Business Retention Strategy. |
| | D4. Facilitate and co-ordinate agricultural development | ▪ In partnership with the Department of Agriculture build capacity amongst beneficiaries of the Land Reform programme in order to sustain commercial farms.<br>▪ Promotion of commercial farming amongst the previously disadvantaged communities. |
| Realisation of sustainable social development | D5. Integration of all provincial special programmes into municipal plans | ▪ Implementation of all current special programmes<br>▪ Effectively implement Operation Sukuma Sakhe |
| **E. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT** | | |
| **IDP GOAL (WHAT)** | **OBJECTIVES (WHY)** | **STRATEGIES (HOW)** |

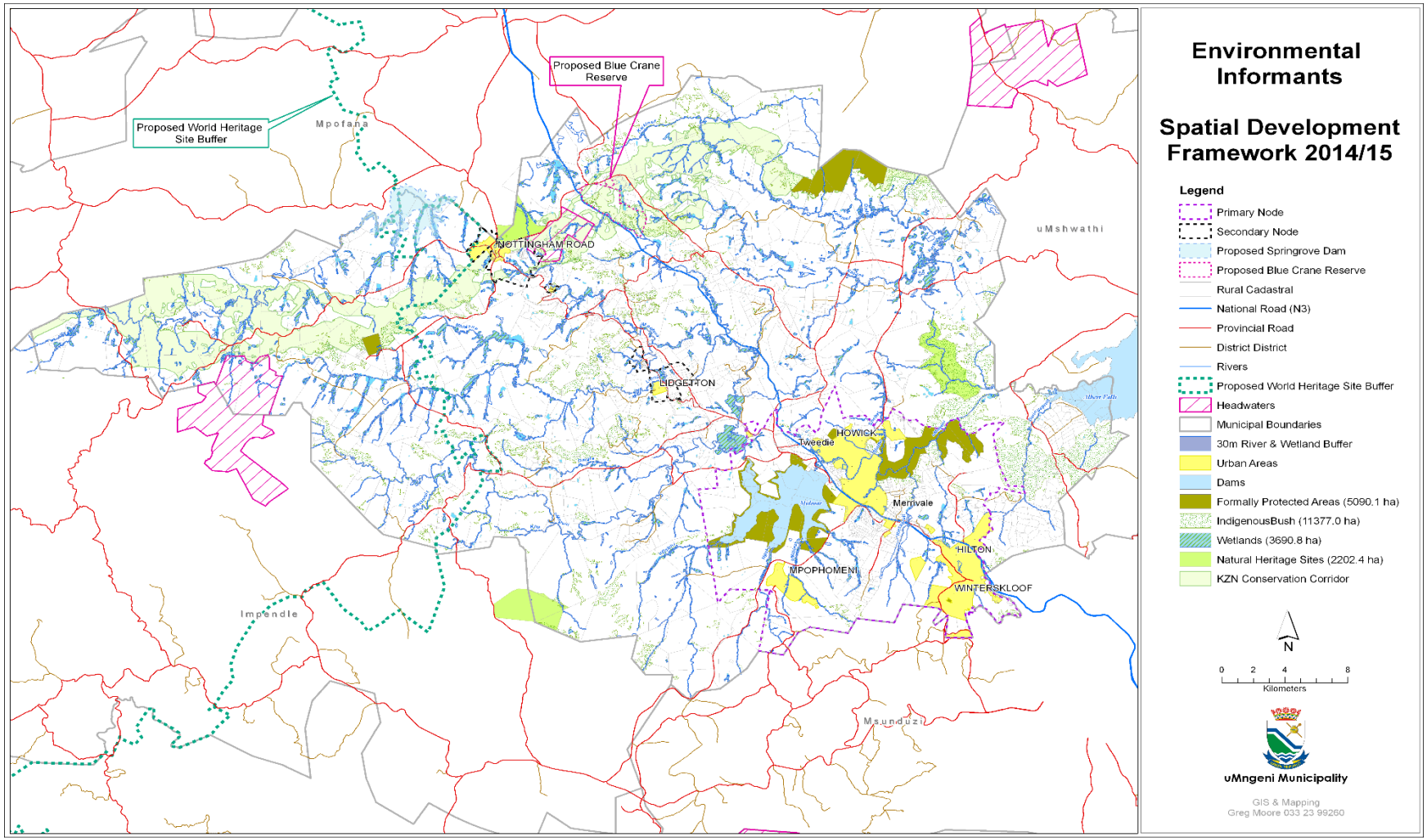
| | | |
|---|---|---|
| Financially sound and sustainable municipality | E1. Increase revenue collection and ensure that all municipal revenue is accounted for. | ▪ Effective implementation of the Credit Control Policy.<br>▪ Continued implementation and roll out of the Stop Electricity Theft Campaign<br>▪ Optimise council's rate revenue base through increased capacity to collect revenue and expand rate base.<br>▪ Collection of revenue to be mainly carried out by the municipal Call Centre.<br>▪ Conduct a feasibility study for rates and electricity concessions for potential investors. |
| | E2. To ensure that all expenditure is managed in terms of all financial legislation. | ▪ Ensuring expenditure of all conditional grants within the specified timeframes.<br>▪ Ensuring that service providers are paid within thirty days of the service rendered.<br>▪ General Managers to effectively manage their respective departmental budgets. |
| | E3. To ensure compliance with all Supply Chain Management Regulations | ▪ Implement effective internal control and SCM policy. |
| **F. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION** | | |
| **IDP GOAL (WHAT)** | **OBJECTIVES (WHY)** | **STRATEGIES (HOW)** |
| Good corporate governance | F1. Strengthen alignment of policies and strategies of municipal departments. | ▪ Annually review the municipal IDP<br>▪ Ensure proper functioning of all municipal structures. |
| | F2. Strengthen inter-governmental relations | ▪ Facilitate and coordinate effective participation of all relevant sector departments and other stakeholders in the development of all municipal plans. |
| | F3. Enhance stakeholder participation | ▪ Adoption and implementation of a Public Participation Strategy.<br>▪ To facilitate an effective and efficient multi sector stakeholder forum. |
| | F4. To have an effective organisational and individual performance management system | ▪ Review and implementation of the PMS Framework with particular focus on cascading the Individual Performance Management System to all staff.<br>▪ Ensure alignment of the IDP goals with the organisational PMS. |

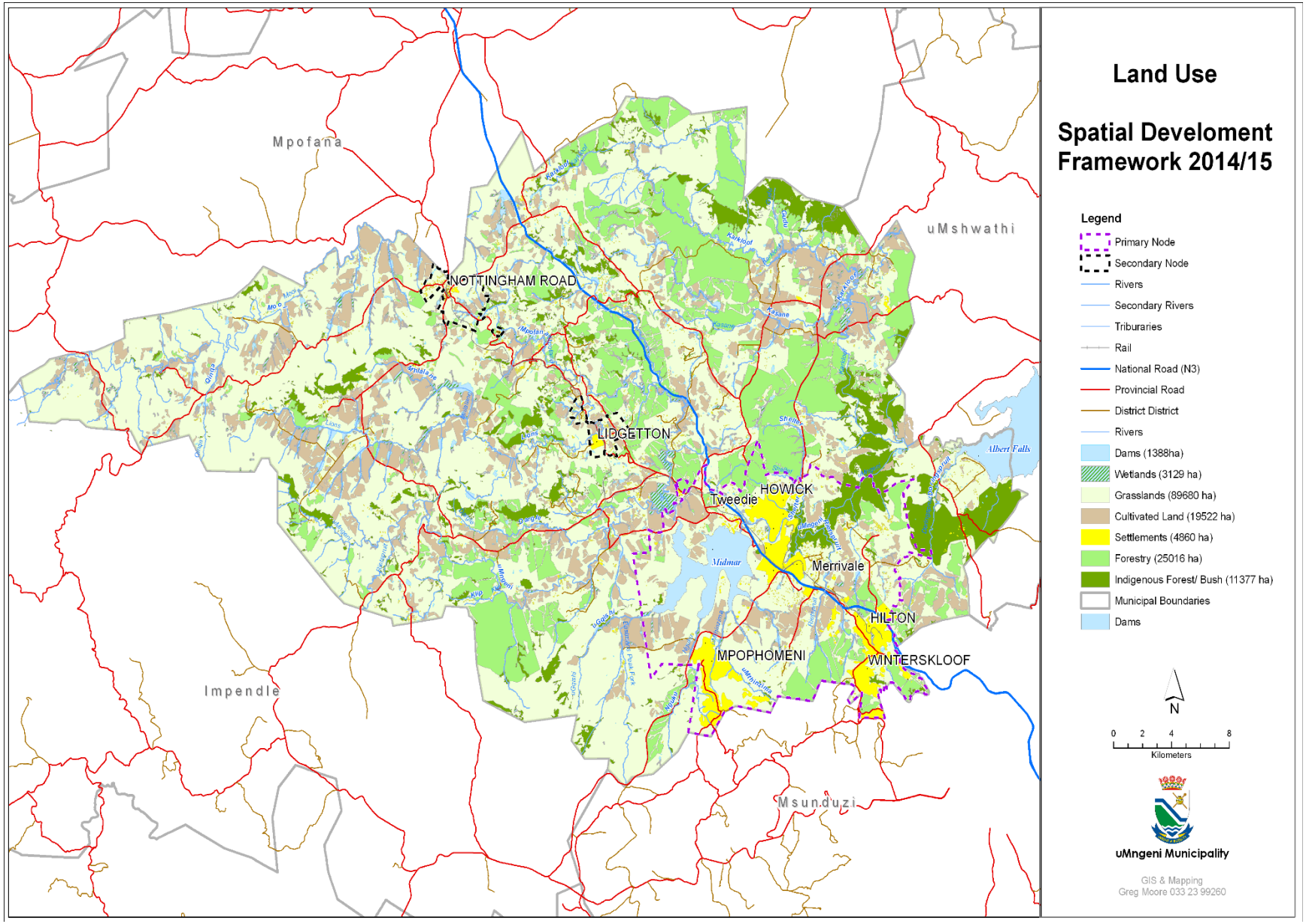
| | | |
|---|---|---|
| | | ▪ Ensure clear and well defined performance indicators informed by the National Treasury FMPPI. |
| | F5. To ensure a fully capacitated and functional Internal Audit Unit | ▪ Filling of all Internal Audit posts.<br>▪ Continuous training of Internal Audit staff.<br>▪ Internal Audit to assist the municipality in achieving a clean audit.<br>▪ The municipality to establish an Audit Task Team to ensure adherence to AG and Internal Audit recommendations. |
| | F6. To ensure a functional Audit Committee | ▪ Ensure appointment of well capacitated Audit Committee by the Municipal Management.<br>▪ Regular engagements of the Audit Committee. |

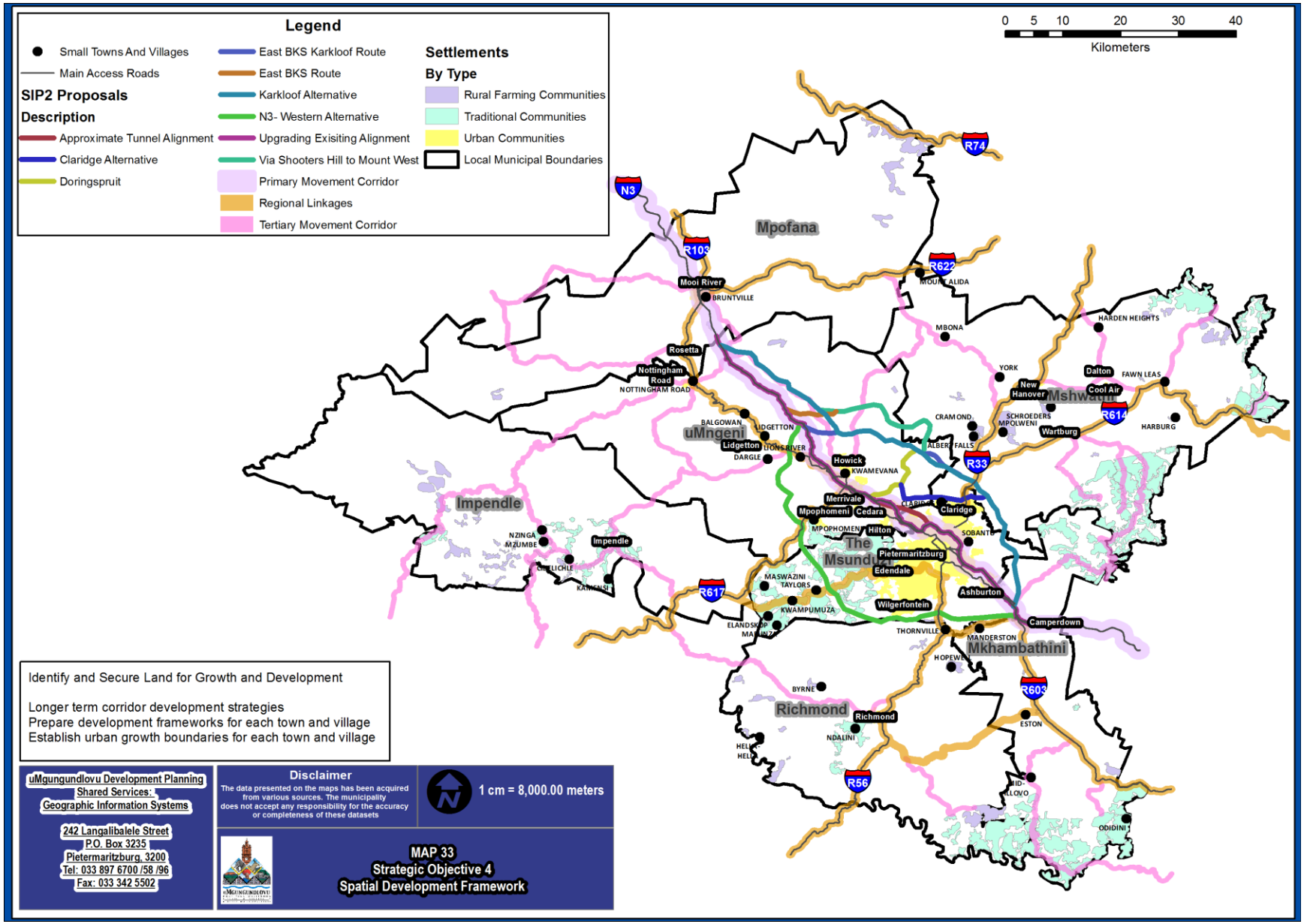
Table 42

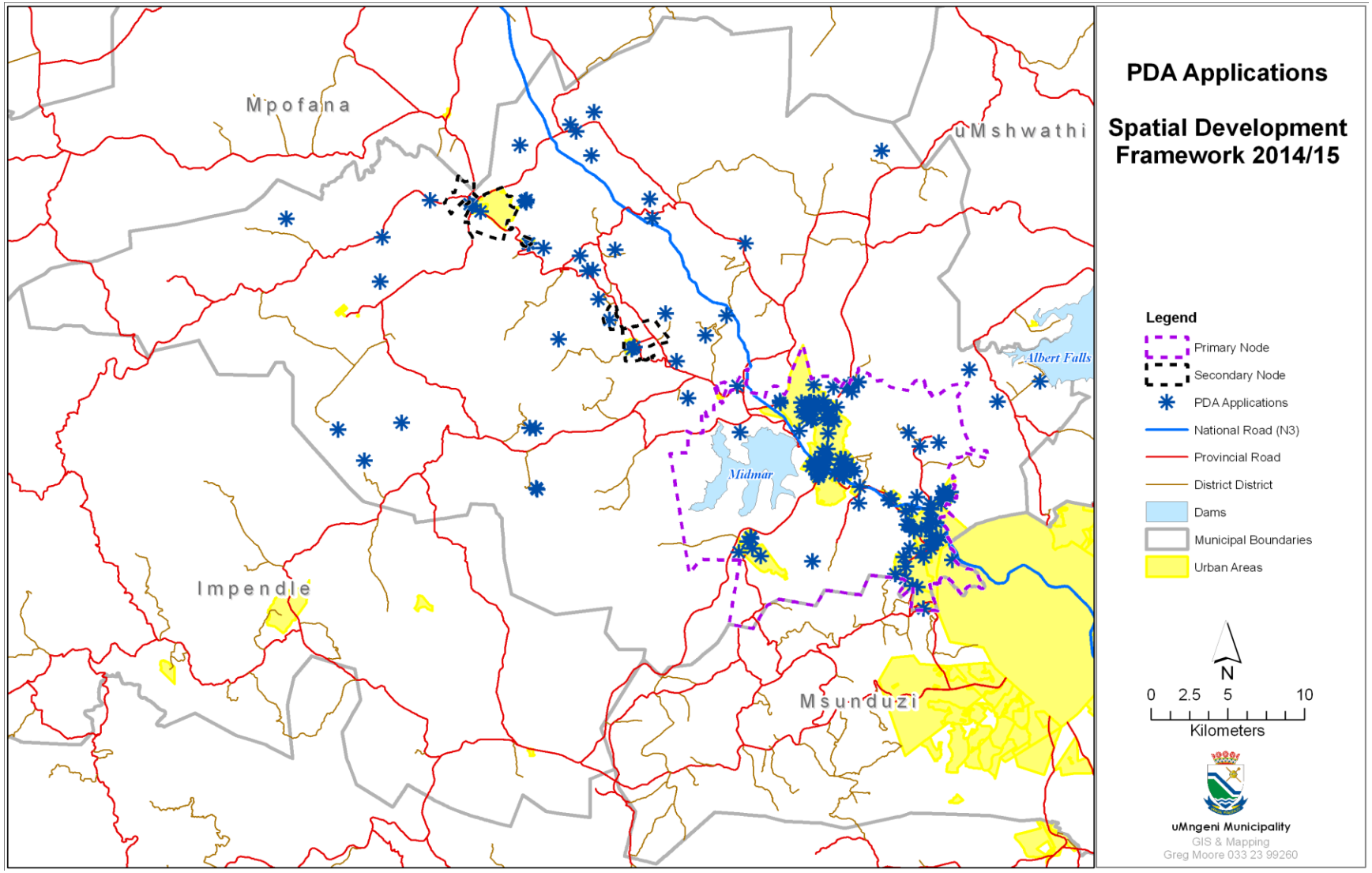
## CHAPTER E – STRATEGIC MAPPING AND IMPLEMENTATION PLAN

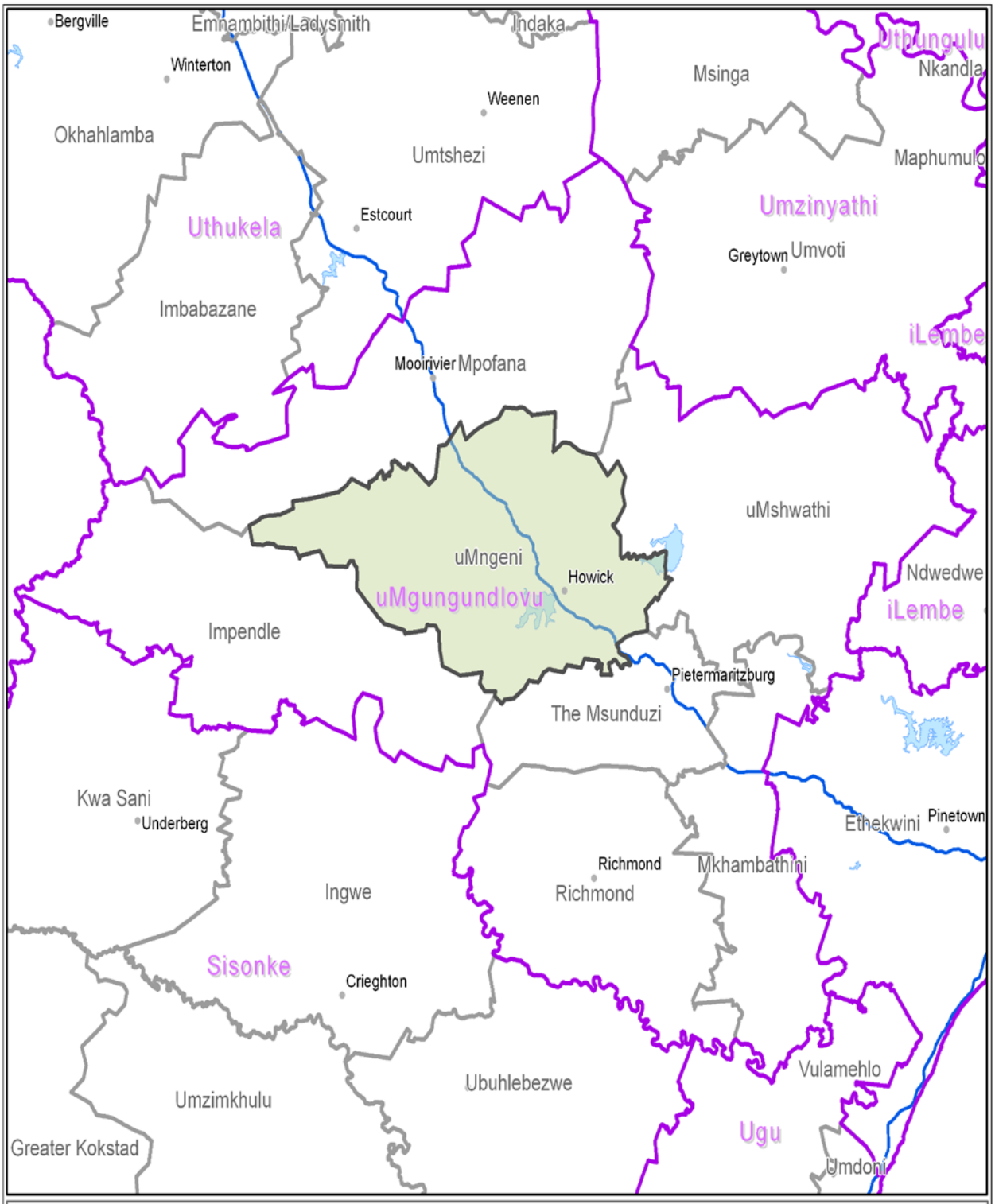
### 1. Strategic Mapping




Land Use
Spatial Develoment Framework 2014/15
Legend
Primary Node
Secondary Node
Rivers
Secondary Rivers
Triburaries
Rail
National Road (N3)
Provincial Road
District District
Rivers
Dams (1388ha)
Wetlands (3129 ha)
Grasslands (89680 ha)
Cultivated Land (19522 ha)
Settlements (4860 ha)
Forestry (25016 ha)
Indigenous Forest/ Bush (11377 ha)
Municipal Boundaries
Dams
Mpofana
uMshwathi
NOTTINGHAM ROAD
LIDGETTON
HOWICK
Tweedie
Albert Falls
Midmar
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
Impendle
Msunduzi
N
0 2 4 8
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260


