



uMlalazi Local Municipality

Strategic Planning Workshop

31 January 2018 – 02 February 2018

Premier Hotel, Richards Bay

ABBREVIATIONS

AG	Auditor-General
COGTA	Co-operative Governance and Traditional Affairs
EPWP	Expanded Public Works Programme
IDP	Integrated Development Plans
KZN	KwaZulu-Natal
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MILE	Municipal Institute of Learning
MM	Municipal Manager
PMS	Performance Management Section
OTP	Office of the Premier
POE	Portfolio of Evidence
SDF	Spatial Development Framework
SDIP	Service Delivery Improvement Plan
SPLUMA	Spatial Planning and Land Use Management Act
SWOT	Strengths, Weaknesses, Opportunities & Threats

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1. INTRODUCTION AND SCENE SETTING

1.1. Background and Purpose of Workshop

MILE was approached by Umlalazi Municipality seeking Strategic Planning support for the Session planned to convene from the 31st January 2018 to the 2nd of February 2018 at Richards Bay Premier Hotel. The purpose of the workshop was to create a platform for Leadership (the Mayor and Political Portfolio Chairs) and Senior Management to re-confirm the Vision, Mission, Core Values and the SWOT Analysis of the Municipality. As the process of assessing IDPs is on a continuous basis, there is a need for self-introspection in terms of reviewing performance and urgently attending to improvement areas. Therefore, the outcomes of the session were intended to inform the IDP process.

1.2. Structure of the document

This document reflects key outcomes that were deliberated during the workshop, and serves as an internal resource to guide further work in positively contributing to the IDP process. It does not provide a verbatim of proceedings but however emphasises central themes that emerged from discussions.

1.3. Determination of expectations

Participants were given the opportunity to express their various expectations from the workshop. These were written on key cards and arranged thematically.

They were categorically ranked as follows:

- Strategic Implementation Plan;
- Improved Planning;
- Empowerment;
- Alignment of Planning and Budgeting;
- Performance, Monitoring and Evaluation;
- Effective Support; and
- Unified Team

This exercise was aimed at assessing whether the workshop empowered the participants to an extent that meets their expectations towards the end of the workshop.

2. SITUATIONAL ANALYSIS

2.1. Integrated Development Planning: KZN COGTA Overview

The IDP of the Municipality is aligned with various Planning systems locally and in the international context. The alignment of these Plans, *or alternately referred to as the onion model of planning*, is a foundational element of every South African IDP. According to the 2017/18 MEC Panel IDP Assessment Results, Umlalazi Municipality showed overall consistency, although there were marginal decreases in some focus areas. However, this presents an opportunity for improvement in the 4th generation IDP (2017/18 – 2021/22) as new approaches will be adopted towards the new priorities. Despite challenges that may have been experienced, a concerted multi-departmental effort will make the new priorities attainable.

2.2. SDF & Hierarchy of Plans: KZN COGTA Overview

According to SPLUMA, the SDF of a municipality should reflect a clear approach to planning, articulating the short (5 year development plan) and the long term (20 year) development strategy and vision directly transferrable to an implementation plan. Long term planning allows municipalities to develop their own visions, mobilise and strategically allocate their resources, and build partnerships. Moving forward, KZN COGTA is committed to providing on-going support and capacity building to Umlalazi Municipality.

2.3. KEY LEARNING POINTS

2.3.1. SDIPs

In the interest of the effective implementation of service delivery linked to Batho Pele principles, all South African municipalities are mandated with this responsibility. For the purposes of tracking and monitoring progress, targets are set to be attained by these respective municipalities. Although Umlalazi Municipality missed the target on the scorcard, KZN COGTA PMS as well as the OTP supports municipalities on Batho Pele Principles and the Services Charter. The overall scoring of good governance does not have a considerable bearing on the overall score. However, they must be adopted and implemented as soon as possible. It was raised as a suggestion that KZN COGTA PMS and OTP develop a template and circulate to all municipalities in the province.

2.3.2. Responsibility of developing Ward-Based Plans

KZN COGTA will assist Umlalazi Municipality with this task, as there is a new set of criteria. Generally it is the Councillors and the IDP Unit who share the responsibility of developing

these plans. Ward Goals, Strategies and Implementation Plans fall under the ambit of Councillors, while technocratic issues are handled by the IDP Unit.

2.3.3. Ward-Based Planning alignment with COGTA Guidelines

The Umlalazi Disaster Management Unit is about to embark on reviewing its plan. However, this department could be in a predicament to proceed with this task, as the COGTA process of developing guidelines is underway. This process of planning criteria will be concluded on Friday (16 Feb 2018) whereby its adoption will be undertaken by all stakeholders, and thereafter circulated. Interestingly, there is a section under the Ward-Based Plans that addresses cost-cutting measures that can be adopted in Disaster Management plans. Therefore, the Unit may proceed with its internal processes of developing plans, and make amendments at a later stage if necessary.

2.3.4. IDP Roadshows

2.3.4.1. Insufficient funding

The IDP is a 5 year plan that precludes to the generation of a complementary capital plan. When Umlalazi Municipality embarks on annual IDP Roadshows, new submissions are made by the community and expectations are raised. Unfortunately this happens when the budget is already committed from previous engagements and creates a backlog of unattended submissions. Thus, new submissions made upon insufficient funding is proving to be salient area of concern. Perhaps as part of averting the challenge, Umlalazi Municipality can consider other alternatives such as not undergoing the IDP Roadshows on an annual basis.

2.3.4.2. Frequency of IDP Roadshows

In terms of legislation, Chapter 4 of the Municipal Systems Act No. 32 of 2000 gives Umlalazi Municipality the mandate to convene IDP Roadshows annually. Therefore, the frequency of these engagements are not to be compromised as it is a legal requirement for municipalities to have these types of engagements at the current rate. Furthermore, it is vital for inter-departmental relations to be strengthened, more especially towards the draft and finalization stages of the IDP. The approach that can be adopted is reviewing the submissions made the previous year and report-back on the progress made in addressing them. This will decrease the chance of repetitive submissions made by the communities. On the other hand, IDP Roadshows can lead to reprioritization of issues, as communities would be given the opportunity to reconfirm key challenges. As a way forward, prior to these community engagements, management is to convene and brainstorm innovative solutions to appropriately address the approach.

2.3.5. Insufficient capacity for Spatial Planning

Management that is mandated to carry out this function are required to produce packages of Plans accompanied by the SDF, ie pertaining to Agriculture, Local Area, Biodiversity, as well as

Strategic and Environment Assessment. One of the major challenges is the lack of various expertise to develop these Plans, which is a key hindrance in advancing development. KZN COGTA has a role to play in assisting with addressing these issues.

