

KZ2 44 MSINGA MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2018/19 REVIEW



Developed in house

Office of the Municipal manager

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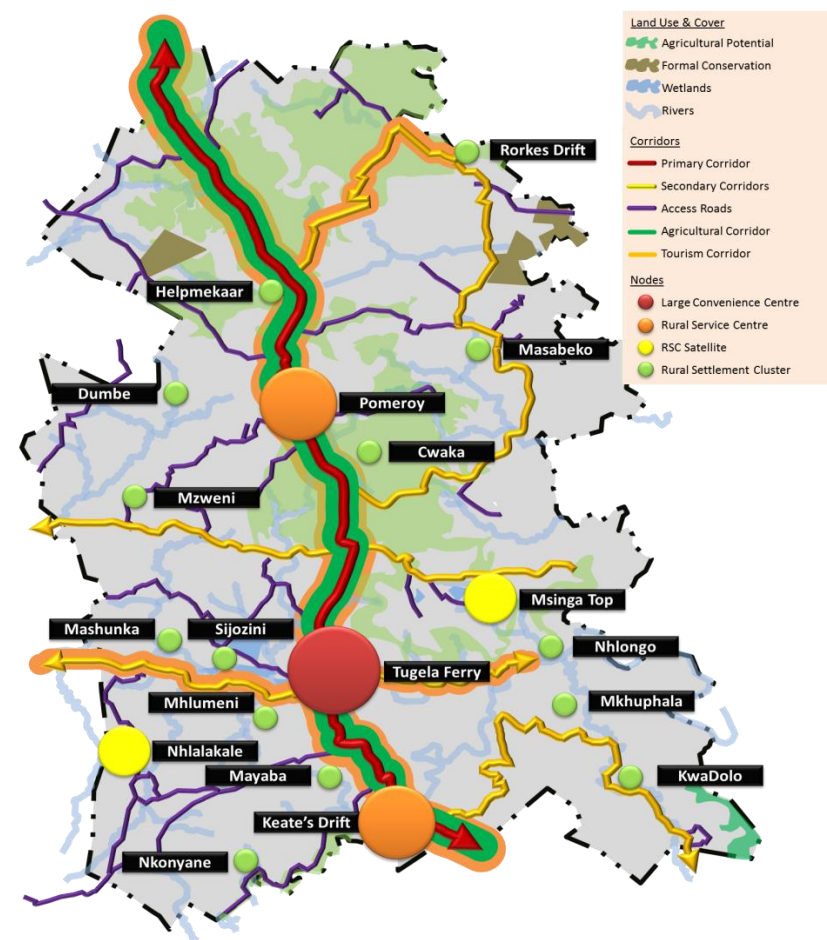
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ABBREVIATIONS

BEE	Black Economic Empowerment
CBD	Central Business District
CSC	Community Service Centre
DBSA	Development Bank of South Africa
DLTG	Department of Local Government and
DM	District Municipality
DOE	Department of Energy
DOH	Department of Housing
DOT	Department of Transport
EIA	Environmental Impact Assessment
EPWP	Extended Public Works Programme
ExCO	Executive Committee
GE	Gender Equity
GGP	Gross Geographical Product
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/Acquired
HCT	HIV/AIDS Counselling and Testing
IDP	Integrated Development Plan
ISRD	Integrated Sustainable Rural Development
ISRDS	Integrated Sustainable Rural Development
KZN	KwaZulu-Natal
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
LUMF	Land Use Management Framework

LUMS	Land Use Management System
MFMA	Municipal Finance Management Act No. 56 of
MIG	Municipal Infrastructure Grant
MPC	Multi-Purpose Community Centre
MTC	Medium-Term Capital Framework
MTCT	Mother-To-Child HIV Transmission
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
PIMS	Planning, Implementation and Management
PMTCT	Prevention of Mother-to-Child Transmission
PMS	Performance Management System
PTO	Permission to Occupy
PDA	Planning and Development Act 6 of 2008
RDP	Reconstruction and Development
RIDS	Regional Industrial Development Strategy
RRTF	Rural Road Transport Forum
RSC	Regional Service Centre
SCOA	Standard Chart of Accounts
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation
SPLUMA	Spatial Planning and Land Use Management Act
SDP	Site Development Plan
SEA	Strategic Environmental Assessment
SMME	Small, Medium and Micro Enterprise
TA	Tribal Authority
TLC	Transitional Local Council
WSDP	Water Services Development Plan

SECTION A

A: EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

1.1 INTRODUCTION

This Integrated Development Plan is the fourth generation of the IDPs first review. It is an amendment of the five year Integrated Development Plan 2017/2022 adopted in 2017. An IDP is a growing document that changes according to the challenges facing the Municipality as well as through new information becoming available to the Municipality. The Local Government Municipal Systems Act of 2000 as amended, Chapter 5, prescribes that all the Municipal councils at the beginning of their elected term must prepare a single, inclusive strategic plan; the IDP which must be reviewed annually. This IDP incorporates, amongst others, the following changes:

- An update to the socio-economic data within the report based on the 2016 STATSSA Community Survey;
- Greater alignment with the Municipality's sector plans.
- Alignment with the provincial priorities
- Five year projects for the next years **2017-2022**
- **2018/2019 projects**

1.2 MSINGA MUNICIPALITY

“WHO ARE WE?”

Msinga Municipality is a local (Category B) Municipality established in December 2000 as one of the four local Municipalities constituting the uMzinyathi District Municipality in the northern part of the province of KwaZulu-Natal and the Municipality is seated in the town of Tugela Ferry. Msinga is composed of six Traditional Authority areas namely, Qamu, Mchunu, Bomvu, Ngome, Mabaso and Mthembu, comprising an area of 2500 km². The area is divided into 18 political wards with 36 Councillors. Msinga Municipality has a total population of approximately 177 577 an increase from 167 274 in 2001 Population Census, a total of 37 723 households.

The Municipality is a largely rural area, 69 % of which (1,725 km²) being Traditional Authority land held in trust by the Ingonyama Trust. The remaining 31% of land is commercial farm land, all of which is located to the north of Pomeroy. Approximately 99% of the population lives in traditional areas as opposed to the formal towns of Pomeroy and the informal towns of Tugela Ferry and Keates Drift. The Msinga Municipality is in the south western part of the District Municipality area, sharing boundaries with the Nquthu and Nkandla Local Municipalities to the east, Umvoti Local Municipality to the south, uThukela district Municipality to the west and the Endumeni Local Municipality (LM) to the north.

The nature of the topography is such that the Municipality is largely located in deep gorges of the Tugela and Buffalo Rivers. This effectively isolates the Municipal area from the immediate surrounding Municipal areas, such as Umvoti and Endumeni. The Municipal area is accessible via the R33, linking it with Dundee, Ladysmith, Pietermaritzburg, Kranskop and Weenen.

The offices of the Municipality are situated at Tugela Ferry which is some 85 kms south of Dundee and 48 kms north of Greytown.

“HOW WAS THIS INTEGRATED DEVELOPMENT PLAN DEVELOPED?”

The Integrated Development Planning is a strategic planning document which guides all planning, budgeting, management and decision making in the Municipality. It is essentially one of the key tools for local government to fulfil its developmental role. The IDP is an alive document, it follows a continuous process that is reviewed and updated annually. The purpose of reviewing IDPs is to essentially ensure that the plan reflects the community needs, the status quo, and development priorities at the said time, so as to enable “informed” decisions regarding developmental priorities and the allocation of resources.

a) The UMzinyathi Framework Plan

Prior to embarking upon the IDP review process, the uMzinyathi DM prepared a Framework Plan which outlined key alignment issues and dates. The Municipality participated in the formulation of this Framework Plan and it is aligned to the Msinga Municipality’s Process Plan

Msinga Municipality then prepared its Process Plan for 2018/19 at the beginning of 2017/18 financial year. The Municipal Finance Management Act (Act No 56) of 2003 (MFMA) requires the IDP annual review and budget to be prepared alongside each other thus necessitating a joint process plan. The process plan on how to develop the IDP for 2018/2019 financial year was adopted by Council on the 27 September 2017. It served as a guide and that gives direction in terms of Institutional procedures for participation and alignment, IDP review action programme and details on roles and responsibilities of different committees. In line with the adopted Process Plan 2018/19, a number of community meetings, two IDP forums, IDP and Budget road shows and the Municipality’s steering committee meetings were scheduled with the aim of planning together and integrating sectorial strategies in the Municipality. It also was for purposes of developing and aligning the strategies to the Municipality to the vision and mission.

A Draft IDP review 2018/19 was presented to full council on the **28 March 2018** where as stipulated by MFMA both draft IDP & Budget was endorsed and adopted respectively. The final document will be presented and adopted by full council on the **30th May 2018**.

ACTIVITIES ACCORDING TO PROCESS PLAN 2018/2019	DATES	% COMPLIANCE WITH PROCESS PLAN
Municipal Process Plan 2018/2019 DRAFT	30 JULY 2017	Submitted to DCOGTA 01 August 2017
Municipal Process Plan 2018/2019 FINAL	27 September 2017	100%
IDP Forums	12 February 2018	80% compliance
	24 April 2018	Cancelled
Strategic planning	10-13 May 2018	100% compliance
Steering committee meetings	Weekly meetings	80% compliance
Draft IDP presented to- EXCO	14 March 2018	100% in line

- Full Council	28 March 2018	
Final IDP 2018/19 to be presented by	30 May 2018	
Upload MSCOA IDP & Budget on provincial treasury portal	29 March 2018	50% compliance (at the time of going to print)

TABLE 1. COMPLIANCE WITH PROCESS PLAN

The last IDP Forum meeting was held successfully on the 12 February 2018. The forum was vital for fine-tuning and aligning provincial, district and local programmes.

The sector department's participation is commended this year; it is improving comparing to the previous years. However, attendance by traditional leaders was poor. An overall attendance of 25% was observed throughout the review process.

b) Community Participation

The process leading to the finalization of the budget and the IDP, the Mayor consults with various communities through izimbizo (community consultative meetings) that are held across the Municipal area in all 18 wards. These izimbizos are intended to showcase the draft budget/IDP. The needs as expressed by communities would be included in the IDP as projects prioritized per ward although some have no funding yet. All wards need get presented to both EXCO and full Council.

These izimbizos were held throughout the wards and were also conducted by the district uMzinyathi who conducted one comprehensive IDP roadshow at Umkhuphulangwenya community hall on the 16 May 2018 where masses gathered to hear the districts plans as enshrined in the uMzinyathi *districts IDP 2018/2019 review*.

The preparation and consolidation of the IDP programs and projects were informed by izimbizo minutes and report, **uMzinyathi backlogs Study 2007**, submissions from ward needs this year comprehensive ward base plans were received, inputs by some stakeholders, submission by Ward Committees and Traditional Leaders.

c) Alignment with Sector Department

Alignment with sector departments took place through their participation in the Municipality's IDP Representative Forums as well as through coordination initiatives organized by the uMzinyathi DM. Attendance at the District Municipality alignment session has improved over the years.

“WHAT ARE THE KEY CHALLENGES AND OPPORTUNITIES THAT WE ARE FACING?”

The key challenges are presented as derived from the Municipal SWOT and are grouped into 6 NKPAs

NKPA: BASIC SERVICES

1.3.1 WATER

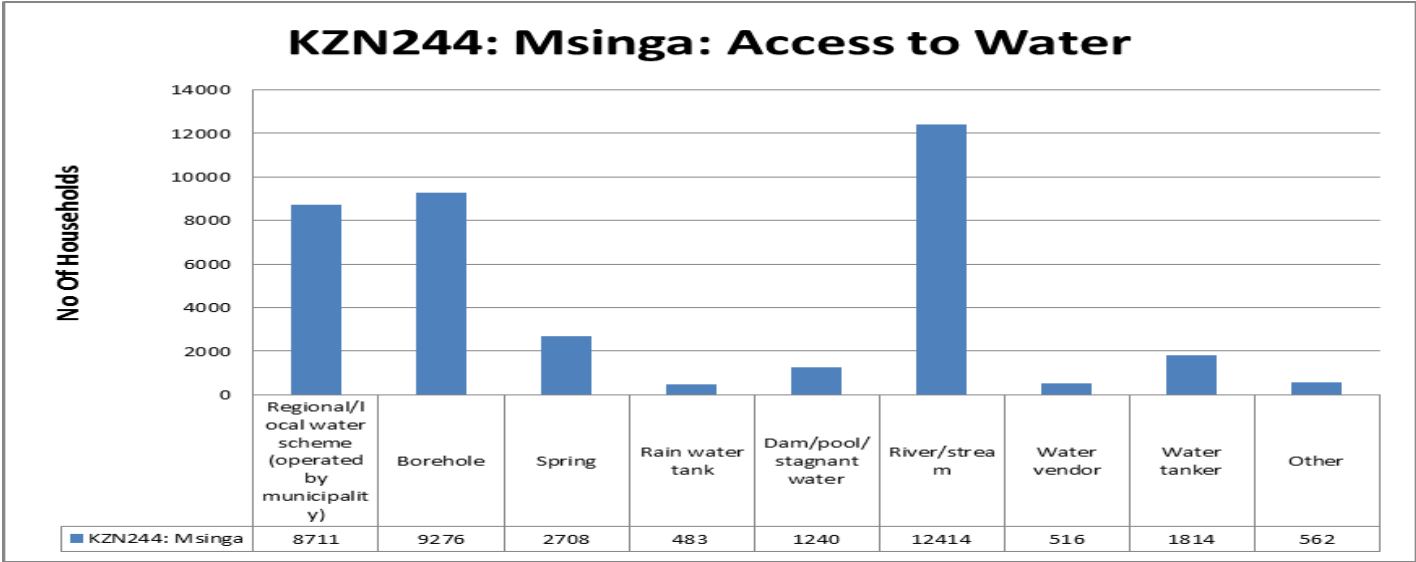
Historically Msinga was left out in the cold as far as development is concerned. Being a deep rural area infrastructure is limited and the lack of infrastructure as far as water, roads and electricity is concerned places enormous hardship on the community.

According to Statistics SA 2011 figures, it is estimated that 23% of the population of the Municipality had access to potable water. Other areas within the Municipality have standpipes and boreholes with water also being drawn from protected springs. In most cases these springs are not maintained and livestock also drink from these sources thus contaminating them.

It is estimated that of the 530 boreholes in the area, only approximately 150 are operational as a result of poor maintenance or the water source itself being depleted. Water is thus a critical need.

In 2011, 23% of households had access to portable water (inside their dwellings, in the yard or sharing communal standpipe) while 14% rely on untreated water, this is a considerable growth considering that only 1.5% had access to pipe water inside their yards by 2007. Conversely, as much as 60.8% of households were still reliant on other untreated sources of water in 2007(despite decreasing from 73.6% in 2001).

The spatial distribution of different levels of access to water infrastructure is depicted on the attached thematic map. The very high concentration of households below the minimum level of water infrastructure provision in the Msinga Local Municipality is clearly evident.



Source: Stats SA: Census 2011

Figure 1. Number of households with access to different levels of water infrastructure in Msinga LM

In terms of powers and functions, water provision is a function of uMzinyathi District Municipality. The District is responsible for providing water to the Local Municipalities within its jurisdiction.

1.3.2 ELECTRICITY

Very small portions of the Msinga Municipality have electricity and as a result most households use wood for cooking. In the past years Eskom and Msinga Municipality has successfully completed the implementation of infrastructure establishment projects which included establishment of the Pomeroy sub-station, upgrading of the Tugela Ferry sub-station and the upgrade of single lines to three phase lines from sub-stations to residential areas.

Although significant progress has been made in Msinga LM, only 12.8% of households had access to electricity in 2007 with remarkable increase to 25% in 2011.

The completed infrastructure projects will enable the Municipality and Eskom to provide adequate grid electrification to the community households. An alternative energy source is solar panel (non-grid) has been used to reduce electrification backlog within the Msinga Municipality area of jurisdiction. According to Statistics SA in 2011 a total of 2040 households utilise solar energy for lighting.

1.3.3 ROADS

The R33 Provincial Road runs from north to south from Dundee to Greytown is very poorly maintained in sections with bad potholes existing. Some 800 kms of gravel roads have been built in the area with many of these being in a poor condition and needing maintenance.

The Department of Transport has commenced repairing the R33 main road in the area. Road upgrading and road maintenance is a priority for the Municipality and forms the Municipality's capital projects. The Municipality is in the process of upgrading local access roads which were identified as a priority issue in previous IDP's.

1.3.4 WASTE DISPOSAL

The provision of refuse removal services in Msinga LM is very limited. According to the information in Figure 2, less than 05 % of all households in the Municipality receive a regular formal refuse removal service. As much as 61.4% of households make use of their own refuse dumps, and a further 37% does not have access to any form of waste disposal service. A further aspect of concern is that the availability of refuse removal services has not improved in the Municipality over the period 2001 to 2011.

The limitations facing the Municipality are limited financial capacity of the Municipalities and ability to further extend existing refuse removal services and the limitation of formalized and registered landfill sites in the Municipality. The Municipality is in the process of preparing its Waste Management Plan to assist in dealing with solid waste challenges.

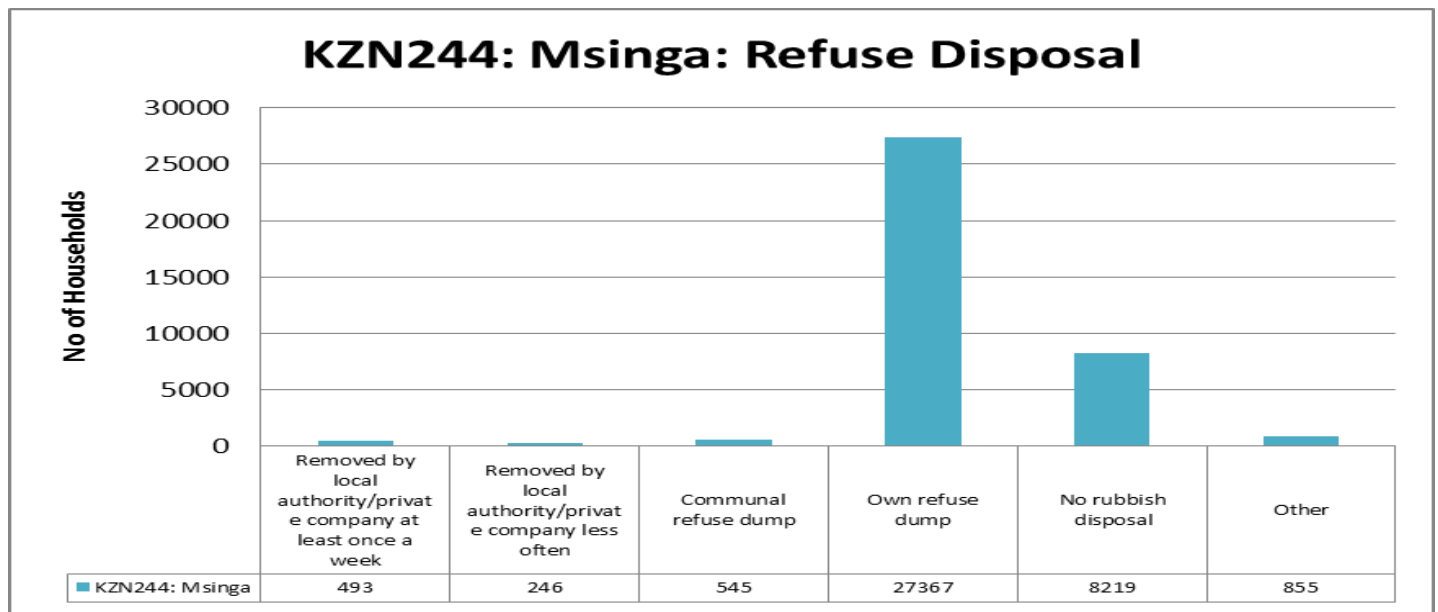


FIGURE 2: Source: Stats SA: Census 2011, Stats SA Waste removal services Msinga LM

1.3.5 HOUSING

The Housing Plan was adopted in September 2014. The Municipality has no formal waiting list therefore based on the housing backlog or demand on the Census 2001. Most communities in Msinga are poor and the houses are of sub-standard quality. This has made most of the households vulnerable to climate changes i.e. storms and flooding. The total demand for low cost housing units within the Msinga Municipality is estimated to be 21 694 housing units, Census 2001.

The rural nature of the Msinga LM clearly depicted by the fact that more than 75% of households are residing in traditional dwellings constructed of traditional materials. No substantial occurrence of informal settlements or dwellings in backyards is prevalent in the Municipality.

Currently the Municipality has six active projects all at different stages namely KwaLatha Rural housing, Pomeroy Greenfield, Ezibomvini Rural housing, Mthembu Rural housing, Mvundlweni Rural housing and KwaDolo Rural housing. Each project has got 500 units.

The Municipality has prioritised 10 new sites that need housing and is currently conducting a Feasibility Study on these identified sites. These projects/sites are as follows:

1. Douglas
2. Nhlalakahle
3. Ngome
4. Msinga Top
5. Mzweni
6. Mthembu phase
7. Nteneshane
8. Mahlaba
9. Mkhuphula
10. Mbono

Furthermore, this financial year **2017/2018**, the Municipality as advised by the Department of Human Settlements has compiled a new list of 10 projects 1000 units each. The list is as follows:

1. **Ezibomvini Phase 2** – to include Sampofu, eSdakeni, Nyandu and Nkandla
2. **Alva Housing Project** – to include Vermark, Ngcongwane, Stonehill, Magoso, Rockes Drift Kwazenzele, Ndanyana and Nhlanhleni.
3. **Uthuli lwezulu Housing Project** – to include Nyonini, Sphongweni and Nxamalala
4. **Pomeroy Phase 2** – to include Ngubukazi, Matshematshe, Mbindolo, Gabela, Makhasane, Nhlanhleni, Makhankane.
5. **Mngeni Housing Project** – to include Gxushaneni, Sdakeni, Bahulazi, and Gqohi
6. **Ophathe Housing Project** – to include, Snyameni, Ekuvukeni, Gijini and eMpangweni
7. **Pomeroy Integrated Stock** – to include gap housing and rental stock
8. **Fabeni Housing Project** – to include Kopi, Mertoun, Mvundlweni Phase 2, Mkangala, Gxobanyawo and Nogawu
9. **Nqoleni Housing Project** – to include Nzala, Phakwe, Sdumbini, Dolo and Ndlangamandla
10. **Ngongolo Housing Project** – to include eZisululwini, Kwamduna and Mathinta

The limitations facing the Municipality are Inadequate basic services provided to the existing housing stock and the extent of housing structures in settlements located on steep slopes and within potential flood areas.

NKPA: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT

1.3.6 IMPACT OF HIV/AIDS

HIV and AIDS is one of the biggest challenges we face as a country. KwaZulu-Natal has the highest infection rate in the country. The district of uMzinyathi and particularly in the Msinga area has the highest levels of HIV/Aids infections due to its rural and underdeveloped nature with the current figure being estimated to be as high as 30%. However, it must be noted that a community like that of Msinga does not always seek medical attention when they get sick, thus some cases may not be recorded as some people are living within the gorges where the transport cannot access the area therefore other people cannot get help in terms of medication.

The response by the District Municipality has been that of setting up District AIDS Council. That has been followed by the formation of Msinga Local AIDS Council. The Mayor is the Chairperson of the Council and its function is to help by providing support and co-ordination of the AIDS initiatives. The co-ordination is done through the adopted Multi Sectoral HIV and AIDS strategy. Celebrations hosted by the Municipality such as the World aids day are used as catalyst in combatting the stigma towards those affected and infected by HIV as well as provide a platform for information sharing.

1.3.7 LOW LEVELS OF ECONOMIC DEVELOPMENT

Msinga, with the current lack of infrastructure, finds it difficult to attract investment to the Municipality. Some developers have, however, shown an interest in developing Pomeroy and to a lesser extent Tugela Ferry. One of the hindrances faced by developers is the fact that the land outside of the town of Pomeroy and the commercial farmland to the north is all owned by the Ingonyama Trust Board. As such, it is quite difficult for developers to acquire such land. The low levels of infrastructural development, skills of residents as well as the income levels also make other investment destinations more appealing to investors.

The main contributors of employment in the Msinga LM are the Community, Social and Personal Services Sector (42.9%); and the Agricultural Sector (12.5%). The largest proportional changes between 2001 and 2007 occurred in the Wholesale and Retail Trade Sectors (decreasing from 20.9% to 11.2%) and the Manufacturing Sector which increased from 3.9% to 9.7%.

1.3.8 HIGH LEVELS OF UNEMPLOYMENT

The Msinga Municipality is situated in a very rural area of KwaZulu-Natal and has very limited employment opportunities. This situation poses a serious challenge which requires strategic intervention on the part of the Municipality. There are no major industries within the Municipality and people are largely employed either in the Social sector (Provincial or National government departments) or in the informal sector. The informal sector is largely made up of subsistence farming and small/ micro enterprises such as micro manufacturing. The unemployment rate in the Msinga LM decreased substantially from a very high 78.7% in 2001 to 55% in 2007. Considering the current economic climate and global recession, significant strides have to be made to address the key development challenges in the Municipality. Different department are engaging with different sector departments and agencies in search for funding to assist in the implementation of proposed projects.

NKPA: CROSS - CUTTING

1.3.9 NATURAL CHALLENGES

The population densities are scattered between high and low densities in the southern part of the Municipality, with a clear correlation between the slope’s gradient of a particular area and the population density. The northern part of the Municipality has a low population density, with the bigger settlement areas like Pomeroy, Tugela Ferry, Rorke’s Drift and Keate’s Drift with high population densities. Higher population densities are generally, and understandably, found along the main transport route along the R33 and surrounding rural settlements including Dolo, Mkhupula, eNhlalakahle, Mashunka and Mazabeko.

The highly scattered population densities create a lot of challenges with regards to equal provision of services, as well as the identification of a common Economic Development Initiatives to impact on the livelihoods of all residents in the Municipality. It will be necessary to identify potential areas for densification, where provision of services can be done cost-effectively, and efficient economic initiatives could be implemented. It is essential that the Municipality puts in measures that protect environmental sensitive areas and therefore ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment. The presence of a large number of rivers and high volumes of water implies that safety of communities also needs to be considered by locating them outside possible flood line areas. The area located along the flood plain is a presenting a threat to the Municipality, following catastrophic disasters that have taken place in two consecutive two years. The Municipality should ensure effective land use management and building management by developing a Wall-to-wall scheme while ensuring efficient processing of development applications.

1.3.10 OPPORTUNITIES

“WHAT OPPORTUNITIES DO WE OFFER?”

Investment opportunities that exist at Msinga include;

Agriculture

Agriculture in Msinga is still largely practiced for subsistence. The land further has limited capacity for productive agricultural development due to poor soil quality, adverse climactic conditions, and poor agricultural practices. Still certain opportunities exist which includes the following:

- Agricultural perishable products to local hospitals and general markets in nearby Municipalities.

- Chakalaka and other vegetable agro-processing opportunities.
- goats

Livestock farming (goats), The Msinga area is mainly dry with less vegetation however goats thrive in this environment; investment into commercial farming for indigenous goats presents another opportunity that needs to be exploited to its full potential. A study backing this finding was compiled by the Municipality. With the help of Department of Rural development, an indigenous goat's auction has been held yearly at Msinga Top in since March 2013 where about 820 goats were successfully auctioned. The auction occurred twice in 2014 and it is now annual programme. This initiative seeks to unlock other local economic potentials.

Tourism

Tourism is also a field that needs to be explored. Msinga has a total of Six Seminal Historical battlefield sites of both national and international significance in close proximity to each other. Although most of the Battlefield Sites lie outside the Msinga Municipality, the battlefield route follows the R33 which transcends the Msinga Municipality. The Municipality in cooperation with the District Municipality can gain a potential competitive advantage in linking the Battlefields Heritage and Zulu Cultural tourism.

Tourism resources are limited throughout the Municipality however there are some potential points and areas of interest which might contribute to the tourism industry in the Municipality. These resources include resources which relate to geographic attributes, cultural interests or natural/ecological sites and attractions. Sites with tourism potential are located to the north eastern part of the Municipality in close proximity to Rorke's Drift and include the Fugitives Drift Nature Reserve. Some existing tourism activities exist around the Tugela Ferry and Keate's Drift areas. Although the district has a comparative advantage in the battlefield's tourism sites, these are mostly located outside of the Msinga Municipality. The Municipality might need to focus its tourism initiatives on its existing natural features as well as cultural tourism opportunities, as identified in the PSEDS as well. Due to the natural landscape of the area, there is likely potential for the expansion of the eco- and tourism industry in the area

Spatially, Msinga is also in the process of formalising Tugela Ferry into a formal town allowing potential investors the security they desire to settle at Msinga. The Municipality has an adopted LED strategy that is currently being implemented however the Municipality would like to review the strategy in light of the new developments that have transpired in the area in the past couple of years so as to provide a true framework for investment opportunities.

Stone crushing:

The area is blessed with huge stones that could be used in construction, etc. A study revealed that this is an opportunity that may be explored, to this end the Municipality is trying to source funding.

1.4 MUNICIPAL LONG-TERM VISION

MSINGA MUNICIPAL LONG-TERM VISION

By 2030:

Msinga will be a Municipality with the capacity to ensure local development, through good management and development support.

By 2022:

Commitment towards corruption free, infrastructural development, poverty eradication and supporting local economic development initiatives towards the financial and social emancipation of the Msinga community

Municipal Development Mission

MISSION

Msinga Municipality will strive to provide good health, human development, sustainable environment through the provision of adequate infrastructure in partnership with Traditional Leadership and other stakeholders

The Batho Pele Principles form the basis of the Msinga Mission. The principles and a short description of the principles are outlined below:

Consultation	Service standards	Access	Courtesy	Information	Openness and transparency	Redress	Value for Money
<ul style="list-style-type: none">• Citizens should be consulted about service levels and quality of services wherever possible	<ul style="list-style-type: none">• Citizens must be made aware of what to expect in terms of the level and quality of services	<ul style="list-style-type: none">• Citizens should have equal access to the services to which they are entitled	<ul style="list-style-type: none">• Citizens should be treated with courtesy and consideration	<ul style="list-style-type: none">• Citizens must receive full and accurate information about their services	<ul style="list-style-type: none">• Citizens should be informed about government departments operations budgets and management structures	<ul style="list-style-type: none">• Citizens are entitled to an apology, explanation and remedial action if the promised standard of services is not developed	<ul style="list-style-type: none">• Public services should be provided economically and efficiently

CONCEPTUAL SPATIAL DEVELOPMENT FRAMEWORK

1.4.1 SPATIAL INTERPRETATION OF THE IDP VISION

The purpose of evaluating the Vision and Mission of the Local Authority is to highlight the components of these statements that need to be spatially interpreted. The Municipality needs to be aware of the implications of the spatial statements to allow them to prepare and evaluate a proper course of action. These spatial implications will be manifested within the Spatial Development Framework being compiled. The vision serves as a point of departure to highlight developmental aspects raised within the Spatial Planning and Land Use Management Bill.

It is further necessary to distinguish between a movement corridor and a development corridor, as different functions and development approaches are applied to these roads. The term “activity corridor” or “Development Corridor” is used for short sections of road that:

- exhibit intensity of activity along them;
- are supported by nodes and residential land usage thus providing thresholds of activity to sustain economic and social development;
- are short and compact since a long section of road cannot sustain high order economic and social activity particularly in rural areas.

It is therefore possible to have short stretches of Development Corridors along a movement route such as the R33 which is the main movement route of the Municipality, as well as the only road along which intense economic activities takes place. A movement corridor on the other hand provides for high accessibility and flow constant flow of movement between nodes and areas situated some distance from each other.

1.4.2 PRIMARY MOVEMENT AND DEVELOPMENT CORRIDOR

The Primary Movement and Proposed Economic Development Corridor (Depending on the Locality) is the following:

- R33

This road traverses the Municipality in a north south direction and internally connects the main economic areas of Keats Drift, Tugela Ferry, and Pomeroy. The R33 further connects the Municipality to Greytown in the South and Dundee in the North.

Public interventions envisaged relates to:

- a) Movement Corridor: Constant Inter Governmental communication and co-ordination relating to the linkages to nodes external to Msinga in Adjacent Municipalities.
- b) Developing localised Corridor Development Strategies (where R33 passes through towns/urban areas which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Ensure multimodal transport integration occur along these roads at key points, as distribution strategy between rural settlements and nodal areas.
- d) This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

The KZN DoT Route Designations for this route includes the Following:

-
- P6-3, P6-4, P6-5

1.4.3 SECONDARY ECONOMIC LINKAGES

The Secondary Economic Linkages are the following:

- P280
- D1268
- P281
- P365

Public interventions envisaged in this area relate to:

- a) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- b) Ensure multimodal transport integration occur along these roads at key points.
- c) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.

1.4.4 AGRICULTURAL CORRIDORS

Although the Provincial Spatial Economic Development Strategy of KwaZulu-Natal identified only the southern part of the Msinga Municipality as having agricultural potential, it also identified an important regional Agricultural Corridor traversing the Municipality along the R33 in a North South direction. This corridor runs from Greytown in the south to Newcastle in the North.

Public interventions envisaged in this area relate to:

- a) Establishing / Expanding Agro-Processing facilities:
Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market I – in other words, beneficiation of primary agricultural commodities.
- b) To involve communities in agro processing the following option can be considered:
Establishing small-scale, appropriate and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.
- c) Expansion of trade opportunities related to agricultural activities – formal and informal
- d) Focus on the following opportunities that exist within the Municipality.
 - Agricultural perishable products to local hospitals and general markets in nearby Municipalities.
 - Chakalaka and other vegetable orientated agro-processing opportunities.

1.4.5 TOURISM CORRIDOR

The PSEDS identified a tourism corridor traversing the Municipal area in an east west direction connecting Tugela Ferry with Weenen in the west and Nkandla in the east.

The IDP further depicts that the R33 also serves as a tourism corridor as part of the Battlefield Routes, and can link to the R68 in Nqutu.

The following Interventions are proposed along the tourism routes.

- Focussing on marketing and developing of the 6 seminal National and International battlefield sites.
- Link Battlefield and Zulu Cultural Tourism Together.
- Eco-tourism related to natural beauty of the environment.
- Ensure accessibility to the battlefields area through infrastructure upgrading.

- Focused public investment to stimulate private sector investment.
- Diversification of products to adventure products (quad biking, rafting etc), craft and culture, and other activities that could complement or supplement the battlefields/heritage product.

The KZN DoT designations for the various above-mentioned routes are the following:

- Helpmekaar to Rorkes Drift:
 - P53
 - P109
- Tugela Ferry to Weenen:
 - P280
- R33 from Keates Drift to Northern Boundary:
 - P6-3, P6-4, P6-5

1.4.6 SERVICE CENTRES AND ACTIVITY POINTS

The economy of Msinga Local Municipality, as is the case with most rural Municipalities in KwaZulu-Natal, operates on a marginalised economic level, and cannot be compared to larger Municipal areas with large population numbers, and stronger more vibrant economies.

The classification of nodal areas in terms of Primary, Secondary, and tertiary nodes might therefore be misleading in terms of describing the character of the specific nodal area.

Main nodal areas are assisted by various lower order nodes to distribute and provide essential services to the population groupings in their vicinity.

In order to portraint a more realistic nodal level, and not classifying the rural nodal areas on the same level of Metropolitan centres, the following hierarchy were utilised to define the level of nodes in Msinga:

LARGE CONVENIENCE CENTRE, i.e. TuF	The main centre of the local Municipality, serving generally a radius of 25 km with most services and activities required at the local Municipality level. This is the point with the highest accessibility within the Municipality and provides accessibility on regular basis via public transport to the rural hinterland.
RURAL SERVICE CENTRE (RSC)	i.e. nodal development serving several local communities with above-local level facilities, amenities and activities, serving generally a radius of approximately 15km providing services required on a weekly to monthly basis. The Municipality would accommodate two to four such nodes.
RURAL SERVICE CENTRE SATELITE (RSCS),	i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, civic and economic activities, depending on local conditions serving an area of 5 - 10 km radius, potentially accessed by the residents of the community on daily basis. It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres.
• RURAL SETTLEMENT CLUSTERS	indicates a grouping of large settlement clusters with a large grouping of population. Limited services are provided at these locations, which should be serviced through the RSC Satellite Nodes. It may include a strictly

local community centre providing for the basic needs of a community in terms of education, recreation, and depending on local conditions serving an area of 2 - 5 km radius, potentially accessed by the residents of the community on daily basis. It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres.

1.4.7 LARGE CONVENIENCE CENTRE

Tugela Ferry is the only large economic node within the Msinga Local Authority.

The Rural Service System (RSS) developed by the KZN Planning Commission developed a set of criteria for classifying settlements. The focus during RSS development was on the district Municipality, and classifications for the Local Municipalities were also done in terms of district system. Therefore, a primary node within a Local Municipality, such as Tugela Ferry, could on the district level, be seen as a Primary Node.

Primary nodes, according to the RSS, are serviced by a number of secondary nodes providing lower order services to their communities.

1.4.8 RURAL SERVICE CENTRE (RSC)

These centres perform a variety of functions including administration, service delivery and limited commercial activity.

The Rural Service Centres includes the following:

- Keate's Drift
- Pomeroy

1.5 PLANNED INTERVENTIONS

“WHAT ARE WE DOING TO IMPROVE OURSELVES?”

In an effort to improve as a Municipality, and towards the attainment of the desired state; that is the above-mentioned vision, various initiatives are being undertaken which will be for benefit of the community.

Basic Service Provision refers to access to water, electricity, sanitation, solid waste and roads. The provision of social facilities is also important in order to develop the Municipality on a social level. Therefore, the provision of sporting facilities is also important and links to the empowerment and education of the youth. Development of an indigent register will allow for the prioritisation of implementation projects.

Provision of better local access to roads will improve mobility, which will open up economic opportunities for the residents who can reach work places easier, due to the presence of public transport. It will also open economic markets that were not accessible previously due to inaccessibility.

1.6 EXPECTATIONS FOR THE NEXT FIVE YEARS

“WHAT CAN YOU EXPECT FROM US OVER THE NEXT FIVE YEARS?”

Msinga Municipality has grown from a staff component of 8 employees in 2001, to the current situation where **1490** staff members are now employed: 144 on permanent and contracts basis, 100 on the Food for Waste Programme, 950 women in road maintenance, 18 volunteers, 270 ward committees, 6 temporary workers. In the full term of five years more staff will be appointed as the Municipality progresses.

One of the priorities that has been raised by the community is the need for adequate housing and to this end the Msinga Municipality has facilitated the development of three housing projects through the Department of Human Settlement that are to be provided in the order of 4000 homes. Further projects have commenced and others are still planned and as soon as the Municipality is in a position to manage additional projects, they will be initiated. In order to manage this process, the Department of Human Settlements has placed the district level office with full staff which is working for uMzinyathi and Amajuba so as to assist with the housing projects.

With the levying of rates on properties that were not previously rated, the Msinga Municipality will be in a position to raise much needed funding which will be utilized in the main to undertake development initiatives in the area and provide services to the community.

1.7 MEASUREMENT OF PROGRESS

“HOW WILL OUR PROGRESS BE MEASURED?”

The Municipal Systems Act (Act 32 of 2000) as well as the Municipal Planning and Performance Management Regulations prescribe that all Municipalities shall establish and implement an Organizational Performance Management System (PMS). Such a system is aimed at measuring the performance of a Municipality in terms of targets and objectives set out in the IDP. Legislation places an obligation on the Municipality to involve the community when developing the PMS as well as setting of Key Performance Indicators (KPI's) and performance targets.

The Msinga Municipality adopted the Organizational Performance Management Framework (OPMS) in March 2011. The framework is legally binding and all Municipal employees abide by it, however it has not been cascading to junior employees. Council still, set annual objectives with related KPI's in line with the development objectives in the IDP as well as its Vision. These are measured quarterly and corrective action is taken when necessary.

In addition to the PMS, the Municipality adopted their Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP facilitates the tracking of progress in terms of expenditure in relation to the objectives set in the IDP. The SDBIP 2017/18 will be compiled thirty days after the final Budget 2017/18 has been adopted by the Municipal council in accordance with the legislation.

Performance reports are submitted by 57 employees in line with the performance agreements signed in July of each financial year. Reports are submitted quarterly and are audited by the Municipal internal auditor monthly. Performance Auditing Committee sits quarterly and audits quarterly reports against the set targets in the IDP and any deviations from the set targets is explained and corrective action is prescribed where under performance is noted.

The development priority issues that are identified include the following:

A. BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

- The strategy focuses on facilitating the provision of new infrastructure and also the maintenance of existing infrastructure to ensure sustainable service delivery within the community. The indicator measures the outcome: the number of kilometres of roads achieved. The continued construction of better local access to roads will improve mobility, which will open up economic opportunities for the residents who can reach work places easier, due to the presence of public transport. It will also open economic markets that were not accessible previously due to inaccessibility.

The provision of water, sanitation, and roads is inadequate within the Municipal area and huge backlogs exists which can only be eradicated at a minimum standard level.

B. LOCAL ECONOMIC DEVELOPMENT

- The strategy aims to identify potential and feasible initiatives that will contribute to the alleviation of poverty within the Municipality.

The Municipality has amongst the highest unemployment rates in KwaZulu-Natal and a very high rate of adult illiteracy. The impact of HIV/Aids is also recognized as affecting businesses in terms of labour productivity and declining demand. It also has huge social cost factors in terms of the provision of effective education, health and social services.

C. MUNICIPAL FINANCIAL VIABILITY

- The strategy focuses on ensuring sound financial management and responsible budgeting as per the requirements of the MFMA that will ensure proper alignment with the Municipality's IDP.

The implementation of the IDP is reliant of an effective financial management system, and a strategy to enhance this capacity is necessary.

D. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- The strategy focuses mainly on accountability to the communities on developmental issues and also introducing systems, procedures and processes to allow maximum participation.

Constant interaction of the Municipality with other spheres of government is required since Municipalities depend on financial and institutional support from these tiers of government and also hold izimbizo to communicate the programmes to be undertaken by the Municipality to the respective communities.

E. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

- The strategy focuses on promoting sound administration which is efficient and effective and that will enable the Municipality to meet its developmental needs

The Municipality must ensure that financial and capacity resources are provided to meet the needs of the communities as indicated in the IDP Review, and that would also enable the adherence to the vision, objective and strategies.

F. CROSS-CUTTING ISSUES

- **Formalisation of Towns**

The Municipality has a number of plans that are addressing spatial planning issues however faces spatially challenges emanating mainly from land ownership, and to address this, the Municipality with the assistance of COGTA is formalising its 2 towns: Tugela Ferry and Pomeroy, however there's delays in gaining Traditional Authority's by-ins.

- **Spatial Planning Land Use Management Act of 2013**

1. **Wall – to – Wall Scheme**

In terms of the requirements of Chapter 5 (24)(1) of the SPLUMA, all Municipalities are required to draft a singular Scheme for its whole area of jurisdiction within 5 years of the implementation of the Act. Accordingly, COGTA: Spatial Planning had identified the Msinga Municipality for technical and financial support towards the drafting of a Wall-to wall Scheme. The project was initiated on the 1st of November 2014 with the end date of the 31 August 2015. The draft Land Use Scheme was adopted by Council on its Special meeting held on 27 February 2017. The Municipality intends to package the required application in terms of the relevant legislation (PDA and SPLUMMA)

2. **Municipal Spatial Planning By-laws**

The Municipality received KZN Generic Spatial Planning By-laws from the Department of Rural Development and Land Reform to provide for the establishment of the Municipal Planning Approval Authority, Municipal Planning Appeal Authority and the Municipal Planning Enforcement Authority; to provide for the adoption and amendment of the Municipality's land use scheme, to provide for applications for Municipal planning approval; to provide for appeals against decisions of the Municipal Planning Approval Authority; provide for offences and penalties; to provide for compensation and matters incidental thereto. Msinga Municipality adopted its Final By-laws V (10) on the 18 December 2016. After the adoption, the by-law was translated into IsiZulu language and the document was gazetted on the 16 February 2017, Notice 17 of 2017. Both the English and IsiZulu Versions are available on the Municipal website.

3. **Disaster Management Services**

In terms of the Disaster Management Act of 2002, the Local Municipality is responsible for the co-ordination and management of the disaster incident until such time that the responsibility escalates to a higher level of Governance. Thorough disaster risk management planning and effective co-ordination of all line function response agencies is, therefore, key to saving lives and limiting damage to property, infrastructure and the environment. They (disaster risk management plans) also facilitate the optimal utilization of resources. The Municipality has adopted its Disaster Management Plan on the 09th December 2015 and it now needs a review. (ATTACHED HEREWITH AS AN ANNEXURE).

