



**cogta**

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

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| Imibuzo:   | M.S. Ndumo | Inkomba Yami: | LETTER |         |                                                                              | Usuku: | 05/10/2018 |
| Navrae:    |            | My Verwysing: |        |         |                                                                              | Datum: |            |

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

Dear Mayor,

## **ASSESSMENT OF THE ULUNDI LOCAL MUNICIPALITY 2018/2019 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 comments as required by 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 recognise that your Municipality has adopted your IDP by 27 June 2018, 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 May 2018. Your adopted IDP 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 has to be total commitment and buy-in from your municipal stakeholders at both the official and political level to ensure the IDP is implemented. This is the fourth generation of IDPs which should be informed by the following mandates:

- NDP/PGDS/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), the provincial priorities as identified in the State of the Province address on 28 February 2018 by the Premier of KwaZulu-Natal, the Honourable Willies Mchunu, the link between the National Development Plan (Vision 2030) 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 2018/2019 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, Workplace Skills Plan, Staff Retention Policy and Staff Selection and Recruitment Policy. Your Staff Retention Policy and your Selection and Recruitment Policy were developed in 2010. I note that as part of your strategies, you intend reviewing these policies; however should the term of these policies be five years I would recommend that you develop new ones.

The employment equity information provided does not speak to race categories. Please address this in your next review and further reflects your Employment Equity Plan targets. I also recommend that you reflect your training and quantify the beneficiaries as per 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 and should you have vacant posts at this level (S56) I urge you to undertake the necessary processes to have them filled. I applaud your Municipality for adopting an ICT Strategy. I urge you to also reflect on the implementation progress strategy in your next review. I commend your Municipality on the good attempt made towards addressing this KPA.

### **1.2 LOCAL ECONOMIC DEVELOPMENT**

The Municipality is encouraged to pursue the full alignment with the DGDP beyond just reference to the PGDS by responding to the indicators, intervention area, targets catalytic projects set for individual goals. The Municipality is advised to do an assessment of its capacity readiness to respond to the Provincial and District long term developmental trajectories. It is advised that a SWOT analysis be undertaken in respect of the local economy. The Municipality is requested to pronounce its total contribution to the Provincial and District targets, such as the (i) total number of

jobs to be created on sectors of economy, (ii) Early Childhood Development and Skills Development aligned to key economic sectors, e.t.c. The Municipality is advised to develop and maintain a credible land ownership, and SMMEs - co-operatives database. The Municipality is requested to table a budget for Local Economic Development initiatives, and Research and Development. The Municipality is also advised to develop the Monitoring and Evaluation framework to enable the measuring of the progress with regards to the attainment of the goals and targets set in the strategic long term plan of the Municipality.

### **1.3 BASIC SERVICE DELIVERY**

In terms of the Basic Service Delivery KPA, I note that the Municipality's IDP meets the minimum requirements as stipulated in the Local Government IDP Assessment Guidelines. I note with consummation that your Municipality has successfully ensured that the following elements in the IDPs as required by the Assessment Guidelines have been achieved: compliance with the legislative requirements of the MSA; a strategic and logical display of the KPA information; a systematic approach and highly professional quality outcome of the reflection of the KPA information; technical and institutional feasibility of the proposed interventions as manifested in an implementable plan; and harmonisation of plans across all spheres of government to achieve sectoral alignment in the context of provincial and national priorities.

However, I have observed that the 2018/19 Reviewed IDP could be improved by including maps showing water and sanitation projects that will be obtainable from the district WSDP, and IDP through the IGR working arrangements. I am encouraged by your Municipality by adopting the Integrated Waste Management Plan (IWMP) to address the challenges with regard to municipal waste management. I recommend that you furnish me with progress of implementation of IWMP and include a map showing the waste management backlogs.

I would like to remind your Municipality that, as an electricity provider, the municipality must develop an Operational and Maintenance Plan for electricity infrastructure. I have noted that the Municipality does not have a Local Integrated Transport Plan (LITP) as required by the National Land Transport Act 5 of 2009. I recommend that the Municipality develops the LITP. The Municipality can liaise with the provincial Department of Transport for necessary LITP guidelines. I am pleased to note that you have well dealt with the human settlements issues in the IDP. I recommend that you indicate in your IDP the alignment of the HSP and the KZN Master Spatial Plan.

