

# MSUNDUZI LOCAL MUNICIPALITY

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MAYOR  
CLLR CHRIS NDELELA



MUNICIPAL MANAGER  
MR MXOLISI NKOSI

## VISION

Living in the city of choice second to none 2030, where we aim to be a safe, vibrant city in which to live, learn, raise a family, work, play and do business.

## OVERVIEW

Situated on the corridor between eThekweni and Gauteng, Msunduzi has great opportunities to build its residents and businesses so that they truly live the vision of being a city of choice. A large part of that vision is focusing on a few strategic choices to ensure that Msunduzi not only has more equitable economic growth, but that it reduces poverty and improves governance.

Over the past few years, its efforts as a city have been inward-looking. It has spent a lot of energy putting the city back on the path of good governance, with new management now employed to assist the staff as a whole in improving governance. Collectively, the city must get back to basics and make its residents proud by ensuring it provides them with basic services and amenities. It has heard too, the challenges experienced by businesses, which require better services at the right price, and which also expect a city that is responsive to its needs. Msunduzi must also assist the educational sector to ensure it continues to deliver excellence not only to its residents, but to southern Africa. It must, of course, also address the terrible scourge of poverty and unemployment.

## MSUNDUZI CITY DEVELOPMENT STRATEGY

In 2014, the city began to clearly articulate its longer term vision through the development of an Msunduzi City Development Strategy (CDS). UN Habitat captured the goals of such strategies in saying that 'the goals of a CDS process include a collective city vision and strategy, improved urban governance and management, increased investment, and systematic and sustained reductions in urban poverty'. But what did this mean, what was the detail and, most importantly, what were the few key measurable elements it wished to place at the forefront of this vision?

These were questions that the CDS aimed to answer. The CDS would be a strategy that was focused and realistic, but challenging. It would be clearly defined, but flexible enough to adapt to changing

circumstances. Importantly, the strategy would be reflected in the city budgets and activities. It would define the path needed to get there.

In developing the CDS, Msunduzi needed to take stock of where it currently was. It needed to collectively decide on key strategic focus areas and ensure that it institutionalised these strategies into the functioning of the municipality.

The city launched the first part of that process, with the release of a draft discussion document. It was made available for comment and consideration by all interested parties. Over the following few months the information provided continued to be refined so that the document became the foundation on which the Msunduzi CDS was built.

More importantly, though, the city embarked on a process of developing its strategic options going forward. In this regard it invited all interested and affected stakeholders to provide their views on the strategies and action plans to define a long-term perspective. The consultants who assisted the Municipal Manager in this campaign were City Insight (Pty) Ltd. During October, after these initial discussions, the city led a set of sectoral and general workshops to further refine what emanated from the stakeholder consultations.

At its last Council meeting Msunduzi approved the City Development Strategy. The strategy is aligned with the city's National Development Plan, the Provincial Growth and Development Plan, and the IDPs of its municipality and the Umgungundlovu District. The CDS suggests eight strategies that will transform the way the Municipality delivers on its mandate and that focus directly on key needs:

### 1. BUILDING A CAPABLE AND DEVELOPMENTAL MUNICIPALITY:

Ensuring that all senior management are skilled, able and progressive in their approach to actively contributing toward reaching the Municipality's goals.

### 2. BACK TO BASICS – CLEANING, REPAIRING, ENFORCING AND RESPONDING:

Rapidly addressing dysfunctional or problematic areas of service delivery, with a dedicated focus on high population and commuter areas, and a sustained and fair enforcement of by-laws. The emphasis will also be on addressing the needs of underserved parts of the city.

### 3. IMPROVED INFRASTRUCTURAL EFFICIENCY:

Planning, budgeting, implementing and maintaining its infrastructure so that it is functional and efficient. This will include a review of its municipal infrastructure and the development of a municipal infrastructure plan, asset management system, and a realistic funding strategy.

### 4. FINANCIAL SUSTAINABILITY:

Ensuring the city is in a far stronger financial position by finding ways to increase revenues, address billing and collection issues, have a tougher stance around illegal connections, and take active measures against nonpayment.

### 5. GROWING THE REGIONAL ECONOMY:

Through retaining and growing local businesses. The focus will be on responding to and engaging local businesses, aligning planning and other controls to the broader strategy, ensuring availability of suitable land for development, as well as ensuring that infrastructure repairs are dealt with timeously.

### 6. SERVING AS A PROVINCIAL CAPITAL:

Playing a greater role in accommodating Provincial Government and ensuring the Municipality derives greater benefits from being the capital city. This will include establishing a task team to work with the Provincial Government and ensuring that city and provincial plans are aligned.



Above: The City Hall, which is the largest red-brick building in the Southern Hemisphere, was destroyed by fire in 1895, but was rebuilt in 1901. It was declared a national monument in 1969.

#### 7. CREATE A LEARNING CITY AND A CITY OF LEARNING:

Working together with the MIDI initiative to ensure that the city improves its position as a university town and supports and leverages existing educational initiatives. The range of educational institutions within and around the city provides a unique opportunity for Msunduzi.

**8. SPATIAL EFFECTIVENESS AND JUSTICE:** Increasing densities and improving mobility to address Msunduzi's spatial inequalities, through anticipating and planning for growth, managing sprawl, and improving public transport along key corridors in the city.

In each of these areas, the city has developed specific actions to be taken and over the next few months it will institutionalise these strategies and action plans, ensuring that every quarter it reports back to Council and its people on what the city is doing to achieve these strategies.

It is not by coincidence that the city chose to launch the City Development Strategy at the same platform as the announcement of the State of the City Address (SOCA) 2015. Only the second of its kind in the history of the Municipality, the SOCA was held on Friday 31 July 2015 at the Royal Showgrounds.

With the theme being 'Building a Better City for Our Future', the SOCA promised not to be a rehash of political rhetoric and nuance but, rather, a practical reflection on the strides which the Municipality has made over the past five years towards fulfilling its core mandate in terms of Section 152 of the Constitution of South Africa. In addition, the SOCA included a factual account of progress made towards targets that were set since the time when all gathered at the inaugural SOCA, which was held last year around about the same time.

The focus of the address to the citizens of this city included, among others:

1. Infrastructure provision, upgrade, accessibility, maintenance and repairs
2. Economic development, investment attraction and retention, and the steps that the Municipality has taken to ensure that both local labour and local entrepreneurs benefit from the local economic development value chain

3. Service delivery matters, and ensuring that all citizens have access to equitable provision of services through mechanisms such as the recently updated indigent policy
4. Transformation of the public transport sector as we know it, as the Municipality makes steady progress towards the provision of a high quality and affordable bus rapid transit system within its municipal jurisdiction
5. Institutional transformation and revenue generation
6. Youth development programmes and interventions targeted at vulnerable groups.

SOCA and its related theme of 'Building a Better City for Our Future', was underpinned by the overall theme as outlined by His Excellency President Jacob Zuma on the day of the January 8th Statement 2015 that this is indeed 'The Year of the Freedom Charter and Unity in Action'.

#### OVERVIEW OF MSUNDUZI CDS STRATEGY