4. **Spatial Development Framework**

According to Section 26(e) of the MSA and Section 12(1) and Section 20 of the SPLUMA, Municipalities are required to develop the Spatial Development Framework (SDF) and ensure inclusion in the IDP. The Municipality adopted its SDF 2012 - 2016, and is reviewed annually along with the IDP. The Msinga Municipality SDF review is currently at the draft stage and continues to identify R33 as the main corridor linking three Municipal nodes; Tugela Ferry, Pomeroy and Kiets Drift. The draft SDF 2017-22 is attached.

SECTION B

PLANNING & DEVELOPMENT PRINCIPLES

SECTION B.1: PLANNING AND DEVELOPMENT PRINCIPLES

2.1 THE LEGISLATIVE MANDATE FOR LOCAL GOVERNMENT AND ITS LINKAGES TO THE IDP PROCESS

Municipalities no longer only have the task of providing basic local administration, but they are now expected to play an important role in the country's struggle against poverty and underdevelopment. Government policy now requires Municipalities to play an active developmental role. This policy places the local sphere of government in the fore-front of a national effort to put right the political, social and economic wrongs of the apartheid.

Developmental local government means that local government must be committed to work with its citizens and groups within the community, to find ways to meet their social, economic and material needs and improve the quality of their lives. It should target especially those members and groups within communities that are marginalized or excluded, such as women, disabled people and very poor people (White Paper, 1998). The following pieces of legislation give the Municipality their mandate for operation

2.1.1 THE CONSTITUTION (1996)

The Constitution of the Republic of South Africa puts into context the role that local government has to play within the broader spectrum of government, governance, democracy and development. Of particular importance are:

- Chapter 3: Co-operative Government
- Chapter 7: Local Government
- Chapter 10: Public Administration
- Chapter 12: Traditional Leaders
- Chapter 13: Finance
- Part B of Schedules 4 & 5

Furthermore, the Constitution has given rise to a range of enabling legislation, critical to the transformation of local government. For example, inter alia:

- Municipal Structures Act, 1998;
- Municipal Systems Act, 2000;
- Municipal Finance Management Act, 2003;
- Municipal Property Rates Act, 2004; Etc.

The Constitution of South Africa envisages a robust local government system, which can:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy living environment; and
- Encourage the involvement of communities and community organizations in the matters of local government.

The IDP serves as one of the most vital strategic instruments through which local government seeks to live up to its development mandate enshrined in the constitution

2.1.2 THE WHITE PAPER ON LOCAL GOVERNMENT (1998)

In 1998 the government issued a **Local Government White Paper**, which outlined a policy framework for local government. The Municipal Systems Act will complement these pieces of legislation, by regulating key Municipal organizational, planning, participatory and service delivery systems.

2.1.3 THE MUNICIPAL SYSTEMS ACT (32 OF 2000)

In terms of Chapter 5 of the Municipal Systems Act (MSA), all Municipalities are required to prepare and adopt an Integrated Development Plan. The basis and the justification for this review process emanates from the legislative mandate, Section 34, Chapter 5 of the Local Government Systems Act, act 32 of 2000 as amended, quoted below. “Annual review and amendment of integrated development plan.

A Municipal council –

- (a) Must review its integrated development plan;
 - (i) Annually in accordance with the assessment of its performance measurements in terms of section 4; and
 - (ii) To the extent that changing circumstances so demand; and
- (b) May amend its integrated development

This plan must be prepared every five years and reviewed annually, and the Act further stipulates how IDP’s should be prepared. In Chapter 4 the Act provides for the procedures and mechanisms of community participation. **The Municipal Systems Act** is part of a series of legislation which aims to empower local government to fulfil its Constitutional mandate. It is in line with the legislation that the Municipal IDP was prepared.

2.1.4 THE MUNICIPAL FINANCE MANAGEMENT ACT (56 OF 2003)

In terms of the Municipal Finance Management Act (MFMA), the budgeting process of the Municipality and the Integrated Development Planning must be aligned and mutually consistent. This legislation provides a framework for a democratic, accountable and developmental local government system, as envisaged by the Constitution of the Republic of South Africa (1996). The Municipal finance is governed by the stipulation of the MFMA, the Municipality prepares its financial documents in line with the dates, mechanism and procedures specified in the act.

B2.2. GOVERNMENT PRIORITIES NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES

2.2.1 MILLENNIUM DEVELOPMENT GOALS

“The concept of a developmental state – which applies both to the country and the province – is rooted in the Millennium Development Goals (MDGs) adopted by the United Nations. Indeed, both the national and provincial government’s development strategies and interventions should be viewed in the context of, and measured against, these international development goals which apply to all countries across the globe.

The MDGs which need to be achieved by 2015 are:

1. Eradication of extreme poverty and hunger
 - Halve the proportion of people with less than R6.00 per day
 - Reduce by half the proportion of people who suffer from hunger
2. Achievement of universal primary education
 - Ensure that all boys and girls complete a full course of primary schooling
3. Promotion of gender equality and empowerment of women
 - Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
4. Reduction in child mortality
 - Reduce by two thirds the mortality rate among children under five
5. Improvement of maternal health
 - Reduce by three quarters the maternal mortality ratio
6. Combating HIV/AIDS, malaria and other diseases
 - Halt and begin to reverse the spread of HIV/AIDS
 - Halt and begin to reverse the incidence of malaria and other major diseases
7. Ensuring environmental sustainability
 - Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
 - Reduce by half the proportion of people without sustainable access to safe drinking water
 - Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020
8. Developing a global partnership for development
 - Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally
 - In cooperation with the developing countries, develop decent and productive work for youth
 - In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
 - In cooperation with the private sector, make available the benefits of new technologies especially information and communication technologies”

2.2.3 KZN PROVINCIAL PRIORITIES

An attempt has been made to ensure vertical alignment of the IDP with the KwaZulu Natal priorities is achieved. The KZN provincial priorities where possible have been aligned to the Municipal strategic framework. The priorities are:

- Rural development and agrarian reform
- Creating decent work and economic growth
- Fighting crime and corruption
- Development of human capability and education
- Creating healthier and sustainable communities and
- Nation building and good governance

2.2.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

Inequalities exist in the national economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment which is highlighted in the NSDP. The Vision of the NSDP is as follows:

South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning the Vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP Principle is indicated in the table below and where possible, these have been aligned to the Municipality’s strategic framework and the spatial development framework, particularly through the identification of the elements of the settlement hierarchy.

TABLE 2: NSDP Principles

NUMBER	NSDP PRINCIPLE
1	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.

2	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
3	Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
4	Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate – if they choose to – to localities that are more likely to provide sustainable employment and economic opportunities.
5	In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be organised into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

2.2.5 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (KZN PGDS)

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (i.e. Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

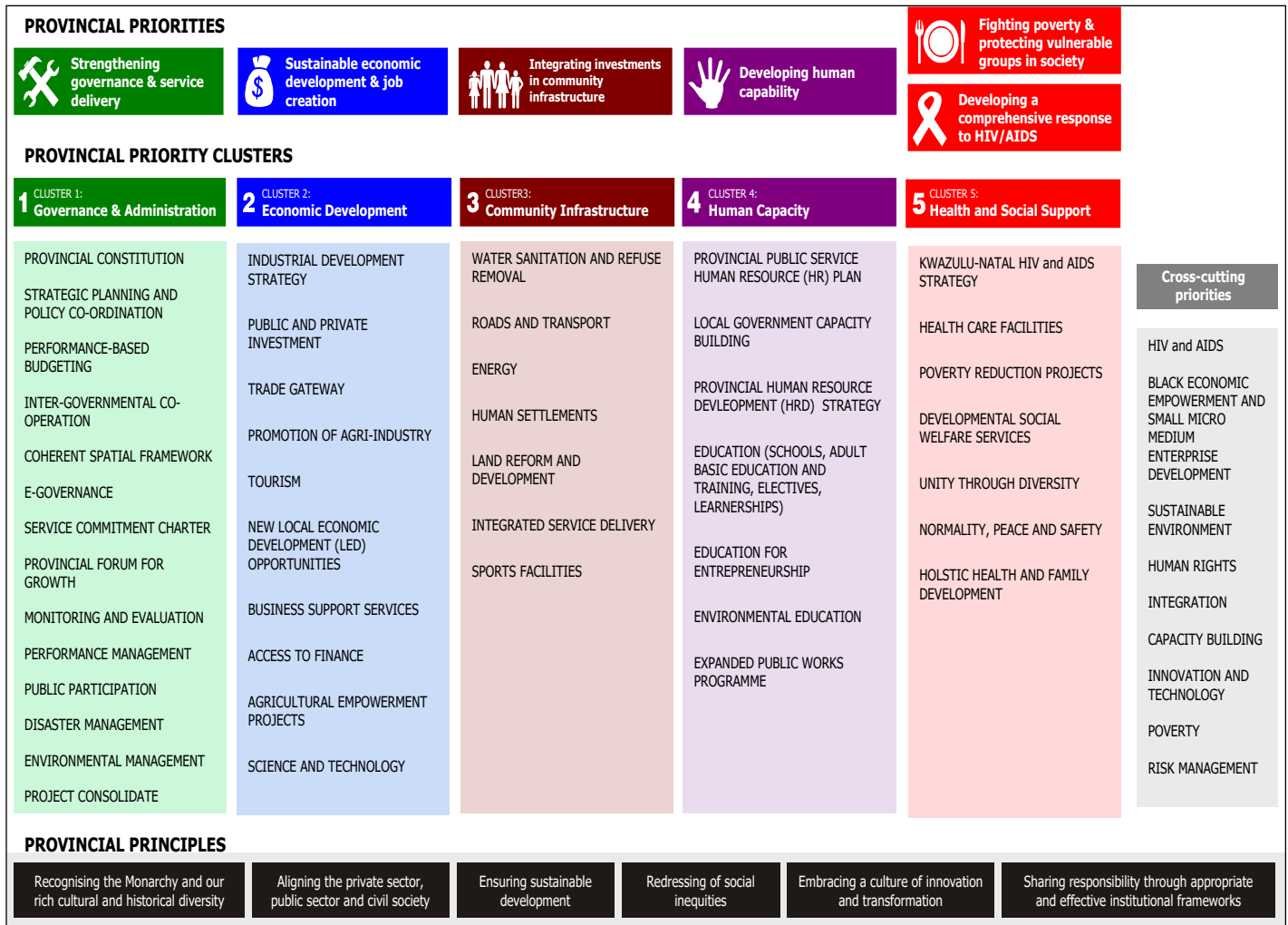
Like the IDP process, the PGDS develops a Vision, Mission and Strategies. Of key importance to the Municipal IDP's, however, are the Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province. The provincial priorities are as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing a comprehensive response to HIV/ Aids; and

- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are shown below:

FIGURE 4: Summary of the Provincial Growth and Development Strategy



2.2.6 THE PROVINCIAL SPATIAL AND ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

(i) Introduction

The PSEDS flows from the PGDS and is intended as a guide to service and to achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014. Principles of development and growth underpinning the PSEDS are 5 authorized as follows:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/ or economic growth.

The PSEDS therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalise on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

(ii) Classification of Areas of Economic Potential

Four key sectors have been identified as drivers for economic growth in the province, namely:

- The agricultural sector (including Agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sectors.

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector are important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the province; and
- The classification of potential is shown in a series of maps.

Cultural Tourism is identified as an area of potential for the Msinga Municipality as are portions of the Municipality for agricultural development and Agri-processing.

(iii) Classification of Areas of Poverty and Need

The PSEDS identifies poverty levels and densities based on the 2001 Census information. *Poverty density* is a measure of the numbers of people within an area below the poverty level. In terms of their classifications, the highest levels of poverty are largely found in the former KwaZulu homeland areas and in particular in the Msinga Municipality.

(i) Classification of Nodes and Activity Corridors

In terms of the classification of nodes provincially, the nearest node to the Municipality is the urban centre of Dundee and Glencoe which form a tertiary level node.

In terms of the classification of activity corridors, the R33 is identified as a secondary corridor (SC12) which runs between the following three centres, namely Greytown- Msinga- Madadeni. The PSEDS identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependent on labour costs, and affordable transport linkages (i.e. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependent on tourism attractions; and

-
- **Public service and administration.**

2.2.7 CABINET LEGOTLA

Cabinet Legotla resolved in September 2012 that the inclusion of Operation Sukuma Sakhe in IDP could be achieved by convening IDP meetings within 2 months from September in order to facilitate consolidation of all departmental projects and spatial budgeting to Municipal IDPs and governmental priorities. In line with this mandate Msinga Municipality held its first IDP forum on the 15 November 2016. Hence forth the IDP has remained standard item in Operation Sukuma Sakhe war room meetings. State of the Nation Address (SONA 2018)

The State of the Nation Address is important for all South Africans because it tells us what government's Programme of action is for the year ahead. The President's speech on the 16 th February 2018 was based on a theme "making your future work better –learning from Madiba".

The president focused on key policy objectives and deliverables for the year ahead. It outlines governments priorities for the year and thereby links with the budget allocations which followed on the 21 February in a speech by the Finance minister. It is the governments in tension to focus on key issues facing present-day South Africa such as energy constraints and poor economic growth. The speech cited the energy shortage as an "impediment to economic growth and as a major inconvenience." The speech outlined the strategies being implemented by government to create a sustainable solution in the short-, medium- and long-term. He further stressed the necessity for all role players in society to conserve energy and promoted a shift in usage by households from electricity to gas, where possible

Consequently, the president revealed a nine-point plan to create job opportunities and promote growth. It remains a priority to fight against the injustices of the past which gave birth to poverty and inequality defined by race and gender. The nine-point plan included resolving the energy challenge, promoting agriculture, encouraging private sector investment and favoring small, medium and micro enterprises (SMMEs). A financial pinch was felt as the public finances have been constrained limiting the ability of government to expand its investment in economic and social development.

Even under unfavorable condition the Municipality must continue to seek poverty reduction measures. The limited investment in infrastructural projects has been observed in 2018/ 2019 fiscal year allocation. The Municipality depends on grants to implement programs aimed bettering the lives of the msinga community and a budget less than anticipated cripples the Municipality's' ability to fulfill its developmental role and thereby risk being viewed as unable to meet the basic needs of the masses. It is commanded that a huge share went into higher education and the Municipality has a high illiteracy rate thus in light of the 2018/2019 SONA the Municipality will conduct educational awareness in high schools as advocates for higher education. Amongst the sectors that government is focusing on is agriculture which made a significant contribution in economic growth in 2017, economic potential of agriculture is encouraged .it is in line with this train of thought the Municipality allocates R2 000 000 towards the acceleration of agriculture in every ward.

2.2.9 STATE OF THE PROVINCE ADDRESS (SOPA 2018)

The KZN Premier highlighted Key intervention areas for the province that would influence the IDP for Municipalities. In the SOPA the alignment of the IDP, PGDS and the NDP were stressed. In the speech the Premier alluded to the need of 'Sustained Shared Economic Growth as a primary driver for job creation and poverty eradication'. Further priorities raised in the SOPA were, good governance, human settlements, agriculture, strategic infrastructure development, building more partnerships, commitment to accountability, youth development education and health. The Municipality is currently addressing these priorities through various projects in the Municipality and will continue to do so to ensure that we meet the targets set by the province.

2.2.10 OUTCOME 9

The vision is to develop a rigorous data driven and detailed segmentation of Municipalities that better reflect the varied and capacities and contexts within Municipalities and lays the basis for a differentiated approach to Municipal financing, planning and support through:

- Ensuring improved access to essential services.
- Initiating ward-based programmes to sustain livelihoods.
- Contributing to the achievement of sustainable human settlements and quality neighbourhoods.

Through ward plans the Municipality has several poverty alleviation and infrastructure programmes aimed at accelerating community development.

In response to the Outcome 9, the Municipality substantially contributes towards the provision of basic services (electrification, sports facilities, and construction of access roads, community halls, crèches and two-room houses), promotion of economic development through registration of co-ops, poverty alleviation (with the special focus on agriculture and farming), and promoting youth development through ward plans aimed at accelerating community development and sustaining rural development.

2.2.11 DISASTER MANAGEMENT ACT (NO 53 OF 2002)

The Disaster Management Act No 53 of 2002, Section 25 requires:

(1) Each Municipality must, within the applicable Municipal disaster management framework-

- (a) Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- (b) Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;
- (c) Regularly review and update its plan: and
- (d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

(2) A disaster management plan for a Municipal area must-

- (a) Form an integral part of the Municipality's integrated development plan;
- (b) Anticipate the types of disaster that are likely to occur in the Municipal area and their possible effects;
- (c) Place emphasis on measures that reduce the vulnerability of disaster-prone areas,
- (d) Seek to develop a system of incentives that will promote disaster management in the Municipality;
- (e) Identify the areas, communities or households at risk;
- (f) Take into account indigenous knowledge relating to disaster management;
- (g) Promote disaster management research;
- (h) Identify and address weaknesses in capacity to deal with possible disasters;
- (i) provide for appropriate prevention and mitigation strategies;
- (j) Contain contingency plans and emergency procedures in the event of a disaster,

(3) A district Municipality and the local Municipalities within the area of the district Municipality must prepare their disaster management plans after consulting each other.

(4) A Municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district Municipality or a local Municipality, to every Municipal disaster management centre within the area of the district Municipality concerned.

2.2.12 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The province of KwaZulu - Natal has managed to develop the Provincial Growth and Development Strategy which was adopted by Cabinet on the 31 August 2011, and has a vision to be achieved by 2030. The Provincial Growth and Development Strategy provides a strategic framework for development in the Province; it has seven strategic goals and 30 strategic objectives, and also key specific targets linked to each strategic goal which have to be achieved by 2030. The main aim of the Provincial Growth and Development Strategy is growing the Economy for the improvement of the quality of life for all people living in the province of KwaZulu Natal. PGDS is crucial to:

- Focus on a clear vision for the province;
- promote vertical, horizontal and spatial alignment;
- mobilise all development partners to achieve predetermined development objectives and targets; and
- Build on the strengths and opportunities of the Province, while addressing weaknesses and threats.

A long-term socio-economic development strategy is focusing on building a growing and developing the Province / District Municipalities.

- Critical to that is positioning of Msinga as a self-sufficient food secure Municipality.
- Improvement in education and training of all the people.
- Focus on improvement of access to health, education.
- Provision of welfare services.
- Promoting entrepreneurship.

The Municipality recognizes the need to invest in the youth's education, thus for 2013/2014 a total of 279 bursaries were awarded to accelerate tertiary education, in 2014/15 **142** students have been allocated bursaries and going forward to 2015/16 more students will be assisted. The Municipality builds crèches as part of its infrastructural projects as an attempt to ensure the children of Msinga receives access to early childhood education. Msinga Municipality has also in cooperation with the Department of Education earmarked a site where *Msinga FET College* will be built which will ensure the number of previously disadvantaged youth receive tertiary education.

2.2.13 DISTRICT GROWTH AND DEVELOPMENT PLAN

In February 2011, the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission to prepare the KwaZulu- Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030. It was outlined that for the province to realise the goals as identified in the PGDS and detailed within the PGDP, each District Municipality and Metro will need to develop a District Growth and Development Plan (DGDP) and Growth and Development Plan which will extract all issues of implementation from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritized.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Strategy into a more detailed implementation plan at a district level, inclusive of an activity level framework with targets and responsibilities assigned to the appropriate local Municipalities, the district Municipality, provincial and national government departments to enable the province to measure its progress in achieving the accepted growth and development goals

Through the Department of Co-operative Governance Traditional Affairs Supply Chain Management processes, K2M Technologies was appointed late in January 2014 to prepare uMzinyathi District Municipality District Growth and Development Plan, and the project was completed at the end of May 2015. The plan has been adopted by all local Municipalities with Msinga on the 24 June 2015.

2.2.14 OPERATION CLEAN AUDIT

Msinga Municipality has received unqualified audit report for the past five years, and the Municipality managed to receive Clean Audit opinion for the 2012/13 financial year. Amazingly the Municipality managed to achieve clean audit ahead of the national target which was 2014. In 2014 the Municipality could not maintain the momentum and remain clean instead the Municipality reverted back to unqualified audit opinion for the year 2013/14. Several mechanisms put in place to achieve clean audit in 2014/2015 including an action plan set to address the issues pointed out by AG in 2014. The Municipality managed to get a clean audit opinion for the year 2014/15 and going forward the Municipality aims keep its record and performance at an excellent level in line with its clean Audit legacy.

2.2.15 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT 2013

The purpose of the Act is to provide a uniform spatial planning and land use management framework for development in South Africa. The Act will be supported by appropriate provincial legislation. The Act provides for the following:

- Development and spatial plans and policy
- Introductions of LUMS
- The use and development of land;
- The consideration of development impacting on land;
- Performing functions related to land use control.

The Act outlines and details a number of principles. These principles are:

- Spatial justice:
 - Redress imbalances through better access to land
 - Development must be inclusive with emphasis on the marginalized
 - Redress access to land and property for previous disadvantaged communities
 - Flexibility and appropriate measures to address disadvantaged areas
 - Security of tenure
 - Decisions on land uses should not be affected by property values.
- Spatial sustainability:
 - Adhere to fiscal and administrative capacities
 - Protect prime agricultural, the environment, and other protected areas
 - Promote well-functioning landmarks
 - Consider the cost of infrastructure and social services
 - Limit urban sprawl
 - Communities must be viable.
- Efficiency:
 - Optimise existing resources
 - Minimise negative impacts
 - Adhere to process and procedures
- Spatial resilience to protect vulnerable communities.
- Good administration:
 - Integrated approach
 - No government department will withhold sector inputs

-
- Transparent citizen participation
 - Legislation and policies must empower citizens.

2.2.16 MUNICIPAL TURN AROUND STRATEGY

MTAS developed tailor made strategy which is meant to assist Municipalities in identifying key challenges in terms of service delivery. The key challenges were identified according to the key performance areas of the Municipality e.g.

- Financial viability and management
- Good Governance and Public Participation
- Municipal Transformation
- Basic Services Delivery and Infrastructure Development

2.2.17 BACK TO BASICS PROGRAMME

It must be acknowledged that the Municipalities are not the same and as such cannot be treated the same. They are different in terms of geographic locations, the ability to generate income and ability to recruit skilled personnel. The support and capacity building to be implemented will therefore vary as per the capacity assessment report. Each support programme must target that specific Municipality's pertinent need.

To ensure targeted support and capacity building is contained in the implementation model that will be supplemented by a Differentiated Model to Support, Capacity Building and Training, to guide the differentiation that should be included in Intensive Support Plans. In terms of the back to basics, Municipalities are categorised according to their functionality and performance capabilities. Currently, there are three categories, the functional, those that are challenged and those that require intervention and Msinga Municipality has been categorized amongst the 35 Municipalities that are functional and does not require intervention. Although not much intervention needed, the Municipality strives in maintaining its performance by reporting on monthly and quarterly basis to COGTA.

A new support plan for 2018/2019 has been developed.

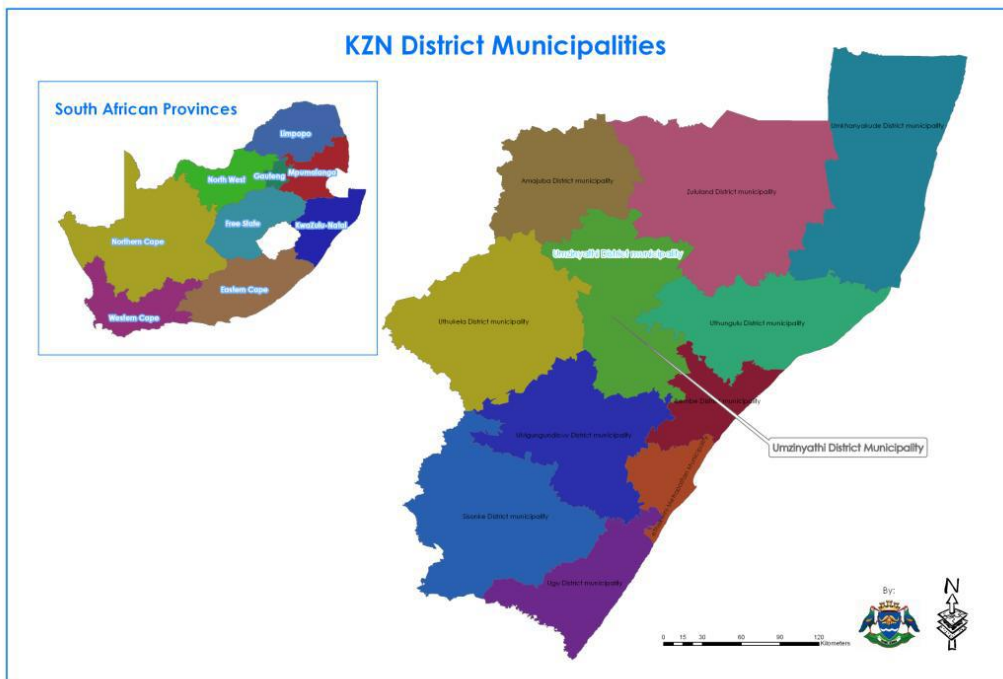
SECTION C: SITUATIONAL ANALYSIS

1.1 SPATIAL ANALYSIS: REGIONAL CONTEXT

The Municipality has made use of the STATSSA (2001&2011) a Community Survey data to prepare this new IDP document.

Msinga is a local (Category B) Municipality established in December 2000 as one of the four local Municipalities constituting the uMzinyathi District Municipality in the northern part of the province of KwaZulu-Natal and the Municipality is seated in the town of Tugela Ferry. The Municipality consist of three towns namely Tugela Ferry, Keats Drift and Pomeroy.

The Msinga Municipality is illustrated by a map attached below as **figure 5: National Locality** in the south western part of the district Municipality area, and shares its boundaries with the Nqutu, Nkandla and UMvoti Local Municipality with UThukela District Endumeni Local Municipality. The Municipality was at that time demarcated into **19** wards as illustrated by the contextual map attached hereto as **figure 6. Important to note it has been demarcated into 18 wards since recently was 12 was lost to Umvoti Municipality.**



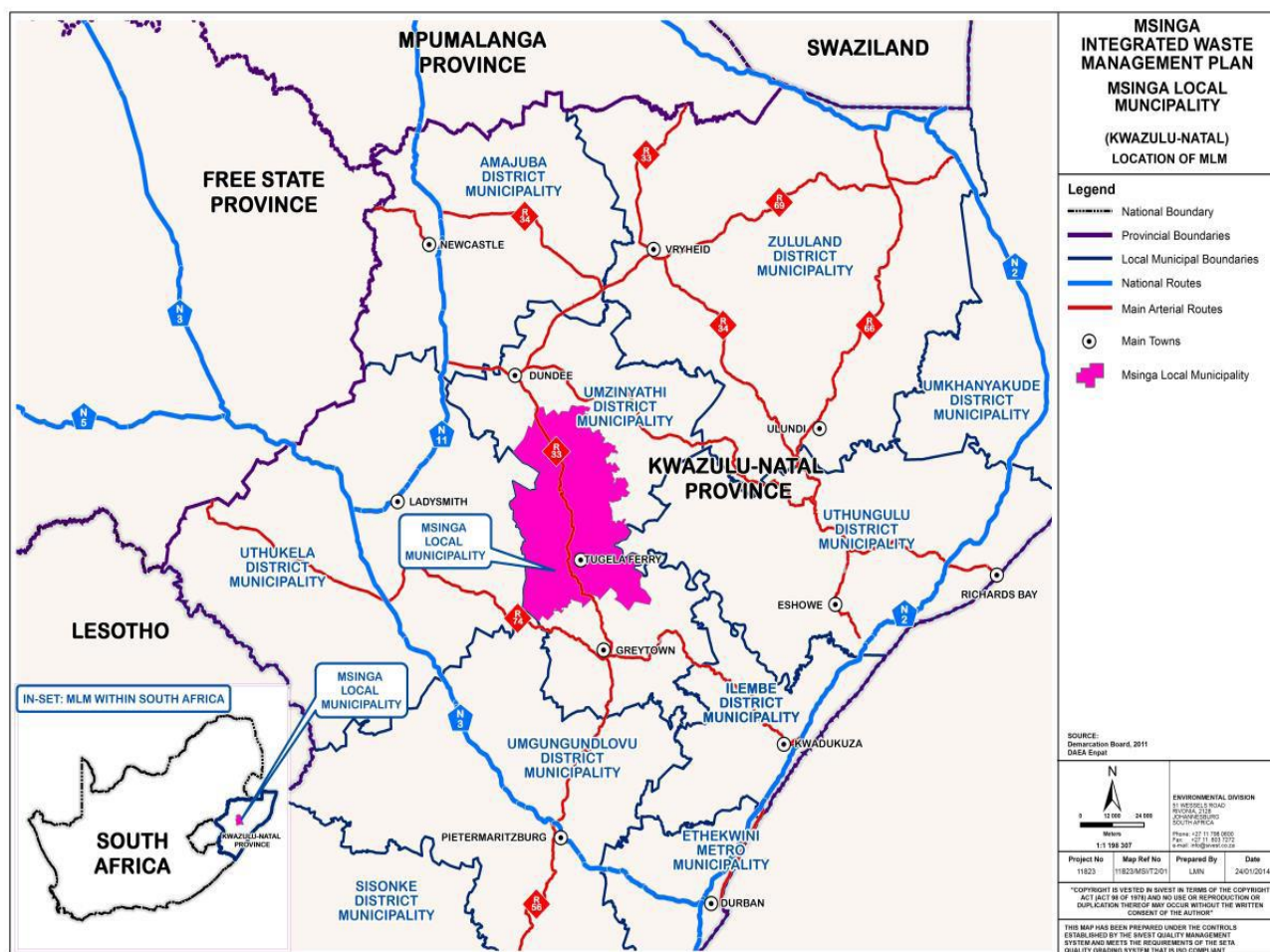


FIGURE 5: NATIONAL LOCALITY

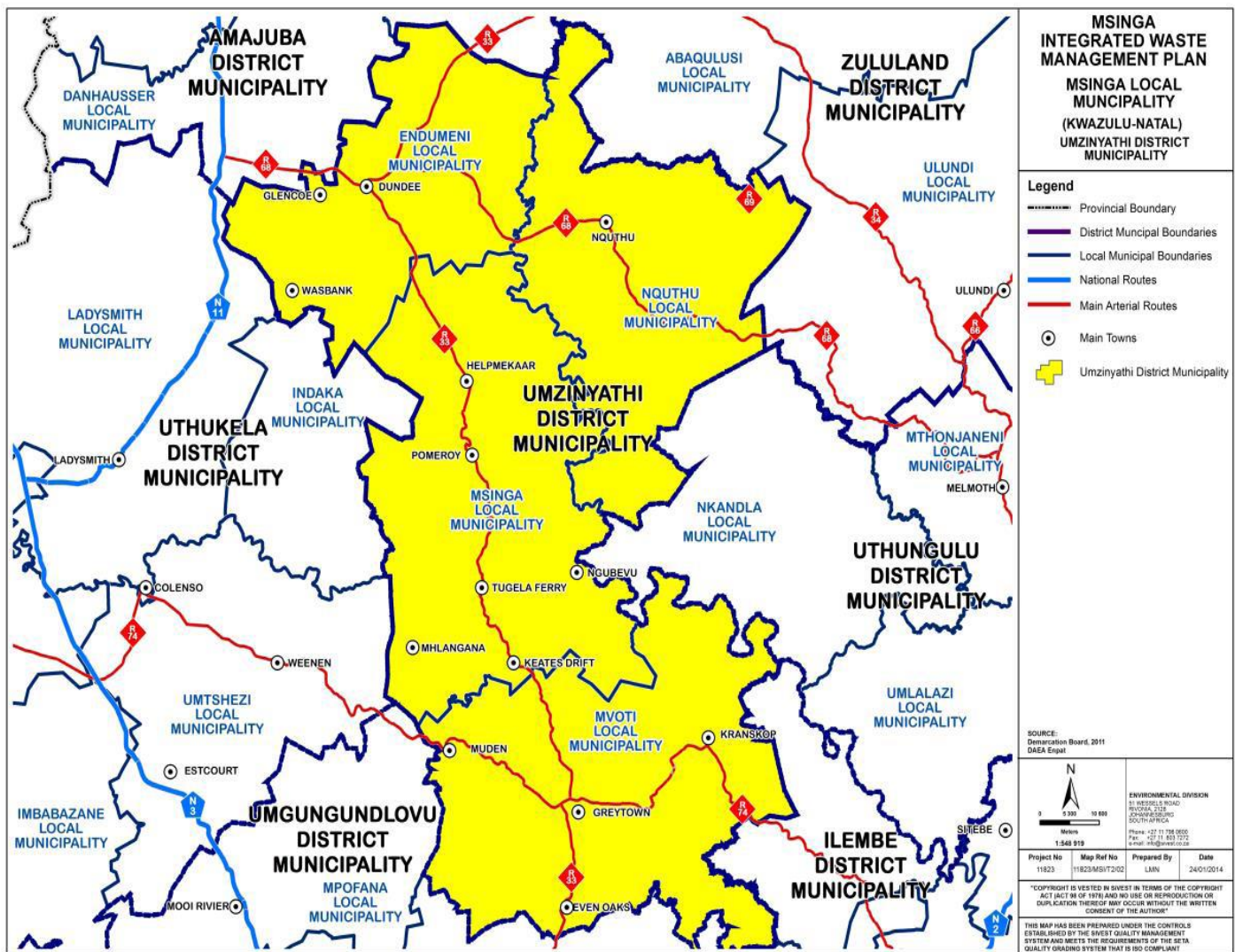


FIGURE 6: uMzinyathi district Municipality ward map

1.2 ADMINISTRATIVE ENTITIES AND LAND OWNERSHIP

Msinga Municipality has 18 wards as illustrated in the Land ownership map below. Nine wards are held in trust under Ingonyama Trust Board, 8 wards are state land while about half the land in ward 19 is privately owned. A pocket of state-owned land occurs in ward 12, 17, 18 and ward 11. It is clear that the Municipality is split into two larger distinct land ownership areas, with the southern part of the Municipality falling mostly under the ownership of the Ingonyama Trust Board, with the northern part falling under various types of ownership.

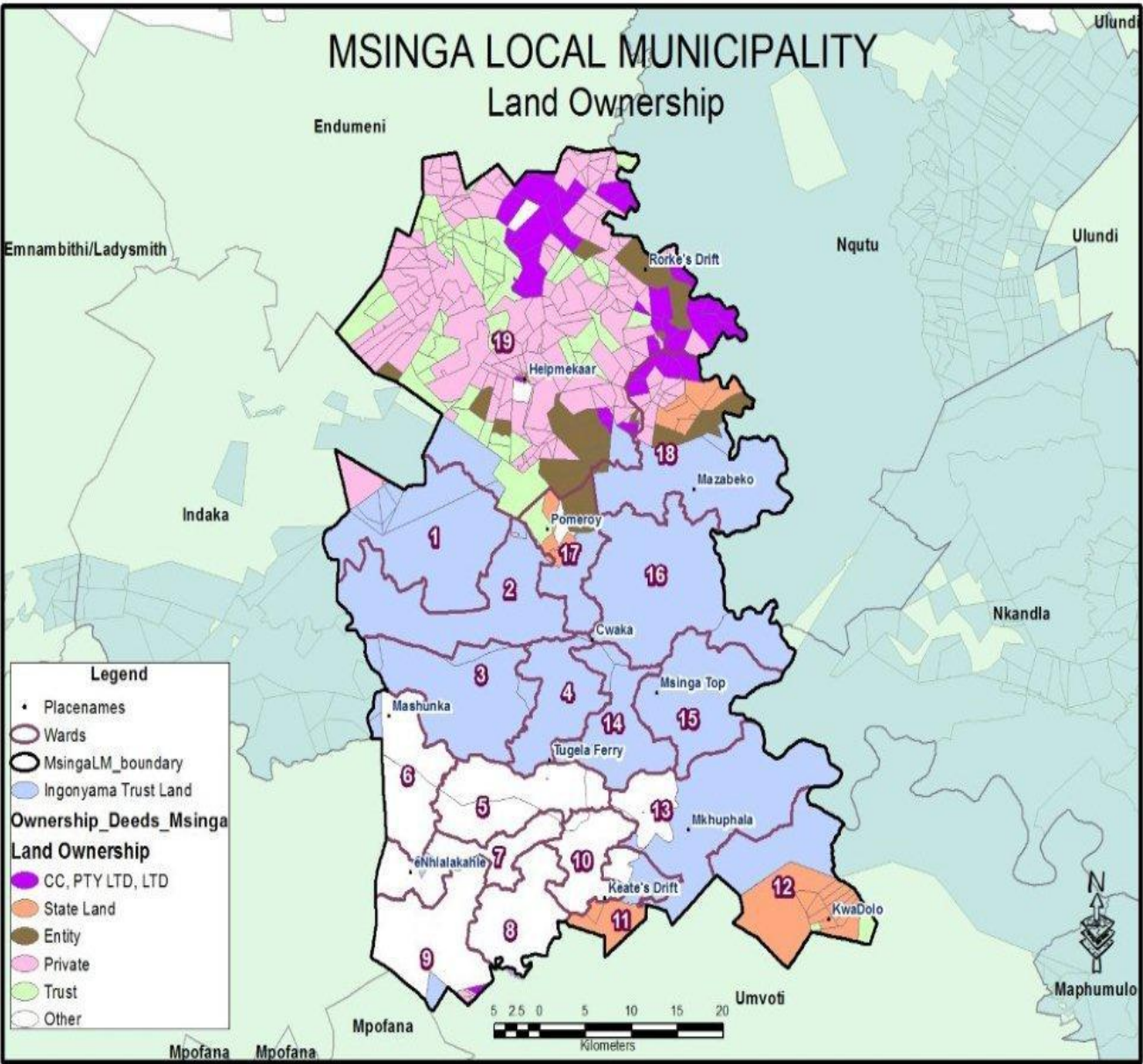


Figure 4: General Ward Information

The table below reflects the nineteen wards that make up Msinga Municipality.

Ward	General	
Ward 1	Councillor: K. Sithole	Douglas, Dumbe, Nhlanhleni, Mpompolwane, Ntanyazulu, Mkhuzeni, Mpondweni, Nzimane,
	Population: 4551	
	Extent: 153.24 km²	
Ward 2	Councilor: M.P.S. Mshibe	Bhaza, Gobho, Ntuli, Gunjana, Ngubule, Macanco, Ngabayena, Nkamba, Matshematshe, Mzweni,
	Population: 4131	
	Extent: 126.64 km²	
Ward 3	Councilor: J.V. Langa	Phalafini, Mambeni, Ngubo, Ncengeni, Esijozini,
	Population: 4028	
	Extent: 115.00 km²	
Ward 4	Councilor: M.W. Sokhela	Mabizela, Sikhaleni, Sampofu, Enyandu, KwaNtonga/Nkandla
	Population: 4399	
	Extent: 66.37 km²	
Ward 5	Councilor: L.E Danisa	Mbabane, KwaMathonsi, Malomeni
	Population: 3721	
	Extent: 346.67 km²	
Ward 6	Councilor: P. Dladla	Mnqamukantaba, Mathinta, Mduna, Jolwayo, Mashunka, Guqa
	Population: 4050	
	Extent: 72.83 km²	
Ward 7	Councilor: M. Sithole	Mhlangana, eNhlalakahle, Embangweni
	Population: 4489	
	Extent: 62.46 km²	
Ward 8	Councilor: B.Dumakude	Kwantabadini, iNhlonze, Ekuvukeni, Ntabakayishi, Nkonyane, Nxamalala, Mandulaneni
	Population: 4018	
	Extent: 65.71 km²	
Ward 9	Councilor: M.S. Khoza	eSinyameni, Sinyama, Ntababomvu, Ophathe, Gujini,
	Population: 3385	
	Extent: 91.10 km²	
Ward 10	Councilor: S. Magubane	Dungamanzi, KwaKopi, Fabeni, Ethembeni/Gudwini
	Population: 3928	
	Extent: 48.17 km²	

Ward 11	Councilor: L.B Ntuli	OThulini lweZulu, Mawozini, Latha
	Population: 3955	
	Extent: 41.40 km²	
Ward 12	Councilor: B.P Ngcobo	KwaDolo, Nqoleni, Nzalo, KwaMazongwane, Phakwe/Nodlozi
	Population: 3754	
	Extent: 125.85 km²	
Ward 13	Councilor: D.M.Ndlovu	Nhlesi, Mkhupula, Ndaya, Nhlonga, Latha
	Population: 3503	
	Extent: 163.45 km²	
Ward 14	Councilor: S.G.Masimula	Othame, Tugela Ferry, Gxobanyawo, Ezingulubeni, Mbhono,
	Population: 3573	
	Extent: 72.19 km²	
Ward 15	Councilor: Myeza	Nqabeni, Hholwane, Othame, Ngubevu
	Population: 3570	
	Extent: 94.92 km²	
Ward 16	Councilor: T.L.KUNene	Esifuleni, Mngeni, Gqohi, Ngubukazi, Gxutshaneni
	Population: 3769	
	Extent: 169.26 km²	
Ward 17	Councilor: N.Majozi	Pomeroy, Gabela, Makhasane, Mbindolo, Makhankane, Ngubukazi
	Population: 4258	
	Extent: 63.49 km²	
Ward 18	Councilor: T.M. Mabaso	Emthaleni, Woza, Mahlaba, Mazabeko, Embidlini, Mbizimbelwe
	Population: 3681	
	Extent: 177.35 km²	

SECTION C. 1: DEMOGRAPHIC CHARACTERISTICS

1.3 DEMOGRAPHIC INDICATORS

1.3.1 KEY FINDINGS (INCLUDING TRENDS)

In 2011 the total population is estimated to be 177 577, in 2001, the estimated population was 168 000, a 0% increase from 2001. The population growth between 1996 and 2001 was 4.20%. The 2007 data indicated that the figures dropped to 161 894 people with a total of 32 592 households. The Municipality accounts for a third of the uMzinyathi DM's population.

The decline in population can be caused by a number of reasons as follows:

- An over-count in the 2001 Census of population;
- An under-count in the 2007 Neighbourhood survey;
- A net out-migration of residents in search of work in the major urban centres of the country; and
- The impact of deaths caused by HIV/Aids.

The graph below reflects that over a period of 10 years the population of Msinga did not grow.

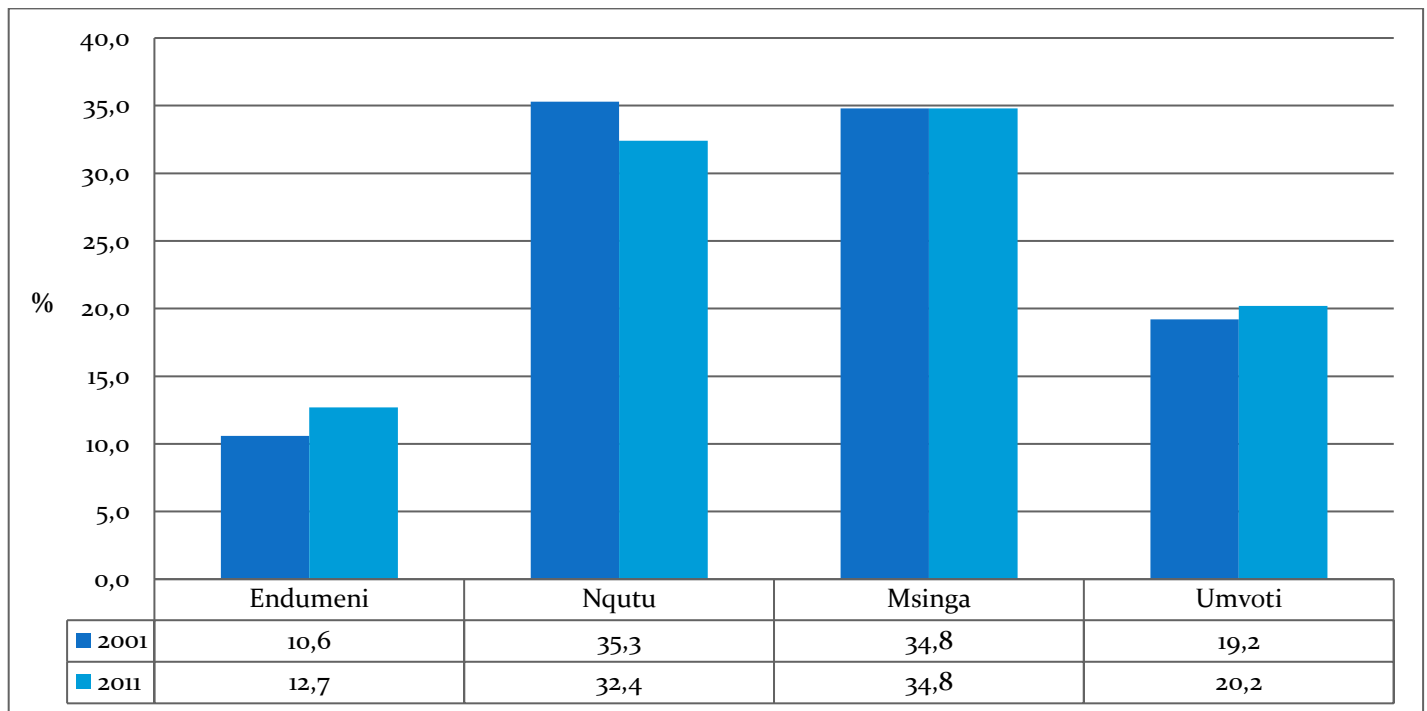


Figure 13: District population Source STASSA 2011

The population of Msinga equates to a population density of 68 people per square kilometre and the population is largely concentrated around the towns of Tugela Ferry (including Msinga Top area), Keates Drift and Pomeroy. Other significant settlement areas are located along the eastern boundary of the Municipality known as the Mkhuphula/ Dolo node, western boundary known as the Mashunka/ Nhlalakahle node and to the north eastern boundary known as the Mazabeko node. The gender structure of the Msinga LM is significantly female dominated in the age categories of 25 years and older. Conversely, the population younger than 19 years of age is however somewhat male dominated. The high unemployment rate resulting from a lack of economic activities and the limited economic base of the Municipality results in many male household members leaving the Municipality in search of employment and income generating activities in other areas. Although the impact of HIV/Aids on the population structure is not quantified at Municipal level, it can be expected that the influence of HIV/Aids in the stagnant demographic structures for 2011 has been an important contributing factor.