I commend your Municipality for generally and clearly dealing with the Basic Service Delivery component. I request your Municipality to plan for the provision of temporary and permanent infrastructure for the National Government Elections in 2019, in conjunction with the IEC.

### **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. However, it has been noted that the Municipality did not consider the criteria stipulated with respect to relevant details when preparing the review of the current IDP, hence the following observations are made that should be noted and

addressed, namely a comprehensive presentation on the capital funding and expenditure. The IDP did not have a 3 year synopsis of funds spent, a schedule of projects identified for the priority year, funding attached, source of funding, project name linked to the grant/donor source, progress on project. The projects were not identified in terms of new or renewal of assets. The investment register was not attached. In terms of Social and Economic redress the Municipality did not attach the indigent policy and the amount allocated from the equitable share for indigent support could not be established. There was no monitoring mechanism to ensure that the budget allocated for people with disabilities was fully utilised.

In terms of debt management the Municipality did not indicate the 3 year outstanding debt indicated per category. On the financial management, asset and infrastructure, repairs and maintenance, financial viability and loans and borrowings, the IDP lacked information. The Municipality is encouraged to indicate on their financial plan the 3 prior years OPEX and contain projects with committed funding, which are not on the Municipal Budget, from other Sector Departments.

## **1.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

I acknowledge that the Municipality adheres to the Batho Pele principles. 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, incorporating at least three services aimed to be improved.

As per my comments dating back to 2016, you are encouraged to report on the status, functionality and indicate the membership of the various Bid Committees and the Risk Management Committee.

You are again encouraged to enhance the Good Governance SWOT analysis by including more Strengths, Opportunities and Threats elements. Please report on the participation status of the Amakhosi in Council meetings, as per Section 81 of the Municipal Structures Act.

The Municipality is required to ensure participation in the IGR structures and as the family of municipalities to implement the District IGR Terms of Reference. You are also encouraged to report on your participation in Provincial Forums.

## **1.6 CROSS CUTTING**

In terms of your Municipal Spatial Development Framework (SDF), I am aware the Spatial Planning and Land Use Management Act (No 16 of 2013) (SPLUMA) has introduced a number of requirements, which your Municipality has been grappling with, and which have not totally been translated into your SDF. It is also noted that your SDF is outdated in parts. In light of this, it is advisable that your Municipality ensures that your SDF becomes SPLUMA compliant. In order to assist the development of your SPLUMA compliant SDF the Department of Rural Development and Land Reform have developed "SDF Guidelines (2017)" which have been and distributed and presented by my Department during the District Spatial Planning "Operation Mbo" engagements in May 2018 and September 2018.

During the Cross Cutting SDF assessment process the Department of Economic Affairs, Tourism and Environmental Affairs commended the Municipality for a thorough environmental analysis and for its initiatives in responding to climate change through the implementation of greening projects, alternative sources of energy projects, recycling projects, alien invasive clearance projects, as well as awareness programmes. There is a high expectation in the Province as the Municipality has a fully functional environmental unit. It is recommended that the Municipality formulate the following environmental strategic tools, namely: a Strategic Environmental Assessment (SEA); Climate Change Strategy and an Invasive Species Monitoring, Control and Eradication Plan. It is also recommended that the Municipality source external funding from relevant sectors.

The Department of Agriculture and Rural Development commends the Municipality for its agricultural sector plan. It is, however, recommends that the Municipality updates the agricultural statistical information, especially those relating to agricultural commodities and enterprise performance, all of which need to be linked to identifying the agricultural employment trends for the next five years. The Department of Agriculture's programmes are also vital to sustainable rural development and agrarian reform, as it has a potential to address food security issues which need to be integrated in the plan.

The Department of Rural Development and Land Reform noted that the SDF is partially compliant with the provisions of section 21 of SPLUMA and to this end it is necessary for the Municipality to consider reviewing the SDF. It is also recommended that Municipality contributes in the review of the District Rural Development Plan that is being undertaken this year by the said Department.