Legend
Small Towns And Villages
Main Access Roads
SIP2 Proposals
Description
Approximate Tunnel Alignment
Claridge Alternative
Doringspruit
East BKS Karkloof Route
East BKS Route
Karkloof Alternative
N3- Western Alternative
Upgrading Exisiting Alignment
Via Shooters Hill to Mount West
Primary Movement Corridor
Regional Linkages
Tertiary Movement Corridor
Settlements
By Type
Rural Farming Communities
Traditional Communities
Urban Communities
Local Municipal Boundaries
0 5 10 20 30 40
Kilometers
Mpofana
uMngeni
Impendle
The Msunduzi
Mshwathi
Mkhambathini
Richmond
N3
R103
R74
R622
R614
R33
R617
R603
R56
Mooi River
BRUNTVILLE
Rosetta
Nottingham Road
NOTTINGHAM ROAD
BALGOWAN
LIDGETTON
Lidgetton
DARGLE
LIONS RIVER
Howick
KWAMEVANA
Merrivale
Mpophomeni
Cedara
Claridge
MPOPHOMENI
Hilton
Pietermaritzburg
Edendale
MASWAZINI
TAYLORS
KWAMPUMUZA
ELANDSKOP
Wilgerfontein
Ashburton
SOBANTU
THORNVILLE
MANDERSTON
Camperdown
HOPEWELL
BYRNE
Richmond
NDALINI
ESTON
ODIDINI
MBONA
YORK
CRAMOND
ALBERT FALLS
SCHROEDERS
MPOLWENI
Wartburg
New Hanover
Dalton
Cool Air
FAWN LEAS
HARDEN HEIGHTS
HARBURG
NZINGA
MZUMBE
Impendle
Identify and Secure Land for Growth and Development
Longer term corridor development strategies
Prepare development frameworks for each town and village
Establish urban growth boundaries for each town and village
uMgungundlovu Development Planning
Shared Services:
Geographic Information Systems
242 Langalibalele Street
P.O. Box 3235
Pietermaritzburg, 3200
Tel: 033 897 6700 /58 /96
Fax: 033 342 5502
Disclaimer
The data presented on the maps has been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets
1 cm = 8,000.00 meters
MAP 33
Strategic Objective 4
Spatial Development Framework


Mpofana
uMshwathi
Impendle
Msunduzi
Midmar
Albert Falls
PDA Applications
Spatial Development Framework 2014/15
Legend
Primary Node
Secondary Node
PDA Applications
National Road (N3)
Provincial Road
District District
Dams
Municipal Boundaries
Urban Areas
N
0 2.5 5 10
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260




# Locality in uMgungundlovu District Municipality

**Legend**

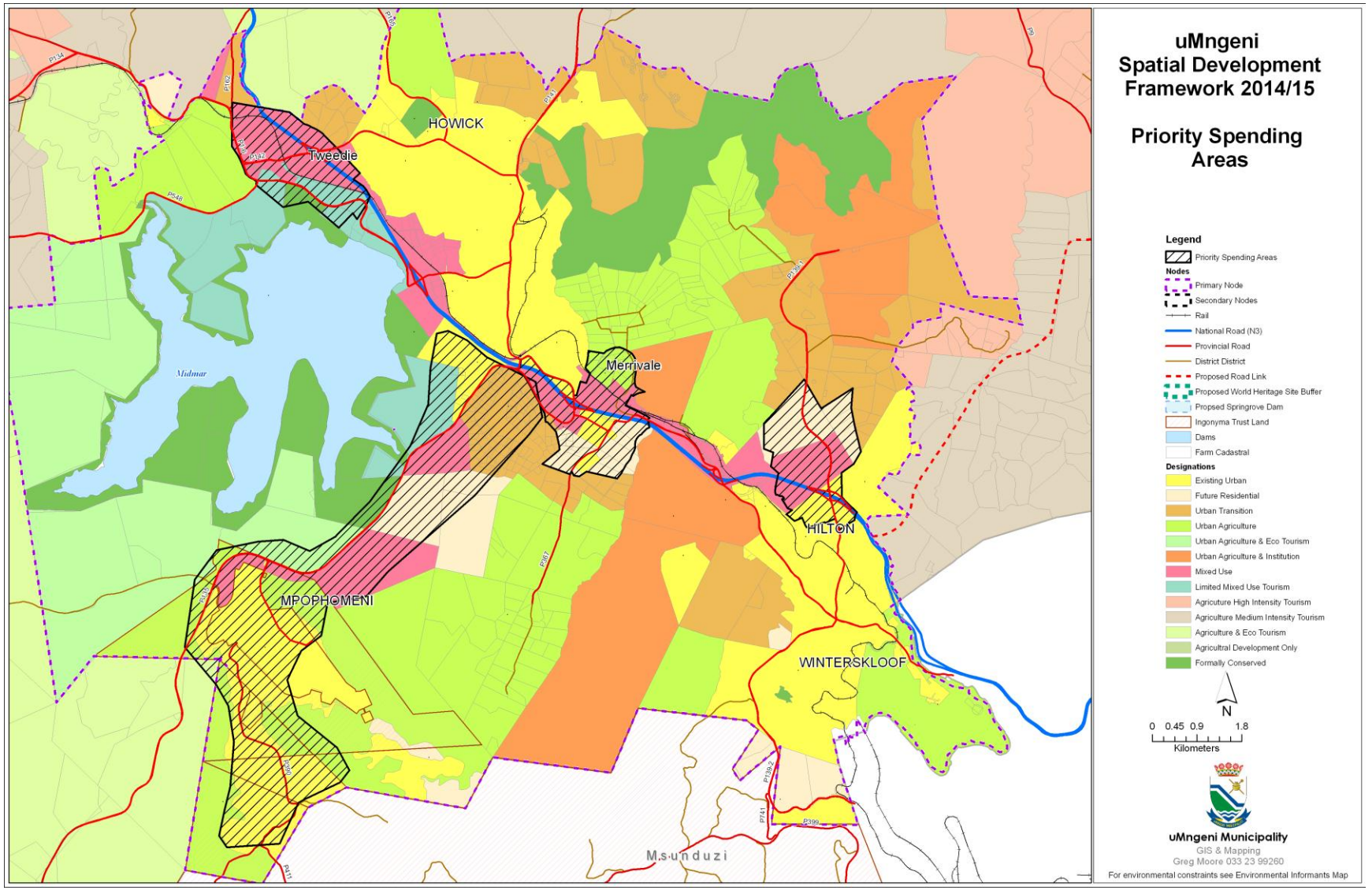
- uMngeni Municipality
- Districts
- Municipalities
- National Road

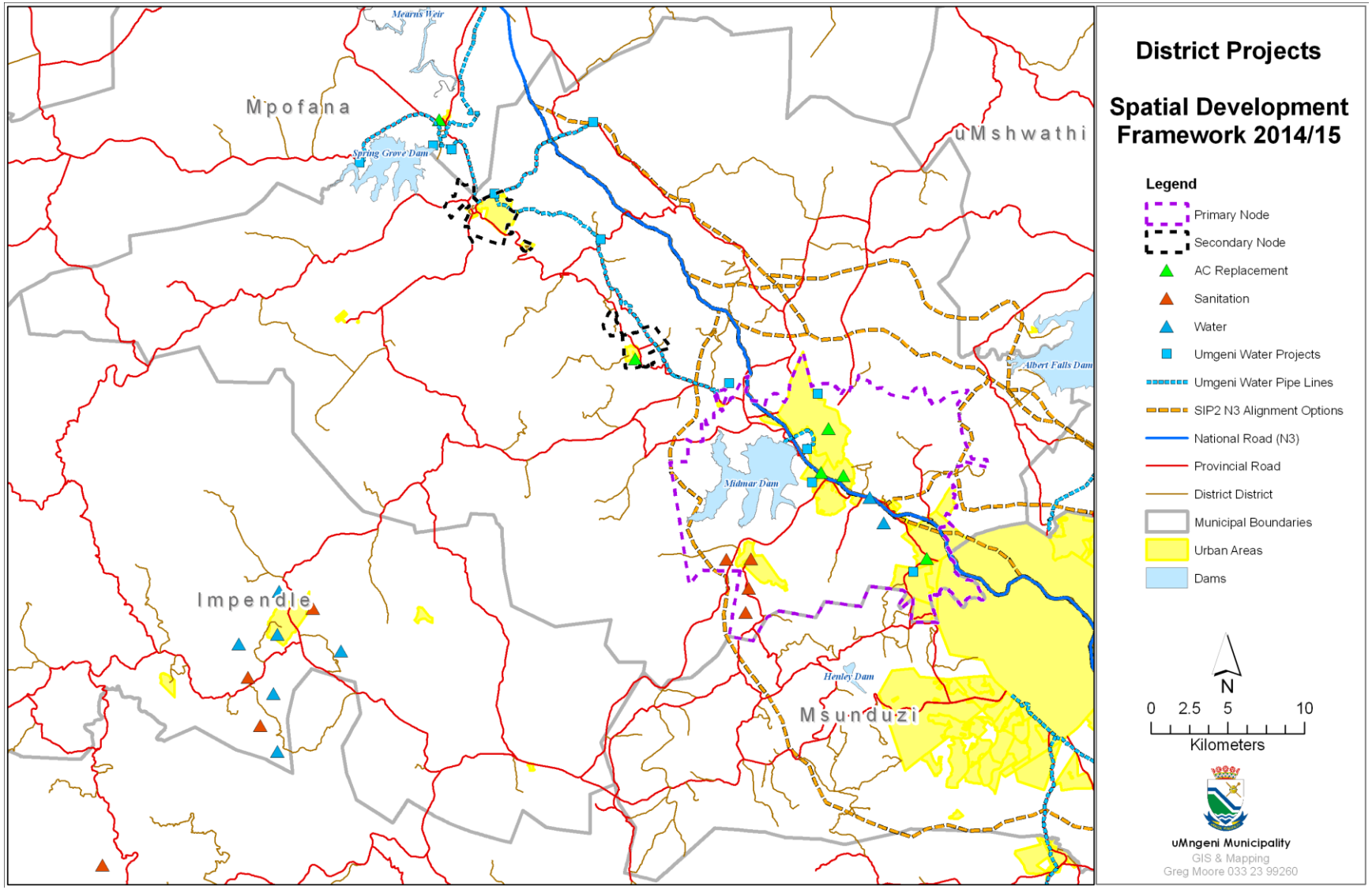
N
W E
S

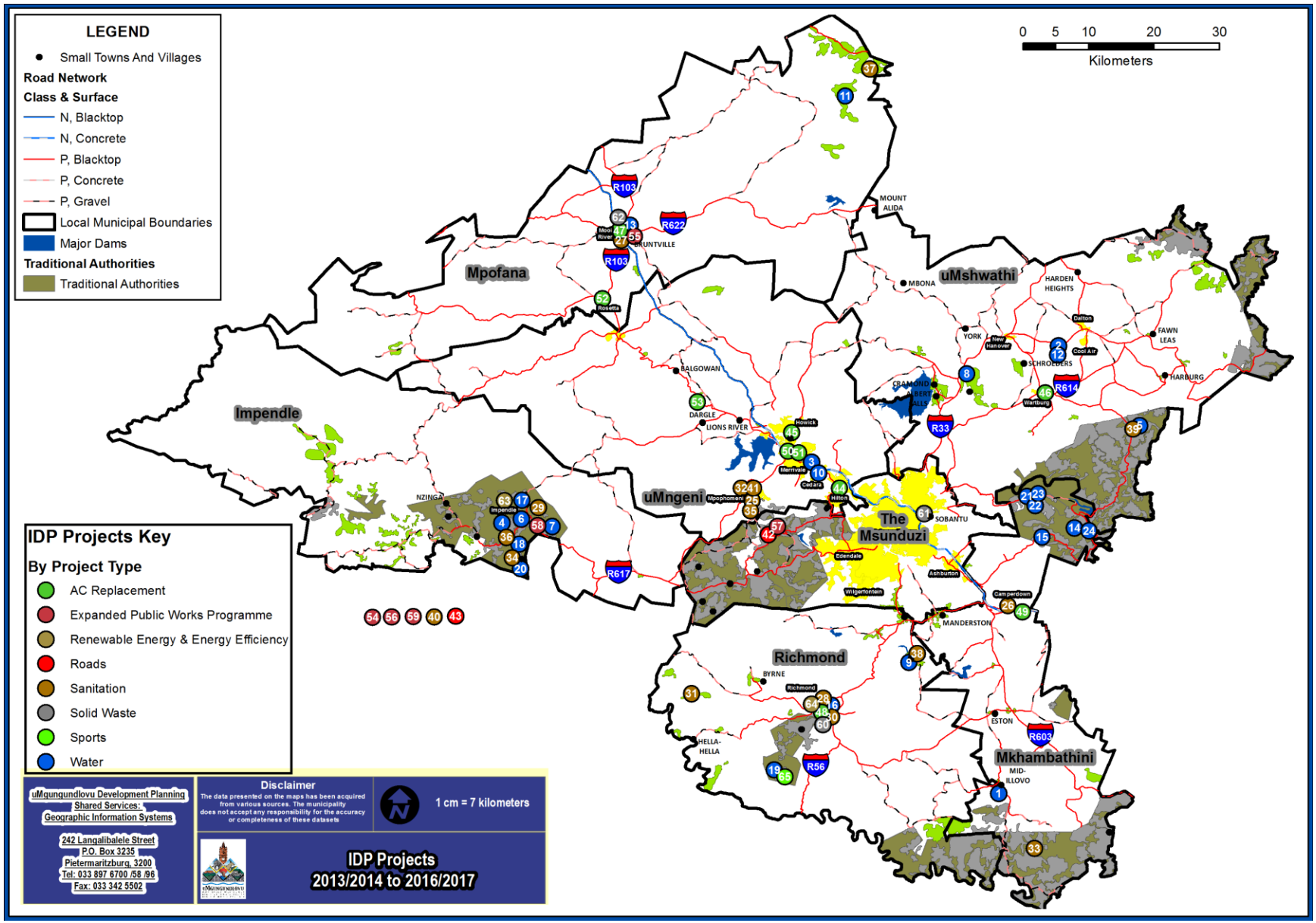
0 5 10 20
Kilometers

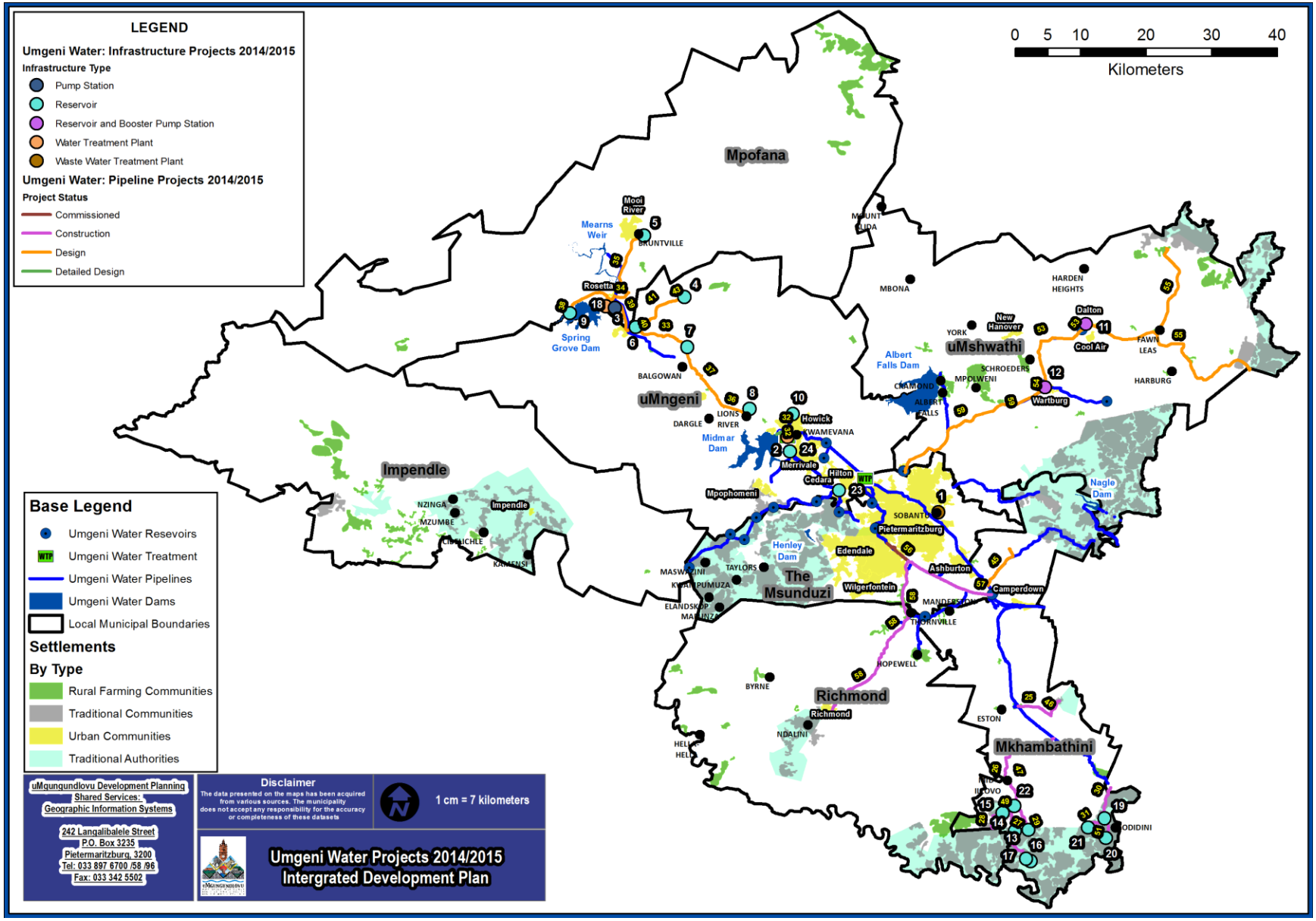
C1

GIS & Mapping
Greg Moore 033 23 99260


HOWICK
Tweedie
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
M.s.unduzi
Midmar
uMngeni
Spatial Development
Framework 2014/15
Priority Spending
Areas
Legend
Priority Spending Areas
Nodes
Primary Node
Secondary Nodes
Rail
National Road (N3)
Provincial Road
District District
Proposed Road Link
Proposed World Heritage Site Buffer
Propsed Springrove Dam
Ingonyma Trust Land
Dams
Farm Cadastral
Designations
Existing Urban
Future Residential
Urban Transition
Urban Agriculture
Urban Agriculture & Eco Tourism
Urban Agriculture & Institution
Mixed Use
Limited Mixed Use Tourism
Agricuture High Intensity Tourism
Agriculture Medium Intensity Tourism
Agriculture & Eco Tourism
Agricultral Development Only
Formally Conserved
N
0 0.45 0.9 1.8
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260
For environmental constraints see Environmental Informants Map


Mearns Weir
Mpofana
Spring Grove Dam
uMshwathi
Albert Falls Dam
Midmar Dam
Impendle
Henley Dam
Msunduzi
District Projects
Spatial Development Framework 2014/15
Legend
Primary Node
Secondary Node
AC Replacement
Sanitation
Water
Umgeni Water Projects
Umgeni Water Pipe Lines
SIP2 N3 Alignment Options
National Road (N3)
Provincial Road
District District
Municipal Boundaries
Urban Areas
Dams
N
0 2.5 5 10
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260


LEGEND
Small Towns And Villages
Road Network
Class & Surface
N, Blacktop
N, Concrete
P, Blacktop
P, Concrete
P, Gravel
Local Municipal Boundaries
Major Dams
Traditional Authorities
Traditional Authorities
0 5 10 20 30
Kilometers
Mpofana
Impendle
uMngeni
uMshwathi
The Msunduzi
Richmond
Mkhambathini
IDP Projects Key
By Project Type
AC Replacement
Expanded Public Works Programme
Renewable Energy & Energy Efficiency
Roads
Sanitation
Solid Waste
Sports
Water
uMgungundlovu Development Planning
Shared Services:
Geographic Information Systems
242 Langalibalele Street
P.O. Box 3235
Pietermaritzburg, 3200
Tel: 033 897 6700 /58 /96
Fax: 033 342 5502
Disclaimer
The data presented on the maps has been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets
1 cm = 7 kilometers
IDP Projects
2013/2014 to 2016/2017