1.3.2 POPULATION GROWTH EXPECTATIONS

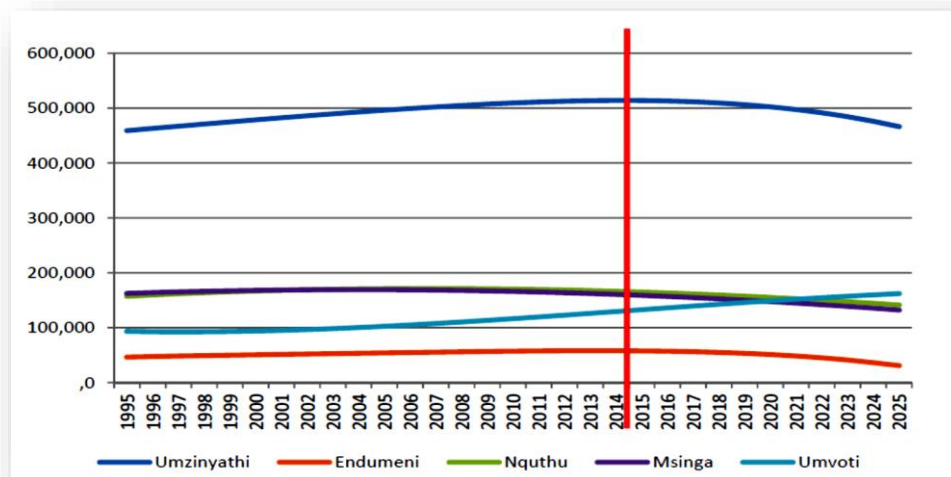
Population and household growth is one element that determines the long-term demand for goods and services. Based on historical population figures from 1995 to 2010, a trend analysis was done for the Msinga Municipality by the Umzinyathi District. Accordingly, curves were fitted to the data and were selected based on the best correlation coefficient that could be determined through the least squared method. The following polynomial expression were determined and used to project population figures up to 2025 for the Municipality.

Local Municipality	Growth Expression	R – squared value
Msinga	$y = 0.0893x^3 - 86.812x^2 + 1677.6x + 160892$	0.8976

This equation that was calculated was then used to project historical data as shown in the next graph based on the population projections below.

Population Projections:

LM	1995	2005	2012	2013	2014	2015	2020	2025
Msinga	162 697	169 691	163 483	162 040	160 434	158 665	147 394	132 132



**Population Pyramid, Total, 2011
Msinga Local Municipality (KZN244)**

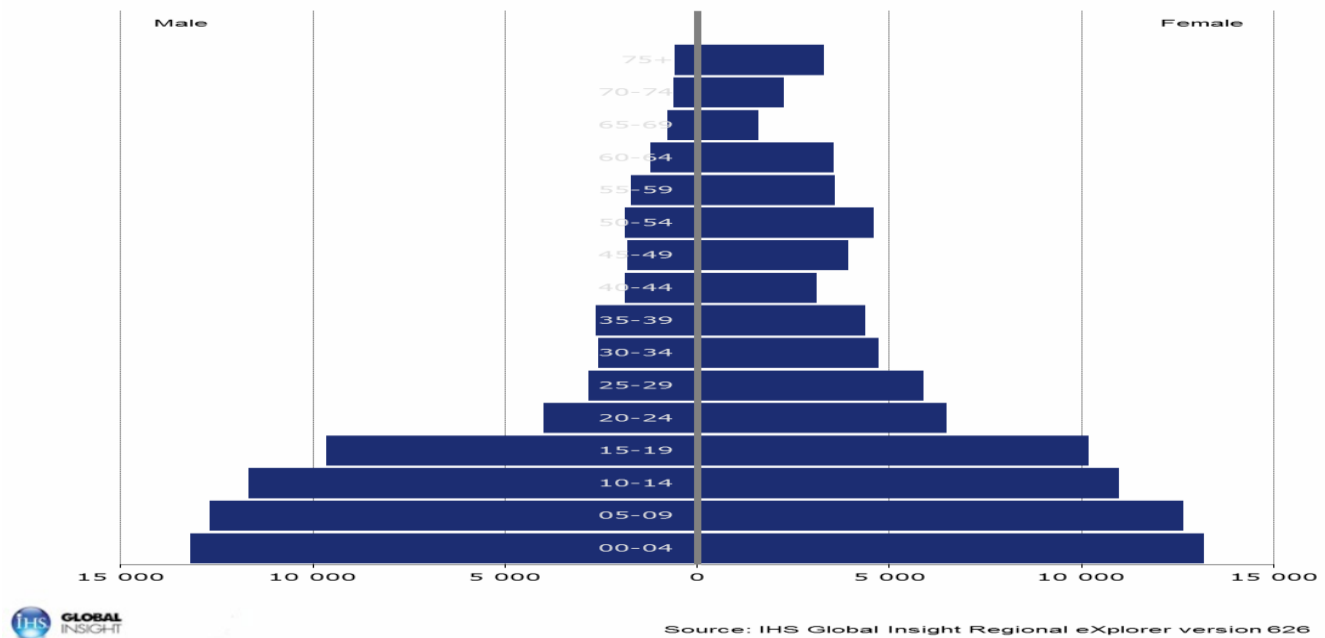


Figure 14: Age Profile Msinga LM (2011) *Source: Stats SA*

Population Pyramid, Total, 2007
Msinga Local Municipality (KZN244)

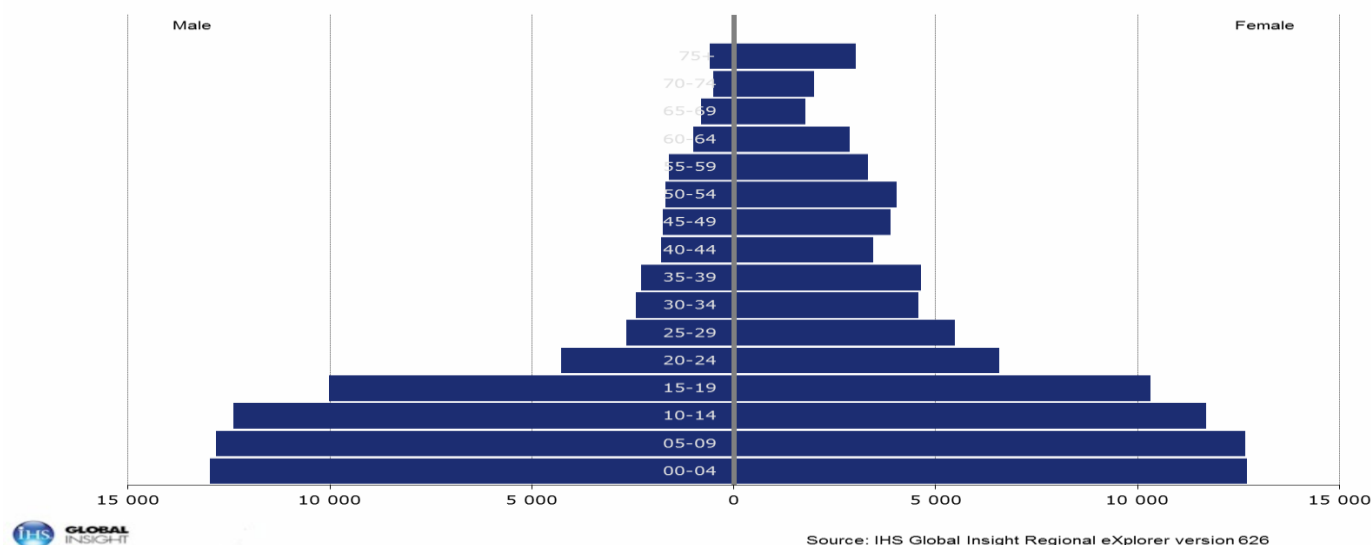


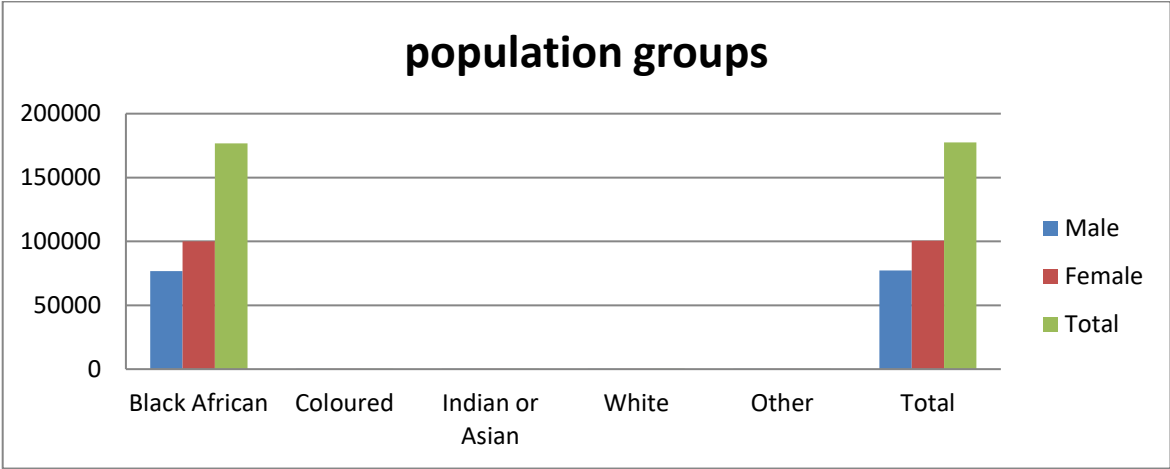
Figure 15 (2007) population pyramid

1.3.3 GENDER PROFILE

The trend emanating shows that there are more females and more elderly women. From the age 20, men are halved perhaps due to economic opportunities and death. There is population largely under the age of 5 which puts a need for educational facilities, tertiary institutions and social facilities. As a forward planning mechanism the Municipality needs to plan for the provision of tertiary institutions.

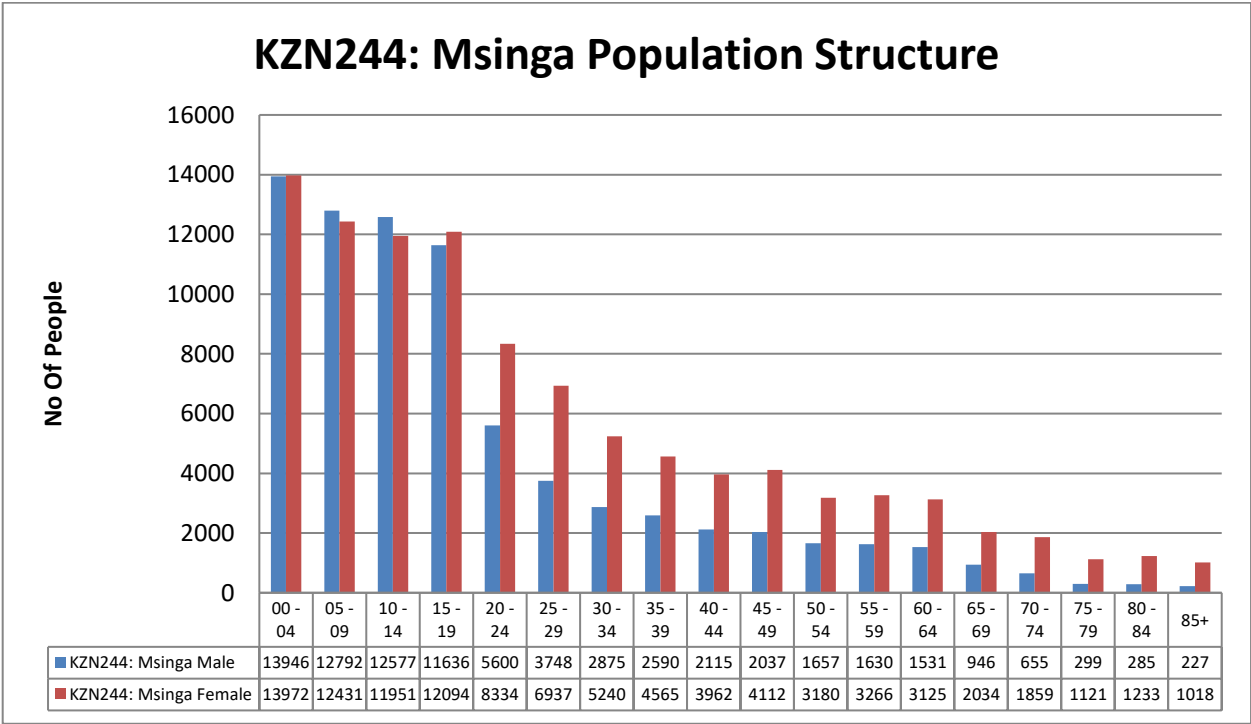
According to STATSSA's Community Survey (2007), 57.2% of the population of Msinga are female, while 42.8% male. The high percentage of male absenteeism in the employment age group 20 to 64 years could be considered to be an indication of a weak economy, as men have always been expected to leave the area to seek employment as there are limited employment opportunities in Msinga. The erosion of the population in the economically active age categories (specifically between 25 and 35 years of age) implies that the district is losing part of its population which is normally regarded as the segment of the population making a significant contribution to the local economy.

FIGURE 16 Gender Profile for the Municipality



Source: Stats SA: Census 2011

Figure17:Age Profile



As can be seen from the table below, the majority of the population (48.7%) are located in the 15 to 64 year age cohort, followed closely by 44.6% of the population in the 0 – 14 years age cohort. The STATSSA information indicates that the average age in the Municipality is 24 years and that there is a very high dependency ratio.

TABLE6 Population by Age Group, Average Age and Dependency ratio

	AGE 0-14	AGE 15-64	AGE 65+	AVERAGE AGE	DEPENDENCY RATIO
Umzinyathi	40.6%	54.1%	5.3%	25	85
Endumeni	31.9%	64.6%	3.5%	26	55
Nquthu	42.1%	52.8%	5.1%	23	89
Msinga	44.6%	48.7%	6.7%	24	105
Mvoti	37.0%	58.4%	4.5%	26	71

(Source: Stats SA: 2007 Community Survey)

1.3.4 HOUSEHOLDS

Household growth was projected in the same way as population. As per the UMzinyathi SDF, the household growth expressions for each Municipality [derived from the historical data], is shown below:

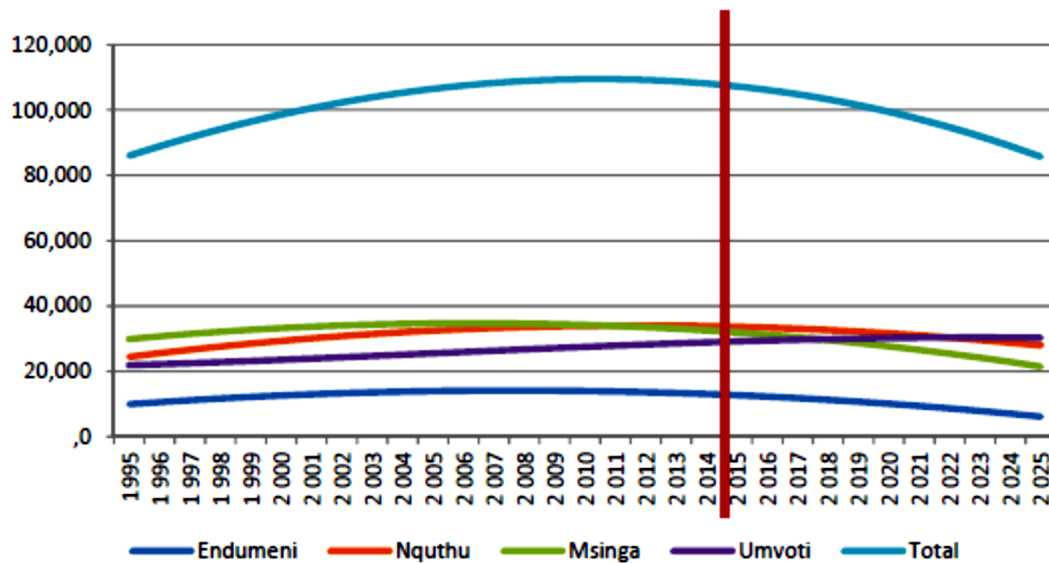
Local Municipality	Growth Expression	R – squared value
Msinga	$y = -0.4398x^3 + 14.87x^2 + 239.18x + 21615$	0.9920

The next table shows the household projections based on the trend analysis.

Estimated and projected number of households:

LM	1995	2005	2012	2013	2014	2015	2020	2025
Msinga	29 858	34 640	33 481	33 013	32 469	31 849	27 614	21 485

Household growth projections in comparison to other LMs within the District:



Household size is an important indicator for the demand for services since the number of people in a household determines consumption demand for water, electricity, and waste disposal.

As per the Census 2011 data, it is noted that the number of households within the Municipality is 37,724 with 19,999 agricultural households. The average household size is 4.6 with 66.7% of all households are female headed.

The estimates shown in the table below was derived from the population and households estimates in the previous sections sourced from the UMzinyathi SDF. Household sizes are relatively high but it is not exceptional for a rural environment. All estimates show a small increase in household sizes. This is based on the assumption that there are no structural changes in the population. However, should the higher levels of migration materialize; it might imply that they absorb more males, which are not necessarily attached to an existing household. This implies more single-person households, which might then lower the average household size. The increase is however material to any spatial planning.

Household size with projections:

LM	2012	2013	2014	2015	2020	2025
Msinga	4.88	4.91	4.94	4.98	5.34	6.15

Employment of Household Heads

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Grand Total
Msinga	8632	8477	17 670	55 452	31612

1.3.6 MIGRATION

Migration plays an important role in understanding how an area functions in terms of beneficiaries to program and facilities as well as employment and settlement profiles.

Place of previous residence [within South Africa]

LM	Western cape	Eastern cape	North ern cape	Free state	Kwazulu-Natal	North west	Gauteng	Mpumala nga	Limpopo	Outside South Africa	Do not know	Unspecified	Grand Total
Msinga	10	22	21	10	176 065	1	173	30	14	165	2	1063	177 577

Place of previous residence [outside South Africa]

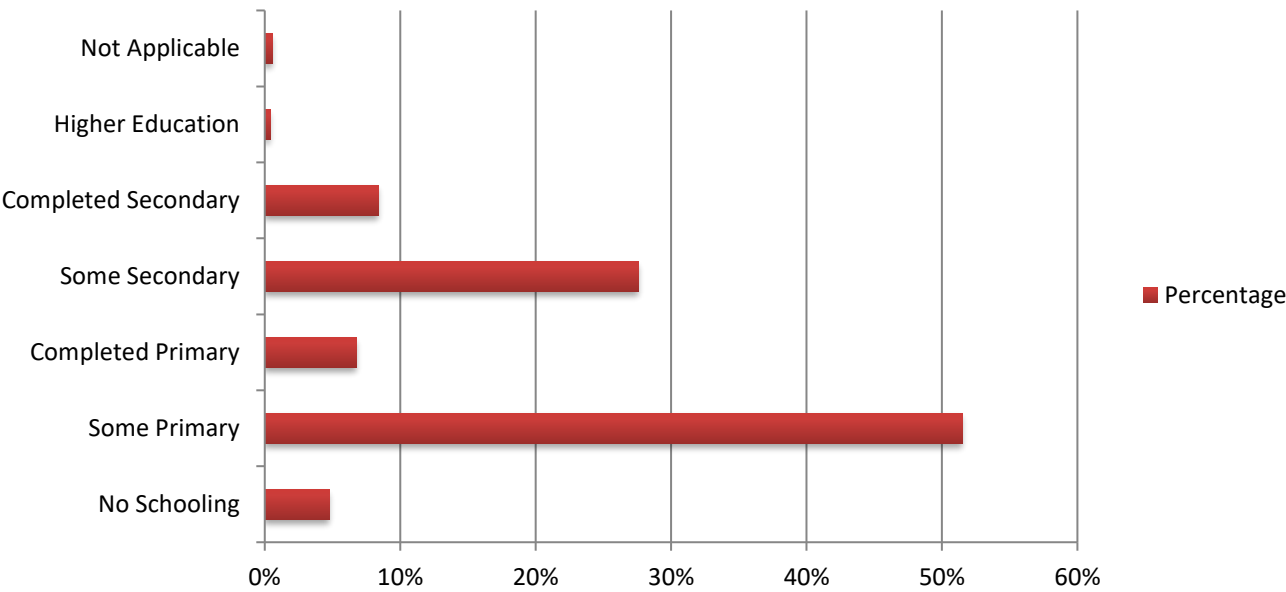
	Born in South Africa	SADC	Rest of Africa	United Kingdom and Europe	Asia	North America	Latin America and Caribbean	Oceania	Unspecified	Grand Total
Msinga	172 542	114	30	4	13	0	1	0	4873	177 577

1.3.7 EDUCATION LEVELS AND FACILITIES

The distribution of level of education confirms the broad socio-economic patterns in the Municipal area. The next table summarises education levels. Table below indicates levels of education within the Municipality,

	Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	Special school	Further Education and Training College FET	Other College	Higher Educational Institution University/ University of Technology	Adult Basic Education and Training Centre ABET Centre	Literacy classes e.g. Kha Ri Gude; SANLI	Home based education/ home schooling	N/A	Grand Total
Msinga	198	67 795	219	495	239	2057	2208	1002	259	103105	177 577

Highest Level of Education (All Ages)



Out of the number of the people surveyed; few residents indicated that they have any form of higher education. This reinforces the assumption that once people leave the Municipality to do further studies, they very rarely return to the Municipality to exercise their acquired skills. This also has a major impact on the development of potential entrepreneurs.

DESCRIPTION	TOTAL	PRIMA RY	LOWER PRIMARY	LOWER SECONDAR Y	SECONDAR Y
SCHOOLS	173	102	12	7	52
CLASSROOMS	1045	842	24	71	443
REGISTERED PUPILS	61,605	39 222	1,367	3,356	17,720

TABLE 8: Educational Facilities (Source: Department of Education)

The figures released by Statistics SA display a ratio of 40 learners per educator at schools in Msinga with a 58 learner per classroom ratio. From the demographic data mentioned above, the population between the age of 5 and 19 is estimated at approximately 73 000, which illustrates an even larger backlog in either schools or additional class rooms. Based on the information available, it is apparent that a severe under provision in educational facilities occurs within this Municipal area. Using the data available from Stats SA it is apparent that an additional 241 classrooms would be needed to accommodate the 14,000 children not attending school.

Approximately 107 schools in the Msinga area have no electricity, 40 have no water and 30 have structural defects (Department of Education).

1.3.8 HEALTH

The Church of Scotland Hospital, situated at Tugela Ferry, is the only hospital within the Municipal area and is centrally located and relatively accessible to the majority of the population. Other hospitals within the reach of the general population are located in Dundee, Nquthu and Greytown. Due to a reasonable range of health services in the area, the development of an integrated primary health care programme should be considered, which should focus on utilizing existing facilities to their maximum.

A Community health care centre (CHC) in Pomeroy has been completed and is operating as a secondary hospital to the Church of Scotland's in Tugela Ferry. This will help the people residing within Pomeroy area enormously. This helps in alleviating the workload of the Scotland hospital staff enabling to give more attention to hospitalised patients who are brought in Tugela Ferry from various areas within the jurisdiction of Msinga.

1.3.9 WELFARE

The offices of the Department of Social Development are situated in Tugela Ferry and the bulk of their work is related to foster care and child support, disability and pensioner grants, poor relief, social development, crèches etc.

There are approximately 50 pension pay-outs points distributed throughout the Municipal area. In almost every case, the pay-outs take place in open area, with no/ very limited infrastructure available at these points and it is suggested that the Department of Welfare address this matter. In most cases the road adjacent to the pay point on the day of pension payments becomes congested and this in turn creates an unsafe situation for both pedestrians and motorists.

It is imperative that these services be maintained and expanded to areas which are not yet served, as the population is most likely dependent on welfare grants as a source, if not the only source, of income.

(ii) HIV/AIDS

According to the latest (2007) Department of Health's Annual Anti-natal Clinic testing results, the uMzinyathi DM has a 31.7% HIV/ Aids infection rate. A disturbing trend for the Municipality, however, is that these figures are up on the 2006 study figures. There are, however, positives in this matter in that the uMzinyathi DM has the lowest infection rate of any of the DM's in the province. This aside, it is anticipated that this pandemic will have a profound impact on the need for health, social and welfare services over the next 20 years. Population growth is expected to decline over this period and this trend needs to be considered in the planning and delivery of new services.

The HIV/AIDS pandemic alluded to above is expected to result in many more orphans within the time horizon of this IDP. The Msinga Municipality has delegated a staff member to assume any functions related to HIV/Aids and to this end the Municipality is in close contact with the Departments of Health and Welfare in community education and awareness. The HIV/Aids function is not a core function of local government but rests within the domain of the Department of Health. The Municipality will however assist and support the department of Health in any way possible. To this end the Municipality has in association with other governments departments situated in Tugela Ferry have established an HIV/AIDs Council to tackle the issues related to the pandemic.

(iii) The Aged

The aged members of the community (over 65 years of age) constitute about 6% of the population, (9000 people) scattered over the entire Municipal area. The Municipality has a high number of aged, hence there are programmes aimed at caring and being the lives of senior citizens. As part of operation Sukuma Sakhe, senior citizen care is the month of October, thus in 2013 October along with other stakeholders and in keeping with this theme certain programmes varying from physical to emotional being of senior citizens are planned in all 19 war rooms.

(iv) The Disabled

Many disabled people suffer as a result of both joblessness and prejudices against the disabled. In any attempt to promote integrated accessible communities, the Municipality is doing its best to promote participation of people with disabilities, and ensuring all public facilities are disability friendly. The Municipality encourages people living with disability to play a meaningful role in the Municipal affairs through empowerment projects and capacitating them to find employment. The Municipality's staff component is made of 2% physically challenged staff members.

SECTION C. 2: CROSS CUTTING ISSUES

2.1 STRUCTURAL ELEMENTS

There are a number of natural and man-made phenomenon's that have shaped and continue to shape the Msinga Municipality. Msinga Municipality's population is relatively dispersed and where services exist they are concentrated along the main road (R33), water sources such as the Tugela and Mooi river. The main towns are Pomeroy, Keates Drift and Tugela Ferry.

2.2 SETTLEMENT PATTERN

Msinga Municipality is predominantly rural in character with the majority of the land being part of Ingonyama Trust Land. Settlement pattern occurs in the form of expansive rural settlements scattered evenly in space. The development in most areas is typical traditional i.e. a scattered settlement pattern with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shapes settlement pattern. The terrain is very rugged and steep which makes service delivery costly to achieve for all households.

2.3 EXISTING NODES AND CORRIDORS

The following map inset bellow provides more details in respect of the nodes and corridors in the Msinga Municipality. The nodes identified are based on the functions of the centres within the Municipality and was classified as such by the Msinga Local Municipality Spatial Development Framework. The Municipality differentiates between Primary, Secondary and Tertiary nodes.

Primary Node: where major activities such as town centre, main taxi/bus rank, clustering of government offices, markets etc. are found and usually allocated along the major roads. This is a node where the majority of the Municipality's citizens conduct business e.g. Tugela Ferry Town. Unfortunately, its structural deficiency is that it does not have strong and well-developed residential base.

Secondary Node: where second levels of activities are found such as mini markets, stalls, mini factories, sub-regional taxi ranks, health facilities, schools etc. in this case Pomeroy and Keates Drift are secondary nodes serving as Municipal economic points.

Tertiary Node: where there are a few activities such as satellite offices, local shops, satellite taxi ranks, skills centre, trading centres, mobile clinics etc. in this case its Msinga Top and Nhlalakahle. An intensified development is to be realised in Cwaka with the recent investment by the COGTA MEC.

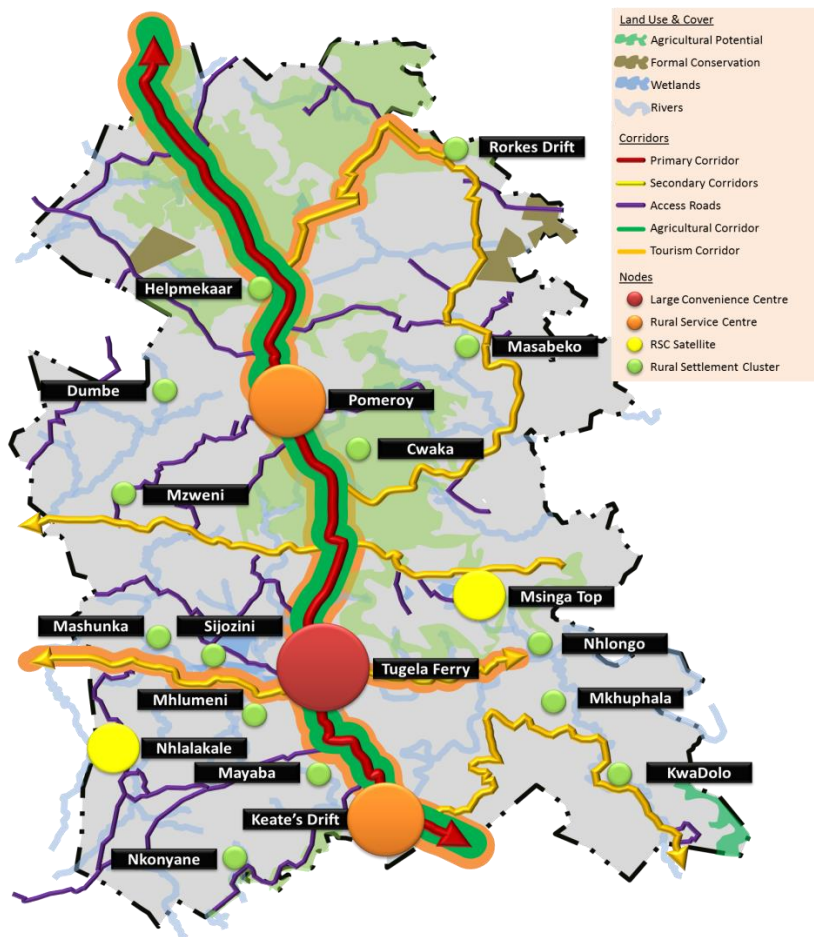


Figure 5: Spatial Interpretation Map

From the map above, the Municipal Movement Corridors are as follows:

CORRIDOR	LINKAGES
Provincial Corridor	R33 between Dundee and Umvoti
Regional Corridor	None

Regional Distributor	<ul style="list-style-type: none"> • P190 & P365 Route linking R68 to Rorkes Drift, Mazabeko & R33 • P 17 Route linking R103 to Tugela Ferry, Kwa-Dolo and Kranskop (via R74)
Tourism Corridor	<ul style="list-style-type: none"> • P53 Route between Pomeroy and Rorkes Drift (Battlefields)

2.4 LAND REFORM

According to the recent information from UDM SDF 2015, Msinga Municipality was subject to 99 claims in accordance with the Restitution of Land Rights Act 22 of 1994. From these claims the 90 have been settled, 08 are still in process and 01 remains unknown. There has also been an ongoing claim in Ward 12 Kwa-Dolo area that has held the housing project from proceeding until this date.

2.5 DERMACATION PROCESS

The Municipal Demarcation Board published In terms of Item 5 (1) of Schedule 1 to the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) that Msinga Local Municipality will lose its demarcated Ward 12 to its neighbouring UMvoti Local Municipality. This means the Municipality will be slightly affected as the population and service delivery is expected to change.

2.5.1 WARD 12 DEMARCATION IMPLICATIONS:

Land Ownership	The entire area of 125.85 km ² in Ward 12 is held under the ownership of Ingonyama Trust Board under the Mbomvu Traditional Authority
Demographics	According to statssa 2011, Ward 12 has 3754 households that are to be deducted from Msinga Municipality. Out of a total of 37 723 households, the Municipality will be left with a total of 33 969 households.

Service Delivery	<ul style="list-style-type: none"> Kwa-Dolo Housing Project Ward 12 is not adequately provided with housing, in response the Department of Human Settlement had intended to deliver 500 units in the area called Kwa-Dolo. This was under an Implementing Agent <i>Stedone Developments</i> however; till date this project has been on hold due to the Land Claim that was discovered during land audit exercise. Kwa-Dolo MPCC The Municipality has six MPCC that best serve community of which one is within this area. MPCC's are beneficial to the communities as they provide access to most of social services within a reasonable walking distance. This then leaves the Municipality with five MPCC. Ehlanzeni Clinic The Municipality has a total of 16 fixed clinics that serve the entire Municipality and one of it is the Ehlanzeni Clinic. The UMzinyathi Department of health has already planned to construct a new Vezokuhle (Phakwe) Clinic in this area as part of its 2015 – 2030 Msinga Municipality's Service Transformation.
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2.6 BROAD LAND USES

Current land use pattern has evolved in response to the settlement pattern, natural environment and regional access routes and reflects the rural nature of the region within which Msinga Municipality is located.

Major land uses in the area are as follows:

2.6.1 RESIDENTIAL USE

Residential use which occurs in the form of urban areas of Tugela Ferry, Pomeroy and Kiets Drift Towns. The rest occurs in the form of homesteads (imizi) which are spread unevenly and unsystematically in space throughout traditional areas. Homesteads are allocated following the traditional land allocation system implemented under the stewardship of local Induna with their neighbours as witnesses. Allocations vary significantly with each allocation assumed to be enough to accommodate dwelling units, kraal and some crop production.

Car ownership is a relatively and in some rural areas a new phenomenon and not all households need regular direct road access.

2.6.2 GRAZING LAND

Grazing land occurs in the form of large tracks of vacant land located between different settlements. None of this is properly developed as grazing land. Its carrying capacity has not been determined. As such, grazing is not controlled nor managed in accordance with the norms and standards for grazing land. This could be described to the fact that livestock farming is undertaken on subsistence basis. The number of livestock each household is allowed to keep is not controlled.

As a result, the land is overgrazed and its condition is fast deteriorating. The land is also under pressure from settlement expansion.

2.6.3 CONSERVATION AND TOURISM USE

Tourism resources are limited throughout the Municipality however there are some potential points and areas of interest which might contribute to the tourism industry in the Municipality. These resources include resources which relate to geographic attributes, cultural interests or natural/ecological sites and attractions. Sites with tourism potential are located to the north eastern part of the Municipality in close proximity to Rorke's Drift and include the Fugitives Drift Nature Reserve. Some existing tourism activities exist around the Tugela Ferry and Keate's Drift areas.

2.6.4 COMMERCIAL USE

The commercial Use can be separated into the formal and informal sectors. The formal sector is represented by formal business, operating from formal business premises in the main three towns however; they are not yet regulated by any By-laws or company and tax laws.

On the other hand, the informal sector (which consists of traders and hawkers), are found concentrated along main road R33 and in within rural clusters especially in busy intersections and taxi ranks. While the informal trading has been increasing steadily as a business activity within Msinga Municipality, the Municipality is yet to develop the Informal Trading Policy. The main commercial activities include:

- Tugela Ferry Mall
- Tugela Ferry Ithala Centre
- Supermarkets
- Corner and spaza shops
- Fast food outlets

Tugela Ferry town continues to attract investment however the area is not well developed and it being held under ITB remains a huge challenge for private investment. The Municipality needs to intervene in terms by formalising its main towns and provide business incentives for retention of existing business and attract new investment in the area. On this note, a Business Incentive Policy and Business Retention and Expansion [programme needs to be undertaken in order to maximise on the Municipality's economic potential.

2.6.5 MINING USE

There are no mining activities in the area.

2.6.6 AGRICULTURAL USE

Although the Provincial Spatial Economic Development Strategy of KwaZulu-Natal identified only the southern part of the Msinga Municipality as having agricultural potential, it also identified an important regional Agricultural Corridor traversing the Municipality along the R33 in a North South direction.

Agriculture in Msinga is still largely practised for subsistence and is subject to the limited capacity of the land, due to poor soil quality, climatic conditions and over stocking. Despite the large irrigation potential from the rivers, the area is subject to water shortages during dry seasons, high soil erosion and low land carrying capacity for grazing. The types of crops cultivated include:

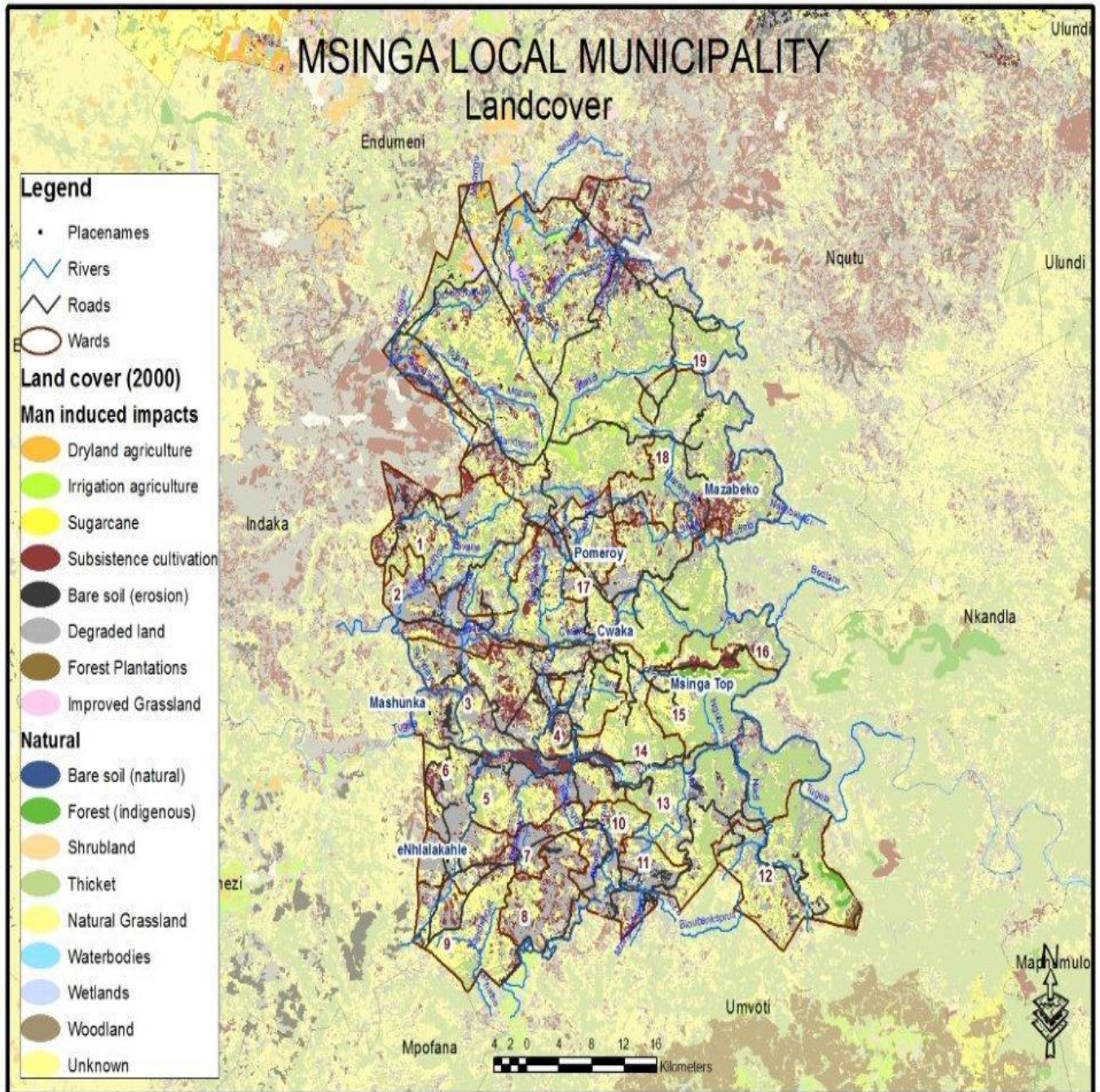
- Maize
- Beans

-
- Sweet Potatoes
 - Tomatoes
 - Cabbage
 - Spinach
 - Beetroot
 - Onion

Stock farming of cattle and goats is again a large cultural practice. The stock is not kept primarily as an economic asset. Only in times of dire economic pressures do families resort to selling stock. The overstocking adds to land pressure.

There is high potential to increase both crop and stock farming production through improved farm management and agricultural practices and support systems.

2.7 LAND CATEGORIES



Map 1: Land cover map

The Municipality is a largely rural area, 69 % of which (1,725 km² of the approximately 2,500 km²) being Traditional Authority land held in trust by the Ingonyama Trust. The remaining 31% of land is commercial farm land, all of which is

located to the north of Pomeroy. Approximately 99% of the population lives in traditional areas as opposed to the formal towns of Tugela Ferry, Keates Drift and Pomeroy.

The broad land cover found in Msinga Municipality, as depicted on **Map 1: Land Cover** consist of:

Man induced impacts	Natural
Mines and quarried	Bare soil (natural)
Built-up (Commercial)	Forest (indigenous)
Built-up (Residential)	Shrubland
Built-up (Informal)	Thicket
Dryland agriculture	Natural Grassland
Irrigation agriculture	Waterbodies
Sugarcane	Wetlands
Subsistence agriculture	Woodlands
Bare soil (erosion)	
Degraded land	
Forest Plantations	

From the Land Cover map, it is evident that the majority of the land cover is thicket and natural grassland, with subsistence cultivation scattered widely throughout the Municipality, The South Western portion of the Municipality is dominated by degraded land, therefore restricting the contribution by agricultural activities.

From the land cover data it is evident that the only real commercial agricultural activities are happening in the northern part of the Municipality, within a 30km radius around Helpmekaar. Some limited and scattered irrigation agriculture is practiced to the north and south of Helpmekaar. To the furthest northern part of the Municipality, there is some dry agriculture and improved grassland areas. Subsistence cultivation dominates the landscape of the Msinga Municipality, particularly to the southern and eastern parts of the Municipality. The low lying areas surrounding water masses like the Tugela River, is extensively used for this purpose.

The mountainous and steep areas are mainly covered with thicket and some grassland, whilst the more evenly sloped areas are distinctively covered with higher occurrence of grasslands. The majority of settlements are characterised as rural in terms of density and character. These settlements are heavily concentrated within the southern and eastern parts of the Municipality within the traditional authority areas. Some concentration of subsistence cultivation is also found in the central western areas and far northern areas of the Municipality. This illustrates a relatively evenly scattered traditional settlement patterns on the Ingonyama Trust land.

2.8 LAND CAPABILITY AND AGRICULTURAL POTENTIAL

The land capability of the Msinga Municipal area, as indicated on **Map 8: Land Capability** is highly dispersed, ranging between **Land capabilities classes** II to VIII as per **Table 5** below. The majority of the land falls under class VIII, classified as wilderness, with virtually no capability for economic agricultural activities of any kind. Large areas bordering these wilderness areas form part of class VII, The land use options within this class include wildlife and recreation. This may be a result of the existence of stones or low water holding capacity. The limitations in this class may result from the moderately steep slopes, low fertility or slow permeability of the subsoil.

Large portions of land fall under class III, which has relatively good potential, including the choice of plants and require special conservation practices. The land use options for class III include, Wildlife, Forestry, Light Grazing, Moderate Grazing Intensive Grazing poorly adapted cultivation and moderately well adapted cultivation. These areas are mainly found to the northern parts of the Municipality, with some areas around Pomeroy and the river areas around Tugela Ferry and Keate’s

Drift. Small and scattered portions of land is classified as land capability class II, indicating areas with even more possible usages.

The general land capability in this Municipality indicates that this Municipality is dry with a low amount of vegetation, which is why the Municipal areas are dominated by subsistence type agricultural activities.