2.3.6. Outdated Sector Plans

One of the main reasons attributed to the marginal decrease in scoring is outdated sector plans. There is an urgent need to develop and review the majority of internal sector plans. However, undertaking this function will raise further challenges brought about by insufficient funding.

2.3.7. Securing alternative financial streams

Insufficient funding is difficult to overcome, especially when there is pressure to accelerate planning and development. Consequently, SPLUMA seeks to address it by requiring municipalities to identify strategic planning they require as part of SDF, and thereafter consider their funding models. Currently, KZN COGTA funding is constricted as it recently undertook additional projects. However, there are alternative means to source funding through organisations that are willing to assist with financial resources. One of the examples, SANBI, would consider financially injecting plans involving biodiversity. On the other hand, National Treasury would take on funding requirements for small-town regeneration. In this regard, KZN will adopt a practical and meaningful approach with assisting municipalities, despite major barriers of insufficient resources to do so.

3. RECONFIRMATION OF VISION, MISSION, CORE VALUES & SWOT ANALYSIS

3.1.1. Vision

“A model municipality for *community empowerment* and *provision of services* by a transformed institution in an area where everyone lives in harmony by 2035.”

3.1.2. Mission

As part of the revision of the long term vision for the municipality, inevitably the mission will also be amended to be in line with the new proposed vision. Below are the commitments, in the form of mission statements, in which the municipality proposes to adopt;

The uMlalazi municipality in partnership with its community will strive to:

- Create sustainable and better services for all;
- Ensure a skilled, motivated and committed workforce;
- Create mutual trust and understanding between the municipality and the community through effective communication
- Emphasize better usage of resources;
- Provide infrastructure and build investor confidence;
- Enhance Batho - Pele principles and B2B pillars;
- Create a safe environment for all;
- Improve the Green Economy of our community by partnering with all stakeholders to create clean & safe place where people live and work;
- Ensure effective land use management that take cognizance of sound environmental practices;
- Enhance good governance through leadership excellence & community participation;
- Facilitate institutional transformation;
- Ensure continued sound financial management;
- Provide services to the entire community with diligence and empathy; and
- Apply good and transparent corporate governance to promote community prosper

3.1.3. SWOT Analysis

The below table represents the detailed municipality's SWOT Analysis. It was reviewed in plenary and adjustments were made. The reviewed SWOT Analysis is as follows:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ Availability Of Developable Land ➤ Political Stability (Stable Council) ➤ Adopted Organogram ➤ Introduction To Fleet Management System ➤ LMs Proximity To The Dube Trade Port ➤ Fresh Produce Market (in Mhlathuze) ➤ Policies And Bylaws In Place ➤ Good Governance ➤ Financially Viable ➤ Skilled Labour ➤ 83% Households Electrified ➤ Service Delivery Orientated 	<ul style="list-style-type: none"> ➤ Poor State of Municipal Infrastructure ➤ Insufficient Revenue Sources ➤ MIG Expenditure ➤ Monitoring Service Providers ➤ Poor Planning ➤ Lack of Peace Officers to enforce by-laws ➤ Insufficient Human and Technical Capacity ➤ Financial Constraints ➤ Lack of Development Plans (Dormant Development) ➤ Lack of Office Space ➤ Continuation of Approved Development

<ul style="list-style-type: none"> ➤ Tourism (Heritage) ➤ Libraries ➤ Youth Business Advisory Center ➤ Merging of Departments ➤ Improved working relationship with Amakhosi ➤ Significant improvement of IT infrastructure 	<ul style="list-style-type: none"> ➤ Indefinite Lease Periods & Rentals ➤ Unfunded Posts on Organogram ➤ Insufficient Fleet ➤ Dependency On Grants For Infrastructural Development ➤ Misinformed society
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Strategic Location ➤ Agriculture Potential ➤ 17km Coastline/ Coastline Development ➤ Active Youth ➤ Mining Potential ➤ Good working relationship with AmaKhosi ➤ Utilization of Available Land for Economic Growth ➤ Set Aside Policy ➤ LM is Attractive to Investors ➤ Job Opportunities through Agriculture and Tourism ➤ Rich Cultural History Heritage & Culture ➤ Various Plantations ➤ Major Transport Route ➤ Beach Development Tourism ➤ Nodal Development (Precinct Plans) ➤ Logistics Hub Potential ➤ Industrial Development ➤ WIFI to assist the youth ➤ Dam development on Amatikulu Region ➤ Increased transparency and elevate awareness raising campaigns in society 	<ul style="list-style-type: none"> ➤ Drought ➤ Bulk Infrastructure ➤ Electricity Losses ➤ Affordability Of The Community ➤ Mscoa Implementation ➤ Unfunded Mandates ➤ Undulating Topography in Rural Areas Municipality ➤ Large Number Of Indigents ➤ Crime ➤ Vandalism Of Infrastructure ➤ High Unemployment Rate ➤ Service Delivery Protests ➤ Political Interference ➤ Bulk Services ➤ Lack Of Funding ➤ Disasters ➤ Security Within The Municipality ➤ Fragmented Development ➤ Lack Of Infrastructure Development For Tourism/Heritage & Culture

Figure 3.1.3. Table depicting reviewed SWOT Analysis

3.2. Audit Strategies and Action Plan: Key themes of discussion

3.2.1. POEs

There is a general sentiment that there is a need for departments to familiarise themselves with POEs. Accordingly, there is an opportunity for PMS to strengthen inter-departmental relations and this can be undertaken as soon as possible.

3.2.2. Panels

Previously, the idea of having panels was not widely supported. However, there should be a change as they should be given support.

3.2.3. MFMA Refresher

South Africa is undergoing a time whereby change is constant. In this regard, laws that govern administration are subject to review and amendments on a regular basis. In keeping up with the dynamic environment of governance, there is an opportunity for the AG to empower officials with a refresher course / workshop on the MFMA terminologies and all other pertinent information.

4. DEPARTMENTAL IMPLEMENTATION PLANS

The purpose of this task was to clearly articulate and define departmental core functions, identify challenges, and devise implementation plans that would address them.