LEGEND
Umgeni Water: Infrastructure Projects 2014/2015
Infrastructure Type
Pump Station
Reservoir
Reservoir and Booster Pump Station
Water Treatment Plant
Waste Water Treatment Plant
Umgeni Water: Pipeline Projects 2014/2015
Project Status
Commissioned
Construction
Design
Detailed Design
Base Legend
Umgeni Water Resevoirs
Umgeni Water Treatment
Umgeni Water Pipelines
Umgeni Water Dams
Local Municipal Boundaries
Settlements
By Type
Rural Farming Communities
Traditional Communities
Urban Communities
Traditional Authorities
0 5 10 20 30 40
Kilometers
Mpofana
uMngeni
uMshwathi
Impendle
The Msunduzi
Richmond
Mkhambathini
Mooi River
Mearns Weir
Rosetta
Spring Grove Dam
Midmar Dam
Albert Falls Dam
Henley Dam
Nagle Dam
Howick
Merrivale
Hilton
Cedara
Mpophomeni
Pietermaritzburg
Edendale
Wilgerfontein
Ashburton
Camperdown
Dalton
Cool Air
Wartburg
New Hanover
Impendle
Richmond
uMgungundlovu Development Planning
Shared Services:
Geographic Information Systems
242 Langalibalele Street
P.O. Box 3235
Pietermaritzburg, 3200
Tel: 033 897 6700 /58 /96
Fax: 033 342 5502
Disclaimer
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1 cm = 7 kilometers
Umgeni Water Projects 2014/2015
Intergrated Development Plan

## 2. Implementation Plan

The implementation plan is a lists of projects that respond to the IDP goals, objectives and strategies that will be implemented in the next three years and beyond.

| KPA 1 – CROSS CUTTING INTERVENTIONS | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Project Name** | **Ward** | **Funding Source** | **Estimated Project Cost (R)** | **Confirmed Budget (R)** | **COST BREAKDOWN** | | | |
| | | | | | **2014/2015** | **2015/2016** | **2016/2017** | **Responsibility** |
| uMngeni SDF Review | All | uMngeni LM | 150,000 | | 150,000 | | | GM: Economic Development Planning |
| Merrivale to Tweedie Interchange Master Plan | 7 | COGTA | 500,000 | | 500,000 | | | GM: Economic Development Planning |
| Land Use Management Scheme | All | uMngeni LM | 150,000 | | 150,000 | | | GM: Economic Development Planning |
| SEA and EMP | All | uMngeni LM (counter funding) DAEARD | 100,000 | | 100,000 | | | GM: Economic Development Planning |
| Town Planning, Mapping and Building Plans Interactive System | N/A | uMngeni LM | 200,000 | 200,000 | 200,000 | | | GM: Economic Development Planning |
| Spring Grove Dam Resource Management Plan | 4 | DWA | | | | | | GM: Economic Development Planning |
| Midmar Dam Resource Management Plan | 9 | DWA | | | | | | GM: Economic Development Planning |
| uMngeni Catchment Management Plan | All | DWA | TBD | | | | | GM: Economic Development Planning |
| Disaster Management Plan Review | All | uMngeni LM UMDM | 500,000 | | | | | GM: Community Services |

| KPA 2 – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Project Name** | **Ward** | **Funding Source** | **Project Cost** | **Available Funding (R)** | **COST BREAKDOWN** | | | |
| | | | | | **2014/2015** | **2015/2016** | **2016/2017** | **Responsibility** |
| Skills Audit Report and Workplace Skills Plan | N/A | uMngeni LM | TBD | | | | | GM: Corporate Services |
| Municipal Turn Around Strategy | N/A | uMngeni LM | TBD | | | | | GM: Corporate Services |
| Administration Facilities in Nottingham Road | 3 | uMngeni LM | 200,000 | | | | | GM: Corporate Services |
| Community Based Plans (CBD) | All | uMngeni LM | TBD | | | | | GM: Corporate Services |
| Migration to thin Client | N/A | uMngeni LM | 500,000 | | | | 500,000 | GM: Corporate Services |
| Deployment of an ERP System | N/A | uMngeni LM | 3,000,000 | | | | 3,000,000 | GM: Corporate Services |
| Automated Resolution Tracking System | N/A | uMngeni LM | 250,000 | | 250,000 | | | GM: Corporate Services |
| LAN Upgrade | N/A | uMngeni LM | 800,000 | | 800,000 | | | GM: Corporate Services |
| ICT Disaster Recovery Plan | N/A | uMngeni LM | 800,000 | | | | 800,000 | GM: Corporate Services |
| Broadband Rollout | N/A | uMngeni LM | 2,000,000 | | | | 2,000,000 | GM: Corporate Services |
| Knowledge Management System | N/A | uMngeni LM | 300,000 | | 300,000 | | | GM: Corporate Services |
| Contract Management System | N/A | uMngeni LM | 250,000 | | 250,000 | | | GM: Corporate Services |
| BCP Development and Commissioning | N/A | uMngeni LM | 300,000 | | | 300,000 | | GM: Corporate Services |
| PMS Automated System | N/A | uMngeni LM | 400,000 | | | | | |

| KPA 3 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Project Name** | **Ward** | **Funding Source** | **Project Cost** | **Available Funding (R)** | **COST BREAKDOWN** | | | |
| | | | | | **2014/2015** | **2015/2016** | **2016/2017** | **Responsibility** |
| Increase electricity supply in Howick | 2 | uMngeni LM | 11,000,000 | 0 | 0 | 5,500,000 | 5,500,000 | GM: Technical Services |
| Integrated Maintenance Programme | All | uMngeni LM | 5,000,000 | | | | | GM: Technical Services |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Domestic pre-paid conversion | All | uMngeni LM<br>Eskom | Ongoing | | | | | GM: Technical Services |
| Street Lightning | All | uMngeni LM | 1,500,000 | 300,000 | 400,000 | 500,000 | 600,000 | GM: Technical Services |
| Traffic Signage | 1, 2 | uMngeni LM | 270,000 | 70,000 | 80,000 | 90,000 | 100,000 | GM: Technical Services |
| uMgeni Widening Bridge | 2 | uMngeni LM | 65,000,000 | 0 | 0 | 40,000,000 | 15,000,000 | GM: Technical Services |
| Maintenance and upgrade of municipal roads | All | uMngeni LM | 22,000,000 | 0 | 0 | 10,000,000 | 12,00,000 | GM: Technical Services |
| Bulk Water Supply | All | uMngeni LM<br>UMDM<br>DWA<br>uMgeni Water | TBD | | | | | GM: Technical Services |
| Residential traffic calming | All | DOT | 300,000 | | | | | GM: Technical Services |
| Mpophomeni Roads and storm water Phase 9 | 8, 10, 11 | uMngeni LM<br>MIG | 7,500,000 | | | | | GM: Technical Services |
| Road and Stormwater construction:<br>▪ Midlands Road | As per project details | uMngeni LM<br>MIG | 3,700,000 | | 1,500,000 | | | GM: Technical Services |
| ▪ D390 | | MIG | 3,500,000 | 0 | 1,000,000 | 0 | 0 | GM: Technical Services |
| ▪ Cedara | | DAEA | 2,000,000 | 0 | 1,900,000 | 0 | 0 | GM: Technical Services |
| ▪ N3 corridor link over uMgeni | | COGTA / MIG | | | | | | GM: Technical Services |
| ▪ N3 corridor Tweedie Interchange | | COGTA | 3,500,000 | 0 | | | | GM: Technical Services |
| ▪ Siphumelele | | MIG | 1,500,000 | | 1,500,000 | | | GM: Technical Services |
| ▪ Lions River | | MIG | 1,000,000 | | | 1,000,000 | | GM: Technical Services |
| ▪ Lidgetton West | | MIG | 2,000,000 | | | 2,000,000 | | GM: Technical Services |
| ▪ Zenzani | | MIG | 1,000,000 | | | 1,000,000 | | GM: Technical Services |
| ▪ Hiltonian Society | | MIG | 1,000,000 | | 1,000,000 | | | GM: Technical Services |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ▪ Mpophomeni Tourism Gateway | | COGTA/LOTTO | 8,500,000 | | | | | GM: Technical Services |
| ▪ Nelson Mandela Monument | | | | | | | | GM: Technical Services |
| ▪ Nottingham Road | | TBD | | | | | | GM: Technical Services |
| ▪ Emandleni | | TBD | | | | | | GM: Technical Services |
| ▪ Link road from Baron Road to D292 | | | | | | | | |
| Symonds street extension | 2 | uMngeni LM | 2,000,000 | | | | | GM: Technical Services |
| Buchanan Road extension | 2 | uMngeni LM | 1,000,000 | | | | | GM: Technical Services |
| St. Josephs sidewalks | 9 | DOT | TBD | | | | | GM: Technical Services |
| Link Roads Feasibility Study | 9 | uMngeni LM | TBD | | | | | GM: Technical Services |
| Curry's Post Landfill Site | 4 | uMngeni LM<br>UMDM | TBD | | | | | GM: Technical Services |
| Swimming pool upgrade | All | uMngeni LM | 600,000 | | | | | GM: Technical Services |
| Nottingham Road Community Hall | 3 | Dept. of Public Works | 1,000,000 | | | | | GM: Technical Services |
| Aids Orphanage Centre | TBD | uMngeni LM<br>Dept. of Health | TBD | | | | | GM: Technical Services |
| Tourism Node and CDB landscaping programme | TBD | DAEA | TBD | | | | | GM: Technical Services |
| Crematorium and Cemetery establishment | 5 | uMngeni LM<br>UMDM | 2,000,000 | | 2,000,000 | | | GM: Technical Services |
| uMngeni Municipal road and Stormwater construction | All | D-COGTA<br>MIG | 100,000,000 | | | | | GM: Technical Services |
| Installation of water points and extension and upgrading of the local water and sanitation reticulation system | All | UMDM | 5,000.000 | | | | | GM: Technical Services |
| Bulk water extension and upgrade: | A As per project details | UMDM<br>MIG<br>uMgeni Water | TBD | | | | | GM: Technical Services |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ▪ Nottingham Road supply of raw water<br>▪ Groenekloop to Hilton Gardens (Phase 1)<br>▪ N3 corridor bulk water supply<br>▪ External bulk pipeline from Eridenne Reservoir to proposed new reservoir at Curry's Post Road and bulk pipeline to Tweedie<br>▪ Bulk water pipeline from Howick South Reservoir to Mpophomeni<br>▪ Bulk water from Spring Grove Dam to Nottingham Road, Zenzani, Lidgetton and Lions River<br>▪ KwaNxamalala /Inadi bulk water supply and storage<br>▪ Boreholes and springwater supply (Perustroom, Corrie Lynn, Curry's Post, Lutchman, Lidgetton)<br>▪ Lidgetton West potable water supply and storage | | | | | | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Cedara Housing Bulk Waste Water Infrastructure Project | 7 | UMDM | 17,237,572 | | | | | GM: Technical Services |
| Water Supply improvement:<br>▪ Hilton College Community<br>▪ Cedara<br>▪ Triandra<br>▪ Hawkstone (boreholes)<br>▪ Dunmarie Primary School borehole<br>▪ Curry's Post borehole<br>▪ Hilton<br>▪ Hilton Central Area<br>▪ Lidgetton storage<br>▪ Emandleni (Deeside)<br>▪ Nottingham Road<br>▪ Lions River<br>▪ Yarrow borehole<br>▪ St Josephs<br>▪ Zenzani<br>▪ Sherwood borehole<br>▪ KwaNxamalala borehole<br>▪ Lutchman borehole<br>▪ Colbourne | As per project details | UMDM<br>MIG | 6,000,000 | | | | | GM: Technical Services |
| Sanitation provision:<br>▪ Hilton College Community<br>▪ Cedara<br>▪ Triandra<br>▪ Hawkstone<br>▪ Dunmarie Primary School borehole<br>▪ Curry's Post<br>▪ Hilton | As per project details | UMDM<br>MIG | TBD | | | | | GM: Technical Services |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ▪ Hilton Central Area<br>▪ Lidgetton<br>▪ Emandleni (Deeside)<br>▪ Nottingham Road<br>▪ Lions River<br>▪ Yarrow<br>▪ St Josephs<br>▪ Zenzani<br>▪ Sherwood<br>▪ KwaNxamalala<br>▪ Lutchman<br>▪ Colbourne<br>▪ Reconstruction of Mpophomeni Treatment Works and bulk effluent to N3<br>▪ Khayelisha Pump Station<br>▪ Nottingham Road package plant<br>▪ Howick Treatment Works upgrade<br>▪ Cedara Treatment Works upgrade | | | | | | | | |
| Electricity extension:<br>▪ Hawkstone<br>▪ Dunmarie Primary School community<br>▪ Curry's Post<br>▪ Triandra<br>▪ Karkloof<br>▪ Zenzani<br>▪ Sherwood<br>▪ KwaNxamala/Inadi<br>▪ Lutchman<br>▪ Nxamalala<br>▪ Lemonwood<br>▪ Colbourne | As per project details | Eskom<br>DME | 2,400,000 | | | | | GM: Technical Services |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ▪ Nottingham Road<br>▪ St. Josephs<br>▪ Hilton Society<br>▪ Khayelisha Housing<br>▪ Cedara | | | | | | | | |
| Midmar Water Treatment Plant upgrade | 9 | uMgeni Water | 130,000,000 | | | | | GM: Technical Services |
| Roads and Stormwater Upgrade and Maintenance Plan | All | DOT<br>uMngeni LM | 250,000 | | | | | GM: Technical Services |
| Midlands Meander Road Network Upgrade and Maintenance Programme | As per project details | DOT<br>uMngeni LM | TBD | | | | | GM: Technical Services |
| Roads and Public Transport Facility Plan | All | UMDM<br>DOT | 400,000 | | | | | GM: Technical Services |
| Tar roads – Fort Nottingham to Dargle, Dargle to Impendle, Curry's Post and Mount West | As per project details | DOT | 20,000,000 | | | | | GM: Technical Services |
| Birnamwood Road tarring | 7 | DOT | TBD | | | | | GM: Technical Services |
| Howick West and KwaMevana pedestrian bridge | 1,2 | uMngeni LM | 1,400,000 | | | | | GM: Technical Services |
| Tweedie Interchange upgrade | 9 | SANRAL<br>DOT<br>uMngeni LM | TBD | | | | | GM: Technical Services |
| Signilisation of N3 off-ramp, Hilton Gardens | 6 and 7 | SANRAL<br>DOT<br>uMngeni LM | TBD | | | | | GM: Technical Services |
| Integrated Waste Management Plan (IWMP) | All | uMngeni LM<br>DWA<br>UMDM | 300,000 | | | | | GM: Technical Services |
| Hiltonian Housing | 12 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Cedara Housing | 7 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Khayelisha Housing | 8 | Dept. of Human Settlement | 60,000,000 | | | | | GM: Community Services |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Zenzani Housing | 3 | Dept. of Human Settlement | 400,000 | | | | | GM: Community Services |
| Nottingham Road / Hillside Housing | 3 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Gowrie Housing | 3 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Fourdone Housing | 3 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Karkloof Farm Housing | 5 or 6 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Yarrow Housing | 5 | Dept. of Human Settlement | | | | | | GM: Community Services |
| St. Josephs Housing | 6 | Dept. of Human Settlement | | | | | | GM: Community Services |
| KwaNxamalala Housing | 9 | Dept. of Human Settlement | 3,500,000 | | | | | GM: Community Services |
| Lions River Phase II and III Housing | 9 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Calbourne Housing | 6 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Dargle Housing | 3 | Dept. of Human Settlement | | | | | | GM: Community Services |
| Lutchnman / Sookan Housing | 4 | Dept. of Human Settlement | | | | | | GM: Community Services |
| KwaMevana Housing | 12 | Dept. of Human Settlement | | | | | | GM: Community Services |

| **KPA 4 – LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Project Name** | **Ward** | **Funding Source** | **Project Cost** | **Available Funding (R)** | **COST BREAKDOWN** | | | |
| | | | | | **2014/2015** | **2015/2016** | **2016/2017** | **Responsibility** |
| Howick Falls and CBD Precinct Plan | 2 | Midlands Development Agency | 250,000 | | | | | GM: Economic Development Planning |
| Tourism Development Strategy | All | uMngeni LM | 250,000 | | | 250,000 | | GM: Economic Development Planning |
| LED Plan Review | All | uMngeni LM | 250,000 | | | 250,000 | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Tourism and Investment Promotion Brochure | All | uMngeni LM | 50,000 | | | 50,000 | | GM: Economic Development Planning |
| Industrial Development Incentive Scheme Review | All | uMngeni LM | 200,000 | | | 200,000 | | GM: Economic Development Planning |
| uMngeni Investment Skills Audit | All | uMngeni LM | 150,000 | | | 150,000 | | GM: Economic Development Planning |
| Agricultural Sector Plan | All | uMngeni LM | 200,000 | | | | 200,000 | GM: Economic Development Planning |
| SMME and Cooperatives Capacity Building | All | uMngeni LM | 20,000 | | | | 20,000 | GM: Economic Development Planning |
| Mandela Capture Site (Phase 2) | 9 | COGTA | 55,000,000 | | | | | GM: Economic Development Planning |
| Poverty Alleviation Plan | All | uMngeni LM | TBD | | | | | GM: Economic Development Planning |
| Business Support Centres Feasibility Study | All | uMngeni LM | TBD | | | | | GM: Economic Development Planning |
| Howick Museum and Activity Room | 2 | Dept. of Art and Culture | 400,000 | | | | | GM: Community Services |
| Water Awareness Campaign | All | uMngeni LM uMgeni Water | TBD | | | | | GM: Technical Services |
| Nottingham Road Taxi Rank | 3 | uMngeni LM | TBD | | | | | GM: Technical Services |
| Bus Shelter at Taxi Rank | 10 | uMngeni LM | 500,000 | | | | | GM: Technical Services |
| Hilton Steam Railway Rejuvenation | 12 | COGTA | 4,600,000 | | | | | GM: Technical Services |
| Business Support Centres | All | DEDT | 75,000 | | | | | GM: Economic Development Planning |
| Satelite Clinics | 3,4,9 | Dept. of Health | TBD | | | | | GM: Community Services |
| Nottingham Road pension pay points | 3 | SASSA | TBD | | | | | GM: Community Services |

| KPA 6 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Project Name** | **Ward** | **Funding Source** | **Project Cost** | **Available Funding (R)** | **COST BREAKDOWN** | | | |
| | | | | | **2014/2015** | **2015/2016** | **2016/2017** | **Responsibility** |
| Implementation of the Communication Plan | All | uMngeni Municipality | TBD | | | | | Municipal Manager |

## CHAPTER F – FINANCIAL PLAN

### 1. Introduction

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

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

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

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

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

### 2. Operating and Capital Budget Estimates

The five year financial plan includes an Operating Budget and the Capital Investment Programme per source of funding for the five years ending June 2018.

### 2.1 Budget Assumptions

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

- Government grants for the years 2014/2015 to 2015/2016 are as per the Division of the Revenue Act.
- The inflation rate has been estimated at about 5% per annum.
- Salary and wage bill growth has been provided for in the budget at 6.85% per annum

- The budget is based on current service levels and makes a provision for major expansion of services into the rural areas.
- Electricity tariff increases for 2014/15 are based on the NERSA approved tariffs.

## 2.2 Operating Budget Estimates

Below is the operating budget estimate for the next four years starting from 01 July 2014 to 30 June 2017.

| Revenue by source | Budget 14/15 | Budget 15/16 | Budget 16/17 |
|---|---|---|---|
| Property Rates | 126,896,080.00 | 135348,468.00 | 140,970,886.00 |
| Property rates – penalties and collection charges | 6,000,000.00 | 4,839,935 | 5,101,291.00 |
| Service charges – electricity revenue | 56,137,847.00 | 59,477,276.00 | 61,736,786.00 |
| Service charges – refuse revenue | 4,946,015.00 | 5,291,299.16 | 5,660,703.00 |
| Rental of facilities and equipment | 842,845.00 | 952,710 | 1,004,205.00 |
| Interest earned – external investments | 900,000.00 | 948,600.00 | 999,824.00 |
| Interest earned – outstanding debtors | 1,727,885.00 | 1,821,191.00 | 1,919,535.00 |
| Fines | 9,694,314.00 | 10,948,770.00 | 11,540,003.00 |
| Licenses and permits | 2,292,252.00 | 2,416,321.00 | 2,546,803.00 |
| Transfers recognized - operational | 47,314,000.00 | 51,646,000.00 | 53,770,000.00 |
| Other revenue | 7,347,699.00 | 8,831,297.00 | 7,928,793.00 |
| **NET OPERATING INCOME** | **264,126,210.00** | **282,521,867.00** | **293,205,829.23** |

Table 43

| Expenditure by source | Budget 14/15 | Budget 15/16 | Budget 16/17 |
|---|---|---|---|
| Employee related costs | 80,740,833.00 | 84,254,854.00 | 89,582,859.00 |
| Remuneration of councillors | 6,127,351.06 | 6,494,992.12 | 6,819,741.73 |
| Debt impairment | 7,846,516.00 | 8,318,000.00 | 8,817,000.00 |
| Depreciation and Asset impairment | 10,675,260.00 | 11,291,714.00 | 11,944,258.00 |
| Finance charges | 4,498,865.00 | 4,560,265.00 | 4,833,880.00 |
| Bulk charges | 65,681,000.00 | 69,622,000.00 | 73,799,000.00 |
| Contracted services | 9,218,813.00 | 9,716,628.00 | 10,240,372.24 |
| Transfer Grants | 7,085,000.00 | 7,899,000.00 | 7,394,000.00 |
| Other expenditure | 65,411,,000.00 | 62,207,749.00 | 65,860,036.58 |
| **NET OPERATING EXPENDITURE** | **259,284,638.06** | **264,365,203.12** | **279,291,147.55** |

Table 44

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

## 2.3 Capital Budget Estimates

**Table Capital Budget Estimates – Funding by source**

| **Capital funding source R thousand** | **2014/2015 R000** | **2015/2016 R000** | **2016/2017 R000** |
|---|---|---|---|
| National Government | 21 429 | 22 868 | |
| UMDM | | | |
| Capital Replacement Reserves | 13 381 | 15 610 | |
| External Loans | 0 | 0 | 0 |
| **Total funding of Capital Expenditure** | **34810** | **38478** | |

Table 45

**Table: Capital Budget Estimate – Funding by Department**

| | **2014/2015 R000** | **2015/2016 R000** | **2016/2017 R000** |
|---|---|---|---|
| Property Services | | | |
| Library | | | |
| Museum | 400 | 500 | |
| Community Halls | | | |
| Cemetery | | | |
| Housing | | | |
| Traffic Police | 700 | | |
| Disaster Management | | | |
| Sports and Recreation | 2750 | | |
| Sewerage | | | |
| Public Conveniences | | | |
| Parks and Gardens | | | |
| Roads and Stormwater | 25510 | 22978 | |
| Refuse Removal | | | |
| Land fill | | | |
| Traffic Engineering | | | |
| Electricity | 25000 | 15000 | |
| Executive and Council | 500 | 100 | |
| LED | | | |
| Information Technology | 800 | 300 | |
| **Total Capital Requirements** | **51310** | **38478** | |

Table 46

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

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

One of the most critical issues related to achieving what has been set out in this IDP and particularly in respect of its Capital Investment Programme and Framework is the availability of resources, financial

and human resources. Financial and human resources constraints are of national significance and the question remains that, even if the uMngeni Municipality has access to sufficient financial resources to fund this Capital Investment Programme and Framework, does it have with human resource capacity to give effect to this Capital Investment Programme and Framework? The Municipality Institutional Plan needs to consider this matter further and give particular consideration to human resource capacity and development.