Table 5: Land Capability Classification

LAND CAPABILITY CLASS	LAND USE OPTIONS									LAND CAPABILITY GROUPS
	W	F	LG	MG	IG	LC	MC	IC	VIC	
I										ARABLE LAND
II										
III										
IV										
V										GRAZING
VI										
VII										
VIII										WILDLIFE

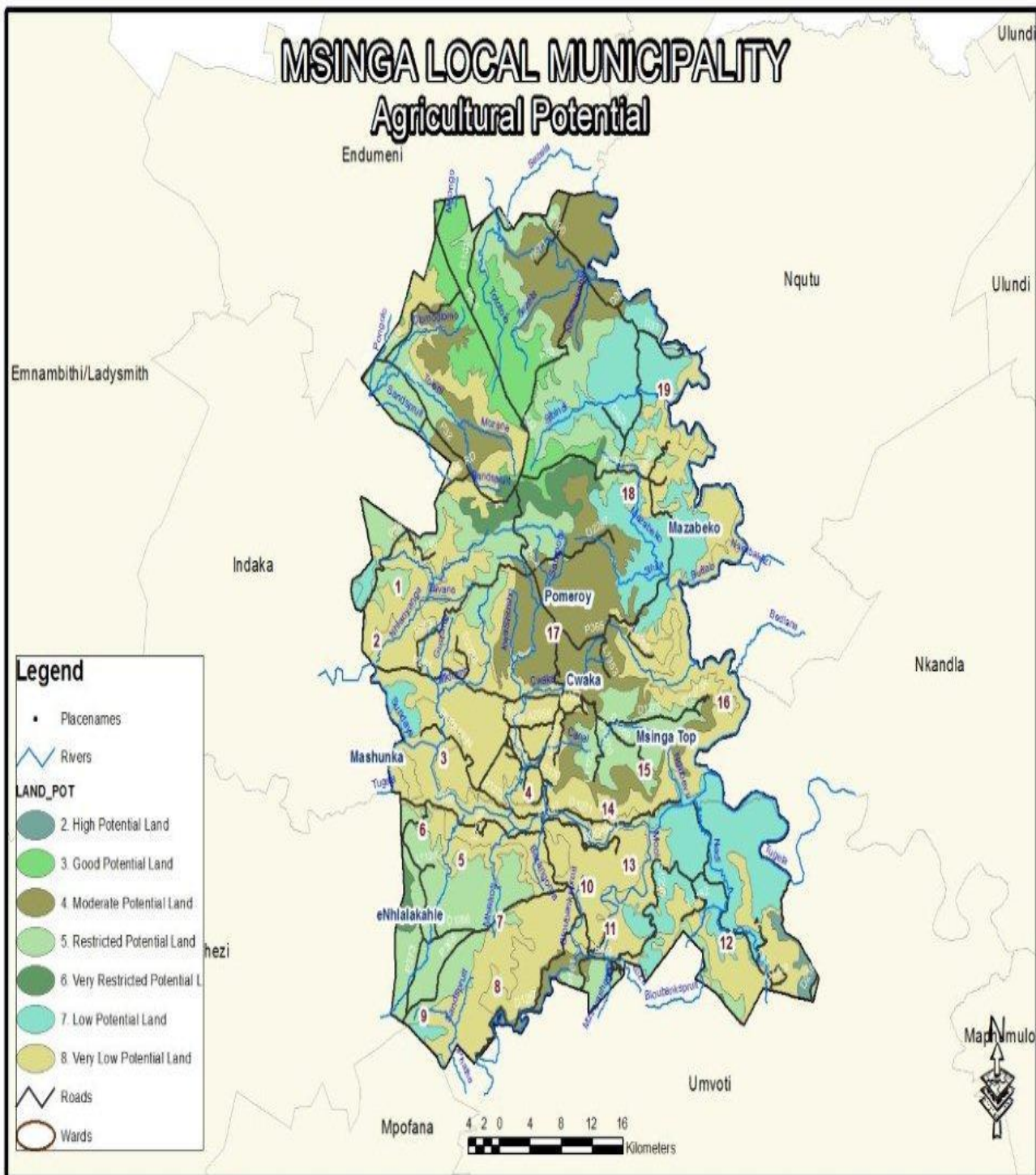
- W – Wildlife
F – Forestry
LG – Light Grazing
MG – Moderate Grazing
IG – Intensive Grazing

LC – Poorly Adopted Cultivation
MC – Moderately, well Adopted Cultivation
IC – Intensive, well Adopted Cultivation
VIC – Very Intensive, well Adopted Cultivation

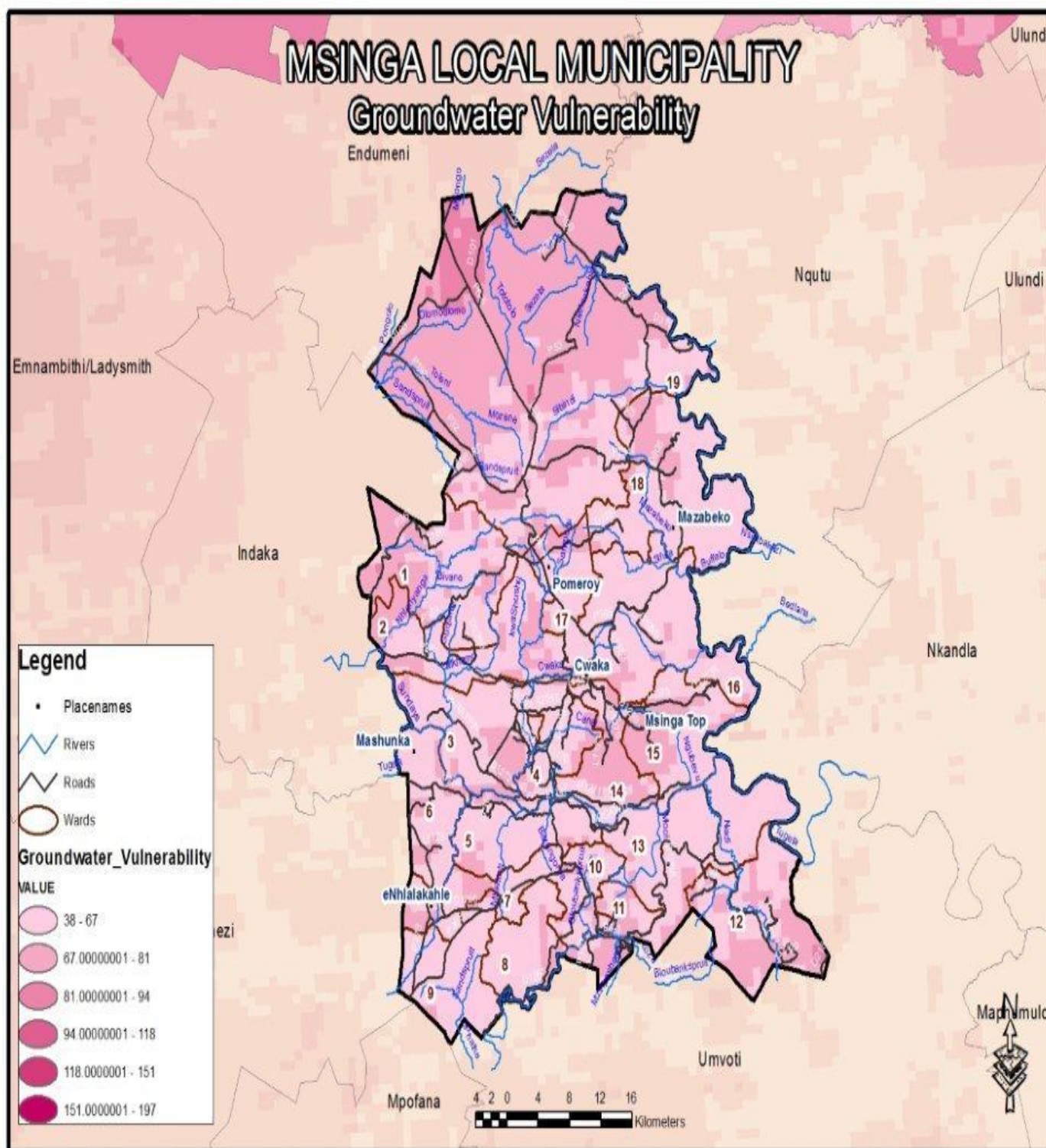
Source: Smith, 1998

Map 9: Soil Depth shows that there is a large part of the Municipality which has a soil depth of less than 450mm. This soil depth is due to the mountainous terrain in the area, specifically the southern and eastern parts of the Municipal area. Agricultural potential is lower in these areas and flood risks could also be higher, due to the shallow soil’s inability to capture absorb and maintain moisture.

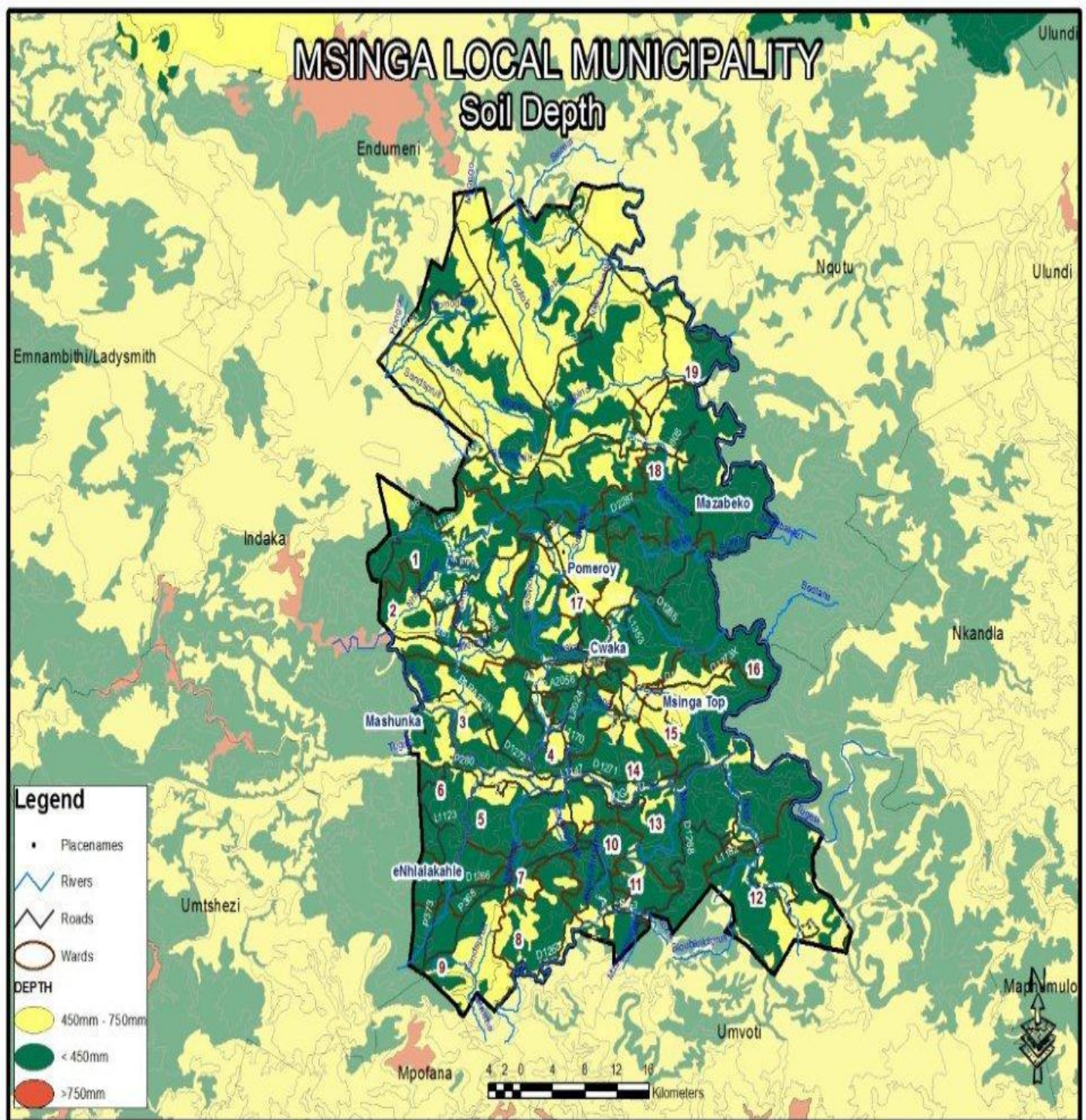
The various agricultural land uses in the Municipality is indicated on **Map 10: Agricultural Land Uses**, and corresponds greatly with **Map 7: Land Cover** referred to under paragraph 3.1.6. This map becomes particularly useful in identifying uncultivated opportunities in the agricultural sector when it is overlaid with the land capabilities in the Municipality, with specifically land capability classes I to IV, as indicated on **Map 9: Agricultural Land Use/Capability**.



[Map 2: Agricultural potential](#)



[Map 3: Groundwater vulnerability](#)



Map 4: Soil depth

2.9 PRIVATE SECTOR DEVELOPMENTS

Since the 01 July 2015 the Municipality will be applying the new legislation Spatial Land Use Management Act of 2013 in approving its development applications. It be noted that most development initiatives were driven by the council of Msinga, but the SPLUMA requires most applications to be decided upon by MPT (Municipal Planning Tribunal). Although the area

is under the ownership of the ITB, the observed trend has been that most applications are from Tugela Ferry as compared to the rest of the two towns and in this section, a summary of initiatives driven by private sector will be listed hereunder:

2.9.1 TUGELA FERRY SHOPPING MALL

A shopping mall was officially opened in March 2015 at Tugela Ferry across the bridge in the Mthembu Traditional Area next to the Library; agglomeration of services is in line with PSEDS and this presents an opportunity to attract further investors. This is a sign that the town is growing, it will also serve to relieve the congestion in Tugela Ferry CBD. With the town's growth, an opportunity for the provision of medium density housing is presented.

2.9.2 MSINGA FET

This education facility to be developed at Cwaka – Msinga Top has been approved by Council during this 2014/2015 financial year. This facility is highly trusted to create job opportunities and enhances education and skills of the local community. The development of this education facility was appreciated as an effort by government to invest within the area that has suffered due to lack of development.

2.9.3 TUGELA FERRY SHELL PETROL SERVICE STATION

The upgrading of the existing Shell petrol filling station located opposite the Tugela Ferry SAPS before crossing the Tugela River Bridge was approved in the 2012/2013 financial year to reduce the congestion experienced daily in the town.

2.9.4 POMEROY COMMUNITY HEALTH CENTRE

A Community health care centre (CHC) in Pomeroy has been completed and is operating as a secondary hospital to the Church of Scotland's in Tugela Ferry. This clinic helps the community residing within Pomeroy as it alleviates the workload of the Scotland hospital staff enabling to give more attention to hospitalised patients who are brought in Tugela Ferry from various areas within the jurisdiction of Msinga.

2.9.5 KWANOCOMBOSHE POLICE STATION

Due to the increasing statistics of crime within the Municipal area, there has been a development of KwaNocomboshe Police Station about 45km away from Tugela Ferry to cater for the Msinga Top rural settlement. This station adds to the three stations that already exist in the entire Municipal area. KwaNocomboshe forms part of the Msinga Top tertiary node as identified in the in the Municipal SDF.

2.9.6 INKULULEKO DEVELOPMENT PROJECT - CWAKA COMMUNITY SERVICE

The Ndumo Regeneration Programme, now Inkululeko Development Programme, was mooted to create a sustainable, rural service centre that would address the needs of Orphans & Vulnerable Children by providing high quality education and other community services, improved access to government facilities and enhance the living standards of the whole community. The government has determined that the potential gains of the programme in addressing rural development, the impact of integrated Government programmes and the resulting pooling of resources for a common propose can only represent an effective commitment towards Government's compact with citizenry. It has now become a provincial Flagship programme. Provincial Government determined the need to replicate this programme. UMzinyathi has been identified the location of the next Regeneration site. Within UMzinyathi, Msinga has been identified as a preferred site to accommodate the replication of this Flagship programme.

UMzinyathi has been selected as a pilot District to test the CSC framework concept. In turn Msinga, Cwaka has been identified by Provincial Cabinet as a provincial location for Ndumo 2; the conceptualisation of the CSC framework has been deemed relevant for the task at hand and should assist in this process.

The MEC for Cooperative Governance and Traditional Affairs Nomusa Dube – Ncube in KwaZulu-Natal, on the 2nd February 2016, launched a project for the building of a Community Service Centre in Cwaka that is worth R1.4 billion to build a new town in Cwaka, and the programme and projects will include:

1. uMgungundlovu TVET College
2. uMgungundlovu Student Village and Sporting Precinct
3. DoE Model School Site
4. Existing Clinic Site
5. Existing Place of Worship
6. Existing Schools
7. Proposed Hotel / B&B / Lodge
8. Proposed Cemetery
9. KZN Agric - Agriculture Education and Demonstration Zone
10. KZN Agriculture - Commercialization of Subsistence farming
11. KZN Agriculture and KZNEDTEA - Livestock (goat) processing zone
12. KZN COGTA and Partner Departments - Social Facilities Cluster Precinct
13. KZN DoT and KZNEDTEA - Public Transport and Community Market for Traders
14. KZN EDTEA - Tourism Resorts Projects Sites
15. KZN Human Settlements - Formal Housing
16. KZN Department of Agriculture - Communal Food Gardens
17. Low Income Housing - portion of Agricultural Households
18. Petrol Service Station and Convenience stores site
19. New Town Center Business Sites

Currently the project is its Planning stage with the construction of the TVET expected to commence early 2017.

2.10 ENVIRONMENTAL ANALYSIS

Significant development threats and constraints within the Municipality, as well as critical resource management issues, are summarised in this section.

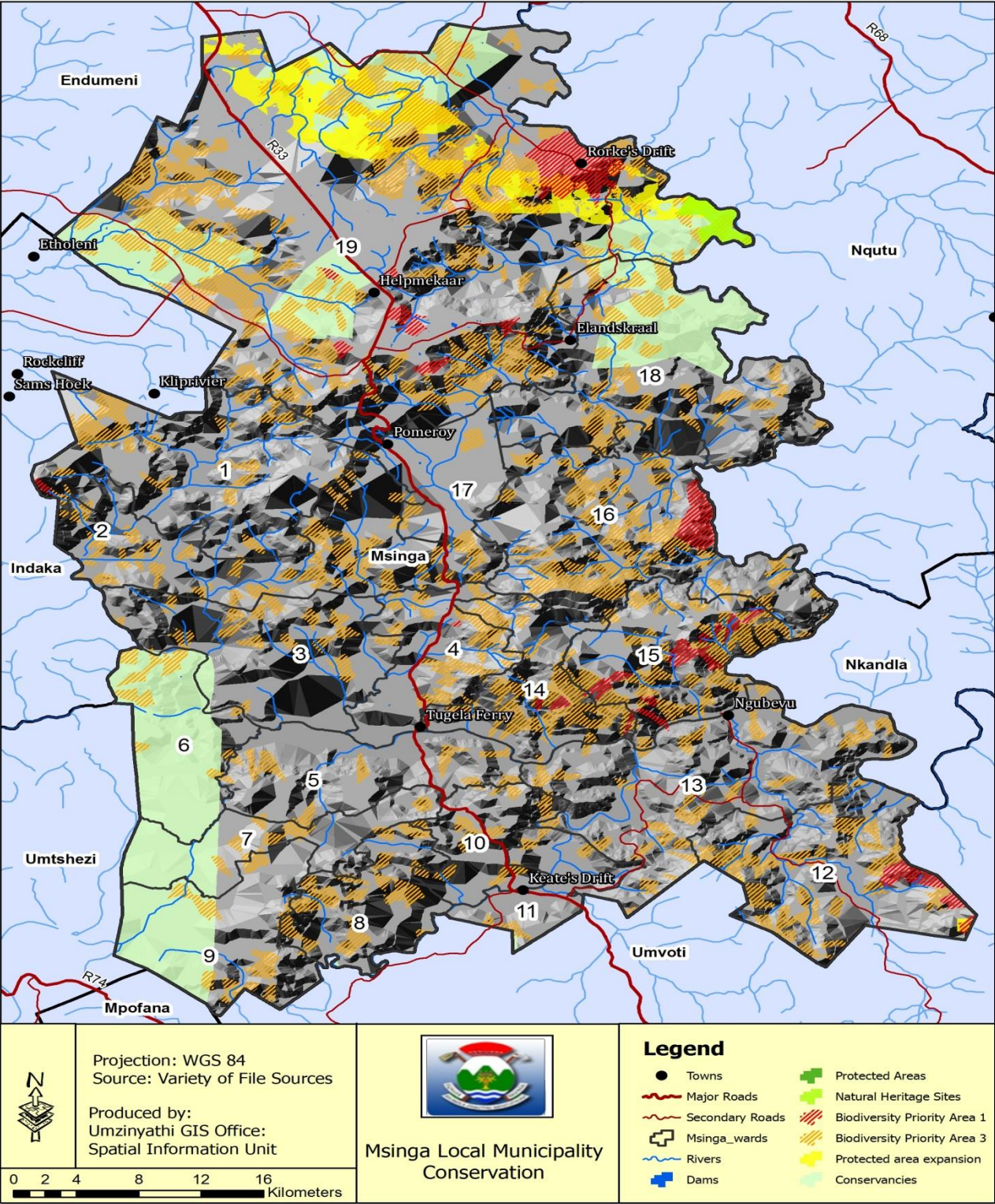
Msinga Municipality with its rural nature, settlement patterns within the rural communities are characterised by widely dispersed dwellings. This makes service provision very expensive and largely restricts the viable use of the land to subsistence agriculture. The unnaturally high concentration of people in rural areas, coupled with the expansive nature of settlement and poor land management practices, has resulted in significant degradation of natural resources. Over-grazing, injudicious burning regimes, sheet and donga erosion, unsustainable harvesting of plants, hunting of wildlife, and the spread of alien invasive plants have been the primary causes of degradation

The Municipality has a number of areas that are susceptible to water erosion and this increases pressure on soils in the area's subsistence agriculture and commercial agriculture.

2.10.1 PROTECTED & CONSERVATION WORTHY AREAS

Ezemvelo KZN Wildlife embarked on a process, since 2005, whereby it systematically mapped critical biodiversity areas in KwaZulu-Natal with increasing accuracy. This dataset is based on various studies on fauna, flora and water resources, identifying key local biodiversity areas to be considered in spatial planning and this is referred to as Minset. The Minset in the Msinga Municipality is indicated on **figure 12**. It is evident that large, scattered areas within the Municipality is classified as Biodiversity area 3, referring to land which is substantially disturbed and transformed. These are exactly the same areas

which are regarded as Medium to low environmentally sensitive areas. The areas on **Map 5: Conservation Map** which are rated as medium to high, are the areas that are rated as Biodiversity Priority Area 1 on the Minset scale, referring to areas which are still substantially in its natural state and therefore regarded as priority areas for protection



Map 5: Conservation Map

Protected Areas - are areas of land or sea that are formally protected by law and managed mainly for the purpose of biodiversity conservation. Formal Protected Areas are gazetted in terms of the National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003) (NEMPAA).

Conservation Areas - are those areas of land not formally protected by law, but where primary land use is conservation, owners and users, and managed at least partly for biodiversity conservation. These areas are typically informally protected by the current uMzinyathi DM EMF Status Quo Report (*Draft*) October 2015. There are no smallholdings, mines and quarries, industrial and commercial areas in Msinga.

2.10.2 CLIMATE

Msinga Municipality is characterised with a temperate climate, with warm to hot summers and mild to cool winters. This Municipality falls within the coastal summer rainfall areas, with medium to low rainfall of 600 mm/annum. The topography of this area strongly influences the climate of certain places within the same area in the form of annual floods which have claimed the lives of many residents of Msinga. Flood line studies need to be conducted for Msinga Municipality in particular due to the high flood disasters that have previously occurred and in order to avoid settling people on flood plains.

Discussions need to be held with the local Amakhosi and community to educate locals on finding or allocating suitable land for settling people. Communities need to be made aware of areas that are prone to floods and that may be unstable. The images below illustrate the damage caused by floods in 2014 which washed away a bridge. In the picture Nomusa Dube, the MEC of the Department of Cooperative Governance and Traditional Affairs is at the scene to assess the damage caused by the 2014 floods.

In February 2013 severe thunderstorms struck Ward 5 of Tugela Ferry in the Malomini area. Heavy rainfall accompanied by high wind speeds resulted in flash floods causing extensive damage to housing and road infrastructure within the Msinga Local Municipality. This disaster took 18 people's lives and 2 people that were missing. In Ward 5 of Tugela Ferry, 6 houses were badly affected resulting in the families of those homes being relocated to another area.

Figure 1: Damage caused by 2013 Floods in Msinga



Source: eNCA 2013

Figure 2: Floods wash away bridge in Msinga, KwaZulu-Natal



Source: eNCA 2013

2.10.3 GEOLOGY

Arenite is the most common rock covering the Municipal area. Shale is also found through the area and Tillite is present but only in the mountainous areas before joining the Tugela River. The varied topography and geology has created a variety of soils within the district, and according to Ezemvelo KZN Wildlife, Msinga consists of conglomerate, dolerite, schist, shale, tillite, nsuze group, basalt, tonalite, eccla group arenite, natal granite.

- Constraints

No constraints associated with geology, e.g. earth are applicable to the Msinga area

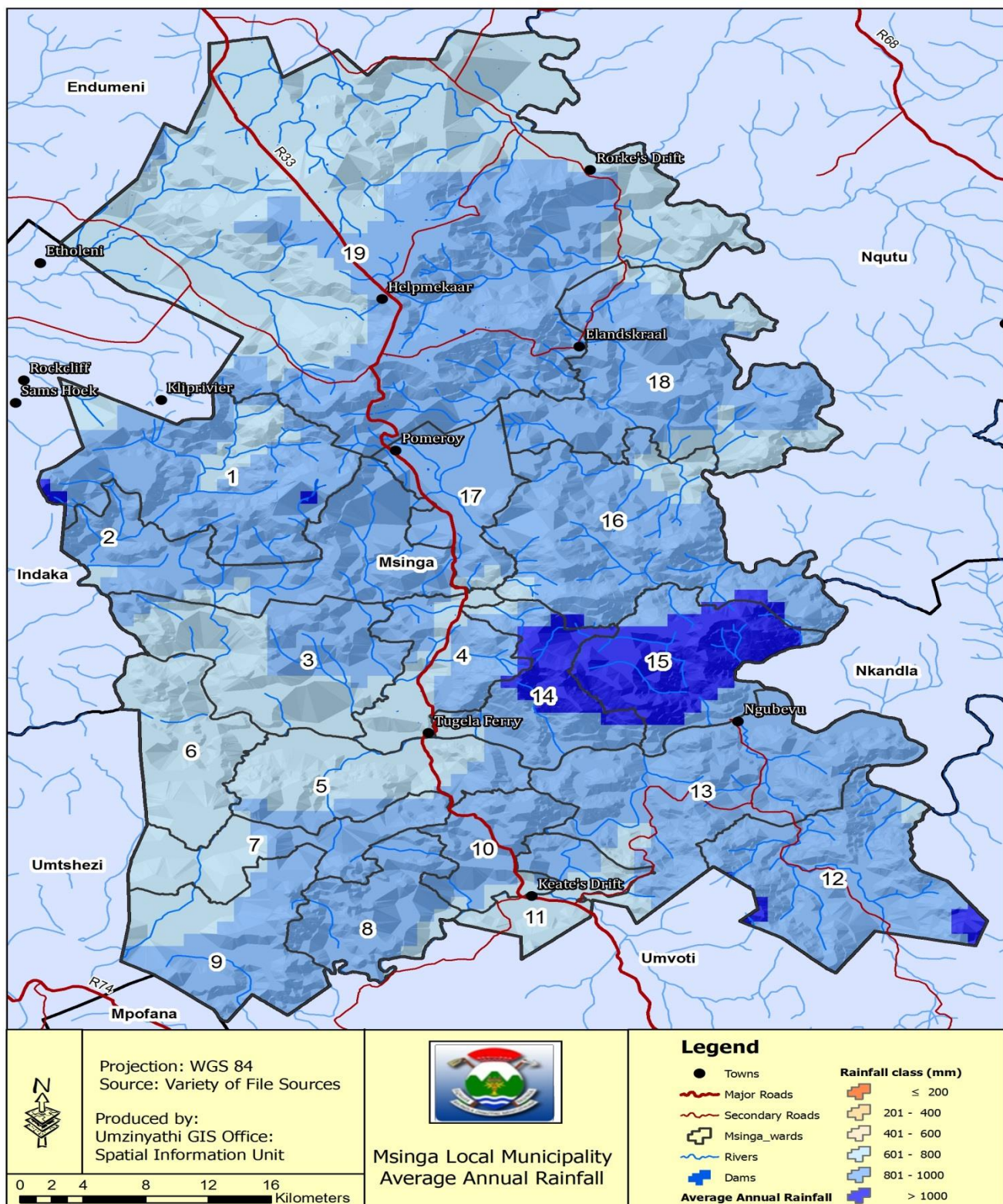
- Soils

The geology (soil parent material) is highly variable with respect to the clay forming materials and silica content, which giving rise to swelling black clays, sands etc. as well as differences in natural fertility and erodibility. Geology is thus indirectly responsible for a variety of soil-plant functions or habitats.

The Municipal area is dominated by soils with limited pedological development as they make up the majority of the area with soils with plinthic criteria and podzolic soils found in the north. In the central and southern areas a small portion is covered with well-structured soils with high clay content.

2.10.4 RAINFALL

In terms of the South Africa weather system, Msinga falls within coastal summer rainfall areas. Rainfall is orographic in nature with the impact of the mountains and topography shown on the map. Rainfall in the Municipal area ranges between to less than 600 mm, see the map 5 below.



[Map 6: Average Annual Rainfall](#)

2.10.5 WATER RESOURCES

The Municipality has the fourth level (quaternary) catchment areas that drain into the Tugela and Umvoti Rivers. Blood River feeds into the Buffalo River that is the main tributary that drains the northern part of the Municipal area. The Buffalo River flows into the Tugela east of Ngubevu from where the Tugela forms the boundary between Msinga and Nkandla. The Mooi River flows into the Tugela at Keate's Drift.



The Thukela (**Tugela River**) is the largest river system in KZN. The Buffalo River is the main northern tributary of the Thukela River and flows in a south-easterly direction from the eastern escarpment to its confluence with the Thukela River near Nkandla. Water resources have not been developed to their full potential and will require strict management to ensure that it is used efficiently and effectively.

- Dams

There are no significant dams in the entire Municipal area.

2.10.6 AIR

No data on ambient air quality data is available at present for the district. There is no Air Quality Management Plan for

2.10.7 BIO-PHYSICAL OPPORTUNITIES AND CONSTRAINTS

OPPORTUNITIES	CONSTRAINTS
Landscape and topography	
<ul style="list-style-type: none">• A complex topography (rolling hills and mountains) across large sections of Msinga has an aesthetic appeal and holds considerable tourism development potential.• Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas.• All areas steeper than 18 degrees should be excluded from development. This will not only protect slopes from erosion and landslide risk, but will ensure that ridges will function as dispersal/habitat corridors.	<ul style="list-style-type: none">• Steep topography cause accelerated erosion, especially in the central and southern parts of Msinga LM. Erosion control measures should be intensified in these areas by means of intense agricultural interventions (including agricultural extension programs and facilitation of transformation to sustainable agriculture).• Mountainous areas increase the cost of infrastructure provision, especially in the case of roads. This can contribute to geographic isolation or at least a significant increase in travel friction and increased transportation cost.

<ul style="list-style-type: none"> • The area's coal reserves are marginal, but increasing demand for coal may cause these reserves to become more viable to mine in future • Although mining opportunities are limited, opportunities for further mineral development may be explored. 	<ul style="list-style-type: none"> • Geochemical health risks may affect sensitive individuals in some areas. •
Soils	
<ul style="list-style-type: none"> • The entire district has some areas with naturally fertile soil and soils of favourable structure, which should be conserved. Sustainable agricultural practices that reduce leaching, erosion, compaction and loss of soil structure, should be promoted • Establishment of hedgerows of indigenous plants should be encouraged in all areas susceptible to wind erosion. Also, crop and grain farmers in areas susceptible to wind erosion, should be encouraged to adopt agro forestry principles which aims to reduce wind erosion in cultivated fields. 	<ul style="list-style-type: none"> • Gully formation (due to soil erosion) progressed to an advanced state across the district. Gully rehabilitation efforts should be implemented as a matter of urgency.
Surface water	
<ul style="list-style-type: none"> • Surface water availability is a competitive advantage of the for the entire Umzinyathi district. Water should be utilized optimally in a sustainable manner to grow the agricultural, tourism and manufacturing industries. • The practice of aquaculture should be promoted as an important tool in food security and job creation. • Wetlands should be protected, and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a regional scale. • Water resources should be optimally used to stimulate the tourism industry and to expand recreation opportunities to local people within the parameters of relevant guidelines 	<ul style="list-style-type: none"> • The ecological reserve of all riparian areas should be strictly maintained, therefore over-abstraction should be avoided. • Water pollution should be controlled to maintain water quality at an acceptable level.
Ground water	
<ul style="list-style-type: none"> • The entire Umzinyathi as a district has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development. 	<ul style="list-style-type: none"> • Over-abstraction should be avoided. • Placement or positioning of potentially polluting activities of infrastructure, especially waste disposal sites and cemeteries and settlement areas, should carefully analyse geohydrological conditions during site selection.
Vegetation	
<ul style="list-style-type: none"> • Medicinal plants could be cultivated to generate income to local rural people, and to improve the health of the general public. • Community forestry, urban agriculture and agroforestry should be promoted • Carbon trading initiatives should be considered as a method of income generation while protecting the biophysical environment at the same time. 	<ul style="list-style-type: none"> • Large surface areas have deteriorated beyond the point of viable restoration. • Alien invasive plants are well established in the area, and should be. strictly controlled
Air quality	

Ecological characteristics

- | | |
|--|---|
| <ul style="list-style-type: none"> • Ecotourism opportunities should be utilized since ecotourism is an important conservation vehicle, especially to conserve animal species. The Msinga area does have significant potential for further ecotourism. • Combined cattle and wildlife farming could be promoted in cattle grazing areas where the ecology are still relatively intact, | <ul style="list-style-type: none"> • Large surface areas have deteriorated beyond the point of viable restoration. • Alien invasive plants are well established in the area, and should be strictly controlled. • Parasites hosted by domestic animals may spread to local wildlife populations, and vice versa. • Limited budget for conservation. |
|--|---|

2.11 SPATIAL & ENVIRONMENTAL TREND ANALYSIS

2.11.1 LAND USE AND LAND COVER

This area is mainly classified as mountain area although in some areas open hills or ridges are also found. The dominant land cover within the Municipality is natural land cover followed by agricultural and related cover. Land degradation is predominantly severe in this Municipal area. The occurrence of dongas and sheet erosion visible is also predominant in this area.

2.12 SPATIAL AND ENVIRONMENTAL ANALYSIS: SWOT ANALYSIS

STRENGTHS

- Spatial Development Framework in place
- Development Planning Shared Services in place
- Strategic Environmental Assessment in place
- Integrated Waste Management Plan
- Disaster Management Plan in place

WEAKNESSES

- Reliance on external resources (DEA) for Environmental Compliance – no internal capacity
- Topography restricts development
- Funding challenges to compile environmental strategies

OPPORTUNITIES

- Formalization of Nodal Towns and Secondary Nodes
- Environmental Management Plan (EMP) – Enabled identification of hotspots for potential projects and programmes to prevent environmental degradation
- Development of Wall-to-wall Scheme

THREATS

- Water pollution (due to pit latrines drainages into river streams)
- Land Admin and Ownership (Ingonyama Trust Board)
- Uncontrolled development
- The settlements on flood plains are subject to natural flooding over time
- Risk of climate change related disasters

2.13 DISASTER MANAGEMENT

2.13.1 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 43-50 outlines the establishment and functions of the Centre in order to ensure an integrated and coordinated approach to Disaster Risk Management within the district.

UMzinyathi District Municipality Disaster Management Risk Centre was established in August 2003, and is fully functional 24 hours a day, 7 days a week. Msinga Local Municipality does not have a stand-alone disaster management centre. It receives activation calls at a 24 hour basis and is also activated via or through the district management center. The Municipality is in the process of constructing a fire station that will also accommodate the disaster management center.

Msinga Local Municipality has appointed a Disaster Officer which reports under Community Services. In terms of fire services provision the Municipality has a station office and twelve (12) fire fighters. The district Municipality also provide Msinga Local Municipality with support of eighteen (18) disaster management volunteers. Seven (7) of them are currently enrolled for firefighting program which is provided by the Provincial Disaster Management Center (PDMC) in order to augment the capacity.

2.13.2 MUNICIPAL DISASTER MANAGEMENT PLAN

In terms of disaster risk reduction principles, the local sphere of government is the first line of response and responsibility in the event of a disaster occurring or threatening to occur. In terms of the Disaster Management Act of 2002, the Local Municipality is responsible for the co-ordination and management of the disaster incident until such time that the responsibility escalates to a higher level of Governance.

Thorough disaster risk management planning and effective co-ordination of all line function response agencies is, therefore, key to saving lives and limiting damage to property, infrastructure and the environment. They (disaster risk management plans) also facilitate the optimal utilization of resources.

Disaster Management Plan was adopted by Council on the **09/12/2015**.

2.13.3 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

The Msinga Local Municipality has not established a Municipal Disaster Management Inter-Departmental Committee.

Disaster Management are addressed and discussed at the Development Planning Portfolio committee.

2.13.4 MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM

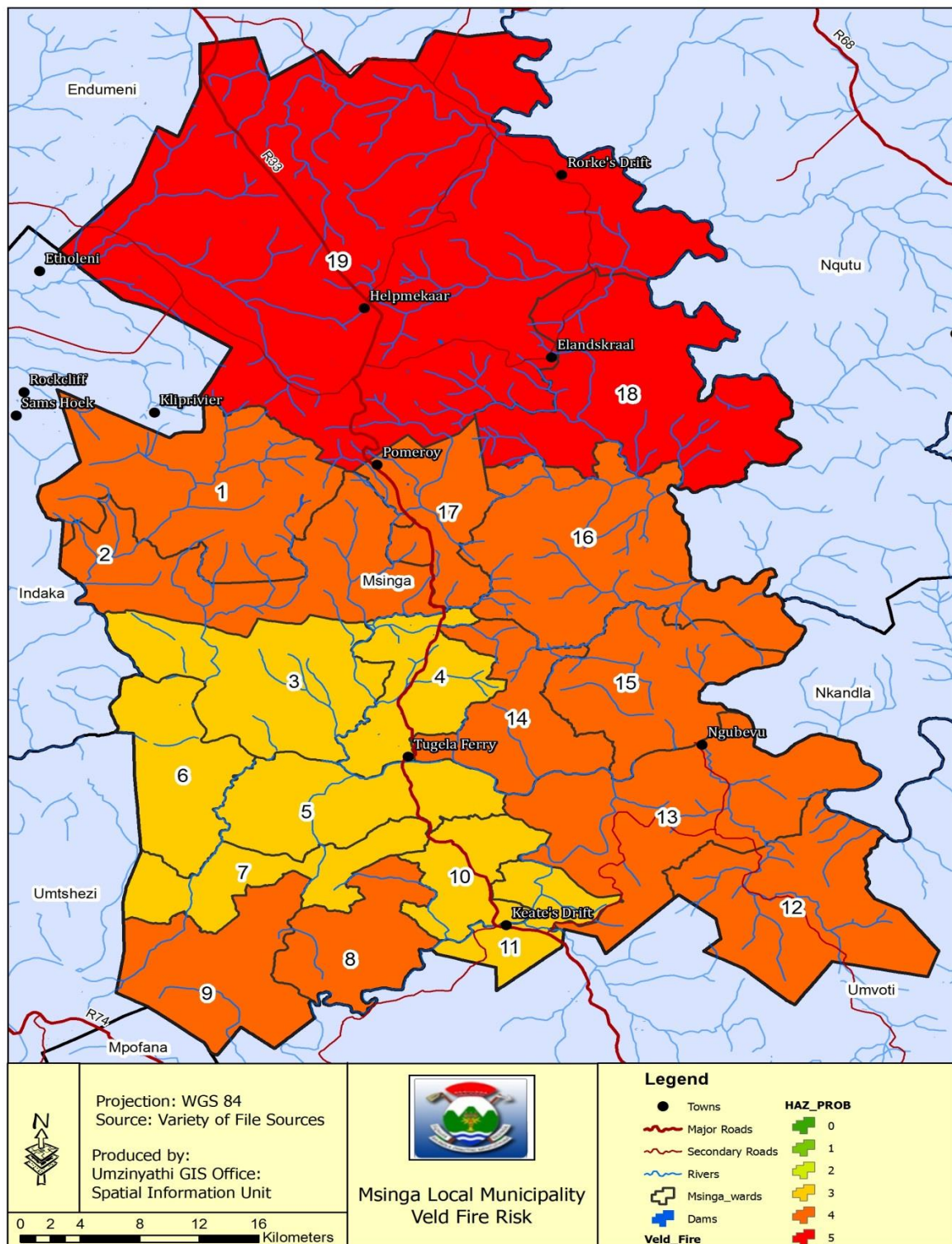
The Msinga local Municipality has not established a Municipal Disaster Management Advisory Forum.

