

DRAFT 2016/2017 UMNGENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN REVIEW

PEOPLE CENTRED DEVELOPMENT – INTUTHUKO KUBANTU



Endorsed by: uMngeni Municipal Council

P.O. Box 5

Howick

3290

Tel: +27 33 239 9200

Fax: 033 330 2965

Website: www.umngeni.gov.za Corner Somme and Dick Street

Howick

3290

TABLE OF CONTENTS

CHAPTER A - EXECUTIVE SUMMARY	1
CHAPTER B - DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND PRIORITIES	3
1. Development Principles	3
2. Government Policies and Priorities	6
CHAPTER C - SITUATIONAL ANALYSIS	14
1. SPATIAL ANALYSIS	15
1.1 Regional Context	15
1.2 Administrative Entities	15
1.3 Structuring Elements	15
1.4 Existing Nodes and Corridors	16
1.4.1 Development Concept	16
1.4.2 Primary Node	16
1.4.3 Secondary Nodes	17
1.4.4 Corridors	17
1.4.5 Urban Edges	18
1.5 Land and Broad Land Uses	18
1.5.1 Land Cover	18
1.5.2 Land Uses	18
1.6 Land Ownership	19
1.8 Land Capability	20
1.9 Private Sector Developments	20
1.10 Environmental Analysis	21
1.10.1 Biodiversity	21
1.10.2 Hydrology	22
1.10.3 Climate Change	22
1.11 Spatial and Environmental Trends and Analysis	22
1.12 Cross Cutting Interventions: SWOT Analysis	23
1.13 Disaster Management	23
1.13.1 Municipal Institutional Capacity	23
1.13.2 Risk Assessment	24
1.13.3 Risk Reduction and Prevention	24
1.13.4 Response and Recovery	25
1.13.5 Training and Awareness	25
1.13.6 Funding Arrangements	25
1.13.7 Disaster Management: SWOT Analysis	26
2. DEMOGRAPHIC TRENDS	27

2.1	Demographic Indicators	27
2.1.1	Population Groups	27
2.1.2	Population Composition by Age Group	28
2.1.3	Fertility Rate	28
2.1.4	Mortality Rate	29
2.1.5	Life expectancy	29
2.1.6	Household	30
2.1.7	Basic Services	30
2.1.8	Education Status	31
2.1.9	Employment Status	31
2.1.10	Income Status	32
2.1.11	Safety and security	32
3.	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS	32
3.1	High Level Municipal Organogram	32
3.2	Organisational Development	34
3.2.1	Institutional Arrangements	34
3.2.2	Powers and Functions	35
3.2.3	Organisational Structure	36
3.2.4	Municipal Institutional Capacity and Status of Critical Posts	38
3.2.5	Human Resources Development	39
3.2.6	Information Communication Technology	41
3.3	Municipal Transformation and Organisational Development: SWOT Analysis	41
4.	SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS	42
4.1	Water and Sanitation	42
4.2	Solid Waste Management	45
4.3	Transportation Infrastructure	46
4.4	Energy	47
4.5	Community Facilities	48
4.6	Human Settlement	49
4.7	Telecommunications	49
4.8	Service Delivery and Infrastructure: SWOT Analysis	50
5.	LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS	52
5.1	Local Economic Development Analysis	52
5.1.1	Municipal Comparative and Competitive Advantage	52
5.1.2	Main Economic Contributors	52
5.1.3	Employment and Income Levels	53
5.1.4	SMMEs	55
5.1.5	Agriculture	56
5.1.6	Tourism	56
5.1.7	Manufacturing (Industrial)	57

5.1.8 Services	57
5.1.9 Local Economic Development: SWOT Analysis	57
5.2 Social Development Analysis	58
5.2.1 Broad Based Community Needs	58
5.2.2 Education	60
5.2.3 Health	62
5.2.4 Safety & Security	63
5.2.5 Nation Building and Social Cohesion	63
5.2.6 Community Development with particular Focus on Vulnerable Groups	64
5.2.7 Social Development: SWOT Analysis	65
6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS	66
6.1 Financial Viability and Management Analysis	66
6.1.1 Capability of the Municipality to execute Capital Projects	66
6.1.2 Indigent Support	66
6.1.3 Revenue Enhancement and Protection Strategies	66
6.1.4 Municipal Consumer Debt Position	67
6.1.5 Grants and Subsidies	67
6.1.6 Municipal Infrastructure Assets and Maintenance	67
6.1.7 Current and Planned Borrowings	67
6.1.8 Municipality's Credit Rating	67
6.1.9 Employee Related Costs	67
6.1.10 Supply Chain Management (SCM)	67
6.2 Financial Viability and Management: SWOT Analysis	68
7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS	69
7.1 Good Governance Analysis	69
7.1.1 National and Provincial Programmes rolled-out at Municipal Level	69
7.1.2 Inter-Governmental Relations (IGR)	70
7.1.3 Municipal Structures	71
7.1.4 Internal Audit	73
7.1.5 Status of Municipal Policies	74
7.1.6 Municipal Risk Management	75
7.1.6 Municipal Bylaws	75
7.2 Public Participation Analysis	76
7.3 MEC Responses	77
7.4 Good Governance and Public Participation: SWOT Analysis	76
8. COMBINED SWOT ANALYSIS	80
9. KEY CHALLENGES	88
CHAPTER D - VISION, GOALS, OBJECTIVES AND STRATEGIES	90
1. Vision and Mission Statement	90
1.1 Vision	90
1.2 Mission	91

2. Goals, Objectives and Strategies	91
2.1 Introduction	91
2.2 IDP Goals, Objectives and Strategies	92
CHAPTER E - STRATEGIC MAPPING AND IMPLEMENTATION PLAN	95
1. Strategic Mapping	95
2. Implementation Plan	104
CHAPTER F - FINANCIAL PLAN	122
1. Introduction	131
2. Operating and Capital Budget Estimates	132
2.1 Budget Assumptions	132
2.2 Operating Budget Estimates	132
2.3 Capital Budget Estimates	133
3. Fincial Strategy	135
3.1 The Financial Framework	135
3.1.1 Revenue Adequacy and Certainty	135
3.1.2 Cash Liquidity Position	135
3.1.3 Sustainability	135
3.1.4 Accountability, Transparency and Good Governance	136
3.1.5 Equity and Redistribution	136
3.1.6 Strategies and Programs	136
3.1.7 Revenue Raising Strategies and Programs	136
3.1.9 Asset Management Strategies and Programmes	137
3.1.10 Financial Management Strategies and Programmes	137
4. Financial Management Policies	137
4.1 General Financial Philosophy	137
4.2 Operating Budget Policies	138
4.3 Capital Infrastructure Investment Policies	138
4.4 Credit Control Policy and Procedures	138
4.5 Indigent Customers	139
4.6 Investment Policies	139
4.7 Debt Management Policy	140
4.8 Asset Management Policy	140
4.9 Accounting Policies	141
4.10 Supply Chain Management Policy	142
5. Three (3) Year Implementation Plan	143
5.1 Projects	143
5.1.1 Background to Projects	143
5.1.2 uMngeni Budget Capital Projects	144
CHAPTER G - ANNUAL OPERATIONAL PLAN (SDBIP)	146
CHAPTER H - ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	147

ANNEXURE A - MAPPING

ANNEXURE B - ORGANOGRAM

ANNEXURE C - SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE D - DISASTER MANAGEMENT PLAN

ANNEXURE E - BACK TO BASICS

ANNEXURE F - AG COMMENTS AND MANAGEMENT RESPONSE

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

JMPT – Joint Municipal Planning Tribunal

KPA – Key Performance Area
 KPI – Key Performance Indicators

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

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

MSA – Municipal Systems Act

NDP – National Development Plan

NSDP – National Spatial Development Perspective

NEMA – National Environmental Management Act

NGO – Non Governmental Organisation

OSS – Operation Sukuma Sakhe

PDA – Planning and Development Act

PMS – Performance Management System

PDA – Planning and Development Act

PGDS – Provincial Growth and Development Strategy

SDBIP – Service Delivery and Budget Implementation Plan

SDF – Spatial Development Framework

SAPS – South African Police Service

SEA - Strategic Environmental Assessment

SMME – Small Micro Medium Enterprise

SPLUMA – Spatial Planning and Land Use Management Act

TBD – To be determined

UMDM –uMgungundlovu District Municipality

VIP – Ventilated Pit Latrine

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 31 August 2015 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.*

A SWOT analysis method has been utilised in order to have an understanding of internal and external factors which have an impact on the municipality. Through a comprehensive SWOT analysis of the 5 Key Performance Areas (KPAs) and the 6th 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.

During a three day strategic planning session held in November 2014, the municipality reviewed its strategic objectives. This resulted in the municipality developing six IDP Goals with their associated strategic objectives which will help to be able to unlock and address key challenges.

- Human resource development and management
- Sustainable socio-economic development
- Promote human settlements and infrastructure development
- Financially sound and sustainable municipality
- Good corporate governance
- Spatial planning and environmental sustainability

Even though this was an important task undertaken by the municipality, its shape and form can only be effective once the municipality develops Key Performance Indicators (KPI) that are outcome based rather than outputs. This task will be dealt with in the development of the municipal SDBIP which will form part of the Final IDP Review.

CHAPTER B – DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND PRIORITIES

1. 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. Efforts have and will be 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 its area of jurisdiction.

NO.	PRINCIPLE	MUNICIPAL RESPONSE
1	Spatial Justice	<ul style="list-style-type: none"> 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 disadvantaged areas but also improving on the already developed areas. 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. The municipality is currently in advanced stages of developing a municipal wide land use scheme which also incorporate rural areas. The current LUMS of the municipality permit for different types of land use and zones which allows for flexible and appropriate management of previously disadvantaged areas. The municipality coordinate the development of housing projects for both private and public sectors that allow for security of tenure rights. Once set up the Municipal Planning Tribunal will abide by the development principles and norms and standards.
2	Spatial Sustainability	<ul style="list-style-type: none"> The development of municipal strategies and plans are developed within the economic means and capabilities of the municipality. 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

		<p>reason, the Department of Agriculture is continuously engaged in such matters to ensure protection of prime and unique agricultural land.</p> <ul style="list-style-type: none"> ▪ The municipality has developed a Strategic Environmental Assessment (SEA) <i>albeit</i> 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. ▪ 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. ▪ 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. ▪ 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	<ul style="list-style-type: none"> ▪ 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. ▪ 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.

		<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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. ▪ 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. ▪ 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. ▪ 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. ▪ The municipality has a number of policies which respond to our constitutional mandate and also the National Key Performance Areas.

Table 1

The municipality has made institutional arrangements for the implementation of SPLUMA having established a Joint Municipal Planning Tribunal (JMPT) with uMshwati, Mpofana, Mpendle, Mkhambathini and Richmond. The uMgungundlovu District Joint Spatial Planning and Land Use Management By-Laws were gazetted and the JMPT members have also been appointed.

The following list is a table of planning and development principles derived from the KZN COGTA IDP Framework Guide and the application thereof in uMngeni Municipality.

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

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

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

2. Table 2

3. 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 2030. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved, world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy. Below is a list of the relevant MDGs and the response thereof uMngeni Municipality to these critical global issues.

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

provision of free basic services to its communities. More people have access to housing and the backlogs to basic services have significantly decreased. There are also plans in place to continuously ensure provision of housing and basic services well beyond the MDG 1 targets which in most part has been achieved by the municipality.

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

Goal 3 (Promote gender equality and empower women) - The municipality is seeking to facilitate gender equity while dealing with gender related issues. This will be done by developing a plan for local programmes. 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 6 IDP goals and strategic objectives 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 uMngeni Strategic Framework has been specifically aligned with the seven Strategic Goals of the PGDS.

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 14 identified outcomes.

State of the Nation Address (2016)

As part of the 2015 State of the Nation Address, the president of the republic outlined a nine point plan towards achieving economic growth and creating jobs. These are listed:

1. Resolving the energy challenge.
2. Revitalising agriculture and the agro-processing value chain.
3. Advancing beneficiation or adding value to our mineral wealth.
4. More effective implementation of a higher impact Industrial Policy Action Plan.
5. Encouraging private sector investment.
6. Moderating workplace conflict.
7. Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, township and rural enterprises.
8. State reform and boosting the role of state owned companies, information and communications technology (ICT) infrastructure or broadband roll-out, water, sanitation and transport infrastructure as well as
9. Operation Phakisa aimed growing the ocean economy and other sectors.

The municipality will continue to focus on these priority issues but also introduce measures to cut down on wasteful expenditure as outlined by the President.

KZN State of the Province Address (2016)

As part of the 2016 State of the Province Address, the premier outlined the following issues that require urgent attention:

- Levels of poverty, unemployment and inequality
- The decline in Grade 12 pass rate
- HIV/AIDS infections
- Land as a means to access economic freedom
- Pace of delivering housing
- Renewable energy
- High rate of crime, violence and corruption

The municipality will develop intervention measures to address some of the urgent issues outlined by the premier and that will be included in the Final IDP Review.

National Infrastructure Plan

The South African Government adopted a National Infrastructure Plan in 2012. With the plan the aim is to transform the economic landscape while simultaneously creating significant numbers of new jobs, and strengthen the delivery of basic services.

Government will invest billions in building new and upgrading existing infrastructure. These investments will improve access to healthcare facilities, schools, water, sanitation, housing and electrification. On the other hand, investment in the construction of ports, roads, railway systems, electricity plants, hospitals, schools and dams will contribute to faster economic growth. In order to address challenges and goals, Cabinet established the Presidential Infrastructure Coordinating Committee (PICC) amongst other things

- coordinate, integrate and accelerate implementation
- develop a single common National Infrastructure Plan that will be monitored and centrally driven;
- identify who is responsible and hold them to account;
- develop a 20-year planning framework beyond one administration to avoid a stop-start pattern to the infrastructure roll-out.

Under their guidance, 18 strategic integrated projects (SIPs) have been developed. The SIPs cover social and economic infrastructure across all nine provinces. The SIPs include catalytic projects that can fast-track development and growth. Work is being aligned with key cross-cutting areas, namely human settlement planning and skills development.

The municipality is directly affected by SIP2 which aims to strengthen the logistics and transport corridor between South Africa's main industrial hubs and to improve access to Durban's export and import facilities. It is estimated that 135 000 jobs will be created in the construction of projects in the corridor. Once the projects are completed a further 85 000 jobs are expected to be created by those businesses that use the new facilities. The municipality will later provide information on the number of jobs it expect to contribute through SIP2.

Back to Basics

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

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

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

The Back to Basics approach will institutionalise a performance management system that will recognize and reward good performance, and ensure sufficient consequences and

appropriate support for under performance. The approach will integrate information on municipalities and ensure that the current challenges in the local government sphere, in the short and medium term specifically, are addressed. (*Circular No: 47/2014*)

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

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

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

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

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

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

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

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

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

Low collection rates (less than 50%) – The municipality has a collection rate of 75% and strives to increase that through the development of a Revenue Strategy which is a municipal strategic response to increased revenue collection and ensuring that all municipal revenue is accounted for.

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

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

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 km². 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 236km² 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 N3, which is problematic. During a disturbance on the N3 usually traffic is diverted to the R103 which causes stress to the tourist route as you would have much more traffic than desired for tourism purposes.

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 3

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 4

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.

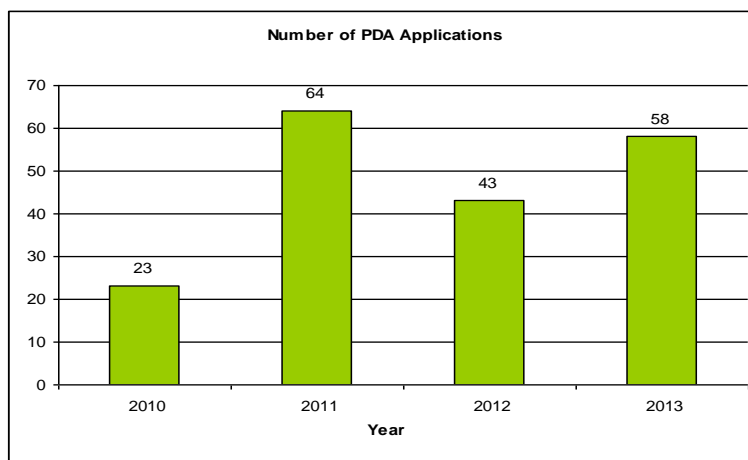


Figure 1

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 Umgeni 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 Okhahlamba 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 uMgeni River as well as the Lions, Mpofana, Karkloof, Dargle, Gudu, uMthinzima, KwaGqishi, Nguku, Kusane, Gwens Spruit and Elands with the Mooi River forming a portion of boundary between the uMngeni and Mpofana Municipalities. The headwaters of the uMgeni River straddle the boundary between the uMngeni and Impendle Municipalities. The major storage dam for the regional economy 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
<ul style="list-style-type: none"> ▪ SDF is reviewed annually ▪ Well defined nodal areas in the municipality ▪ Well defined corridors with satisfactory access to all nodal areas ▪ Functional Shared Services Model to support development and spatial planning ▪ Water catchment areas provide water resources to communities and businesses ▪ Municipality is situated along the N3 ▪ High potential agricultural land ▪ Location of the Municipality within the Midlands Meander as a key tourism destination ▪ High conservation areas ▪ The municipal SEA is in place ▪ Wall to wall scheme has been finalised 	<ul style="list-style-type: none"> ▪ Lack of Local Area Plan for the nodes ▪ Lack of Capital Investment Framework that is linked to the IDP and Budget ▪ Lack of resources to properly implement enforcement ▪ Lack of town planning capacity building in communities especially in Mpophomeni ▪ The Disaster Management Plan is outdated ▪ Lack of human resource within the Town Planning Unit and Building Inspectorate could lead to major backlogs thus comprising service delivery ▪ The municipal SEA has not been reviewed for over five years ▪ High potential agricultural land ▪ The municipality does not have the power to provide all the services that are necessary for development to occur
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ SIP2 and SIP11 provides ability to access funding ▪ Water catchment areas e.g. Spring Grove Dam, Midmar Dam etc. ▪ Uncommitted land around the interchanges along the N3 ▪ Pietermaritzburg Capital City provides an opportunity to access government services ▪ The UMDM SEA expanding as a development node ▪ Location of the municipality along tourism route 	<ul style="list-style-type: none"> ▪ High levels of subdivision applications lodged within the municipality could lead to loss of agricultural land ▪ Building Inspectorate Office does not have fire proof cabinets ▪ Lawlessness in complying with planning laws ▪ No fire proof cabinets for building plans

Table 5

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 but is outdated and requires review. A reviewed local Disaster Management Plan will be incorporated as part of the Final IDP Review.

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

Table 6

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
<ul style="list-style-type: none"> ▪ Functional Disaster Management Unit at the District Municipality ▪ Local response personnel to disaster issues in place 	<ul style="list-style-type: none"> ▪ Lack of coordinated planning between the municipality and Ingonyama Trust Board ▪ Outdated Disaster Management Plan ▪ Lack of training, capacity and public awareness to disaster issues to communities ▪ Lack of sufficient human resources within the Municipality to tackle disaster issues ▪ Centralisation of the Disaster Management Unit at the District Municipality ▪ Lack of a functional Disaster Management Advisory Forum
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Review of the Disaster Management Plan ▪ Education, training and public awareness 	<ul style="list-style-type: none"> ▪ Flooding, house fires, veld fires and severe storms have been identified as the highest risks ▪ Illegal developments in disaster prone areas

Table 7

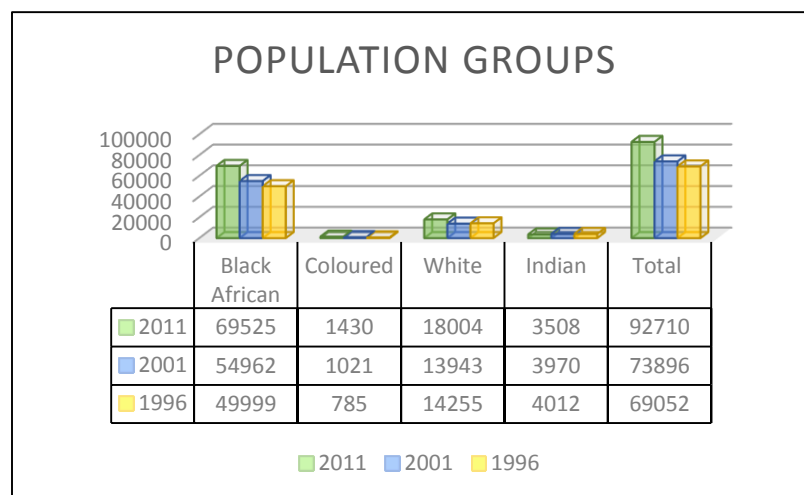
4. 2. DEMOGRAPHIC TRENDS

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.

5. 2.1 Demographic Indicators

2.1.1 Population Groups

Figure 2 - Source: Stats SA (Census 2011)

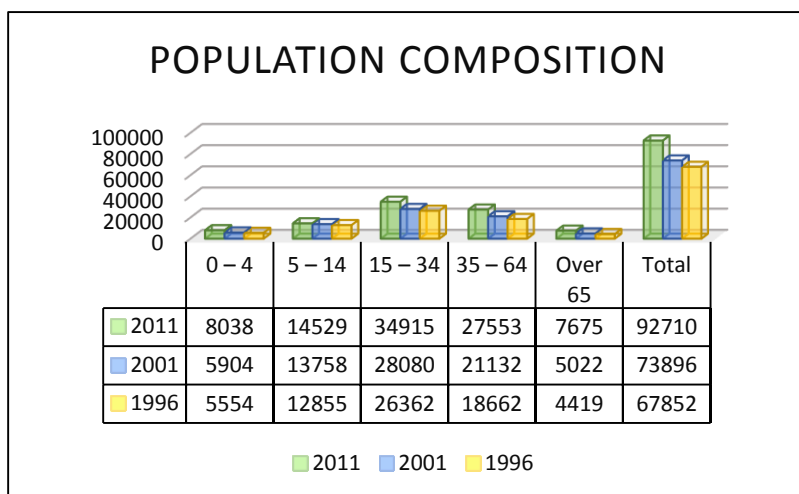


The analysis of population groups is important especially in the context of South Africa as a perceived rainbow nation but more over because of past segregation laws. The more diverse society is, the more consideration must be given to cultural or religious factors in the planning or implementation of 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 8

Indicator	FERTILITY RATE		
	1996	2001	2007
Total fertility rate	3.1	2.84	2.2
Adolescent fertility rate	1996	2001	2011
	80.59	72.69	52.52
Crude birth rate	1996	2001	2011
	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 9

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 10

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 11

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 12

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 learner ratio, the current numbers as reflected for 2011 are encouraging in context of attention given to each learner. Even though there has been an increase in the number of people who have some secondary schooling and Grade 12, the numbers are still relatively low with only 30% of the population having completed Grade 12. Even more concerning is the low levels of people with higher education which is 15% in 2011. The ratio from Grade 12 to higher education is however encouraging as at least 50% of people who obtain Grade 12 continue to seek higher education.

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 learner 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 13 - 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

Table 14 - 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 15

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 16

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

Following the Strategic Planning Session held from 3-5 November 2015 where there was a review of municipal goals and strategic objectives, there was a need identified to also review the current structure of the municipality such that it responds to the current needs and direction of the municipality. This process is underway. In order to have an affective human resource, the municipality is developing a Human Resource Development Strategy that will institutional requirements.

The current structure of the municipality is such that it meets 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. A complete municipal organogram has been included as Annexure B of this document.

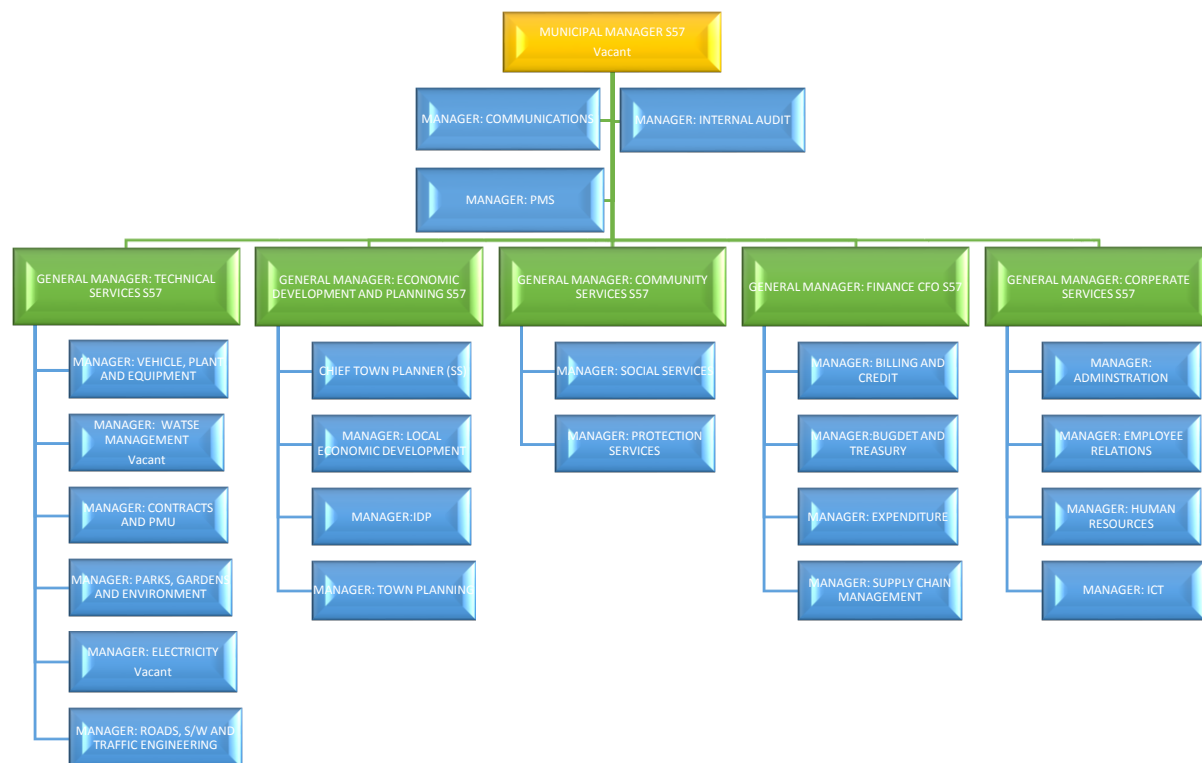


Figure 4 – High Level Organogram

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 17

Party		Total Seats	Ward Seats	PR Seats	Gender
African National Congress		14	8	6	F=8 M=6
Democratic Alliance		9	4	5	F=6 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 18

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	Mr. S Sethene
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 institutional arrangements to perform its powers and functions.

Table 19

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 5 departments which are Finance, Corporate Services, Technical Services, Economic Development and Planning, Community Services. 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. With the prospect of restructuring, functions from departments might be reallocated.

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 done in 2012, 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 quite some time which might be a major problem in terms of continuity with the developed plans and ultimately service delivery. The position is currently filled in an acting capacity. Since the last review, the municipality has made progress with the appointment of the CFO and General Manager for Community Services which will further assist in our strides for service delivery. The Accounting Officer's position has been advertised and is envisaged for appointment in due course.

3.2.5 Human Resources Development

Human Resources Management

As outlined in the MEC letter, the municipality is lagging behind with regards to the development of a Human Resource Strategy and as such, the municipality is currently developing the strategy and is envisaged to be completed in the next financial year.

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)
- University of Pretoria

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 policies developed include an Abscondment Policy which is a useful tool in managing and controlling absenteeism, 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. A succession policy which is currently being developed by the Corporate Services department will be a good supplement to the upscaling of the skills of the municipal staff.

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.

Following the 2013/2014 Audit Findings of the Municipal ICT Network the following remedies have been applied;

- The Municipality has upgraded its internet line to a 2mb line and has deployed an internet security firewall device
- The Municipality now houses its own exchange email server resulting in improved email communication speeds and security. An uMngeni domain has also been deployed for the central administration of networked computers.
- All municipal desktops are now protected with a centrally administered Antivirus solution which is updated on a regular basis.
- In its efforts of optimising the use of its limited resources, the network comprises of a Virtual Server environment wherein multiple servers are deployed including a file server for securing user data.
- The ICT Risk Register, Master Systems Plan, Disaster Recovery Plan, Business continuity Plan and ICT Governance Framework have been developed and adopted by council.
- The Compliant Server Room Building Project is currently in progress.
- The responsibilities of the Security Officer has been assigned to the Systems Administrator whilst the process of appointing a security officer (structure review) is underway.

The above remedies mark a firm foundation towards a fully compliant, secure, stable and reliable ICT infrastructure for uMngeni Municipality. The roadmap for realising the vision of the municipality's Information and communication Technology has been laid out in the five (5) year ICT Strategy and the master systems plan which is currently being implemented.

