



cogta

Ministry:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

Tel. +27 33 395 2638 Fax. +27 33 394 5669
Postal. Private Bag X 9078, Pietermaritzburg, 3200
Office. Natalia Building, 330 Langalibalele Street,
Pietermaritzburg 3201

Enquiries:	My Reference:		Date:
Imibuzo: M.S. Ndumo	Inkomba Yami: (MP)12/1/6/	E-mail: mbali.ndumo@kzncogta.gov.za	Usuku: 19/10/2017
Navrae:	My Verwysing: 1/ULUNDI		Datum:

His Worship the Mayor
Councillor W.M. Ntshangase
Ulundi Local Municipality
Private Bag X17
ULUNDI
3838

Dear Mayor,

ASSESSMENT OF THE ULUNDI LOCAL MUNICIPALITY 2017/2018 INTEGRATED DEVELOPMENT PLAN

I wish to thank your Municipality for submitting an adopted Reviewed Integrated Development Plan (IDP) to the KZN Department of Cooperative Governance and Traditional Affairs (COGTA) for commenting purposes as required in terms of Chapter 5, Section 25 of the Municipal Systems Act, Act 32 of 2000 (MSA). As MEC for Cooperative Governance and Traditional Affairs, I would like to applaud your Municipality for adopting your IDP by 28 June 2017, which is in line with the required statutory requirement.

I would like to extend my appreciation to your Municipality for participating in all intergovernmental engagements. These IDP engagement processes are a demonstration of the inter-sphere co-ordination and integration making the IDP the development plan of government. Evidence of this process was seen during the PGDP/DGDP/IDP Alignment Session which took place in April 2017. Presentations were made by Sector Departments and stakeholders to ensure the alignment of IDP to the existing legislative frameworks and to the PGDP/DGDP/IDP projects and programmes. Your draft IDP document was thoroughly analysed in terms of the adopted KZN IDP FORMAT GUIDELINES & ASSESSMENT CRITERIA.

The adopted IDP documents you have submitted indicate that there were no objections to the development and adoption process of this IDP, following your public notices in terms of Sections 25(1) and 28(2) of the MSA, I, therefore, declare that I have no intention to institute a Section 32(2) activity of the MSA regarding your Integrated Development Planning process.

As you are aware, the IDP is the core strategic document in your Municipality and there must be total commitment and buy-in from your municipal stakeholders at both the official and political level to ensure optimal implementation of the IDP. This is the 4th Generation of IDPs which should be informed by the following mandates:

- NDP/PGDP/DGDP
- Cabinet Lekgotla
- District Lekgotla
- M & E Frameworks
- State of the Nation Address
- State of the Province Address
- Outcomes 1 - 14 and
- Back to Basics Programme

It should also be noted that this IDP was assessed bearing in mind the seven goals of the Provincial Growth and Development Strategy (PGDS) and the provincial priorities as outlined by the Honourable Premier, Mr Willie Mchunu in the KwaZulu-Natal 2017 State of the Province Address. The assessment of the IDP further took into cognisance the link between the National Development Plan (Vision: 2030), KZN PGDS goals, policies and legislative mandates, the KZN IDP format guidelines & assessment criteria and the content of the relevant KPAs.

Please note the following key observations from the adopted 2017/2018 IDP, as well as advice on matters that need to be considered by your Council in all future engagements.

1. MUNICIPAL IDP MATTERS OF EMPHASIS AND OBSERVATION

1.1 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

I commend your Municipality for developing and adopting key human resources policies, i.e. Human Resources Strategy, Employment Equity Plan and Workplace Skills Plan. I encourage you to further indicate the adoption status of your Employment Equity Plan. I further encourage you to reflect the implementation of your Workplace Skills Plan. The status of your critical posts is not clear, because your document presented contradictory information, I encourage you to be consistent with your reporting and should you have vacant posts at this level (S56), I urge to undertake the necessary processes to have them filled. I applauded your Municipality for adopting an ICT Policy Framework; in your next IDP submission I would like you to provide the implementation status of your framework.

1.2 LOCAL ECONOMIC DEVELOPMENT

I would firstly like to thank your Municipality for the current LED Strategy and for undertaking this in-house as this saves finances and ensures skills of the Municipality are optimally applied. The Municipality is advised to prepare an Informal Economy Policy and Investment Retention Policy. You are requested to provide to EPWP indicators. Where strategic programs responsive to the comparative and competitive advantage of the locality are concerned, there is no single program or project aimed at local economic development, only basic services, social and poverty alleviation projects. There should be a deliberate effort to take advantage of the strength of the Municipality and create programs focusing on the sectors in this section of the IDP and that should be corrected. The Municipality has indicated the Green Economy initiatives as they are identified and this I applaud. Concerning Social Development, I was very pleased with the response as it is well developed and specific information provided, except for few areas not covered, such as clarity on vulnerable groups and the Municipal Safety Plan.