2.13.5 DISASTER RISK ASSESSMENT

2.13.5.1 List of Priority Risks (Hazards)

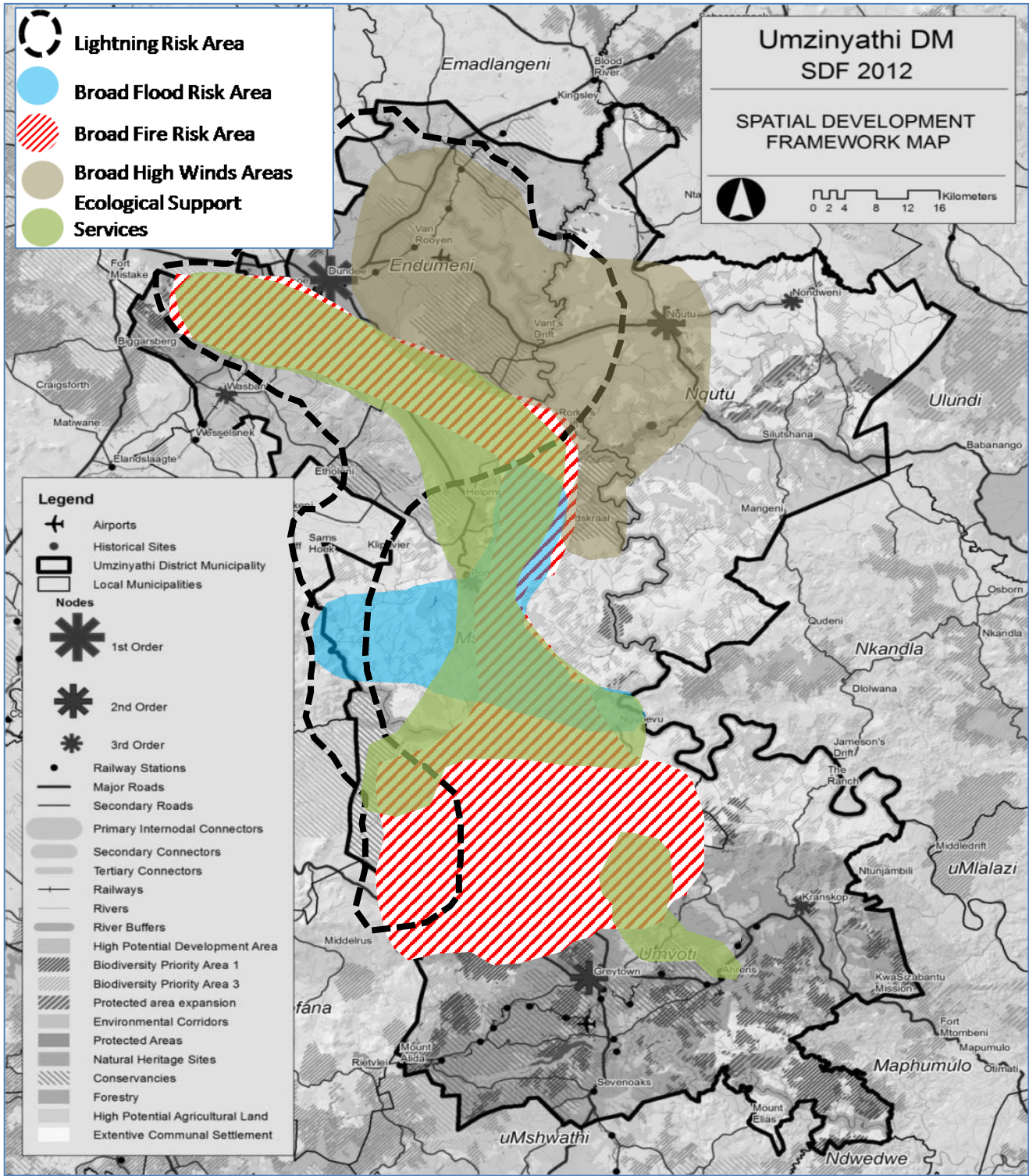
Main Category (Msinga Local Municipality Risk Rating)	RISK
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	0.90
Fire Hazards - Veld/Forest Fires	0.86
Hydro-meteorological Hazards - Floods (River)	0.83
Hydro-meteorological Hazards - Severe Storms (Lightning)	0.77
Hydro-meteorological Hazards - Severe Storms (Wind, Hail)	0.75
Fire Hazards - Formal & Informal Settlements / Urban Area	0.75
Hydro-meteorological Hazards - Severe Storms (Snow)	0.72
Transport Hazards - Road Transportation	0.71
Geological Hazards - Rock-fall	0.71
Hydro-meteorological - Drought	0.70
Hazardous Material - Hazmat: Spill/Release/Fire/Explosion (Storage & Transportation)	0.59
Environmental Degradation	0.57

2.13.5.2 Hazard Maps



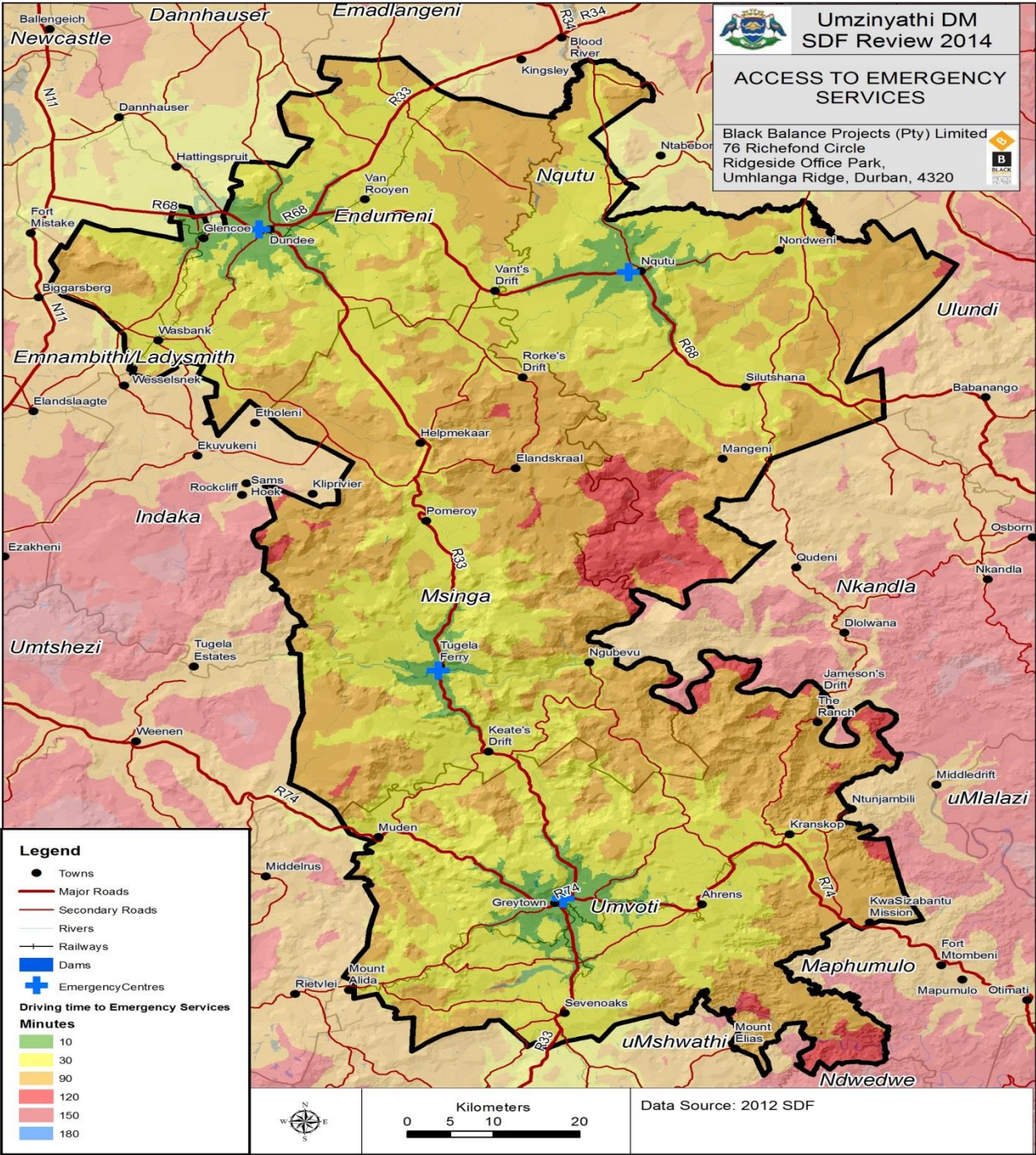
[Map 7.1: Msinga Local Veld Fire Risk Areas](#)

2.13.5.3 Vulnerability

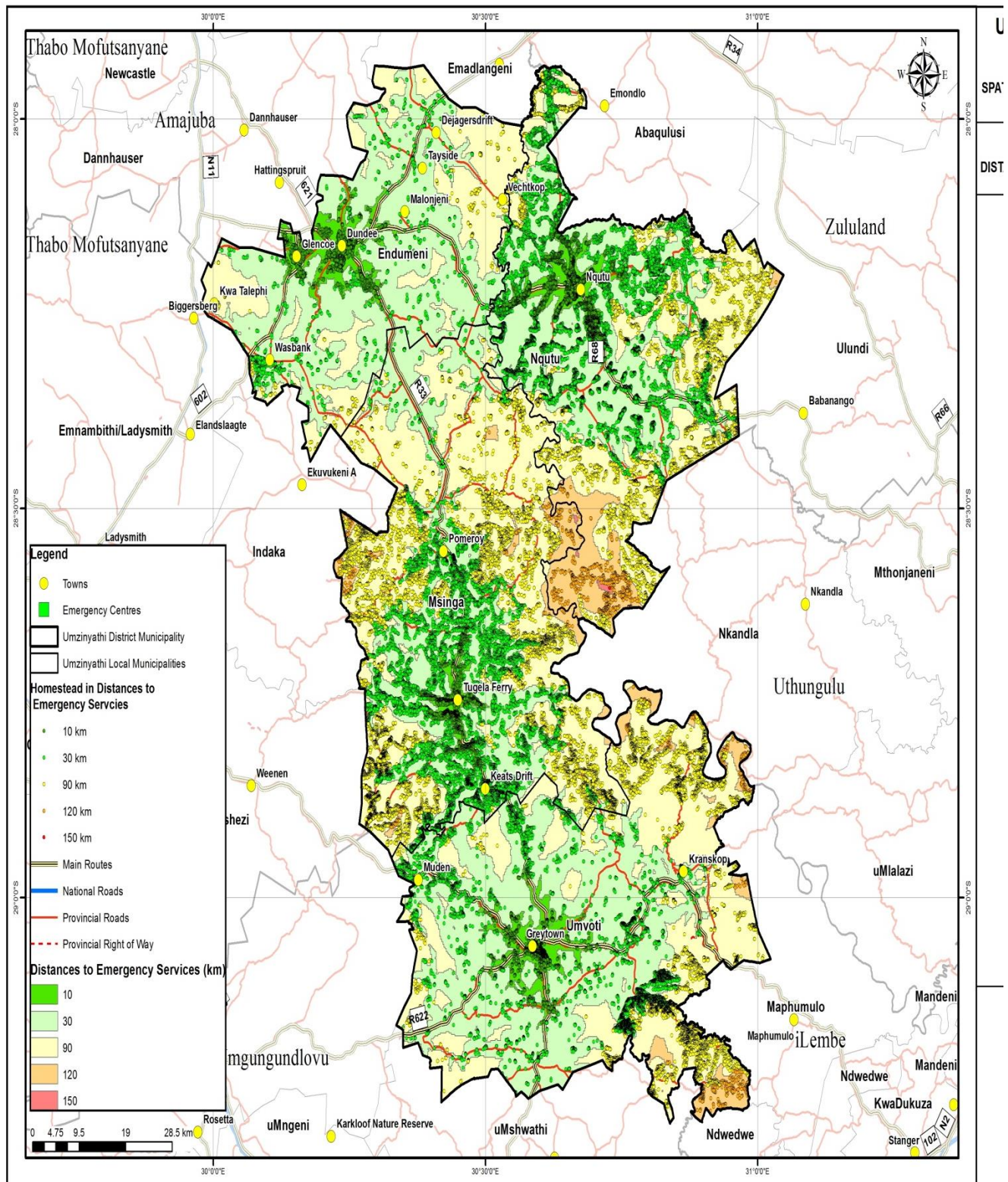


Map 8: [Vulnerability Map](#)

2.13.5.4 Capacity Maps

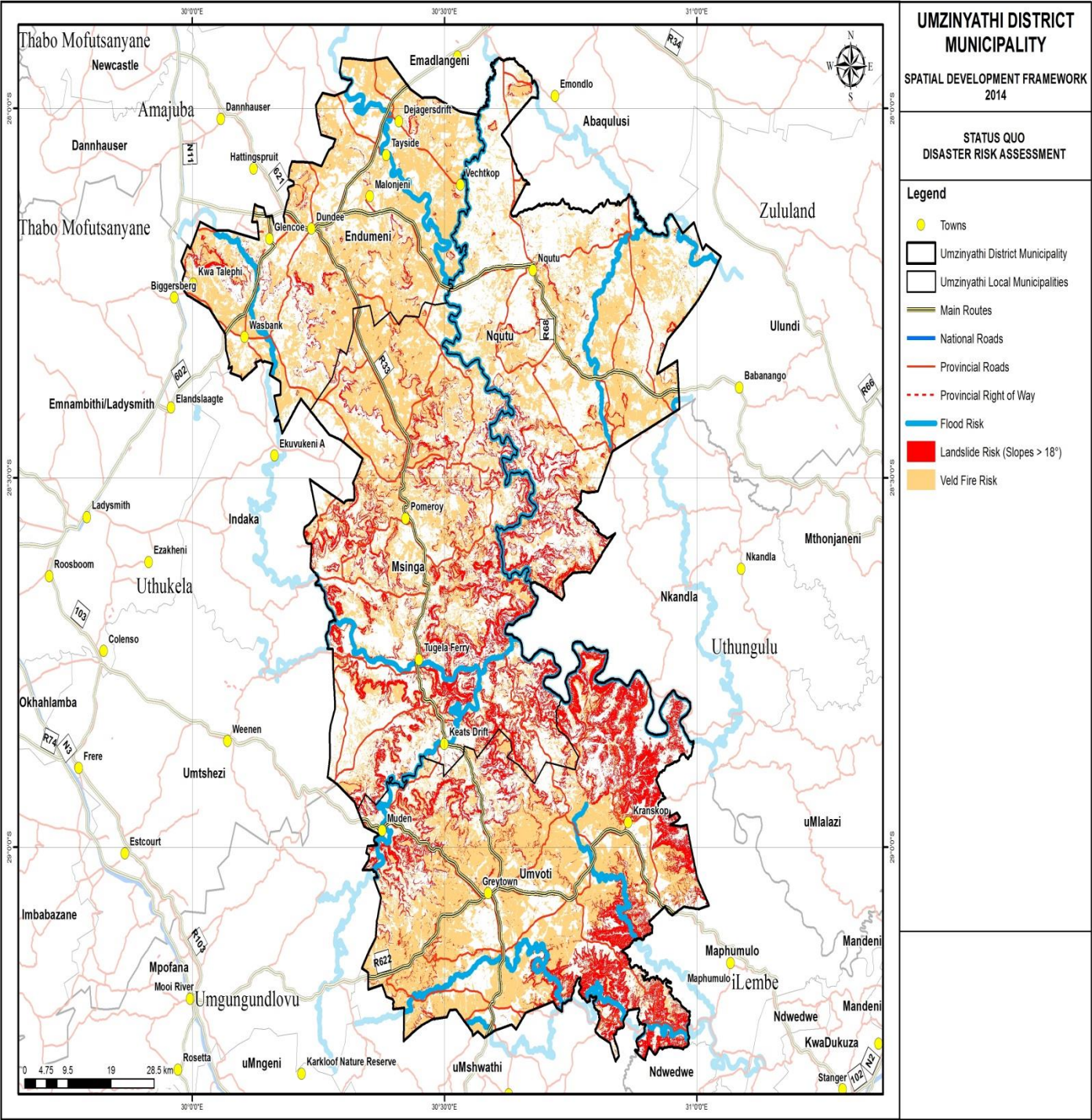


Map 9: Capacity Maps



Map 10.1: Disaster Risk Assessment

2.13.6 DISASTER RISK RATING MAP



Map 10.2: Disaster Risk Assessment

2.13.7 DISASTER RISK REDUCTION

2.13.7.1 Disaster Management Programmes/Projects by Municipality

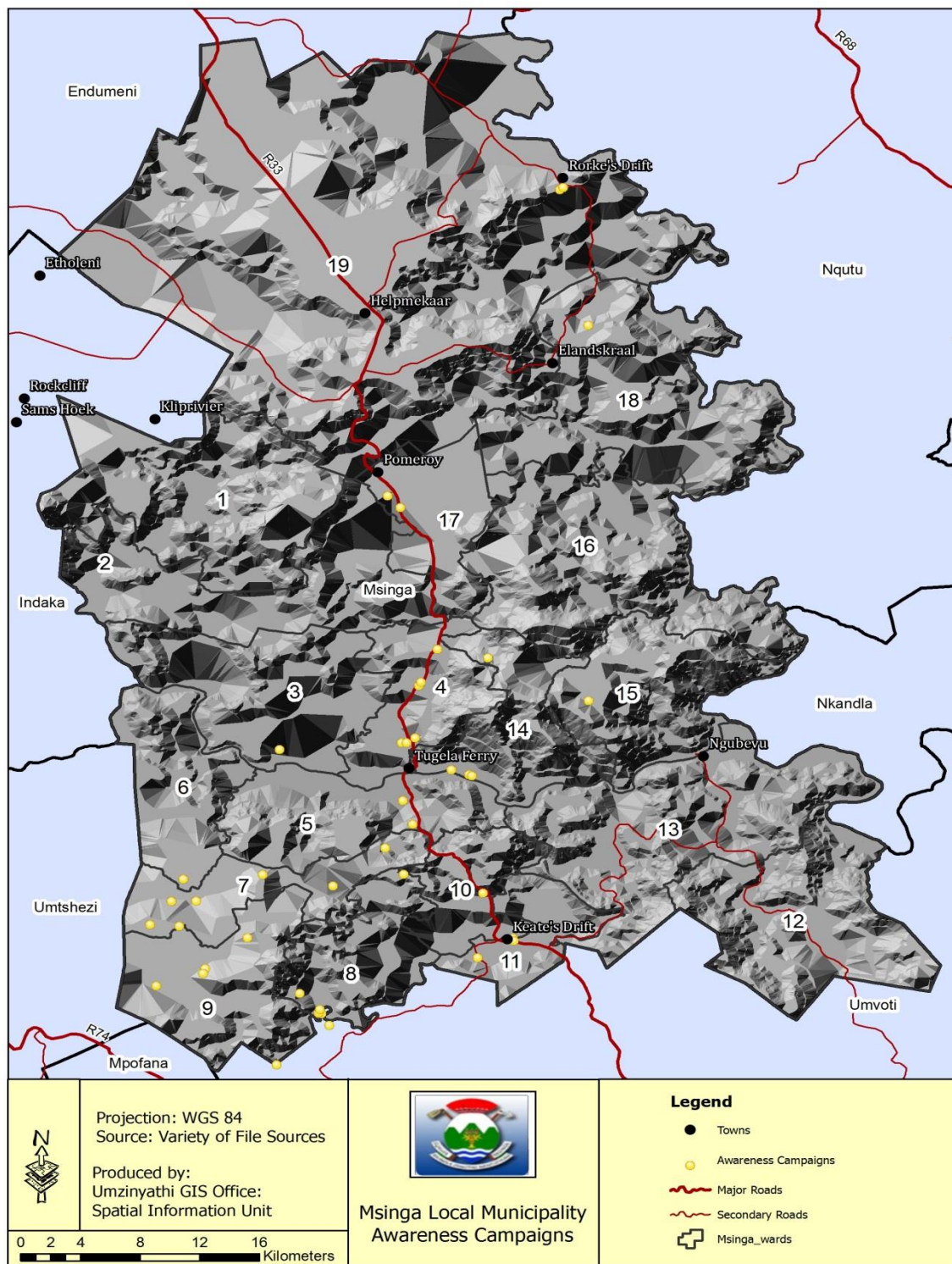
Disaster Management Programmes/Projects by Municipality NAME OF THE PROJECT	TARGETED AREAS	RESPONSIBLE AGENT
Improve Institutional Arrangement Capacity		Msinga Municipality and UDM
Establishment of Msinga Disaster Advisory Forum	Msinga LM	
Training of 3 Fire Fighters and 7 volunteers	All Municipal wards	Msinga LM and PDMC
Mainstreaming of Disaster Management	All Municipal wards	Msinga Municipality and UDM
Educate communities on Fire risk:		Msinga Municipality
School awareness campaigns	Ward 1, 2,14,15,16,17 ,and 19	
Community awareness	All Municipal wards	
Partnerships with WOF	Wards 1,2, 14,15,16,17,18 and 19	
Mitigation		
Develop informal Settlements bylaws to control land invasion mushrooming of informal settlements	All Municipal wards	
Fire Brakes	Wards 1,2, 14,15,16,17,18 and 19	Msinga LM Planning Unit
Municipal Building Inspection for fire compliance	Msinga Municipal Buildings	District Fire services, WOF,FPA Msinga LM
Installation of lightning conductors	All Municipal wards (30 000)	Msinga Station Officer

Establishment of the DM, Fire and Rescue Center		Msinga LM ,UDM & PDMC
Construction of the center	Tugela Ferry (R500 000.00)	
Transfer of 4x4 Vehicle to disaster management unit assets	-	Msinga LM
Furniture	Proposed budget (R80 000.00)	Msinga LM Fleet
Communication system	Proposed Budget (R150 000.00)	Msinga LM
Climate Change		Msinga LM
Eradication of Invasive Aliens Plants		
Plantation of trees (wind mitigation)		Technical services, Dpt of Environmental Affairs
Community awareness on water conservation	All Municipal wards	Msinga LM, UDM, Dpt. of Water & Sanitation.

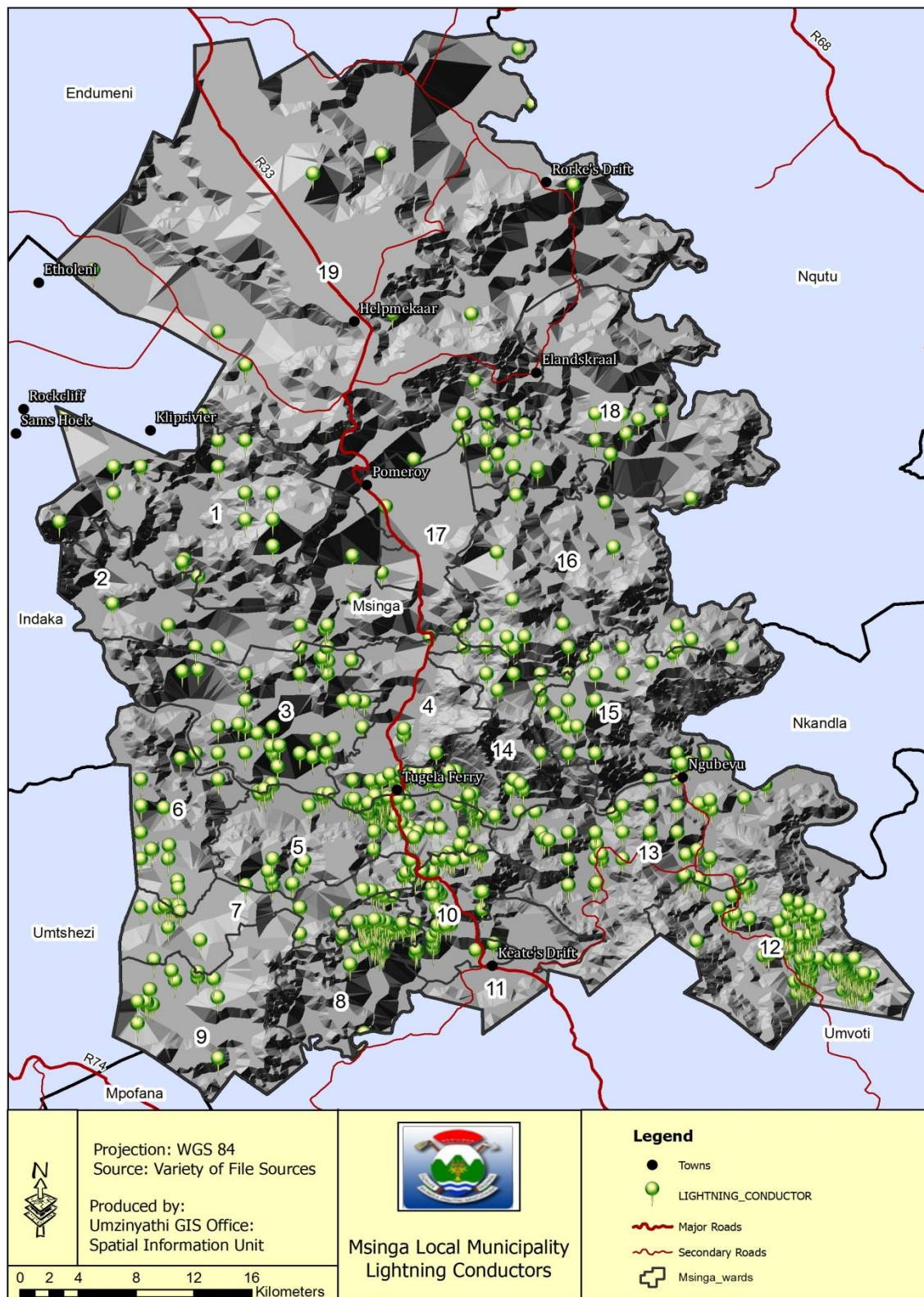
2.13.7.2 Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	DEPARTMENT	BUDGET	TARGET AREAS	DATE
Lightning Conductors	Msinga Municipality	500 000 00	All Wards	2018/19
DISASTER vehicle	Msinga Municipality	R600 000	ALL	2018/19
Provision of Food Parcels to the victims	Department of Social Development	140 000 00	All wards	2018/19
Awareness programmes	Msinga Municipality	30 000 00	All wards	2018/19

2.13.7.3 Map Showing Disaster Risk and Reduction Projects linked to budget



Map 11.1 Msinga Local Awareness Campaigns



Map 11.2: Msinga Local Lightning Conductors

2.14 DISASTER RESPONSE AND RECOVERY

2.14.1 MUNICIPAL CAPACITY IN TERMS OF RESPONSE AND RECOVERY

The district Municipality assists the Msinga Local Municipality with regard to the disaster relief support to the disaster victims namely: blankets, emergency tents, and plastic sheet, this support is from the district due to financial constraints.

2.15 INFORMATION MANAGEMENT AND COMMUNICATION

2.15.1 EARLY WARNING STRATEGY

The district Disaster Management Centre operates a bulk SMS system to disseminate early warnings of severe weather which are received from the South African Weather Services (SAWS). Msinga receives the information from the district.

2.16 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

2.16.1 CAPACITY BUILDING PROGRAMMES

The Umzinyathi District Municipality is exposed to a wide range of natural and human induced hazards that can cause wide spread of hardship and devastation of lives. Natural disasters are often frightening and difficult for the community to understand, because they have no control over and where they happen. What we can manage to control, however, is the level of preparedness for the communities and organs of state and civil society organizations to deal with the dangers that natural disasters bring.

The district Municipality conducts awareness companies in schools during the ward councillors meeting, during Municipal and sector department events.

2.17 FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

The Municipality undertake the Disaster Management and Fire Services from Municipal capital, operations and MIG funds. The Provincial and District also support the Municipality.

2.18 DISASTER MANAGEMENT: SWOT ANALYSIS

STRENGTHS

- Disaster Management Plan in place
- Disaster focal person in place
- voluntary workers
- Active community structures
- District Municipality support

WEAKNESSES

- Disaster advisory forum
- Public awareness
- Scarce resources
- Land use management
- Infrastructure development

-
- Council Support
 - Qualified fire-fighters in place
 - Veld-fire management plan

- Water supply
- Poor marketing
- Lack of access roads
- Poor dissemination of early warning messages

OPPORTUNITIES

THREATS

- Development initiatives
- The Disaster Management Center with UMzinyathi
- Risk reduction Programme
- Environmental sustainability

- climate change
- politics intervention
- improper site allocation

SECTION C.3: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.1 MUNICIPAL TRANSFORMATION

The capacity of a Municipality to deliver on its developmental role rests upon the personnel, the Municipal administrative element and how it relates to the political component of the Municipality. The resources available, the skills to deliver its developmental programmes. As such the section is concerned with the overall institutional environment in the Municipality. Programmes and projects in this plan have been formulated in order to improve efficient and effective operations. Below are some of the key issues that fall within the department that is responsible for institutional development in the Municipality.

3.2 ORGANIZATIONAL DEVELOPMENT

It is divided into two components:

3.2.1 COUNCIL:

Council is the structure in which the executive and legislative authorities of a Municipality are vested. The roles of Council amongst others are the approval of policies, budgets, by-laws etc. There are 37 Councillors which include the Mayor, Deputy Mayor and the Speaker. There are 8 members of the Executive Committee and 29 ordinary Councillors.

Council is made of 13 female councillors which is a sign that transformation is occurring which is admirable of a rural male dominated community.

3.2.2 ADMINISTRATION:

Administration under the leadership of the Accounting Officer; the Municipal Manager. The Municipality has four administrative departments, three being headed by relevant Directors and one by the Chief Financial Officer. The Municipal Manager is responsible for the efficient and effective operations of all departments. The Head of departments are all employed in terms of a five year contract (S54/56).

Critical positions (s 54/56) the positions are currently filled by acting personnel while the recruitment processes unfold. The CFO position was advertised in 2017 and the Municipality had been waiting for the endorsement by MEC and at the end of April 2018 the MEC for DCOGTA after necessary screening and assessment in line with the Regulations of 2014 found the candidate not worthy of the position. After this unexpected result, the Municipality then resorted to taking the candidate that had scored number two during the interviews. The Municipality is again awaiting on DCOGTAs endorsement in this regard. At the moment there is no CFO and acting CFO results on the successful incumbent.

3.3 INSTITUTIONAL ARRANGEMENT

Table 13: institutional arrangements

DEPARTMENT	RESPONSIBILITIES	DESIGNATED OFFICIAL
OFFICE OF THE MUNICIPAL MANAGER	The office of the Municipal Manager is responsible for the following services: Communications, Mayoral Youth Development and Special Programmes.	<u>MM (VACANT)</u> <i>*acting personel in place</i> IDP/PMS manager Internal auditor & Risk management

	<p>In order to achieve a co-ordinated internal and external communication process, support the administrative functioning of the Mayor's Office. Development of the integrated development plan aligned to performance management system and town planning.</p> <p>Internal auditing and risk management .</p>	
COMMUNITY SERVICES	<p>LED, and tourism , Youth Development, Disaster management, Sports , and HIV/Aids, pauper Burials</p> <p>- Main functions of the department are to plan, develop and implement strategies and projects and advance the interest of special groups and young people within Msinga.</p>	<p>DIRECTOR COMMUNITY SERVICES (VACANT) <i>*acting personel in place</i></p> <p>Town planner, Library services & LED/Tourism Manager &Community Manager</p>
CORPORATE SERVICES DEPARTMENT	<p>Corporate Services Department is composed of two sections. These are Human Resources and Administrative Support Sections with different legislative mandate. The department is mainly operational in nature. It provides strategic direction and support to the services' departments, that by ensuring that human/ physical resources are in place to enable the Municipality to meet its service delivery objectives.</p>	<p>DIRECTOR: CORPORATE SERVICES Administration services , HR manager , Communications manager , Registry manager,</p>
FINANCIAL SERVICES DEPARTMENT	<p>The Department is responsible for managing the financial administration of the Municipality i.e. Expenditure and Assets, Budget, Treasury and Revenue and Supply Chain Management.</p>	<p><u>CHIEF FINANCIAL OFFICER (VACANT POST)</u> <i>* no acting personel</i></p>
TECHNICAL SERVICES DEPARTMENT	<p>This is the department that has been entrusted with delivery of basic services through operations and maintenance of existing infrastructural services as well as delivering new services so as to reduce backlog in the Municipality. It has Waste management, Infrastructure and project management personnel</p>	<p>DIRECTOR: TECHNICAL SERVICES</p>

DEVELOPMENT PLANNING SHARED SERVICES	Provide GIS and Town planning expertise. This service serves to support Municipal development planning services.	TOWN PLANNER, CHIEF PLANNER& GIS SPECIALIST :DSS
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3.3.1 POWERS AND FUNCTIONS

The Municipal Systems Act clarifies several issues relating to Municipal powers, functions and duties. A Municipality has all the functions and powers assigned to it in terms of the Constitution. It also has the right to do anything reasonably necessary for, or incidental to the effective performance of its functions and the exercise of its powers.

National and provincial government assigns additional functions and powers to local government, which are best, exercised at a local level and this helps to ensure that the three spheres of government work in a co-ordinated way.

In terms of the Municipal Structures Act as well as the Constitution (1996), specific powers and functions are assigned to District and Local Municipalities respectively. The Msinga Municipality is performing the powers assigned to it in terms of that legislation as deemed necessary at this stage and these are highlighted in the table below.

TABLE 14: Msinga Municipal Powers and Functions

FUNCTION	LEVEL OF AUTHORITY	PERFORMING/NOT PERFORMING
Water and Sanitation	uMzinyathi District	Yes, through Thukela Water Partnership
Roads and Storm water	Msinga	Yes – in towns. Upgrading of local access roads
Air Pollution	Msinga	No
Building Regulations	Msinga	In Pomeroy only
Child Care Facilities	Msinga	Yes
Fire Fighting	Msinga	Shared with district
Local Tourism	Msinga	Yes
Municipal Planning	Msinga	Yes
Public Transport	Msinga	No
Trading regulations	Msinga	Yes(process of formalising street traders is underway)
Billboards	Msinga	Yes
Cemeteries, Crematoria and Funeral Parlours	Msinga	Partially – no crematoria. Private funeral parlours
Cleansing	Msinga	Yes
Control of Nuisances	Msinga	No
Control of Undertakings that sell Liquor to the public	Msinga	yes
Facilities for the accommodation, Care and burial of Animals	Msinga	No

Fencing and Fences	Msinga	No
Licensing of Dogs	Msinga	No
Licensing and control of undertakings that sell food to the public	Msinga	No
Local amenities	Msinga	Yes
Local sports facilities	Msinga	Presently performed by the District
Local markets	Msinga	No
Municipal abattoirs	Msinga	No
Municipal Parks and Recreation	Msinga	No
Municipal roads	Msinga	Yes
Noise pollution	Msinga	No
Pounds	Msinga	No
Public places	Msinga	Yes
Refuse removal, Landfill sites and solid waste disposal	Msinga	Yes
Street trading	Msinga	No
Street lighting	Msinga	No
Traffic and parking	Msinga	No

3.3.2 ORGANIZATIONAL STRUCTURE/ ORGANOGRAM

The Municipal organizational structure has been reviewed and will be adopted along with the **IDP 2018/2019** review. Attached below

3.3.3 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

The 60% of critical posts at Msinga Municipality are currently filled; it's the Section 56/54 posts, which are Municipal manager, and the two heads of departments and the CFO and the IDP manager. There is currently a vacancy of section 54/56 of the CFO. The Municipality has advertised the post and the recruitment is in progress. In the meantime there is an acting Director in place.

3.3.4 HUMAN RESOURCE DEVELOPMENT

The list of employees who will receive training in 2018/2019 is still in progress.

3.3.4.1 Training and Skills Development

Training and development of staff and councillors is on-going. A *Work Place Skills Development Plan* has been compiled and was approved by the LGSETA.

Up to this time the Mayor, three senior managers and the Municipal Manager have successfully completed the *Executive Leadership Development Programme* offered by SALGA. Training needs of staff are identified and where funding is available, the staff attends training courses as well as seminars and workshops.

A key aspect of the Institutional component is the continuous development of the capacity of the Municipality and its officials. In particular, the capacity to plan, implement, monitor and evaluate the development programmes as set out in the IDP.

Skills profile:

- 24% employees have NQF level1- general workers and drivers
- 27% employees have NQF level 3-general workers and clerical
- 5% employees have NQF level 6-8- Directors and senior management
- 44% employees have NQF level 4-5 – senior personnel

The Municipality has an internship programme focussing on LGSETA scarce skills such as audit, finance, supply chain, and civil engineering. Skills priority for **2018/2019** is as per table below

Table 15 : Skills Priority for **2018/2019**

TRAINING AND SKILLS DEVELOPMENT INTERVENTION	SKILLS PRIORITY NO	NO. OF INTERVENTIONS PLANNED	ESTIMATED COST
ABET	10	5	20 000
Administration	7	2	50 000
Client service	4	1	20 000
Computer Literacy	12	2	40 000
Corporate, legal and support	11		30 0000
Financial	1	1	20 000
Life Skills	11		10 000
Management / leadership	11		
Occupational Health and Safety	12		
Policy Development	3		
Project management /planning	3		
Social/community/economic development and planning	2	1	20 000
Specialist technical	7		
Training Skills	5		
Specialist Skills required by legislation			

3.3.4.2 Employment Equity

An Employment Equity Policy has been adopted by the Municipality. Msinga Municipality is an equal employer with targeted groups represented in various layers of the Municipal structure. There are areas that still need improvement as all HODs are black males, while women occupy middle management of them only one is disabled. A total of 2% of the staff complement is disabled. There is one non-African employee in a total staff complement of 1366 employees as at the end of **2017/2018** mid - financial year.

EEP COMPLIANCE		STAFF COMPLEMENT	
number of vacant posts (critical posts)		02	
total employees to date	Contract		69
	Volunteers		19
	Securities		36
	Peace Officers		38
	Finance Interns		06
	In-Service Training		07
	Environmental Interns		19
	Ward Committees		190
	Food for Waste Programme		100
	Siyazenzela		840
	Alien Plant Removal		42
	Total		1366
permanent staff		144	
disabled		02	
males			
females			
Management (s56/57)		05	
employees under 35 years of age			

3.4 MUNICIPAL HUMAN RESOURCE STRATEGIES

The Municipal human resource policies are stated below

POLICY	STATUS
Recruitment selection appointment promotion and transfer of personnel	Operational
Employment equity	Operational
Subsistence and travel	Operational
Payment of overtime	Operational
Grievances	Operational
Working hours	Operational
Transport allowances	Operational
Homeowners allowance	Operational
Sexual harassment	Operational
HIV/Aids	Operational
Leave	Operational
Discipline	Operational
Salaries	Operational
Termination	Operational
Occupational health and Safety	Operational
Maternity	Operational
Communication Strategy	Operational

TABLE17: Municipal Policies

Council Committees

Council Committee are comprised of the following:

- SCOPA
- Finance and Administration Committee
- Housing forum

The above committees conduct monthly meetings

- Planning Portfolio Committee
- Technical Committee

The above committees meet monthly. All of the portfolio committees are chaired by members of the Executive Committee

Risk Management

Risk management derives its mandate from the following legislation and corporate governance guidelines Section 62(1)(c)(i) of the Municipal Finance Management Act 56 of 2003 (MFMA), which prescribes that the accounting officer must ensure that the institution has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

Section 3.2.1 of the Treasury Regulations which further prescribes that: “the accounting officer must ensure that a risk assessment is conducted regularly to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks. The strategy must be clearly communicated to all officials to ensure that the risk management strategy is incorporated into the language and culture of the institution.”

King Report on Corporate Governance for South Africa 2002, which applies to “public sector enterprises and agencies falling under the Public Finance Management Act and the Municipal Finance Management Act...”

Provincial Treasury conducted enterprise Risk management Framework compliance at Msinga Municipality on the 18 February 2013 and made recommendations in the form of actions that require management to improve compliance. Among the matters that require attention is

- Approval of the ERM framework by Council
- Establishment of Risk Management Committee
- Schedule Risk Management meetings
- Approval of Fraud Prevention policy by Council
- Communication of risk Management and Fraud policies to officials
- Risk management training
- Ownership of the risk register by key officials
- Audit committee's review of the Municipality's risk profile
- Internal Audits evaluation of risk management processes

An action plan to fix the identified risks has been put in place, to assist the Municipality with the required expertise the Provincial treasury is assisting with practical implementation of effective risk management activities.

3.5. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Human capacity/ Organogram • Effective Policies • Functional IGR Structures • Functional Council Committees • Functional Oversight Committee (MPAC and Audit Committee) • Effective Financial Resources • Equipment for operational purposes in place • Adherence to Legal Compliance • Effective ICT Infrastructure in place • Effective Information Management in place 	<ul style="list-style-type: none"> • Limited resources to fast track service delivery • Insufficient training for employees and Councillors • Lack of appraisal system (performance management system) for employees below Section 56 Managers • Challenges relating to ICT Usage • Lack of alignment of positions in the organogram • Inadequate budget allocations • Misalignment of duties for employees • Lack of co-operation from stakeholders (IGR) • Non-compliance with policies
• OPPORTUNITIES	• THREATS
<ul style="list-style-type: none"> • ICT Development • Training of Councillors and other stakeholders to enhance governance • Sharing of good practices • Creation of job opportunities • Term of office for political office bearers (conflicts) 	<ul style="list-style-type: none"> • Geographic location of the District • Grading of the Municipality • Corruption and Nepotism • Poverty

SECTION C.4: SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

4.1 WATER & SANITATION

Water is an essential resource to the survival of human kind. The water backlog is being experienced in almost all areas within the Municipality. The diagram below indicates the number of households with access to water at an acceptable RDP level, i.e. water inside the dwelling. In 2011, households with access to water inside their dwelling increased to 3,7% which is not a significant increase, however access to water did increase drastically. According to STATSSA, 2011 about 23% of households had access to portable water (served at the rate of 25l/cap/day within 200m walking distance) and 14% rely on untreated water, this is a considerable growth considering that only 1.5% had access to pipe water inside their yards by 2007. Conversely, 37% households rely on untreated water, 60.8% of households were still reliant on other untreated sources of water in 2007 (despite decreasing from 73.6% in 2001). The water backlog is still high, however the district has invested a considerable amount towards the eradication of this backlog, to this end water schemes are still being implemented. When calculating real backlogs, it is however important to count the number of households with access to water below the RDP level because of the nature of the settlement, all water schemes do not provide access to an inside the dwelling level.

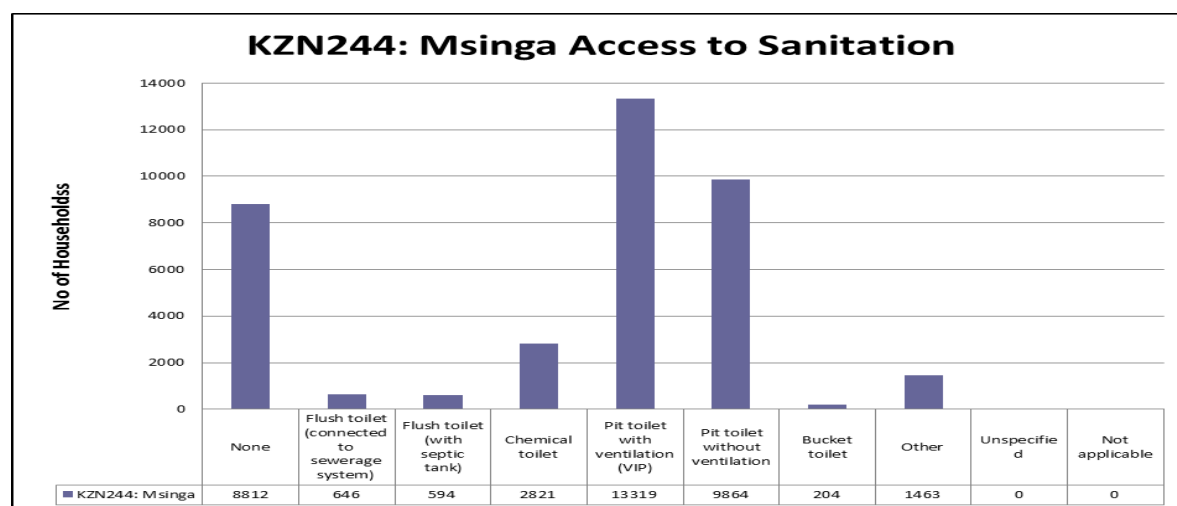


Figure 20 (Source: STATSSA, 2011)

Water is thus a critical need and requires for expansion of water infrastructure and services. Furthermore, additional information relating to the locality of extraction points, purification works and storage facilities as well as the bulk capacity of these facilities will be essential for the further formulation of the combined strategic capital investment initiatives between the District Municipality and the Msinga Local Municipality.

FIGURE 21: WATER BACKLOG

The water provision in Ward 13 is especially concerning as the Census data indicates that only 1% of the population is serviced. It is furthermore noted that although Tugela Ferry is the administrative primary node of the Municipality the level of service delivery in this area is very low and may prove to be a challenge to the future development of the node. According to the information from the District Municipality there are 932 boreholes spread through the LM although there's no indication how many are in a working condition. There's also infrastructure in the form of pipelines, storage, standpipes and pump stations at Tugela Ferry and Pomeroy.

SANITATION

Access to sanitation services is also an indicator of the standard of living amongst the population in the sub-places. The graph above indicates levels of sanitation within the Municipality in terms of 2011 Census figures.

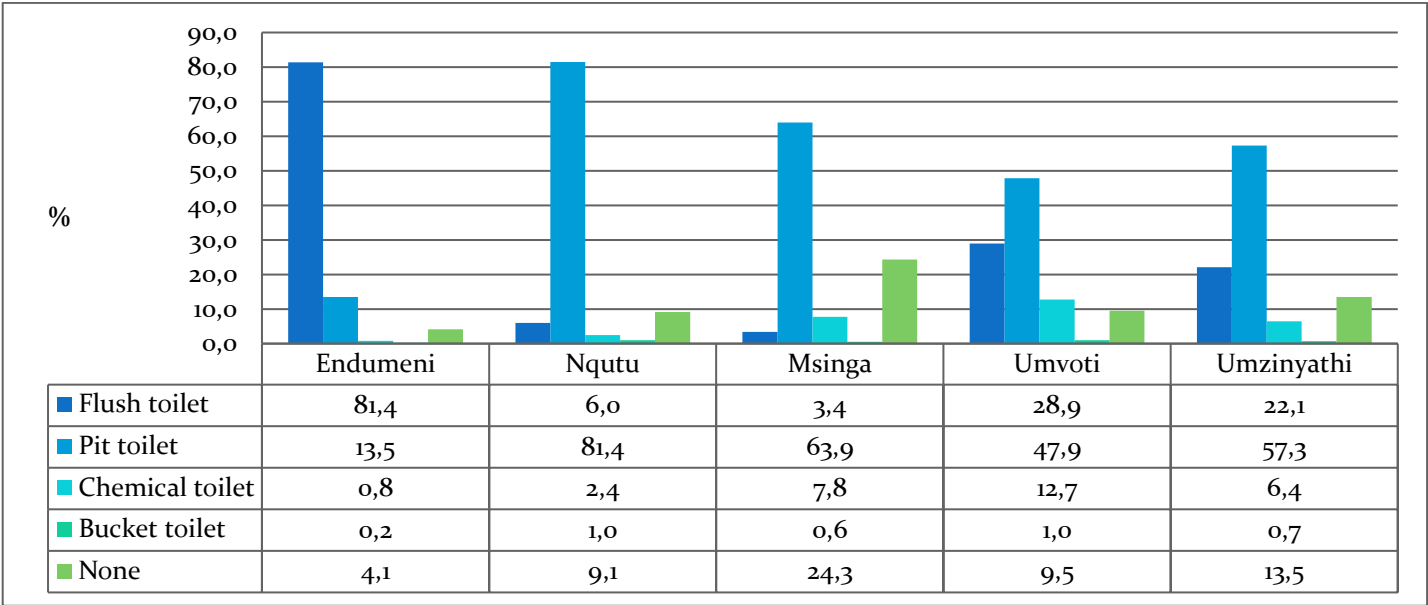


Figure 21: Percentage of households by type of toilet facilities, UMzinyathi District, Census 2011

4.2 SOLID WASTE MANAGEMENT

This section focuses on quantifying and qualifying the general waste stream currently generated within the MLM. The objectives of quantifying and qualifying the waste stream are to assign management costs to the different general waste types and categories generated and identify the amount of waste for which a service is not yet established.