4.1. ENGINEERING SERVICES

4.1.1. Core Functions

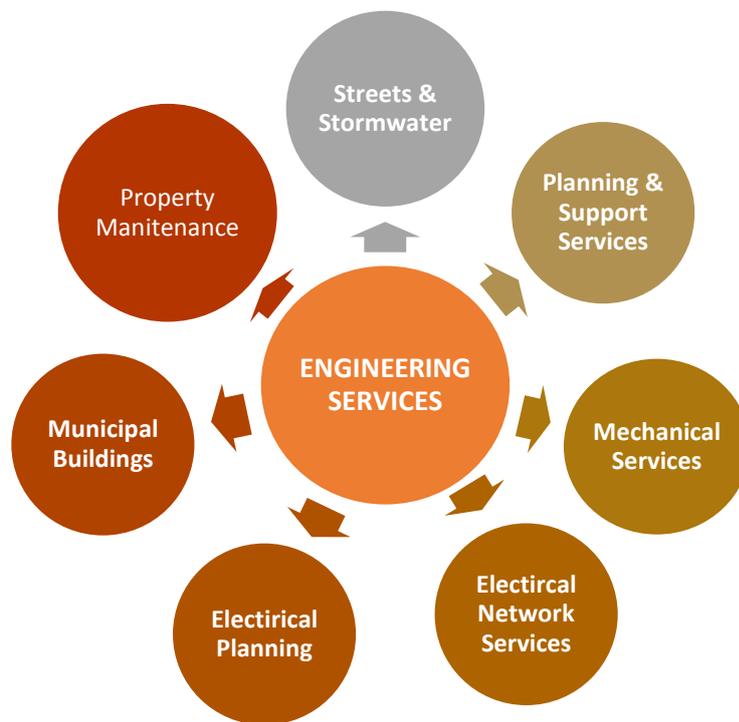


Figure 4.1.1. Diagram of core functions of Engineering Services

4.1.2. Identification of key challenges and proposed projects

No.	KEY CHALLENGES	PROPOSED INTERVENTIONS / PROJECTS	COMMENTS
1.	Ageing infrastructure	Develop a maintenance plan that includes an annual action plan to address the backlog of all municipal asset	Proposed projects have been identified pending budget provision and approval.
2.	Vandalism of infrastructure	Caretakership programme (including security)	This must be properly placed to community services.
3.	Maintenance of infrastructure	Develop and implement maintenance programme	Proposed projects have been identified pending budget provision and approval.
4.	Staff grievances in relation to TASK grades	Review job descriptions and determination of correct grading	There is continuous engagement with corporate services but there is no positive outcome.
5.	Shortages of fleet	Continuous provision of budget for new vehicle	The matter be given priority to optimise service delivery.
		Replacement of vehicles	The matter be given priority to optimise service delivery.
6.	Poor performance of service providers	Ensure compliance with contract terms and conditions through performance monitoring and reporting	A fully fledged and functional PMU must be finalised as matter of urgency.
7.	Slow spending of grant funding	Strictly adherence to procurement plan	Advanced planning to comply with MIG framework timelines has commenced.
8.	Proper procurement planning	More frequent sitting of Bid committees	Improve adherence to scheduled dates for bid committees' sitting and commitment of members.
9.	Maintenance of rural municipal building infrastructure	Finalise ownership of assets in rural area (buildings).	This is an ongoing matter in partnership with community services. Assessment of transferred assets is also ongoing.

10.	Project registration and reporting - MIG	Improve capacity of PMU	Appointment of PMU compliance officer is in progress.
11.	Shortage of skilled staff	Implement scarce skills allowance to retain skilled staff.	Currently to be reviewed and set aside budget for implementation
12.	Services that exist on our road network (water mains, cables, etc)	Mapping (GPS) of infrastructure underground services	Not yet addressed
13.	Inadequate capacity for the routine maintenance of rural & urban roads	Supplement existing internal mechanism through outsourcing work to enhance service delivery	This is ongoing subject to budget availability
14.	Shortage of funds to supply services to the entire community	Involve skills development officer to implement labour intensive programme	The challenge to properly place in corporate services.
15.	Upgrade of IT infrastructure	Upgrade communication network (IT) & improve turnaround time on repairs	Partially addressed.
16.	Succession Plan in the engineering services department	Address capacity & exposure for continuation	To involve senior manager- civils in all civil capital projects until Senior Manager PMU is appointed.
17.	Cost cutting measures	Capacitate staff in order to minimise utilisation of external consultants	Teaming-up during project designs with appointed technical consultant is essential and to be undertaken build internal capacity.
18.	Reduction of overtime cost	Employment of additional qualified electricity personnel	Organogram to be reviewed
19.	Spending of funds in terms of its intended purpose as per the business plan	To ensure proper planning	Advanced planning to comply with the procurement plan has been commenced with.
20.	Allocate portion of tender awarded towards SMME's	Policy development that provide opportunities for SMME's	Matter is being addressed and require monitored.
21.	As a result of the electricity network	To identify household connections & liaise with Eskom for the provision of services	Ensure that on completion of various projects, application for

	upgrades, infills are increasing		schedule 5B funding for infills projects is done immediately
22.	Provision of defective poor quality infrastructure	Close monitoring of service providers by through quality control	To improve monitoring of consultants' performance
23.	Private property stormwater management - responsibility issue	Building Inspectors to ensure compliance with National building regulations & Municipal Bylaws.	To be address by Building section via National building regulations. Functions to be placed under Planning & Economic Development
24.	Skills transfer in implementation of EPWP - must change lives - implementation to narrow	Need to team up with municipal skilled employees and attend training & relevant training	Ongoing engagements with HR to assist with relevant trainings to be done
25.	Consider bridge funding in MIG implementation	Implement projects upfront with own funding & claim back funds when MIG Grant is allocated	This is subjected to reserves finance capacity
26.	Funding allocated for road infrastructure not to be transferred to other projects without amending it at adjustments budget	Proper planning by ensuring service providers are appointed in advance stage	Prior planning is ongoing
27.	Serious potholes in all towns	Development & implementation of maintenance plan	Matter is still not addressed due lack of resources (vehicles, small plant equipment)
28.	Prioritisation of MIG projects	Liaise with IDP office regarding community priorities.	Optimise ongoing engagement with IDP manager regarding prioritisation of community priorities
29.	Electricity losses	Carry out regular electricity audit with public participation & awareness programs	Ongoing exercise

Figure 4.1.2. Table enlisting key challenges, proposed projects and comments on Engineering Services.

4.1.3. Key Learning points

4.1.3.1. Selection of the fleet

One of the contributors to stalled service delivery is unavailability / shortage of municipal vehicles. Umlalazi Municipality is undergoing a challenge of extended turnaround times of vehicle maintenance and repairs, sometimes for months on end. It is worth considering to purchase a certain vehicle type or brand as the municipal fleet, which would provide an opportunity for mechanics and artisans to undergo specialised training. This approach is synonymous with a number of advantages, as these vehicles would be attended to in-house for shorter durations.

4.1.3.2. Electrification

83% of the rural component of Umlalazi has electricity. This considerable percentage was achieved by undertaking a number of immense projects that were to be completed within a timeframe. In the long term, allowing Eskom to undertake projects of that magnitude, while Umlalazi Municipality adopts an incremental approach is adopted towards electrification of wards with Department of Energy funding. Subsequently, this result in accelerated electrification of the remaining wards.