## 3. Financial Strategy:

### 3.1 The Financial Framework

#### 3.1.1 Revenue Adequacy and Certainty

It is of vital importance that the municipality has adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its own functions. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2013/14 to 2015/2016 financial years.

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

#### 3.1.2 Cash Liquidity Position

Cash management is crucial for the short and long-term survival and good management of the organization. To assess the financial standing of the municipality, a current ratio will be used which expresses the current assets as a proportion to current liabilities. A current ratio of more than 2:1 is considered to be healthy. At the moment the municipality is currently sitting at 1, 03:1.

#### 3.1.3 Sustainability

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

#### 3.1.4 Accountability, Transparency and Good Governance

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

#### 3.1.5 Equity and Redistribution

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

#### 3.1.6 Strategies and Programs

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

### 3.1.7 Revenue Raising Strategies and Programs

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

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

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

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

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

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

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

### 3.1.9 Asset Management Strategies and Programmes

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

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

### 3.1.10 Financial Management Strategies and Programmes

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

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

## 4. Financial Management Policies

### 4.1 General Financial Philosophy

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

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

Municipality financial policies will address the following goals:

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

### 4.2 Operating Budget Policies

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

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

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

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

### 4.3 Capital Infrastructure Investment Policies

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

Unexpected capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding. Routine capital needs will be financed from current revenues as opposed to the issuance of long-term debt. The municipality will maintain all assets

at a level adequate to protect the municipality"s capital investment and to minimize future maintenance and replacement costs.

### 4.4 Credit Control Policy and Procedures

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

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

### 4.5 Indigent Customers

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

### 4.6 Investment Policies

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

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

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

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

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

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

- Securities issued by the National Government,
- Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No 46 of 1984).
- A Municipality"s own stock or similar type of debt,

- Internal funds of a municipality which have been established in terms of a law to pool money available to the Municipality and to employ such money for the granting of loans or advances to departments within a Municipality, to finance capital expenditure.
- Bankers, acceptance certificates or negotiable certificates of deposits of banks,
- Long term securities offered by insurance companies in order to meet the redemption fund requirements of Municipalities, and
- Any other instrument or investments in which a Municipality was under a law permitted to invest before the commencement of the Local Government Transition Act, 1996: Provided that such instruments shall not extend beyond the date of maturity or redemption thereof.

### 4.7 Debt Management Policy

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

### 4.8 Asset Management Policy

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

A summary of principles supported in this policy are:

- A fixed asset is defined in GRAP 17 as a tangible item of property, plant or equipment held by the municipality for use in the production or supply of goods or service and which is expected to be used during more than one reporting period (financial year). Thus a fixed asset is an asset either movable or immovable owned by or under the control of the municipality or from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond one financial year.
- The fixed asset register shall be maintained in the format determined by the chief financial officer, which format shall comply with the requirements of generally recognized accounting practice (GRAP) and any other accounting requirements which may be prescribed.
- Fixed assets are classified under the following headings:

    - Land (not held as investment assets)
    - Infrastructure assets (assets which are part of a network of similar assets)
    - Heritage assets (culturally significant resources)
    - Community assets (resources contributing to the well-being of the community).
    - Investment assets (resources held for operating or capital gain).
    - Other assets (ordinary operational resources).

- Every head of department shall be directly responsible for the safekeeping of any fixed assets controlled by the department in question. In exercising this responsibility, every head of department shall adhere to any written directives issued by the chief financial officer to the department in question, or generally to all departments, in regard to the control of or safekeeping of the municipality"s fixed assets.
- All assets shall be carried in the fixed asset register, and appropriately recorded in the annual financial statements at their original cost of fair value less any accumulated depreciation.
- Heritage asset are not depreciated as they are regarded as having an infinite life.

- Every head of department shall at least once during every financial year, and in compliance with the relevant written directives issued by the chief financial officer, undertake a comprehensive verification of all fixed assets controlled or used by the department concerned.
- Assets are eliminated from the Statement of Financial Position on disposal or retirement. The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statements of the financial performance.

### 4.9 Accounting Policies

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

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

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

### 4.10 Supply Chain Management Policy

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

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

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

The supply chain management system is applicable for the:

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

## 5. Three (3) Year Implementation Plan

The purpose of the Medium-Term Expenditure Framework is to set out a three year framework of money planned for capital investment programs required to achieve the IDP objectives. This is directly linked to the strategic objectives of uMngeni Municipality, thereby linking IDP objectives to an approved Municipal Budget.

Own funding, namely the Capital Replacement Reserve, forms part of capital funding, i.e. R37 728 000 in 2014/15 and R25 970 000 in 2015/16. MIG funding consists of R18 912 000 R21 429 000 and R22 868 000 for the 2013/14, 2014/15 and 2015/16 financial years respectively.

Capital expenditure is mainly focused on Roads and Stormwater and funded from grants and internal sources through the Capital Replacement Reserve. The uMngeni Municipality cannot sustain the extension and improvement of infrastructure using loan funds. It is imperative that central and provincial government allocate grant funding from infrastructure and also for the maintenance of existing and new infrastructure to sustain service delivery to the uMngeni community.

### 5.1 Projects

#### 5.1.1 Background to Projects

A comprehensive list of other projects is included as part of the Implementation in the previous chapter of this documentation. The following criteria were used for the prioritization of projects:

- Capital projects that have already been initiated.
- Projects that will provide communities with basic need.
- Projects which, if not attended to, could lead to deterioration in public health conditions.
- Projects which need to be undertaken to avoid serious deterioration of existing infrastructure.
- Projects which will make a major contribution towards poverty alleviation and which will have a positive impact on local economic development.
- Projects which will encourage capital investment by public or private sector and substantially improve job opportunities.
- Projects which would be to the benefit of a significant proportion of the residents of an area.
- Projects which will make significant contribution towards an effective improvement in safety and security.

The project list is divided into projects that have been completed, projects that are in progress, projects for which uMngeni is the funding source and projects for which other agencies are the funding source. Should funding become available that had not been foreseen, the projects in this list could then be implemented.

### 5.1.2 uMngeni Budget Capital Projects

The following capital budget has been set by the uMngeni Municipality for the 2014/2015 – 2016/2017 financial years:

| ITEM | PROJECT DESCRIPTION | FUNDING SOURCE | 2014/2015 | 2015/2016 | 2016/2017 |
|---|---|---|---|---|---|
| | | | | | |
| 1 | **TOTAL ALLOCATIONS PER FINANCIAL YEAR** | Dept. of Energy | 0 | 0 | |
| | | MIG | 21,415,000 | 22,428,000 | 23,268,000 |
| | | Neighborhood Development Partnership | 0 | 0 | |
| | | Corridor Development-Mandela Capture Site | | | |
| | | Capital Replacement Reserves | 1, 600,000 | 22,428,000 | 23,268,000 |
| | | | | | |
| | **TOTAL CAPITAL EXPENDITURE** | | **34,015,000** | **22,428,000** | **23,268,000** |
| | | | | | |
| | | | | | |
| 2 | **VOTE: ROADS AND STORMWATER** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Mpophomeni Roads And Stormwater Phase 9 | MIG | | | |
| | Mpophomeni Roads And Stormwater Phase 11 | MIG | **10,000,000** | **10,000,000** | |
| | Main Road Howick | MIG | | | |
| | Main Road 390 Taxi Facility | MIG | | | |
| | Main Road AFA Surfacing | MIG | | 0 | |
| | Main Street Prospect Road to Exchange Lane | MIG | 1,000,000 | 0 | |
| | Midlands Roads PH1 | MIG | 1,500,000 | 5,000,000 | |
| | Mpophomeni Roads and Storm Water PH 10 | MIG | 6,415,000 | 0 | |
| | Khayelisha Roads & Stormwater | MIG | | 4,028,000 | |
| | Khayelisha Roads & Stormwater | Capital Replacement Reserves | | | |
| | Mandela Capture Site | COGTA | | | |
| | Road Rehabilitation | CRR | 0 | 0 | |
| | Mpophomeni Taxi Rank | Neighborhood Development Partnership Grant | | | |
| | **TOTAL** | | **18,915,000** | **19,028,000** | |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| 3 | **VOTE:VEHICLE, PLANT & EQUIPMENT** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Bomag Roller | Capital Replacement Reserves | | 0 | |
| | 1 x Grader | Capital Replacement Reserves | | | |
| | 1x 8 Ton Tip Trucks (High Pressure Jetting Machine) | Capital Replacement Reserves | 0 | | |
| | 1 x 2x4 TLB | Capital Replacement Reserves | 0 | | |
| | 1x Refuse Compactors | Capital Replacement Reserves | 1,600,000 | | |
| | 2 x 3.5 Ton Tip Trucks | Capital Replacement Reserves | | | |
| | 3 x LDV's LWB | Capital Replacement Reserves | | | |
| | 8 M3 Water Cart | Capital Replacement Reserves | 0 | | |
| | **TOTAL** | | **1,600,000** | **0** | |
| | | | | | |
| | | | | | |
| 4 | **VOTE: SPORTS AND RECREATION** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Mpophomeni Sports Field | MIG | 2,500,000 | **1,400,000** | |
| | Lidgetton Sports Field | MIG | | | |
| | Indoor Centre Ph 11 | | 0 | **2,000,000** | |
| | Sport equipment | Capital Replacement Reserves | 0 | | |
| | **TOTAL** | | **2,500,000** | **3,400,000** | |
| | | | | | |
| | | | | | |
| 5 | **VOTE: ELECTRICITY** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Electrification to Pre-paid | Department of Minerals and Energy | 0 | 0 | |
| | Greendale & Patterson Substation | Capital Replacement Reserves | | | |
| | Upgrade Electricity Network Greendale to Patterson | Capital Replacement Reserves | | | |

| | | | | | |
|---|---|---|---|---|---|
| | Install Bundle conductor | Capital Replacement Reserves | | 0 | |
| | **TOTAL** | | **11,000,000** | **0** | |
| | | | | | |
| | | | | | |
| **6** | **VOTE: MUSEUM** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Upgrade storeroom and meeting room | Capital Replacement Reserves | **0** | **0** | |
| | Museum Exhibition Hall | Capital Replacement Reserves | | **0** | |
| | **TOTAL** | | **0** | **0** | |
| | | | | | |
| **7** | **VOTE: TRAFFIC & LICENSING** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Upgrade Control Room | Capital Replacement Reserves | **0** | | |
| | Access Control | Capital Replacement Reserves | **0** | | |
| | **TOTAL** | | **0** | **0** | |
| | | | | | |
| **8** | **VOTE: INFORMATION TECHNOLOGY** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Server Room Renovation | Capital Replacement Reserves | 0 | | |
| | MSP Project Implementation | Capital Replacement Reserves | 0 | | |
| | **TOTAL** | | **0** | **0** | |
| | | | | | |
| **9** | **VOTE: LIBRARIES** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Guard Room | Capital Replacement Reserves | 0 | | |
| | **TOTAL** | | **0** | **0** | |
| | | | | | |
| | **EPWP (3 trucks with Trailors)** | Capital Replacement Reserves | | | |
| | | | | | |
| **10** | **VOTE: PLANNING** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |

| | | | | | |
|---|---|---|---|---|---|
| | ERF 4 & 6 HOWICK | Capital Replacement Reserves | 0 | | |
| | **TOTAL** | | **0** | | |
| | | | | | |
| **11** | **VOTE: CEMETERIES** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Infrastructure to New approved Cemetery | | 0 | | |
| | **TOTAL** | | **0** | | |
| | | | | | |
| **12** | **VOTE: REFUSE SITE** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Establish Garden Refuse site at the Knoll | | 0 | | |
| | **TOTAL** | | **0** | | |
| | | | | | |
| **13** | **VOTE: EXECUTIVE & COUNCIL** | **FUNDING SOURCE** | **2014/2015** | **2015/2016** | **2016/2017** |
| | Council Chamber recording system | Capital Replacement Reserves | 0 | | |
| | Access Control | Capital Replacement Reserves | 0 | | |
| | **TOTAL** | | **0** | **0** | |
| | | | | | |
| | **TOTAL** | **TOTAL** | **23,015,000** | **22,428,000** | **23,268,000** |

Table 47

### 5.1.3 uMgungundlovu (UMDM) District Capital Projects

The following information was available at the time of writing:

#### 5.1.3.1 Water

The proposed projects within uMngeni are the KwaHaza, KwaChief, Mashingeni, KwaNxamalala, Enguga Water Supply Scheme and AC Pipe Replacement in Howick. No budget had been allocated at that stage.

In regard to the Hilton N3 Corridor Development it is indicated that the Department of Water Affairs has approved 4, 25 Million for a project feasibility phase and the MIG registration of the project is being processed. Potential future water projects for uMngeni have been proposed in the Districts Water Services Plan, and are as follows:

| PROJECT | BUDGET |
|---|---|
| Howick, Greendales, Merrivale, Hilton, Mpophomeni (Upgrade and new works) | R12,5M |
| Howick Central, Howick West, Shiyabazali, Thokoza, Thandabisi, Eagle Ridge, Merrivale Heights, Hilton, Mpophomeni, Zuzokhule (water refurbishment) | R205,3M |
| Fort Nottingham, Senzani, Lidgetton, Lutchmans Farm, Triandra, KwaHaza (water refurbishment) | R6,0M |
| Howick, Shiyabazali, Thokoza, Mpophomeni, Zuzubuhle (water upgrade and refurbishment) | R68,5M |

Table 48

#### 5.1.3.2 Sanitation

In March 2012 a total District sanitation budget of R146 Million was proposed for the 2012/2013 financial year. MIG funding for KwaHaza Ward 9 Sanitation Project was proposed to roll out over a 5 year period for basic sanitation with a total budget of R21 Million. However, this is being reviewed to consider a waterborne system.

#### 5.1.3.3 HIV/AIDS Support, Orphans and Vulnerable Children

Through the Umgungundlovu District Aids Council a teenage pregnancy, the People Living with HIV/AIDS Support and the Orphans and vulnerable children projects are to be conducted in all the seven local municipalities.

#### 5.1.3.4 Umgeni Water 2014 Bulk Water in uMngeni

The Greater Mpofana Bulk Water Supply will be of benefit to Wards 3 and 4 of uMngeni and the Mpofana Municipality. Phase 1 includes a water treatment works and infrastructure that will serve Nottingham Road. The total project cost for Phase 1 is estimated at 277 million and is anticipated to be completed in 2022/2023. The Spring Grove Dam is a Department of Water Affairs project and was recently opened by the President of the Republic along with Honorable Mayor of the municipality.

An upgrade of the Midmar Dam Water Treatment Plant commenced in 2012/2013 with a design phase, and is anticipated to be completed in 2017/2018. This will be of benefit to the whole PMB/Durban Region with an anticipated cost of R225 million.

An upgrade of the Raw Water Pipeline from Midmar Dam to the Water Treatment works began in 2013/2014 and will be completed in 2017/2018 at a cost of R90 Million. This will benefit Ward 12 in uMngeni in particular, but the entire PMB-Durban region benefits.

Upgrade of the Howick North Reservoir commenced in 2012/2013 and is to be completed in 2014/2015. This will be of benefit to Ward 5 in uMngeni at an anticipated project cost of R19 Million.

A detailed feasibility study has been undertaken for an upgrade of the Howick West Reservoir. This is located in Ward 7 but also serves Ward 12. The anticipated cost is R16 Million. It is scheduled to commence in 2015/2016 and be completed in 2017/2018.

Upgrading of the Groenekloof Reservoir is in the planning phase. Beneficiaries are in Wards 6 and 7 of uMngeni but it will also serve areas in Msunduzi. The anticipated cost is R12 Million and is anticipated to commence in 2024/2025.

## CHAPTER G – ANNUAL OPERATIONAL PLAN (SDBIP)

Included as a separate document.

## CHAPTER H – ORGANISATIONAL PERFOMANCE MANAGEMENT SYSTEM

| UMNGENI MUNICIPALITY SCORECARD 2014/2015 TO 2016/2017 | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| IDP ALIGNMENT REF. | National KPA | IDP Goal | IDP Objective | IDP Strategy | Key Performance Measure/ Indicator | Unit of Measure | Demand (next 3 years) | Baseline 2013/2014 Actuals | 2014/2015 | | | | | Year 2 | Year 3 | Responsible Department | Budget | Wards |
| | | | | | | | | | Annual Target | Q1 Target | Q2 Target | Q3 Target | Q4 Target | 2015/16 | 2016/2017 | | | |
| IDP 06/2014:A1.a (EDP) | A. Cross Cutting Interventions (Spatial and Environmental) | Spatial Planning and Environmental Sustainability | A1. To ensure integrated development and strategic spatial planning | Annual review and adoption of the municipal SDF | Reviewed and Adopted Municipal SDF | Date of Adoption | 30-Jun | 25-Jun-14 | 30-Jun | N/A | Review in progress | Review in progress | 30-Jun | 30-Jun | 30-Jun | Economic Development and Planning | | All |
| IDP 06/2014:A1.b (EDP) | | | | Development and implemention of a municipal wide Land Use Management Scheme by June 2016 | Adopted Municipal wide Land Use Management Scheme | Date of adoption | 2015/2016 | N/A | N/A | N/A | N/A | N/A | N/A | 2015/2016 | N/A | Economic Development and Planning | | N/A |
| IDP 06/2014:A1.c (EDP) | | | | Facilitation of development support to land reform beneficiaries to ensure proper land use management (as per LUMS) by 2015/16 | Support training sessions | Number of support training sessions | 2 | N/A | N/A | N/A | N/A | N/A | N/A | 2 | N/A | Economic Development and Planning | | |
| IDP 06/2014:A1.d (EDP) | | | | Ongoing enforcement of municipal by-laws to curb illegal developments. | Law enforcement cases based on infringed bylaw | Percentage enforcement (number of cases dealt with against reported or | 100% | No Data | 80% (some cases take longer to resolve) | 80% | 80% | 80% | 80% | 80% | 80% | Economic Development and Planning | | All |
| IDP 06/2014:A1.e (ComS) | | | | Review and adoption of the municipal Housing Sector Plan by March 2015 (HSP) to address issues of urban sprawl. | Reviewed and Adopted Housing Sector Plan (HSP) | Date of HSP adoption | Jun-15 | N/A | Mar-15 | N/A | Review in progress | Mar-15 | N/A | Review 2016-03-01 | Review 2017-03-01 | Community Services | | N/A |
| IDP 06/2014:A2.a (EDP) | | | A2. To ensure conservation and management of the natural resources of the municipality which includes biodiversity, water resources etc | Coordination and approval of a Strategic Environmental Management Assessment (SEA) to form the base of an Environmental Management Plan (EMP) by May 2016 | Approved Strategic Environmental Management Assessment (SEA) to form the base of an Environmental Management Plan (EMP) | Date of approval | May-16 | N/A | Preparations | N/A | Work in progress | Work in progress | Work in progress | May-16 | Environmental Management Plan | Economic Development and Planning | | All |
| IDP 06/2014:A2.b (Tech) | | | | Development and approval of a strategy for the protection and enhancement of the aesthetic attributes of the | Developed Approved Strategy | Date of approval | Jun-16 | N/A | N/A | N/A | N/A | N/A | N/A | Jun-16 | Implementation | Economic Development and Planning | | |
| IDP 06/2014:A2.c (EDP) | | | | Development and approval of water resource management plan by June 2016 | Approved water resource management plan | Date of approval | Jun-16 | N/A | N/A | N/A | N/A | N/A | N/A | Jun-16 | Implementation | Economic and Development Planning | | W3 & W9 |
| IDP 06/2014:A3.a (ComS) | | | A3. To facilitate Disaster Management within the municipality. | Review and adoption of Local Disaster Management Plan (LDMP) | Adopted LDMP | Date of LDMP adoption | May-15 | N/A | May-15 | N/A | N/A | Review in progress | May-15 | Review | Review | Community Services | | N/A |
| IDP 06/2014:A3.b (ComS) | | | | Functional Disaster Mananagement structures (local forum and internal unit) within uMngeni Municipality | 4 quartely Local Disaster Management Advisory Forum Meetings per annum | Number of Meetings | 12 | N/A | 4 | 1 | 1 | 1 | 1 | 4 | 4 | Community Services | | N/A |
| | | | | | Percentage response to reported disaster incidents | percentage response (attended cases against reported) | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | Community Services | | All |

| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **IDP 06/2014:B1.a (Corp)** | | | **B1. To ensure effective and efficient Human Resources Management** | Ongoing Implementation of the municipal Human Resource Development Policy (through adoption and implementation of WSP) within 2014/2015 | Workplace Skills Development Plan Reviewed and adopted | Date of adoption | End of July Annually | **07-Jul-13** | **07-Jul-14** | **07-Jul-14** | **N/A** | **N/A** | **N/A** | End of July Annually | End of July Annually | Corporate Services | | **N/A** |
| | | | | | Percentage spent on implementation of WSP | Percentage spent | **100%** | **Data** | **100%** | **Preparatio ns as per WSP** | **30%** | **35%** | **35%** | **100%** | **100%** | Corporate Services | | |
| | | | | | Number of employees trained as per WSP plan | Number Trained | **As per WSP** | **As per WSP** | **As per WSP** | **As per WSP** | **As per WSP** | **As per WSP** | **As per WSP** | **As per WSP** | **As per WSP** | Corporate Services | | |
| **IDP 06/2014:B1.b (Corp)** | | | | Ongoing Implementation of all Human Resource policies and strategies (Leave management, Employment Equity Plan, Filling of Critical Posts) within 2014/2015 | Percentage Critical Posts filled (Management & direct service delivery posts-) | Percentage filled posts (Number Employed against number of Critical Posts identified) | **80%** | **Data** | **100%** | **50%** | **65%** | **80%** | **80%** | **100%** | **100%** | Corporate Services | | **N/A** |
| | | | | | Number of people within the employment equity target groups employed in the three highest levels of management in compliance with the approved EE plan | Number of employees | **As per EEPlan** | **As per EEPlan** | **As per EEPlan** | **As per EEPlan** | **As per EEPlan** | **As per EEPlan** | **As per EEPlan** | **As per EEPlan** | **As per EEPlan** | Corporate Services | | |
| | | | | | Annual Leave captured by the 10th of each month | Timeframe | **10th of each month** | **10th of each month** | **10th of each month** | **10th of each month** | **10th of each month** | **10th of each month** | **10th of each month** | **10th of each month** | **10th of each month** | Corporate Services | | |
| **IDP 06/2014:B2.a (Corp)** | | | **B2. To ensure good labour relations** | Functional Local Labour Forum through 4 meetings (1 per quarter) and 80% recommendations executed annually | Number of LLF Meetings | Number | **12** | | **4** | **1** | **1** | **1** | **1** | **4** | **4** | Corporate Services | | **N/A** |
| | | | | | Percentage LLF recommendation executed to completion | percentage completed (incremental) | **80%** | **N/A** | **80%** | **20%** | **20%** | **20%** | **20%** | **80%** | **80%** | | | |
| **IDP 06/2014:B2.b (Corp)** | | | | Communication and implementation of the municipal code of conduct to avoid disciplinary issues (with all staff members) | Inductions conducted for all new employees | Percentage inductions conducted (number inducted against employed) | **100%** | **100%** | **100%** | **100%** | **100%** | **100%** | **100%** | **100%** | **100%** | Corporate Services | | **N/A** |
| **IDP 06/2014:B3.a (OMM)** | | | **B3. To ensure youth development in the municipality** | Ensuring provision of an accesable Youth Office | Number of categorised outreach activities to attract youth to use the office (school visits, CV development, internet access, work experience coordination, Youth Database management, Tertiary applications, Bursary applications) | Number of activities | **12** | **8** | **4** | **1** | **1** | **1** | **1** | **4** | **4** | Office of the Municipal Manager | | **N/A** |
| **IDP 06/2014:B3.b (OMM)** | | | | Facilitation of the provision of a higher learning institution within the municipality by the end of 2015/2016 | Number of facilitation meetings | Number of meetings | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **3** | **N/A** | Office of the Municipal Manager | | **N/A** |
| **IDP 06/2014:B3.c (OMM)** | | | | Mobilisation of support for early childhood development centres (ECDC) by the end of 2015/2016 | Number of mobilisation meetings | Number of ECDCs assisted | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **2** | **N/A** | Office of the Municipal Manager | | |
| **IDP 06/2014:B4.a (Corp)** | | | **B4. Provision of effective information communication technology solutions to bridge the digital divide within the municipality.** | Promotion and provision of ICT Skills Centres within uMngeni Municipality (ie the libraries' internet cafés). | Number of Libraries with Cyber Cafes by the 30 June 2016 | Number of Libraries | **5** | **2** | **2** | **2** | **2** | **2** | **2** | **5** | **5** | Corporate Services | | **N/A** |
| **IDP 06/2014:B4.b (Corp)** | | | | Development of broadband to support current and future business investment by 30 June 2017 | Yes/No | Yes/No | **Yes** | **No** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **Work in progress** | **Yes** | Corporate Services | | **N/A** |
| **IDP 06/2014:B4.c (Corp)** | | | | Implementation of the municipal ICT Master Systems Plan (MSP) | Percentage activities implemented as per MSP | Percentage activities implemented | **100%** | **60%** | **100%** | **80%** | **80%** | **80%** | **80%** | **100%** | **100%** | Corporate Services | | **N/A** |
| **IDP 06/2014:B5.a (Corp)** | | | **B5. To maintain a good corporate image.** | Development of strategy to guide the implementation of the EAP Programme | EAP Programme strategy developed by 30 March 2015 | Date of adoption | **Mar-15** | **N/A** | **Mar-15** | **N/A** | **Work in progress** | **Mar-15** | **N/A** | **Implementa tion** | **Review and Implement ation** | Corporate Services | | **N/A** |
| **IDP 06/2014:B5.b (OMM)** | | | | Develop and adopt a branding strategy. | Branding strategy developed and adopted by 30 June 2015 | Date of adoption | **Jun-15** | **N/A** | **Jun-15** | **N/A** | **Work in progress** | **Work in progress** | **Jun-15** | **Implementa tion** | **Implement ation** | Office of the MM | | **N/A** |
| **IDP 06/2014:B5.c (Corp)** | | | | Development and approval of renovation and maintenance plan for all municipal buildings | Renovations and maintanace plan developed and approved by Management Cluster by 30 September 2014 | Date of approval | **30-Sep-14** | **N/A** | **30-Sep-14** | **30-Sep-14** | **N/A** | **N/A** | **N/A** | **Review** | **Review** | Corporate Services | | **N/A** |

*B. Municipal Transformation and Institutional Development*

*Human Resource Development*

| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **IDP 06/2014:C1.a (Tech.Distr)** | ***C. Basic Service Delivery*** | *Economic infrastructure development and maintenance* | **C1. To provide water, sanitation, electricity, solid waste and road services** | Facilitate the provision of water and sanitation by the district municipality within the uMngeni Municipality | Households with water | Number of Households | **34490** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | District Function | | |
| | | | | | Households with proper Sanitation facilities | Number of Households | **34490** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | **District Function** | District Function | | |
| **IDP 06/2014:C1.b (Tech)** | | | | Ensure and facilitate (where its Eskom and Msunduzi) provision of electricity to household within uMngeni jurisdiction | Number of new connections | Number of new connections | **34490** | **Data** | **Data** | **Data** | **Data** | **Data** | **Data** | **Data** | **Data** | Technical Services | | |
| **IDP 06/2014:C2.a (Corp)** | | | **C2. Provision of community and public facilities** | Facilitate the provision of basic community and public facilities in all wards. | Percentage completion of Public facilities provided as per capital projects' plan/ milestone for the current financial year | Percentage completed | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | Corporate Services and Technical Services | | |
| **IDP 06/2014:C3.a (ComS)** | | | **C3. Eradicate informal settlements** | Implementation of housing projects that support the eradication of informal settlements. | Housing projects implemented | Number of housing projects | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | Technical Services and Community Service (Housing) | | |
| **IDP 06/2014:C4.a (Tech)** | | | **C4. Infrastructure upgrade and maintenance** | Revamp and maintenance of all road infrastructure within the municipality. | Roads maintained as per capital projects plan/ Milestones for the year in progress | Milestone | **Data** | **Data** | **Phases** | **Phases** | **Phases** | **Phases** | **Phases** | **Phases** | **Phases** | Technical Services and Corporate Services | | |
| **IDP 06/2014:C5.a (ComS)** | | | **C5. Facilitate the provision of formal housing** | Implementation of all planned and future housing projects. | Number of Households handed over | Number of Households handed over | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | **As per project plan** | Technical Services and Community Service | | |
| **IDP 06/2014:C6.a (Tech)** | | | **C6. Provision of integrated public transport services** | Develop and implement a Roads and Public Transport Facility Plans by 30 June 2016 | Roads and Public Transport Facilities Plan Developed and approved | Date of approval | **30-Jun-16** | **Data** | **30-Jun-16** | **N/A** | **N/A** | **N/A** | **N/A** | **30-Jun-16** | **N/A** | Technical Services and Community Service | | |
| | | *Free Basic Services* | **C7. Provision of free basic services to indigent residents of the municipality** | Update the indigent register every six months to ensure provision of free services to eligible residents | Updated and approved indigent register (bi-annually) | Dates of approval | **Bi-Annually** | **Data** | **Data** | **Bi-Annually** | **30-Sep-14** | **N/A** | **30-Apr-15** | **Bi-Annually** | **Bi-Annually** | Community Services | | **All** |

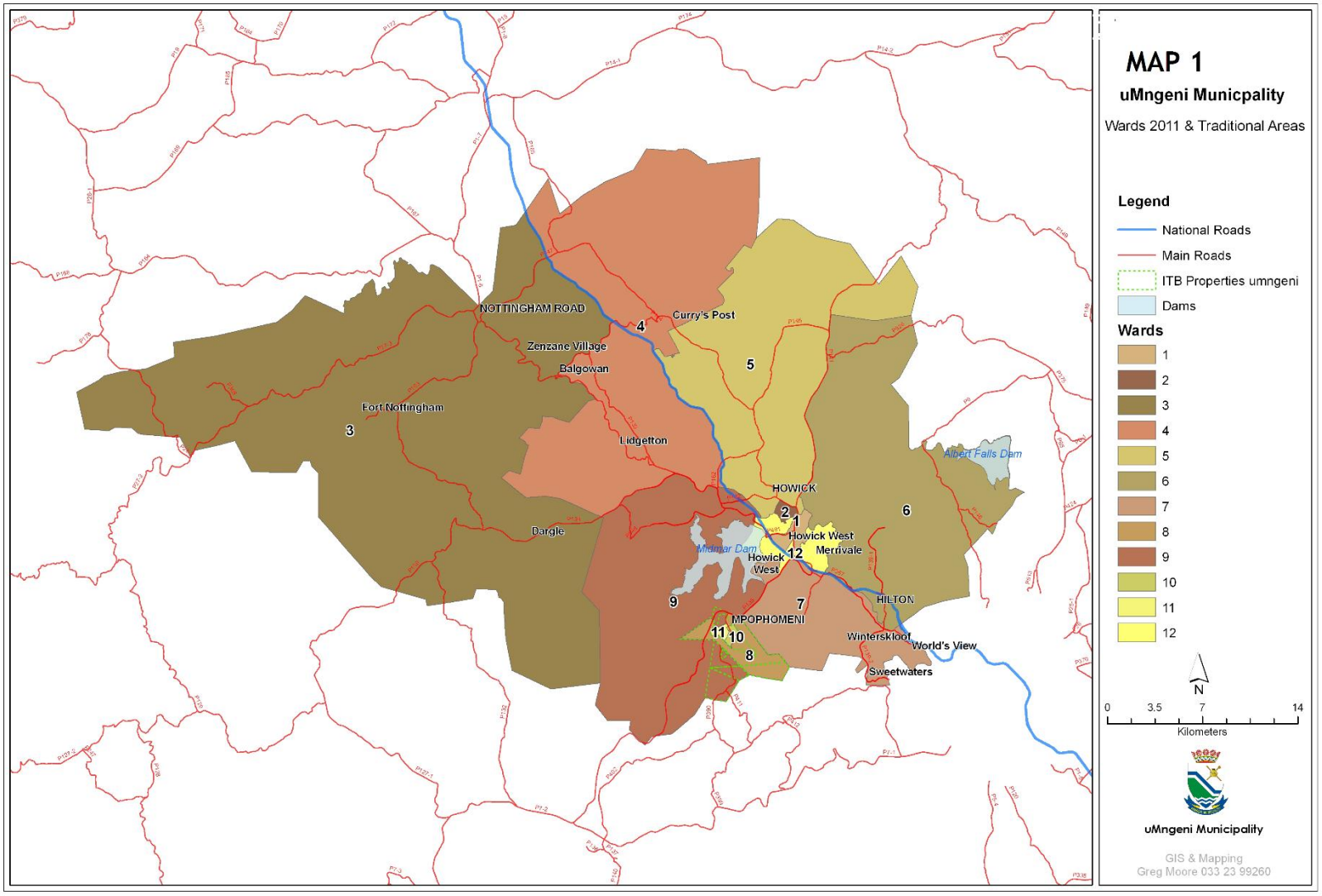
| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **IDP 06/2014:D1.a (EDP)** | ***D. Local Economic Development*** | *Economic transformation of the main economic sectors* | **D1. Stimulate economic growth for the creation of jobs** | Review and approval of the Industrial Development Incentive Scheme by the 30 May 2015 | Industrial Development Incentive Scheme reviewed and approved | Date of approval | **Jun-16** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **Jun-16** | **Review** | Economic Development & Planning | | |
| **IDP 06/2014:D3.c (EDP)** | | | | Develop and adopt a Business Retention Strategy by 30 May 2015 | Business Retention Strategy developed and adopted | Date of adoption | **May-15** | **Work in progress** | **May-15** | **N/A** | **N/A** | **Draft in progress** | **May-15** | **Implementation and Review** | **Implementation and Review** | Economic Development & Planning | | |
| **IDP 06/2014:D1.c (EDP)** | | | | Promote the main economic sector skills development amongst the previously disadvantaged communities. | 2. Job Creation through LED and Capital Projects | Number of Jobs Created | **105** | N/A | **30** | **5** | **10** | **5** | **10** | **35** | **40** | Economic Development & Planning | | |
| **IDP 06/2014:D2.a (EDP)** | | | **D2. Enhance tourism development** | Development and adoption of a Tourism Strategy by 30 June 2015 | Tourism strategy developed and adopted | Date of adoption | **Jun-15** | **N/A** | **Jun-15** | **N/A** | **N/A** | **Draft in progress** | **Jun-15** | **Review** | **Review** | Economic Development & Planning | | |
| **IDP 06/2014:D2.b (EDP)** | | | | Forge partnerships with the Midlands Meander Tourism Association in order to position the municipality as the tourist destination of choice within the Meander as at February 2015 | Tourism partners' quartely meetings coordinated by uMngeni | Number of meetings | **4 per annum** | **2** | **N/A** | **N/A** | **1** | **1** | **N/A** | **4** | **4** | Economic Development & Planning | | |
| **IDP 06/2014:D3.a (EDP)** | | | **D3. Support Small Micro Medium Enterprise (SMMEs)** | Capacity and skills training of SMMEs through partnerships with SEDA and other training institutions, annual | SMMEs trainining sessions | Number of training sessions | **6** | **N/A** | **2** | **1** | **N/A** | **1** | **N/A** | **2** | **2** | Economic Development & Planning | | |
| **IDP 06/2014:D4.b (EDP)** | | | **D4. Facilitate and co-ordinate agricultural development** | Facilitating support and promotion of commercial farming groups amongst the previously disadvantaged communities ( community groups and or cooperations) | Number of programme beneficiary groups supported | Number of beneficiaries (groups/ annum) | **8** | **N/A** | **6 (similar groups throughout the year)** | **6** | **6** | **6** | **6** | **6** | **6** | Economic Development & Planning | | |
| **IDP 06/2014:D5.a (OMM)** | | *Realisation of sustainable social development* | **D5. Integration of all provincial special programmes into municipal plans** | Implementation of the Municipalities special programmes | Number of special projects coordinators employed by the municipality | Number of special projects coordinators | **3** | **3** | **3 (similar 3 through out the year)** | **3** | **3** | **3** | **3** | **3** | **3** | OMM | | |
| **IDP 06/2014:D5.b (ComS)** | | | | Develop a strategy for implementing Operation Sukuma Sakhe | Date of strategy adoption | Date of strategy adoption | **Mar-15** | **N/A** | **Mar-15** | **N/A** | **N/A** | **Mar-15** | **N/A** | **Review** | **Review** | Community Services | | |

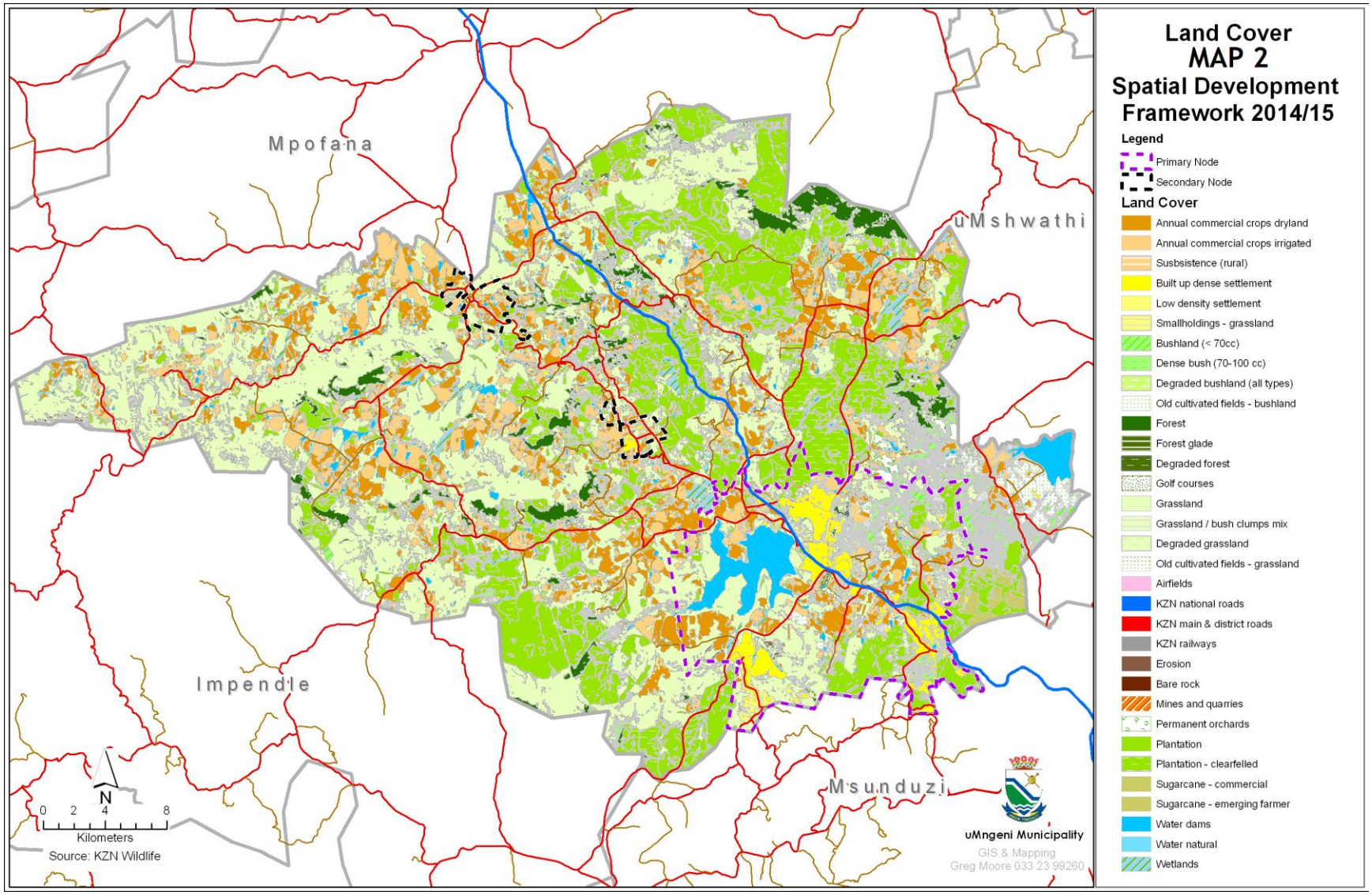
| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **IDP 06/2014:E1.b (Fin)** | ***E. Financial Viability and Financial Management*** | | **E1. Increase revenue collection and ensure that all municipal revenue is accounted for.** | Implementation and roll out of the Stop Electricity Theft Campaign to all Municipal wards by 30 June 2015 | Number of wards where Stop Electricity Theft Campaign is implemented by June 2015 | Yes/ No | **12** | **4** | **12 (quarterly targets incremental)** | **4** | **4** | **4** | **4** | **yes** | **yes** | Finance Department | | **N/A** |
| **IDP 06/2014:E1.c (Fin)** | | | | Optimise council's rate revenue base through increased capacity to collect revenue | % of services rendered that are billed | % of services rendered that are billed | **100%** | **65%** | **70%** | **70%** | **70%** | **70%** | **70%** | **100%** | **100%** | Finance Department | | **N/A** |
| **IDP 06/2014:E2.a (Fin)** | | | **E2. To ensure that all expenditure is managed in terms of all financial legislation.** | Ensuring expenditure of all conditional grants within the specified timeframes. | Percentage spent on grants by the 30th June 2015 | Percentage spent | **100%** | **N/A** | **100%** | **10%** | **30%** | **30%** | **30%** | **100%** | **100%** | Finance Department | | **N/A** |
| **IDP 06/2014:E2.c (Fin)** | | | | General Managers to effectively manage their respective departmental budgets. | Departmental budget management by General Managers | Percentage spent | **100%** | **%** | **100%** | **25%** | **25%** | **25%** | **25%** | **100%** | **100%** | Finance Department | | **N/A** |
| **IDP 06/2014:E3.a (Fin)** | | | **E3. To ensure compliance with all Supply Chain Management Regulations** | Ensuring that service providers are paid within thirty days of the service rendered. | Service providers paid within 30 days of service | Timeframe | **30 Days** | **35 Days** | **30 Days** | **30 Days** | **30 Days** | **30 Days** | **30 Days** | **30 Days** | **30 Days** | Finance Department | | **N/A** |