4.2.1 WASTE TYPES AND CATEGORIES

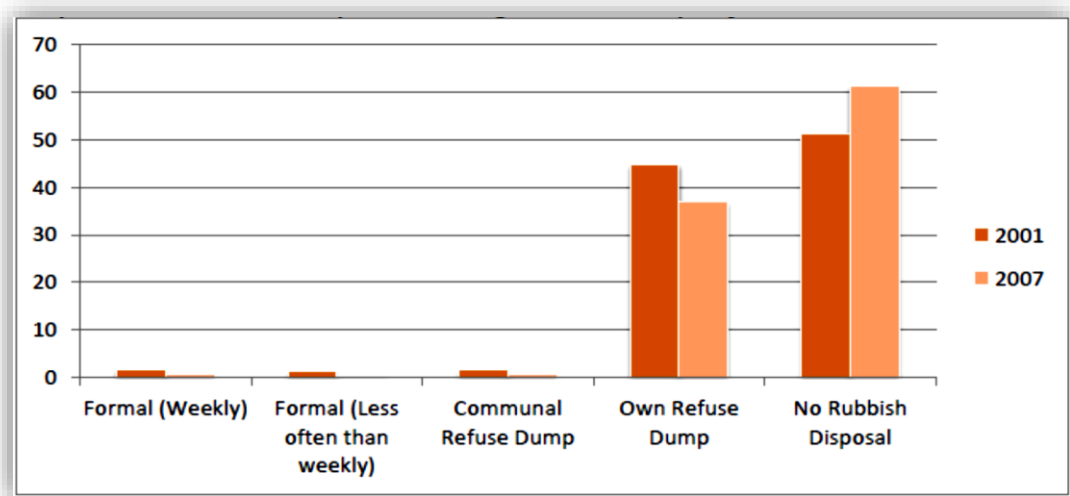
The following broad waste types are known to be generated within the MLM:

- Household waste,
- Garden Refuse,
- Medical Waste,
- Building waste (rubble),
- Putrescible waste,
- Street sweeping,
- Illegal dumping,
- Hazardous waste,
- Recyclable materials (Paper, glass, plastic, cardboard),

4.2.2 HOUSEHOLDS AND DOMESTIC WASTE

The majority of households within the MLM use their own refuse dump. Waste is collected from approximately only less than 2% of homes at least once a week by the MLM. Consumable goods packaging was not observed at farming / rural homesteads. However relatively affluent homes produced a large amount of packaging in the form of wrapping and paper. Burning at waste pits in farming areas is assumed to be a common occurrence. A number of homesteads in rural areas were observed to have their own waste pits. Domestic waste in the more urban areas was observed to contain a large amount of recyclable materials. However, in the rural areas the reverse was true.

Graph 2: Current Waste Disposal in Msinga Local Municipality



The provision of refuse removal services in MLM is very limited. According to the information in **Graph 2**, less than 0.5% of all household in the MLM receive a regular formal refuse removal service. As much as 61.4% of households make use of their own refuse dumps, and a further 37% does not access to any form of waste disposal service. A further aspect of concern is that the availability of refuse removal services has not improved in the MLM in the last decade.

The challenge facing the MLM are limited financial capacity of the Municipalities and ability to further extend existing refuse removal services and the limitation of formalised and registered landfill sites in the MLM.

4.2.3 BUSINESS WASTE

The town centres generate domestic waste which is collected and stored at a depot point near the shops in MLM, and the other main nodes that occur within the MLM. In most of the town centres the shops consisted of a Spar, Hardware and petrol station. Most of the wastes include packaging and cartons from the retail trade sector within the urban areas of the MLM. There appears to be a small recycling industry gathering these waste materials at the depot and landfill sites. This therefore points to the obvious question of how to remove these materials from the general waste stream. It would be more efficient to remove those useful components before they reach the landfill site. The volumes recovered will tend to be higher and the quality of the recovered material is usually better.

4.2.4 BUILDING WASTE

This includes building rubble from construction and spoil material from road construction activities in the MLM. In most instances building rubble is not disposed of to waste disposal sites, and this could be utilised as secondary cover materials when available. Scope also exists for reusing this waste back in the construction industry. Scope exists for recycling the tar / asphalt from resurfacing projects instead of disposing of these waste materials.

4.2.5 MEDICAL WASTE

Medical waste is disposed of by a private contractor, Compass Medical Waste. Their main treatment facility is in Pinetown, and utilises a temperature / pressure treatment to sterilise medical wastes. In addition to private surgeries, consulting rooms, and veterinary practices, the existing Hospital and clinics have medical waste collected on a regular basis. Strict provisions to manage transporters hauling medical waste are being enforced by DAEA.

4.2.6 ILLEGAL DUMPING

Illegal dumping is reported to be a problem in localised areas within the MLM.

The current strategies to deal with illegal dumping include:

- Providing a waste collection service in areas previously not serviced.
- Public Awareness (Reduce Reuse Recycle).
- Public private initiatives - Clean up campaigns including those organized with religious organizations (Mormon Helping Hands Outreach).
- Sign posting areas where frequent dumping occurs.
- Identifying known hot spots.
- Policing / managing known dumping hot spots.

The MLM will need to consider continued implementation of the above strategies, including a more vigorous policing of known hotspots and possibly a hotline to report vehicles seen dumping.

4.2.7 QUANTIFYING THE AMOUNT OF GENERAL WASTE GENERATED IN THE MLM

There are reportedly no accurate records for the waste generated within the MLM or of the waste disposed of at any of the Landfill site(s). Therefore it is difficult to quantify the precise amount of waste generated from the MLM. It is however possible to project the total amount of waste generated within an area based on per-capita waste projection rates. This will be attempted below to quantify the amount of waste generated within the MLM.

4.2.8 PROJECTIONS BASED ON POPULATION STATISTICS

Due to the lack of data in the MLM on the amounts of waste generated, a per-capita projection of waste generated was estimated according to the KwaZulu-Natal Department of Agriculture and Environmental Affairs, IWMP Guideline Document (2003). In terms of section 3 of that document the listed waste generation rates will be used for the MLM, these are related to the broad income groups in section 3.3 of the IWMP guideline document. The following rates will be assumed as per the above report:

- Informal - Residential Areas Which Initially Develop As Unplanned And Un-Serviced Areas
- Very Poor - Annual Income Range: None to R12 000 - 0.03 Kg of waste /Person/day
- Low - Annual Income Range: R12 001 to R42 000 - 0.35 Kg of waste /Person/day
- Middle - Annual Income Range: R42 001 to R72 000 - 0.61 Kg of waste /Person/day
- High - Annual Income Range: R72 001 and Higher - 0.61 Kg of waste /Person/day

Income Levels	Msinga Local Municipality Population	Income Category	Waste Generation Rate (Kg/Person/day)	Kg per Day	Tons per Year
No income	114783	Very Poor	0.03	3443.49	1256.88
R1 - R400	8904	Very Poor	0.03	267.12	97.50
R401 - R800	7609	Very Poor	0.03	228.27	83.32
R801 - R1 600	21694	Very Poor	0.03	650.82	237.55
R1 601 - R3 200	1943	Very Poor	0.03	58.29	21.24
R3 201 - R6 400	2267	Very Poor	0.03	68.01	24.82
R6 401 - R12 800	1781	Very Poor	0.03	53.43	19.50
R12 801 - R 102 400	0	Middle Income	0.35	0	0
R102 401 or more	0	High	0.61	0	0

Response not given	971	Assumed Rate	0.35	29.13	10.63
Institutions	1943	Assumed Rate	0.35	58.29	21.26
TOTAL		161894		1772.7	

The table above indicates that approximately **1,772.7** tons of general waste is generated within the MLM on an annual basis. This is assuming waste is generated for 365 days a year. The above methodology represents an income based approach to estimating waste production for a given area. This is in corroboration with the primarily rural nature of the Municipality.

4.2.9 WASTE MANAGEMENT AND GENERATION AREAS

The purpose of this section is to categorize the major distinct areas that generate waste in the MLM.

The eight main nodes (see **Figure 5** in **Section 2.3.2.1** above) that generate waste include the following town centres:

- Keates Drift
- Mhlangana
- Tugela Ferry
- Ngubevu/Msinga Top
- Pomeroy
- Helpmekaar
- Rorke's Drift
- Cwaka

In terms of the above, eight specific and distinct areas relating to waste management can be considered. This will form the basis for analysis of waste management and recommendations in the following sections of this study. The character of these waste generation areas are summarised below.

The general character of waste generated in these areas includes:

- Domestic waste from residential areas
- Green / organic waste
- Retail and packaging waste.
- Medical waste.

4.2.10 EXISTING WASTE MANAGEMENT SYSTEMS AND PRACTICES

This section provides feedback on the existing waste management systems in the LM. This includes a description of the collection and cleansing services, the transport and transfer of the waste, waste minimization and recycling systems / initiatives, and finally the disposal of waste.

Waste management falls under the Waste Management Officer, Mr MV Ntanzi. The Waste Management Officer is responsible for all the towns and villages within the MLM.

4.2.10.1 Municipal Labour There is one site security guard who is responsible for the one landfill site. The labour force is then completed by drivers (who are considered casual workers), and general workers who assist with waste collection, street sweeping etc.

4.2.10.2 Financing of Waste Management

The current general expenditure for waste includes the following:

- Labour
- Maintenance of equipment e.g. trucks; brush cutters
- Fuel
- Waste material e.g. refuse bags and ash bins
- Safety equipment e.g. gloves and mask

Table: Waste Management Costs in MLM

Item	Amount
Integrated Waste Management Plan	R 236 966.00
Refuse Collection and Transportation	R 680 000.00
Food-for-Waste	R 1 152 000.00
Recycling Facility Plant	R 300 000.00
TOTAL	R 2 368 966.00

Below is a breakdown of the current budget for waste management in MLM:

Category	Number of Households
Served	839
Not Served (Backlog)	31 697
Total Backlog in %age	97.4%

The waste department collects waste in just two of the above towns (Tugela Ferry and Pomeroy) using only one truck. The biggest obstacle being faced at the moment is that the truck is old and is costing MLM considerable amount of money to repair since it requires maintenance on a regular basis. Multiple dumping occurs throughout the Municipality and there is one landfill site that is not managed in terms of the Minimum Requirements Series.

4.2.10.3 Municipal Fleet

The waste management department has one tipper truck used to collect waste in along the R33 Arterial Route between the towns of Tugela Ferry and Pomeroy. Truck Routes for collection of waste form Depot sites Side Waste in Msinga

Waste is collected from the town centres of Tugela Ferry, along the R33 Arterial Route and transported to the Pomeroy area for disposal.

In terms of the above, the vehicle has to travel long during their daily rounds.

A number of problems hamper the delivery of waste services to the public. These include:

- Poor road network and un-tarred roads.
- Informal trading and illegal activities at some taxi ranks and busy road intersections.
- Illegal dumping – tends to occur sporadically in different areas that are not being monitored, including on the banks of the Tugela River, road-side in the veld, and directly outside or behind the business facilities. This increases the transport costs of waste.
- Large distances from areas of waste generation to waste disposal sites as a result of no functional transfer stations strategically placed along the routes.

The type and more importantly the location of the transfer stations within MLM should be investigated.

4.2.10.4 Current Waste Minimisation, Re-use and Recycling Initiatives

In MLM, currently there are no waste minimisation schemes or initiatives. The only existing waste initiative is that of voluntary waste collection. This includes collection of paper, and plastics. There is a need for formal waste minimisation campaigns within MLM for education and awareness generation with the public.

4.2.10.5 “Incentive Scheme”

As investigated, there is an incentivised scheme that a large number of the female population participates in. This involves keeping the main roads clean as they sweep and collect any refuse found there. They also perform similar tasks in common areas. Such waste is then collected by truck. In return, after a certain period a truck full of food will distribute the food among those who were participated.

Many of the affected families only have this sort of scheme as means of getting food. The scheme operates throughout Msinga Municipality, especially in Keates Drift and Tugela Ferry

4.2.10.6 Waste Disposal

This section details waste disposal within the MLM. The majority of households reportedly do not receive any form of refuse removal (Stats SA, Community Survey 2007). Current labour consists of a number of casual workers who work mainly in towns of Keates Drift, Tugela Ferry and Pomeroy to collect refuse, grass cutting and unblock storm water drain cleaning.

The dumping sites are as follows:

- Sidakeni area (Ward 04) illegal site (See Msinga Wards Map): This dumping site must be closed and converted to a new transfer station
- Keates Drift unpermitted (illegal) site (Ward 11): this dumping site must be close and the waste must transported to a nearby new proposed transfer station site.
- Pomeroy landfill site (Ward 17): this dumping site needs to be rehabilitated, fenced, and must be made to meet environmental requirements and regulations.

4.2.10.7 Pomeroy Landfill Site

The Pomeroy waste disposal site is situated on an isolated road off the R33 Arterial Route in the Pomeroy area. This is not an ideal location in terms of:

- Visual amenity (proximity to the road),
- Near a major tributary of the Tugela River
- Waste water (leachate) drains into the river,
- There is no cover material.

The landfill site is fenced however waste material is being blown out of the site. People are dumping waste material outside the boundary of the site, as well as animals (i.e. goats) are found eating the waste in the landfill.

4.2.10.8 Proposed Regional (District) Landfill Site

The Umzinyathi District Municipality is in the process of establishing a new (proposed) landfill site to serve the waste management needs of the southern region of the district. The proposed landfill site is to be located in Greytown, within uMvoti Local Municipality which is found south of the Msinga Local Municipality jurisdiction

4.2.11 IWMP

The National Environmental Management: Waste Act (NEMWA) (Act No. 59 of 2008), as promulgated in 2009 requires the development of an Integrated Waste Management Plan (IWMP). Following the Act, the development of an IWMP is now a legal requirement as set out in Section 11 of Chapter 3 of the Waste Act. It requires all spheres of government to develop IWMPs. An IWMP is a basic requirement of all waste management activities in terms of the Waste Act for all government spheres.

Msinga Municipality's IWMP was approved by Council December 2013.

4.3 TRANSPORTATION INFRASTRUCTURE

4.3.1 ROADS

The R33 provincial road which runs from north to south from Dundee to Greytown is the only tarred road in the entire Municipality. This road is very poorly maintained in sections with bad potholes existing. Some 800km of gravel roads have been built in the area with many of these being in a poor condition and needing maintenance.

Department of transport has presented a project priority list for 2017/2022 financial periods, and this highlights local roads and causeways prioritised for construction or upgrade. The Department also intends investing on securing the KwaKopi Hill that poses danger on road users during the rainy season. The Department of Transport has also planned for the maintenance of R33. The Municipality is in the process of upgrading local access roads which were identified as a priority issue in previous IDP's and will continue to do so as the need arises and funding is available.

In terms of defining a roads backlog, this refers to all weather access to within 500m of each dwelling (gravel road width of 4.5 to 6m). The uMzinyathi Backlog Study (2007) determined road backlogs based on hut count data in the Traditional Authority areas which indicates that 58% of households have inadequate access to roads. It is also assumed that backlogs in storm water drainage correlate with the high levels roads of backlogs. The Department of Cooperative Governance and Traditional Affairs' works closely with the Municipality through the Municipal Infrastructure Grants has funded a number of capital projects.

4.3.2 TRANSPORTATION NETWORK

The primary transport route within the Municipality is the **R33 Route** that traverses Msinga from north to south and links the centres of Dundee in the north and Greytown and Pietermaritzburg to the south. **Map 25 of the SDF: Access to Roads** indicates that the majority of the households in the Msinga area have access to roads within 2,5km or less from their homes. This however does not paint the true picture of transport accessibility in the area, as many of these roads are poorly maintained or designed, causing vehicle access to the adjacent or nearby areas to be problematic. The Road Infrastructure Strategic Framework for South Africa (RIFSA) classifications indicates a major dependency on lower order access roads for most of the residents within Msinga. Due to the remoteness of these roads, as well as the limited funding for infrastructure maintenance, maintenance of these roads might pose a problem in future. To ensure correct future analysis of these roads and the dependency of other aspects such as economic opportunities etc. it will be necessary to research the conditions of all these roads, as well as the condition and localities of transport facilities.

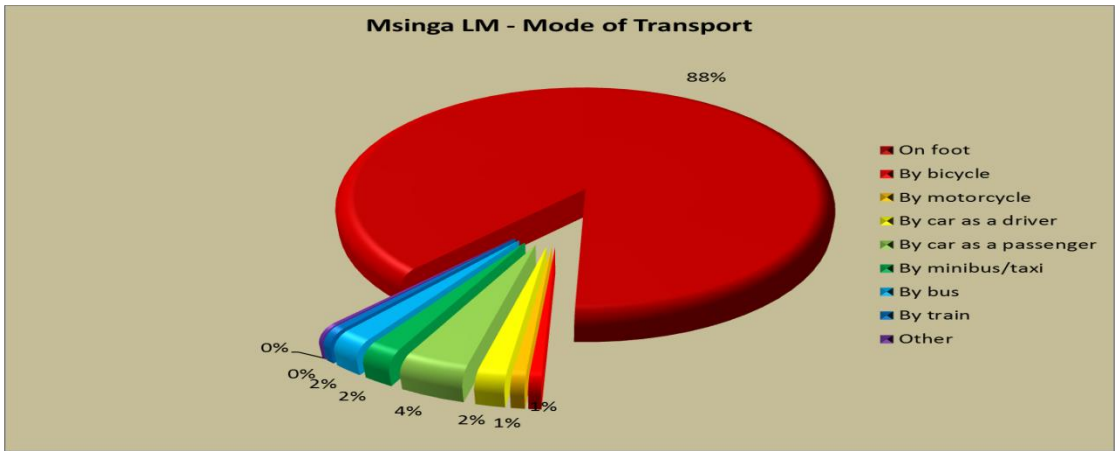
The road freight information for the Msinga Municipality indicates that there is basically no noticeable road freight found in the area. This information is depicted on **Map 26 of the SDF: Road Freight**, and shows that the provincial road network in the Municipality is not a contributor to road freight. This can be considered to be due to a number of factors, including the inaccessibility to and from markets, limited economic activities in the area and the standard and quality of roads in the Municipality, amongst others.

Another crucial aspect of service delivery systems is the access to markets and services centres, as indicated on **Map 27 of the SDF: Access to Towns**. From this map, it is clear that the majority of the citizens of the Msinga area are located further than 10km from a town/service centre. This causes strains on development potential because of the hierarchy (size) of these settlements, combined with the fact that the majority of the residents do not have access to motorised transport and the fact that the majority of roads are in an undesirable condition.

4.3.4 MODE OF TRANSPORTATION

From the statistical distribution of modes of transports mainly utilised by residents it is evident that the largest portion of the Msinga population (88%) are dependent on travelling by foot and thus with no or limited access to affordable public transportation. This implies first of all, the lack of funds to utilise public transport, or the lack of an adequate public transport system. This also relates to the remoteness of some of the areas, as limited road infrastructure exists which allows taxis or buses to reach these remote areas. The last scenario is the most likely of the scenarios, which is that very few well-maintained lower order roads exist. The three aspects combined, is an indication of the poverty levels of this area. With the high dependency on the lower order nodes, it is necessary to ensure proper transport infrastructure exist, especially with the view of creating economic growth in the Municipality, which positively affects everybody. Should the residents not have proper access to opportunities; the initiatives will not be successful.

Figure 22 mode of transport



Source: Stats SA, 2001 Census

Apart from travel on foot, the most common modes of transport are by Car as Passenger (4%), by Minibuses (2%), and by Bus (2%). A huge gap exist that needs to be addressed through Municipal intervention. The SDF should aim to address these needs of the communities, by identifying possible transportation and connection routes, as well as inter modal transfer facilities.

4.4 ENERGY

4.4.1 GRID AND NON-GRID ELECTRICITY

For the past years Eskom and Msinga Municipality has successfully completed the implementation of infrastructure establishment projects which included establishment of Pomeroy sub-station, upgrade of Tugela Ferry sub-station and upgrade of single lines to three phase lines from sub-stations to residential areas. Map 30: Electrical Infrastructure depicts the electrical infrastructure within the Local Municipality as per the existing power lines and sub stations. The infrastructure is widely spread throughout the Municipality, but still falls short of providing access to the majority of households in the Municipality, as will be clear from Map 31: Access to Electricity. According to this map, the greatest majority of households are located further than 1000m from electricity infrastructure. This can be assumed to be due to the undulating landscape and scattered nature of households in the Municipal area. Electricity is provided in the urban centres of Pomeroy, Tugela Ferry and Keates Drift while other areas are dependent on other forms of energy (i.e. wood, paraffin, solar panels and gas).

The sole supplier of electricity in the Municipal area is Eskom. In an attempt to accelerate electrification and to reduce the backlog the Municipality in partnership with Department of Energy has managed to connect more than 5000 households in areas around kwa-Dolo to Nhlonga, Kwa-Latha to Mfenbude, Tugela Ferry to Mbabane, Mathinta and Kwa-Nxamalala. The Municipality successfully connected 1200 households in 2011/12. A further 602 connections was undertaken in 2013/14. In 2014/15 900 connections are anticipated in Esjozini. In 2015/2016 a total of 2800, and 2016-2017 more connections are underway which are funded from the Municipality's equitable share. 2018/2019 there are four projects planned namely ezingulubeni phase 3, mzweni, phalafini & douglas although the allocation from INEP of R17 700 000 is slightly less than what the Municipality anticipated.

TABLE 19: Energy for Lighting

Sources of lighting	Number of households
None	475
Electricity	9478
Gas	276
Paraffin	380
Candles (not a valid option)	25074
Solar	2040
Unspecified	
Not applicable	

Source STATSSA 2011

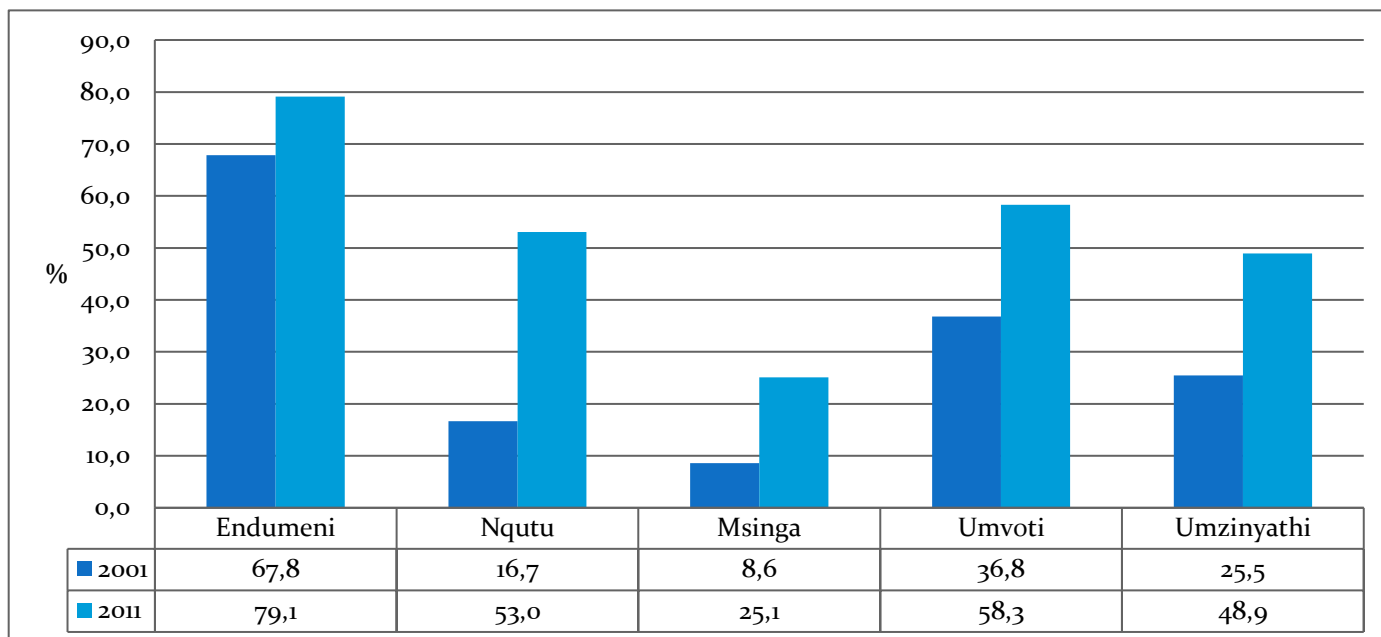
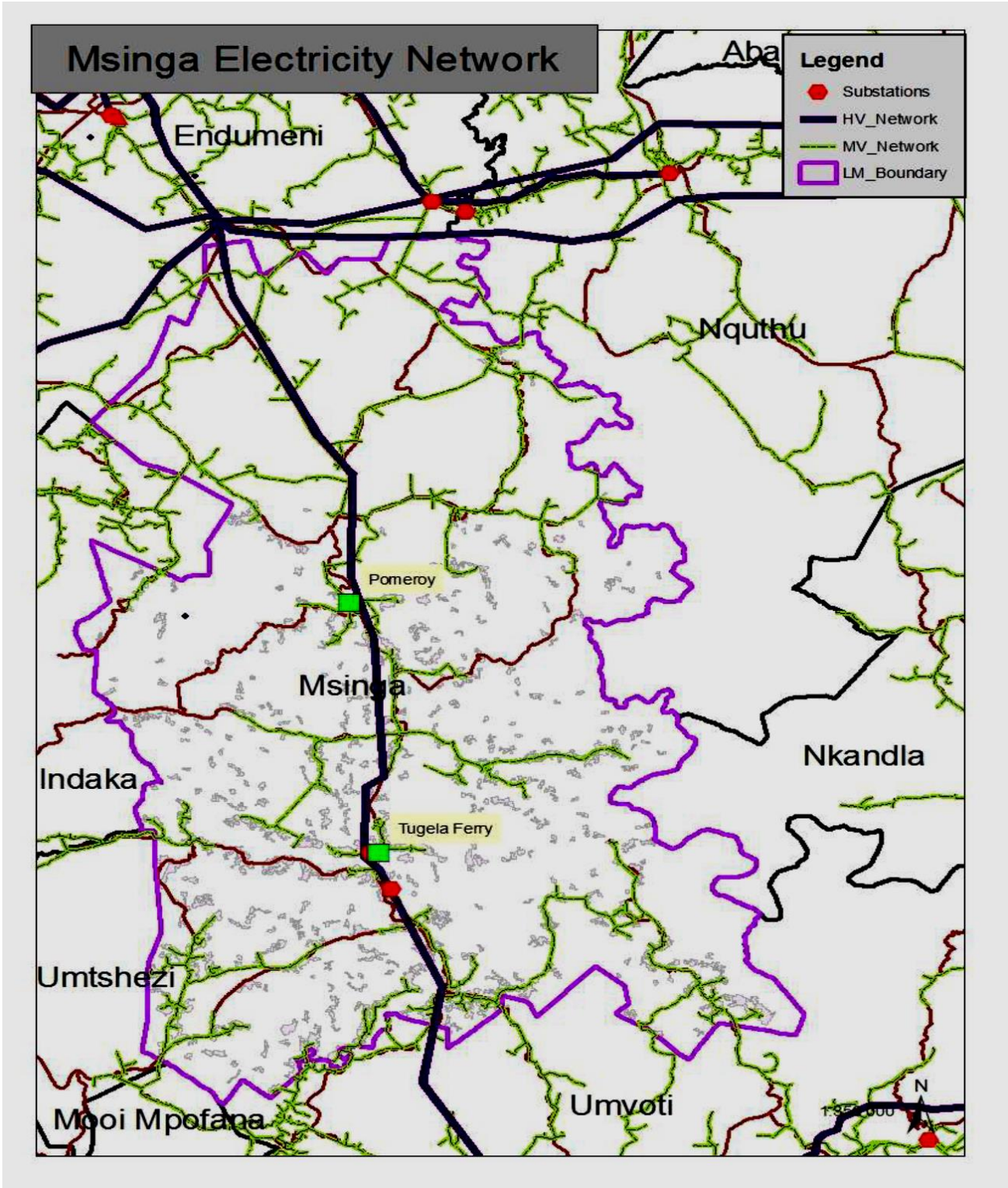


Figure 23 Source: STATSSA 2011: Percentage of households that used electricity for lighting, UMzinyathi District

As can be seen from these figures, approximately 25% of households made use of electricity for lighting in 2011 which is an improvement on the 13% in 2007. The number of households making use of candles for lighting has decreased from approximately 80% to 66% which is still high and which is probably indicative of the high levels of unemployment. In terms of energy for heating, approximately 89% of households made use of wood for heating in 2007 which has decreased to 75% in 2011. About 12,7% of households in 2011 made use of electricity for heating, a slight increase from 7% in 2007.

As reflected on the graph above the backlog is still huge, in 2011 a total of 28485 of households made use of wood for cooking. The Municipality's records about 2600 households are using solar energy for lighting which is subsidized by the Municipality. The Department of Minerals and energy is also busy with further installation of solar panels to those households that are located further from the normal Eskom grid electricity.

Msinga Electricity Network



Map 12: Electricity Network

The map above indicates that the southern sections of the Municipality have better access to the electricity network, although the actual household connected are still very low. The map below indicates the availability of the ESKOM HV and MV network in Msinga.

4.5 ACCESS TO COMMUNITY FACILITIES

4.5.1 EDUCATION FACILITIES

The figures released by Statistics SA display a ratio of 40 learners per educator at schools in Msinga with a 58 learner per classroom ratio. From the demographic of the Municipality, the population between the age of 5 and 19 is estimated at approximately 73 000, which illustrates an even larger backlog in either schools or additional class rooms. Based on the information available, it is apparent that a severe under provision in educational facilities occurs within this Municipal area. Using the data available from Stats SA it is apparent that an additional 241 classrooms would be needed to accommodate the 14,000 children not attending school. Msinga is served only by primary and secondary education facilities, with a recent addition of an FET college at the Msinga Top. **(Map 21 of the SDF): Access to Education Facilities**, depicts the localities of these educational facilities within the Municipality. Msinga is relatively well serviced with high schools, apart from a few areas in the Municipality, especially around the outlying areas around Pomeroy and the entire area around the Helpmekaar area. It would appear if all of the denser settlement areas are relatively well serviced with high schools.

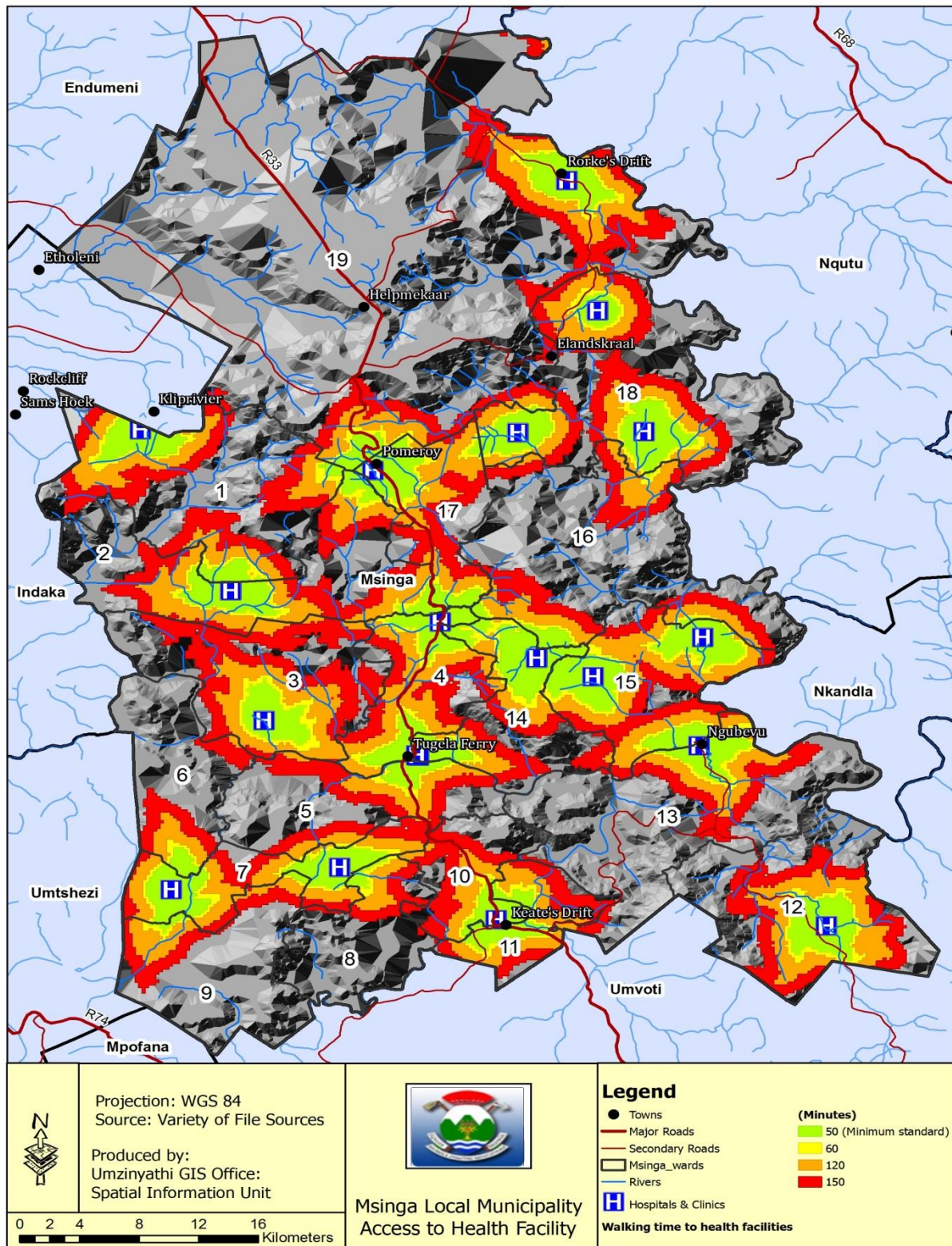
The challenge, with this amount of facilities, will be the maintenance, upgrading and quality of these facilities. Considering the topography and road network systems, accessibility might also pose challenges to the community.

4.5.2 HEALTH FACILITIES

These are the most lacking within the Municipality. There is only one hospital in the Msinga Municipal area, located at Tugela Ferry. Although a large portion of the population falls within 20km accessibility from this hospital, the majority of the population of Msinga stills falls outside of this 20km accessibility perimeter. Considering that there is only one hospital in the Municipality, Tugela Ferry is probably the most relatively central location for the hospital. This hospital is highly accessible as it is located next to the District, Provincial and a gravel Road, which all intersect right next to this hospital.

The Municipality has half the primary health facilities it should have; now in an area with high levels of unemployment lack of health facilities exacerbates poverty as people are not afforded the high level of basic health care system.

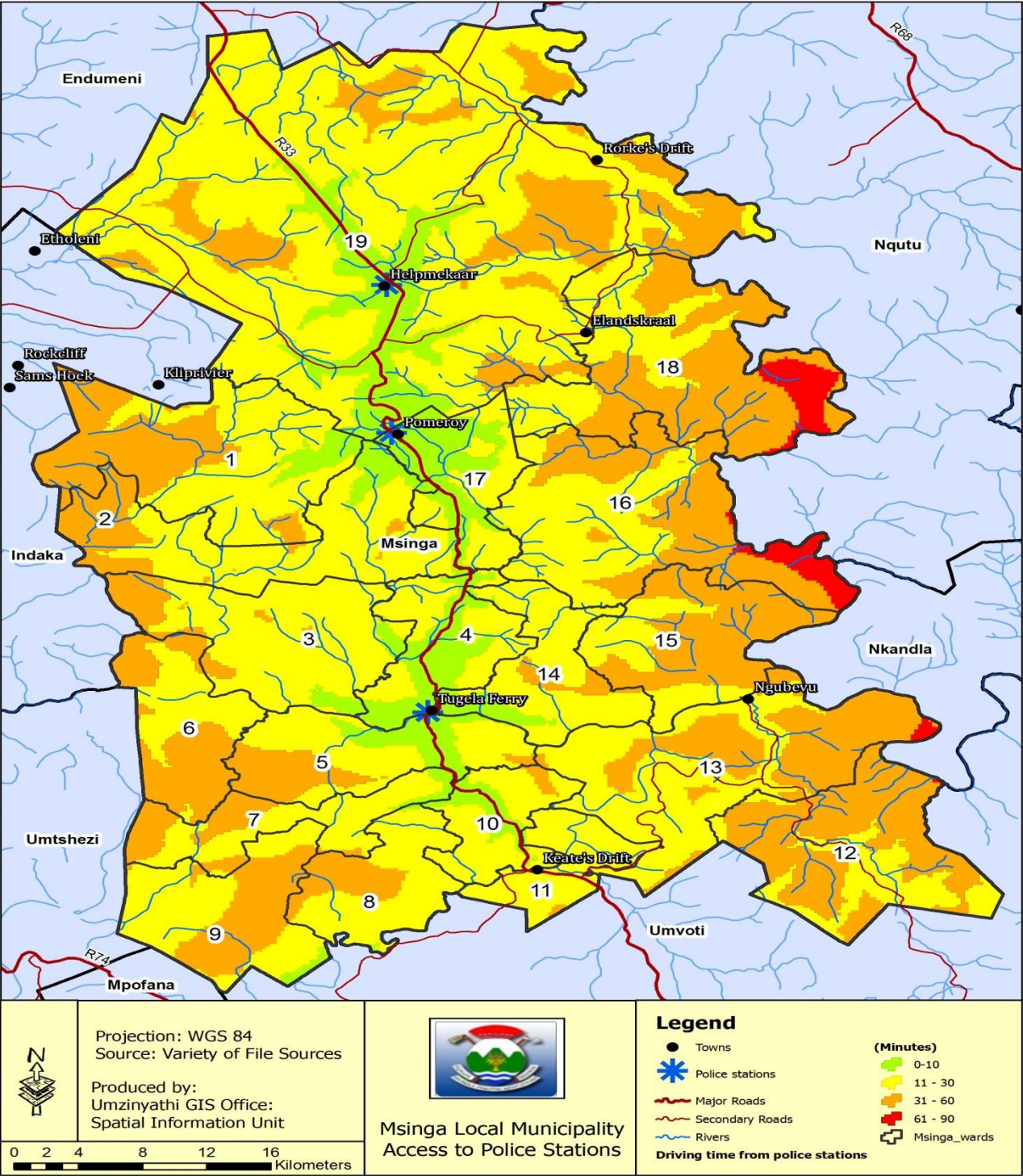
Sixteen (16) fixed clinics as indicated in the Map below serve the rural areas and in addition, three mobile clinics serve 32 points of varying sizes, on a regular basis. Since 2015, the department has added new clinics; Ngabayena Clinic that has been operational from November 2015, and two clinics are currently under construction; Mkhuphula and Msizini



Map 13: Access to health Facilities

4.5.3 SAFE AND SECURITY FACILITIES:

According to these maps, the Municipal area is serviced by 3 police stations, refer to the map below, located at Helpmekaar, Pomeroy and Tugela Ferry, and recently there is a development of the KwaNocomboshe station in Msinga Top. The greater majority of households are located at a distance greater than 10km from a police station. Almost the entire Municipal area is located within a travel time of less than 1 hour from a police station, apart from a small area at the south east of the Municipality, around the KwaDolo area. It can be assumed that the area is relatively well serviced by police stations.



Map 14: Access to Police Stations

4.5.4 SOCIAL FACILITIES

The Municipality is in dire need to have at least one orphanage, pay points within a reasonable walking distance. According to social provision standards a cemetery is required, the people of Msinga have not raised it as a need, however in terms of strategic planning provision should be made spatially for a cemetery. The distributions of social services throughout the Municipality are listed hereunder.

These facilities include the following:

- Magistrate Court	- Tugela Ferry (main) and Pomeroy (secondary)
- Traditional Court	- 6 – one per Tribal Council
- Community Halls	- the entire Municipality
- Sports fields	- 3 largest - Sports complex at Pomeroy, Mzisho and Gxobanyawo Sports field
- Crèches	- 8 in the entire Municipality
- Municipal Offices	- main offices in Tugela Ferry
- Transport facilities	- are provided at all at nodal areas – 2 in Tugela Ferry, 1 in Pomeroy, and 1 in Kiets Drift

4.6 HUMAN SETTLEMENTS/HOUSING CHAPTER

4.6.1 INTRODUCTION

Msinga Municipality developed a comprehensive Housing Sector Plan and adopted by Council in September 2014. This housing chapter is a brief description of what is contained in the housing plan. The housing chapter focuses on specific key areas for the purpose of the IDP. The Department of Human Settlements has opened a fully fledged human settlements office at the district level to service two districts, Amajuba and UMzinyathi. This arrangement has assisted in projects implementation since the responsible officials are based in the district.

4.6.2 HOUSING DEMAND LIST

The Housing Plan indicates that the Municipality does not have a housing waiting list in place and has therefore determined its housing demand/backlog based on Census 2001 statistics. More specifically, the information relating to individuals residing in traditional dwellings, house/flat/room in backyard, informal dwelling/shack in backyard and informal dwelling/shack not in backyard was used to estimate the demand for housing.

It is estimated that there are 26 305 traditional dwellings, 282 house/flat/room in backyard and 368 in other. With regard to the demand for medium to upper income housing, no calculations have been done for the purposes of this plan. Supply and demand for such housing is determined by the market and it would appear that sufficient opportunities exist for residential infill and expansion in the urban areas in regard to this segment of the market in the five year period covered by this plan. Based on the above, the total demand for low cost housing units within the Msinga Municipality is estimated to be 21 694 housing units. It was agreed between the Municipality and the Department of Housing that 80% of the number of traditional dwellings be used as the backlog figure (i.e. 21 044).

Sites at which housing delivery can take place and which have been identified include the following:

Erf 1000 Pomeroy	Mthembu	Emvundlweni	KwaLatha Rural Housing
Ezimbomvini	Ethembeni	Ngome	
Kwadolo	Mbono	Nxamalala	

4.6.3 IDENTIFICATION OF LAND FOR HOUSING

According to Msinga SDF adopted in 2014 Tugela Ferry is the primary node (commercial hub of the Municipality). Keates Drift and Pomeroy are secondary nodes. Mashunka, Mkhuphula, Dolo, Cwaka, Mazabeko, Rokes drift and Msinga Top are classified as tertiary nodes. As the focus of the development is in the rural component of the Municipal area, it is at these nodes that land should be identified for possible future housing purposes. The SDF has recognized the importance for human settlements around Tugela Ferry to be clearly defined and developed with further densification so as to create the necessary thresholds for the development of services and reduction in per capita-expenditure on service delivery.

TABLE 20: Types of Dwelling

TYPES OF DWELLINGS	CENSUS 2001	COMMUNITY SURVEY 2007	Census 2011
House or brick structure on separate stand	4,152	5,379	10,692
Traditional dwelling	23,506	26,305	25,141
Flat in block of flats	1,114	-	967
Town/cluster or semi-detached house	113	-	33
House/flat/room in backyard	282	416	407
Informal dwelling/shack in backyard	107	368	74
Informal dwelling/shack not in backyard	261	-	65
Room/flatlet not in backyard but on shared property	134	403	92
Caravan/tent private ship or boat	38	37	42
TOTAL	32,506	32,908	37,723

(Source: STATSSA 2001 & 2007, 2011)

As can be seen from the above table, the vast majority of the community live in traditional dwellings which are often poorly constructed and are affected by wind and rain.

The need for housing has been prioritized by the community and in an effort to ensure that the community is housed in adequate shelters, the Msinga Municipality has engaged with the Department of Human Settlements to accelerate the

previously identified projects in the Municipal area. The following projects are active and funding has been committed and they are all at different stages.

- The Pomeroy Low Cost housing project;
- Bathembu rural housing project and
- KwaLatha rural housing project.
- kwaDolo housing
- Ezibomvini housing
- Mvundlweni housing

(a) Pomeroy Low Cost Housing

This project has been approved by the Department of Human Settlements and initial funding has been released. A Project Implementing Agent has been appointed. The project will be in three phases of 500 units each and is situated in the south western portion of the town of Pomeroy. The project is awaiting Planning approval from the Municipality in terms of the KZN Planning & Development Act (Outstanding: ROD Dept. of Environmental Affairs). The preliminary environmental scoping report highlights about 60 sites that are affected by a wetland in close proximity to the project area (discussions are ongoing on how best to handle the matter) Negotiations to try and obtain another piece of land which belongs to National have been a success as the Municipality has been granted permission to utilize the land in order to have a complete project). The full Geotechnical Study has been completed. Once the ROD is obtained from Environmental Affairs packaging for stage 2 will commence.

The biggest challenge is with the Pomeroy housing project is that planning and construction of internal infrastructure has been completed but the construction of houses cannot unfortunately commence as there are no bulk services (water and sanitation) despite promises from the District Municipality in the past. The district has advised that the water would be available in 2017 but so far they have made no positive comment about the provision of bulk sanitation. The situation is critical as the sites are now unoccupied and there is a big chance of vandalism that is probably taking place. This matter has been referred to COGTA.

(b) Mthembu Rural Housing

760 housing planned. The application pack was submitted to HEAC for approval on the 14th of June 2012 and the decision is pending a detailed assessment of soil conditions in the area by an independent Goetech specialist as recommended by the committee. A submission to this respect has been compiled and awaiting approval from the MEC. Approval has been granted and now in process of appointing an independent geotechnical specialist to conduct a full investigation on the soil conditions in the area. This project was completed in 2015.