4.1.3.3. Impactful Awareness Campaign on Electricity

It is commendable that prior to planned electricity outages, the relevant department timeously submits the notice to the Communications department. However, there is an overarching need to run more impactful and effective awareness campaigns surrounding illegal usage and connections of electricity. There is an opportunity to advance towards developing a policy of this nature, whereby one of the main themes would seek to address outages.

4.1.3.4. Approach to minimise illegal electricity connections

Beyond the audits that are undertaken annually, an alternative approach to addressing illegal connections can be adopted. The Electricity department can embark on physical visits to customer after the Finance department has calculated three monthly averages.

4.1.3.5. Risk of EPWP under-utilisation

EPWP targets are declining which is an area of concern. In an effort to address the situation, departmental inputs in the drafting of a business plan would assist.

4.1.3.6. Maintenance of informal roads

One of the programmes that were implemented comprised of maintenance of informal roads. The majority of roads that undergo maintenance are informal, and activities become a major hindrance to formal roads. This is a challenge that requires careful consideration. Moreover, the lack of records to track progress and other related issues regarding the maintenance of these roads is also an area of concern.

On the other hand, despite many success that are attributed to the Grader Program, there may have been oversight on land ownership in some instances whereby road construction occurred in protected areas. For example, a road was constructed on land proclaimed by Ezemvelo Wildlife. Therefore, in an effort to mitigate the risk of further occurrences of this nature, interdepartmental relations and improved communication between Engineering and Planning Services is highly recommended, especially prior to the commencement of road construction.

4.1.3.7. Municipal infrastructure occupying Amakhosi land

Umlalazi Municipality is largely comprised by rural areas whereby land is still under traditional authority. Thus, there is municipal infrastructure ie halls that were constructed in Amakhosi areas. Subsequently, there is an opportunity for quarterly interdepartmental meetings to deal with sensitive issues such as these.

4.1.3.8. Challenges with Registration of MIG Projects

There were some projects that underwent challenges with their registration. This matter requires immediate attention and interventions as soon as possible. However, despite the unfortunate events, one endorsement letter was received, and another pending. Another positive aspect on this matter is the registration of projects meant to be undertaken in the next two years. Moving forward, a project appraisal meeting is anticipated to convene this month (February 2018).

4.2. COMMUNITY SERVICES

4.2.1 Core Functions

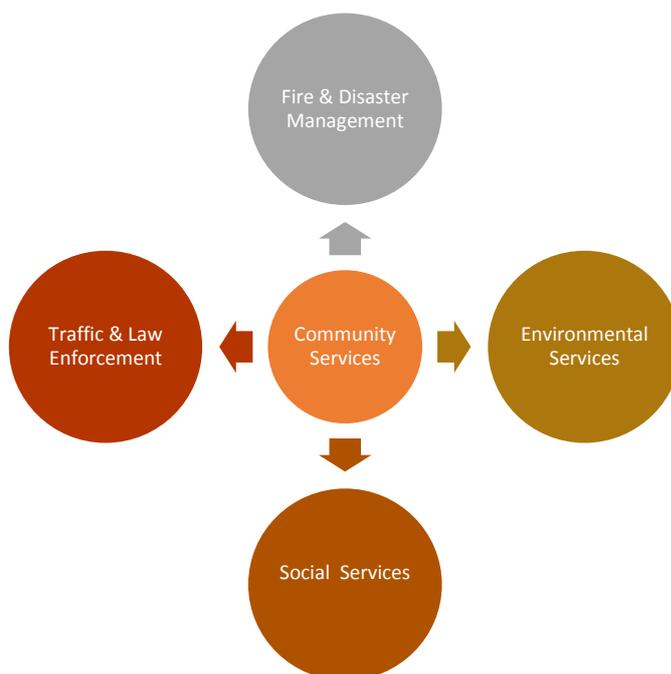


Figure 4.2.1. Diagram of core functions of Community Services

4.2.2. Identification of key challenges and proposed projects

WASTE MANAGEMENT		
No.	KEY CHALLENGES	PROPOSED INTERVENTIONS / PROJECTS
1.	Approval of the Integrated Waste Management Plan	Review Integrated waste management plan
2.	Identifying/zone land for recycling in Mtunzini	Land for recycling infrastructure
3.	Construction of waste transfer station for Gingindlovu	Construction of a transfer station for Gingindlovu

4.	Construction of Buyback centres in uMlalazi Municipality	Construction of Buyback Centres in uMlalazi Municipality
5.	Insufficient Capacity to monitor waste management services	Fill vacant and budgeted positions and maximize on casual job employment
6.	Insufficient fleet to deliver required waste services	Procure suitable fleet for the terrain as well as for the function
7.	Fostering good working relationship with Local Amakhosi so as to be able to deal with issues of development in their areas	Communicate with relevant Authorities from Ingonyama trust and conduct workshops
PARKS AND GARDENS		
8.	Maintenance of municipal cemeteries	Maintenance of municipal cemeteries
9.	Safe keeping of burial records	Identify suitable software system
10.	Insufficient fleet to provide services in rural wards	Procure suitable fleet for the terrain in line with the function
11.	Safe and clean municipal parks, verges and gardens	Maintenance of municipal parks, gardens and verges
12.	Provision of municipal recreational infrastructure –play parks & pool	Provide play parks equipment
		Provide for the swimming pool in the municipal area
		Provide for outdoor gyms in the municipal area
13.	Substance abuse	Conduct schools anti substance abuse programmes
SOCIAL SERVICES		
14.	Address issues affecting vulnerable citizens	Establish Senior citizens forum and implement activities
		Establish Disability forum and implement activities
		Establish Men and Women forums and implement activities
15.	Sports Development	Facilitate all sports codes activities and sports programmes
16.	Cultural Development	Facilitate arts and culture activities and annual programmes

17.	Childhood Development	Monitor ECD centres
18.	Unemployment	Enhance expanded public works programmes
19.	Indigent register for municipal records	Source the required budget to procure the services of qualified service provider to undertake profiling
20.	Maintenance of rural facilities	Clean and cut all rural facilities
21.	Vandalism of infrastructure	Source funding to employ caretakers / guards
TRAFFIC & LAW ENFORCEMENT		
22.	Inability to provide all categories of vehicle and drivers licenses	Submit business plans to various funders/ source funding
23.	Access to rural areas with available traffic vehicles	Provide rapid response to all affected areas
24.	Traffic control	Budget for speed calming measures/cameras
FIRE & DISASTER MANAGEMENT		
25.	Provide suitable fire engines with sufficient capacity	Source required budget
26.	Disaster Management Centre	Source required budget
27.	Ineffective protection of municipal assets	Source funding to enhance security systems
28.	Review and approve Disaster Management Plan	Source budget to review the current disaster plan
29.	Disaster Risk Reduction	Budget for disaster volunteer stipends
30.	Fire Safety	Conduct fire safety inspections and public education
31.	Crime	Source funding to install cameras in urban towns
		Conduct road blocks, attend CPF's meetings
32.	Service delivery protests	Coordinate response teams

Figure 4.2.2. Table enlisting key challenges and proposed projects for Community Services.