1.3 BASIC SERVICE DELIVERY

I would recommend that you update all information in the IDP with the 2017 Zululand District Water Service Development Plan (WSDP) and the Community Survey (CS) 2016. Utilise the existing IGR Structures to co-ordinate with the District the water and sanitation information and Operation and Maintenance Plan (O&M) to improve your IDP. This will improve your water and sanitation projects listed in the IDP. I have noted that the Municipality mentions only the District Integrated Waste Management Plan (IWMP). I encourage your Municipality to develop your own IWMP. I encourage your Municipality to update the surface type of the road: P700 on the map. I am pleased to advise that, the Department of Transport has offered its willingness to assist with the latest dataset regarding road P700 and can be contacted in this regards. I remind your Municipality that the National Land Transport Act (NLTA) of 2009 requires your Municipality to develop the Integrated Local Transport Plan (ILTP). I would like to inform your Municipality that the KwaZulu-Natal Province has developed and adopted the Master Spatial Plan (MSP) in March 2016. I recommend that during review of the Housing Sector Plan (HSP), your Municipality aligns the HSP with the KZN MSP. Lastly, the human settlement planning can be improved by the establishment of a monitoring system, such as housing forums to monitor implementation of housing projects.

1.4 FINANCIAL VIABILITY AND MANAGEMENT

I would like to commend the Municipality for an attempt made to structure the Financial Viability and Management KPA in accordance with the IDP framework. The following observations are made that should be noted: on the capital funding and expenditure, the Municipality must attach the investment register, and provide a three (3) year synopsis of funds received, funds spent, source of funding and contingency plans to address challenges such as delays. The indigent policy is not attached, and the Municipality does not provide details on the budget allocation for indigent consumers including whether the indigent population increased/decreased over the past three (3) years. In terms of debt management, the Municipality does not indicate the ageing of their debtors and there were no policy decisions indicated on the treatment of debt recovery and debt write off. On the financial management side, the Municipality must indicate if there are challenges in the Supply Chain Management unit (SCM) and how these challenges are addressed. The Municipality must include details on the alignment between the Procurement Plan and the SDBIP.

On the Budget and Treasury Office, the Municipality does not provide information on skills shortage and the use of financial consultants. The Municipality does not indicate the impact of vacancies, in achieving municipal objectives. No information is provided on the Technical Services Unit. In terms of Asset and Infrastructure, the Asset Renewal Plan is not attached. The financial ratios for the past three years (historical) are not provided with calculations. On Assets and Infrastructure, there are no indications of the repairs and maintenance budget percentage. The financial ratios for the past three years (historical) are not provided with calculations. No information is indicated on the Auditor General's opinion and the SWOT analysis is not attached to the IDP.

1.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Your Municipality is again congratulated for the comprehensive coverage and detailed reporting on the Good Governance KPA. I acknowledge that the Municipality has an adopted customer's care policy; the Municipality is encouraged to develop and adopt a Batho Pele Policy and Procedure Manual, Service Delivery Charter and Standards and a Service Delivery Improvement Plan (SDIP), incorporating at least three services aimed to be improved. As per my comments in 2016, please indicate the membership of the various Bid Committees. You are encouraged to expand the Good Governance SWOT analysis to include more Good Governance specific issues. The Municipality is lastly encouraged to participate in the IGR structures and as the District Family of Municipalities to implement the IGR Terms of Reference.

1.6 CROSS CUTTING

Your Municipality has complied with Section 26(e) of the MSA and Sections 12 (1) and Section 20 of the Spatial Planning and Land Use Management Act (SPLUMA), (Act No.16 of 2013) by developing and submitting the Spatial Development Framework (SDF) as an annexure to your IDP. The SDF clearly outlines the requirements and principles as contained in Chapter 2 and Section 21 of SPLUMA, however, it is not yet fully compliant with the provisions of SPLUMA. Your Municipality is, therefore, commended for the good progress made in attempting to comply with the implementation and provisions of SPLUMA.

I commend your Municipality for submitting a detailed SDF that outlines broad spatial issues and provide maps indicating the development of nodes and corridors. The SDF addresses issues of cross-boundary planning and alignment with the SDF of neighbouring municipalities. It is recommended that the goals, objectives, strategies, proposed budgets and funding from sector departments be included in the SDF to give a clear indication of what the Municipality is planning. This should be directly linked to a spatial representation and an indication of how the project is aligned to National or Provincial policy should be included. The attempt made with the formulation of the Capital Investment Framework is noted and applauded.

The Municipality is urged to ensure that the SDF provides clear evidence of public consultation as required in terms of the MSA chapter four. It is noted that informal settlements have been identified, however, these need to be categorised and linked to structured strategies, programmes or projects, which are linked to demographic trends. The mapping in the SDF focuses largely on the Status Quo analysis and not the strategic focus as is required by the SDF. It is, therefore, crucial that strategic mapping of critical biodiversity and conservation areas; high agriculture potential areas; disaster risk areas; current and future settlement and land reform areas in relation to existing and planned bulk infrastructure and services, is undertaken as part of your next SDF review.