(c) KwaLatha Rural Housing

The KwaLatha Rural Housing project is situated to the southeast of Keates Drift and will provide some 800 homes. A Project Implementing Agent has been appointed and the project has been approved by the Department of Housing.

(d) Emergency Housing Ward 10

The former MEC for the Local Government Housing and Traditional Affairs, MEC Mike Mabuyakhulu on his ministerial visit to ward 10 areas identified an urgent need of housing solution and declared a special housing project consisting of 1000 housing units. These are anticipated to be implemented shortly. And the one from KwaDolo has commenced

(e) Mvundleni Housing

500 houses were planned to benefit the community of Mvundleni area. This project was completed in 2015.

(f) KwaDolo Housing

500 houses are planned to benefit the community of KwaDolo area. Application for stage 1 will be submitted as soon as Land Availability Agreement is concluded between Department of Rural Development and the Developer (Msinga Municipality). Land claim registered. Claimants cannot be found in order to get consent. Claimants not residing in the area. Awaiting date for a meeting with Rural Development in order to carve a way forward on the matter. Rural Development has not yet provided a meeting date in order to finalize and deal with the issue at hand and the matter has been referred to Senior Management for attention.

(g) Ezibomvini Housing

500 houses are planned to benefit the community of Ezibomvini area. The process of beneficiary registration is almost complete. The record of decision is still outstanding from the department of Environmental Affairs and once obtained planning approval in terms of the KZN PDA can be obtained from the Municipality. Densification model has been addressed with PSC & Mabaso Traditional Authority at a meeting held on the 30th of August 2012. The project is now at packaging stage for stage 2 approvals upon finalization of all outstanding issues.

(h) Further Housing Projects

In addition to the above projects the Msinga Municipality has approached the Department of Human Settlements with a view to initiating further projects at Emvundlweni, Ezimbomvini and KwaDolo. These projects were approved by the Department, currently they are at different implementation stages.

Department of Human settlements Project Name	Municipality	Project Type	Proposed Units	Progress
1.Douglas	MSINGA	RURAL	1000	Planning Stage
2.Nhlalakahle	MSINGA	RURAL	1000	Planning Stage
3.Ngome	MSINGA	RURAL	1000	Planning Stage
4.Msinga Top	MSINGA	RURAL	1000	Planning Stage
5.Mzweni	MSINGA	RURAL	1000	Planning Stage
6.Mthembu Phase 2	MSINGA	RURAL	1000	Planning Stage
7.Nteneshane	MSINGA	RURAL	1000	Planning Stage
8.Mahlaba	MSINGA	RURAL	1000	Planning Stage
9.Mkhuphula	MSINGA	RURAL	1000	Planning Stage
10.Mbono	MSINGA	RURAL	1000	Planning Stage

TABE 21: Housing Pipeline projects

4.6.4 INSTITUTIONAL ARRANGEMENTS

The Municipality does not have a dedicated housing department within the office. The housing functions fall under the development planning department and the responsible official in this regard is the Director: Development Planning but there is a district level office which is fully fledged based in UMzinyathi for this district and Amajuba. The Municipality has a Portfolio Committee which deals with housing issues and has also established a housing forum which consists of officials from the department of Human Settlements-Northern Regional office. The Municipality is not satisfied of the existing institutional arrangements and has stated the need for additional in-house capacity and resources to effectively administer the housing function. The Municipality engaged the department of Human Settlements in this regard and the department has promised to provide the Municipality with a housing officer however this has not materialized yet.

4.6.5 CONCLUSION

Housing has been prioritized in the Msinga IDP. The Municipality has an effective housing forum and on top of the projects currently being undertaken the Municipality has identified additional projects to deal with the backlog in rural areas.

4.7 TELECOMMUNICATIONS

Telephone installation and maintenance is undertaken by Telkom and other private service providers (MTN, Vodacom and Cell C). Msinga falls into two service areas, demarcated roughly by the Tugela River, forming a southern and northern service area. The southern area is serviced by the Pietermaritzburg Region and the north by Newcastle. The limited access to communication services in the remote areas is a major concern, and is currently being addressed by the Municipality to improve such services. More than 60% of the area is served by the bulk infrastructure that could be used for connecting with the clients. Part of the process is the identification of call offices (public phones) centrally located for use by the majority of the local communities. Most of the government institutions have access to telephone services.

4.8 AUDITOR GENERAL'S REPORT

The Municipality regressed in terms of audit opinion, from an unqualified opinion in 2015/2016 to qualified opinion in **AG 2016/2017**. This was due to mainly the two mentioned issues:

- VAT
- PPE (Property plant and equipment)
- An action plan(attached) to address the identified issues was developed and is currently in progress

4.9 SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Provincial road R33	Low level of Capital Investment
Job Creation: EPWP, CWP, Food for Waste, EPIP	Limited and Unreliable water sources
Green energy on non-grid areas	Maintenance of existing infrastructure/ Plan
Integrated Waste Management Plan	Electrical: illegal connections and ageing infrastructure
Landfill Site	Limited Infrastructure funding
	Weak IGR
	Packaging of projects and sourcing of funding
	Poor expenditure
OPPORTUNITIES	THREATS
Industrial and Investment development	Low level of physical infrastructure
Water Catchment (Rivers)	High cost implications on projects due to poor terrain
	Community unrest due to failure to deliver on time
	Low level of Connectivity (transport and telecommunications
	Scattered households.

SECTION C.5: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

Introduction

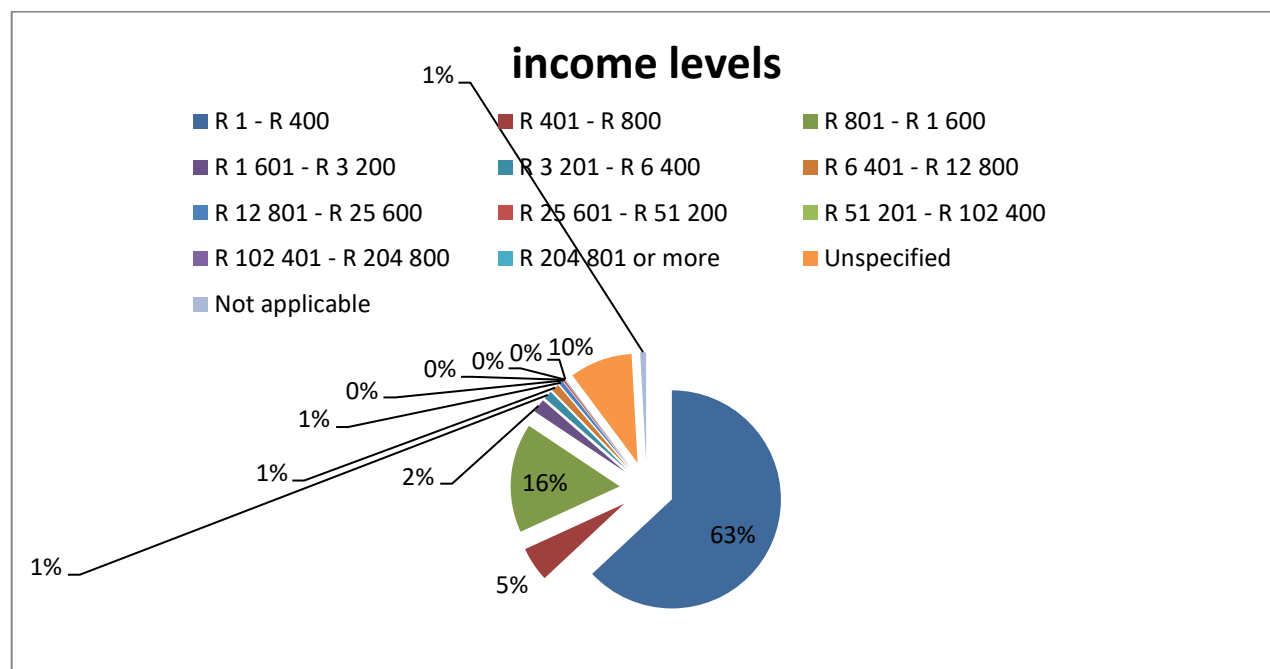
Msinga Municipality has completed Local Economic Development (LED) Strategy in January 2012. It is noted that the LED Strategy has highlighted the agriculture as the competitive advantage of the Municipality. The Municipality is preparing to implement the Strategy and look for funding for all of those projects highlighted in it. A further strategy dealing with the LED potential of *Rock Crushing* was prepared in 2008 and the negotiations are still underway with the Department Human Settlements for funding. The LED Strategy is emerging on business development and retention it is also aiming on enriching local Youth and Workforce with skills development and training across economic sector. This strategy intended to create an enabling institutional environment to facilitate local economic development, develop the local economic environment to become conducive to growth and development and to attract further investment as well as enhancing key sectors identified to broaden the economic base of Msinga.

The outcomes of the aforementioned strategy have been incorporated into this section of the IDP document, together with the latest economic data forthcoming from STATSA's (2011).

5.1.1 MUNICIPAL COMPARATIVE ADVANTAGE, FACTS AND FIGURES

(i) Income Levels

According to the STATSSA (2007) data, approximately 71% of the economically active population had no form of income, while a further 24% of households earned less than R1 600.00 per month. This means that a staggering 95% of the population earned below the minimum income levels. In 2011 there has been a drastic improvement in that approximately only 11% has no income; this decrease in households with no income can be attributed to the initiatives embarked on by the Department to register all households for social grants and the ID campaign that the Municipality along with other sectors embarked on. However the Municipality still has the highest number within the district of households with no income.



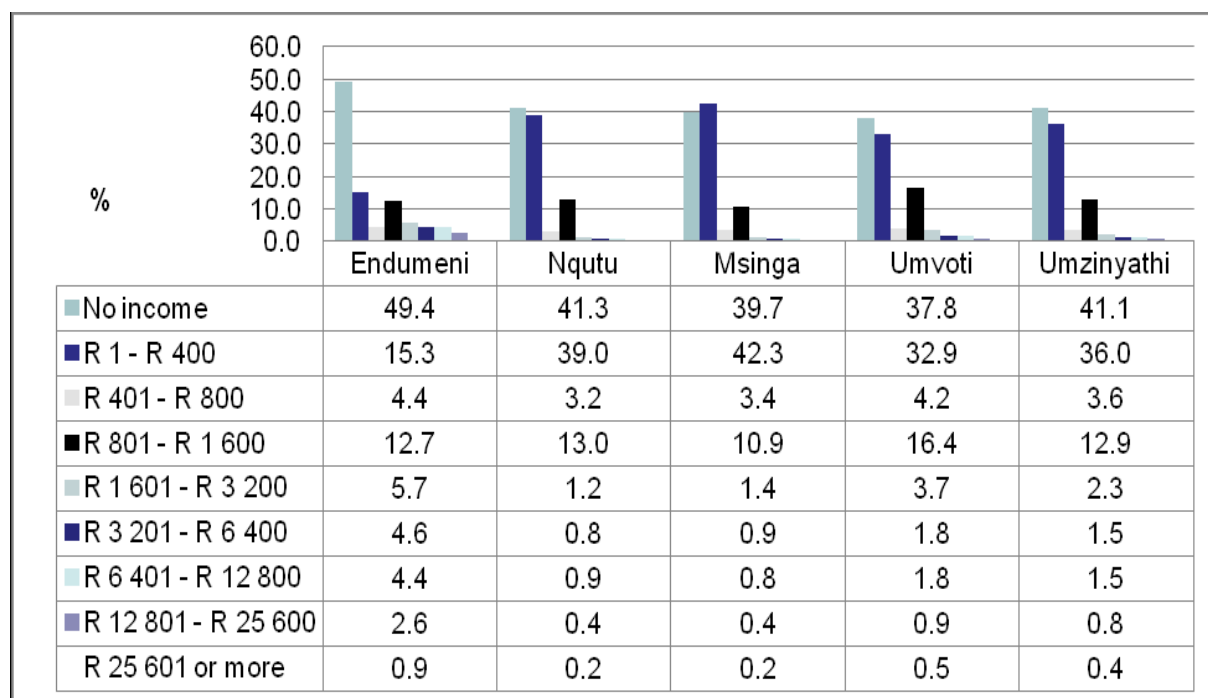


Figure 24: Households per Income Category in 2011 (Source: STATSSA, 2011)

(ii) Unemployment Levels

Column1	Male		Female	
	youth	middle aged 36 - 65	youth	middle aged 36 - 65
Employed	1895	1777	2384	2576
Unemployed	2331	1040	3459	1647
Discouraged work-seeker	3931	2147	7315	4277
Other not economically active	16223	6075	20412	12742
Age less than 15 years	-	-	-	-
Not applicable	-	185	-	377

Table 21: Employment levels by gender and age source 2011 census

The table above reflects a large number of youth that is unemployed; 2331 males and 3459 females. This reflects that more men are still getting employment better than women. More strategies have to be geared towards the empowerment of youth especially women. It is also important however to mention that less unemployed youth numbers may be related to the reality that young men emigrate to nearest urban areas to access better employment opportunities.

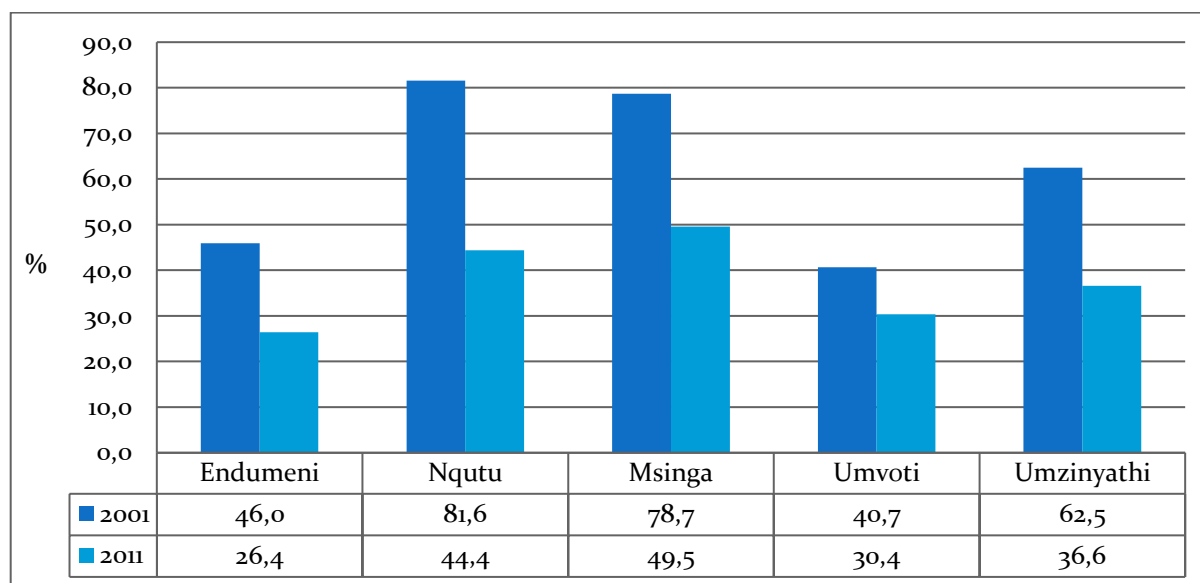


Figure 25: Unemployment rate by Local Municipalities in UMzinyathi District

Source STATSSA 2011

The graph above shows a remarkable decrease in the number of unemployment from 87% in 2001 to 49.5% in 2011.

(iii) Labour Force

The STATSSA (2007) data indicates that *community, social and personal services* provide employment for 2.8% of the population which is in keeping with the number of government services clustered in the Municipality, while 83% of respondents indicated that the categories were not applicable which may correlate with the high levels of unemployment and the existence of the informal sector in the Municipality.

TABLE 22: Labour Force

CATEGORY	%
Agriculture; hunting; forestry and fishing	0.1%
Mining and quarrying	0.0%
Manufacturing	0.7%
Electricity; gas and water supply	0.1%
Construction	0.8%
Wholesale and retail trade	0.8%
Transport; storage and communication	0.5%
Financial; insurance; real estate and business services	0.4%
Community; social and personal services	2.8%
Other and not adequately defined	0.6%
Unspecified	9.9%
Not applicable/Institutions	83.3%
TOTAL	100

(Source: STATSSA, 2007)

(iv) Grant Dependency

The Neighbourhood Survey (2007) data indicates that approximately 28% of residents are dependent on *Child Support Grants*, 8% on *Old Age Pensions*, and 4% are dependent on *Disability Grants*.

TABLE 23: Dependency on Grants

GRANT CATEGORY	%
Old age pension	7.7%
Disability grant	3.9%
Child support grant	29.7%
Care dependency grant	1.0%
Foster care grant	0.0%
Grant in aid	0.2%
Social relief	0.0%
Multiple social grants	0.2%
Not applicable	56.3%
Institutions	1.0%
TOTAL	100

(Source: STATSSA, 2007)

(v) Dependency Ratios

The uMzinyathi SDF Review (2009) indicates that the number of dependents per person employed in 1996 was 37.2, which decreased to 33.4 in 2001.

(vi) Human Development Index

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development in the community. It is based on the measure of life expectancy, literacy and income. It is seen as a measure of people's ability to live long and healthy lives, to communicate, to participate in the life of the community, and to have sufficient resources to obtain a decent living. The best HDI figure is 1 which is very rarely obtained.

According to the 1996 Census data, the HDI figure stood at 0.33, which improved to 0.37 in 2001. This improvement is positive, but these figures are the lowest of the four Municipalities in the uMzinyathi DM.

(vii) Gross Geographic Product (GGP) Contribution /Main Economic Sectors

The Gross Geographic Product (GGP) of a particular area amounts to the total income or payment received by the production factors (i.e. Land, labour, capital, and entrepreneurship) for their participation in the production within that area

As can be seen from the table below, the GGP of Msinga is dominated by the *Community Services* sector which accounts for approximately 65% of the GGP, followed by *Trade* at 14%.

TABLE 24: GGP for the Msinga Municipality

SECTOR	TOTAL	%
Agriculture	3055.8	3.7
Mining	953.0	1.2

Manufacturing	1483.5	1.8
Electricity and Water	0.0	0
Construction	6919.9	8.4
Trade	11572.2	14.0
Transport	4107.6	5.0
Finance	1140.6	1.4
Community Services	53326.4	64.6
TOTAL	82558.8	100

(Source: Dri Wefa, 2001)

(viii) The Areas of Competitive and Comparative Advantages

As indicated above, although the GGP is dominated by the Community Services sector followed by Trade, the Agricultural sector offers good potential for future development as well as job creation due to its relatively labour intensive nature. This next section explores the agricultural potential of the Municipality.

Agriculture is one of the most important economic sectors in Msinga although it is still largely practiced for subsistence. Added to this, is the limited capacity of the land for productive agricultural development due to poor soil quality, adverse climactic conditions, and poor agricultural practices, such as overgrazing as well as the topography of the area.

In general terms, the intensification of farming can occur in the extensive areas provided there is sufficient water and suitable soils available. In general the areas under extensive farming have erratic rainfall and land degradation is very prevalent, making sustainable farming/agriculture very difficult without good management. Despite the large irrigation potential linked to the Tugela and Mooi Rivers, the area is subjected to water shortages during dry seasons, high soil erosion and low land carrying capacity.

At present, 1967 hectares of land is cultivated, of which 767 hectares are under irrigation. A significant amount of land, 6 800 hectares, has potential for dry cropping. A refrigerated vegetable pack house was established in Tugela Ferry during 2001. Unfortunately this pack house has not reached its full potential and efforts should be made by the Department of Agriculture to maximize the potential of this project.

Numerous community garden clubs/groups cultivate vegetables on 89 hectares of land, and these are predominantly located along the available water sources. This indicates the willingness of the community to be involved in crop production if the necessary support is provided. Finding sustainable markets for the sale of local produce and products remains challenging and problematic.

Stock farming of cattle and goats is largely a cultural practice, and not primarily as an economic activity. An estimated 46,000 head of cattle and 45, 000 goats are kept by residents of the Municipality. Only in times of dire economic pressures do families resort to the selling of stock. The Department of Agriculture has provided 64 dip tanks throughout the area.

There is significant potential to increase crop production through improved farm management and agricultural support systems. However, due to the already vulnerable environment, the current and future stock farming practices should be managed carefully in order not to cause any further degradation of the environment.

The Municipality has secured funding to develop an agricultural development plan, as well as a plan to combat further soil erosion. The main focus of this plan is to identify the impact of the erosion on the environment, as well as to improve existing farming initiatives and to provide guidance on the expansion of the activities to other potential areas.

The Department of Agriculture has suggested various alternative crops that would be suitable to grow in the Tugela Ferry area. It is felt that the Department of Agriculture should embark on a programme where the community is enlightened as to the benefits of these crops and farming methods to be adopted so as to obtain maximum benefit

5.1.3 LOCAL ECONOMIC DEVELOPMENT (LED) INSTITUTIONAL FACTORS

(i) LED Unit

There is a need to further strengthen the LED services that the Municipality offers. Funds and resources are, however, limited in this regards.

(ii) LED Forums

The Municipality will continue to participate in District-level LED forums and structures so as to ensure that the needs of the Municipality are prioritised at a district level.

(iii) Community Reporting

The Msinga IDP RF will still be utilised as the primary reporting structure for progress on LED projects.

The Ward Committee and war room structures will also be utilised to communicate LED project and programme progress to community members.

5.1.4 LED LINKAGES

(i) District Linkages

The uMzinyathi DM's LED strategy identifies the following interventions in the Msinga Municipality, namely:

- Agricultural perishable goods to local hospitals and general markets in nearby Municipalities;
- Chakalaka and other vegetable agro-processing opportunities, this project is currently underway with the assistance of DCOGTA a funding of 1, 5 million was made available.

(ii) Linkages with the NSDP and PGDS

The Msinga IDP is aligned with the NSDP, the PGDS and the PSEDS. A summary of these initiatives and the degree of alignment is contained in Section C of the IDP which deals with the development strategies.

5.1.5 LED

The district does not fall within a primary provincial economic corridor or node. It is thus not a priority investment destination for public or private sector in terms of the KZN Spatial Economic Development Strategy (2005). It is however an Integrated Sustainable Rural Development (ISRDP) node.

Priority secondary corridors within the District (which are economic activity corridors and not transport corridors) include:

- Greytown- Msinga – Madadeni (SC12)
- Nkandla – Nquthu – Vryheid (SC 13)

(i) UMzinyathi District Economy in the KZN Provincial Context

The UMzinyathi District economy is the third smallest district economy in the province of KwaZulu-Natal with a Gross Domestic Product (GDP) of R2.7 billion in 2005. GDP per capita for UMzinyathi District was the second lowest in the

province. In terms of economic performance over the period 1996 – 2004 the UMzinyathi District together with the Zululand and UMkhanyakude districts were the poorest performers in the province in terms of growth. The district economy has grown at an average rate of 0.94% per annum between 2000 and 2005. Although the district has weak economic fundamentals in relation to the province as whole, opportunities do exist in key areas where the district has competitive advantage.

(ii) Agricultural Sector Analysis

Agriculture is well established but under-developed in terms of beneficiation (value added packaging and processing). District agricultural strength lies in dairy, feedlot beef and maize (Endumeni), forestry and sugar (Umvoti), and vegetable production (Msinga).

In Msinga the weaknesses relate to land shortage, and overgrazing and poor dry land cropping. The Msinga vegetable growers are price takers and processing initiatives show limited progress because of management and co-ordination weaknesses

The agricultural opportunities in Msinga are:

- Agricultural perishable products to local hospitals and general markets in nearby Municipalities.
- Chakalaka and other vegetable agro-processing opportunities.

5.1.6 TOURISM

The District's current marketable advantage is its Battlefields Tourism, but its unique selling point is the presence of six seminal historical battlefield sites of both national and international significance in close proximity to each other. Although it is noted that most of the Battlefield Heritage sites lie outside the Msinga Municipality, the route follows the R33 which transcends the Msinga Municipality. The district can also gain a potential unique competitive advantage in linking this Battlefields Heritage and Zulu Cultural tourism.

Tourism KZN statistics estimate that 443 000 domestic tourists (7% of KZN domestic market) visited the Battlefields in 2005 on average at 2.77 trips per annum. Foreign tourism drew about 112 000 visitors (7% of KZN foreign Market). Both domestic and foreign tourism to the Battlefields is highly seasonal with the lowest number of visitors in the winter season (May – July).

The district's key (potential) competitive tourism strengths are:

- the uniqueness of the current battlefields and Heritage products in the area,
- the potential provided by strong Zulu Cultural assets particularly along the R33 between Greytown and Dundee through Msinga and along the R68 to Nquthu,
- the natural scenery and river bush valleys that provide potential for nature-based and adventure tourism.

The key weaknesses are:

- its distance from the province's key attractions and the fact that not many primary tourism attractions in the province are really accessible within a day,
- poor public tourism related infrastructure including poor roads, the lack of signage,
- the lack of significant investment into tourism by both the private and public sector,
- the lack of structured tourism marketing and training for the area and
- the absence of a tourism growth coalition between local government, the tourism business sector and civil society.

The district must diversify its tourism product mix and increase representivity to become more competitive. The two are interlinked. In terms of market opportunity, local tourism role players reported in 2006 a growing demand from domestic

tourism, but that the market required more product diversification which included adventure products (quad biking, rafting etc), craft and culture, and other activities that could complement or supplement the battlefields/heritage product.

RETAIL AND MANUFACTURING

The wholesale and retail sector has shown considerable growth both in terms of GDP share (37.6%) and in terms of job creation (10%) between 2000 and 2005. Further development of commercial activity in Msinga is constrained by the lack of progress on the development of the towns and the introduction of formal land tenure and land management arrangements and enforcement of Municipal by-laws on trading.

(v) Economic Development Infrastructure

50% of the population of uMzinyathi lack access to clean water. 46% of people do not have any sanitation facilities at all. Compared to other districts, UMzinyathi has a low level of telecommunications infrastructure in place. The main road upgrade and signage along the R33 is priority

5.1 .8 LED SWOT ANALYSIS

(i) STRENGTHS

In terms of agriculture, the district has a distinctive competence in beef feedlots, irrigated maize production and dairy in the north, vegetable production in Msinga and Umvoti on the Tugela and Mooi Rivers, and forestry in Umvoti. It has well established clusters of expertise, support services and marketing networks in these sectors except for vegetable production.

There are value added opportunities in the various value and supply chains linked to each sector: But without adding value to the products, these sectors are not likely to grow significantly. Opportunities exist within the following supply and value chains:

- Maize – Milling – Marketing – Feedlots.
- Feedlots – Meat Processing- Leather Tanning.
- Dairy production – dairy processing – dairy packaging – marketing.
- Forestry – wood products – forestry waste products – marketing.
- Vegetable production – vegetable packaging – vegetable processing – marketing.

The area has a unique competitive advantage in terms of its Battle Fields (Heritage) Tourism products. There is however a need to improve the marketing and quality of the product through both public investment (signage, public infrastructure) and private investment. There is also a need to diversify the tourism product mix to include Zulu cultural, nature-based and adventure products.

The lead performing growth sectors over the last 5 years have been trade and accommodation (tourism) (37, 6%), financial services (39.6%) and construction (114%), although the latter of a very low base.

(ii) WEAKNESSES

- The district economy still remains too dependent on government and social services.
- The GDP per capita value of the district economy is the second smallest in KwaZulu-Natal.
- There is a weak social base, with the district having the highest levels of unemployment and illiteracy in KwaZulu – Natal, the second lowest Human Development Index of all the districts in KZN.

- There are low levels of reinvestment into productive sectors. The service sector dominates the economy and there is limited investment in tourism and agriculture.
- There has been a lack of progress around meaningful and practical growth and development partnerships between government, business and civil society to identify the district economies strengths and deal with threats and weaknesses.

(iii) OPPORTUNITIES

There is a high demand for processed agricultural products (beneficiation of primary products) both within the district and broader market. The areas of greatest opportunity include processed meat, irrigated maize, dairy products and processed vegetables. There are opportunities for competitive partnerships with BBBEE investment companies and SMMEs in the following supply and value chains:

- Maize – Milling – Marketing – Feedlots.
- Feedlots – Meat Processing – Leather Tanning.
- Vegetable production – vegetable packaging and processing – marketing.

There is potential to grow both the domestic and international share of the tourism market through improving both marketing and the experience of the existing Battlefields Heritage product and the development and marketing of complementary products in adventure tourism, nature-based tourism and Zulu cultural tourism. A unique opportunity exists to develop a District Tourism route through the district which would form the basis of a coherent tourism marketing and product development initiative for the district.

(iv) THREATS

The agricultural sector has been based on primary production while opportunities and profits lie in processing. In addition, the sector has shown stagnation and job loss with lower profit levels due to rising costs of agricultural inputs.

The tourism sector has not been able to develop a growth partnership between tourism associations and local and provincial government. The lack of engagement around integrating community based tourism enterprises and SMMEs into the tourism supply and value chain, will continue to constrain public sector investment and limit the necessary product mix for a competitive local tourism economy.

The District and Local Municipalities have allocated little strategic management, human or financial resources to the implementation of LED in the past.

SECTION C5.2: SOCIAL DEVELOPMENT ANALYSIS

5.2.1 BROAD BASED COMMUNITY NEEDS

The list of the needs derived at the Community based planning undertaken on the 13th of January 2013. Below is the list of the 10 most reported needs:

1. Social facilities
2. Education
3. Electricity
4. Health
5. LED
6. Roads
7. Housing
8. ICT
9. Water

TOP THREE WARD PRIORITIES: They are all clearly outlined in ward plans as well as in the Municipality Integrated Development Plan.

Name of Ward	Projects	BROAD NEEDS : As per CBP
1. Ward One	Douglas Taxi Rank, house, Mumbe Community Hall	Ward 1: Job Opportunities, water & Electricity
2. Ward Two	Crèche, house, community hall	Ward 2: RDP Houses, Electricity & Agricultural Material
3. Ward Three	Emkhamo Crèche, Hall	Ward 3: Employment opportunities, water & VIP toilets
4. Ward Four	2Halls, Crèche,	Ward 4: Water, VIP toilets & FET's
5. Ward Five	hall, Sinqumeni Hall,	Ward 5: Employment opportunities, Water, VIP toilets
6. Ward Six	Crèche, Hall	Ward 6: Clinics, Library & Skills Development
7. Ward Seven	Nondela Crèche, Embomeni Crèche	Ward 7: Employment opportunities, Water, Electricity
8. Ward Eight	Hall, Fencing of Crèches	Ward 8: Employment opportunities, Water and Schools
9. Ward Nine	Taxi Rank, Esinyameni, Crèche Emxheleni	Ward 9: Water, RDP Houses & Ploughing
10. Ward Ten	Nxamalala, Hall, Mchunu House	Ward 10: Water, Housing & Library water
11. Ward Eleven	Crèche, Youth Center, hall	Ward 11: Employment opportunities, Water and VIP toilets
12. Ward Twelve	Hall and Crèche	Ward 12: Employment opportunities,

		small businesses & Sports field
13. Ward Thirteen	skills Development House, 1 class, Nhlesi Community Hall	Ward 13: Water, Sports field & Employment opportunities
14. Ward Fourteen	Nyandu Creche, Phumela One Class	Ward 14: Electricity, Water & RDP Houses
15. Ward Fifteen	Scotland Crèche, Repairing Roof of Sibonokuhle Crèche and Ngema Crèche	Ward 15: Electricity, Water & RDP Houses
16. Ward Sixteen	Sifuleni Hall, Mngeni Hall, Wolwane Hall	Ward 16: Employment opportunities, Electricity & water
17. Ward Seventeen	Msitha Crèche, 2 room house	Ward 17: Water, Employment opportunities & FET
18. Ward Eighteen	Mazabeko Taxi Rank, Mahlaba hall	Ward 18: Employment opportunities & water

5.2.2 HEALTH AND EDUCATION ANALYSIS

5.2.2.1 Education facilities

The figures released by Statistics SA display a ratio of 40 learners per educator at schools in Msinga with a 58 learner per classroom ratio. From the demographic of the Municipality, the population between the age of 5 and 19 is estimated at approximately 73 000, which illustrates an even larger backlog in either schools or additional class rooms. Based on the information available, it is apparent that a severe under provision in educational facilities occurs within this Municipal area. Using the data available from Stats SA it is apparent that an additional 241 classrooms would be needed to accommodate the 14,000 children not attending school. Msinga is served only by primary and secondary education facilities, with a recent addition of an FET college at the Msinga High School..

The Municipality is relatively well serviced in terms of primary schools, as is depicted on **Map 23: Primary Schools**. The northern part of the Municipality is not well covered in terms of the prescribed access standard. There are a few small areas throughout the Municipality that are not covered by the prescribed spatial standard. This is however not necessarily an indication that the threshold number of household standard is not met. The northern part of the Municipality has larger areas that do not meet the prescribed spatial standard, which could most likely be due to the lower population density and thresholds.

Msinga is relatively well serviced with high schools, apart from a few areas in the Municipality, especially around the outlying areas around Pomeroy and the entire area around the Helpmekaar area. It would appear if all of the denser settlement areas are relatively well serviced with high schools.

The challenge, with this amount of facilities, will be the maintenance, upgrading and quality of these facilities. Considering the topography and road network systems, accessibility might also pose challenges to the community.

5.2.2.1.1 Levels of education

The largest portion of the population has no schooling (approximately 63 313), with approximately 48 355 with some primary education between grades 1 and 6. Only about 1670 (1%) of the population has an education higher than grade 12. The low levels of education in the Municipality can be attributed, in part, to the high number of the population which is of lower, school going age. Notwithstanding this, the number of adults with education levels being higher than grade 12 is very low. These levels of education impacts drastically on the type of work opportunities one can create for the populace. Unskilled & semi-skilled labour can be used for labour intensive projects such as infrastructure implementation, but in order for the communities to benefit from opportunities such as tourism, or other opportunities presented by the unique locality of the area, it might be possible or needed that some training be presented to the communities to empower them to utilise these opportunities.

5.2.2.2 Health

The spatial distribution of health facilities are depicted on Map 13 for Clinics and Hospitals respectively. The standards for provision of and access to Health Facilities are the standards prescribed by the CSIR. The KZN Department of Health is in the process of revising its standards, and the KZN Provincial Planning & Development Commission also published a document with a review and lengthy discussions on the standards. All the standards vary, and through discussions with the Local Authorities a decision must be made with regards to which standards will be implemented.

5.2.2.2.1 Clinics

Msinga has a total of seventeen Clinics and these Clinics are spread relatively evenly throughout the Municipality's denser settlement areas, including the main small villages in the area. The map depicts existing clinics with an optimum walking distance of 1 to 2.5 km and a maximum walking distance of 5km. The Municipality obviously does not conform to this standard, as facilities are fairly evenly spread along main access routes and concentrated within dense core areas, with a limited access to service in some of the outlying areas in the south. Considering this, the majority of the population of the Msinga Municipality is located at a distance of more than 5km from a clinic. The majority of these clinics are located adjacent to a provincial road, which improves accessibility to those portions of the population who have access to and via these roads.

5.2.3 SAFETY AND SECURITY

Map 14: Access to Police stations indicates the access to police stations within the Msinga Municipality according to these standards and the time from police stations in the area. According to these maps, the Municipal area is serviced by four police stations, located at Helpmekaar, Pomeroy, Tugela Ferry and the newly built Msinga Top station. The greater majority of households are located at a distance greater than 10km from a police station. Almost the entire Municipal area is located within a travel time of less than 1 hour from a police station, apart from a small area at the south east of the Municipality, around the KwaDolo area. It can be assumed that the area is relatively well serviced by police stations.

5.2.5 NATIONAL BUILDING & SOCIAL COHESION

5.2.5.1 Community Development with special focus on Vulnerable Groups

5.2.5.2 Youth development

The Municipality has a number of interventions aimed at the youth namely, sports, arts and recreation, bursaries, and entrepreneurship. A draft budget of **R2 000 000** has been made available for projects aimed at developing the youth.

5.2.5.3 People with disabilities

The Municipality has various projects aimed at this group in this financial year which include educational projects, events, etc.

5.2.5.4 Elderly

The Municipality has more female elderly than men. The interventions aimed at this group are not enough judging by the number of elderly in the Msinga population. In the future, the Municipality will need to plan a more holistic approach ideally in conjunction with the Departments of Social welfare. The Municipality has Golden games scheduled for the elderly as a form of entertainment and a social cohesion strategy. They will be transported, and receive T-shirts as part of the programme.

5.2.5.5 Development of women

The Municipality's population is made of about 57% women thus the Municipality over the years has zoomed in on women issues. The project called Zibambele seeks to employ ten widows or indigent women to do basic maintenance of the local access roads. The Municipality utilizes its EPWP grant to create employment opportunities in 2012/13 there were 400 women employed, the number is growing because each time a new access road is completed, it automatically gets maintained by women. In 2013/14 the number grew to 560 women, in 2014/15 the number grew to 646. This project continues in 2015/2016 and the number will grow to 700 women. The newly constructed roads will each be maintained by ten economically deserving women. Celebrations and gatherings aimed at improving participation of women in governance are held such as the celebration of the women's day as depicted in the implementation plan.

Development of women within the Municipality is evident in that the current Municipal staff is made up of 55 women.

5.2.5.6 People affected by HIV/AIDS

The Municipality is at the forefront in fighting the pandemic, thus an HIV council has been formed. The meetings sit four times a year to discuss a holistic approach. The Municipality also celebrates World Aids day where HIV infected orphans are transported to the event. An amount of R650 000 is the holistic budget covering all vulnerable groups.

5.2.5.7 Early childhood development

The Municipality has high number of children under the age of five, however due to financial implications only two programmes aimed at developing young children's morality through culture will be implemented in 2015/2016. Young girls are encouraged to participate in the Reed dance scheduled for the month of August and September 2015 (as tabled in the implementation plan). This is catered for in the youth draft budget.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">➤ Youth Policy➤ Staff capacity (youth Official in place)➤ Disability Forum➤ Senior Citizen’s➤ Support Group➤ Sport Council➤ The Municipality is always able to fund Social Development programmes even though funding is not always enough for all proposed projects.➤ All groups have their forums in place.	<ul style="list-style-type: none">➤ Budget Constraints➤ High level of illiteracy➤ Non-existence of a Tertiary Education➤ Budget is not always sufficient for all proposed projects➤ Poor coordination at a ward level caused by lack of capacitation of forums e.g. ward aids councils, ward sports forums, ward widowers forums, ward disabled forums, old citizens etc.➤ Joint coordination of with other Government Departments that causes failure and improper planning in most of the times e.g. (Social development for old citizens programmes, Health for HIV AIDS programmes, Sports & Recreation for Sports Programmes)➤ Lack of trust on elected forums that they can handle all projects as per each group needs.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">➤ Development of youth within the area➤ The Municipality has never failed to assist these sectors when assistance is required for any development.➤ Youth surplus	<ol style="list-style-type: none">1. Crime2. Lack of resources3. Vandalism of facilities4. Limited funding5. Illiteracy6. Substance abuse

SECTION C.6: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

6.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

The management of Municipal finances involve both strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the Municipality must put in place clear financial goals, policies, and tolls to implement its strategic plan. It must be noted that not all Municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for a Municipality.

6.1.1 CAPACITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The capacity of Municipality to execute capital projects can be measured by its experience in handling capital projects in the past. The Municipality relies on grants and subsidies to execute capital projects. The Municipality has always handled its MIG allocation in a commendable manner. In 2012/2013 financial year an MIG allocation of R 26,665,000.00 was received and is utilised to build 5 new access roads, complete Shiyane sport field and construct phase 1 of Pomeroy sport center. All projects are registered with MIS system. Claims and proofs of payments are submitted timeously, the system is also updated accordingly as required. All capital projects for 2012/2013 were completed on time. In 2013/2014 MIG allocation of 31 844 00 was received. For 2014/2015 MIG allocation of 36 513 000 was received. In 2015/2016 MIG was **R R38 048 000** and in 2016/2017 **R35 800 000**, and **38 261 000 00** is anticipated for the year 2017/18.

2017/2018 MIG ALLOCATION

MIG	2013/14	2014/15	2015/16	2016/2017	2017/2018	2018/19	2019/20
MIG	R31, 844, 000	R36, 513, 000	R38 048 000	R35 800 000	38,261 000 00	40,322,000.00	
EQUITABLE SHARE	R81 641 000	R100, 755, 000	134 627 000	131 035 000.00	136 000 000.00		
INEP				25000 000.00	23 000 000.00		
DSR				2000 000.00	3 000 000.00	6 000 000.00	

The Municipality's capacity to execute capital projects is also evident in the policies and resources the Municipality has at its disposal.

The Msinga Municipality has adopted the following financial policies:

- Budget Policy
- Expenditure Policy
- Collection and control of revenue Policy
- Procurement/Supply Chain Management Policy
- Payment Policy

- Asset control Policy
- Insurance Policy
- Investment Policy
- Custody of document Policy
- Salaries administrative policy
- Financial reporting Policy
- Indigent Policy
- Credit control and debt collection Policy

6.2 INDIGENT SUPPORT INCLUDING FREE BASIC SERVICES

The Municipality has a high unemployment rate and most people live below the poverty index thus are deemed indigent. The Municipality has an indigent register in place and an indigent policy adopted by Council. This register is reviewed on annual basis and the last review was for this financial year **2015/2016**. The Municipality anticipates Free basic service grant of **R 500 000** for **2016/17** and free basic electricity of **R1500 000** which was utilised towards the provision of free basic services and subsidizes solar energy indigent users. This amount is also used to subsidise solar energy users. The Municipality has a partnership with a contractor who installs and manages solar. Each indigent household receives a subsidy of R30 per month. Approximately 80% of households are deemed indigent with their main income being the social grant. **2017/2018** a provision of FBS is allocated for indigents support.

INDIGENT REGISTER	
Financial Year	Total No. Households
2014/2015	25 206
2015/2016	28 475
2016/17 data is being collected and an update will be ready in June 2017.	

6.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

Revenue is a vital element in maintaining a sustainable organization. The Municipality is predominantly rural with high levels of unemployment and poverty. This makes it very difficult for the Municipality to be able to generate its own revenue from rendering Municipal services. Most of the land within Msinga belongs to Ingonyama Trust. As per the Cooperative Governance Traditional Affairs circular all Municipalities (including low capacity Municipalities) were to implement the Property Rates Act. The valuation roll has been compiled by the registered valuer.

There have been challenges in terms of the implementation of Property Rates Act due to the fact that the Municipality is predominantly rural which makes it very difficult to find the postal addresses for the rate payers in order to send the bills. High levels of poverty and unemployment is also a challenge. The Municipal rate payers are made of Government departments, private businesses and households. The Property rates Act have been fully implemented in November 2013

6.4 MUNICIPAL CONSUMER DEBT POSITION

90% of all outstanding debt is for the department of land affairs. Currently in the process to collect this outstanding debt with the help of Provincial Treasury. Msinga have however made provision for bad debt in all financial years and the provision is sufficient to write off all debt older than 120 days. A council resolution to the effect has been obtained in the 2013 financial year. Strict implementation of the debt collection policy will be applied since full implementation of the property rates act.

6.5 GRANTS AND SUBSIDIES

Presented below is a list of all the grants and subsidies the Municipality receives. (Awaiting Budget approval to reflect it here.)

6.7 BORROWING COSTS

Borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets are capitalised to the cost of that asset unless it is inappropriate to do so. The Municipality ceases the capitalisation of borrowing costs when substantially all the activities to prepare the asset for its intended use or sale are complete. It is considered inappropriate to capitalise borrowing costs where the link between the funds borrowed and the capital asset acquired cannot be adequately established. Borrowing costs incurred other than on qualifying assets are recognised as an expense in surplus or deficit when incurred.

6.8 MUNICIPAL BUDGET SPREAD IN DEPARTMENTS 2018/2019

As reflected above a huge chunk of the Municipal budget goes to the technical department towards the implementation of infrastructural projects in an attempt to reduce the backlog. **In 2013/2014 MIG allocation of R31 844 000 was received. For 2014/2015 MIG allocation of R36 513 000 was received. In 2015/2016 MIG was R38 048 000 and in 2016/2017 R35 800 000, and R38 261 000 00 for the year 2017/18. In 2018/2019 we will be receiving R36 715 000 MIG Allocation.**

6.8.1 EMPLOYEE RELATED COST (INCLUDING COUNCILLOR ALLOWANCES)

An allocation has been made to cover employee and councillor salaries and allowances. **An 8% increase was budgeted for salaries for the year 2018/19.**

6.9 AUDITOR GENERAL'S OPINION 2017/2018

After the auditing of the Financial Statements and performance Information of the Municipality for the year ended 30 June 2018, the Municipality managed to obtain an unqualified Opinion for the financial year 2017/18. The few concerns that were identified have been collated and an action plan has been developed towards amending the issues that were raised by the AG.Municipality's action plan in response to the AGs 2017/2018 opinion.