4.2.3. Key Learning Points

4.2.3.1. Space for cemeteries

Community Service works with Town Planners for the purposes of conducting studies to identify suitable land for burials. Currently, Eshowe Mphusheni Park is about to reach full capacity. However, another area has been identified, but will not be used as yet.

4.2.3.2. Waste management in rural areas

Over the years, a significant amount of individual households took responsibility of managing their waste without being subject to the services of municipal waste management. The majority of these households were and still are in rural areas. Although waste management is part of free basic services undertaken by municipalities, it is a harsh reality that not all households can be reached due to bad road terrain. There is a need for initiatives by government that would not only explore alternative methods to address this issue, but also reduce the impact of air pollution. Thus, decreasing the budget for these services in rural areas would be impossible, and budgeting needs to be sourced for the households that are not on the receiving end of these services.

4.2.3.3. Service providers and road safety

By virtue of a municipality procuring road safety and monitoring equipment from service providers with the intention of increasing revenue is in contravention of the National Land Transport Act. However, on the other hand, it provides mechanisms to prevent / decrease road carnages that promote road safety. The MFMA also explicitly explains the budget allocated for road safety measures in municipalities.

4.2.3.4. Traffic fines

Practitioners are bound by the Accounting Standards and regulations to record all traffic fines issues. The challenge with that is non-collection of traffic fines due to various reasons ie incorrect addresses of passer-by. Therefore this should not be considered as poor performance.

4.2.3.5. Consequence Management for municipal asset theft

One of the measures undertaken to protect municipal assets was the clause in SLAs with appointed security companies, they are liable if negligence of their staff could

be proven. Acts of theft carried out by officials is dealt with according to the merits of the case.

4.2.3.6. Rapid response for service delivery protests

Currently, there is one in place for crisis or protests and is chaired by the Speaker. Concerted efforts should be channelled towards encouraging officials to provide information as early as possible, to provide real time rapid response.

4.3. PLANNING AND ECONOMIC DEVELOPMENT

4.3.1. Core Functions

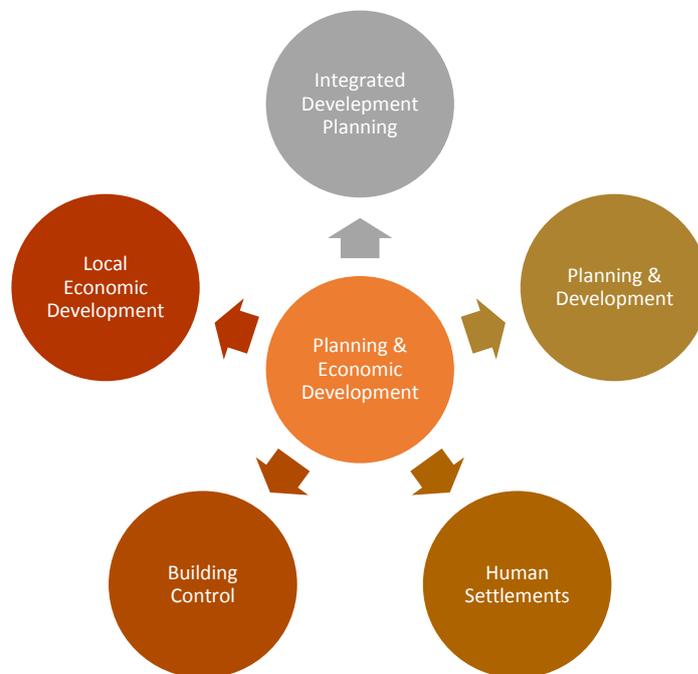


Figure 4.3.1. Diagram of core functions of Planning and Economic Development

4.3.2. Identification of key challenges and proposed projects

No.	KEY CHALLENGES	PROPOSED PROJECT / INTERVENTION
1.	Vacancies in the department affecting service delivery	Fill all vacant positions & Train enforcement officers to obtain certificates which enable issuing of notices
2.	Failure to enforce policies and bylaws in both urban and rural areas	
3.	Office space for the staff	Additions and alterations to the existing buildings or building of new offices to accommodate all departments (Umlalazi local municipality civic centre)
4.	Fragmented offices prohibit supervision	centralise office space for all staff (All sections for each Department to be allocated space on one building/Floor)
5.	Poor reporting to Committees	Develop schedule for all matters to be reported to the Committee
6.	Budget allocation for the wards	Conduct Ward Community Needs based Plan
7.	No training and development programs for Planning and Development officials	Liaise with Human Resources, bookings, meeting, Planning
8.	Lack of supervision and internal control. No internal departmental meetings	Skill all staff to provide POE for every work they do. Keep register
9.	Ineffective integration with sector departments, district and private sector	to attend forums and report to Committee
10.	Nonexistence of proper filing system including electronic building plans filing	Prepare Specifications, compile tender document
11.	Officials do not have complete information about all factors influencing the decision	Training of staff
12.	Unavailability and management of pool vehicles	Prepare Specifications, compile tender document
13..	Delays in the appointment of service providers	Include all funded projects on the agenda for all departmental meetings
14.	Capacity to monitor and manage rural projects	Advertise the post
15.	Growing unplanned development in both urban areas and areas under Ingonyama Trust Land (illegal and non-conforming use)	Communicate with relevant Authorities from Ingonyama trust and conduct workshops
16.	Fragmented Settlement Pattern- a number of households scattered throughout the Tribal land	Develop local area plans for all rural nodes. Prepare specifications for the project and should include students from Town Planning discipline. Prepare action plan