3.3 Municipal Transformation and Organisational Development: SWOT Analysis

Table 20

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Qualified staff in critical positions within the municipality ▪ There are established departments that deal with all municipal functions ▪ Availability of funds from LG SETA for training of municipal staff ▪ The municipal policies and procedures are in place albeit some of them outdated ▪ There is an existing organisational structure that responds to its strategic requirements. ▪ The Human Resources Development Policy is in place to enhance the municipal skills capacity. 	<ul style="list-style-type: none"> ▪ Lack of inter-departmental coordination in the development of the IDP. ▪ Lack of funding to fill vacancies within the Technical Services Department which is a driver for service delivery. ▪ Lack of the overall implementation of the Human Resources Policy. ▪ Vacant critical positions (S57) could hamper the municipality in achieving its long term goals and objectives. ▪ Lack of sufficient women and people with disabilities at management level. ▪ Lack of human resource capital ▪ Lack of office space ▪ Lack of a Human Resources Strategy ▪ Lack of boosting staff morale

<ul style="list-style-type: none"> ▪ Frequently held MANCO, Portfolio, EXCO and Full Council meetings on a monthly basis. ▪ The Master Systems Plan has been adopted. ▪ The municipality has a functional Shared Services model. ▪ There is an Acting Accounting Officer 	<ul style="list-style-type: none"> ▪ Lack of synergic approach to offer services as a catalyst for change management ▪ Lack of an Accounting Officer
OPPORTUNITIES	THREAT
<ul style="list-style-type: none"> ▪ Branding and marketing of the municipality through tourism ▪ Usage of ICT to boost local economy ▪ Usage of ICT to automate and enhance internal processes ▪ Usage of ICT to accelerate service delivery ▪ Improve citizens life by implementing e-governance ▪ Usage of ICT to enhance revenue collection ▪ Training and development if entire municipal personnel ▪ Lack of funds to implement the ICT Master Systems Plan. ▪ The vacant critical positions could lead to the non- functionality of the departments concerned. 	<ul style="list-style-type: none"> ▪ High staff turnover ▪ Strikes ▪ Worsening staff morale

6.

7. 4. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

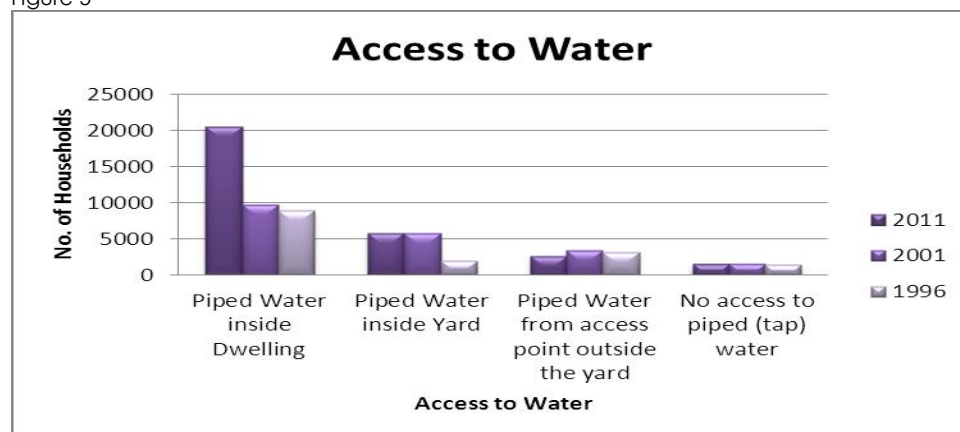
4.1 Water and Sanitation

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 be 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 5



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. Map 14 in Annexure A reflect the level of access to piped water within different wards in the municipality.

Table 21

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

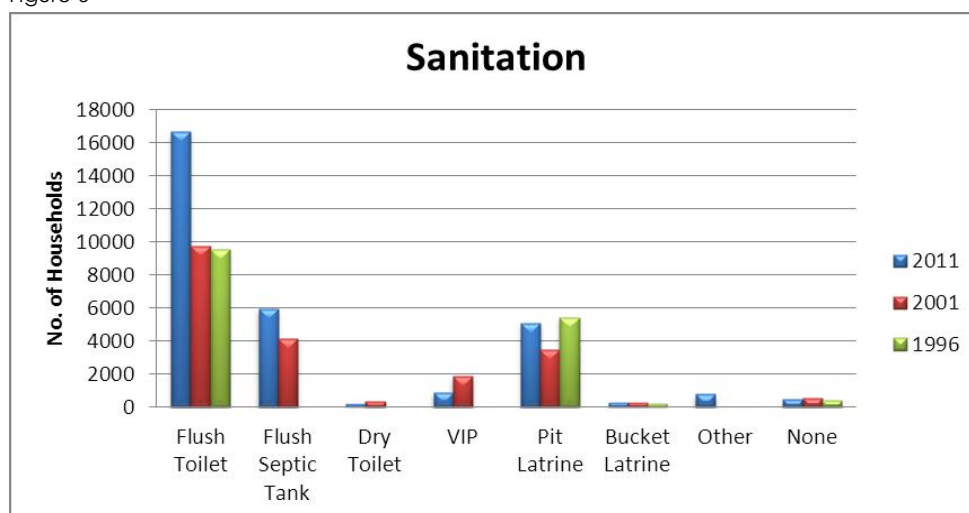
Similarly with the provision of water, the municipality has made significant inroads in the provision of suitable sanitation facilities for the different communities. As can be seen from Figure 2 below, the common type of sanitation methods used in the municipality is flush toilets, flush septic tank 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 6



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 22

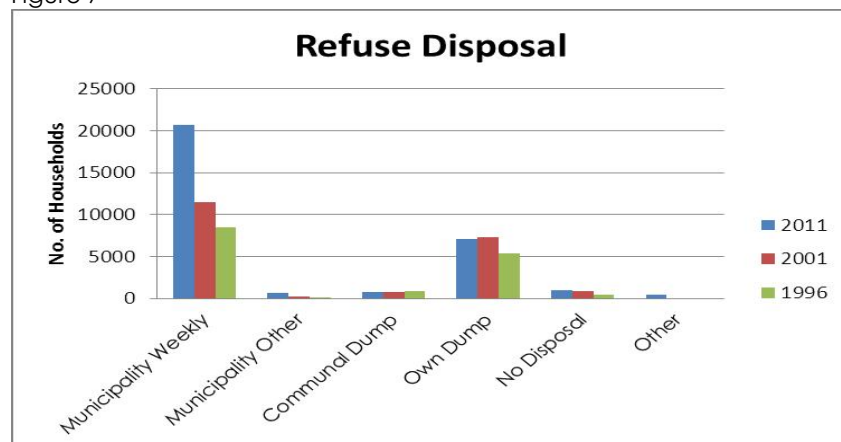
COMMUNITIES WITHOUT OR LARGELY WITHOUT A SANITATION		
WARD	AREA	NO. OF HOUSEHOLDS
1	Shiyabazali	191
4	Lutchmans Farm	83
5	Triandra	37
8	Mashingeni	147
9	Enguga	80
8 and 9	KwaChief	333
9	KwaHaza	644
	Total	1515
COMMUNITIES WITH AN INADEQUATE SANITATION WHICH REQUIRES EXPANSION OR UPGRADE		
WARD	AREA	NO. 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 7



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. Map 15 in Annexure A reflect the level of refuse removal per ward.

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. The municipality has recycling facilities situated in Howick, Curry's Post and Nottingham Road.

Table 23

LANDFILL SITES		
Ward	Name	Status
4	Curry's Post Landfill Site	Registered but requires new license
6	Hilton Landfill	Closed
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. It is further important to note that a strategic railway route between Johannesburg and Durban traverses through this municipality. This railway route forms part of the 18 strategic projects identified by President Jacob Zuma.

Airfields

There are currently 4 airfields that can be found within 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

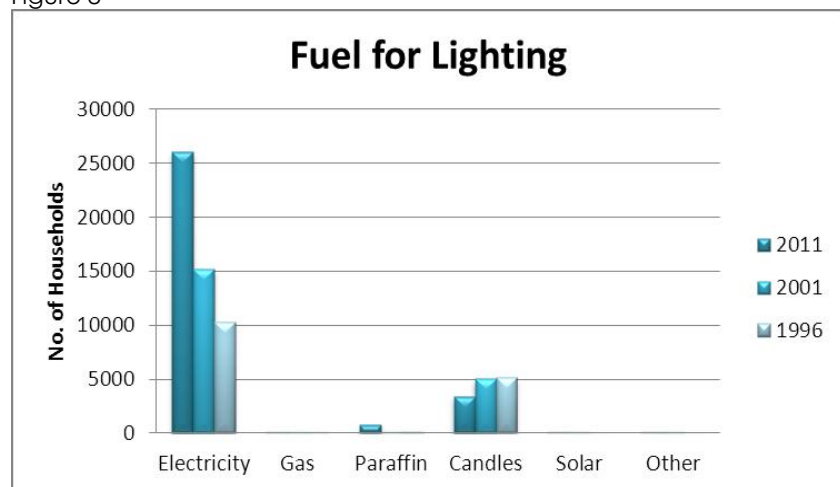
Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and as a consequence also plays an important revenue source for local government.

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's 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 8



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. Map 15 in Annexure A reflect areas that have been prioritised for electrification and upgrades within different wards.

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 24

WARD	FACILITIES												TOTAL
	1	2	3	4	5	6	7	8	9	10	11	12	
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 25

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. This coordination occurs through the THINK Tank where the municipality and other key stakeholders engage on housing issues. The projects presently underway or planned are summarized in Table 24 below.

Table 26

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 27

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 28

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ High levels of improvement in the delivery of basic services. ▪ The municipality has sufficient water resources to support current and future demand. ▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate. ▪ The municipality has satisfactory social services to support the municipal population. ▪ Good understanding and knowledge of the area. ▪ Good understanding of the needs of the community. ▪ Good intellectual value related to infrastructure needs. ▪ Innovation related to unique project firsts; such as, electrification in Eskom license area, electrification of farm communities, and partnership with Hiltonian society housing project, KwaNxamalala tribal authority housing and water conservation, and construction of classrooms. Greenest town waste minimization. ▪ Facilitation of construction of school. 	<ul style="list-style-type: none"> ▪ Lack of sufficient socio-economic infrastructure to support demand for current and future development. ▪ Low levels of telecommunication infrastructure to bridge the digital divide. ▪ Lack of utilisation of IGR structures result in uncoordinated planning. ▪ Poor road access in some of the wards. ▪ The lack of prompt maintenance of municipal services has resulted in frustration from the public. ▪ The supply of electricity to Hilton by uMsunduzi Municipality result in loss of possible revenue. ▪ The low rate base result in the municipality being unable to have sufficient funding to meet some of the community needs. ▪ The dispersed rural settlements make it difficult for the municipality to provide basic services. ▪ Mpophomeni Works needs to be commissioned. ▪ Lack of access to social facilities in some wards. ▪ High level of vacancies over 50% ▪ Inadequate technical support

<ul style="list-style-type: none"> ▪ Development of electricity smart metering specifications. ▪ Early implementation of EPWP principles for employment of local labour on projects. ▪ Compilation of business plans resulting in grant funding, lotto, capture site, Main Street, etc. ▪ Implementation of challenging housing projects. ▪ Management of land fill site. ▪ Specialised technology for pothole repairs. ▪ Staff management and leadership in some sections. ▪ Broad networks and contacts with spheres of government and private sector. ▪ Vast experience in local government ▪ Adequate buildings for operations 	<ul style="list-style-type: none"> ▪ Inadequate supervision at foreman level ▪ Inadequate supervision by managers i.e. hands on ▪ Poor work ethic ▪ Poor discipline ▪ Disrespect ▪ Supervision at supervisor level is poor ▪ Lack of responsibility ▪ Lack of EAP support ▪ Lack of cash backed funding of budget provision. ▪ Aging vehicles, plant and equipment. ▪ Deterioration of infrastructure due to inadequate resources to maintain at acceptable standards ▪ Turnaround time SCM processes ▪ Maintenance is reactionary due to lack of resources "putting out fires" inadequate planned maintenance. ▪ MIG reporting and contract management ▪ Time dominated by too many meetings ▪ Electrical engineering as influenced by Eskom's announcement to withdraw from SLA
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ The high demand for development within the municipality provides an opportunity to increase revenue. ▪ The proposed conversion to smart metering electricity will curb electricity theft and losses. ▪ EPWP grant funding to support maintenance services ▪ Food for waste programme to reduce waste ▪ Business plan applications for funding ▪ Fill vacancies to move to a proactive planned maintenance environment ▪ Withdrawal of Eskom from SLA can opportunity to improve service delivery efficiency. ▪ Grader, TLB, trucks and water cart opportunity to grade gravel roads to planned programme. ▪ Annual municipal r5m planned capital maintenance budget for resurfacing of roads to address maintenance backlogs. ▪ Additional resources will improve community perceptions and increase visibility. 	<ul style="list-style-type: none"> ▪ Electricity theft has a negative impact on the municipal revenue. ▪ Some landfill sites have reached capacity which could cause environmental hazards. ▪ Slow implementation of housing projects could cause community unrest. ▪ High levels of demand for development within the municipality could result in the deterioration of infrastructure. ▪ Lack of co-ordination between the district and the municipality could result in delay in implementation of projects. ▪ Total collapse of infrastructure due to years of inadequate infrastructure maintenance ▪ Lack of staff results in demoralised staff ▪ Inadequate staff at higher levels results in errors and compromises compliance ▪ Slow SCM process result in poor service delivery ▪ SDBIP's require more technical alignment to make them more user friendly, this was done years ago, however they were considered to technical and detailed ▪ Service delivery compromised due to over burdening individuals due to lack of skill of others 80/20 theory ▪ Delayed employment of EPWP will

	<ul style="list-style-type: none"> compromise grass cutting of verges Service delivery protests.
--	--

8. 5. LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

5.1 Local Economic Development Analysis

The information contained in this section is based on the municipal LED Strategy which was developed and adopted in 2012.

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 29 - 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

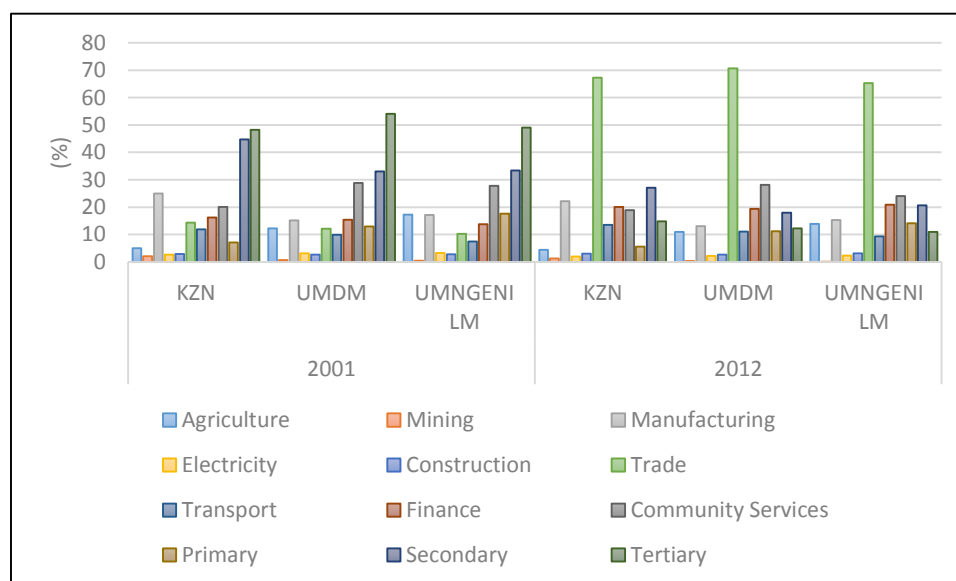


Figure 9

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

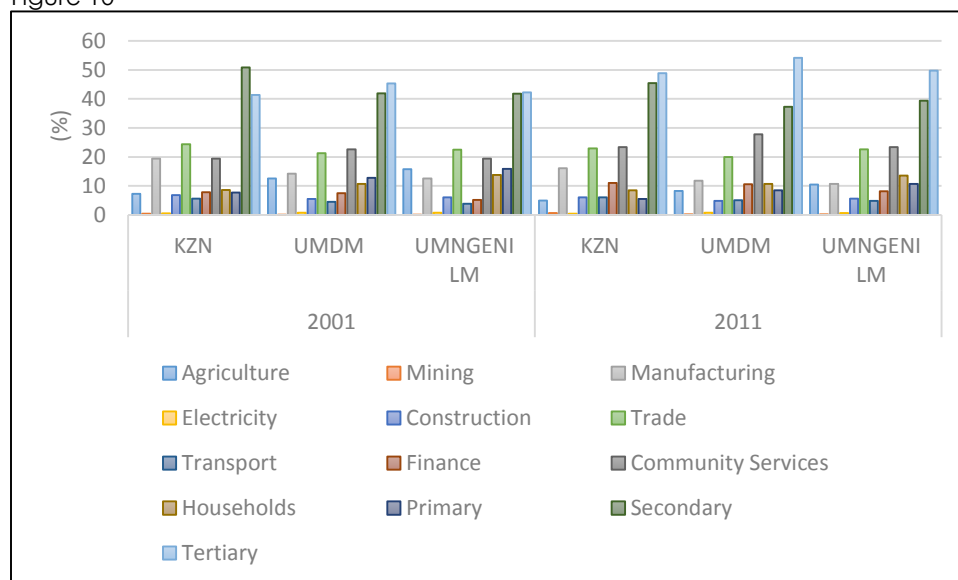
Table 28 below indicates the employment levels of the municipality in comparison to the province and the district municipality in the different economic sectors of the economy.

Table 30

	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 10



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 31

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 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 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 the 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

Table 32

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Capable staff leading ▪ 4 War room conveners within the municipality 	<ul style="list-style-type: none"> ▪ No budget for special programmes ▪ Insufficient human capital (over-stretching current employees) ▪ Management vacuum

<ul style="list-style-type: none"> ▪ The municipality has a functional economy within the different economic sectors. ▪ The municipality has a strong tourism sector <i>albeit</i> not well documented ▪ The municipality has an established retail and community services sector to support the local population. ▪ The municipality provides training and capacity building to SMME's and Co-operatives. ▪ The municipality has an established Economic Development Unit ▪ The informal economy is regulated. 	<ul style="list-style-type: none"> ▪ Negative reputation from 'under-served groups' ▪ Lack of LED strategy ▪ The municipal LED Strategy lacks strategic direction to support current and future economic needs of the municipality. ▪ Lack of transformation in the economy for previously disadvantaged individuals. ▪ Shortage in entrepreneurial skills to grow and provide employment to the economy. ▪ Lack of infrastructure that support future economic investment opportunities. ▪ Dilapidated infrastructure in the Central Business District (CBD). ▪ Lack of sufficient skilled labour to support future investment opportunities.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Technical support from the Premiers' office & UMDM ▪ Operation Sukuma Sakhe led by the Premiers' office ▪ Special programmes are a national initiative ▪ Business retention and expansion ▪ Partnering with Chamber of Business ▪ Attraction of foreign direct investments (i.e. aqua culture opportunity) ▪ The establishment of the UMDM Development Agency provides an opportunity to capitalize on catalytic projects. ▪ The municipality has a strong tourism sector which can help boost the economy. ▪ The municipality is strategically located along the N3. 	<ul style="list-style-type: none"> ▪ Staff turnover ▪ Socio-political instability manifested in protest marches ▪ Infrastructure backlogs ▪ Subdivision of agricultural land could result in loss of agricultural viable land and a risk to the municipal food security. ▪ Lack of capacity to Land Reform beneficiaries. ▪ Illegal trading within the CBD

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	<ul style="list-style-type: none"> ▪ Bridge and walkway from Howick to Howick West ▪ Eradicating Shiyabazali informal settlement ▪ Resurfacing of Midmar and Valley roads
2	<ul style="list-style-type: none"> ▪ Roads maintenance in Howick central ▪ uMngeni Bridge widening

	<ul style="list-style-type: none"> ▪ Main road upgrade in Howick High and Primary schools ▪ Road surfacing and walkway on Mare street ▪ Amber Glen and Amberfield traffic circle ▪ Satellite clinic
3	<ul style="list-style-type: none"> ▪ Provision of basic services and community facilities in Senzani village ▪ Implementation of Gowrie and Hillside Housing Projects ▪ Rural roads maintenance ▪ Clinic ▪ Access roads ▪ Streetlights ▪ Cemetery and hall maintenance ▪ Bus shelters
4	<ul style="list-style-type: none"> ▪ Lutchemans housing and related service provision ▪ Lidgetton upgrade of basic services and community facilities ▪ Maintenance of rural roads ▪ Road access and water provision at Gamalethu ▪ Lidgetton transformer usage ▪ Sportsfield ▪ Improvement of bus shelters
5	<ul style="list-style-type: none"> ▪ Triandra water and sanitation provision ▪ Maintenance of rural roads ▪ Karkloof electrification
6	<ul style="list-style-type: none"> ▪ Electricity upgrade ▪ Maintenance of rural roads ▪ Provision of sanitation facilities
7	<ul style="list-style-type: none"> ▪ Implementation of the Khayelisha and Cedara housing projects and related basic services ▪ Roads maintenance ▪ Upgrade of Cedara road access ▪ Maintenance of access roads in Khanya Village ▪ Provision of sanitation facilities
8	<ul style="list-style-type: none"> ▪ Mpophomeni Sewerage Works ▪ Provision of basic services ▪ Maintenance of access roads ▪ Upgrading of access road to cemetery ▪ Maintenance of street lights
9	<ul style="list-style-type: none"> ▪ KwaNxamalala and Lions River housing project implementation (Phase 2) ▪ Maintenance of the Mpophomeni Gateway ▪ Provision basic service ▪ Upgrading of roads ▪ Maintenance of street lights ▪ Clinic
10	<ul style="list-style-type: none"> ▪ Provision and upgrade of roads ▪ Maintenance and upgrade of community facilities
11	<ul style="list-style-type: none"> ▪ Provision and upgrade of roads

	<ul style="list-style-type: none"> ▪ Upgrade of Mpophomeni police station ▪ Provision of a swimming pool ▪ Provision of a hall ▪ Closure of dump sites ▪ Provision and maintenance of community facilities
12	<ul style="list-style-type: none"> ▪ Provision and maintenance of basic services and roads in KwaMevane and Tumbleweed ▪ Maintenance and upgrading of community and recreational facilities

Table 33

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 34 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 to 1
3	SILINDELE P (NOTTINGHAM RD)	PRIMARY SCHOOL	35	2	18 to 1

3	MICHAELHOUSE	SECONDARY SCHOOL	549	56	10 to 1
3	ASITHUTHUKE COMBINED	COMBINED SCHOOL	337	15	22 to 1
3	ISIPHETHU SEMFUNDO P	PRIMARY SCHOOL	28	2	14 to 1
3	NOTTINGHAM ROAD P	PRIMARY SCHOOL	167	9	18 to 1
3	KING'S	PRIMARY SCHOOL	70	10	7 to 1
3	ESIPHETHWINI SENDIZA P	COMBINED SCHOOL	101	4	25 to 1
4	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 34

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

<ul style="list-style-type: none"> There are police stations available to ensure and promote safety. 	<ul style="list-style-type: none"> Vehicle testing ground unavailable in the municipality. Lack of early childhood programmes. Low levels of people with a matric pass rate. Low levels of skilled people with only 15% having acquired a higher education levels.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Schools available to promote education as a driver for development Events hosted in the municipality provide opportunity to enhance tourism. 	<ul style="list-style-type: none"> Lack of appropriate social facilities could lead to social ills. Mandates that are not controlled by the municipality could lead to community unrest.

Table 35

9.

10. 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 anticipated to increase 3503 by 2015/2016. In terms of the Municipality's indigent policy registered households are entitled to free 100kwh of electricity and free waste removal for all properties with a value of up to R 200 000 as well as a discount on their property rates. The current cost of serving indigent people by the municipality is approximately R4,9 million a month.

6.1.3 Revenue Enhancement and Protection Strategies

As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash flow, not only from current billings but also from debtors that are in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service and credit control and debt collection. 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 2013/2014 financial year. There are still a lot of issues that the municipality must still needs to address in order to obtain a clean audit.

6.1.9 Employee Related Costs

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

6.1.10 Supply Chain Management (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
<ul style="list-style-type: none"> ▪ The municipality has an appointed CFO ▪ The municipality is capable of implementing capital projects. ▪ The municipality has revenue enhancement strategies in place. ▪ The municipality has in place an Interim Finance Committee which has been effective to ensure the financial sustainability in the municipality. ▪ The municipality receives grants and subsidies. ▪ The municipality has a satisfactory rates collection to support some of its service delivery mandate. ▪ The municipality has an appointed service provider to compile and review the Valuation Roll on an annual basis. ▪ The municipality is able to support indigent communities. ▪ The municipality received an unqualified audit finding. ▪ The employee related costs are less than 35%. ▪ The municipality has an SCM Policy to ensure credibility in the manner in which the municipality it conduct it finances. ▪ Reliable ratepayers base. Existence of requisite business units and management 	<ul style="list-style-type: none"> ▪ Non-payment of municipal rates and service charges result in loss of revenue. ▪ Due to theft, there are electricity losses that result in a loss of revenue to the municipality. ▪ The increasing number of indigent people result in municipality providing free basic services. ▪ Lack of financial management skills at middle management level. ▪ Lack of spending of conditional grants ▪ Expired lease agreements & Service Level Agreements ▪ Poor road infrastructure maintenance (i.e. potholes) ▪ Low debt collection ▪ Reliance on consultants to prepare financials ▪ Lack of segregation of duties ▪ Inadequate asset management (e.g. fleet management)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Promotion of industrial developments in order to increase the rate revenue. ▪ Access to grants and subsidies funding ▪ Implementation of revenue enhancement strategies. ▪ Annual review of the municipal financial plan ▪ AG Report provides an opportunity to achieve a clean audit. New development areas (to increase rates base) 	<ul style="list-style-type: none"> ▪ Perceived corruption in the municipal finance department. ▪ The lack of addressing AG comments could result in negative audit outcomes. ▪ Inability to implement capital projects ▪ Non-payment of rates and service charges ▪ Lack of spending of grant funding ▪ Inappropriate management of conditional grants ▪ Electricity theft in some areas of the municipality result in loss of revenue ▪ Negative Auditor General opinion] Claims against the municipality for pothole damages

Table 36

11. 7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

7.1 Good Governance Analysis

7.1.1 National and Provincial Programmes rolled-out at Municipal Level

Operation Sukuma Sakhe (OSS)

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

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

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

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)

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

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

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

There is however improvement measures that need to be put in place to ensure the functionality of all 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 27 February 2015 to provide an update on the current IDP Review but also gather community inputs from this important municipal stakeholder. It is important for the consultation process to be a bottom up approach in order to ensure community priorities are well considered in the planning process. The engagement was a success from a consultation point of view however, the lack of provision of community requirements at ward level is a concern albeit some of the wards were able to provide feedback to the municipality.

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 and local IDP Rep Forum sessions were held on 27 November 2015 and 16 March 2016 respectively. The forums were attended by sector departments and all relevant stakeholders of the municipality.

Council

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

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

Council has played a role of ensuring that 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 Manager has been made a member of MANCO in order to keep abreast of relevant issues and incorporation thereof into IDP. Reports and strategic issues relating to the IDP are discussed by the committee on an ongoing basis.

Municipal Public Accounts Committee (MPAC)

The primary function of the Municipal Public Accounts Committee (MPAC) is to assist the Council in exercising its oversight and accountability responsibilities and function; by generally exercising political oversight on behalf of the council; by holding the executive and municipal administration to account; by overseeing and reviewing municipal accounts to ensure the effective and efficient utilization of the municipal resources; and by carrying out the responsibilities of initiating and preparing the annual oversight report. The uMngeni LM committee meets at least quarterly per annum. The Chairperson of the Committee determines the time and venue of all meetings. MPAC sits on a 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 37 below indicates the status of sector plans and policies in the municipality.

SECTOR PLAN	STATUS	ADOPTED
3 Year Financial Plan	Currently being reviewed	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	Adopted	Y
Employment Procedure	Currently being implemented	Y
Employment Equity Plan	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	Adopted	Y
Succession Policy	Adopted	Y
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
Indigent Policy and Register	Implemented and reviewed annually	Y
Funding and Reserve Policy	Implemented	Y
Property Management Policy	Implemented	Y
Human Resource Strategy	Currently being developed	N
ICT Governance Framework	Currently being implemented	Y

Table 37

7.1.6 Municipal Risk Management

Risk Assessment was performed which 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. The municipality has also established a Risk Management Committee.

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

BY - LAWS	PROMULGATED	DATE PROMULGATED
Pound	Y	April 2006
Spatial Planning and Land Use Management By-Laws	Y	January 2016
Advertising Signs	Y	April 2006
Dogs		April 2006
Dumping and Littering	Y	April 2006
Cemetery		April 2006

Control of Parking Attendants / Car Guards	Y	April 2006
Credit Control and Debt Collection		April 2006
Credit Management	Y	April 2006
Electricity Supply		April 2006
Financial	Y	April 2006
Fire Brigade Services		April 2006
Funeral Undertakers	Y	April 2006
Nuisances		April 2006
Public Health	Y	April 2006
Public Meetings and Gathering, Processions and the Like		April 2006
Street Trading	Y	April 2006
Standing Rules and Orders for Council and its Committees		April 2006
Waste Management	Y	April 2006

Table 38

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 will be held to present the Draft IDP Review and Budget:-

DATE	TIME	VENUE	WARD
13 April 2016	10:00	uMngeni Council Chambers	Ward Committees
15 April 2016	10:00	Howick West Community Hall	All wards

Table 39

7.3 IDP REVIEW MEC Comments Responses

Key Performance Area	MEC Comments	Municipal Response
Municipal Transformation and Institutional Development	Human Resources Strategy implementation	The strategy is currently being developed and will be finalised in June 2016
	Workplace Skills Plan	The plan is in place and being implemented.