I note the attempt made in trying to address some of the matters that I had raised in my previous comments. However, your Municipality is urged to review its long-term vision of the SDF to include relevant timeframes. The vision is to be supported by a long term (20-30) development strategy and sound Capital Investment Frameworks unpacked into a 5-year Spatial Development Plan and Capital Expenditure Framework. Whilst I also note that your Municipality has initiated the development of a Capital Investment Framework (CIF), I, however, recommend that the CIF be reviewed to align with legislative requirements.

I also note with concern that your Municipality has not adopted the required environmental sector tools or conducted the biodiversity analysis and determination of sensitive environment areas, as well as the sustainability assessment of your SDF. The Municipality submitted an outdated Disaster Management Sector Plan, however, the IDP document has covered some Disaster Management information. Nonetheless, the information provided is mostly generic and lack specific details like risk profiling that is not ward based. The Municipality is commended for outlining programs and projects for risk reduction with a budget or cost estimates and time frames for implementation. The Municipality is also commended for including climate change information on the IDP. However, the disaster management information is not included in the SDF.

The Municipality is further reminded of its non-compliance with SPLUMA Regulation 14 regulating the submission of land development and land use applications; it therefore recommended that the Municipality urgently signs the Joint Municipal Planning Tribunal (JMPT) agreement with other Local Municipalities to speed up setting up the JMPT as envisaged by SPLUMA.

2. OTHER KEY OBSERVATIONS TO TAKE INTO CONSIDERATION

In addition to the comments that have been made above, below are points that should be adhered to regarding developments, intricacies and challenges that face municipalities in the arena of development and planning. I particularly note the following:

2.1 STRATEGIC THRUST OF THE 6 KPAs, MUNICIPAL PERFORMANCE MANAGEMENT AND BACK TO BASICS

I have noted the development of a descriptive long-term Vision. I commend the Municipality for developing and clearly articulating well defined Goals, Objectives and Strategies that are aligned to the National Priorities and the 6 KZN Key Performance Areas in its IDP. There is no indication of reported indicators and targets as per Section 26 and 41 of the MSA, which gives heed to the achievement of the Municipality's Goals, Objectives and Strategies; and I recommend that the Municipality comply with this reporting requirement.

I acknowledge that the Municipality provided an inclusion of a summary of its performance management system in the IDP and I want to compliment the Municipality on its efforts to include this in line with requirements. However, it is also noted that this section does not outline the process sufficiently and only indicates legislative requirements and very basic integration between processes. I encourage the Municipality to improve its performance management component in the IDP, by providing more detail on

the process and procedures. I commend the Municipality for incorporating the Back to Basics programme in its strategic planning process.

2.2 IMPLEMENTATION OF OPERATION SUKUMA SAKHE

Your Municipality is commended for the progress made with the roll out of Operation Sukuma Sakhe in your Municipal area of jurisdiction. Your detailed reporting on the background, status, alignment with other existing Municipal programs and interventions, the OSS stakeholders, as well as the War Rooms is noted.

2.3 WARD BASED PLANS

I commend your Municipality for undertaking the Ward Based planning process. These Plans form a critical part in solidifying participation and communication between Provincial Government and communities. This also fulfills the legal requirement as per Chapter 4 of the MSA, Section 16(1) that reads: A municipality must develop a culture of municipal governance that compliments formal representative government with a system of participatory governance, and must for this purpose (b) contribute to building the capacity of (i) the local community and enable it to participate in the affairs of the municipality and (ii) councillors and staff to foster community participation.

2.4 ELECTIONS INFRASTRUCTURE

I request that your Municipality liaise with the Independent Electoral Commission (IEC) to discuss the provisioning of infrastructure for the 2019 national and 2021 provincial elections based on the information contained in the IDP.

3. OVERALL CREDIBILITY ASSESSMENT OF YOUR IDP

I am pleased to note that your Municipality have well-articulated the Executive Summary, municipal objectives, the key challenges, how the Municipality will unlock these challenges and the performance management system. However, your Municipality can improve the Sector Plan information presented by providing the status of those Sector Plans. The IDP is well presented and user friendly.

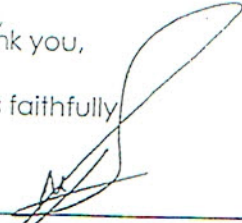
4. CONCLUSION

In conclusion, let me make the following recommendations pertaining to the integrated development planning process in future:

1. Your Municipality is advised to compile and publish a public notice in terms of Section 25(4) of the MSA announcing that the IDP has been drafted and adopted. This notice is required by auditors as they undertake the annual municipal audit process.
2. Your Municipality is reminded to support the review the District Growth and Development Plan by 30 November 2017.

I thank you,

Yours faithfully


Ms N. Dube-Ncube, MPL

MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

DATE: 19/10/2017