17.	Rising Environmental concerns: Pressure on Environmental resources is not comprehensively monitored	Advertise and appoint Environmental Officer, capacitate to Develop Plans aim to achieve sustainable development taking into account all environmental factors
19.	Unavailability of Bulk services for Development projects	Attend meetings to find ways to resolve issues of unavailability of bulk services and report to Portfolio Committee
20.	Unavailability of housing options in eshowe, Gingindlovu and Mtunzini to cater for middle to high Income groups	Prepare Specifications, compile tender document
21.	Land sold but not developed	Prepare Specifications, compile tender document, discuss with conveyancer
22.	Long-term leases and indefinite period	Prepare Specifications, compile tender document, discuss with conveyancer
23.	Vast land owned by Municipality is zoned Agriculture	Prepare item for Council approval
24.	Agricultural products are exported without further processing within the district	Prepare specifications and compile tender document
25.	Improve communication with the community	Prepare pamphlets for all sections in Planning and Development Department
26.	Sustainability of small medium and micro enterprises	Advertise
27.	Development of environmental tools	Prepare specification and tender document
28.	National and Provincial Policy alignment together with Cross border planning and cross border alignment required refinement	Conduct meetings and obtain approvals from the Portfolio Committee
29.	Development of Capital Investment Framework and spatially represented	Attend meeting: planners forum with the District
30.	Alignment with the Provincial Growth and Development Strategy	Prepare specifications and tender document
31.	Tourism development & Agriculture (Radical reforms in these areas)	Prepare specifications and tender document
32.	Long term & indefinite leases	Prepare report to EXCO and compile document for all lease agreements
33.	Capital investment framework	
34.	Development of a Growth and Development Strategy	Prepare specifications and tender document
35.	Attract investors: Develop means	Prepare action plan, establish project steering committee, consult stakeholders
36.	Make community part of development	
37.	Contractors development (SMME's)	Human resource to arrange trainings
38.	Fostering good working relationship with Local Amakhosi so as to be able to deal with issues of development in their areas	Communicate with relevant Authorities from Ingonyama trust and conduct workshops

Figure 4.3.2. Table enlisting key challenges and proposed projects for Planning and Economic Development

4.3.3. Key Learning Points

4.3.3.1. Participation in forums

Provincial and District forums are convened on a quarterly basis and Umlalazi Municipality can benefit from participating on those platforms, as of some of the challenges experienced can only be resolved by these Departments. Following participation, it also proposed to present feedback to MANCO on the outcomes.

4.3.3.2. Policy review and effects

Planning and Development is underpinned by outdated policies which stall progression towards realising the Umlalazi Vision. They are not conducive to futuristic plans of the strategic direction the municipality is taking. Therefore, it is critical to consider reviewing policies, with the full support of leadership. Prior to undertaking this process, inputs from all departments are vital to yield an inclusive Council-adopted policy that will serve as a basis for implementation.

Notwithstanding the red tape that would be synonymous to the whole process, it is crucial to position the municipality for investment through undertaking feasibility studies of re-zoning, to avail land for development. Financially injecting projects that fall under the ambit of Town Planning would aid development at a quicker rate.

4.3.3.3. Heritage sites and Tourism

One of the central themes that emerge from the Mayor's engagements and communication pertains to heritage sites and tourism. This is reaffirmed by the strategic direction the municipality is adopting and a concerted effort is required to make it a success. Prior to any significant steps towards improving tourism, heritage sites require constant maintenance. Also, it is crucial for the municipality to explore the approach that would be adopted towards the 19km of coastline it enjoys. As a result, targets would be developed around this work.

4.3.3.4. Agricultural Plan

The municipality has a strategic advantage of agricultural potential. Enclosed in the implementation plan the intention to develop an Agricultural Plan is articulated. As the custodians of this field, Department of Agriculture will play a significant role and their involvement will commence at initiation, as they would be part of the Steering Committee. The plan will be inclusive of aspects such as arable land fit for agricultural use.

4.3.3.5. Booklet to attract investment in the Municipality

Another factor that would attract investment is creating a booklet that will detail investment opportunities offered by the municipality. This warrants an analysis or investigation exploring the options available that won't require funding as a start.

4.3.3.6. Cementing relationships with sector departments

Strengthened relations with sector departments offers an array of advantages that would have a good effect on citizens. Such benefits are inclusive of accelerated turnaround times for people with enquiries which will contribute to the improvement of service delivery. These relations should be so entrenched that there would be an emergence of a database with all contacts from the various departments. This would assist people who come forth to the municipality with enquiries that fall under the scope of these departments. Therefore, through the IDP, it is suggested that Planning and Development initiates this process.

4.3.3.7. Awareness Campaign

Planning and Development intends to undertake an Awareness Campaign with Amakhosi and the community. They will be educated and engaged on crucial issues such as the duties of Planners and building inspectors, applicable legislation and the sensitive issue of land. The masses will be empowered with information in order to avoid misunderstandings, especially regarding land under Traditional Authority as well as for development by government.

4.4. OFFICE OF THE MM

4.4.1. Core Functions



Figure 4.4.1. Diagram of Core Functions of the Office of the MM

4.4.2. Identification of key challenges and proposed projects

No.	Key Challenges	Proposed Projects / Interventions	Budget
1.	Staff retention	Review staff retention Policy Establish Committee	In-house
2.	Poor Performances	Procurement Plan – process for new appointment for system	R250 000

		Cascading PMS through a phased-in approach starting from year 3	
3.	Unable to achieve Clean Audit	Adherence to internal controls Ensure 100% of audit findings are resolved	In-house
4.	Poor Planning	Submit procurement plan and variance report to MANCO monthly	In-house
5.	MCOR not functional	Enter into new relations with municipalities within SA to learn and share information	R50 000 from year 2
6.	Unemployment	931 Jobs to be created through EPWP	
7.	Lack of passion for Batho Pele principles	Publicise Batho Pele charter / principles Customer satisfaction surveys to be undertaken at entry points of the municipality	R50 000
8.	Poor functionality of Ward Committees	Audit to be done to determine functionality prior to monthly payments Issues raised by Community to be submitted to the respective departments to attend to	R4 000 000 for stipends And training
9.	Insufficient Capacity in Public Participation Unit	Fund vacant positions Purchase Parkhome	R200 000
10.	Lack of Implementation of Consultant Reduction Plan	Needs assessment to be completed prior to appointment of Consultants	In-house
11.	Fleet Management	Awareness to be done through correspondence and workshops for staff	In-house

Figure 4.4.2. Table enlisting key challenges, proposed projects and their respective budgets in the Office of the MM.

4.4.3. Amendments to current implementation plan

- HIV/AIDS budget for meetings and awareness – need to relook depending on current and previous spending patterns
- Building budget to be transferred to engineers
- Communication budget – refer to submission by the department to budget officer
- Ward committee functionality – r4 000 000
- There is a budget allocation for crèche furniture – R330 000

4.4.4. Key Learning Points

4.4.4.1. War room functionality

There is a degree of uncertainty pertaining to the coordination of War Rooms. This function is inclusive of supporting the overall operations regarding furniture, reports, mentors, training, etc. This is worth the consideration of Management as a collective.

4.4.4.2. Section 32 and deviations

In moving forward, Management is strongly encouraged to resort to alternatives and move away from Section 32 and deviations.