	Vacant Municipal Manager post	Recruitment processes have commenced.
	Lack of ICT Governance Framework adoption	Adopted
	Institutional arrangements for implementation of SPLUMA	The Joint Municipal Planning Tribunal has been established at a district level and the municipality is part of it. The planning By-Laws have also been developed and gazetted.
Local Economic Development	LED Strategy	LED Strategy was developed and adopted in 2012. The municipal LED Strategy will be reviewed at the term of the new council.
Basic Service Delivery	Status Integrated Waste Management Plan	IWMP has been prioritised in the IDP Review <i>albeit</i> requiring funding. The municipality has recycling programmes in place
	Electricity Operations and Maintenance Plan	The plan has been prioritised in this IDP Review <i>albeit</i> requiring funding.
	Capacity of landfill sites	UMDM. It will be dealt with once the IWMP has been developed
	Status on the Energy Sector Plan	The plan will be developed in 2016/2017 financial year
	Part of XA of NBR is being implemented	Implementation of SANS 10400 requirements
Financial Viability and Management	Limited information on capacity to implement capital projects (technical capacity and project management)	The municipality will strengthen the capacity and project management by critically monitoring performance and also contribution of top slice to augment capacity
	Reasons and challenges for any unspent capital funding	Khayelisha Housing – environmental issues. R617 authority to lay storm water pipe in road reserve is a challenge that will be addressed as part of the Final IDP Review.
	Cost of serving indigent people	Indigent register is being continuously updated and R4,9m a month is the current cost to municipality
	Current debt position	Amnesty and consequence management thereafter

Good Governance and Public Participation	Development, adoption and implementation of the Communication Strategy	The Communication Strategy has been developed and adopted by council.
	Status and functionality of Bid Committees	Bid committees have been established and are fully functional.
Cross Cutting Intervention	Aims at achieving desired growth	To be addressed by SDF Review
	Demographic trends identified in district SDF to be addressed in municipal SDF	SDF is currently being reviewed
	Adoption of the protection and development of agricultural land contained in the district SDF	To be addressed with SDF Review.
	Alignment of municipal SDF with district SDF	To be addressed with SDF Review.
	Cross border planning and alignment	To be addressed with SDF Review.
	Development of a Capital Investment Framework	To be addressed with SDF Review.
	Development of a Strategic Environmental Assessment	To be budgeted for in the 2015/2016 financial year
	Policy guideline on the protection of high agricultural land	To be addressed with SDF Review.
	Development of an Agricultural Sector Plan	Funding from the Dept. of Agriculture will be requested in the next financial year
	Lack of a Disaster Management Plan and a lack of capacity and budgeting for disaster management	The plan is in place

Table 40

7.4 Good Governance and Public Participation: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Qualified staff ▪ The municipality rolls out national and provincial programmes. ▪ The municipality is part of an effective IGR structure at a district level ▪ All municipal committees are fully functional. ▪ The municipality has a fully functional Internal Audit Unit ▪ The municipal Audit Committee is fully functional and plays an oversight role. 	<ul style="list-style-type: none"> ▪ Lack of resources and capacity to develop Community Based Plans at ward level. ▪ Lack of participation of some ward committees in municipal plans. ▪ Lack of implementation or enforcement of municipal by-laws ▪ Lack of implementation of municipal policies ▪ Lack of adoption of the Communication Strategy

<ul style="list-style-type: none"> ▪ Most of the municipal policies are in place ▪ The municipality has By-laws in place ▪ The municipality has an effective public participation process ▪ The municipality is the host of some of the Shared Services personnel which adds value in the municipal Planning Unit. ▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate. ▪ Communities are clear on the level of developments that they require. ▪ The municipality has a dedicated traffic management unit. ▪ The municipality host events that promote nation building and social cohesion. ▪ The municipality has a dedicated Unit that deals with youth development issues 	<ul style="list-style-type: none"> ▪ Vehicle testing ground unavailable in the municipality. ▪ Lack or slow implementation of gender related issues. ▪ Inadequate on the job training within the municipality ▪ Over familiarity between staff and council resulting to disrespect ▪ Outdated policies ▪ Undocumented systems and controls ▪ Poor records management ▪ Most ward committees are dis-functional ▪ Lack of branding of the municipality ▪ Poor external communication ▪ Lack of community outreach programmes ▪ Inadequate monitoring and evaluation procedures ▪ Negative image about the municipality ▪ Too many council meetings and sub-committees ▪ Poor succession planning ▪ Poor management and supervision of staff
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ The district Cluster Model provides for an opportunity to share information with other municipalities. ▪ The municipal structures allows for better integrated development planning. ▪ Roll out of national and provincial programmes will allow for alignment of issues at different spheres of government. ▪ Schools available to promote education as a driver for development 	<ul style="list-style-type: none"> ▪ Lack of proper stakeholder participation in the development of all municipal plans. ▪ The lack of enforcement of municipal bylaws could result in uncoordinated planning ▪ The lack of implementation of municipal policies ▪ Lack of capacity to Land Reform beneficiaries ▪ Lack of appropriate social facilities could lead to social ills. ▪ Mandates that are not controlled by the municipality could lead to community unrest. ▪ Staff turnover ▪ Service delivery protests ▪ Intra-party disagreements

Table 41

12. 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
<ul style="list-style-type: none"> ▪ SDF is reviewed annually ▪ Well defined nodal areas in the municipality ▪ Well defined corridors with satisfactory access to all nodal areas ▪ Functional Shared Services Model to support development and spatial planning ▪ Water catchment areas provide water resources to communities and businesses ▪ Municipality is situated along the N3 ▪ High potential agricultural land ▪ Location of the Municipality within the Midlands Meander as a key tourism destination ▪ High conservation areas ▪ The municipal SEA is in place ▪ Wall to wall scheme has been finalised ▪ Functional Disaster Management Unit at the District Municipality ▪ Local response personnel to disaster issues in place ▪ Qualified staff in critical positions within the municipality ▪ There are established departments that deal with all municipal functions ▪ Availability of funds from LG SETA for training of municipal staff ▪ The municipal policies and procedures are in place albeit some of them outdated ▪ There is an existing organisational structure that responds to its strategic requirements. ▪ The Human Resources Development Policy is in place to enhance the municipal skills capacity. 	<ul style="list-style-type: none"> ▪ Lack of Local Area Plan for the nodes ▪ Lack of Capital Investment Framework that is linked to the IDP and Budget ▪ Lack of resources to properly implement enforcement ▪ Lack of town planning capacity building in communities especially in Mpophomeni ▪ The Disaster Management Plan is outdated ▪ Lack of human resource within the Town Planning Unit and Building Inspectorate could lead to major backlogs thus comprising service delivery ▪ The municipal SEA has not been reviewed for over five years ▪ High potential agricultural land ▪ The municipality does not have the power to provide all the services that are necessary for development to occur ▪ Lack of coordinated planning between the municipality and Ingonyama Trust Board ▪ Outdated Disaster Management Plan ▪ Lack of training, capacity and public awareness to disaster issues to communities ▪ Lack of sufficient human resources within the Municipality to tackle disaster issues ▪ Centralisation of the Disaster Management Unit at the District Municipality ▪ Lack of a functional Disaster Management Advisory Forum

<ul style="list-style-type: none"> ▪ Frequently held MANCO, Portfolio, EXCO and Full Council meetings on a monthly basis. ▪ The Master Systems Plan has been adopted. ▪ The municipality has a functional Shared Services model. ▪ There is an Acting Accounting Officer ▪ High levels of improvement in the delivery of basic services. ▪ The municipality has sufficient water resources to support current and future demand. ▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate. ▪ The municipality has satisfactory social services to support the municipal population. ▪ Good understanding and knowledge of the area. ▪ Good understanding of the needs of the community. ▪ Good intellectual value related to infrastructure needs. ▪ Innovation related to unique project firsts; such as, electrification in Eskom license area, electrification of farm communities, and partnership with Hiltonian society housing project, KwaNxamalala tribal authority housing and water conservation, and construction of classrooms. Greenest town waste minimization. ▪ Facilitation of construction of school. ▪ Development of electricity smart metering specifications. ▪ Early implementation of EPWP principles for employment of local labour on projects. ▪ Compilation of business plans resulting in grant funding, lotto, capture site, Main Street, etc. ▪ Implementation of challenging housing projects. ▪ Management of land fill site. ▪ Specialised technology for pothole repairs. ▪ Staff management and leadership in some sections. ▪ Broad networks and contacts with spheres of government and private sector. 	<ul style="list-style-type: none"> ▪ Lack of inter-departmental coordination in the development of the IDP. ▪ Lack of funding to fill vacancies within the Technical Services Department which is a driver for service delivery. ▪ Lack of the overall implementation of the Human Resources Policy. ▪ Vacant critical positions (\$57) could hamper the municipality in achieving its long term goals and objectives. ▪ Lack of sufficient women and people with disabilities at management level. ▪ Lack of human resource capital ▪ Lack of office space ▪ Lack of a Human Resources Strategy ▪ Lack of boosting staff morale ▪ Lack of synergic approach to offer services as a catalyst for change management ▪ Lack of an Accounting Officer ▪ Lack of sufficient socio-economic infrastructure to support demand for current and future development. ▪ Low levels of telecommunication infrastructure to bridge the digital divide. ▪ Lack of utilisation of IGR structures result in uncoordinated planning. ▪ Poor road access in some of the wards. ▪ The lack of prompt maintenance of municipal services has resulted in frustration from the public. ▪ The supply of electricity to Hilton by uMsunduzi Municipality result in loss of possible revenue. ▪ The low rate base result in the municipality being unable to have sufficient funding to meet some of the community needs. ▪ The dispersed rural settlements make it difficult for the municipality to provide basic services. ▪ Mpophomeni Works needs to be commissioned. ▪ Lack of access to social facilities in some wards. ▪ High level of vacancies over 50% ▪ Inadequate technical support ▪ Inadequate supervision at foreman level ▪ Inadequate supervision by managers
---	---

<ul style="list-style-type: none"> ▪ Vast experience in local government ▪ Adequate buildings for operations ▪ Capable staff leading ▪ 4 War room conveners within the municipality ▪ The municipality has a functional economy within the different economic sectors. ▪ The municipality has a strong tourism sector <i>albeit</i> not well documented ▪ The municipality has an established retail and community services sector to support the local population. ▪ The municipality provides training and capacity building to SMME's and Co-operatives. ▪ The municipality has an established Economic Development Unit ▪ The informal economy is regulated. ▪ Communities are clear on the level of developments that they require. ▪ There is sufficient data available to ensure evidence based planning of social facilities. ▪ There are sufficient schools to meet the current demand. ▪ There are health facilities available in some wards. ▪ There are police stations available to ensure and promote safety. ▪ The municipality has a dedicated traffic management unit. ▪ The municipality host events that promote nation building and social cohesion. ▪ The municipality has a dedicated Unit that deals with youth development issues ▪ There is sufficient data available to ensure evidence based planning of social facilities. ▪ There are sufficient schools to meet the current demand. ▪ There are health facilities available in some wards. ▪ There are police stations available to ensure and promote safety. ▪ The municipality is capable of implementing capital projects. ▪ The municipality has revenue enhancement strategies in place. 	<p>i.e. hands on</p> <ul style="list-style-type: none"> ▪ Poor work ethic ▪ Poor discipline ▪ Disrespect ▪ Supervision at supervisor level is poor ▪ Lack of responsibility ▪ Lack of EAP support ▪ Lack of cash backed funding of budget provision. ▪ Aging vehicles, plant and equipment. ▪ Deterioration of infrastructure due to inadequate resources to maintain at acceptable standards ▪ Turnaround time SCM processes ▪ Maintenance is reactionary due to lack of resources putting out fires" inadequate planned maintenance. ▪ MIG reporting and contract management ▪ Time dominated by too many meetings ▪ Electrical engineering as influenced by Eskom's announcement to withdraw from SLA ▪ No budget for special programmes ▪ Insufficient human capital (over-stretching current employees) ▪ Management vacuum ▪ Negative reputation from 'under-served groups' ▪ Lack of LED strategy ▪ The municipal LED Strategy lacks strategic direction to support current and future economic needs of the municipality. ▪ Lack of transformation in the economy for previously disadvantaged individuals. ▪ Shortage in entrepreneurial skills to grow and provide employment to the economy. ▪ Lack of infrastructure that support future economic investment opportunities. ▪ Dilapidated infrastructure in the Central Business District (CBD). ▪ Lack of sufficient skilled labour to support future investment opportunities. ▪ Lack of a 24 hour health facilities within the municipality
--	--

<ul style="list-style-type: none"> ▪ The municipality has in place an Interim Finance Committee which has been effective to ensure the financial sustainability in the municipality. ▪ The municipality receives grants and subsidies. ▪ The municipality has a satisfactory rates collection to support some of its service delivery mandate. ▪ The municipality has an appointed service provider to compile and review the Valuation Roll on an annual basis. ▪ The municipality is able to support indigent communities. ▪ The municipality received an unqualified audit finding. ▪ The employee related costs are less than 35%. ▪ The municipality has an SCM Policy to ensure credibility in the manner in which the municipality it conduct it finances. ▪ Reliable ratepayers base. Existence of requisite business units and management ▪ Qualified staff ▪ The municipality rolls out national and provincial programmes. ▪ The municipality is part of an effective IGR structure at a district level ▪ All municipal committees are fully functional. ▪ The municipality has a fully functional Internal Audit Unit ▪ The municipal Audit Committee is fully functional and plays an oversight role. ▪ Most of the municipal policies are in place ▪ The municipality has By-laws in place ▪ The municipality has an effective public participation process ▪ The municipality is the host of some of the Shared Services personnel which adds value in the municipal Planning Unit. ▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate. ▪ Communities are clear on the level of developments that they require. 	<ul style="list-style-type: none"> ▪ For the size of the population, the municipality does not have a public hospital. ▪ Majority of public schools lacking information technology ▪ Lack of public transport in rural communities ▪ Vehicle testing ground unavailable in the municipality. ▪ Lack of early childhood programmes. ▪ Lack or slow implementation of gender related issues. ▪ Low levels of people with a matric pass rate. ▪ Low levels of skilled people with only 15% having acquired a higher education levels. ▪ For the size of the population, the municipality does not have a public hospital. ▪ Majority of public schools lacking information technology ▪ Lack of public transport in rural communities ▪ Vehicle testing ground unavailable in the municipality. ▪ Lack of early childhood programmes. ▪ Low levels of people with a matric pass rate. ▪ Low levels of skilled people with only 15% having acquired a higher education levels. ▪ Non-payment of municipal rates and service charges result in loss of revenue. ▪ Due to theft, there are electricity losses that result in a loss of revenue to the municipality. ▪ The municipality currently does not have a Chief Financial Officer. ▪ The increasing number of indigent people result in municipality providing free basic services. ▪ Lack of financial management skills at middle management level. ▪ Lack of spending of conditional grants ▪ Expired lease agreements & Service Level Agreements ▪ Poor road infrastructure maintenance (i.e. potholes) ▪ Low debt collection
---	--

<ul style="list-style-type: none"> ▪ The municipality has a dedicated traffic management unit. ▪ The municipality host events that promote nation building and social cohesion. ▪ The municipality has a dedicated Unit that deals with youth development issues ▪ 	<ul style="list-style-type: none"> ▪ Reliance on consultants to prepare financials ▪ Lack of segregation of duties ▪ Inadequate asset management (e.g. fleet management) ▪ Lack of resources and capacity to develop Community Based Plans at ward level. ▪ Lack of participation of some ward committees in municipal plans. ▪ Lack of implementation or enforcement of municipal by-laws ▪ Lack of implementation of municipal policies ▪ Lack of adoption of the Communication Strategy ▪ Vehicle testing ground unavailable in the municipality. ▪ Lack or slow implementation of gender related issues. ▪ Inadequate on the job training within the municipality ▪ Over familiarity between staff and council resulting to disrespect ▪ Outdated policies ▪ Undocumented systems and controls ▪ Poor records management ▪ Most ward committees are dis-functional ▪ Lack of branding of the municipality ▪ Poor external communication ▪ Lack of community outreach programmes ▪ Inadequate monitoring and evaluation procedures ▪ Negative image about the municipality ▪ Too many council meetings and sub-committees ▪ Poor succession planning ▪ Poor management and supervision of staff ▪ Lack of resources and capacity to develop Community Based Plans at ward level. ▪ Lack of participation of some ward committees in municipal plans. ▪ Lack of implementation or enforcement of municipal by-laws ▪ Lack of implementation of municipal policies
--	---

	<ul style="list-style-type: none"> ▪ Lack of adoption of the Communication Strategy ▪ Vehicle testing ground unavailable in the municipality. ▪ Lack or slow implementation of gender related issues. ▪ Inadequate on the job training within the municipality ▪ Over familiarity between staff and council resulting to disrespect ▪ Outdated policies ▪ Undocumented systems and controls ▪ Poor records management ▪ Most ward committees are dis-functional ▪ Lack of branding of the municipality ▪ Poor external communication ▪ Lack of community outreach programmes ▪ Inadequate monitoring and evaluation procedures ▪ Negative image about the municipality ▪ Too many council meetings and sub-committees ▪ Poor succession planning ▪ Poor management and supervision of staff ▪
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ SIP2 and SIP11 provides ability to access funding ▪ Water catchment areas e.g. Spring Grove Dam, Midmar Dam etc. ▪ Uncommitted land around the interchanges along the N3 ▪ Review of the Disaster Management Plan ▪ Education, training and public awareness ▪ Pietermaritzburg Capital City provides an opportunity to access government services ▪ The UMDM SEA expanding as a development node ▪ Location of the municipality along tourism route ▪ Branding and marketing of the municipality through tourism ▪ Usage of ICT to boost local economy ▪ Usage of ICT to automate and enhance internal processes 	<ul style="list-style-type: none"> ▪ High levels of subdivision applications lodged within the municipality could lead to loss of agricultural land ▪ Building Inspectorate Office does not have fire proof cabinets ▪ Lawlessness in complying with planning laws ▪ No fire proof cabinets for building plans ▪ Flooding, house fires, veld fires and severe storms have been identified as the highest risks ▪ Illegal developments in disaster prone areas ▪ High staff turnover ▪ Strikes ▪ Worsening staff morale ▪ Implementation of the Human Resources Policy could strengthen the skills capacity and speedily implementation of projects within the municipality.

<ul style="list-style-type: none"> ▪ Usage of ICT to accelerate service delivery ▪ Improve citizens life by implementing e-governance ▪ Usage of ICT to enhance revenue collection ▪ Training and development if entire municipal personnel ▪ Lack of funds to implement the ICT Master Systems Plan. ▪ The vacant critical positions could lead to the non- functionality of the departments concerned. ▪ High levels of improvement in the delivery of basic services. ▪ The municipality has sufficient water resources to support current and future demand. ▪ Expanded Public Works Programme staff is in place to assist the municipality in achieving its service delivery mandate. ▪ The municipality has satisfactory social services to support the municipal population. ▪ Good understanding and knowledge of the area. ▪ Good understanding of the needs of the community. ▪ Good intellectual value related to infrastructure needs. ▪ Innovation related to unique project firsts; such as, electrification in Eskom license area, electrification of farm communities, and partnership with Hiltonian society housing project, KwaNxamalala tribal authority housing and water conservation, and construction of classrooms. Greenest town waste minimization. ▪ Facilitation of construction of school. ▪ Development of electricity smart metering specifications. ▪ Early implementation of EPWP principles for employment of local labour on projects. ▪ Compilation of business plans resulting in grant funding, lotto, capture site, Main Street, etc. ▪ Implementation of challenging housing projects. ▪ Management of land fill site. ▪ Specialised technology for pothole repairs. 	<ul style="list-style-type: none"> ▪ Electricity theft could have a negative impact on the municipal revenue. ▪ Some landfill sites have reached capacity which could cause environmental hazards. ▪ Slow implementation of housing projects could cause community unrest. ▪ High levels of demand for development within the municipality could result in the deterioration of infrastructure. ▪ Lack of co-ordination between the district and the municipality could result in delay in implementation of projects. ▪ Total collapse of infrastructure due to years of inadequate infrastructure maintenance ▪ Lack of staff results in demoralised staff ▪ Inadequate staff at higher levels results in errors and compromises compliance ▪ Slow SCM process result in poor service delivery ▪ SDBIP's require more technical alignment to make them more user friendly, this was done years ago, however they were considered to technical and detailed ▪ Service delivery compromised due to over burdening individuals due to lack of skill of others 80/20 theory ▪ Delayed employment of EPWP will compromise grass cutting of verges ▪ Service delivery protests. ▪ Staff turnover ▪ Socio-political instability manifested in protest marches ▪ Infrastructure backlogs ▪ Subdivision of agricultural land could result in loss of agricultural viable land and a risk to the municipal food security. ▪ Lack of capacity to Land Reform beneficiaries. ▪ Illegal trading within the CBD ▪ Lack of appropriate social facilities could lead to social ills. ▪ Mandates that are not controlled by the municipality could lead to community unrest.
--	--

<ul style="list-style-type: none"> ▪ Staff management and leadership in some sections. ▪ Broad networks and contacts with spheres of government and private sector. ▪ Vast experience in local government ▪ Adequate buildings for operations ▪ The high demand for development within the municipality provides an opportunity to increase revenue. ▪ The proposed conversion to smart metering electricity will curb electricity theft and losses. ▪ EPWP grant funding to support maintenance services ▪ Food for waste programme to reduce waste ▪ Business plan applications for funding ▪ Fill vacancies to move to a proactive planned maintenance environment ▪ Withdrawal of Eskom from SLA can opportunity to improve service delivery efficiency. ▪ Grader, TLB, trucks and water cart opportunity to grade gravel roads to planned programme. ▪ Annual municipal r5m planned capital maintenance budget for resurfacing of roads to address maintenance backlogs. ▪ Additional resources will improve community perceptions and increase visibility. ▪ Technical support from the Premiers' office & UMDM ▪ Operation Sukuma Sakhe led by the Premiers' office ▪ Special programmes are a national initiative ▪ Business retention and expansion ▪ Partnering with Chamber of Business ▪ Attraction of foreign direct investments (i.e. aqua culture opportunity) ▪ The establishment of the UMDM Development Agency provides an opportunity to capitalize on catalytic projects. ▪ The municipality has a strong tourism sector which can help boost the economy. ▪ The municipality is strategically located along the N3. 	<ul style="list-style-type: none"> ▪ Perceived corruption in the municipal finance department. ▪ The lack of addressing AG comments could result in negative audit outcomes. ▪ Inability to implement capital projects ▪ Non-payment of rates and service charges ▪ Lack of spending of grant funding ▪ Inappropriate management of conditional grants ▪ Electricity theft in some areas of the municipality result in loss of revenue ▪ Negative Auditor General opinion] ▪ Claims against the municipality for pothole damages ▪ Lack of proper stakeholder participation in the development of all municipal plans. ▪ The lack of enforcement of municipal bylaws could result in uncoordinated planning ▪ The lack of implementation of municipal policies ▪ Lack of capacity to Land Reform beneficiaries ▪ Lack of appropriate social facilities could lead to social ills. ▪ Mandates that are not controlled by the municipality could lead to community unrest. ▪ Staff turnover ▪ Service delivery protests ▪ Intra-party disagreements
---	---

<ul style="list-style-type: none"> ▪ Schools available to promote education as a driver for development ▪ Events hosted in the municipality provide opportunity to enhance tourism. ▪ Promotion of industrial developments in order to increase the rate revenue. ▪ Access to grants and subsidies funding ▪ Implementation of revenue enhancement strategies. ▪ Annual review of the municipal financial plan ▪ AG Report provides an opportunity to achieve a clean audit. ▪ New development areas (to increase rates base) ▪ The district Cluster Model provides for an opportunity to share information with other municipalities. ▪ The municipal structures allows for better integrated development planning. ▪ Roll out of national and provincial programmes will allow for alignment of issues at different spheres of government. ▪ Schools available to promote education as a driver for development 	
---	--

Table 42

13. 9. KEY CHALLENGES

Table 40 below outlines the key challenges in the respective KPA's. These challenges amongst other things has informed the strategic objectives of the municipality as will be seen in the later chapters of this document.

KEY PERFORMANCE AREA	KEY CHALLENGES
CROSS CUTTING INTERVENTIONS	<ul style="list-style-type: none"> ▪ Lack of By-Laws for the implementation of SPLUMA ▪ Outdated Disaster Management Plan
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	<ul style="list-style-type: none"> ▪ High vacancies ▪ Expired lease agreements and poor record management

	<ul style="list-style-type: none"> ▪ Lack of a comprehensive induction programme ▪ Lack of Human Resource Development Strategy ▪ Lack of succession planning
SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	<ul style="list-style-type: none"> ▪ Lack of implementation of housing projects ▪ Electricity distribution ▪ Poor and ageing infrastructure which includes roads and stormwater
LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT	<ul style="list-style-type: none"> ▪ Lack of prioritization of LED projects ▪ High level of unemployment in uMngeni ▪ Outdated LED Strategy ▪ No budget for special programmes. ▪ Inadequate monitoring and evaluation process
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	<ul style="list-style-type: none"> ▪ Electricity losses ▪ Low debt collection ▪ Poor asset management (incl. fleet management)
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	<ul style="list-style-type: none"> ▪ Lack of a Communication Strategy ▪ Poor community engagement ▪ Inadequate monitoring and evaluation process ▪ Negative publicity

Table 43

CHAPTER D – VISION, GOALS AND STRATEGIC OBJECTIVES

14. 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 municipality's vision is aligned with the national and provincial strategies and was adopted by council in the last. The municipality's vision was developed in order to help guide in our actions or choices that we will make. Our vision is guided by these basic but fundamental principles:-

- We needed to be clear about the destination (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

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

The municipality's vision is further guided by four pillars. At the municipal strategic planning session held in November 2015, each municipal department adopted pillars from the municipal vision that will guide each department in their various functions and are listed below:-

Municipal Department	Adopted Pillar
Office of the Municipal Manager	People Focused Efficient and cost effective Quality Services Sustainable socio-economic development
Corporate Services	People Focused Efficient and cost effective Quality Services
Economic Development and Planning	People Focused Quality Services Sustainable socio-economic development
Community Services	People Focused Quality Services Sustainable socio-economic development
Technical Services	Efficient and cost effective Quality Services Sustainable socio-economic development
Finance	Efficient and cost effective

	Quality Services Sustainable socio-economic development
--	--

Table 44

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.”

15. 2. Strategic Goals and Objectives

2.1 Introduction

The uMngeni Municipality last embarked on a strategic planning exercise which was mainly focused on restructuring and developing a new organogram/ organisational structure in March 2012.

From 3-5 November 2014, the municipal council together with the administration conducted a strategic planning session which was instrumental in reviewing IDP goals and strategic objectives. The strategic planning session was further carried out as part of the municipality's performance management process to allow for proper review and planning in order to enhance the Municipality's service delivery efforts. The outcomes of the engagements are to serve as a framework for the Municipality's long term development plan.

Even though these were to be included as part of the last review, it was still essential that the municipality responds to the current government policy framework with the hope that all these will be endorsed by future leadership of the municipality. The Municipality has developed 6 IDP goals and strategic objectives 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 PERFORMANCE AREAS	PGDS GOALS	IDP GOALS
Cross Cutting	Spatial Equity Environmental Sustainability	Spatial planning and environmental sustainability
Municipal Transformation and Organisational Development	Human Resource Development	Human resource development and management
Basic Service Delivery and Infrastructure Development	Strategic Infrastructure	Promote human settlement and infrastructure development
Local Economic and Social Development	Job Creation Human and Community Development	Transformation of the main economic sectors

Municipal financial viability and management	Governance and Policy	Financially sound and sustainable municipality
Good Governance and Public Participation	Governance and Policy	Good corporate governance

Table 45

2.2 IDP Goals and Strategic Objectives

uMngeni Municipality last embarked on a strategic planning exercise which was mainly focused on restructuring and developing a new organogram.

Table 42 below provides an outline of the reviewed municipal goals and strategic objectives that are linked to the 6 Key Performance Areas.