The Provincial Disaster Management Business Unit within COGTA noticed that the Disaster Management Sector Plan (DMSP) was outdated (2017). It is recommended that an updated DMSP be developed so that the current situation can be assessed accordingly, that Disaster Risk maps are developed for both the IDP and SDF, a SWOT analysis be undertaken, and Disaster Management programmes and projects need to be reflected in the IDP and SDF. I wish to draw your attention to Section 43 of the Disaster Management Act which highlights a municipality's responsibilities in regard to Disaster Management noting that Disaster Management is not the sole responsibility of the District Municipality. In this regard, your Municipality is encouraged to establish an appropriate local Disaster Management facility (Disaster Management Centre/Satellite DMC / Disaster related support centre) inclusive of Fire and Rescue Services, and also increase its resource capacity in terms of staff and budget.

Tremendous strides have been made in addressing your SPLUMA institutional statutory obligations and adopting bylaws. I draw your attention to the need to ensure that the Joint Municipal Planning Tribunal remains functional and that planning applications comply with the legal timeframes set for decisions to be made noting that delays might result in legal and financial implications for your Municipality and the net effect would be the stunting of development and economic growth.

In striving to ensure that municipal SDFs address poverty, unemployment and equity in the Province of KwaZulu-Natal, as directed by SPLUMA, there are key areas in your Municipal SDF which need particular attention, namely: (1) a longer term spatial development vision statement for

the municipal area which indicates a desired spatial growth and development patterns for the next 10 to 20 years. This implies that the Municipal SDF must guide the development of the Integrated Development Plan and 5 year Spatial Development Plan for the spatial form of the municipality (s21 (b) and (c)), (2) include population growth estimate for the next five years which need to be depicted spatially (s21 (e)), (3) provide estimates of economic activity and employment trends and locations in the municipal areas for the next five years (s21 (g)), (4) identify, quantify and provide locational requirements of engineering infrastructure and services provision for existing and future development needs for the next five years (s21 (h)); (5) a capital expenditure framework (guided by a Capital Investment Framework) for the municipality's development programmes, depicted spatially (s21(n)); and least of all but most importantly, (6) to provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments (s21(m)). To this end my Department awaits the successful development and outcome of your SPLUMA compliant SDF.

## **2. OTHER KEY OBSERVATIONS TO TAKE INTO CONSIDERATION**

Below are points that Municipalities are facing in the arena of development and planning. I particularly note the following:

### **2.1 STRATEGIC THRUST OF THE 6 KPAs**

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 key performance indicators and targets as per Section 26 and 41 of the Municipal Systems Act, which gives heed to the achievement of the Municipality's Goals, Objectives and Strategies; and I recommend that the Municipality complies with this reporting requirement. The implementation plan is not included in the IDP, and must be developed in line with the IDP Framework Guideline.

### **2.2 BACK TO BASICS PROGRAMME**

The Municipality is commended on the incorporation of the Back to Basics Programme in the IDP and is encouraged to ensure that service delivery key indicators are included in the SDBIP.

### **2.3 SDBIP**

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.

## **2.4 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 reporting on the background, status, OSS stakeholders, functionality of the War Rooms, projects list and achievements, is duly noted. You are encouraged to also report on the functionality of the OSS structures and challenges experienced with OSS implementation.

## **3. OVERALL CREDIBILITY ASSESSMENT OF YOUR IDP**

The Municipality has contravened the provisions of the Municipal Systems Act (32 of 2000) in failing to submit the adopted reviewed IDP 2018/19 within 10 days after adoption. The Municipality is commended for submitting a reader friendly document with legible coloured maps and readable tables and graphs. You are also commended for cross referencing the respective annexures between relevant KPAs in the 2018/19 adopted IDP.

## **4. CONCLUSION**

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

- 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 reviewed and adopted. This notice is required by auditors as they undertake the annual municipal audit process.
- Your district family is reminded to finalise the review and subsequent implementation of the District Growth and Development Plan.

I thank you,

Yours faithfully



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**Ms N. Dube-Ncube, MPL**

**MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

**DATE:** \_\_\_\_\_