4.4.4.3. Vehicle Control

There is an appeal for all Managers to be decisive on this issue. Pool vehicle abuse in the Municipality is unfortunately increasing, which creates a dire need for control mechanisms to be utilised as soon as possible.

4.5. FINANCIAL SERVICES

4.5.1. Core Functions

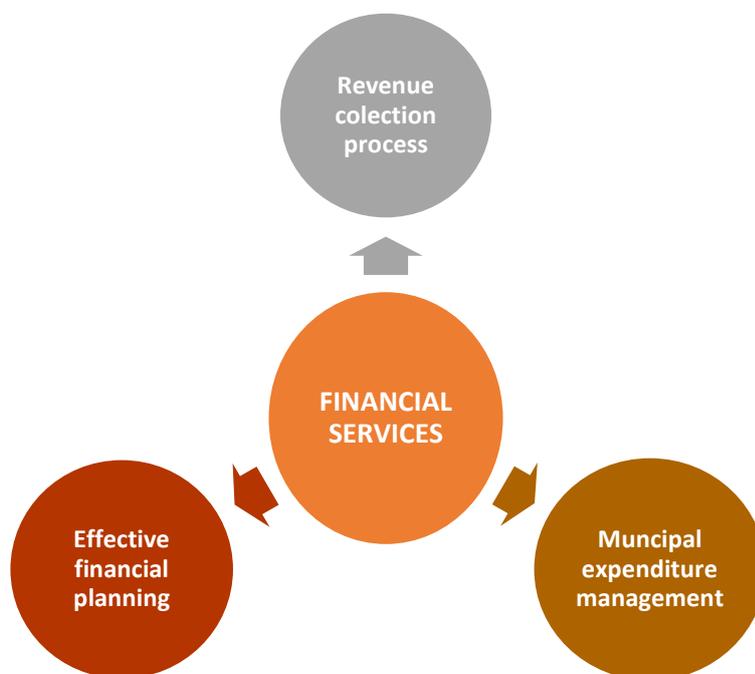


Figure 4.5.1. Diagram of Core Functions of Financial Services

4.5.2. Identification of key challenges and proposed projects

No.	Key Challenges	Proposed Projects / Interventions
1.	Increased debt of consumers	Capacitating the newly established Credit Control Office.
2.	Increased debt of government departments	Capacitating the newly established Credit Control Office.
3.	Electricity losses	Metering Audit
4.	Tampering of prepaid meters	Metering Audit

5.	Take control of electricity supply in all urban areas within uMlalazi Municipality	Appoint External Service Provider to conduct a study
6.	Amend the organogram to respond to the challenges of the department	Submission of the amended organogram
7.	Co-operation of departments to account for all revenue	Appoint External Service
8.	Strategy to collect all potential revenue generated by all departments	Same as above
9.	Unauthorised and irregular expenditure as a result of non-compliance with SCM regulations	Conduct annual training Ensure quarterly reports are updated on an on-going basis
10.	Abuse of petty cash	Increase space in stores Store all items purchased with petty cash Creation of x2 new positions Build up to the eventual decrease of the petty cash amount allocated to Departments
11.	Additional staff for the asset section	Appoint Asset Management Clerk
12.	Appointment of a panel of service providers to focus mainly on events management	Should work closely with the communications unit as the municipality custodians.
13.	Insufficient revenue source	Explore other potential revenue streams that have not been tapped into previously. Undertake feasibility study first.

Figure 4.5.2. Table enlisting key challenges and proposed projects of Financial Services

4.5.3. Key Learning Points

4.5.3.1. Petty cash

The approach of eventually cutting petty cash might not lead positive outcomes anticipated by the Finance department. Instead, it is worth consideration to adopt a different approach to this by delegating powers to HODs, who will sign requisition forms, and immediately generate work orders.

4.5.3.2. Potential sources of additional revenue

Rates collection has been the most dominant source of revenue for the municipality. However, other avenues need to be explored in attaining additional income. Thus, there are opportunities with property, as there is available land that can be rezoned and sold to increase revenue. Partnerships with other internal departments will assist in ensuring there is appropriate infrastructure before land is released for sale. Thereafter, the need for electricity instillation for these sites would be elevated, which will also be an opportunity.

4.5.3.3. Initiation of sourcing additional revenue

In the interest of initiating the process of sourcing addition revenue through land sales, as a line department, Planning and Development should draft a proposal. It should detail all the information required such as the identified land that is available as well as the approaches that can be adopted to increase revenue streams for the municipality. The proposal would thereafter be submitted for consideration.

4.5.3.4. Projects undertaken in strategic locations

Another factor that is related to Planning and Development are Housing Projects. Bearing in mind the key points of the municipality, notable emphasis is to be stressed with regards to the authorization of projects in strategic locations. Housing projects undertaken in these locations are to be carefully considered, as it is crucial for areas surrounding them to be enticing.

4.6. CORPORATE SERVICES

4.6.1. Core Functions

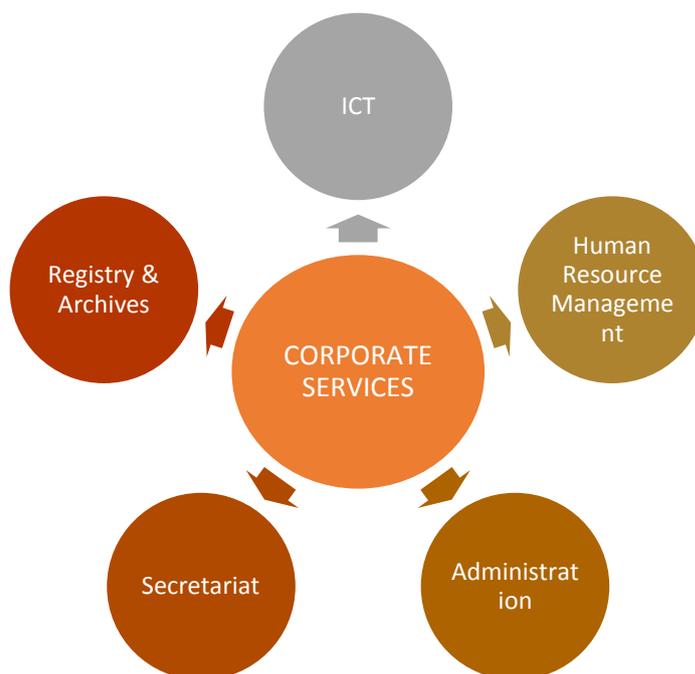


Figure 4.6.1. Diagram of core functions of Corporate Services

4.6.2. Identification of key challenges and proposed projects

INFORMATION TECHNOLOGY		
No.	KEY CHALLENGES	PROPOSED PROJECTS/ INTERVENTION
1.	IT improvements, funding and capacity	Upgrade the current infrastructure
2.	The establishment of a BCP	In compliance with the conditions of the AG is costly and requires infrastructure upgrade.