KEY PERFORMANCE AREA	IDP GOAL	STRATEGIES OBJECTIVE
Municipal Transformation and Institutional Development	1. Human resource development and management	<ul style="list-style-type: none"> ▪ Good labour relations ▪ Effective implementation of the employment equity plan ▪ Implementation of a human resource management strategy ▪ Youth career pathing services
Good Governance and Public Participation	2. Good corporate governance	<ul style="list-style-type: none"> ▪ Effective information communication and technology solutions ▪ Law enforcement which includes bylaws and traffic laws ▪ Strengthened oversight functions ▪ Active community structures
Local Economic Development	3. Sustainable socio-economic development	<ul style="list-style-type: none"> ▪ Management of roads and storm water infrastructure ▪ Construction and extension of electricity network to businesses ▪ Stimulation of economic growth for job opportunities and investment ▪ Enhance tourism development

		<ul style="list-style-type: none"> ▪ Provision of support to the business sector ▪ Coordination of agricultural development ▪ Social Development Programmes
Basic Service Delivery	4. Promote human settlements and infrastructure development	<ul style="list-style-type: none"> ▪ Provision and management of sustainable housing ▪ Construction of roads and storm water infrastructure ▪ Construction and extension of electricity network to all households ▪ Provision and management of cemeteries ▪ Comprehensive waste management ▪ Management of all public open spaces, including parks and gardens
Municipal Financial Viability and Financial Management	5. Financially sound and sustainable municipality	<ul style="list-style-type: none"> ▪ Increased revenue collection and ensure that all municipal revenue is accounted for ▪ Effective budget preparation and implementation ▪ Effective, efficient and transparent procurement of goods and services
Cross Cutting	6. Spatial planning and environmental sustainability	<ul style="list-style-type: none"> ▪ Integrated development and spatial planning ▪ Conservation and management of natural resources

Table 46

2.3 Values

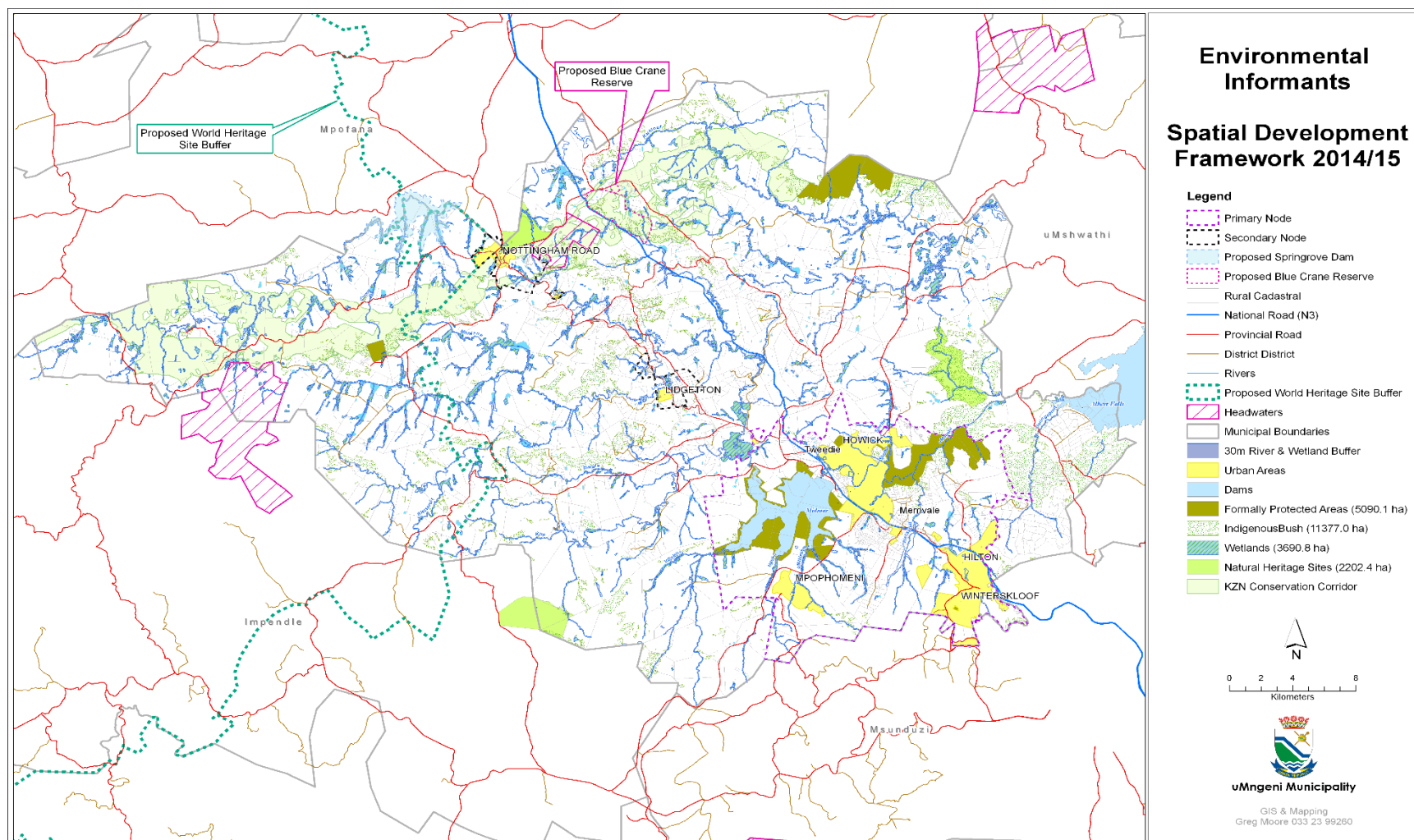
Having developed the goals and strategic objectives of the municipality, it was therefore necessary that the values be developed in order to build a culture that would enable achievement of the said goals and objectives. These values have already been communicated to the various structures of the municipality and will be communicated to all the staff members of the administration.

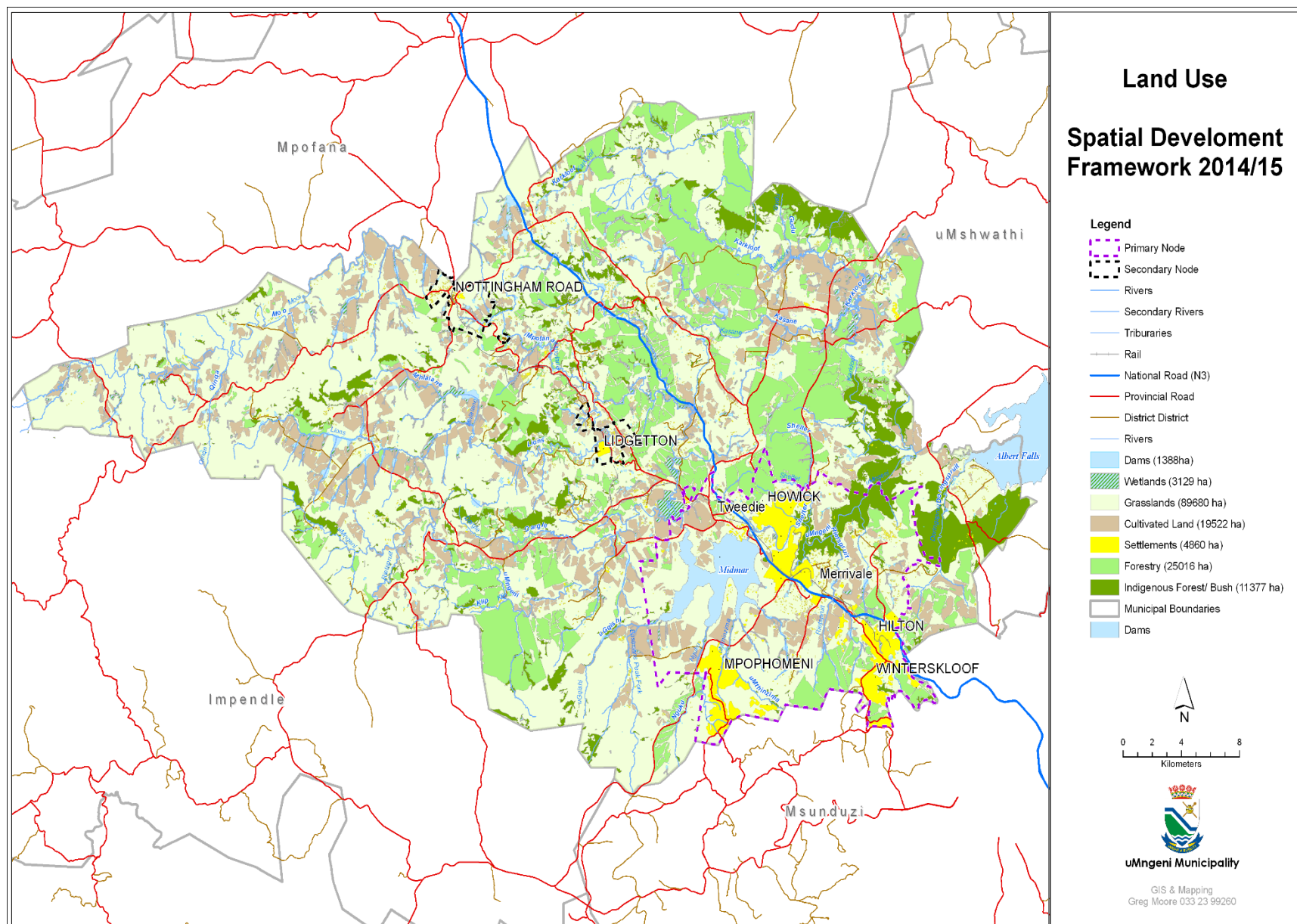
Figure 11: Municipal Values

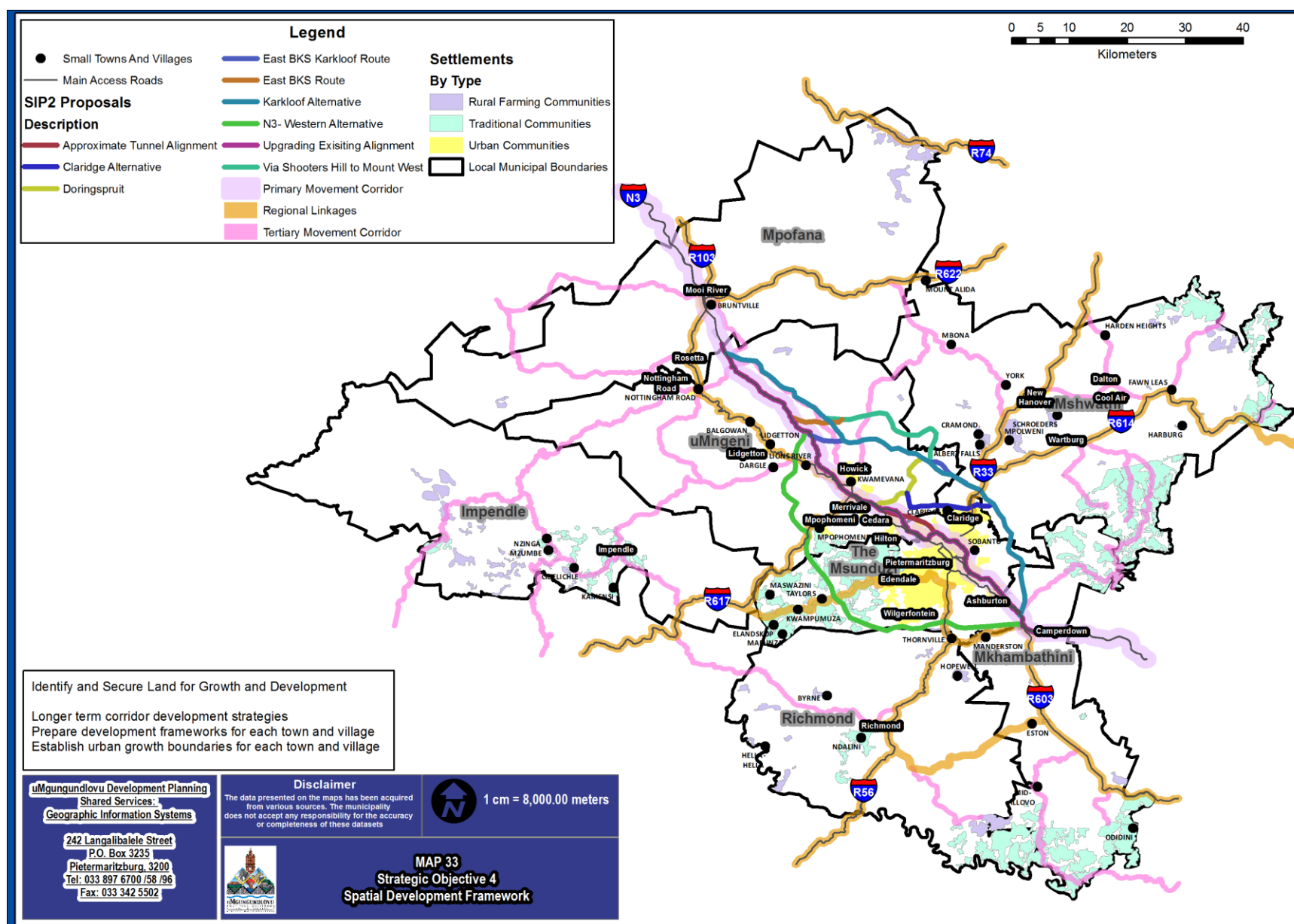


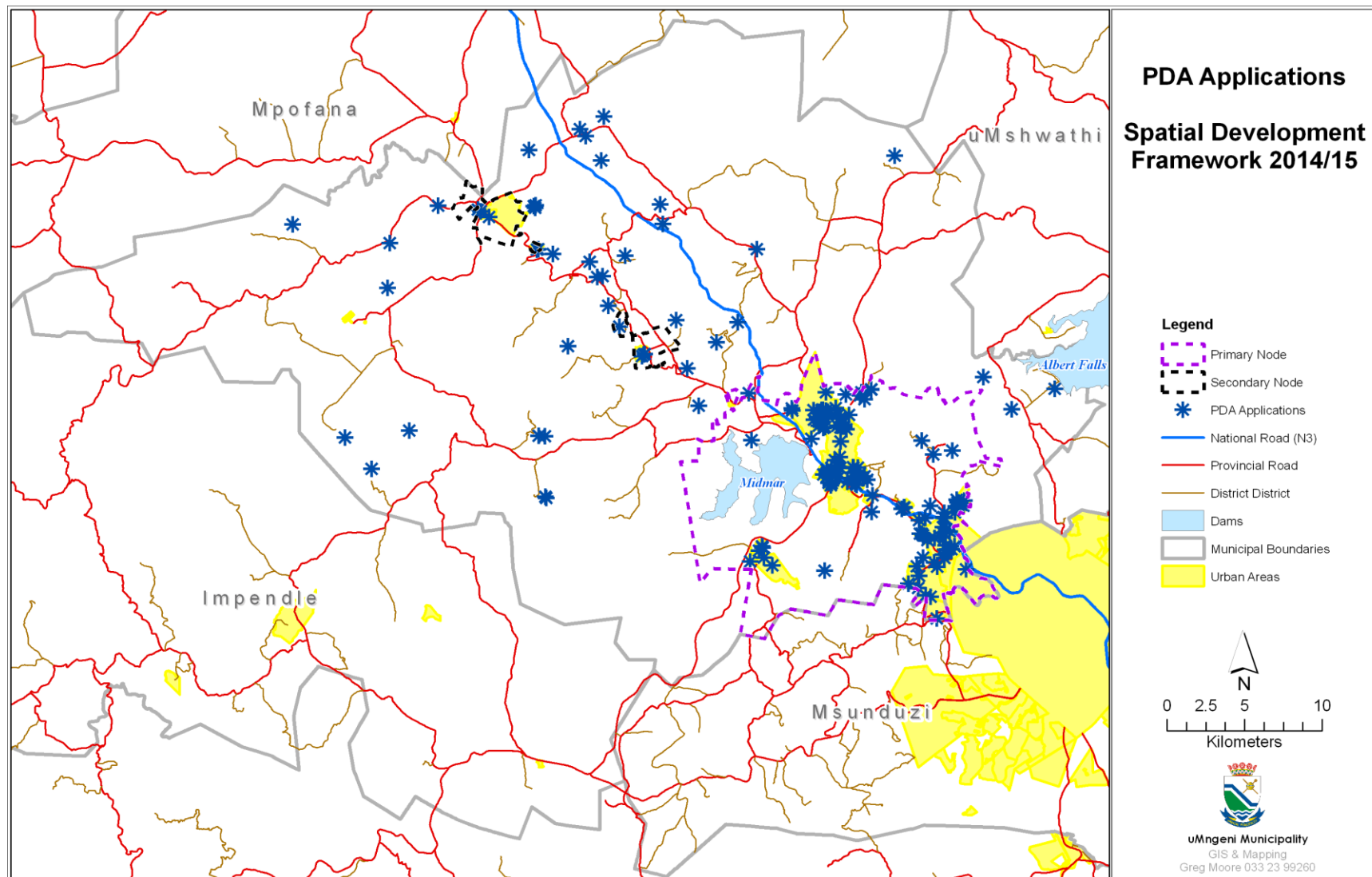
CHAPTER E – STRATEGIC MAPPING AND THREE YEAR IMPLEMENTATION PLAN

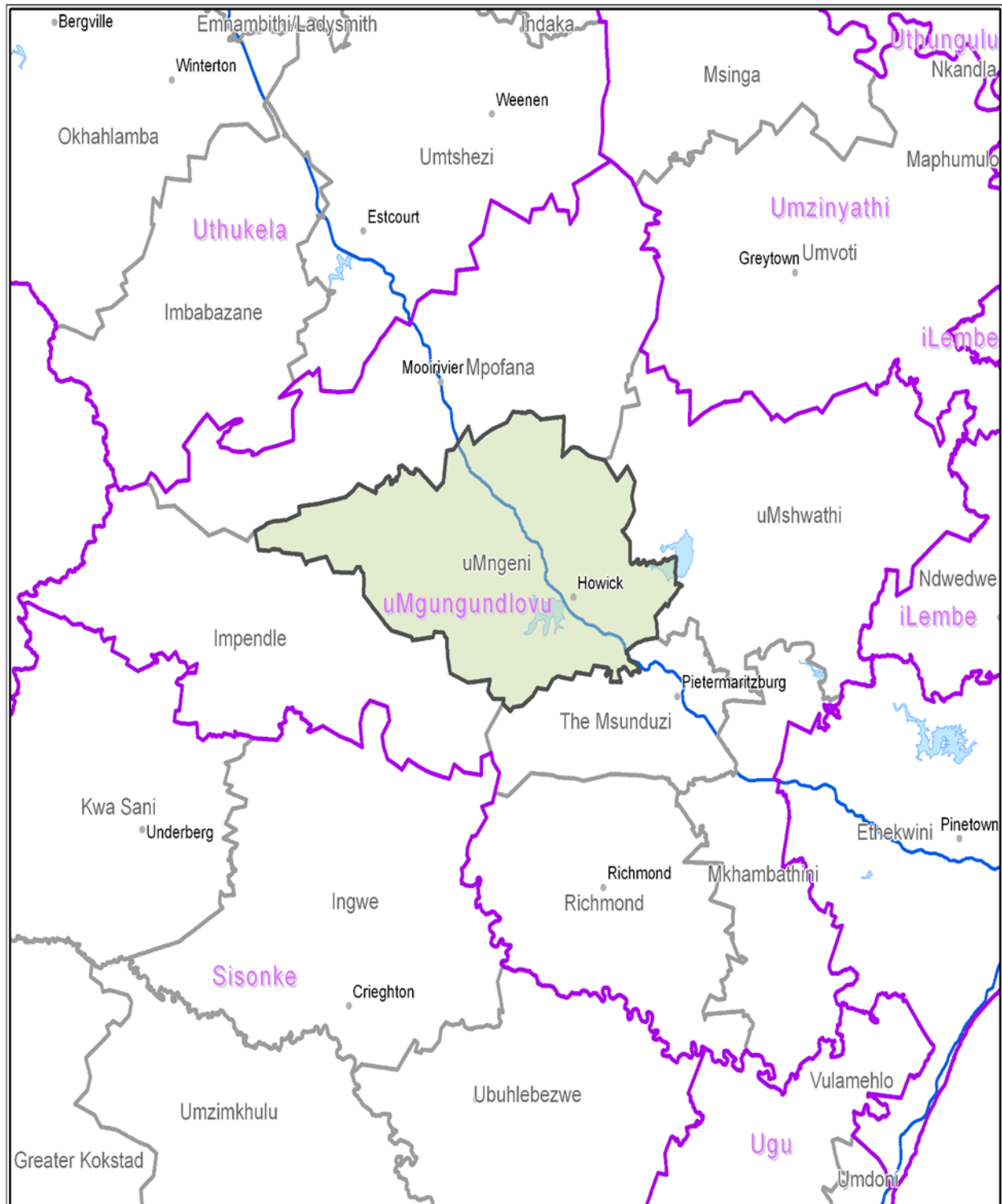
16.1. Strategic Mapping









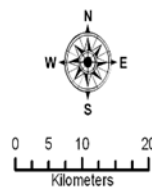


Locality in uMgungundlovu District Municipality

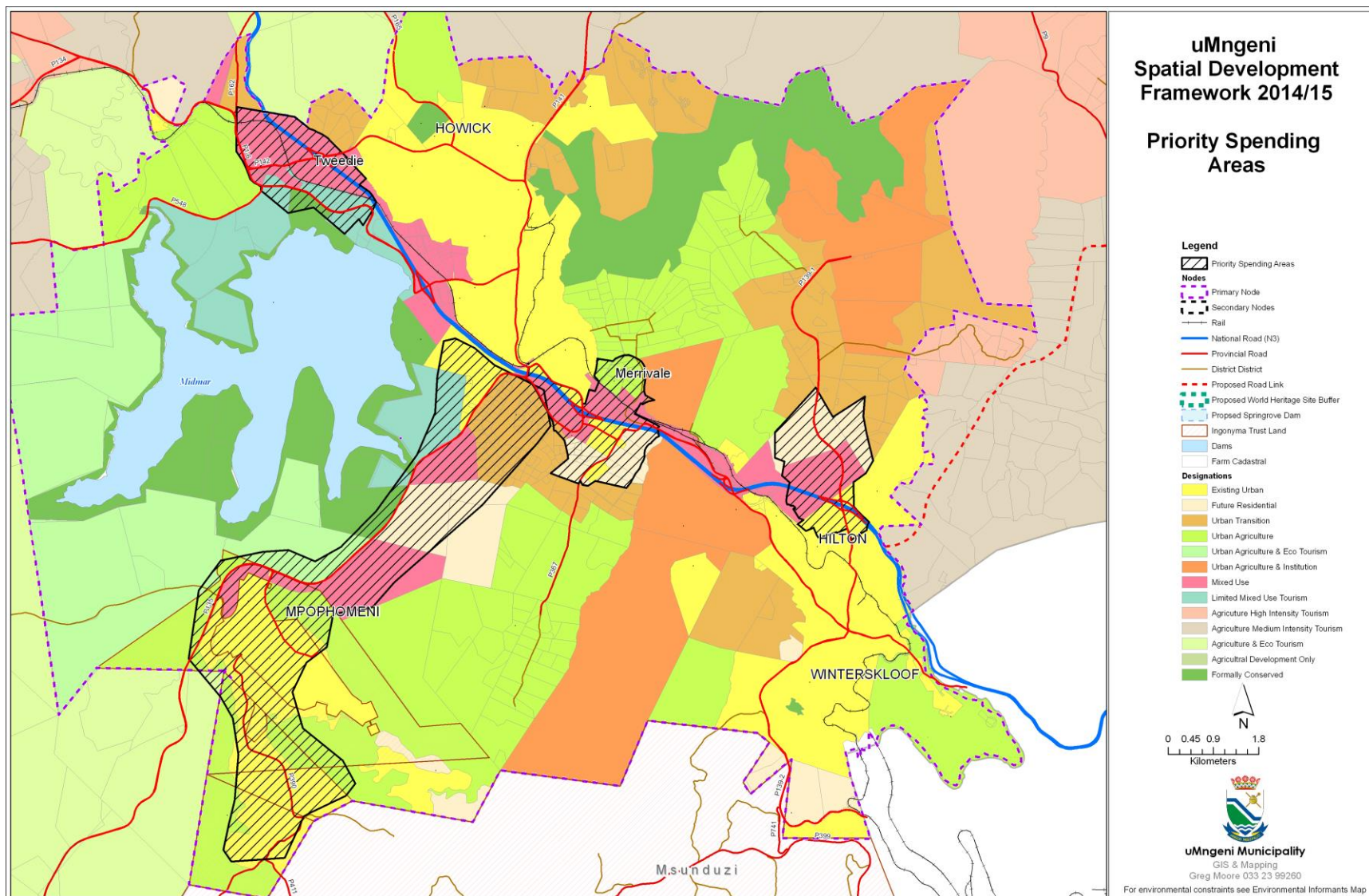
Legend

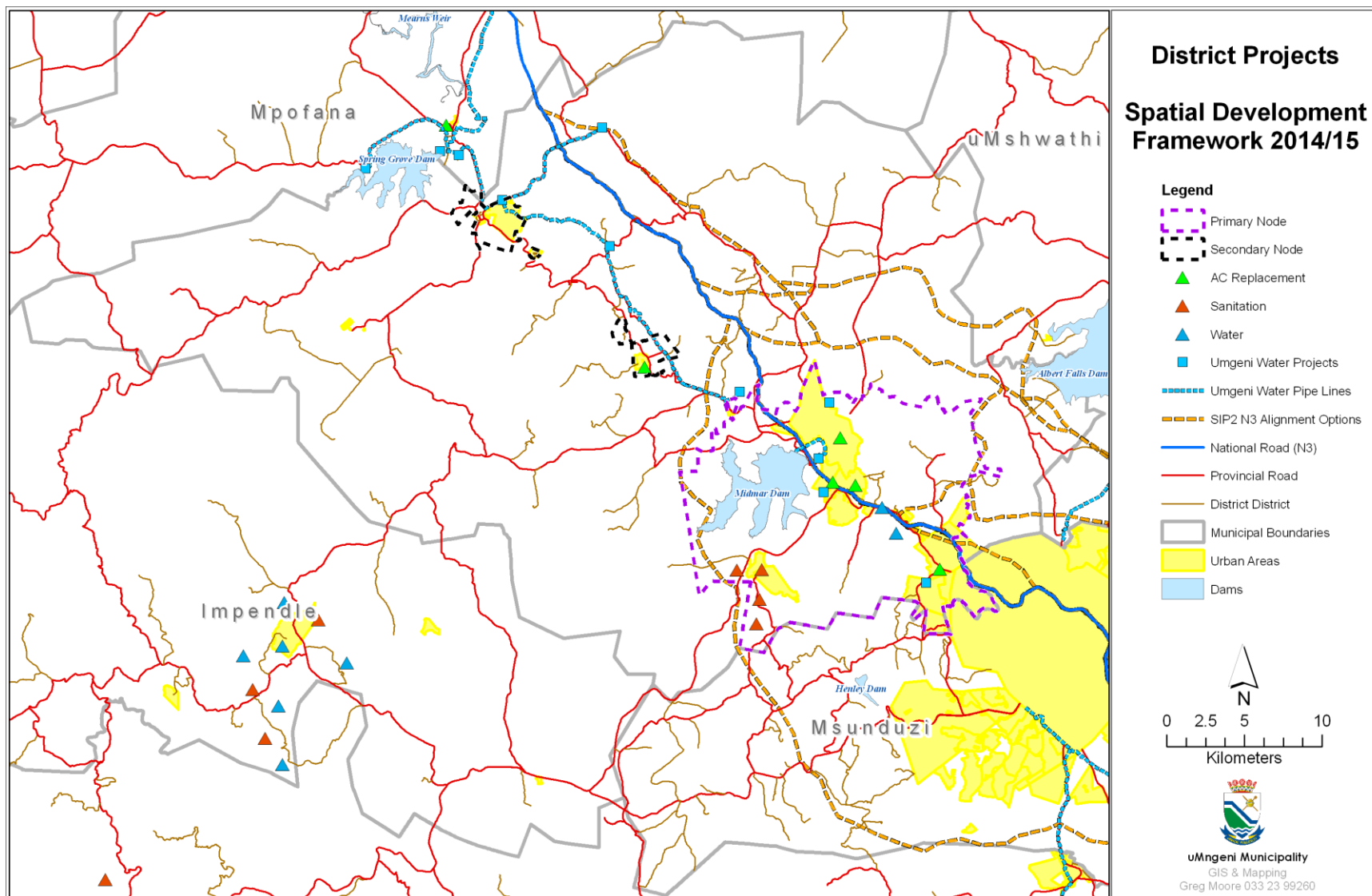
- uMngeni Municipality
- Districts
- Municipalities
- National Road