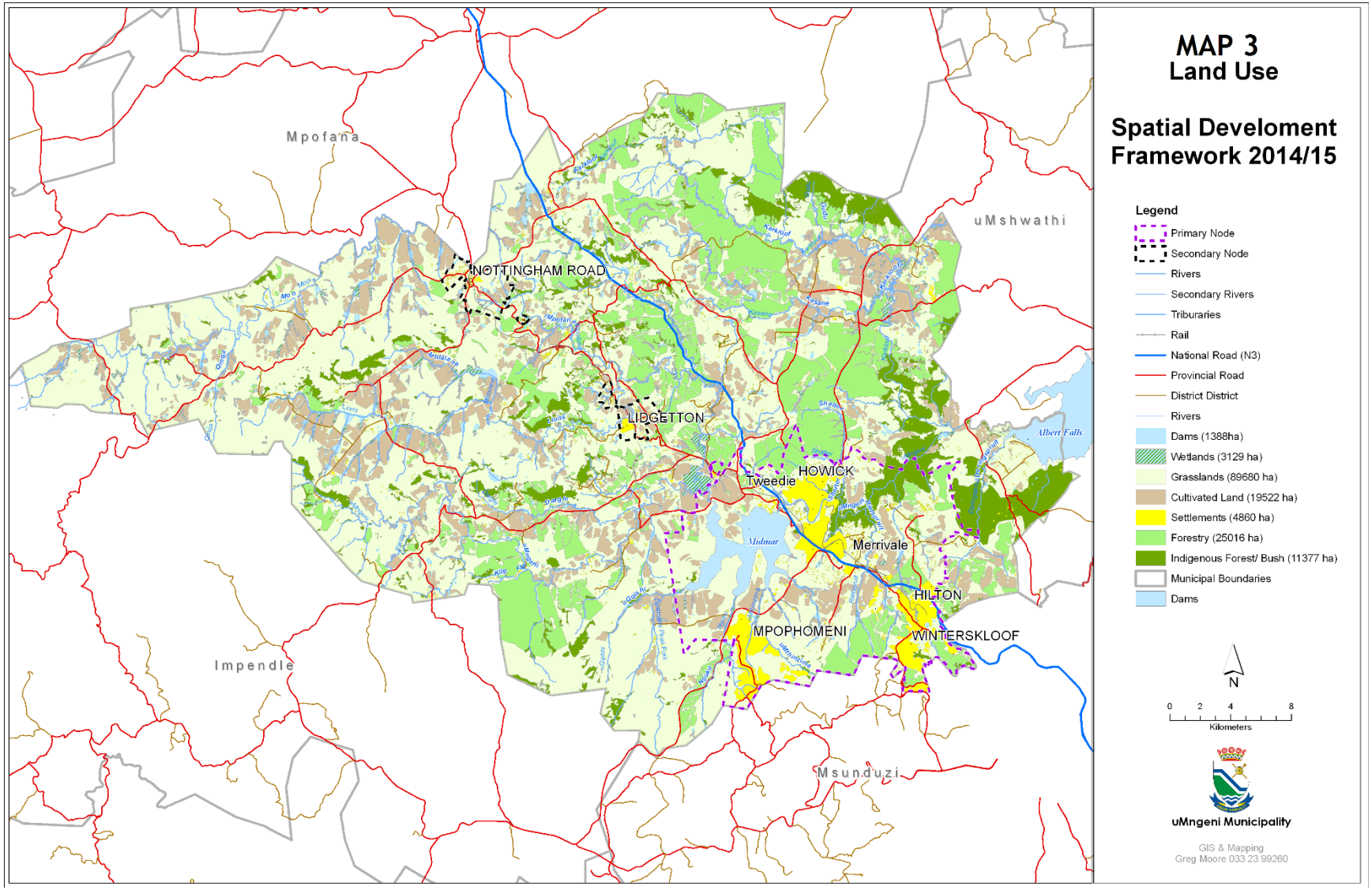
| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **IDP 06/2014:F1.a (EDP)** | ***F. Good Governance, Community Participation and Ward Committee Systems*** | *Good corporate governance* | **F1. Strengthen alignment of policies and strategies of municipal departments.** | Annually review and adopt the municipal IDP | IDP Reviewed and adopted by the 30 June 2015 | Date of adoption | **2014/06/** | **30-Jun-14** | **30-Jun-15** | **Process plan** | **Review in progress** | **Review in progress** | **30-Jun-15** | **Yes** | **Yes** | Economic Development & Planning | | **N/A** |
| | | | | | Number of ward-based Road shows/Imbizo's (IDP, PMS & Budget) | Number of Road shows/Imbizo's | **24** | **8** | **8** | **N/A** | **N/A** | **N/A** | **8** | **8** | **8** | | | |
| **IDP 06/2014:F1.b (OMM)** | | | | Strengthen functioning of all municipal structures. | Number of ward committee meetings per Ward (per quarter) | Number of ward meetings | **12 (each ward)** | **N/A** | **4** | **1 (per ward*12)** | **1** | **1** | **1** | **4** | **4** | Economic Development & Planning | | **N/A** |
| **IDP 06/2014:F3.a (OMM)** | | | **F3. Enhance stakeholder participation** | Review and adoption of a Public Participation Strategy. | Public Participation Strategy reviewed and adopted by 30 June 2015 | Date of adoption | **30-Jun-15** | **Ongoing** | **30-Jun-15** | **N/A** | **N/A** | **Review in progress** | **30-Jun-15** | **Review** | **Review** | All | | **All** |
| **IDP 06/2014:F3.b (OMM)** | | | | To facilitate an effective and efficient multi sector stakeholders' forum. | Number of Meetings | Number of Meetings | **12** | **N/A** | **4** | **1** | **1** | **1** | **1** | **4** | **4** | All | | **All** |
| **IDP 06/2014:F4.a (OMM)** | | | **F4. To have an effective organisational and individual performance management system** | Review and implementation of the PMS Framework | Date of PMS Framework adoption | Date of PMS Framework adoption | **Annually** | **Jun-14** | **30-Jun** | **N/A** | **N/A** | **Review in progress** | **30-Jun** | **Review** | **Review** | OMM | | **N/A** |
| **IDP 06/2014:F4.c (OMM)** | | | | | Quarterly Reports submitted to Council | Quarterly Reports | **12** | **4** | **4** | **1** | **1** | **1** | **1** | **4** | **4** | OMM | | **N/A** |
| | | | | | Number of Performance Agreements signed by MM and General managers | Number of agreements | **Dependent on critical posts filled** | **4** | **Dependent on critical posts filled** | **Dependent on critical posts filled** | **Dependent on critical posts filled** | **Dependent on critical posts filled** | **Dependent on critical posts filled** | **Dependent on critical posts filled** | **Dependent on critical posts filled** | OMM | | **N/A** |
| **IDP 06/2014:F5.a (OMM)** | | | **F5. To improve the Municipal Audit Opinion and Accountability** | Audit Plan approved and implemented annually | Date of Audit Plan Approval | Date of Approval | **Annually** | **N/A** | **30-Jul-14** | **30-Jul-14** | **N/A** | **N/A** | **N/A** | **100%** | **100%** | OMM | | **N/A** |
| **IDP 06/2014:F5.b (OMM)** | | | | | Number of Internal Audit staff training sessions | Number of training sessions | **3** | **0** | **1** | **N/A** | **N/A** | **1** | **N/A** | **1** | **1** | OMM | | **N/A** |
| **IDP 06/2014:F5.c (OMM)** | | | | | Number ofquartely performance Audit Reports issued | Number of Audit Reports | **12** | **4** | **4** | **1** | **1** | **1** | **1** | **4** | **4** | OMM | | **N/A** |
| **IDP 06/2014:F5.d (OMM)** | | | | | Audit Task Team established to ensure adherence to AG and Internal Audit recommendations. | Yes/No | **Yes** | **YES** | **Yes** | **YES** | **YES** | **YES** | **YES** | **Yes** | **Yes** | OMM | | **N/A** |
| **IDP 06/2014:F5e (OMM)** | | | | | Audit Committee Meetings conducted quartely as legislated | Number of Meetings | **12** | **2** | **4** | **1** | **1** | **1** | **1** | **4** | **4** | OMM | | **N/A** |
| **IDP 06/2014:F5f (OMM)** | | | | | Oversight meeting conducted conducted as legislated | Number of Meetings | **6** | **1** | **2** | **2** | **N/A** | **N/A** | **N/A** | **2** | **2** | OMM | | **N/A** |

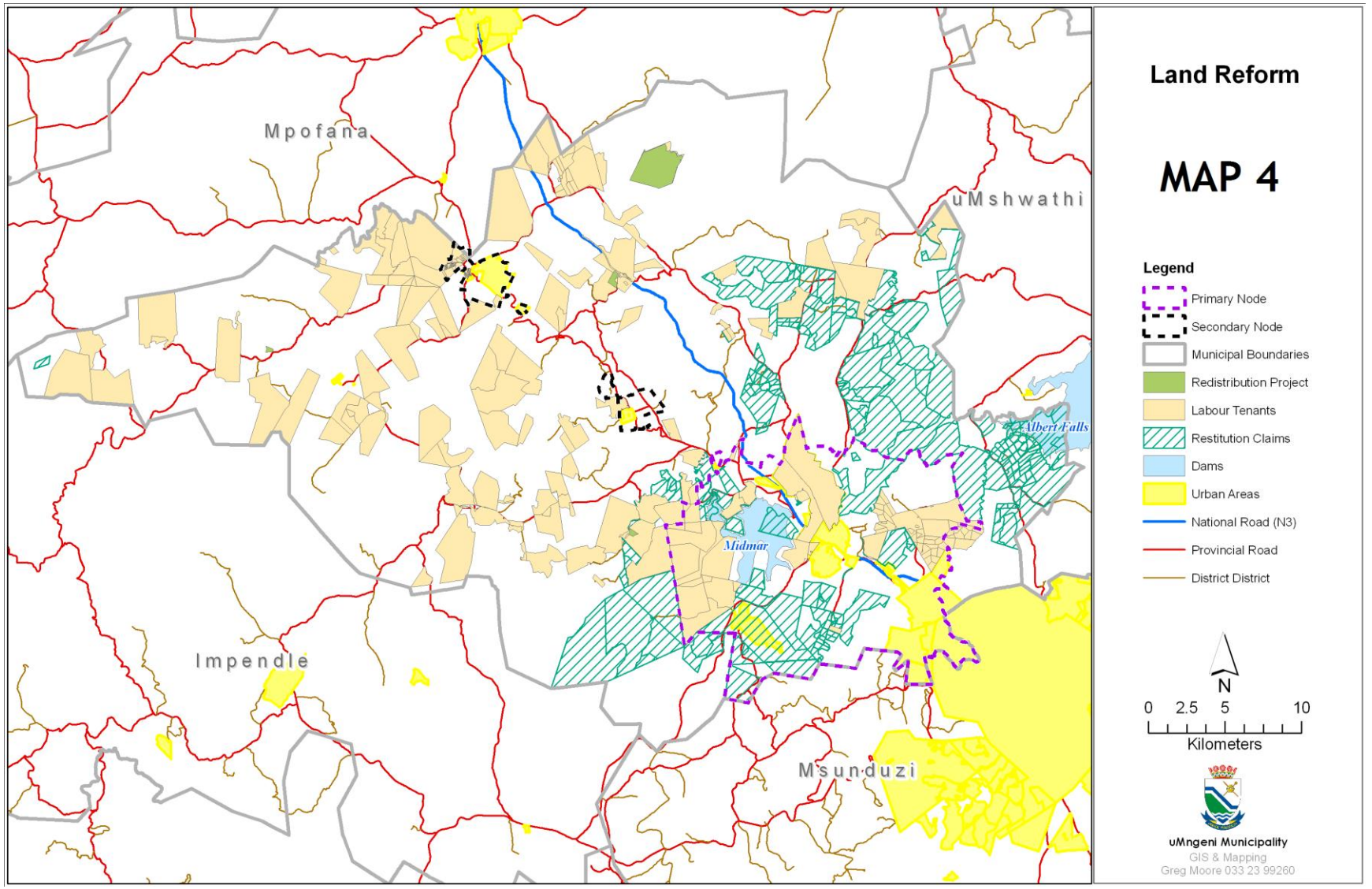
# ANNEXURE A

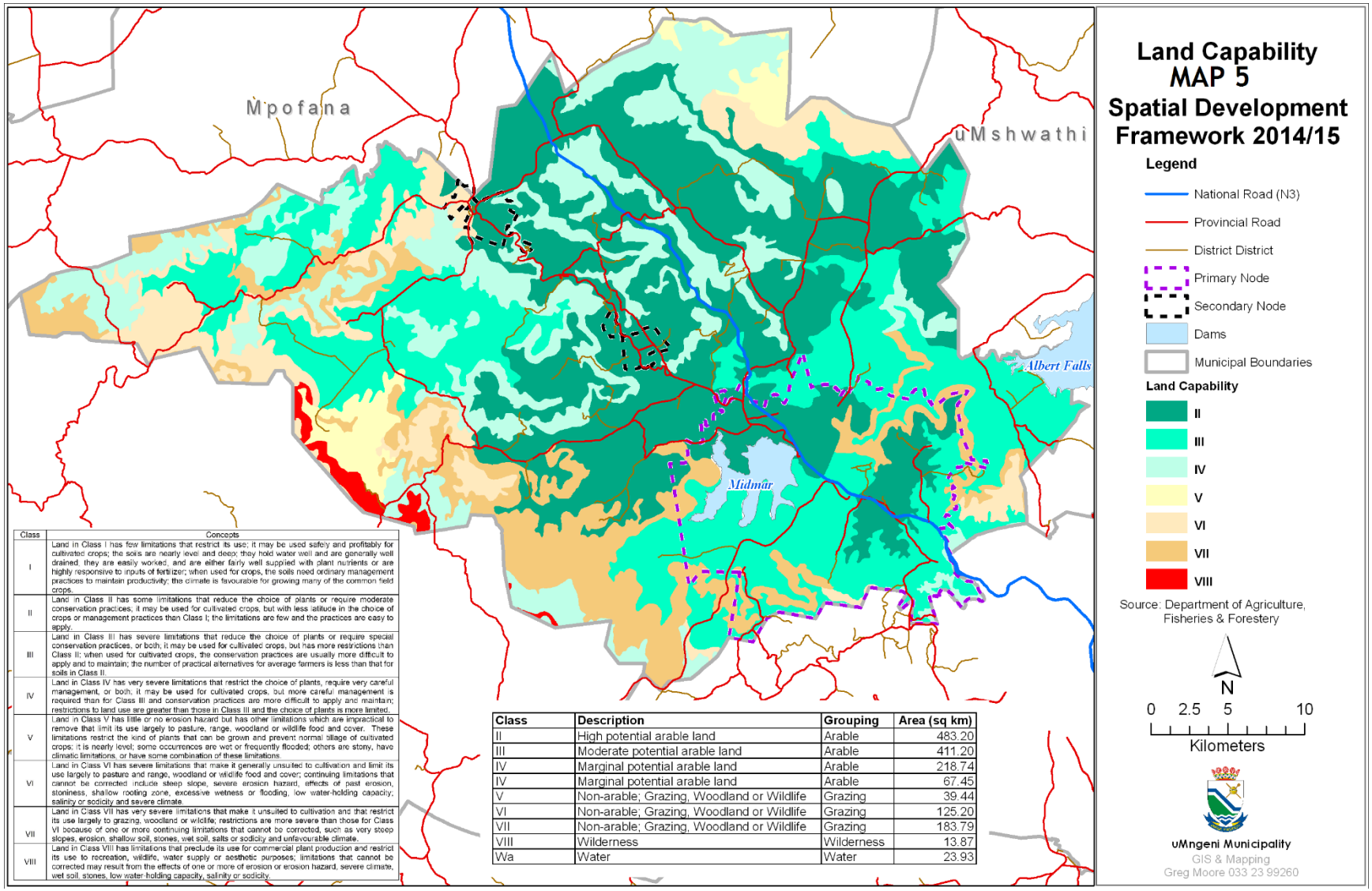
MAPPING


MAP 1
uMngeni Municpality
Wards 2011 & Traditional Areas
Legend
National Roads
Main Roads
ITB Properties umngeni
Dams
Wards
1
2
3
4
5
6
7
8
9
10
11
12
N
0
3.5
7
14
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260
NOTTINGHAM ROAD
Curry's Post
Zenzane Village
Balgowan
Fort Nottingham
Lidgetton
Dargle
HOWICK
Howick West
Merrivale
Howick West
HILTON
MPOPHOMENI
Wintersklooof
World's View
Sweetwaters
Albert Falls Dam
Midmar Dam


Land Cover
MAP 2
Spatial Development Framework 2014/15
Legend
Primary Node
Secondary Node
Land Cover
Annual commercial crops dryland
Annual commercial crops irrigated
Susbsistence (rural)
Built up dense settlement
Low density settlement
Smallholdings - grassland
Bushland (< 70cc)
Dense bush (70-100 cc)
Degraded bushland (all types)
Old cultivated fields - bushland
Forest
Forest glade
Degraded forest
Golf courses
Grassland
Grassland / bush clumps mix
Degraded grassland
Old cultivated fields - grassland
Airfields
KZN national roads
KZN main & district roads
KZN railways
Erosion
Bare rock
Mines and quarries
Permanent orchards
Plantation
Plantation - clearfelled
Sugarcane - commercial
Sugarcane - emerging farmer
Water dams
Water natural
Wetlands
Mpofana
uMshwathi
Impendle
Msunduzi
N
0 2 4 8
Kilometers
Source: KZN Wildlife
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260

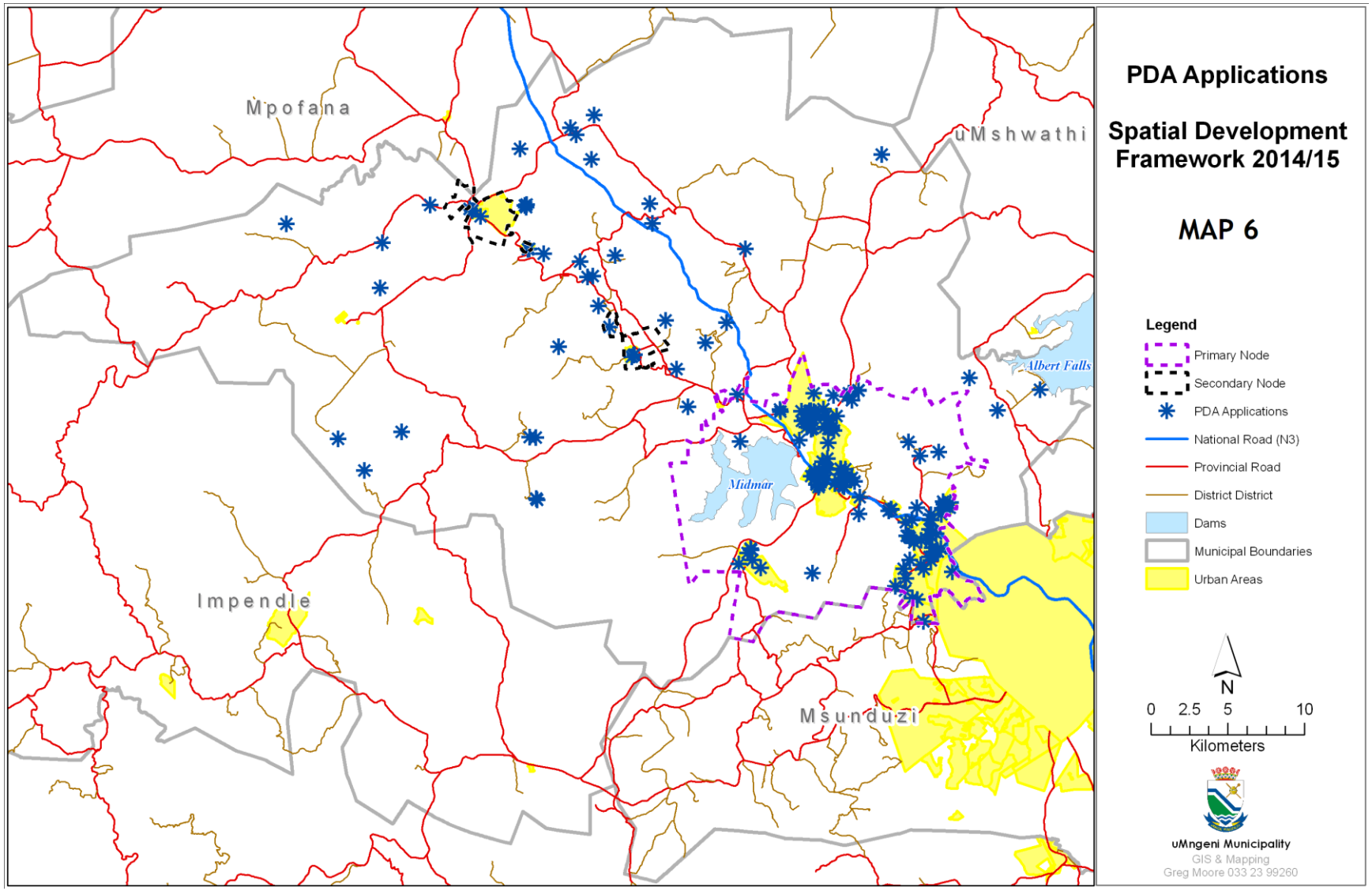

MAP 3
Land Use
Spatial Develoment Framework 2014/15
Legend
Primary Node
Secondary Node
Rivers
Secondary Rivers
Triburaries
Rail
National Road (N3)
Provincial Road
District District
Rivers
Dams (1388ha)
Wetlands (3129 ha)
Grasslands (89680 ha)
Cultivated Land (19522 ha)
Settlements (4860 ha)
Forestry (25016 ha)
Indigenous Forest/ Bush (11377 ha)
Municipal Boundaries
Dams
N
0 2 4 8
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260
Mpofana
uMshwathi
Impendle
Msunduzi
NOTTINGHAM ROAD
LIDGETTON
HOWICK
Tweedie
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
Albert Falls
Midmar