3.	Full Audit	Systems and processes including IT infrastructure
4.	The Following ICT projects are prioritised in terms of the Master Systems Plan : Training of ICT to improve capacity ICT governance Framework review Helpdesk implementation and monitoring Telecommunications upgrade Licence Audit Automation of Systems E-Governance Fibre Disaster Recovery Business Continuity Plan Broadband (WIFI project) Hardware and Software upgrade	
5.	Skills Audit & Training programme	Proper Skills Audit to inform training programme – the vacant post of Skills Development Facilitator is required to be filled
6.	Job evaluations	Aligning results of Job Evaluation process to organogram and budget
7.	Leave Capturing and Control	Capacity within the HR department and link with financial payroll system – appointment of leave and payroll officer
8.	Leave Policy and Procedures Infrastructure/ Software upgrade	Review existing Leave Policy and Procedures Computerised applications
REGISTRY AND ARCHIVES		
9.	The functioning of the Municipality's Records office	Needs to be improved and the department must operate in terms of the National Archives Act.
10.	The Document Management System	Has been installed but is not utilized to its full potential.
11.	Central depot for all records	The entire function of the registry including capacity needs to be investigated and reviewed to ensure better administrative and record management and ensuring that the Registry Office is the central depot for all records.

LIBRARIES		
12.	Roll out of Cyber Cadet facilities	At Gingindlovu, Mtunzini and Sunnysdale Libraries to enable access to ICT services and further to provide basic computer skills to the public especially learners
13.	The roll out of more Mobile Library units in the rural areas.	Required to create partnership and funding agreement with the Department of Arts and Culture.
14.	Provision for services for the disabled Library	Library for the blind; translation services; sign language
15.	Basic Services – Water Air conditioners	Water at KDS At Eshowe
MUSEUM		
16.	Historical and heritage richness.	Capitalise on the historical and heritage richness of the municipality through the Museum facilities and include the Museum as a prime tourist destination.
17.	Maintenance	Maintenance of the building (painting) and artefacts – cost, specialisation
ADMINISTRATION		
18.	Translation Services	<ol style="list-style-type: none"> 1. Investigate translation services for Council and Committee Meetings and for all policies, bylaws and public documents which require to be translated into 2 official languages. 2. Provide for annual budget for translation services 3. Investigate service provider who can provide translation and sign language services
19.	Upgrade of the Council Chamber. Provide for alternative meeting venues for Council	<p>The Council chamber is small and not conducive to effective communication and cannot accommodate the public – visual presentations are difficult to see.</p> <p>There is a challenge of availability of meeting venues for the numerous meetings that are required to take place within the same period of time</p>
20.	By-laws	<p>The bylaws are outdated and require review in line with the revised organogram and legislation. They further are required to be adopted by Council, translated. Promulgated in the GG and made into booklets for distribution to Councillors for ease of reference.</p> <p>Implementation of the Bylaws and reporting thereon is also a challenge</p>

21.	Translation Services	<p>1. Investigate translation services for Council and Committee Meetings and for all policies, bylaws and public documents which require to be translated into 2 official languages.</p> <p>2. Provide for annual budget for translation services</p> <p>3. Investigate service provider who can provide translation and sign language services</p>
22.	<p>Urban Hall Upgrade</p> <p>Improved monitoring and control</p>	<p>Urban Hall Upgrade – Eshowe TH, must be included in the building programme</p> <p>Urban Hall Renovation - Mpushini TH, Sunnydale TH, KDS TH, Mtunzini TH, Ging TH to be included on the maintenance programme</p> <p>Improved monitoring and control of use of halls and consequence implemented for breach of hiring of faculties</p>
23.	Signage	Improved installation of directional signage to municipal offices (Batho Pele)
24.	Security and Access	Managing and Controlling access to municipal offices (including IT assets)
25.	EPWP Opportunities	EPWP Opportunities required to be identified and budget secured in order to participate in the programme – Suggestion of using cleaning services for Museum, Libraries and other municipal buildings
26.	Advertising	Lack of capacity to monitor the service provider; The Council is not capitalising on the opportunity to increase revenue through advertising services ; Advertising infrastructure (stack board) required to control advertising in Urban areas; Function of advertising to be managed and controlled through Planning and Development (Business Licence Section)

Figure 4.6.2. Table enlisting key challenges and proposed projects in Corporate Services

4.6.3. Challenges that remain unchanged

- Submit quarterly reports to the Portfolio Committee on the departmental running cost budget expenditure
- Submit quarterly reports to the Portfolio Committee on the departmental capital budget expenditure
- Spend 90% of the IT budget by 31 March
- Provide training to staff in terms of skills development plan and ensure 90% expenditure on staff training costs
- Provide training to 54 Councillors by 30 June in terms of skills audit undertaken
- Submit quarterly reports to the LLF on internship, learnership and in-service trainings/programmes implemented
- Submit quarterly reports to the LLF on internship, learnership and in-service trainings/programmes implemented
- Conduct 2 Employees Wellness programmes by 30 June

4.6.4. Key Learning Points

4.6.4.1. Employment expectations

The Mayor's speech alluded to employment expectations, as there is a general sentiment from locals that recruitment is only extended to people who are not originally from Umlalazi Municipality. On the contrary, these sentiments are fault, as local people are highly considered for vacancies. However, moving forward, it could be a policy consideration to select local applicants up to certain task grades. Corporate Services can explore all the legalities surrounding the issue and initiate it.

4.6.4.2. Managing staff and consequence management

One of the challenges that is currently confronting the municipality is the managers' lack of consistency in applying consequence management. There is an opportunity for Corporate Services to assist by liaising with the Department of Labour in order to train managers.

4.6.4.3. Translated version of IDP

In order to improve on inclusivity and transparency, it is crucial for strategic documents such as the IDP to be translated to IsiZulu. It is therefore proposed to translate the IDP to IsiZulu and condense it to a 20 page booklet. The key areas to be featured in this version of the IDP would discuss the situational analysis, Vision, Mission, Strategies, Projects and Financial Plans. It would thereafter be disseminated like the newsletter.

5. WAY FORWARD

In closing the session, the following commitments were made as a way forward:

- The learning note will be e-mailed on Friday (09 Feb 2018) for feedback and additional comments.
- The turnaround time for feedback is one week, and they are to be e-mailed by 16 Feb 2018.
- Thereafter the learning note, coupled with the COGTA and IDP presentations for Day 1 will be uploaded onto the MILE website and can be accessed on [Umlalazi Municipality IDP Review Workshop](#)
- MILE is offering further facilitation and documentation services for the potential Town Development Strategy Workshop for all Councillors and Senior Management.