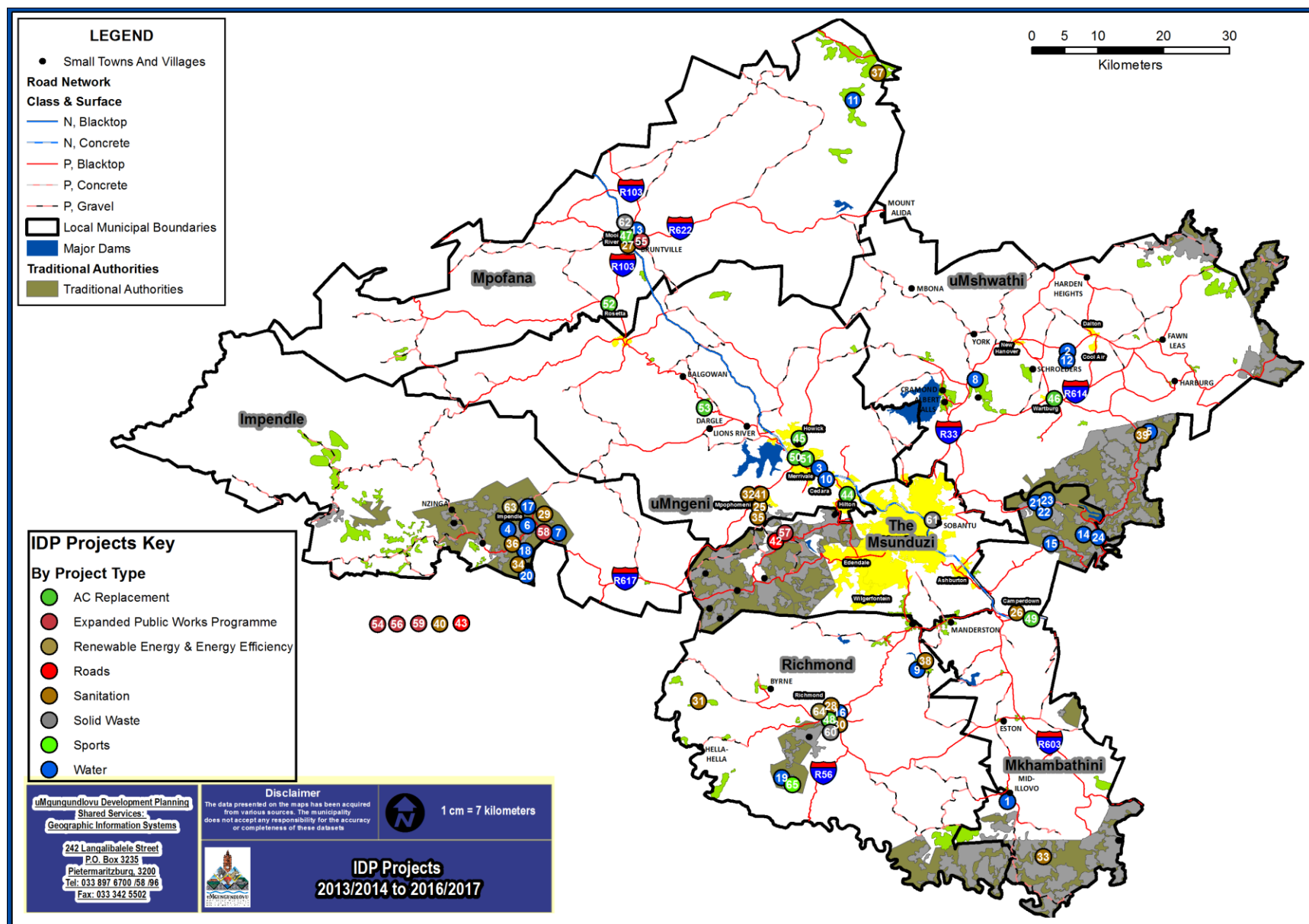
C1

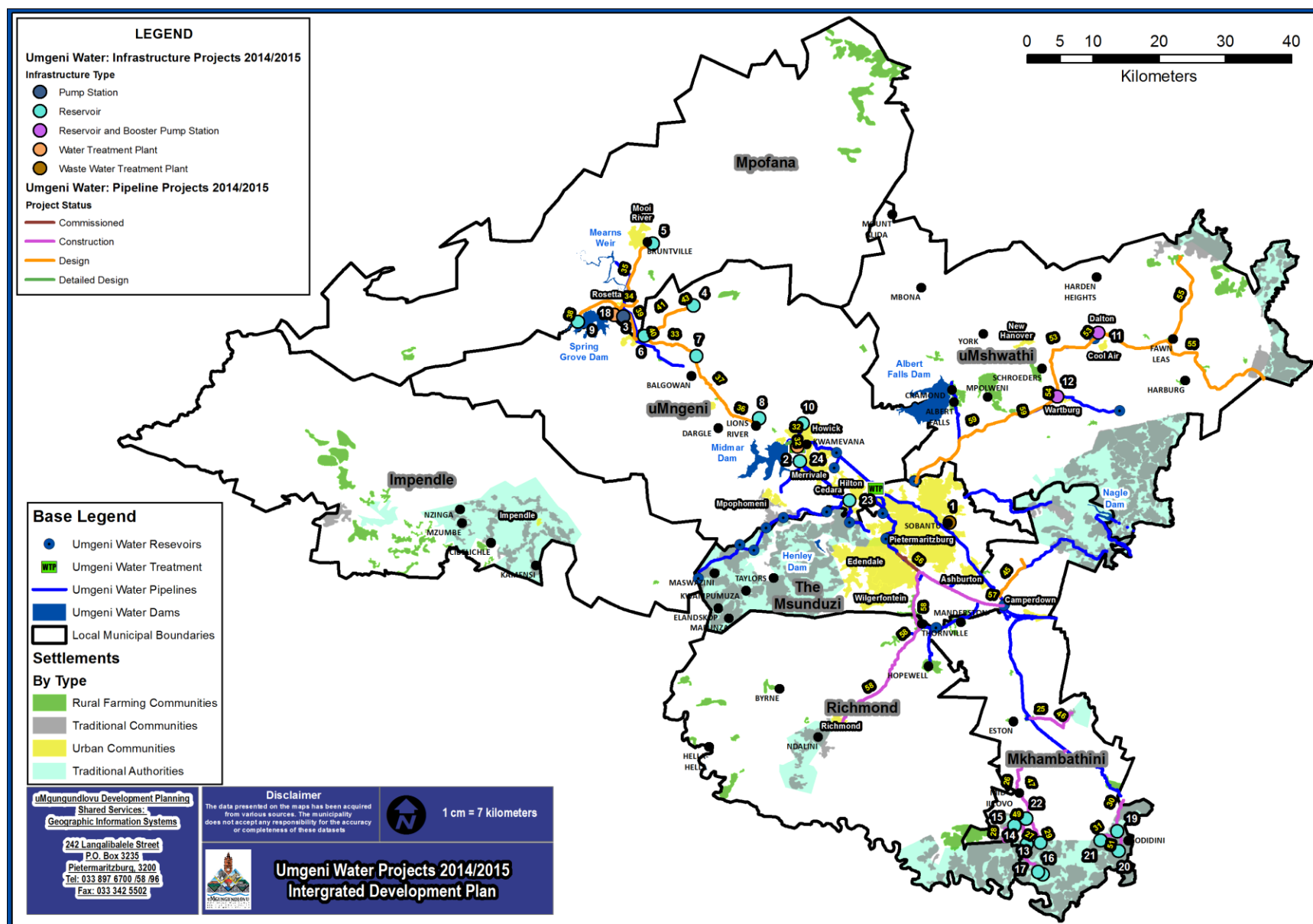


GIS & Mapping
Greg Moore 033 23 99260









17.2. Three Year Implementation Plan

The implementation plan is a lists of projects and programmes which responds to the IDP goals and strategic objectives of the municipality for implementation over the next three years.

Key Performance Area: Cross Cutting Interventions										
Strategic Goal: Spatial planning and environmental sustainability										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
Strategic Objective 1: Integrated development and spatial planning										
1415 IDPR-01	uMngeni SDF	All	350	uMngeni LM	350	Currently being reviewed	100	350	100	GM: Economic Development and Planning
1415 IDPR-02	Merrivale to Tweedie Interchange Master Plan	7,9,12	300	COGTA (SIP2)	0	Funding required	0	0	0	GM: Economic Development and Planning
1415 IDPR-03	Disaster Management	All wards	Ongoing	uMngeni LM	119		119	126	330	GM: Community Services
1415 IDPR-04	Mpophomeni Local Area Plan	8,9,10,11	TBD	uMngeni LM	250	Planning	250	0	0	GM: Economic Development and Planning
Strategic Objective 2: Conservation and management of natural resources										
1415 IDPR-05	uMngeni Strategic Environmental Assessment	All wards	300	uMngeni LM	300	Outdated	300	0	0	GM: Economic Development and Planning

[illegible]

Key Performance Area: Local Economic Development										
Strategic Goal: Sustainable socio-economic development										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
Strategic Objective 1: Management of roads and storm water infrastructure										
1415 IDPR-10	St. Josephs sidewalks	9	TBD	DOT	0	Funding required				GM: Technical Services
Strategic Objective 2: Construction and extension of electricity network to businesses										
1415 IDPR-12	Increase electricity supply in Howick (Greendale sub-station upgrade)	2	16,000	uMngeni LM	0	Funding required	0	8,000	8,000	GM: Technical Services
1415 IDPR-13	Energy Sector Master Plan	All wards	750	uMngeni LM	0	Funding required	0	750	0	GM: Technical Services
Strategic Objective 3: Stimulation of economic growth for job opportunities and investment										
1415 IDPR-14	Howick Falls and CBD Precinct Plan	2	500	uMngeni LM	0	Funding required	0	500	0	GM: Economic

Key Performance Area: Local Economic Development										
Strategic Goal: Sustainable socio-economic development										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
										Development and Planning
1415 IDPR-15	LED Strategy Review	All wards	200	uMngeni LM	200	To be reviewed internally	200	0	0	GM: Economic Development and Planning
1415 IDPR-16	Industrial Development Incentive Scheme Review	All wards	0	uMngeni LM	0	To be reviewed by December 2016				GM: Economic Development and Planning
1415 IDPR-177	Informal Traders Training	All wards	400	uMngeni LM	400	To be implemented in 2016/2017	400	0	0	GM: Economic Development and Planning
1415 IDPR-178	Agri- Hub		TBD	Dept of Rural Development and Land Reform	0	Planning				GM: Economic Development and Planning
Strategic Objective 4: Enhance tourism development										
1415 IDPR-17	Tourism Node and CBD landscaping programme	2	150	uMngeni LM	0	Planning	0	150	0	GM: Economic Development and Planning
1415 IDPR-18	Nelson Mandela Capture Site	9	43,000	COGTA	43,000	Phase 2 to be completed by May 2016	0	0	0	GM: Economic Development

Key Performance Area: Local Economic Development										
Strategic Goal: Sustainable socio-economic development										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
	Monument Phase 2									and Planning & GM: Technical Services
New	Mandela Capture Site Sustainability Programme	9	1,000	uMngeni	0	Programme to be developed	0	500	500	All departments
1415 IDPR-19	Mpophomeni Tourism Gateway	10		Lotto		99% complete		0	0	GM: Economic Development and Planning
1415 IDPR-20	Tourism Development Strategy	All wards	250	uMngeni LM, UMDM Development Agency	0	Planning	0	250	0	GM: Economic Development and Planning
1415 IDPR-21	Tourism and Investment Promotion Brochure	All wards	50	uMngeni LM	50	Planning	50	0	0	GM: Economic Development and Planning
1415 IDPR-22	Hilton Steam Railway Rejuvenation	12	4 681	COGTA as possible funding source	0	Requiring funding	0	0	0	GM: Economic Development and Planning
1415 IDPR-23	Mandela Capture Municipal Agency	9	TBD	uMngeni LM	0	Conceptualisation stage				GM: Economic Development and Planning

Key Performance Area: Local Economic Development										
Strategic Goal: Sustainable socio-economic development										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
Strategic Objective 5: Provision of support to the business sector										
1415 IDPR-24	SMME's and Cooperatives Capacity Building	All wards	5	uMngeni LM	5	Ongoing	5	5	6	GM: Economic Development and Planning
1415 IDPR-25	Business Retention and Expansion Strategy	All wards		TIKZN	0	Underway				GM: Economic Development and Planning
1415 IDPR-26	Stockowners Business Park	2	147,000	COGTA & UMDM	0	Infrastructure required				GM: Technical Services
1415 IDPR-27	Incubation Facility	TBD	TBD	Dept of Economic Development	0	Funding required				GM: Economic Development and Planning
Strategic Objective 6: Coordination of agricultural development										
1415 IDPR-28	Agricultural Sector Plan	All wards	TBD	Dept. of Agriculture & uMngeni LM	0	Municipality will liaise with the relevant department for the development of the plan				GM: Economic Development and Planning
1415 IDPR-29	Land for agricultural development	4	TBD	Dept. of Agriculture	0	Engagements with Dept. of				GM: Economic

Key Performance Area: Local Economic Development										
Strategic Goal: Sustainable socio-economic development										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
						Agriculture ongoing				Development and Planning
Strategic Objective 7: Social development programmes										
1415 IDPR-30	Implementation of HIV/AIDS and OSS Programmes	All wards	500	uMngeni LM	0	Ongoing coordination by municipality	0	135	510	Office of the Municipal Manager
1415 IDPR-31	Howick Museum and Activity Room	2	400	Dept. of Art and Culture	0	Initiation				GM: Community Services
1415 IDPR-32	Aids Orphanage Centre	TBD	TDB	Dept. of Health	0	Planning				GM: Community Services
1415 IDPR-33	Nelson Mandela marathon community activation programme	All wards	250	uMngeni LM	250	To be implemented in the next financial	250	250	300	Office of the Municipal Manager
1415 IDPR-34	uMngeni ABC Walk	All wards	150	uMngeni LM	150	To be implemented in the next financial year	150	112	119	Office of the Municipal Manager

Key Performance Area: Local Economic Development										
Strategic Goal: Sustainable socio-economic development										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
1415 IDPR-35	Mayors Back to School Campaign	All wards	22	uMngeni LM	22	To be implemented in the next financial year	30	22	23	Office of the Municipal Manager
1415 IDPR-36	Special Programmes	All wards	600	uMngeni LM		To be implemented in the next financial year	70	400	424	Office of the Mayor
1415 IDPR-37	Food for Waste	All wards	1,279	COGTA DTI	1,279	Ongoing	1,279	1,358	1,438	GM: Technical Services
1415 IDPR-38	Community Hall	8	3,366	MIG	0	Planning	0	2,366	1,000	GM: Corporate Services
1415 IDPR-39	eMashingeni Crèche	8	TBD	uMngeni LM		Planning				GM: Community Services
1415 IDPR-40	Jungle Gym	4	TDB	uMngeni LM		Planning – business plan to relevant department				Office of the MM
1415 IDPR-41	Nottingham Road Pension Pay point	3	TDB	SASSA		Planning – business plan to relevant department				GM: Community Services

Key Performance Area: Municipal Transformation and Institutional Development										
Strategic Goal: Human resource development and management										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budgeted (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
Strategic Objective 1: Good labour relations										
1415 IDPR-41	Staff wellness	n/a	100	uMngeni LM	100	To be implemented in the next financial year	106	113	119	Office of the Municipal Manager
Strategic Objective 2: Effective implementation of the employment equity plan										
Strategic Objective 4: Implementation of a human resource management strategy										
1415 IDPR-42	Human Resource Development Strategy	n/a	0	uMngeni LM	0	Underway	0	0	0	GM: Corporate Services
Strategic Objective 6: Youth career pathing services										

Key Performance Area: Municipal Transformation and Institutional Development										
Strategic Goal: Human resource development and management										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budgeted (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
1415 IDPR-43	NYDA youth build programme	All wards	4,000	NYDA uMngeni LM – counter funding	2,000	Underway	2,000	2,000	0	Office of the Municipal Manager
1415 IDPR-44	Youth coordinating Programmes	All wards	1,548	uMngeni LM	1,548	To be implemented in the next financial year	1,548	1,644	1,741	Office of the Municipal Manager
1415 IDPR-46	Sports Development	All wards	500	uMngeni LM	0	Planning				Office of the Municipal Manager
1415 IDPR-47	TVET College	10	TBD	Dept. of Justice	0	Planning				GM: Community Services & GM: EDP
1415 IDPR-48	TVET College – Satellite Campus	12	15,000	Services SETA	15,000	Planning				GM: Community Services & GM: EDP
1415 IDPR-49	Youth Jobs and in Waste	All wards	TBD	National Environmental Affairs	0	Planning				Office of the Municipal Manager
1415 IDPR-51	Community Computer Training Centre	4	TDB	uMngeni Municipality	0	Planning				GM: Corporate Services

Key Performance Area: Municipal Transformation and Institutional Development										
Strategic Goal: Human resource development and management										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budgeted (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
	Feasibility Study									
1415 IDPR-52	Midlands Community College	3	76,820	COGTA possible funding source	0	Funding required for expansion				Office of Municipal Manager

[illegible]

Strategic Objective 3: Effective, efficient and transparent procurement of goods and services										

Key Performance Area: Good governance and public participation										
Strategic Goal: Good corporate governance										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
Strategic Objective 1: Effective information communication and technology solutions										
1415 IDPR-54	ICT Masters System Plan Implementation	n/a	2,7	uMngeni LM	1,600	Planning	1,2	1,600	0	GM: Corporate Services
Strategic Objective 2: Law enforcement										
1415 IDPR-55	Traffic Signage	1 & 2	270	uMngeni	0	Planning	0	270	0	GM: Community Services
1415 IDPR-56	Residential traffic calming	All wards	300	uMngeni	0	Planning	0	300	0	GM: Community Services
1415 IDPR-57	Road marking	All wards	1,000	uMngeni	0		1,000			GM: Technical Services

Key Performance Area: Good governance and public participation										
Strategic Goal: Good corporate governance										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
1415 IDPR-58	Traffic & Driver's License Test Centre	12	15,000	DOT, COGTA, uMngeni LM	0	Land and funding required	0	0	15,000	GM: Community Services
1415 IDPR-59	Taxi Regulatory Automated System	n/a	100	uMngeni	0	Planning	0	100	0	GM: Community Services
1415 IDPR-60	Vehicle Pound Automated System	n/a	100	uMngeni	0	Planning	0	100	0	GM: Community Services
1415 IDPR-61	Howick Transport Facility	n/a	TBD	DOT	0	New Project				GM: Community Services
1415 IDPR-62	Integrated Transport Plan	n/a	TBD	DOT	0	Planning				GM: Technical Services
1415 IDPR-64	Nottingham Road Taxi Rank	4	TBD	uMngeni LM	0	New Project				GM: Technical Services
Strategic Objective 3: Strengthened oversight functions										
Strategic Objective 4: Active community structures										

Key Performance Area: Good governance and public participation										
Strategic Goal: Good corporate governance										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
1415 IDPR-65	Functionality of ward committees	All	750	MSIG	750	Ongoing	750	796	843	Office of the Municipal Manager
1415 IDPR-66	Community Satisfaction Survey	All	TBD	uMngeni LM	0	Planning				Office of the Municipal Manager
1415 IDPR-67	Complaint Management System	All	TBD	uMngeni LM	0	Budget required				Office of the Municipal Manager
1415 IDPR-68	Call Centre Refurbishment	2	200	uMngeni LM	0	To be implemented in the current financial year	0			GM: Technical Services
1415 IDPR-69	Men's Forum	4	TBD	uMngeni LM	0	Planning				GM: Community Services
1415 IDPR-70	Women's Forum	4	TBD	uMngeni LM	0	Planning				GM: Community Services
1415 IDPR-71	Sports Festival	4	TBD	uMngeni LM	0	Planning				Office of the Municipal Manager
1415 IDPR-72	Senior Citizens Christmas Function	4	TBD	uMngeni LM	0	Planning				GM: Community Services

Key Performance Area: Basic Service Delivery										
Strategic Goal: Promote human settlements and infrastructure development										
Project Ref. No.	Project Description	Ward	Estimated Cost (R'000)	Funding Source	Budget (R'000)	Status	Cost Breakdown (R'000)			Responsibility in municipality
							2016/2017	2017/2018	2018/2019	
Strategic Objective 1: Provision and management of sustainable human settlement										
1415 IDPR-73	Hiltonian Housing Phase 1,2 & 3	12		Dept. of Human Settlement		Complete				HOD's
1415 IDPR-74	Cedara Housing	7	10,000	Dept. of Human Settlement		Construction	10,000	10,000	16,000	HOD's
1415 IDPR-75	Khayelisha Housing	8	10,000	Dept. of Human Settlement		Infrastructure for storm water is complete	10,000	10,000	10,000	HOD's
1415 IDPR-76	Zenzani Housing	3		Dept. of Human Settlement		Complete				HOD's
1415 IDPR-77	Nottingham Road / Hillside Housing	3		Dept. of Human Settlement		IA to be appointed				HOD's
1415 IDPR-79	Fordun Housing	3		Dept. of Human Settlement		Complete				HOD's
1415 IDPR-80	Karkloof Farm Housing	5 & 6		Dept. of Human Settlement		Pre-Feasibility				HOD's

1415 IDPR-82	St. Josephs Housing	6		Dept. of Human Settlement		Appointment of Implementing Agent required		200	7,360	HOD's
1415 IDPR-83	KwaNxamalala Housing	9		Dept. of Human Settlement		100% complete				HOD's
1415 IDPR-84	Lions River Phase 2 and 3 Housing	9		Dept. of Human Settlement		Appointment of Implementing Agent required		2,300	3,000	HOD's
1415 IDPR-86	Dargle Housing	3		Dept. of Human Settlement		Pre-feasibility				HOD'S
1415 IDPR-87	Lutchman / Sookan Housing	4		Dept. of Human Settlement		Appointment of Implementing Agent required			2,681	HOD'S
1415 IDPR-88	KwaMevana Housing	12		Dept. of Human Settlement		Appointment of Implementing Agent required				HOD'S
1415 IDPR-89	Mpophomeni Phase 3 - Amakhaya Entokozo			Dept. of Human Settlement		Dispute in terms of IGR				HOD'S
1415 IDPR-90	Tumbleweed			Dept. of Human Settlement		Insitu upgrade land invaded,				HOD'S

						Appointment of IA required				
1415 IDPR-91	Fairfield Farm Dwelling -	4		Private & Dept. of Human Settlement		Initiation				HOD'S
1415 IDPR-92	Review Housing Sector Plan	All		Dept. of Human Settlement		Outdated				GM: Community Services
1415 IDPR-93	Nottingham Road Community Hall	3	1000	uMngeni LM		Land availability issues				GM: Technical Services
1415 IDPR-94	Hilton N3 Corridor Development Water and Waste Water Services	7	301,413	UMDM		Phase 1: No EIA required only an EMP Phase 2: EIA application has been submitted, awaiting feedback from DAEA				GM: Technical Services
1415 IDPR-95	Kwa-Haza, KwaChief & Enguga Water Supply Scheme	9	23,019	UMDM		ROD has been received				GM: Technical Services
1415 IDPR-96	Cedara/Khanya Village – construction of bulk water supply	7	17,281	UMDM		EIA process has commenced				GM: Technical Services

1415 IDPR-97	Khayelisha Bulk Water Supply – construction of bulk water supply	7	13,093	UMDM		EIA Required				GM: Technical Services
1415 IDPR-98	Howick AC Pipe Replacement	2	155,617	UMDM		This project is on hold due to financial challenges				GM: Technical Services
1415 IDPR-99	Hilton AC Pipe Replacement	7	117,546	UMDM						GM: Technical Services
1415 IDPR-100	Merrivale & Merrivale Height AC Pipe Replacement	7	19,771	UMDM						GM: Technical Services
1415 IDPR-101	Lions River & Lidgeton Bulk Water Supply Upgrade	4,5 & 9	19,761	UMDM		EIA required				GM: Technical Services
1415 IDPR-102	Birnam Wood Water Supply Upgrade			UMDM						GM: Technical Services
1415 IDPR-103	Cedara/Khanya Village – construction of bulk sewer	7	18, 621	UMDM		EIA process has commenced				GM: Technical Services
1415 IDPR-104	Kwa-Haza Ward 9 Sanitation - construction of VIP sanitation	9	21,521	UMDM		Project complete				GM: Technical Services
1415 IDPR-105	Khayelisha Pump Station	10	13, 093	UMDM		The overall project is 99% complete and the				GM: Technical Services

						electrical works has reached a stage of practical completion.				
1415 IDPR-106	Mpophomeni Waste Water Works - Massification	10	138,603	UMDM	0	The RoD has been received from DAEA. The Water Use License Application (WULA) has been submitted to DWS Regional Office. Tendering processes can only commence once WULA is in place.				GM: Technical Services
1415 IDPR-107	Midmar Water Treatment Plant Upgrade	12	245,001	uMgeni Water	80,000	Tender has been recommended for award. Anticipated date of completion is Apr 2017.	80,000	81,661	59,000	GM: Technical Services

1415 IDPR-108	Howick North Reservoir Upgrade	5	17,000	uMgeni Water	0	Project commission				GM: Technical Services
1415 IDPR-109	Howick West Reservoir Upgrade	7 (including beneficiaries from ward 5)	17,000	uMgeni Water	7,400	Project scope has been changed to 16ML due to increasing water demands. Tender progress in progress. Programme is in the process of being amended to reflect the change in scope.	7,400	7,400	2,040	GM: Technical Services
1415 IDPR-110	Groenekloof Reservoir Upgrade	6 & 7	12,000	uMgeni Water						GM: Technical Services
1415 IDPR-111	Facilitate Lidgetton Community Clinic	4	TBD	Dept. of Health		Liaise with relevant department. However mobile clinics are provided				GM: Community Services
1415 IDPR-181	Lidgetton West Sportsfield	4	1,000	uMgeni LM	1,000		1,000	0	0	GM: Technical Services

Strategic Objective 2: Construction of roads and storm water infrastructure

1415 IDPR-112	Maintenance of uMngeni municipal road and stormwater	All	6,000	TBD	0		0	6,000	7,000	GM: Technical Services
1415 IDPR-113	uMngeni Widening Bridge	2	TBD	uMngeni LM	0	Planning				GM: Technical Services
1415 IDPR-115	Mpophomeni roads and stormwater Phase 12	8, 9, 10 & 11	12,000	MIG	12,000	Business plan submitted to MIG	12,000	0	0	GM: Technical Services
1415 IDPR-116	D390	-		uMngeni LM	0	Underway – for completion in 2015/2016				GM: Technical Services
1415 IDPR-117	Midlands Roads – Cedara, Emandleni, Tumbleweed, Siphumele, Lions River, Lidgeton, Zenzani	2,3,4,7,9 7,12	7,866	MIG	7,866	Business plan submitted to MIG	7,866	0	0	GM: Technical Services
1415 IDPR-118	Cedara access road construction	7		uMngeni LM		Complete				GM: Technical Services
1415 IDPR-119	N3 corridor link over uMngeni			uMngeni LM	0	Planning				GM: Technical Services
1415 IDPR-119	N3 corridor Tweedie Interchange			uMngeni LM		Completed in 2012				GM: Technical Services
1415 IDPR-121	Nottingham Road	3		uMngeni LM	0	Pre- feasibility				GM: Technical Services

1415 IDPR-122	Link road from Baron road to D292			uMngeni LM	0	Pre- feasibility				GM: Technical Services
1415 IDPR-123	Symonds street extension	2	0	uMngeni LM	0	Pre- feasibility				GM: Technical Services
1415 IDPR-124	Buchanan road extension	2		uMngeni LM	0	Pre- feasibility	0	0	0	GM: Technical Services
1415 IDPR-126	Midlands Meander road network upgrade and maintenance plan	3,4		uMngeni LM	0	Planning	0	0	0	GM: Technical Services
1415 IDPR-127	Roads and Public Transport Facilities Plan	All	250	uMngeni LM	0	To be developed	0	250	250	GM: Technical Services
1415 IDPR-128	Nottingham to Dargle tar road	3		DOT	0	Pre- feasibility				GM: Technical Services
1415 IDPR-129	Dargle to Impendle tar road	3		DOT	0	Pre- feasibility				GM: Technical Services
1415 IDPR-130	Curry's Post to Mount West tar road	2		uMngeni LM	0	Pre- feasibility				GM: Technical Services
1415 IDPR-131	Birnamwood road tarring	7		uMngeni LM	0	Pre- feasibility				GM: Technical Services
1415 IDPR-132	Howick West and KwaMevana pedestrian bridge	1 & 2		uMngeni LM	0	Pre- feasibility				GM: Technical Services

1415 IDPR-134	Signalization of N3 off-ramp and Hilton Gardens	6 & 7		uMngeni LM	0	Pre- feasibility				GM: Technical Services
1415 IDPR-135	Nottingham Road Taxi Rank	3		uMngeni LM	0	Pre- feasibility				GM: Technical Services
1415 IDPR-136	Bus Shelter at Taxi Rank	10		uMngeni LM	0	Planning				GM: Technical Services
1415 IDPR-137	Gamaletu Causeway		2,000	DOT	2,000	2015/2016 financial year	2,000	0	0	GM: Technical Services
1415 IDPR-138	Regravelling of P144		1,800	DOT	1,800	2015/2016 financial year	1,800	0	0	GM: Technical Services
1415 IDPR-139	Regravelling of P548		4,800	DOT	4,800	2015/2016 financial year	4,800	0	0	GM: Technical Services
1415 IDPR-140	Regravelling of P162		1,200	DOT	1,200	2015/2016 financial year	1,200	0	0	GM: Technical Services
1415 IDPR-141	Regravelling of D494		1,625	DOT	1,625	2015/2016 financial year	1,625	0	0	GM: Technical Services
1415 IDPR-142	Regravelling of D734		800	DOT	800	2015/2016 financial year	800	0	0	GM: Technical Services
1415 IDPR-143	Regravelling of D735		1,100	DOT	1,100	2015/2016 financial year	1,100	0	0	GM: Technical Services
1415 IDPR-144	Regravelling of P133		4,000	DOT	4,000	2015/2016 financial year	4,000	0	0	GM: Technical Services

1415 IDPR-145	Regravelling of D290		2,800	DOT	2,800	2015/2016 financial year	2,800	0	0	GM: Technical Services
1415 IDPR-146	Rehabilitation - MR 139-1 : N3 to Hilton College		TBD	DOT	0	Planning				GM: Technical Services
1415 IDPR-147	Rehabilitation - MR 1-6 : Howick to Nottingham Road		TBD	DOT	0	Planning				GM: Technical Services
1415 IDPR-148	Rehabilitation - MR 139-1 : N3 to Hilton College		TBD	DOT	0	Planning				GM: Technical Services
1415 IDPR-149	Rehabilitation - MR 367 : Xways to N3		TBD	DOT	0	Planning				GM: Technical Services
1415 IDPR-150	Rehabilitation - MR 165 : Howick to Curry's Post – Sections only		TBD	DOT	0	Planning				GM: Technical Services
1415 IDPR-151	Khayelisha roads and storm water (construction)	7	4,000	MIG	0	Business plan submitted to MIG	0	0	0	GM: Technical Services
1415 IDPR-152	Mpophomeni Sportsfield Phase III	9	4,700	MIG	0	Phase 1 is underway and a business plan has been submitted for the 2 nd phase	0	0	0	GM: Technical Services
1415 IDPR-153	Lidgeton West Sportsfield – construct sportsfield and	3	2,500	uMngeni LM	1,000	Currently being implemented	1,000	0	0	GM: Technical Services

	combi court subject to counter funding									
1415 IDPR-180	Emandleni Sportsfield	6	1,000	uMngeni LM	1,000					
1415 IDPR-154	Mandela Capture Site – construction of access road and storm water	9	TBD	MIG	0	Planning				GM: Technical Services
Strategic Objective 3: Construction and extension of electricity network to all households										
1415 IDPR-155	Domestic pre- paid conversion	All wards	5,000	Dept. of Minerals & Energy	5,000	Funding required	5,000	0	0	GM: Technical Services
1415 IDPR-156	Electricity extension - Hawkstone	6	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-157	Electricity extension - Dunmarie Primary School community	6	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-158	Electricity extension – Triandra	5	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-159	Electricity extension – Karkloof	5 & 6	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-160	Electricity extension - Zenzani	3	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-161	Electricity extension - Sherwood	4	TBD	Eskom	0	Planning				GM: Technical Services

1415 IDPR-162	Electricity extension - KwaNxamala	9	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-163	Electricity extension - Lutchman	4	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-164	Electricity extension - Lemonwood		TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-165	Electricity extension - Colbourne	5	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-166	Electricity extension - Nottingham Road	3	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-167	Electricity extension - St. Josephs	6	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-168	Electricity extension - Hiltonian Society	6 & 7	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-169	Electricity extension - Khayelisha Housing	7	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-170	Electricity extension - Cedara	7	TBD	Eskom	0	Planning				GM: Technical Services
1415 IDPR-171	Greendale Howick bulk electricity upgrade – construct substation and	2	16,000	uMngeni LM	0	Planning	0	0	8,000	

	switch gear 300mm 2 cable									
Strategic Objective 4: Provision and management of cemeteries										
1415 IDPR-172	Crematorium and Cemetery establishment	5	TDB	UMDM	0	Planning				GM: Technical Services
Strategic Objective 5: Comprehensive waste management										
1415 IDPR-173	Curry's Post Landfill Site Weigh Bridge	4	60	UMDM uMngeni LM	0	Planning				GM: Technical Services
1415 IDPR-174	Integrated Waste Management Plan (IWMP) Revision	All	500	UMDM & uMngeni LM	0	To be developed in the outer years	0	0	500	GM: Technical Services
Strategic Objective 6: Management of public open spaces including parks and gardens										
1415 IDPR-175	Provision of Street Lighting	All	TBD	uMngeni LM						GM: Technical Services
1415 IDPR-176	Swimming pool upgrade	2	TBD	uMngeni LM						GM: Technical

CHAPTER F – FINANCIAL PLAN

1. Introduction

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

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

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

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

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

2. Operating and Capital Budget Estimates

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

2.1 Budget Assumptions

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

- Government grants for the years 2015/2016 to 2016/2017 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 5.8% 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 2015/16 are based on the NERSA approved tariffs.