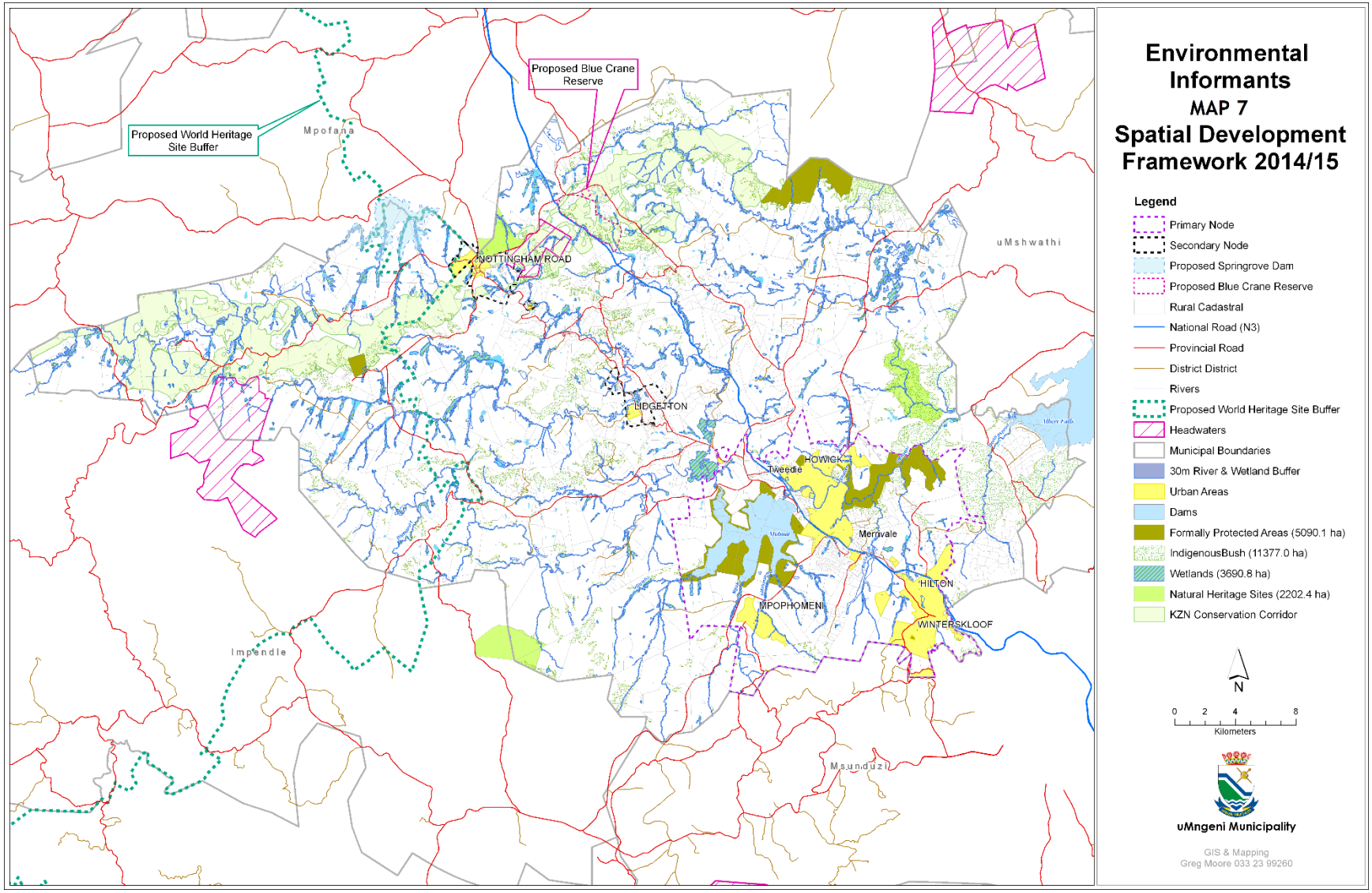

Land Reform
MAP 4
Legend
Primary Node
Secondary Node
Municipal Boundaries
Redistribution Project
Labour Tenants
Restitution Claims
Dams
Urban Areas
National Road (N3)
Provincial Road
District District
N
0 2.5 5 10
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260
Mpofana
uMshwathi
Impendle
Msunduzi
Midmar
Albert Falls

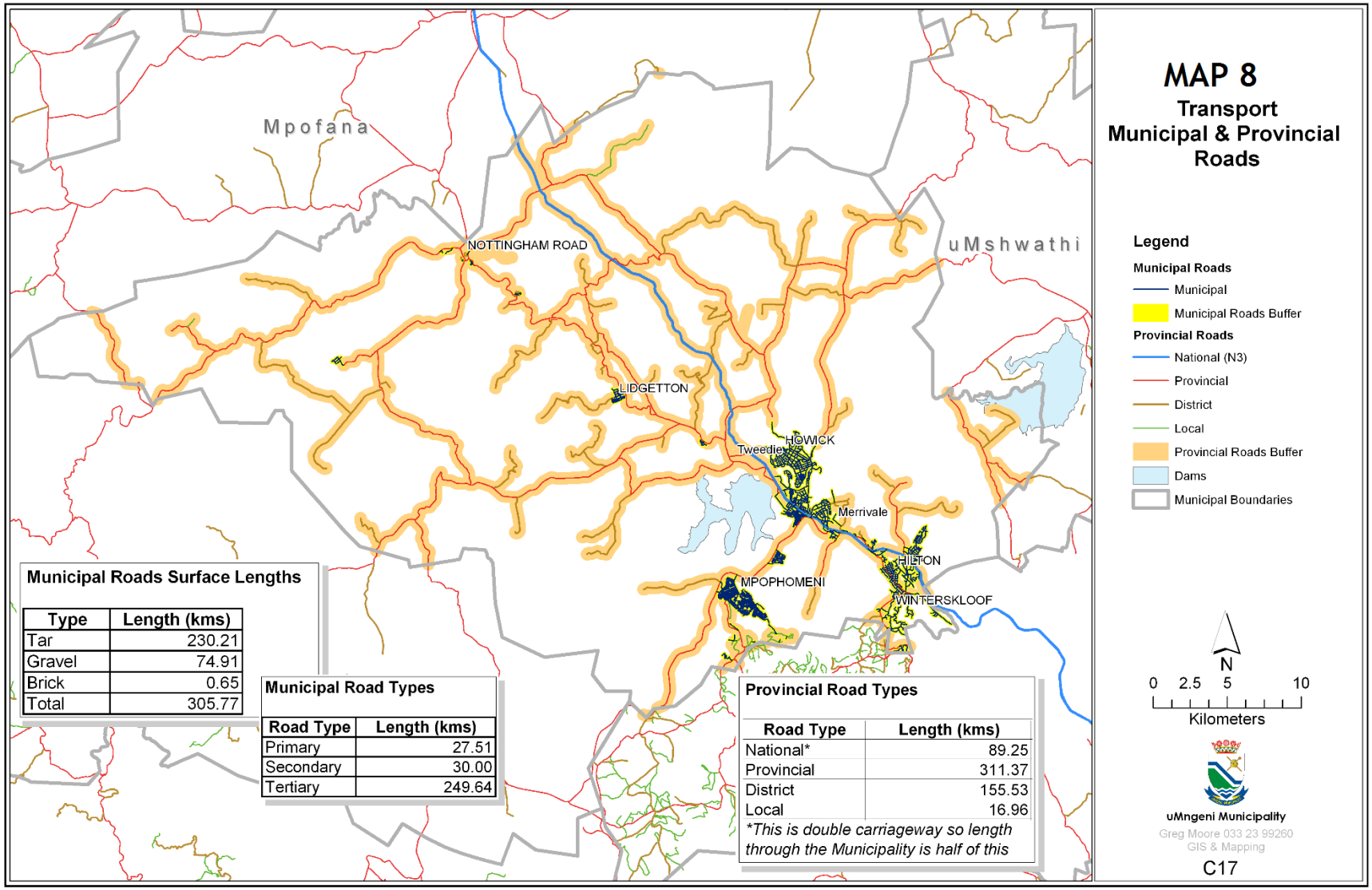


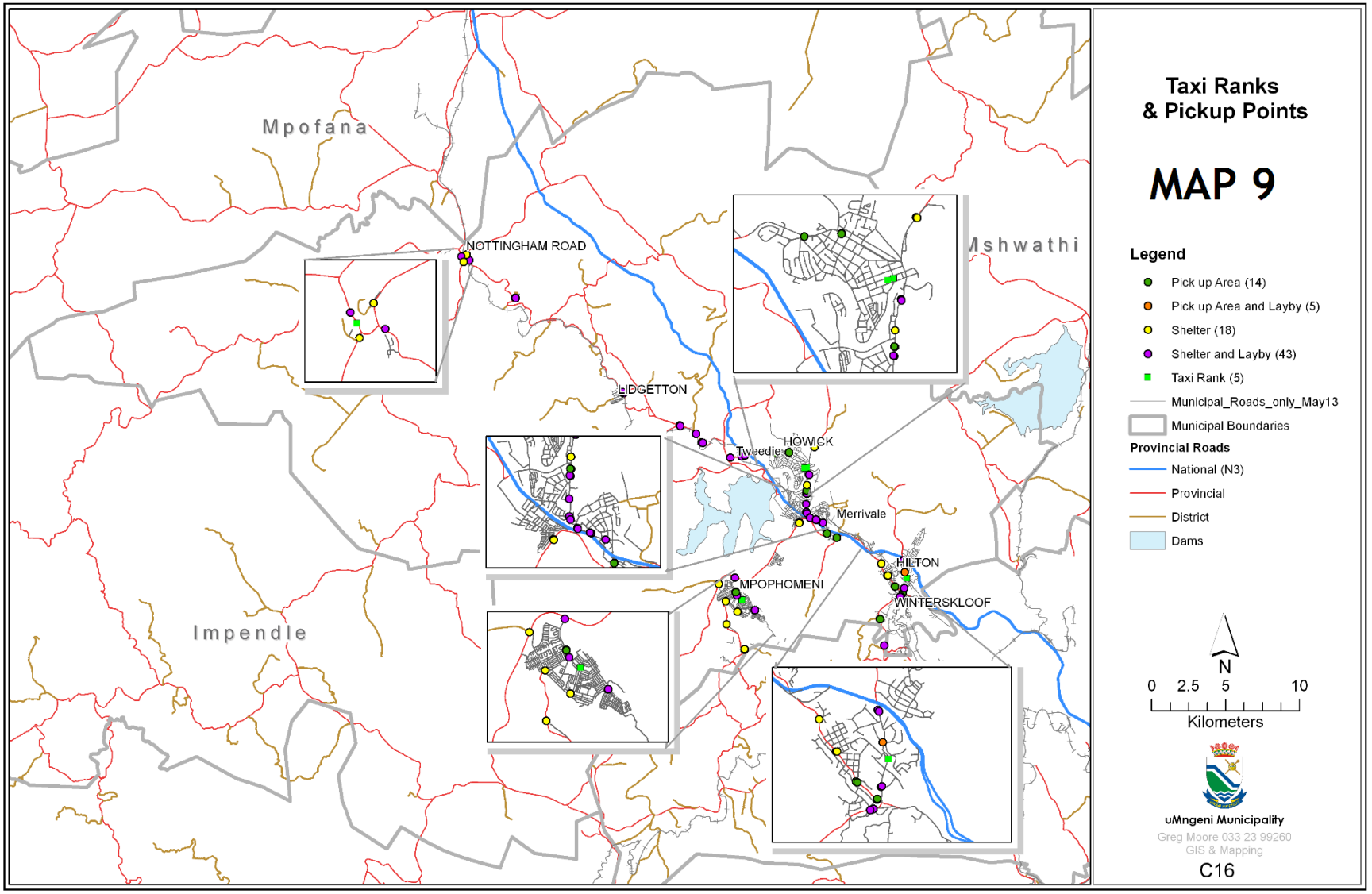

| Class | Concepts |
|---|---|
| I | Land in Class I has few limitations that restrict its use; it may be used safely and profitably for cultivated crops; the soils are nearly level and deep; they hold water well and are generally well drained; they are easily worked, and are either fairly well supplied with plant nutrients or are highly responsive to inputs of fertilizer; when used for crops, the soils need ordinary management practices to maintain productivity; the climate is favourable for growing many of the common field crops. |
| II | Land in Class II has some limitations that reduce the choice of plants or require moderate conservation practices; it may be used for cultivated crops, but with less latitude in the choice of crops or management practices than Class I; the limitations are few and the practices are easy to apply. |
| III | Land in Class III has severe limitations that reduce the choice of plants or require special conservation practices, or both; it may be used for cultivated crops, but has more restrictions than Class II; when used for cultivated crops, the conservation practices are usually more difficult to apply and to maintain; the number of practical alternatives for average farmers is less than that for soils in Class II. |
| IV | Land in Class IV has very severe limitations that restrict the choice of plants, require very careful management, or both; it may be used for cultivated crops, but more careful management is required than for Class III and conservation practices are more difficult to apply and maintain; restrictions to land use are greater than those in Class III and the choice of plants is more limited. |
| V | Land in Class V has little or no erosion hazard but has other limitations which are impractical to remove that limit its use largely to pasture, range, woodland or wildlife food and cover. These limitations restrict the kind of plants that can be grown and prevent normal tillage of cultivated crops; it is nearly level; some occurrences are wet or frequently flooded; others are stony, have climatic limitations, or have some combination of these limitations. |
| VI | Land in Class VI has severe limitations that make it generally unsuited to cultivation and limit its use largely to pasture and range, woodland or wildlife food and cover; continuing limitations that cannot be corrected include steep slope, severe erosion hazard, effects of past erosion, stoniness, shallow rooting zone, excessive wetness or flooding, low water-holding capacity, salinity or sodicity and severe climate. |
| VII | Land in Class VII has very severe limitations that make it unsuited to cultivation and that restrict its use largely to grazing, woodland or wildlife; restrictions are more severe than those for Class VI because of one or more continuing limitations that cannot be corrected, such as very steep slopes, erosion, shallow soil, stones, wet soil, salts or sodicity and unfavourable climate. |
| VIII | Land in Class VIII has limitations that preclude its use for commercial plant production and restrict its use to recreation, wildlife, water supply or aesthetic purposes; limitations that cannot be corrected may result from the effects of one or more of erosion or erosion hazard, severe climate, wet soil, stones, low water-holding capacity, salinity or sodicity. |

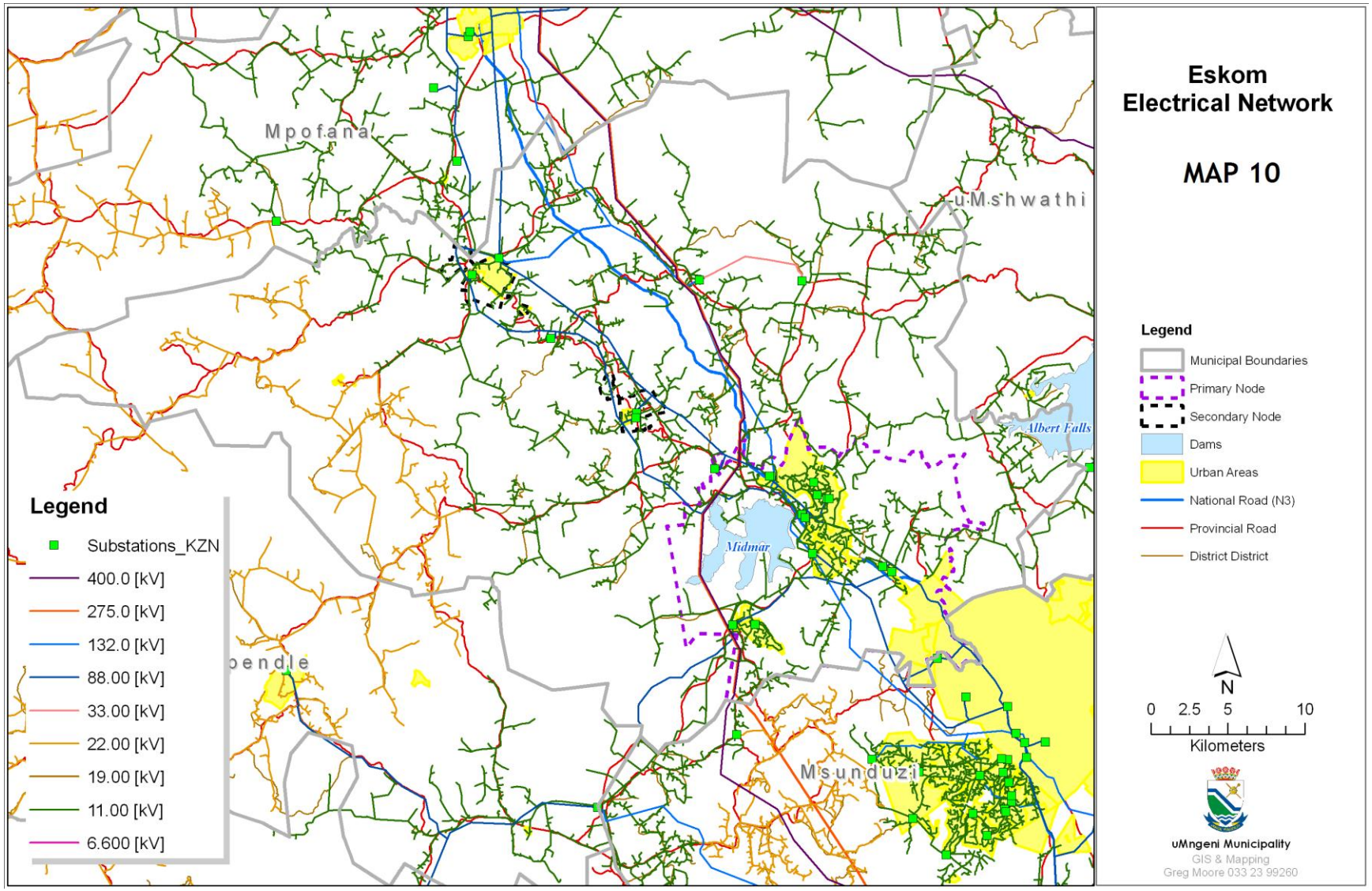
| Class | Description | Grouping | Area (sq km) |
|---|---|---|---|
| II | High potential arable land | Arable | 483.20 |
| III | Moderate potential arable land | Arable | 411.20 |
| IV | Marginal potential arable land | Arable | 218.74 |
| IV | Marginal potential arable land | Arable | 67.45 |
| V | Non-arable; Grazing, Woodland or Wildlife | Grazing | 39.44 |
| VI | Non-arable; Grazing, Woodland or Wildlife | Grazing | 125.20 |
| VII | Non-arable; Grazing, Woodland or Wildlife | Grazing | 183.79 |
| VIII | Wilderness | Wilderness | 13.87 |
| Wa | Water | Water | 23.93 |

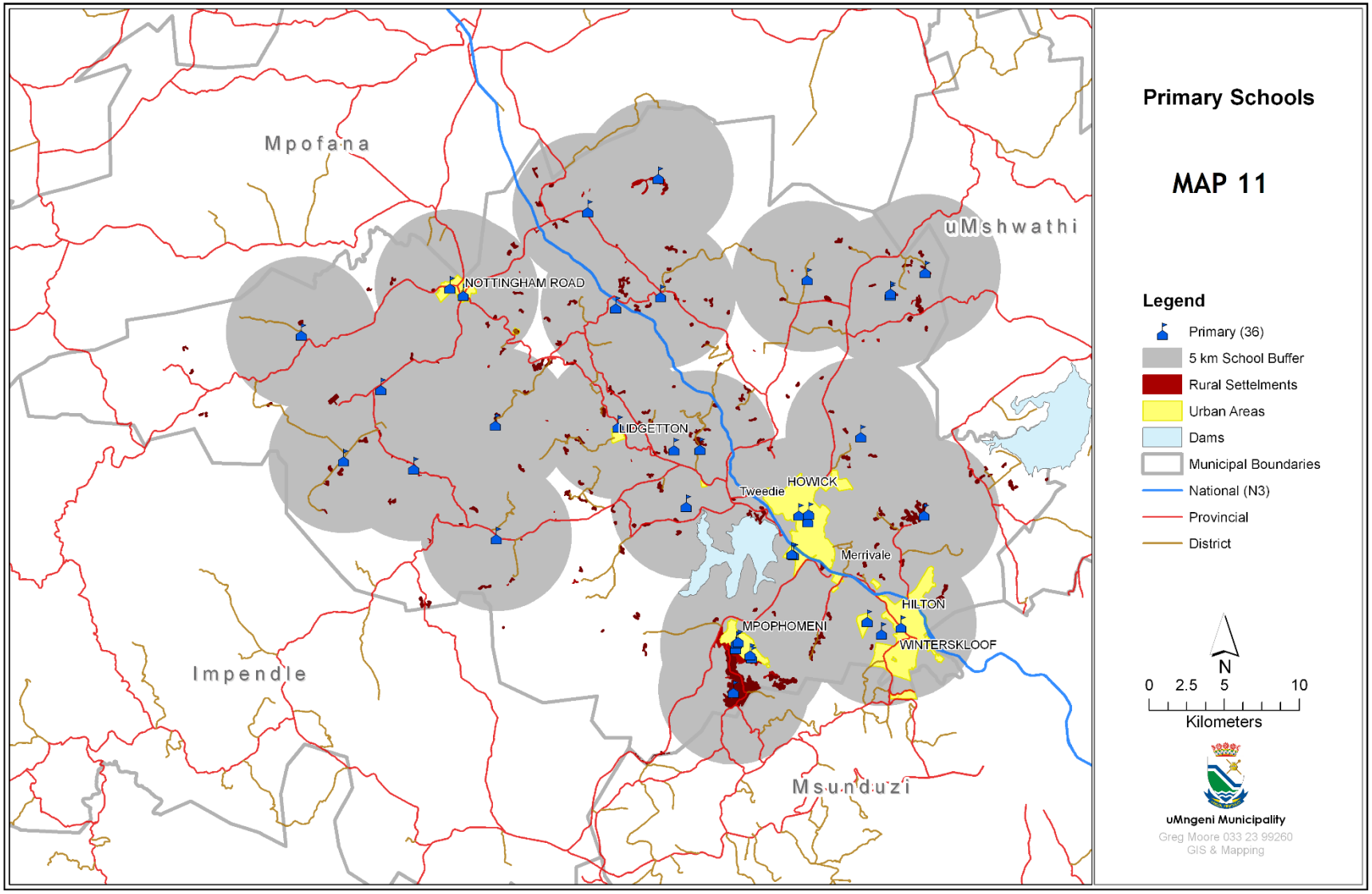

Mpofana
uMshwathi
Impendle
Msunduzi
Midmar
Albert Falls
PDA Applications
Spatial Development Framework 2014/15
MAP 6
Legend
Primary Node
Secondary Node
PDA Applications
National Road (N3)
Provincial Road
District District
Dams
Municipal Boundaries
Urban Areas
N
0 2.5 5 10
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260