2.2 Operating Budget Estimates

Below is the operating budget estimate for the next three financial years starting from 01 July 2015 to 30 June 2018.

Description	Budget Year 2015/16	%	Budget Year 2016/17	%	Budget Year 2017/18
Revenue By Source					
Property rates	141,136,471.20	44%	151,888,007.78	45%	159,938,072.19
Property rates - penalties & collection charges	6,242,663.30	2%	6,586,009.78	2%	6,935,068.30
Service charges - electricity revenue	68,177,158.92	21%	76,828,840.06	23%	86,578,420.43
Service charges - refuse revenue	5,232,882.76	2%	5,520,690.74	2%	5,813,287.85
Rental of facilities and equipment	675,021.45	0%	712,147.63	0%	749,891.46
Interest earned - external investments	1,512,611.60	0%	1,595,805.23	0%	1,680,382.91
Interest earned - outstanding debtors	1,838,495.80	1%	1,939,613.07	1%	2,042,412.56
Fines	30,371,634.98	10%	29,053,043.63	9%	30,592,854.95
Licences and permits	2,425,491.45	1%	2,558,893.48	1%	2,694,514.83
Transfers recognised - operational	51,426,000.00	16%	53,231,000.00	16%	56,817,000.00
Other revenue	9,169,458.41	3%	7,563,779.35	2%	7,964,658.64
NET OPERATING INCOME	318,207,889.88	100.00%	337,477,830.76	100.00%	361,806,564.12

Less :Expenditure By Type					
Employee related costs	103,729,102.98	32.70%	109,375,170.97	32.88%	115,097,506.13
Remuneration of councillors	6,726,468.29	2.12%	7,096,424.04	2.13%	7,472,534.52
Debt impairment	21,461,952.95	6.77%	22,642,360.36	6.81%	23,842,405.46
Depreciation & asset impairment	11,232,365.01	3.54%	11,850,145.09	3.56%	12,478,202.78
Finance charges	4,759,799.17	1.50%	5,021,588.12	1.51%	5,287,732.29
Bulk purchases	80,432,270.56	25.36%	91,885,825.89	27.62%	104,970,367.49
Contracted services	10,249,429.91	3.23%	10,813,148.56	3.25%	11,386,245.43
Transfers and grants	7,110,000.00	2.24%	5,891,000.00	1.77%	6,208,000.00
Other expenditure	71,481,122.52	22.54%	68,089,730.23	20.47%	70,732,507.80
Total Expenditure	317,182,511.38	100.00%	332,665,393.26	100.00%	357,475,501.89
Surplus/(Deficit)	1,025,378.49		4,812,437.50		4,331,062.23

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

2.3 Capital Budget Estimates

Table Capital Budget Estimates – Funding by source

FUNDING SOURCE	ANNUAL BUDGET '2015/2016	ANNUAL BUDGET '2016/2017	ANNUAL BUDGET '2017/2018
Dept. of Energy- NATIONAL GRANT	5,000,000	5,000,000	0
MIG-NATIONAL GRANT	22,249,000	22,993,000	24,109,000
Capital Replacement Reserves	0		
Massification- PROVINCIAL GRANT			
Provincial-Cerdara College- PROVINCIAL GRANT			
Mandela capture site phase 2- PROVINCIAL GRANT			
Corridor Development- PROVINCIAL GRANT			
	27,249,000	27,993,000	24,109,000

VOTE: ROADS AND STORMWATER	FUNDING SOURCE	2015/2016		
2.1 Mpophomeni Roads And Stormwater Phase 9	MIG			
Mpophomeni Roads And Stormwater Phase 9	Capital Replacement Reserves			
2.2 Main Road Howick	MIG			
2.3 Main Road 390 Taxi Facility	MIG			
2.4 Main Street Prospect Road to exchange	MIG	0		
2.5 Mpophomeni Roads and Storm Water Wards 8,9, 10 and 11	MIG	9,749,000		
2.6 Midlands Roads	MIG	5,000,000		
2.6.1 Zenzani	MIG	1,000,000		
2.6.2 Lidgeton West	MIG	0		
2.6.3 Lions River	MIG	1,000,000		
2.6.4 Tumbleweed	MIG	1,000,000		
2.6.5 Emandlani	MIG	1,000,000		
2.6.7 Sphumelele	MIG	1,000,000		
Midlands Roads	Capital Replacement Reserves			
2.7 Khayelisha Roads & Stormwater	MIG	4,000,000		
Khayelisha Roads & Stormwater	Capital Replacement Reserves			
Mandela Capture Site	Cogta			
2.8 Khayelisha Roads	MIG	0		
2.9 Provincial - Cedara College/Khanya village Road				
2.11 Corridor Development				
2.12 Mpophomeni Taxi Rank	Neighbourhood Development Partnership Grant			
TOTAL		18,749,000		

3. VOTE: SPORTS AND RECREATION	FUNDING SOURCE	2015/2016		
3.1 Mpophomeni Sports Field	MIG	1,500,000		
3.2 Lidgeton West Sportfield	MIG	2,000,000		
TOTAL		3,500,000	0	0

4. VOTE: ELECTRICITY	FUNDING SOURCE	2015/2016		
4.1 Electrification to Pre-paid	Department of Minerals and Energy	5,000,000		
4.2 Greendale & Patterson Substation	Capital Replacement Reserves			
4.3 Network Strengthening, Mpophomeni & Howick	Capital Replacement Reserves			
4.4 Massification Grant				
4.5 Install Bundle conductor	Capital Replacement Reserves	0		
TOTAL		5,000,000	0	0

MIG 22,249,000

Department of Energy 5,000,000

TOTAL 27,249,000

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 2015/16 to 2017/2018 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 1:1.

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. The number of indigent customers has been consistent over the past two years with the cost amounting to just over R1 million as of July 2015 to March 2016.

4.6 Investment Policies

Every municipal council is in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003 required to draft the 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.

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 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 2015/2016 – 2017/2018 financial years:

Table Capital Budget Estimates – Funding by source

FUNDING SOURCE	ANNUAL BUDGET '2015/2016	ANNUAL BUDGET '2016/2017	ANNUAL BUDGET '2017/2018
Dept. of Energy- NATIONAL GRANT	5,000,000	5,000,000	0
MIG-NATIONAL GRANT	22,249,000	22,993,000	24,109,000
Capital Replacement Reserves	0		
Massification- PROVINCIAL GRANT			
Provincial-Cerdara College- PROVINCIAL GRANT			
Mandela capture site phase 2- PROVINCIAL GRANT			
Corridor Development- PROVINCIAL GRANT			
	27,249,000	27,993,000	24,109,000

VOTE: ROADS AND STORMWATER	FUNDING SOURCE	2015/2016		
2.1 Mpophomeni Roads And Stormwater Phase 9	MIG			
Mpophomeni Roads And Stormwater Phase 9	Capital Replacement Reserves			
2.2 Main Road Howick	MIG			
2.3 Main Road 390 Taxi Facility	MIG			
2.4 Main Street Prospect Road to exchange	MIG	0		
2.5 Mpophomeni Roads and Storm Water Wards 8,9, 10 and 11	MIG	9,749,000		
2.6 Midlands Roads	MIG	5,000,000		
2.6.1 Zenzani	MIG	1,000,000		
2.6.2 Lidgeton West	MIG	0		
2.6.3 Lions River	MIG	1,000,000		
2.6.4 Tumbleweed	MIG	1,000,000		
2.6.5 Emandlani	MIG	1,000,000		
2.6.7 Sphumelele	MIG	1,000,000		
Midlands Roads	Capital Replacement Reserves			
2.7 Khayelisha Roads & Stormwater	MIG	4,000,000		
Khayelisha Roads & Stormwater	Capital Replacement Reserves			
Mandela Capture Site	Cogta			
2.8 Khayelisha Roads	MIG	0		
2.9 Provincial - Cedara College/Khanya village Road				
2.11 Corridor Development				
2.12 Mpophomeni Taxi Rank	Neighbourhood Development Partnership Grant			
TOTAL		18,749,000		

3. VOTE: SPORTS AND RECREATION	FUNDING SOURCE	2015/2016		
3.1 Mpophomeni Sports Field	MIG	1,500,000		
3.2 Lidgeton West Sportfield	MIG	2,000,000		
TOTAL		3,500,000	0	0

4. VOTE: ELECTRICITY	FUNDING SOURCE	2015/2016		
4.1 Electrification to Pre-paid	Department of Minerals and Energy	5,000,000		
4.2 Greendale & Patterson Substation	Capital Replacement Reserves			
4.3 Network Strengthening, Mpophomeni & Howick	Capital Replacement Reserves			
4.4 Massification Grant				
4.5 Install Bundle conductor	Capital Replacement Reserves	0		
TOTAL		5,000,000	0	0

CHAPTER G – ANNUAL OPERATIONAL PLAN (SDBIP)

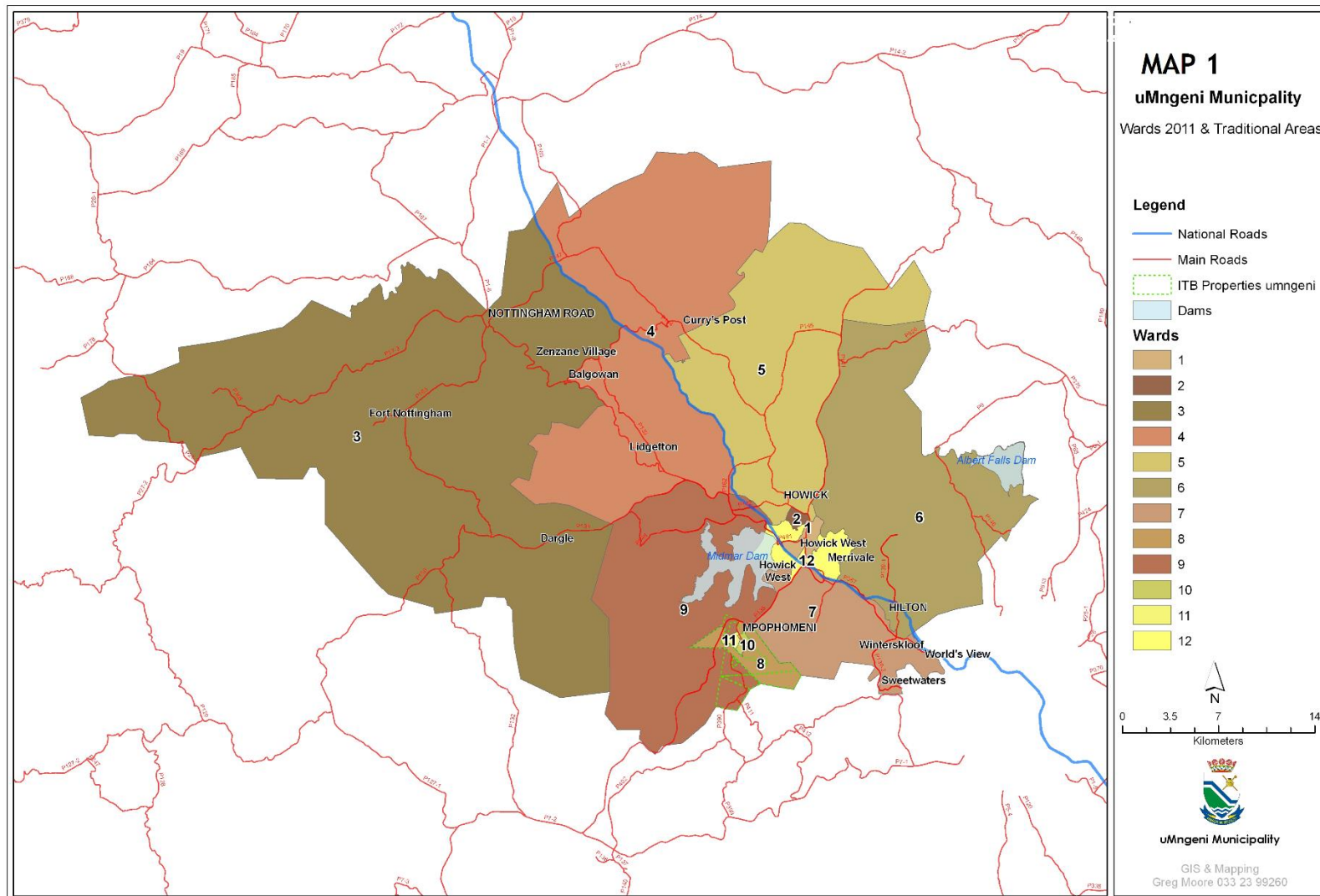
The SDBIP will be incorporated as part of the Final IDP Review.

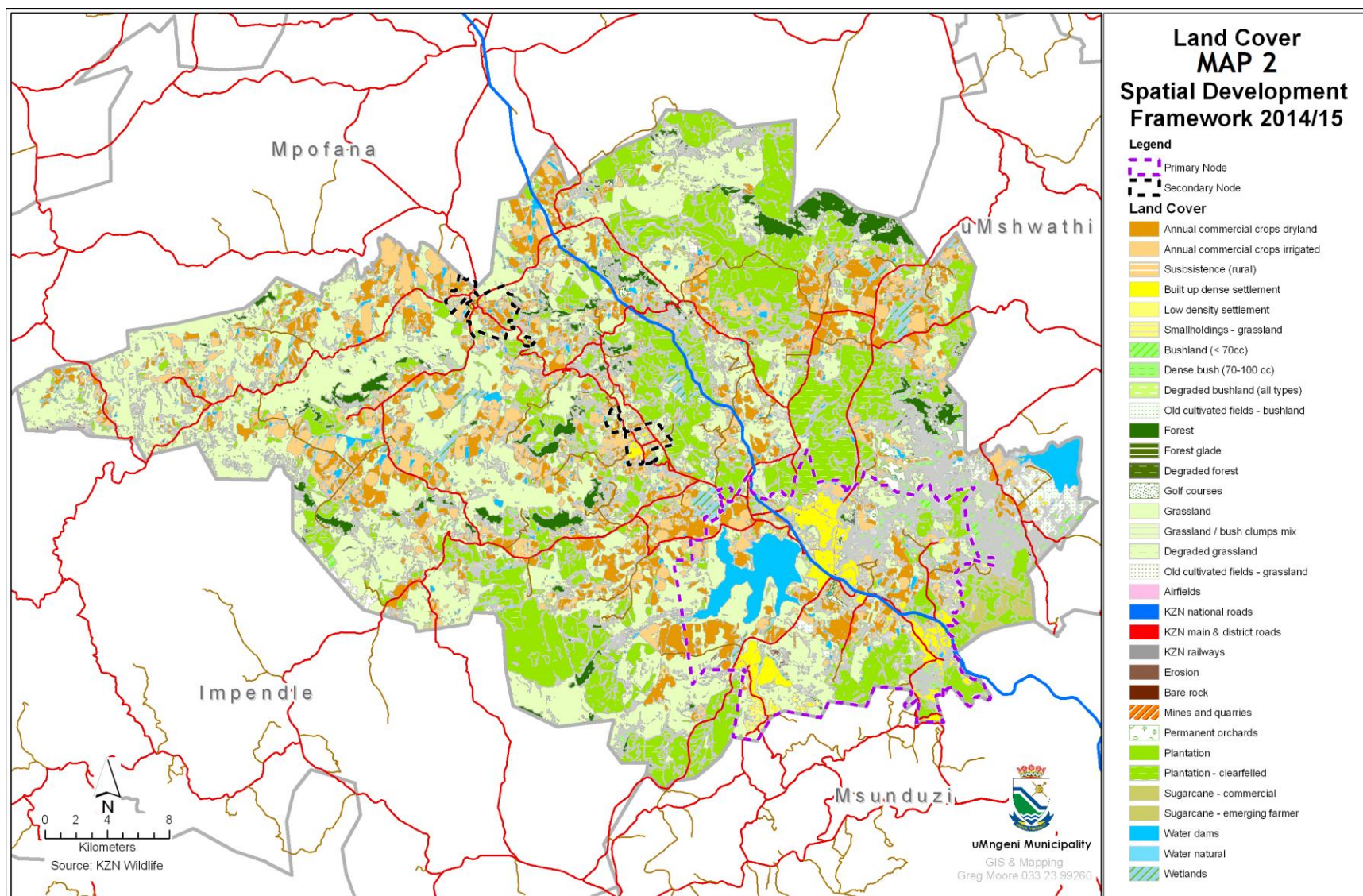
CHAPTER H – ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

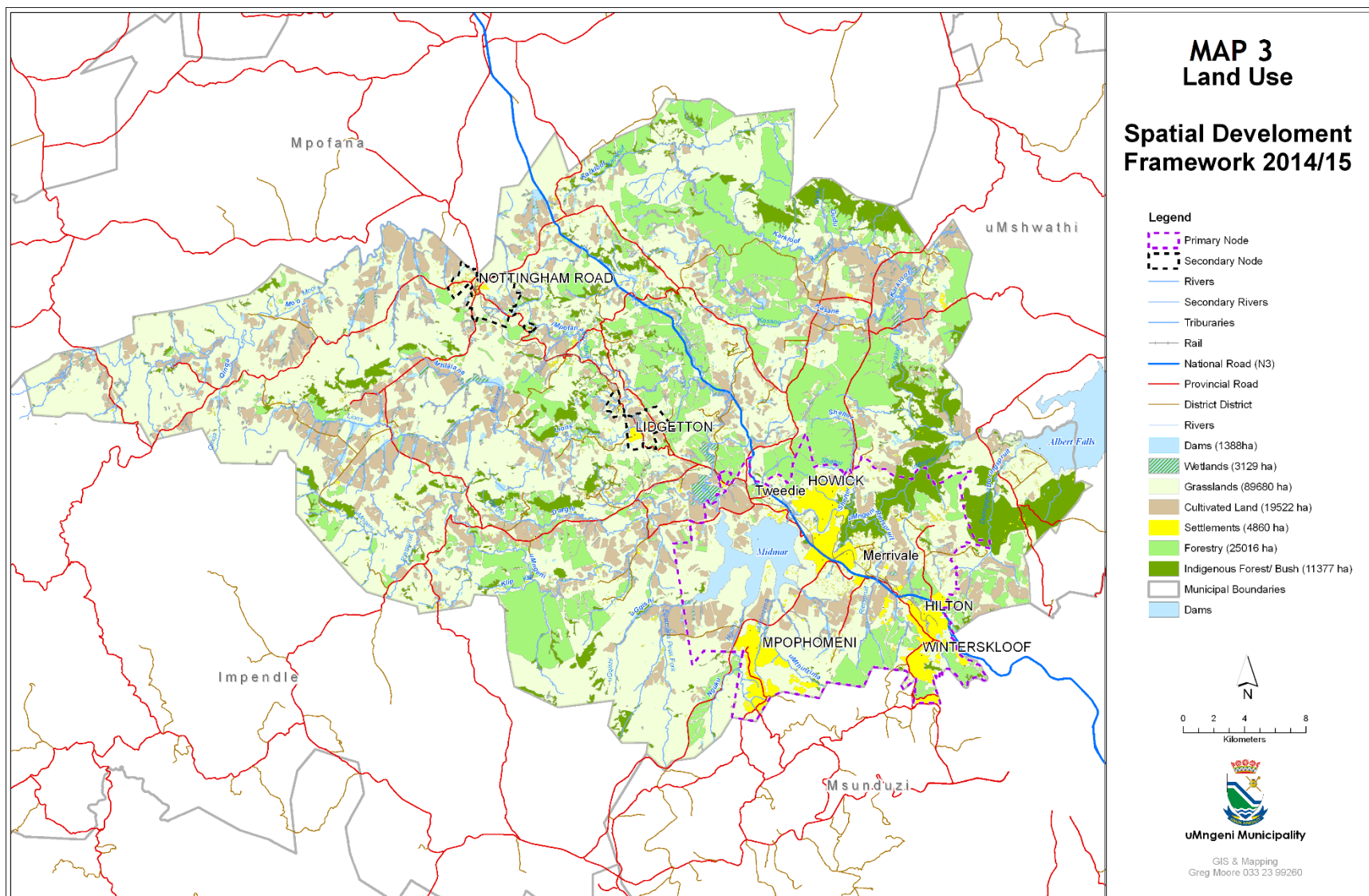
The amended OPMS will be included as part of the Final IDP Review.

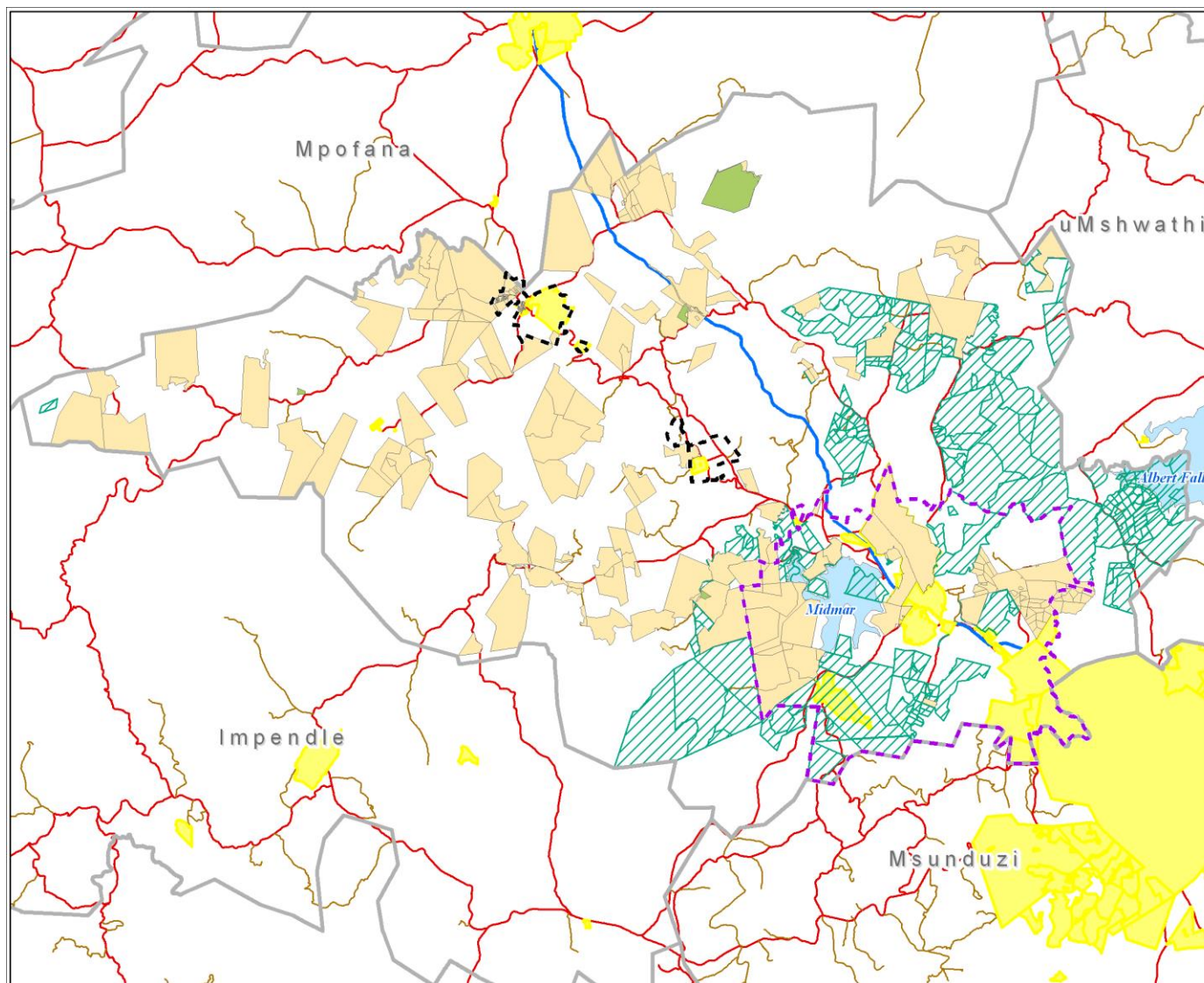
ANNEXURE A

MAPPING







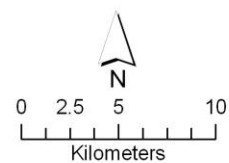


Land Reform

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



Land Capability MAP 5 Spatial Development Framework 2014/15

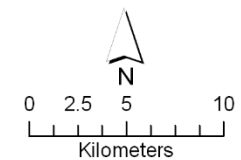
Legend

- National Road (N3)
- Provincial Road
- District District
- Primary Node
- Secondary Node
- Dams
- Municipal Boundaries

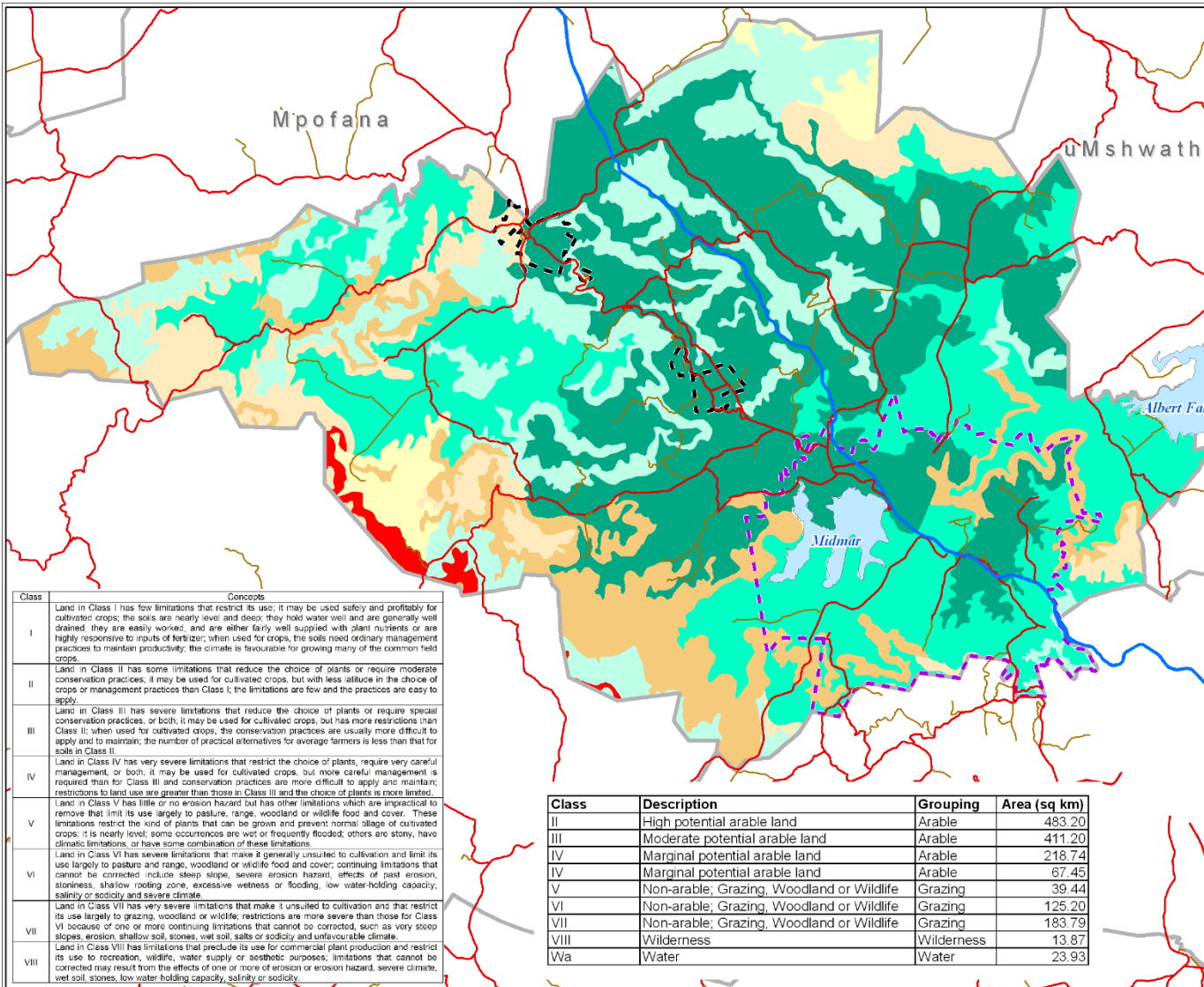
Land Capability

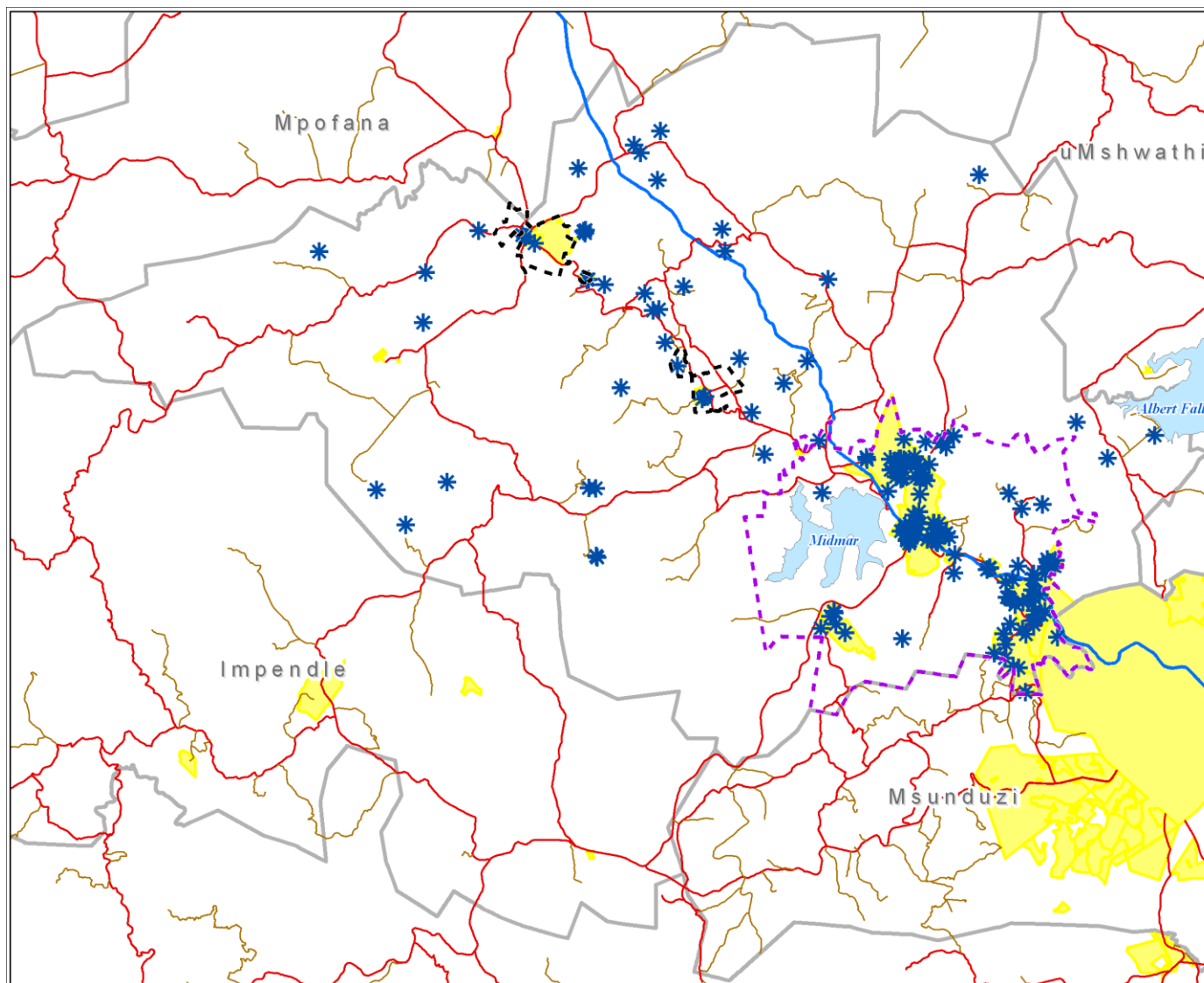
- II
- III
- IV
- V
- VI
- VII
- VIII

Source: Department of Agriculture, Fisheries & Forestry



uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260





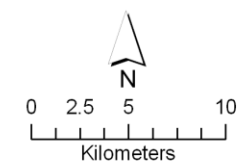
PDA Applications

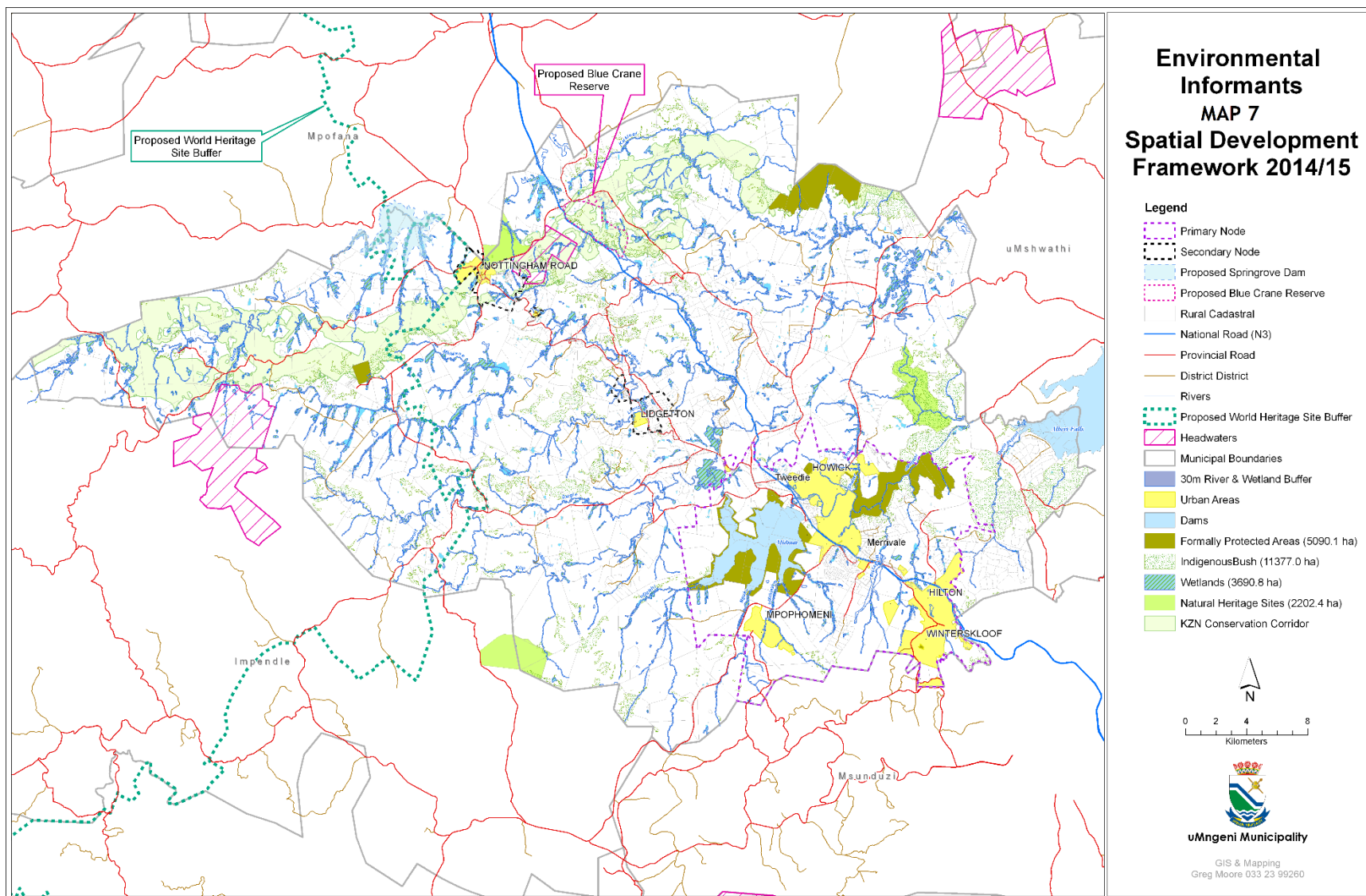
Spatial Development Framework 2014/15

MAP 6

Legend

- Primary Node
- Secondary Node
- * PDA Applications
- National Road (N3)
- Provincial Road
- District District
- Dams
- Municipal Boundaries
- Urban Areas





MAP 8 Transport Municipal & Provincial Roads

Legend

Municipal Roads

— Municipal

■ Municipal Roads Buffer

Provincial Roads

— National (N3)