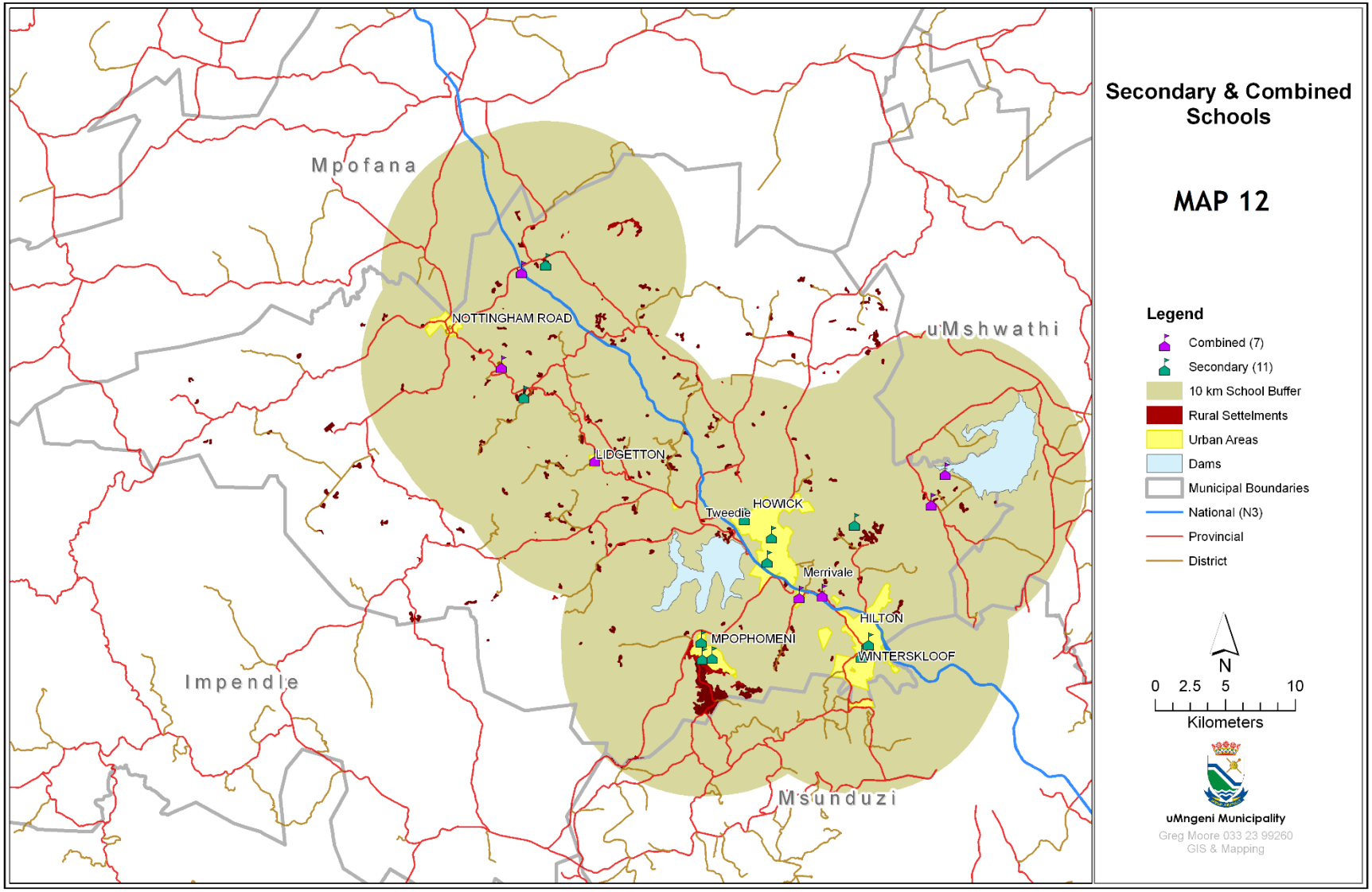

Proposed Blue Crane Reserve
Proposed World Heritage Site Buffer
Mpofana
uMshwathi
NOTTINGHAM ROAD
LIDGETTON
HOWICK
Tweedie
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
Impendle
Msunduzi
Environmental Informants
MAP 7
Spatial Development Framework 2014/15
Legend
Primary Node
Secondary Node
Proposed Springrove Dam
Proposed Blue Crane Reserve
Rural Cadastral
National Road (N3)
Provincial Road
District District
Rivers
Proposed World Heritage Site Buffer
Headwaters
Municipal Boundaries
30m River & Wetland Buffer
Urban Areas
Dams
Formally Protected Areas (5090.1 ha)
IndigenousBush (11377.0 ha)
Wetlands (3690.8 ha)
Natural Heritage Sites (2202.4 ha)
KZN Conservation Corridor
N
0 2 4 8
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260

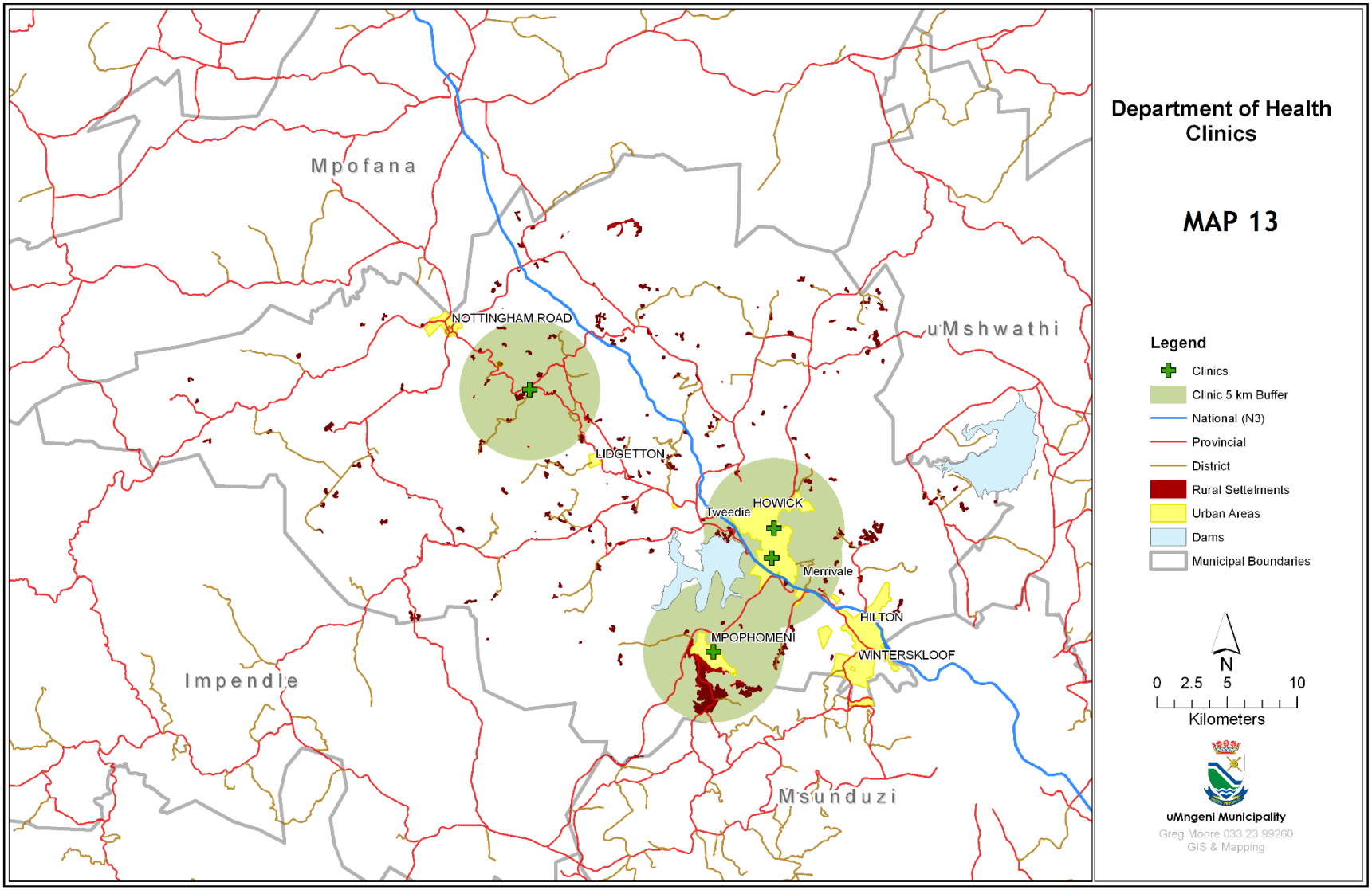

MAP 8
Transport
Municipal & Provincial Roads
Mpofana
uMshwathi
NOTTINGHAM ROAD
LIDGETTON
HOWICK
Tweedie
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
Legend
Municipal Roads
Municipal
Municipal Roads Buffer
Provincial Roads
National (N3)
Provincial
District
Local
Provincial Roads Buffer
Dams
Municipal Boundaries
N
0 2.5 5 10
Kilometers
uMngeni Municipality
Greg Moore 033 23 99260
GIS & Mapping
C17
Municipal Roads Surface Lengths
Type | Length (kms)
Tar | 230.21
Gravel | 74.91
Brick | 0.65
Total | 305.77
Municipal Road Types
Road Type | Length (kms)
Primary | 27.51
Secondary | 30.00
Tertiary | 249.64
Provincial Road Types
Road Type | Length (kms)
National* | 89.25
Provincial | 311.37
District | 155.53
Local | 16.96
*This is double carriageway so length through the Municipality is half of this


Mpofana
Impendle
Mshwathi
NOTTINGHAM ROAD
LIDGETTON
Tweedie
HOWICK
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
Taxi Ranks
& Pickup Points
MAP 9
Legend
Pick up Area (14)
Pick up Area and Layby (5)
Shelter (18)
Shelter and Layby (43)
Taxi Rank (5)
Municipal_Roads_only_May13
Municipal Boundaries
Provincial Roads
National (N3)
Provincial
District
Dams
N
0 2.5 5 10
Kilometers
uMngeni Municipality
Greg Moore 033 23 99260
GIS & Mapping
C16


Eskom
Electrical Network
MAP 10
Legend
Substations_KZN
400.0 [kV]
275.0 [kV]
132.0 [kV]
88.00 [kV]
33.00 [kV]
22.00 [kV]
19.00 [kV]
11.00 [kV]
6.600 [kV]
Mpofana
uMshwathi
Msunduzi
Albert Falls
Midmar
Legend
Municipal Boundaries
Primary Node
Secondary Node
Dams
Urban Areas
National Road (N3)
Provincial Road
District District
N
0 2.5 5 10
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260


Mpofana
uMshwathi
NOTTINGHAM ROAD
LIDGETTON
HOWICK
Tweedie
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
Impendle
Msunduzi
Primary Schools
MAP 11
Legend
Primary (36)
5 km School Buffer
Rural Settelments
Urban Areas
Dams
Municipal Boundaries
National (N3)
Provincial
District
N
0 2.5 5 10
Kilometers
uMngeni Municipality
Greg Moore 033 23 99260
GIS & Mapping


Mpofana
NOTTINGHAM ROAD
uMshwathi
LIDGETTON
Tweedie
HOWICK
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF
Impendle
Msunduzi
Secondary & Combined Schools
MAP 12
Legend
Combined (7)
Secondary (11)
10 km School Buffer
Rural Settelments
Urban Areas
Dams
Municipal Boundaries
National (N3)
Provincial
District
N
0 2.5 5 10
Kilometers
uMngeni Municipality
Greg Moore 033 23 99260
GIS & Mapping


Department of Health
Clinics
MAP 13
Legend
Clinics
Clinic 5 km Buffer
National (N3)
Provincial
District
Rural Settelments
Urban Areas
Dams
Municipal Boundaries
N
0 2.5 5 10
Kilometers
uMngeni Municipality
Greg Moore 033 23 99260
GIS & Mapping
Mpofana
uMshwathi
Impendle
Msunduzi
NOTTINGHAM ROAD
LIDGETTON
HOWICK
Tweedie
Merrivale
HILTON
MPOPHOMENI
WINTERSKLOOF

# ANNEXURE B

## COMMUNITY INPUTS

# ANNEXURE B

## AUDITOR GENERAL COMMENTS AND RESPONSES

| Ref. | Matter | Detail | Planned corrective action | Current status (as at June 2013) | Responsible official/structure | Timefr ame |
|---|---|---|---|---|---|---|
| 1 | **Irregular expenditure** | The municipality incurred irregular expenditure of R 3 845 Million as disclosure in note 47 to the financial statements, as the expenditure incurred was in contravention of the local government: Municipal Supply Chain Management Regulations,2005 (MSCMR) | • Finance Interns has been appointed in terms of the conditions of the Finance Management Grant and trained to assist with the compliance matters in Supply Chain Management;<br>A Supply Chain Management Checklist addressing all the compliance matters will be developed and work-shopped with the Supply Chain Management officials to ensure that there is strict adherence and compliance with the Supply Chain Management regulations. | • Finance Interns have been appointed and have been allocated to various sections. two Finance Intern have been allocated to the Supply Chain Management section;<br>• A Supply Chain Management Checklist has been developed, and is now being used by the SCM unit.<br>• The completion of the checklist is in progress. | Supply Chain Manager/ Municipal Manager | On going |
| 2 | **Fruitless and wasteful expenditure** | As disclosed in note 46 to the financial statements, fruitless and wasteful expenditure of R 650 000 was in as a result of penalties charged on late payments. | • Expenditure Manager will ensure that all invoices from suppliers are paid within 30 days in order to avoid interest and penalties charges. | • Critical invoices are forwarded to the Municipal Manager for approval | Expenditure Manager / Chief Finance Officer | Ongoin g. |
| 3 | **Performance indicators not well defined** | The National Treasury Framework for Managing programme performance information (FMPPI) requires that indicators/measures should have clear unambiguous data definitions so that data is collected consistently and is easy to understand and use , A total of 100% of indicators in relation to basic service delivery, good governance and public relation and community and social development were not well defined in that clear, | • Manager: PMS will ensure that the indicators are reviewed and corrected through a strategic session with Extended MANCO | • Manager: PMS together with Manager: IDP are currently reviewing the PMS working documents to ensure alignment while preparing for the strategic planning session | Manager: PMS | 30 March 2014 |

| Ref. | Matter | Detail | Planned corrective action | Current status (as at June 2013) | Responsible official/structure | Timefr ame |
|---|---|---|---|---|---|---|
| | | unambiguous data definition were not available to for data to be collected consistently. This was due to the fact that management was aware of the requirements of the FMPPI but did not receive the necessary training to enable application of the principle | | | | |
| 4 | **Indicators not verifiable** | The National Treasury FMPPI requires that it must be possible to validate the processes and system that produce the indicator. A total 100% of the indicators in relation to basic delivery and good governance and public relations and community and social development were not verifiable in that valid processes and systems that produce the information on actual performance did not exist. This was due to the lack of key controls in the relevant systems of collection and storage of actual performance information | • Manager: PMS together with all General Managers will ensure that all projected and actual targets have evidence that backs up all that is reported. | • The tools and systems used to measure and verify achievements against the projections are being reviewed to ensure validity and measurability of the reported information. | Manager: PMS & All General Managers | Ongoin g |

| Ref. | Matter | Detail | Planned corrective action | Current status (as at June 2013) | Responsible official/structure | Timefr ame |
|---|---|---|---|---|---|---|
| **5.** | Annual financial Statements | The financials submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatement of Property plant and Equipment, Accounts payables, Account Receivables, revenue and the cash flow statements receiving an unqualified audit opinion | • Service provider which will maintain fixed assets register will be appointed with the assistance from Provincial Treasury<br>• Accounts Payable the reconciliation of all suppliers is in place<br>• Reconciliation of debtors and revenue is in place | • Service provider will be appointed by Provincial Treasury to assist with maintenance of assets and transferring of skills to municipal staff<br>• Reconciliation is performed<br>• Reconciliation is performed | • Manager Budget / CFO<br>• Manager Expenditure / CFO<br>• Manager Revenue / CFO | Ongoin g |
| **6** | **Achievement of planned targets** | Of the total number of 229 targets planned for the year under review. This represents 27 % of the total planned targets that were not achieved during the year under review. This is due to a lack of effective monitoring and timely identification of under-performance against service delivery targets | • Manager: PMS and all the General Managers will ensure that all the departments (within the Municipality) report monthly in order to keep track of the progress towards achieving set quarterly targets. | • Working papers have been adjusted to allow for monthly reporting and the PMS Unit has started on the processes of having sessions with all departments to explain about PMS and what is expected of them so that everyone has an understanding of what is required of their departments. We have already met with the EDP department and the process continues. | Manager: PMS & General Managers | Ongoin g |

| Ref. | Matter | Detail | Planned corrective action | Current status (as at June 2013) | Responsible official/structure | Timefr ame |
|---|---|---|---|---|---|---|
| 7 | **Procurement and Contract management** | Goods and services with a transaction value below R 200 000 were procured without obtaining the required price quotations as required by Municipal Supply Chain management Regulations (MSCMR) 17 (a) and (c) | • All quotations requested from suppliers supply chain manager is checking everything whether is complying in terms of Chapter 11 and SCM regulations | • Suppliers are asked to fill up declaration of interest once they are awarded<br>• Tax clearance certificate is thoroughly checked by SCM manager<br>• Three quotation are obtained from suppliers | Supply chain manager / CFO | Ongoin g |
| 8 | **Expenditure Management** | Money owing by the municipality was not always paid within 30 days of receiving an invoice or statement as required by section 65(2)(e) of the MFMA | Continuous effort will be placed on ensuring that suppliers' invoices or statements are paid within 30 days of receiving them subject to cash flow availability; | • The bi-weekly IFC initiative is monitoring the payment of creditors to ensure their payment within 30 days. The municipality is currently paying the invoices in 45 days. | IFC/MM/ACFO | Ongoin g |
| **9.** | **Internal Control** | I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. The matters report below under the fundamental of internal control are limited to significant deficiencies that resulted in the for opinion, the findings on the annual performance report and the findings on compliance with laws and regulations included in this report | The Internal Audit Plan has been developed by Internal Audit Plan. | • It's in progress | INTERNAL AUDIT MANAGER | Ongoin g |
| **10.** | **Leadership** | The accounting officer, management and the municipal council did not exercise oversight | • Financial reporting will be done on a monthly basis | • Financial reporting is being done on a monthly basis; | MM/CFO<br>GM: Corporate | Ongoin g |

| Ref. | Matter | Detail | Planned corrective action | Current status (as at June 2013) | Responsible official/structure | Timefr ame |
|---|---|---|---|---|---|---|
| | | responsibility over the annual performance report and compliance with key legislation | • Staff will be trained to reach the necessary competency levels<br>• Critical posts have filled | • All critical posts have been filled<br>• MANCO must approve all internal request that will be submitted for training needs as per approved Finance Management Plan by MANCO | | |
| **11.** | **Financial and performance management** | The accounting officer did not implement the proper record management system for the maintenance of documentation supporting the reported performance and financial information, there was inadequate annual review of the fixed asset register to ensure that items of PPE are accurately valued and disclosure in the financial statement and inadequate control over the monthly processing and reconciliation of creditors | • Monthly reporting and reconciliations are being done and submitted to Provincial and National Treasury.<br>• Half yearly Financial Statements will be compiled to eliminate material misstatements. | • This process has been implemented. | ACFO/Manager: BTO | Ongoin g |
| **12** | **Governance** | The internal audit unit and the audit committee did not perform adequate reviews of compliance with laws and regulations and the usefulness of the annual performance report | The Internal Audit Plan has been approved by the Audit Committee (November 2013) and includes the review of compliance with laws and regulations for Quarterly / Annual Performance reports.<br><br>Furthermore, Quarterly Performance Audit Committee meetings will be held to discuss all issues raised on the Internal audit reports and seek responses and corrective action from management of the municipality | The Internal Audit Unit and Audit Committee are aware of the concerns and taking reasonable steps to implement corrective action which includes plans to fill vacancies and execute the Internal Audit plan. | Manager: Internal Audit | Ongoin g |

| Ref. | Matter | Detail | Planned corrective action | Current status (as at June 2013) | Responsible official/structure | Timefr ame |
|---|---|---|---|---|---|---|
| | | | | | | |
| **13** | **Restatement of corresponding** | As disclosed in the note 51 to the financial statements, the corresponding figures for 30 June 2012 have been restated as a result of an error discovered during 30 June 2013 in the financial statements of the uMngeni Municipality at, and for the ended, 30 June 2013 | • All journals that are processed on Caseware will also be passed on SAMRAS system in order correct opening balance and prior errors | • is in process | Manager: Budget / CFO | Ongoin g |

# ANNEXURE C

## SPATIAL DEVELOPMENT FRAMEWORK

# ANNEXURE D

DISASTER MANAGEMENT PLAN
(Made available upon request)