— Provincial

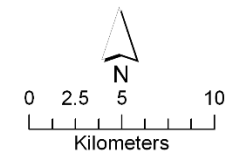
— District

— Local

■ Provincial Roads Buffer

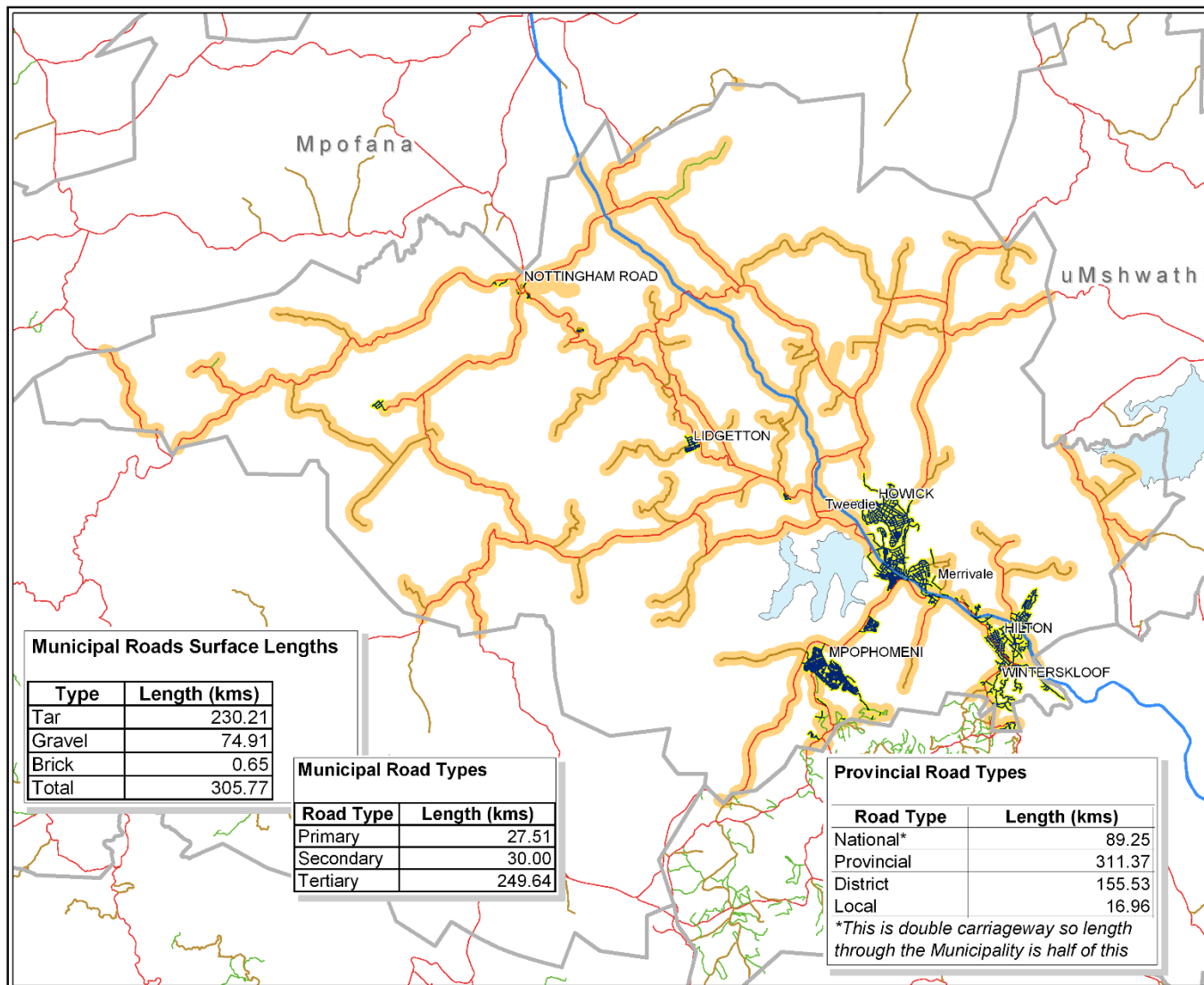
■ Dams

— Municipal Boundaries



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

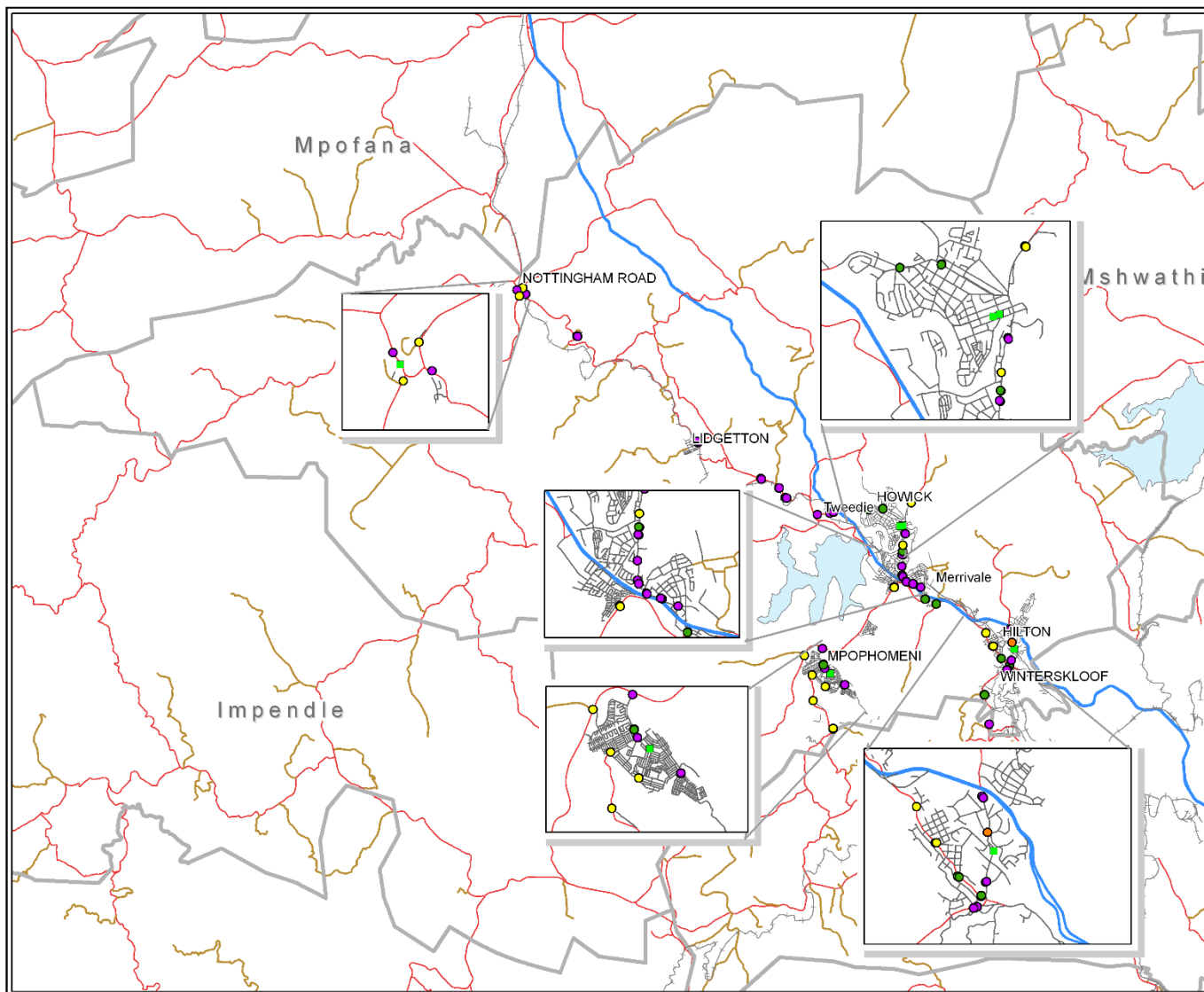
Municipal Road Types

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

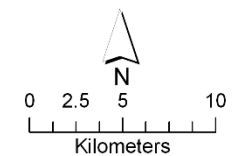


Taxi Ranks & Pickup Points

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

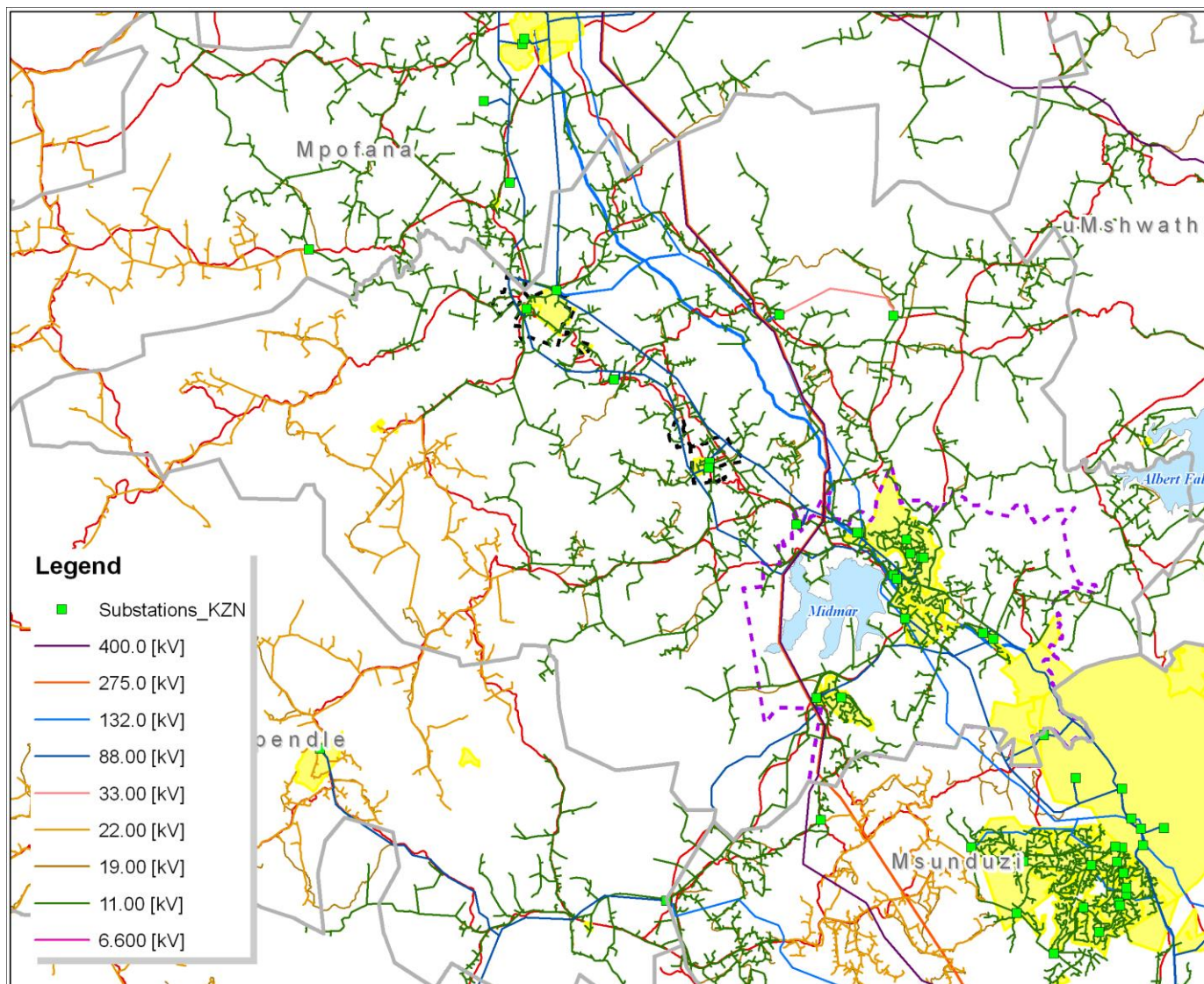



uMngeni Municipality
 Greg Moore 033 23 99260
 GIS & Mapping

C16

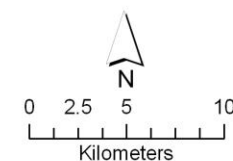
Eskom Electrical Network

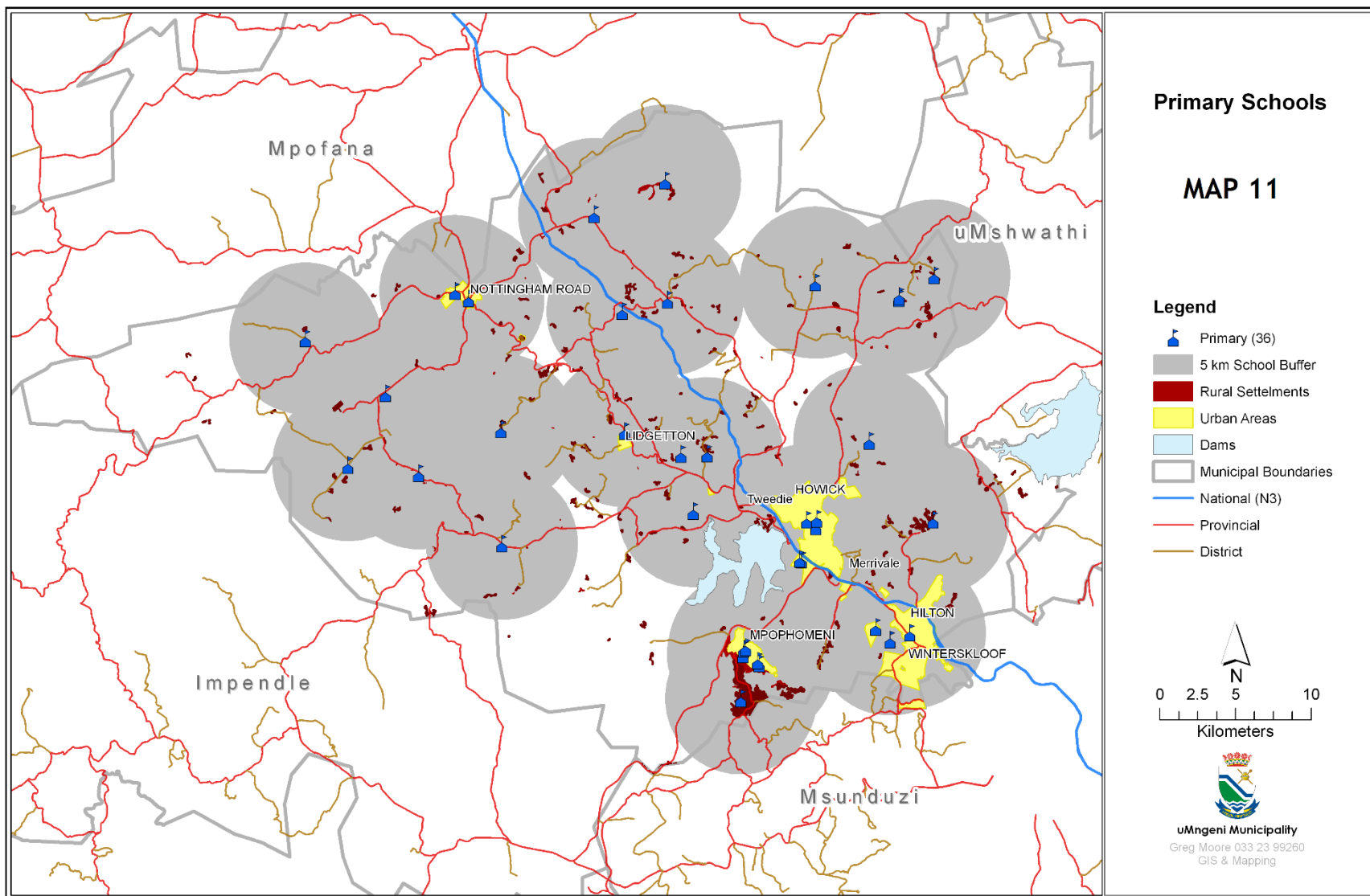
MAP 10

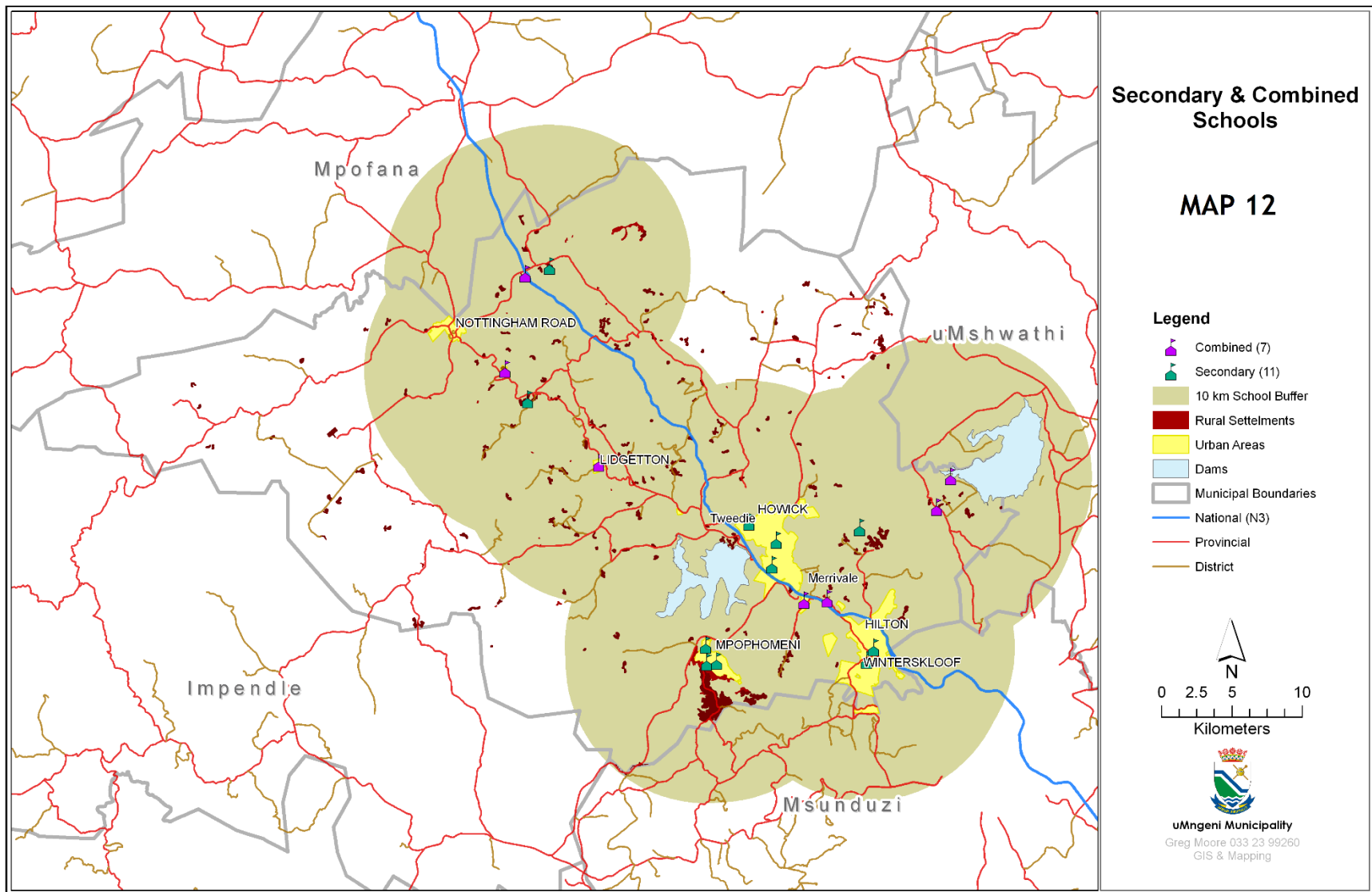


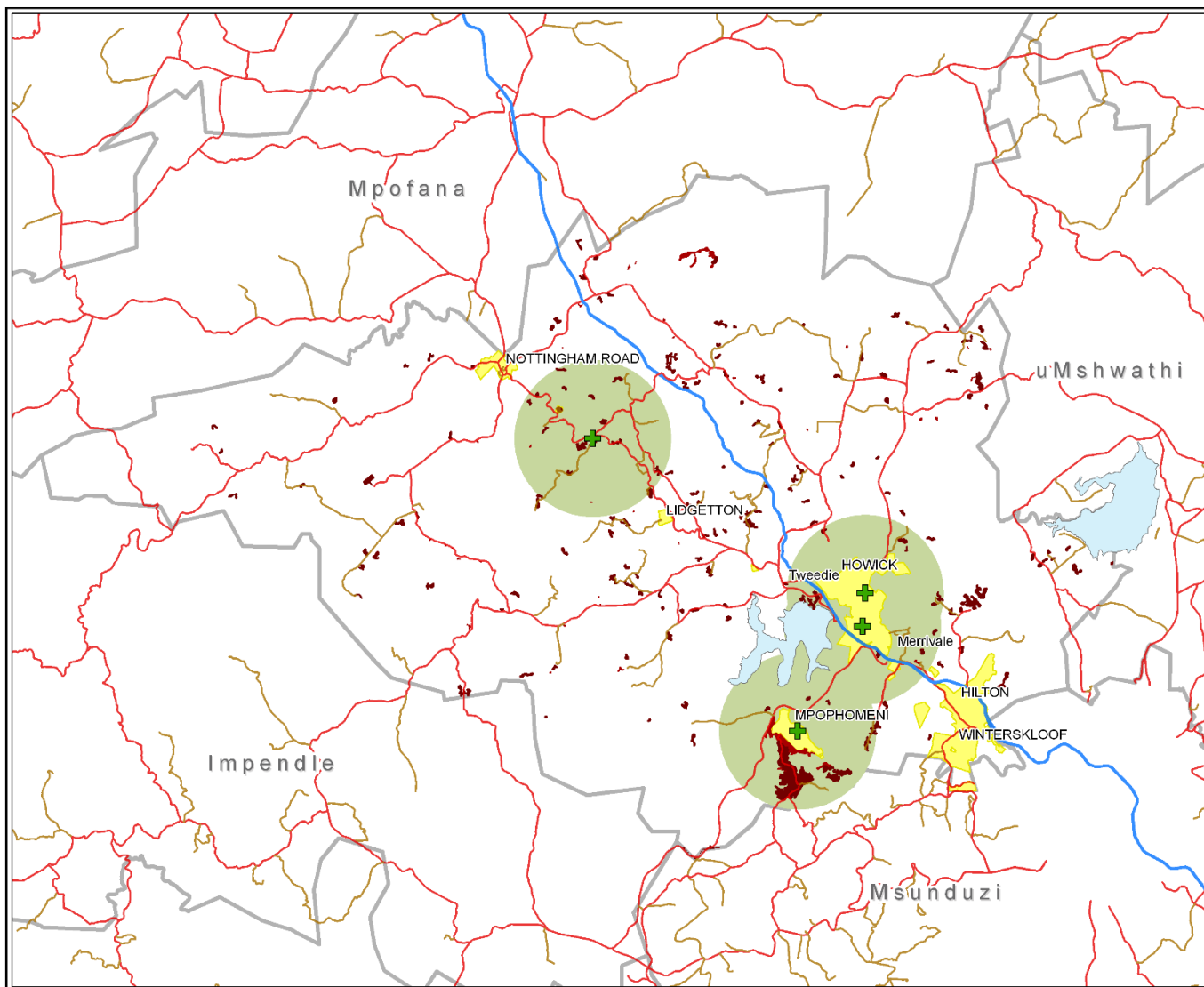
Legend

- Municipal Boundaries
- Primary Node
- Secondary Node
- Dams
- Urban Areas
- National Road (N3)
- Provincial Road
- District District







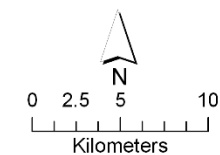


**Department of Health
Clinics**

MAP 13

Legend

- + Clinics
- Clinic 5 km Buffer
- National (N3)
- Provincial
- District
- Rural Settlements
- Urban Areas
- Dams
- Municipal Boundaries



uMngeni Municipality
Greg Moore 033 23 99260
GIS & Mapping

ANNEXURE B

ORGANOGRAM



ANNEXURE C

SPATIAL DEVELOPMENT FRAMEWORK

**Currently being reviewed and will be incorporated in the Final IDP
Review**

ANNEXURE D

DISASTER MANAGEMENT PLAN

DISASTER MANAGEMENT SECTOR PLAN

uMngeni Local Municipality



2015

Table of Contents

1. INTRODUCTION.....	1
2. STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY	1
2.1 Municipal Disaster Management Centre	1
2.2 Municipal Disaster Management Policy Framework.....	1
2.3 Municipal Disaster Management Plan	2
2.4 Municipal Disaster Management Advisory Forum	2
2.5 Municipal Inter-Departmental Committee	2
3. DISASTER RISK ASSESSMENT	2
3.1 Risk	2
3.2 Hazard	2
4. DISASTER RISK REDUCTION	4
4.1 Disaster Management Programmes/Projects by Municipality	4
5. CAPACITY FOR DISASTER MANAGEMENT	4
6. MONITORING AND EVALUATION OF DISASTER MANAGEMENT	4

1. INTRODUCTION

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

2. STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

2.1 Municipal Disaster Management Centre

2.1.1 Centre

Section 43- 50 of the Disaster Management Act 2002 (Act No.57 of 2002) makes provision of the establishment and functions of the centre to ensure effective operation and co-ordination of Disaster Risk Management within the municipality. There is currently no disaster management centre but there is a call centre which receives and dispatches all calls to relevant stakeholders and role players concerned. The call centre operates on a 24 hours basis. Trained call centre staffs manages each shift. There is no Disaster Management Unit within the municipality. The disaster management functions are currently allocated under community services department. When disaster related incidents occur the responsibility falls on the Manager Protection Services, supported by a district officer. Municipality has a good working relation with NGO's which assist in providing relief stock when incidents occur.

2.1.2 Fire services

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

2.2 Municipal Disaster Management Policy Framework

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

2.3 Municipal Disaster Management Plan

The Disaster Risk Management Act 2002, (Act No.57 of 2002), makes provision in Section 53 that each municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area. In 2007 the Municipality developed its Disaster Management Plan which was adopted in 2008. The Disaster Management Act 57 of 2005 requires that it be reviewed. It is currently being reviewed with the support of the District and Provincial Disaster Management Centre.

2.4 Municipal Disaster Management Advisory Forum

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

2.5 Municipal Inter-Departmental Committee

In terms of chapter 2; section 3 (a) of the Disaster management Act of 2002 stipulates the duties and functions of a committee which is to give effect to the principles of co-operative government in Chapter 3 of the Constitution on issues relating to disaster management. The uMngeni municipality formulated a municipal Inter-Departmental Committee where disaster management matters are addressed and discussed. However there need to be better co-ordination and support of such platforms to allow for maximum function of such units. Community services portfolio committee advocates matters regarding disaster management to the council.

3. DISASTER RISK ASSESSMENT

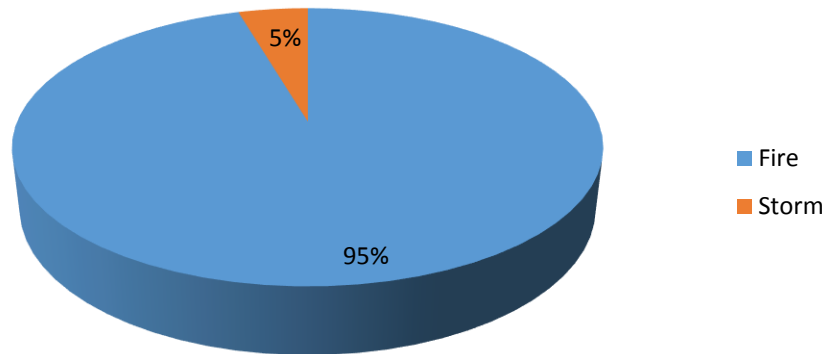
3.1 Risk Profile

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

3.2 Hazard

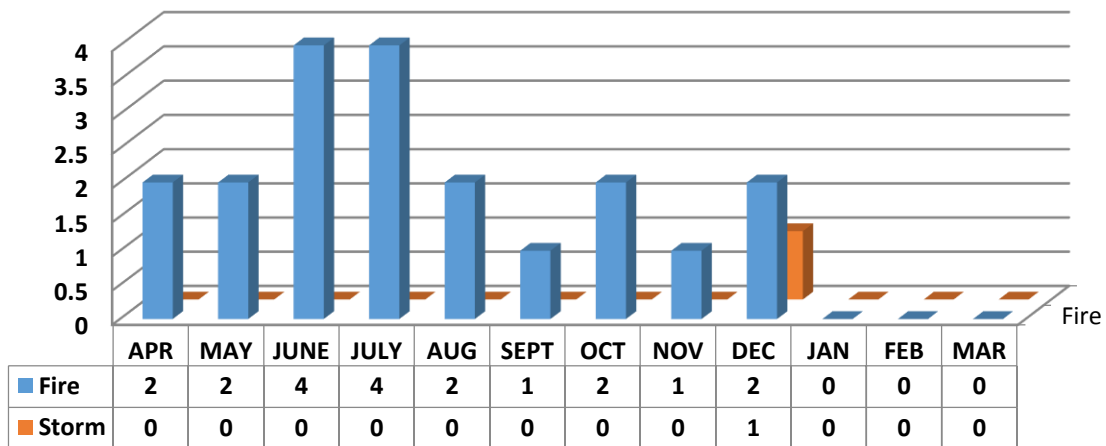
Risk assessments was done in 2011 and the findings thereof were as follows: Flooding, house and veld fires. These hazards were profiled as high risk and are seasonal. The municipality has been monitoring the incidents that are occurring within the municipal area. During the past financial year the municipality recorded incidents as demonstrated in the below graphs.

Distribution of Incidents for uMngeni Local Municipality 2014/15



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

Monthly Distribution of Incidents for 2014/15



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

4. DISASTER RISK REDUCTION

4.1 Disaster Management Programmes/Projects by Municipality

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

5. CAPACITY FOR DISASTER MANAGEMENT

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

6. MONITORING AND EVALUATION OF DISASTER MANAGEMENT

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

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

ANNEXURE E

BACK TO BASICS PROGRAMME
uMngeni Support Plan

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes (by when will the actions be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality	Progress
Putting People First								
There were 15 ward committee meetings held in the quarter, however, the challenges are that Ward Councillors are not convening meetings; There are vacancies within ward structures; There is a lack of understanding on the ward committee reporting template.	<p>Speaker to ensure councillors convene meetings as it is legislated (ward election policy)</p> <p>Speaker to ensure ward committee policy implemented</p>	public participation monitors ward committee quarterly	<p>Reports per ward on ward com meeting</p> <p>Workshop on reporting template by Department of public participation</p>	1 ward committee meeting per ward by		Department of public participation	Office of the speaker	Majority of ward committees convene meetings as per the legislation. Ward 6 and 7 had challenges in adhering to the legislation and policy and the matter is being addressed.
Lack of adherence of the annual plan especially in wards 2, 5, 6 and 7.	Speaker to take up matter		Report on PP report plan	Speaker to ensure plan is implemented		COGTA (public participation unit)	uMngeni LM (office of the speaker)	Majority of ward committees are adhering to the annual plan.
Issues in respect of employment unresolvable. Issue in Mpophomeni (Ward 11) was resolved not through job	Eskom to advice on electrification of project.							

creation but providing explanation to the community.								
Cause 1 Ward 11 - employment (project related), removal of councillor. Cause 2 - Ward 9 - housing (informal settlement), water and electricity, employment (project related) Cause 3 -Ward 3 - employment (project related), in respect of housing project.	Take up matter with infrastructure and district							
The Municipality does not have a complaints management system to address service delivery concerns.		Department of public participation is currently assisting	Developed management system	Developed of complaints management system		Department of public participation	Municipality	Municipality has adopted a complaints management system
Refuse collection for households is once a week and businesses is more than once a week; however, the Municipality has a challenge with	Waste management plan to be reviewed and adopted District plan to be customised		Adopted waste management plan.	Updated and reviewed plan	30 June 2016		Municipality	Pending

lack of vehicles and staff to perform their duties.								
There was no citizen/public satisfaction surveys conducted for the quarter due to lack of funding. The Municipality requested for funding to conduct credible survey through the IDP process.	Survey to be conducted through ward committee/ IDP process/ billing system.		Community satisfaction survey	Community satisfaction survey	2016/2017 Financial year	Department of public participation	Municipality	Requiring funding to commence with survey
Delivering Basic Services								
The average time to fix outages in the system is 1 day reason being there is no spare capacity in the network and lack of capacity in Mpophomeni (ESKOM sub-station)	Spilt network		Split network in Mpophomeni area	Split network in Mpophomeni area	30 June 2015	ESKOM	Municipality	
The Municipality does have an Indigent register, however, it was stated that the Municipality lacks human capital to compile indigent register,	Dealt with and regularly updated							

lack of credible information from applicants and placement of indigent within the municipality.								
The number of roads managed by the Municipality is 465km, however, the challenge is extensive failing of surface roads and potholes and lack of resources for the maintenance of gravel roads respectively.	6 million via audible share							
Take up matter with infrastructure and district								
Good Governance								
No Traditional Leaders participating in Council meetings. One Traditional Leader deceased, one Traditional Leader is sick. Intervention required from COGTA	Mr Vilakazi has addressed the issue with the municipality		COGTA tradition to attended next council meeting to explain legislated process.					The matter will be implemented by 30 March 2016.
There is no anti-corruption strategy in place.	Has to be adopted in council, COGTA (forensic unit) to provide anti-				31 January 2015	COGTA forensic unit	municipalities forensic unit	COGTA is currently developing an anti -

	corruption strategy plan							corruption strategy and the municipality will adopt such once completed.
Sound Financial Management								
Building Institution and Administrative Capabilities								
All urban areas are covered. No rural areas covered. LUMS being updated. Fully integrated system in place by March 2015.	70 of 70 approval is a problem with department of agriculture		Provincial COGTA is currently dealing with the matter with Department of Agriculture					COGTA dealing with matter at a provincial level
4 Environment Impact Assessment backlogs in respect of housing. Intervention is required.	Backlogs are not with Environment Affairs but rather delays are due to meeting terms off condition as ROD's.			Municipality to convene meeting key service delivery units IE (EA, district, water affairs ESKOM human settlement and COGTA).			Municipality	Engagements to be undertaken with the relevant departments

NB: Indicate any other support required in terms of each b2b Pillar.

Other Identified Challenges:

Due to the financial situation, service delivery is hampered. Protests relate to service delivery in large. Issues of potholes and gravelling of roads in rural areas are still a challenge. A new CFO has been recently appointed. The Mayor stated that the attitude of the officials once they take up appointment is negatively impacting the municipality. Councillors commit to Back to Basics but are reliant on staff to implement the programme. Lack of disciplinary action due to negative response from officials is a problem. Staff must be committed. This is a serious challenge for the municipality. Electricity losses and tampering have been expressed by the AG. Councilor's lives are threatened when the community is addressed on these issues. Intervention is required. Smart metering is an option to be considered.

The Disaster Management Plan is outdated, as the post is vacant. There is no disaster management centre or call centre in place.

The Acting Municipal Manager stated that most of the issues had already been covered by the Mayor. The financial status of the LM in respect of, debt collection is problematic. The LM is commencing an amnesty arrangement. The Municipal Manager expressed concern over DWA debt owing to uMngeni Local Municipality in respect of property rates for Midmar Dam for the past three years. The Acting MM has met with DG National Treasury; however the issue is still not resolved. Intervention is required in this regard. The Acting Municipal Manager stated that the organisational culture has to be changed, training etc. to be put into place. There is a lack of disciplinary action by management. It is possible to correct the situation with support from the other spheres of government, but it requires time.

ANNEXURE F

AG COMMENTS AND MANAGEMENT RESPONSES

Umngeni Municipality				
AG Action Plan For 2014/15 Audit Report				
Management Report Item	Root Causes/ internal control deficiency	Action Plan / Commitment	Responsible General Manager	Target Date
Tenders advertised for less than required number of days	As per the legislation above, the deviation should be approved on grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process. This was not evident. Furthermore the auditors physically verified the roads that were rehabilitated; however, that was still not adequate evidence that the tender required a deviation from procurement process.	Management will use the checklist to ensure that all SCM regulations are complied with. Any deviations should be in line with SCM regulations, be properly documented and approved by accounting officer.	CFO	31-Mar-16
No active contract for Electric Power Supplies	The appointment letter in question relates to a tender that was awarded in 2008. The period of that award was due to end in June 2011. All other supporting documents that were provided did not regularise the expenditure as it explains the challenges that the municipality encountered in contracting a new service provider.	Management will have a proper system of contracts management to ensure that contracts exist for all major suppliers. There will be an appropriate system of record keeping to ensure that contracts	CFO	31-Mar-16

		with all major suppliers are maintained and that approval for payments are made after the legislature compliance of these contracts.		
No Performance agreements for Managers directly reporting to MM	The legislation above stipulates for municipal managers or managers directly accountable to municipal managers. The three managers quoted above report directly to the municipal manager as per inspection of the organogram. The finding still remains as the legislation specifically states that the performance agreement should be concluded within 60 days of appointment.	Performance agreements for section 56/7 managers have been signed for the current year and performance will be evaluated accordingly.	MM	30-Jun-16
Prior year UIFW Expenditure is not investigated as per requirements of MFMA 32 (2)(ii) - Consequence Management	Management did not investigate prior year irregular, fruitless and wasteful and unauthorized expenditure as per MFMA requirements.	UIFW incurred will be reported to council and investigated prior to condonation	MM	30-Jun-16
Completeness of reported information:- performance targets not reported on during SDBIP quarterly reporting	Management did not take reasonable steps to ensure that all performance information is reported on the annual performance report.	Quarterly PMS reports findings on information not reported and POEs not included will be reported to MANCO and	MM	Quarterly

		Council prior compilation of the Annual report		
No documented standard operating procedures for PMS to enable the municipality to monitor progress.	The aforementioned procedure manuals must be provided for audit. Finding still not resolved until procedure manuals are provided. This matter is related to the supporting information not provided timeously as expressed on the conclusions to the performance information.	PMS Framework - including operating procedures has been reviewed and approved by Audit Committee and Council	MM	Oct-15
Suppliers not on database utilised for supply of goods and services at the municipality	There are no adequate processes to ensure that non-compliance with SCM policy and the regulations are avoided. Management does not review the SCM database to ensure all suppliers are captured and follow the correct basis of listing.	These files have been inspected by auditors and other service providers files have not been updated in the register due to staff shortages. Municipality be will looking at the means/ways of filling posts or restructuring.	CFO	
Management does not have a roads infrastructure maintenance plan in place	A Roads maintenance plan was subsequently constructed and provided however there was no evidence of approval by council. There was no evidence of implementation during the year under review.		GM Technical Services	

Internal Audit – non compliance	Specific focus on a compliance audit was not appropriately conducted to ensure that the compliance control environment was strengthened by the internal audit and audit committee functions. This has led to compliance matters reported in the external audit process that was not detected by internal audit and the audit committee. It is therefore recommended that all compliance applicable be identified and specific focus made on the auditing to ensure a sound control environment. This matter will be followed up in the next audit cycle.	More Compliance procedures have been included in the Internal Audit Plan, specifically on issues that were identify as findings of the prior year AG report- SCM, Expenditure, AFS	IA	
Vacancy of accounting officer : position for municipal manager has been vacant since April 2014	Key vacancies are not prioritized to ensure that positions are permanently filled to ensure continuity of the leadership at the municipality.	The finding is noted and moving forward the HR Unit will ensure that this finding is avoided in future.	GM Corporate	
No contracts or agreements - procured through the supply chain management system of a municipality not appropriately managed.	Pertinent information for contract management is not filed and adequately maintained to ensure information is readily available and accessible for audit.	Management will be filing and maintaining information to ensure that it is available and accessible for audit.	CFO	31-May-16
Accounting policy for assets per financial statements does not agree to the asset management policy	Management has not ensured alignment of the accounting policy against the asset management policy to ensure a fair presentation of the actual approved policies of the municipality.	The Municipality notes this finding, Accounting policy will be amended accordingly.	CFO	31-May-16

Asset Register does not contain sufficient information to ensure assets can be easily identifiable	Managements response has been noted however please note that all the critical information regarding the assets of the municipality must be included in the asset register such that the assets can be easily verifiable.	The assets officer will ensure that information contained on the register for the identification of assets is maintained to ensure sound controls.	CFO	31-May-16
Construction contracts not advertised on the CIDB website	The applicability of the CIDB regulations for all construction works is not implemented to ensure compliance with the legislation	The municipality notes the finding and scm unit will start implementing CIDB regulations in order to comply with all requirements.	CFO	31-May-16
Overtime worked in excess of BCEA and uMngeni Policy	Management response and reasons for overtime is noted. However there remains a breach in legislation. The internal policies of the municipality cannot override the requirements of legislation. This matter will be followed up during the next audit cycle	MANCO has resolved to limit all overtime to essential services	MM - All GMs	30-Jun-16
Final performance evaluation assessment not done	Incapacity in the PMS section had resulted in the monitoring of mandatory performance year end reviews not being done.	Final Evaluation for Individual performance for section 57 managers will be	MM	30-Jun-16

		facilitated by the Municipal Manager with assistance of the PMS unit		
Depreciation inconsistencies	The asset clerks are incorrectly using the incorrect useful lives when calculating the depreciation amounts for the year. The municipal asset management policy with regards useful lives of assets is not being adhered to and the incorrect useful lives are being used when calculating the depreciation amounts as per the financial statements		CFO	
Suppliers in service of state – false declarations / non-disclosure	Management does not have processes are in place to consistently update declarations of suppliers. Declarations for the findings above were found to be outdated and therefore not facilitating updated information to be available to the municipality. Therefore the municipality was unable to detect non-compliance with section 44 of the Municipal SCM regulations and the SCM policy of the municipality.		CFO	
No declarations – Suppliers in service of the state -	The municipality does not have adequate controls in place to ensure that declarations are done for all suppliers engaged with to ensure compliance with the Municipal supply chain management regulations and the SCM policy of the municipality. The municipality therefore may not have adequate systems to detect cases of non-compliance with section 44 of the Municipal SCM regulations and their policy.		CFO	

Inventory – Occupation of RDP houses	The municipality is unaware of the principles of the framework and have therefore not applied the principles of substance over form in the recognition of inventory when the houses were transferred for occupation.		CFO	
Revaluation reserve not correctly calculated	The annual financial statements are not cast and reviewed for accuracy against supporting schedules.		CFO	
Depreciation on landfill site has not been provided	The requirements of GRAP 17 have not been analysed to ensure that Land for landfill site has been depreciated.		CFO	
Application forms not completed for appointments	Recruitment and selection of staff is done and approved with no adherence to policy.	Applications for all positions were supported by application letters and management will from now on ensure compliance with “Recruitment and Selection Policy”	GM Corporate Services	
Reference checks not done for appointments	The municipality does not have adequate implementation measures in place to ensure that vetting is done for all appointments to verify the credentials supplied by applicants. This could result in appointed officials not meeting competency requirements	The municipality has started the process of qualification verification and vetting. All appointments will from now on have	GM Corporate Services	

		qualifications verified		
ICT				
Inadequacies noted with Service Level Agreements and software license agreements	The Municipality had not implemented the key Third Party Management controls as per the IT Governance Framework ensuring that all service providers have adequate SLAs in place	All SLAs and license agreements will be reviewed to ensure compliance with the auditor's recommendations and key controls as defined in the IT Governance Framework.	GM Corporate Services	
Service performance reviews not performed for SAMRAS	Management did not understand the risk of not formally monitoring service levels.	Service performance reviews will be done quarterly based on the auditors recommendations . The reports will be reviewed by the Chief Financial Officer	GM Corporate Services	

Information and Communication Technology Usage and Security Policy user awareness procedure not implemented	Management oversight with regard prioritising the drafting and approval of the User Awareness Procedure.	The procedure will be submitted for approval and adopted.	GM Corporate Services	
<p>Password rules not appropriately designed and password reset forms not available</p>	<p>As some of the systems are flat file systems the settings currently available do not allow the inputting of the required configuration</p>	<p>These findings will be taken into consideration during the review and re-approval of the relevant policies that is currently underway. Management will also liaise with the respective service providers for an appropriate solution to the password configuration issues identified. Password reset forms will be adequately maintained</p>	GM Corporate Services	
Logon violations and critical actions not monitored	Employees may lack the qualifications and training to fulfil their assigned functions to generate audit logs for security related events.	management will implement as per the recommendations (pg 128 of	GM Corporate Services	

		management letter)		
User session timeout not configured	Management oversight to stipulate the user session timeout settings in the ICT Usage and Security Policy and apply the required settings on the systems.	management has ensured that the session timeout settings are configured on the domain and will update the relevant policy documents accordingly	GM Corporate Services	
User Account Management Procedure inadequately documented	This was an oversight by management to ensure that these elements were documented in detail.	Management will update the User Account Management Procedure as per recommendations .	GM Corporate Services	
Lack of review of administrator activities	This is due to a lack of detailed User Account Management procedures. In addition management did not understand the risk associated with not reviewing administrator activities.	Activities of individuals with powerful privileges will be monitored and reviewed. Evidence will be kept for record keeping purposes.	GM Corporate Services	

Lack of monitoring of user access rights	This is due to a lack of detailed User Account Management procedures. In addition management did not understand the risk associated with not reviewing user access rights.	Formalised user access rights review will be performed.	GM Corporate Services	
Change Management Policy was not adequately documented	Management oversight was noted with regard to the design and implementation of a detailed Change Management Policy.	The Change Management Policy will be enhances in the new financial year as per the Auditor's recommendation.	GM Corporate Services	
Inadequacies noted with regards to server room physical and environmental controls	Management was not aware of the risks associated with not implementing the identified controls.	The smoke detector has subsequently been installed. An alarm system is currently being sourced and will be implemented once the Supply Chain Management procedures are concluded.	GM Corporate Services	
Business Continuity Plan and Disaster Recovery Plan not tested in the period under review	A lack of funding contributed to the BCP and DRP not being tested, as the current staff did not have the required skills.	Management are in the process of securing approved budgets to ensure that the BCP and	GM Corporate Services	

		DRP will be tested.		
Backup Policy not adequately documented	Management oversight with regard to the commissioning and development of a detailed Backup Policy.	a formal Backup Policy will be enhanced and implemented in the new financial year in line with the revised backup process that is to be implemented	GM Corporate Services	
Inadequate offsite storage of backups	Management oversight was noted with regard to the offsite storage of backed up media.	Backup tapes are being procured and all systems backups will be stored offsite. A detailed offsite register will be implemented, maintained and reviewed.	GM Corporate Services	