MSINGA MUNICIPALITY: ACTION PLAN TO ADDRESS AG AUDIT FINDINGS

NATURE OF AUDIT QUERY	AUDIT QUERY	ACTION STEPS	RESPONSIBLE PERSON	TIME ALLOCATED	DEADLINE	STATUS UPDATE	COMMENTS
1. Differences between amounts per fixed asset register and amounts per supporting documents.	<ul style="list-style-type: none">A review of the fixed asset register (FAR) and assets additions supporting documents revealed the differences in cost prices:Consequently, amount of property, plant and equipment (PPE) recorded in the financial statements through the fixed asset register are materially misstated.	<ul style="list-style-type: none">Recalculate movements in assets that are accurately recorded in the FAR, and that the fixed asset register is reconciled to the general ledger on a monthly basis.	<ul style="list-style-type: none">Assets Officer	<ul style="list-style-type: none">03 Months	31 March 2019		

2. Differences between fixed asset register (FAR), contract register and work in progress (WIP)	<ul style="list-style-type: none"> • A review of the fixed asset register (FAR) and a contract register revealed the differences in work in progress: • Consequently, amount of work in progress recorded in the fixed asset register does not agree to the amount paid per contract register. 	<ul style="list-style-type: none"> • Review movements in assets that are accurately recorded in the FAR, and that the fixed asset register. 	<ul style="list-style-type: none"> • Assets Officer 	<ul style="list-style-type: none"> • 03 Months 	31 March 2019		
3. Expired contracts are reflected as Work-In-Progress (WIP) in the Annual Financial Statements (AFS) and Fixed Asset Register (FAR).	<ul style="list-style-type: none"> • A review of the contract register showed the contracts as expired whereas they reflect as work in progress in the fixed asset register and financial statements. 	<ul style="list-style-type: none"> • Review all movements in assets that are accurately recorded in the FAR, and that contract status are monitored. 	<ul style="list-style-type: none"> • Assets Officer • SCM 	<ul style="list-style-type: none"> • 03 Months 	31 March 2019		
4. Material misstatements in annual financial statements submitted for audit	<ul style="list-style-type: none"> • Material misstatements of property plant and equipment were subsequently corrected, resulting in the financial statement receiving an unqualified audit opinion 	<ul style="list-style-type: none"> • Prepare monthly reconciliations and review them timeously. 	<ul style="list-style-type: none"> • CFO 	<ul style="list-style-type: none"> • 03 Months 	31 March 2019		
5. Input VAT claimed while the Municipality was acting as an agent	<ul style="list-style-type: none"> • Audit of expenditure for free basic services on the invoices revealed that the Municipality incorrectly claimed input VAT on payments made to suppliers that are contracted for the electrification projects on behalf of ESKOM. • The Municipality received Integrated National Electrification Programme (INEP) 	<ul style="list-style-type: none"> • This issue has been resolved. However, the Municipality will put more controls in place including monthly reconciliations and reviews. • The VAT amount claimed incorrectly will be presented to the SARS through VDP. 	<ul style="list-style-type: none"> • CFO 	<ul style="list-style-type: none"> • 03 Months 	31 March 2019		

	<p>Grant amounting to R24 000 000 as per section 16(1) of the Division of Revenue Act, 2017 (Act No. 03 of 2017).</p> <ul style="list-style-type: none"> Consequently, VAT receivable is materially overstated by an amount of R3 284 842,45 & Expenditure is materially overstated by the total amount of Free basic services R23 660 764,00 						
7. Restated bad debts written off misstated	<ul style="list-style-type: none"> The audit of the annual financial statements for bad debts written off revealed that the amount restated for the 2017 comparative figure is not compliant with the Msinga Municipality 's bad debt written off policy, as there was no established committee to monitor any debt to be written off as required by the Municipality's adopted policy paragraph 6. 	<ul style="list-style-type: none"> Restate bad debts reversed irregular and ensure that they are written off after following the due process. 	<ul style="list-style-type: none"> Revenue Manager CFO 	<ul style="list-style-type: none"> 03 Months 	31 March 2019		
8. Expenditure management-payment vouchers are not signed for authorisation and the goods received note is not signed as proof that goods were checked and signed for receipt.	<ul style="list-style-type: none"> Reasonable steps were not taken to ensure that the Municipality implements and maintains an effective system of expenditure control, including procedures for the approval / authorisation of payments, as required by section 65(2)(a) of the MFMA. Payment voucher and goods received notes for the selected expenditure were not signed resulting in auditors being unable to confirm. 	<ul style="list-style-type: none"> Review all Payment vouchers that they are authorised by a delegated official taking into account the SCM thresholds. 	<ul style="list-style-type: none"> CFO and Expenditure Manager Stores Officer SCM Manager 	<ul style="list-style-type: none"> immediately 	Immediately		

performance report (APR)		<ul style="list-style-type: none"> continue monitoring alignment after end of financial year. 	<ul style="list-style-type: none"> HOD's 		-15 August 2019		-Monitor in time for APR preparation.
11. AOPO: Indicator and target not relevant	<ul style="list-style-type: none"> The audit of reported performance information against predetermined objectives revealed that the related targets did not relate to the realisation of the strategic objective of key performance area 1 (KPA 1) Basic service delivery. Management did not review and monitor compliance with applicable legislation. 	<ul style="list-style-type: none"> Meet with each HODs and review indicators Irrelevant (not smart) indicators and targets will be removed Table it to council for approval Advertise for the public Continue monitoring 	<ul style="list-style-type: none"> PMS Manager 	<ul style="list-style-type: none"> Two months 	28 February 2019	In progress	
12. AOPO: Inconsistencies between indicators and/or targets reported in the APR and planned indicators and/or targets in the SDBIP	<ul style="list-style-type: none"> reported indicators and/or targets as per APR were not consistent when compared with planned indicators and/or targets included in the SDBIP: Management did not review and monitor compliance with applicable legislation. 	<ul style="list-style-type: none"> Lock cells to ensure consistency of indicators with the planned document Schedule quarterly reviews of the SDBIP Reporting using the SDBIP 	<ul style="list-style-type: none"> PMS Manager 	<ul style="list-style-type: none"> 20 days 180 days 	28 February 2019 30 April 2019	In progress	To commence once the adjusted SDBIP has been adopted
13. AOPO: Integrated Development Plan (IDP) was not published	<ul style="list-style-type: none"> A review of council minutes for Resolution number: 11/2017 SFC and an advertisement in the Municipal website as well as in the iLanga newspaper revealed that the IDP was adopted 30 May 2017 and advertised on the 	<ul style="list-style-type: none"> Set a reminder to advertise monitor compliance with the legislation and include the dates in the IDP process plan. 	<ul style="list-style-type: none"> PMS & IDP Manager 	4 Months	12 June 2019	Not due as yet.	

within 14 days of approval	<p>newspaper on 10 July 2017, more than 14 days after adoption. In addition, a summary of the plan was not published.</p> <ul style="list-style-type: none"> Monitoring controls were not implemented to ensure that IDP was advertised within 14 days of adoption by council. 						
14. APOO: Inconsistencies between the objectives as per the long term plans Integrated development plan (IDP) and objectives as per the annual planning Service delivery and budget implementation plan (SDBIP)	<ul style="list-style-type: none"> The planned objectives specified in the Service delivery and budget implementation plan (SDBIP) for the year under review were not consistent with the Integrated development plan (IDP) Management did not perform adequate reviews of the reported strategic objectives to ensure that they agree to planned strategic objectives. 	<ul style="list-style-type: none"> review the long-term plan (IDP) objectives fine tune objectives and align to SDBIP Review SDBIP with HODs & remove objectives duplicated or not SMART Review (SDBIP) to ensure that it agrees to that all the objectives prioritised for the year are included in the long-term plan (IDP). 	<ul style="list-style-type: none"> PMS /IDP Manager 	20 Days	28 February 2019		In progress
15. APOO: Performance measure/ indicator is not well defined	<ul style="list-style-type: none"> The source information, evidence and method of calculation for achieving the planned indicator was not clearly defined. the reported achievements not consistent with the planned and reported indicators and targets. PMS/IDP section is not adequately resourced to ensure that proper reviews 	<ul style="list-style-type: none"> Add a column for KPI definition in the top Layer SDBIP Take SDBIP to council for approval. Set quarterly reviews manage performance information. 	<ul style="list-style-type: none"> PMS Manager 	20 days	28 February 2019	In progress	<p>HOD's have been tasked with amending the departmental SDBIP.</p> <p>IDP & PMS has been split up</p>

	are done on indicators and targets for these to be well defined, there are no clear technical indicator descriptions.	<ul style="list-style-type: none"> Split IDP and PMS to ensure adequate resource 	<ul style="list-style-type: none"> HOD's 	60 days	30 April 2019		and the posts are filled.
16. AOPO: Reported actual achievement does not agree with the evidence provided and physical verifications conducted	<ul style="list-style-type: none"> Audit of reported performance information against predetermined objectives revealed that the achievement of targets as detailed in the planning document (SDBIP) and reported in the annual performance report did not agree supporting documents included in the portfolio of evidences (POE) and planned as per SDBIP Reported achievement is incorrect - the Municipality planned to complete 6.1km, the actual is 3.60 km this is not met as 2,6km was not completed. 	<ul style="list-style-type: none"> Review SDBIP to include correct targets Table to council HODs to double check POEs contributing to the reported performance indicators should implement controls over quarterly processing, validation and reconciling of reported performance information. review performance information on a quarterly basis and communicate to management regarding proper record keeping to ensure that complete, relevant and accurate information is accessible 	<ul style="list-style-type: none"> PMS Manager 	20 Days 60 Days	28 February 2019	In progress	
17. AOPO: Reported target is not measurable	<ul style="list-style-type: none"> Audit of reported performance information against predetermined objectives revealed that the indicator was initially approved as " Number of sport 	<ul style="list-style-type: none"> Meet with Each HOD to review all the performance indicators and targets then apply 	<ul style="list-style-type: none"> PMS Manager 	20 Days	28 February 2019	In progress	

	<p>facilities upgraded" in the planning document (SDBIP). However, it was changed without the required competent approval and included in the annual performance report as "% upgraded sport facility".</p> <ul style="list-style-type: none"> • The method of calculation for the achievement of this indicator was not clearly defined. As a result, I was unable to obtain sufficient appropriate audit evidence for the reported achievement • Consequently, material misstatement on measurability of the reported achievement. 	<p>SMART principles to ensure measurability of indicators and targets.</p> <ul style="list-style-type: none"> • Review SDBIP • Take it to council • Review quarterly 					
<p>18. Expenditure: Payments made through cash book are not systematically linked with manual cheque number issued for payment</p>	<ul style="list-style-type: none"> • During the inspection of the cash book payment processed on Munsoft system, the system does not link the payment number with the cheque number used to make a sundry payment paid through cash book, Munsoft system does not sequentially generate the voucher number inconsistency with the cheque number. 	<ul style="list-style-type: none"> • assess the risk associated with the sundry payment to creditors through the use of Munsoft system cash book. • ensure there is well maintained effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds 	<ul style="list-style-type: none"> • Expenditure Manager and CFO 	<ul style="list-style-type: none"> • 02 Months 	28 February 2019		

19. Internal control deficiency: reconciliation between the old system, prior year audited trial balance and the new/upgraded MSCOA financial system not done.	<ul style="list-style-type: none"> Computer assisted audit techniques (CAATs) performed for the audit Msinga Municipality on the implementation of mSCOA, revealed the differences on the trial balance as at 30 June 2017 and trial balance as at 1 July 2017, provided by the auditee as per request for information 03 of 2018 issued on 3 August 2018. Auditors unable to assess the completeness, accuracy and validity of the entity's data conversion/migration/cleansing processes. 	<ul style="list-style-type: none"> liaise with the provincial treasury and the district Municipality regarding MSCOA challenges and where possible assess the service rendered by Munsoft service provider regarding transferring of skills to Municipal staff using the system and executing their jobs on a day to day basis. 	<ul style="list-style-type: none"> CFO and budget & Reporting Manager 	<ul style="list-style-type: none"> 02 Months 	30 June 2019		
20. User access management	<ul style="list-style-type: none"> Administrator activities not monitored no evidence maintained on the IT system applications: Munsoft & Payday Periodic reviews of user access rights not performed on the key systems were in line with employee's job responsibilities. Munsoft & Payday 	<ul style="list-style-type: none"> Arrange systems training for IT officer Refresher training for management and all systems role players on roles and responsibility Re-allocate rights to new management 	<ul style="list-style-type: none"> IT Officer 	05 Months	30 June 2019		Arranging for IT to attend the systems training to able allocate right people to right assignment
21. Program change management	<ul style="list-style-type: none"> Inadequate change control processes-no impact, risk assessment and analysis regarding program changes were performed. Unauthorised changes being promoted to the live environment 	<ul style="list-style-type: none"> IT officer, Service provider and Director Corporate be the only authorized administrators for changes in any program. 	<ul style="list-style-type: none"> IT Officer 	06 Months	30 June 2019		After training IT officer will implement change control.

		<ul style="list-style-type: none"> IT officer to develop IT risk register. Monitoring of access via change control logs should be implemented to ensure only authorised changes have been implemented. 					Dept meetings is today.
22. IT service continuity	<ul style="list-style-type: none"> The lack of an adequate backup strategy and proof of backup done to ensure data is not lost for both current and future objectives of the Municipality. Management did not ensure that the backup strategy includes all the minimum requirements. The lack of an adequate disaster recovery plan to ensure there is no loss of information for both current and future objectives of the Municipality. 	<ul style="list-style-type: none"> Appoint service provider Upgrade and expand the scope of back up activities. Assign all computers on the domain. 	<ul style="list-style-type: none"> IT Officer 	06 Months	30 June 2019		Finalizing appointment of service provider.
23. Information technology governance	<ul style="list-style-type: none"> An IT governance framework that gives due consideration to the risks, processes and controls required to ensure IT value and improved service delivery, has been developed but does not include the minimum information: Accountability structures for IT, IT reporting structures, IT policies and procedures, IT compliance, Business and disaster recovery , Information technology 	<ul style="list-style-type: none"> Consult with CoGTA on the accepted IT governance framework. Benchmark with the other Municipality on their IT governance framework. Establish the IT steering committee to look on IT governance and other IT 	<ul style="list-style-type: none"> Director Corporate Services IT Officer 	06 Months	30 June 2019		Communication manager currently consulting on acceptable IT governance framework with Cogta.

	<p>strategy as part of the strategic business planning process, Project management principles, IT benefits realisation processes, IT value and performance measurement processes</p> <ul style="list-style-type: none"> IT strategic plan does not include the minimum requirements (repeat findings) The organisation has an approved IT strategic plan to ensure that its IT operations would be aligned to its business and operational objectives; however, the minimum requirements were not adequately addressed in the IT strategic plan: To what extent business operations and IT would be integrated, Resource requirements - IT spending/budget Responsibilities for a security officer and corporate governance of ICT not formally delegated (repeat findings) IT steering committee not functional and strategic committee not in place (repeat finding) Service level agreements do not include the minimum requirements and no monitoring of service delivery (repeat finding) 	<p>policies, procedure and compliance.</p>					
24. Security management	<ul style="list-style-type: none"> No user security awareness training conducted In the absence of regular security awareness training, users may not be 	<ul style="list-style-type: none"> Director Corporate through HR conduct trainings on user security awareness in departmental trainings. 	<ul style="list-style-type: none"> Director Corporate Services IT Officer 	03 Months	31 March 2019		In the process of finalizing dates for individual trainings.

	aware, neglect and possibly forget their information security responsibilities						
25. Non-compliance with CIDB Act requirement during procurement	<ul style="list-style-type: none"> The procurement for construction works was awarded to a contractor who was not registered in the class of the construction works to which the category of registration of that contractor relates and stipulated on the advert. procurement for construction works did not stipulate the minimum category which the bidders must be registered at with the CIDB in order to qualify for evaluation 	<ul style="list-style-type: none"> ensure that adequate internal controls are in place to ensure compliance with SCM related legislation on the procurement of construction works. 	<ul style="list-style-type: none"> SCM Manager 	<ul style="list-style-type: none"> 01 Month 	31 January 2019		
26. Business associate and spouses of the Municipal official was awarded the contract and has provided false	<ul style="list-style-type: none"> supplier whose director is a business partner or associate with the Municipal official of the Municipality, was doing business with the Municipality and had provided false declaration: Non-compliance with the legislation. 	<ul style="list-style-type: none"> keep the register of declaration by Municipal officials and share with SCM the details of companies where 	<ul style="list-style-type: none"> SCM Manager 	<ul style="list-style-type: none"> 01 Month 	31 January 2019		

declaration of the relationship		Municipal officials have business interests.					
27. Non-compliance: Procurement-bid documentation for procurement of commodities designated for local content and production, did not stipulated the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2)	<ul style="list-style-type: none"> On a sample selected for audit of procurement, the bid specifications did not specify the minimum threshold for local production and content as prescribed in the relevant NT Instruction Notes for the procurement of goods and services listed as designated sectors. The winning provider did not furnish the auditee with the declaration on local production and content. Consequently, this results in irregular expenditure on selected sample for auditing of R718 511,68. 	<ul style="list-style-type: none"> revisit the procurement population and ensure that in instances where the advert and the bid specifications for procurement of goods listed as designated sector did not specify the minimum threshold for local production 	<ul style="list-style-type: none"> SCM Manager 	<ul style="list-style-type: none"> 01 Month 	31 January 2019		

28. Non-compliance: Procurement-Competitive bidding was not advertised for a required minimum period of days.	<ul style="list-style-type: none"> • The bid was advertised for less than 14 days and the reason therefor recorded was not on the grounds of it being an urgent/ emergency case or in exceptional cases impractical/ impossible to advertised for required number of days. • the contract is not included in the approved annual procurement plan provided for audit. 	<ul style="list-style-type: none"> • Put adequate internal controls in place to ensure compliance with the SCM regulations and policies. 	<ul style="list-style-type: none"> • SCM Manager 	<ul style="list-style-type: none"> • 02 Months 	28 February 2019		
29. SCM policy does not meet all the minimum of the MFMA regulations.	<ul style="list-style-type: none"> • During the inspection of the SCM policy approved on the 29 March 2017 it was discovered that the policy does not state that no award above R15 000 may be made in terms of this Policy to a person whose tax matters have not been declared by the South African Revenue Service to be in order. 	<ul style="list-style-type: none"> • Assess the SCM policy to ensure that the policy meets the minimum requirements of the MFMA. 	<ul style="list-style-type: none"> • SCM Manager 	<ul style="list-style-type: none"> • 03 Months 	31 March 2019		
30. Non-compliance: Expenditure management _Payment not made within 30 days	<ul style="list-style-type: none"> • Money owed by the Municipality was not always paid within 30 days an agreed period, as required by section 99(2)(b) of the MFMA. • The payments for goods and services were not made within 30 days from the date of receipt of invoice and there was no evidence to confirm that the invoice was being disputed or there was an arrangement to delay the payments: 	<ul style="list-style-type: none"> • monitor the receipt of invoices to ensure that all the necessary approvals are made on time for payments to be processed within 30 days. • followed up regularly and supporting evidence to substantiate any dispute should be attached to the expenditure vouchers. 	<ul style="list-style-type: none"> • Expenditure Manager 	<ul style="list-style-type: none"> • 01 Month 	31 January 2019		

31. Non-compliance: Fruitless and wasteful expenditure incurred by the Municipality were not investigated to determine if any person is liable for such expenditure	<ul style="list-style-type: none"> An inspection of note 32 to the financial statement revealed that fruitless and wasteful expenditure incurred in the current year amounting to R704 549 was not investigated. 	<ul style="list-style-type: none"> An investigation will be initiated The outcomes thereof will be reported to MPAC, AC and full council to obtain council resolution Ultimately the report will be forwarded to treasury and Cogta respectively 	<ul style="list-style-type: none"> Municipal Manager and Internal Auditor 	<ul style="list-style-type: none"> 05 Months 	30 June 2019	In progress	
32. Non-compliance: Irregular expenditure incurred by the Municipality were not investigated to determine if any person is liable for the expenditure	<ul style="list-style-type: none"> An inspection of note 33 to the financial statements, revealed that irregular expenditure incurred during the year under review amounting to R9 117 693 was not investigated. 	<ul style="list-style-type: none"> An investigation will be initiated The outcomes thereof will be reported to MPAC, AC and full council to obtain council resolution Ultimately the report will be forwarded to treasury and Cogta respectively 	<ul style="list-style-type: none"> Municipal Manager Internal Auditor 	<ul style="list-style-type: none"> 05 Months 	30 June 2019	In progress	
33. Irregular, fruitless and wasteful expenditure incurred by the Municipality in the current year was not reported to AGSA and MEC Local government in writing	<ul style="list-style-type: none"> An inspection of note 33 to the financial statements revealed that the Municipality has incurred an irregular expenditure amounting to R9 117 693 during the current year under audit. 	<ul style="list-style-type: none"> An investigation will be initiated The outcomes thereof will be reported to MPAC, AC and full council to obtain council resolution 	<ul style="list-style-type: none"> Municipal Manager CFO 	05 Months	30 June 2019	In progress	

		<ul style="list-style-type: none"> Ultimately the report will be forwarded to treasury and Cogta respectively 					
34. Payday and Munsoft interface not done throughout the year	<ul style="list-style-type: none"> Unable to obtain sufficient appropriate audit evidence for reconciliation between the Payday and Munsoft system. 	<ul style="list-style-type: none"> Reconcile the two systems used by the Municipality on monthly bases. 	<ul style="list-style-type: none"> Expenditure Manager and CFO 	<ul style="list-style-type: none"> 03 Months 	31 March 2019		
35. Trade receivables with negative balances incorrect	<ul style="list-style-type: none"> In the audit of receivables, it was ascertained from a sample selected that the account holders detailed in the table below had credit balances as at year end. Inspection of debtors' statement and receipt listing, it was noted the credit balances were incorrectly classified under trade receivable. 	<ul style="list-style-type: none"> implement and monitor policies that result in trade receivables being recognised when the event that gives rise to an enforceable claim can be recognized and a reliable measure of revenue can be made. revisit the receivables population and ensure appropriate adjustment to reflect the correct figure of receivables 	<ul style="list-style-type: none"> Revenue Manager and CFO 	<ul style="list-style-type: none"> 03 Months 	31 March 2019		
36. Indigent debtors- inadequate supporting documentation provided	<ul style="list-style-type: none"> Deceased Employed by state Invalid ID Numbers CIPC Directors 	<ul style="list-style-type: none"> Obtain Council Resolution to commence with the review of the Indigent Register Review the existing register & attach all relevant documentation 	<ul style="list-style-type: none"> Director Community Services 	<ul style="list-style-type: none"> 05 Months 	31 May 2019		<ul style="list-style-type: none"> Council resolution obtained on the 19/12/19 Trainings for the Profilers

		<ul style="list-style-type: none"> Adopt reviewed Indigent Register for 2019/20 					completed on the 22/01/19
37. Input VAT incorrectly calculated	<ul style="list-style-type: none"> Expenditure on repairs and maintenance was incorrectly recorded in the general ledger inclusive of VAT. A SARS VAT vendor search performed revealed that the suppliers are registered VAT vendors, therefore the Municipality should account for expenditure VAT exclusive and VAT input accounted for in the VAT input control. An inspection of the VAT input calculations revealed that the VAT input for the suppliers was incorrectly calculated. 	<ul style="list-style-type: none"> This was resolved at the final submission of financial statement 	<ul style="list-style-type: none"> CFO 	<ul style="list-style-type: none"> Immediately 	31 January 2019		Ongoing monitoring is taking place making sure the mistake is not repeated.
38. Use of consultants, no transfer of skills policy and no monitoring of consultant's services.	<ul style="list-style-type: none"> An inspection of Munsoft (Pty) Ltd contract revealed that the consultant's contract does not includes a clause for transfer of skills. Further the Municipality does not have transfer of skills policy or procedures. There is no evidence of assessment of performance of outsourced services during the time of service delivery. 	<ul style="list-style-type: none"> develop a policy for the transfer of skills to ensure that adequate transferring of skills occurs and that performance is monitored. assess the performance of outsourced services or contractors on a monthly basis as required in section 116(2)(b) of MFMA. 	<ul style="list-style-type: none"> Management 	<ul style="list-style-type: none"> 03 Months 	31 March 2019		

39. the audit committee did not function throughout the year	<ul style="list-style-type: none"> Assessment of the audit committee as part of understanding the Municipality revealed that the audit committee was not in place for the full financial year. Previous audit committee was appointed from 1 June 2014 until 30 November 2017 & Current audit committee was appointed on 9 April 2018. 	<ul style="list-style-type: none"> The audit committee was since appointed and commenced work in April 2018. ensure that the processes are carried timeously to appoint the new audit committee before the previous audit committee's term ended. 	<ul style="list-style-type: none"> Municipal Manager 	<ul style="list-style-type: none"> 01 Month 	31 January 2019	Completed	This was sorted by the time the audit was completed.
40. audit committee declarations not completed in meeting	<ul style="list-style-type: none"> The review of the audit committee minutes for meetings held for the year ended 30 June 2018, revealed that there was no agenda item for declaration of interest therefore we were unable to confirm that the declarations were made by the audit committee members for the meeting held on 7 May 2018. The audit committee did not monitor the implementation of internal controls 	<ul style="list-style-type: none"> ensure that for every meeting there is an agenda item for declaration of interest to ensure that there are no conflict of interest exists 	<ul style="list-style-type: none"> Internal Auditor 	<ul style="list-style-type: none"> 01 Month 	31 January 2019	Ongoing monitoring is taking place.	Declaration of peculiar interest is a standing AC/PAC agenda item and is minuted.
41. Use of consultants - no approved consultants' policy.	<ul style="list-style-type: none"> (a). Msinga Municipality has consultants providing the services, Financial reporting, Supply, Deliver, Installation and Maintenance of Computers, Printers and Laptops, mSCOA implementation, however, it was identified that the Municipality did not have an approved policy/strategy that: (i) defines the main purpose and objectives for appointing the consultants 	<ul style="list-style-type: none"> reviews to be conducted at least on an annual basis, whether the objectives of the institution are better achieved through use of consultants or permanent staff management processes to determine the 	<ul style="list-style-type: none"> Municipal Manager 	<ul style="list-style-type: none"> 03 Months 	31 March 2019		

	(ii) measures to address over reliance on consultants and (iii) preparation/ process to perform a gap analysis/needs assessment prior to advertising of bids/proposals.	Municipality's reliance on consultants <ul style="list-style-type: none"> A gap/ needs assessment should be performed and documented prior to inviting proposals or bids 					
42. internal audit function not appropriately resourced.	<ul style="list-style-type: none"> Evaluation of the internal audit function revealed the internal control weaknesses for Msinga Municipality's internal audit function The internal audit function was not adequately and appropriately resourced relative to the size of the entity and the nature of its operations resulting in the annual audit plan not been fully achieved The audit committee meeting held on 21 August 2018, revealed that the internal audit unit did not review financial and performance reports to confirm the credibility and reliability of the reports before their submission to the audit committee or external auditors. 	<ul style="list-style-type: none"> ensure that the audit function is well resourced and complies with the requirements of the MFMA by either appointing more staff or utilising consultants. 	<ul style="list-style-type: none"> Municipal Manager 	<ul style="list-style-type: none"> 01 Month 	31 January 2019	Completed	Consultants have been appointed to assist the internal audit unit.
43. Internal audit did not review the implementation of the MSCOA as part of the internal audit plan for the	<ul style="list-style-type: none"> Upon inspection of the internal audit reports for the 2017-2018 financial year it was noted that the internal audit function did not audit the implementation of the mSCOA. The internal audit unit did not review internal control and provide 	<ul style="list-style-type: none"> ensure that the internal audit function is well resourced and complies with the requirements of the MFMA 	<ul style="list-style-type: none"> Internal Auditor 	<ul style="list-style-type: none"> 03 Months 	31 March 2019		MSCOA is part of IT audit which is part of Q2 internal audit plan approved

2017-18 financial year.	recommendations for addressing deficiencies to management.	<ul style="list-style-type: none">• Include MSCOA audit on current year Internal audit plan.					by the audit committee.
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6.10 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<div>Clean Audit Opinion</div> <div>Grants and reserves are cash backed</div> <div>Functional Portfolio Committees and MPAC</div> <div>GRAP compliant</div> <div>Staff meet minimum competence</div>	<div>High rate staff turnover</div> <div>Funding of none sustainable projects</div>
OPPORTUNITIES	THREATS
<div>Generation of revenue base</div>	<div>High indigent register</div> <div>consequences of noncompliance with legislation</div> <div>Non-payment of debts</div>

SECTION C.7: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

7.1 National and Provincial Programmes Rolled out at Municipal level

7.1.1 EXPANDED PUBLIC WORKS PROGRAMME

The Municipality is executing the National Mandate which consists of Expanded Public Works Programme. The Municipality utilizes its EPWP grant to create employment opportunities and below are programmes the Municipality has managed to implement:

- **100 Women working for waste:** this was previously a Food for waste programme by Cogta however; they have been absorbed by the Municipality on a contract basis.
- **950 Women for Siyazenzela Road Maintenance programme:** the Municipality’s population is made of about 57% women thus the Municipality over the years has zoomed in on women issues. The project called Zibambele seeks to employ ten widows or indigent women to do basic maintenance of the local access roads. In 2012/13 there were 400 women employed, the number is growing because each time a new access road is completed; it automatically gets

maintained by women. In 2013/14 the number grew to 560 women, in 2014/15 the number grew to 646 and 2015/16 to 843. This project continues in 2017/2018 there are 950 women employed and the number is expected to continually grow.

- **42 Alien plant removals:** to reduce the spreading of alien invasive plants that causes degradation and in the process create job opportunities.

7.1.2 TAKING GOVERNMENT TO THE PEOPLE (BATHO PELE)

The Municipality has achieved this through its Mayoral Izimbizos where the community is invited by ward councillors assisted by the ward committee members and ward volunteers which are also the representatives in the ward committees and the CDW's in spreading the word. The members of the community gets to participate and ask question with regards to the projects, comment, constructively criticize and recommend or suggest alternative measures in order for everyone to know that their word counts and is recognized.

It is important to ask the community of what possible remedies or suggestions do they have in order for the project to be easily implementable because at times the project may be at the bottleneck because of lack of good communication and consultation with the community.

The Municipality seeks to develop the three documents in 2018/2019 financial year:

1. Batho pele policy
2. Service delivery implementation plan
3. Service Charter

7.1.3 OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe Programme (OSSP), formerly known as the Flagship, Social Cluster Programme (War on Poverty) is an integrated approach by the KZN provincial government to effectively deliver services to the people by enforcing a strong coordination of projects and programmes by all government departments and public entities. The critical programmes undertaken collectively continue to be food security, youth, and women development, creating healthy and sustainable communities. This programme was started by undertaking a household profiling geared to determine the extent of the needs of each household in Msinga. Based on the needs assessment a comprehensive package is then customized for each household. OSS was piloted at Msinga in 2008. When introducing the programme, the Kwa-Zulu Natal, Office of the Premier gave a mandate to all districts, to ensure that the proposed structure was in place.

The focus areas of the said programme are:

- HIV/Aids, TB,
- Disadvantaged groups: women ,children, disable, aged
- Poverty alleviation
- Drugs and other substance abuse and other social ills
- Food security
- Illiteracy and educational programmes
- Registration of critical documents (births, IDs etc.)
- Economic development
- Youth development

FUNCTIONALITY

- **War Rooms:** There is 18 war rooms and only one has a setilite i.e. ward 18.
7 functional war rooms and 12 poorly functioning war rooms.
- **Meetings:** an annual schedule of meetings in place and convenes at least once a month with a setback of poor attendance from members and failure to compile minutes from the secretariat.
- **Programmes:** an Annual Action Plan for 2014/15 in place which comprises of PSVW, Mayoral programmes, Social ills Campaigns, Awareness Campaigns, Schedule of meetings etc.
- **HH Profiling:** Profiling is ongoing and is being conducted at ward level, with a current status of 4732 Households profiled.
- **Interventions:** Interventions are happening at WTT, LTT, DTT and PTT levels but they seem to be happening at a very low pace if measured against profiling.
- **Reporting:** The LTT is not consistant with the DTT reporting time frames, due to lack of cooperation by WTTs and sector departments in submitting their reports early for consolidation as well as centralisation of report consolidation to an individual.

CHALLENGES ENCOUNTERED

- According to profiling indicators which is in-progress the community identified water&sanitation, housing, transport, roads, identity documents, lack of work opportunities and skills development, social relief, uniforms, and foster care as their major challenges.
- Outstanding unpaid fieldworkers are now rendering the whole OSS programme ungovernable hense reversing the gains achieved thus far.
- Poor attendance by departments and social partners both in LTT and WTTs meetings and programmes.
- Insufficient transport for departments to attend WTTs and rollout programmes
- Lack of capacity on the secretariat component of the team (resources and skills)
- Brake and bridge of communication between LTT and WTTs.
- Decline of commitment by WTT conveners (reporting, attendance and innitiative)
- Local business sector lacking innitiative in the war against social ills in terms of coporate responsibility and investment.
- Delay on CCG integration further creating devisions among CCGs

ACHIEVEMENTS (PROJECTS)

Despite challenges encountered thus far, the team has noted various success stories...

- A Community Nutritional Development Centre established by Ward 4 War Room in partnership with DSD and Food Bank as part of many poverty alliviating skeems aligned with the Poverty Package.
- A series of successful PSVW programmes with a highlight of Siyazama Creche which was fenced and renovated by the LTT members in partnership with the Ward 5 community.
- The commitment showcased by the Business Sector in general SABC in particular through its noble innitiatives that reachout to the poor as part of the NDP outline with a practical example of Masikane Household. A three room house was built for the family and the community donated furniture to the household. (disaster victims).
- A two room house built for Nsele Household an elderly who was also victimised by the notorious disaster.

-
- EPWP recruitments that happen within and in line with war room priscrpts e.g. 1000 CWP additional participants (COGTA), 60 participants per Traditional Authority identified through war rooms (DAEA), 3 community members identified per ward for schools mantainance also identified through war rooms (DOE).
 - A total of 8 war rooms already supported with OSS Maps/charts as part of war rooms branding.

LESSONS LEARNT

- An adoption of integrated approach by all stakeholders can deliver the vision anticipated.
- Supply of resources and enforcement of members to participate in OSS programmes in all levels more especially the leadership is imperative.

WAY FORWARD

- Re-launch of war rooms with emphasis on the transission to community led structures
- Enforcement of departments commitment to the OSS programme
- Training of more fieldworkers on profiling
- To elevate with emphase the issue of transport with the political oversight and DTT

7.2 IGR

The Municipality has no IGR Policy in place. However, it is involved in IGR structures that are existing e.g. District Coordinating Committees, CFOs Forums (provincial and District level)

7.3 WARD COMMITTEE

Ward committees has been established in each of the wards and it is through this mechanism that the needs of the community are prioritized and conveyed to the Municipality in writing. Ward committees meet monthly to discuss developmental issues and projects. Minutes of these meetings are forwarded to the Municipality every month. A Needs Database has been established and all needs are captured on this Database.

In addition to the above the Development Planning Subcommittee resolved that officials from the Municipality would meet with each of the ward committees in order to establish the needs of the respective wards. It is at these meetings that the legislative requirements for the IDP formulation as well as community participation are explained to the committees, as well as the importance of the ward committees themselves participating in the process of establishing the new IDP. The Ward committees have been given a template setting out various project categories such as infrastructure, sports and recreation and LED and given an opportunity to prioritise projects in their respective wards.

Ward Committees the Municipality has fully functional ward committees in all 19 wards. The Municipality makes use of its ward committee structures to disseminate information and report back to the community as well as identify ward-specific needs.

7.4 AMAKHOSI

Msinga has six (6) Traditional Authorities and three (3) of the AMakhosi have taken an Oath and they sit on the Council meeting.

7.5 IDP and BUDGET ALIGNMENT PROCESS PLAN

7.5.1 IDP REPRESENTATIVE FORUM (RF)

The IDP RF remains the primary public participation structure for the Municipality. The IDP RF is utilised to report back on project progress to the community. The Municipality utilises the IDP Forum, to request expert knowledge from sector departments towards efficient basic service delivery. The RF presents a platform where all sectors present their Medium Term Expenditure Framework (MTEF) for the Municipal area to be integrated into the IDP. In so doing, proper consultation, co-ordination and alignment of the review process of the Municipality's IDP is maintained with the community.

7.6 PUBLIC PARTICIPATION ANALYSIS

The Municipality has Communication Strategy 2018/19 in place and has managed to establish fully functional public participation structures. The Ward Committees are functioning in all the Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral izimbizo are proving to be effective, etc. The Office of the Speaker co-ordinates public participation meetings of communities and those of Ward Committees meetings are also held regularly to deliberate on developmental matters of the Municipality as well as ensuring proper reporting. All public participation emanates from the Municipality's Communication Strategy is in place.

DATE	WARD	VENUE	ACTIVITY/ FUNCTION TO BE CONDUCTED
2018.08.02	01	To be confirm with cllr	Handover of Douglas and Mkhuzeni community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.08.16	02	To be confirm with cllr	Handover of Bhaza and Gobho community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.08.23	03	To be confirm with cllr	Handover of Siqhingini and Dlenyane community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.08.30	04	To be confirm with cllr	Handover of Nkandla community hall, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.09.06	05	To be confirm with cllr	Handover of Machobeni and Osuthu community hall, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.09.13	06	To be confirm with cllr	Handover of Makhuphula community hall, Mashunka Taxi Rank and Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.09.20	07	To be confirm with cllr	Handover of Nondela and community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.09.27	08	To be confirm with cllr	Handover of Nokopela and Mkhuphula community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.10.04	09	To be confirm with cllr	Handover of Ezintandaneni community hall, fencing of other halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.10.11	10	To be confirm with cllr	Handover of Mqumbukazi and Nogawu community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.10.18	11	To be confirm with cllr	Handover of Savutshana and Mbonje community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.10.25	12	To be confirm with cllr	Launching of two roomed houses for Mchunu and Nxumalo families, IDP road show. Launch of new projects.
2018.11.01	13	To be confirm with cllr	Handover of Esinqumeni and Esidumbeni community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.11.08	14	To be confirm with cllr	Handover of Gqohi and Nyandu community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.11.15	15	To be confirm with cllr	Handover of Nkuluka community hall, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.11.22	16	To be confirm with cllr	Fencing and renovation of Nkomisuthi community hall, IDP road show. Launch of new projects.

2018.11.29	17	To be confirm with cllr	Handover of Simangaliso and Nkosinathi community halls, Msalvana access road, Delivery of 2018/2019 Budget and IDP. Launch of new projects.
2018.11.06	18	To be confirm with cllr	Handover of two classes at Lelele and one classroom at Ntabampisi, Delivery of 2018/2019 Budget and IDP. Launch of new projects.

In addition to the attached strategy the Mayor along with other sector departments holds an Imbizo in every ward where developmental matters are negotiated at large. The Izimbizos assist in making the information regarding the Municipality and development easily available especially since the majority of adult are illiterate.

The mayors' visit to the wards is evidence that the Municipality subscribes to the mechanisms stipulated in the MSA chapter 4. In the izimbizo, the community is educated on developmental issues, new legislation coming into effect such as PDA and SPLUMA and environmental management issues, the budget of the financial year is tabled before the community, the planned projects and if there are any deviations from the plans, deviations are communicated accordingly.

MAYORAL PROGRAMME OF ACTION 2018/19 FINANCIAL YEAR.

MAYORAL PROGRAMME OF ACTION PHASE ONE (1) MSINGA MUNICIPALITY: AUGUST 2018 – APRIL 2019

DATE	WARD	VENUE	ACTIVITY/ FUNCTION TO BE CONDUCTED
27/09/2018	01	Mpondweni Hall	Handover of Douglas taxi rank and Mkhuzeni community halls, Delivery of 2018/2019 Budget and IDP. Turning of sod for Ntanyezulu community hall, Mpompolwane crèche and two roomed house (Bhengu family).
04/10/2018	02	Bhaza Hall	Handover of Bhaza & Gobho community halls, Mzweni P2 electrification, Delivery of 2018/2019 Budget and IDP. Turning of sod for Mzweni electrification, Renovation of Mthintandaba school & construction two roomed houses (3 families)
18/10/2018	03	Mkhamo Hall	Handover of Siqhingini and Dlenyane community halls, Delivery of 2018/2019 Budget and IDP. Launch of new projects. Turning of sod for construction of 2 classrooms at Swebane school & Swebane crèche
01/11/2018	04	Sampofu (Zondo Store)	Handover of Nkandla community hall, two roomed houses (3 families) Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Ezibomvini hall and two roomed houses(3 families)
15/11/2018	05	Mhlakothi school	Handover of Machobeni and Osuthu community hall, Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Mbabane hall
22/11/2018	06	Mashunka Flagship	Handover of Makhuphula community hall, Mashunka Taxi Rank and Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Mathengwenya hall and 2 classrooms at Buhayika school.
06/12/2018	07	Ezihlabeni school	Handover of Nondela and Mshafuthi community halls, Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Ezihlabeni & Jojingwenya halls.
20/12/2018	17	Pomeroy sport field	Maskandi competition by all wards
27/12/2018	04	Ebhubesini hall	Isicathamiya competition by all wards

17/01/2019	08	Ntanyana hall	Handover of Nokopela and Mkhuphula community halls, Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Bhodlendlini hall & Mdletshe crèche.
24/01/2019	09	Mhlumba school	Handover of Mapheka halls, Delivery of 2018/2019 Budget and IDP. Turning of sod for Mxheleni road, construction of Ezintandaneni & Gujini creches and renovation of Somveli hall.
07/02/2019	10	Fabeni sportfield	Handover of Mqumbukazi and Nogawu halls, Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Dungamanzi & Ndondwane halls
21/02/2019	11	Esiphongweni hall	Handover of Savutshana and Mbonje community halls, Delivery of 2018/2019 Budget and IDP Turning of sod for construction of Othulinilwezulu hall (steel hall).
07/03/2019	12	Alva primary	Handover of two roomed houses for Mngoma and Gwala families, Winnie Mabaso crèche, Delivery of 2018/2019 Budget and IDP . Turning of sod for construction of Ntombikayise hall (steel hall) and classrooms at Alva school
14/03/2019	13	Kubuyakwezwe school	Handover of Esinqumeni & Simanyama halls and Esidumbeni road, Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Makhandeni & Mkhuphula halls.
28/03/2019	14	Mpophoma crèche	Handover of Gqohi and Nyandu community halls, Delivery of 2018/2019 Budget and IDP. Turning of sod for Tiba, Sovivi & Dutsheni roads, construction of Dayiswayo crèche and Mpophoma hall.
04/04/2019	15	Mafusini hall	Handover of Othame, Nkuluka halls, Chachacha/ Ntshamane road, Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Nocomboshe hall, two roomed houses (Ngubane & Buyelaphi families).
11/04/2019	16	Bunyebethu school	Handover of six toilets for community halls, fencing of Nkomisuthi & Hlahlakazi fields, Delivery of 2018/2019 Budget and IDP Turning of sod for construction of Mabedlana hall, fencing of Mngeni, Ngubukazi & Gqohi fields two roomed house and renovation of Swelihle creche.
18/04/2019	17	Nkosinathi hall	Handover of Simangaliso and Nkosinathi community halls, Msalvana access road, Delivery of 2018/2019 Budget and IDP. Turning of sod for construction of Sifisamandla crèche, Thulamnyaba hall and Zamokuhle classroom.
25/04/2019	18	Qiniso school	Handover of two classrooms at Lelele and Ntabampisi schools, Delivery of 2018/2019 Budget and IDP. Turning of sod for two roomed houses (Qwabe & Khoza families)

7.7 AUDIT COMMITTEE

Internal Audit Committee: An internal auditor unit has been created internally and at present it consist of three members. The Municipality has reviewed the internal audit charter to include the scope of the work and accountability in line with circular 65 and to comply with IAA standards. In an attempt to iron out all concerns raised by Auditor General for the year under review the Municipality has requested KZN Treasury, Auditor General and COGTA financial management unit to take part in Audit Committee meetings to ensure the Municipal performance is audited in line with all the required pieces of legislation.

Audit committee: a new committee has been established in April 2018 following the expiry of the previous committee. The new committee which consist of Mr Langa, Mr Tembe, Ms Khanyile , Mr Madonsela . The committee is chaired by Mr Langa (CA). The committee has had the first two meetings on the 07 May 2018 and 22 May 2018 to go over some adopted documents that had not been seen by Audit committee because there was no audit committee in the Municipality for one quarter.

Performance audit committee: has the same members listed above in the audit committee however this committee is chaired by Ms Khanyile who is a performance expert.

7.9 COUNCIL ADOPTED POLICIES

The Municipal Council adopted policies are stated below

POLICY	STATUS
HUMAN RESOURCE MANAGEMENT	
Recruitment selection appointment promotion and transfer of personnel	Operational
Employment equity	Operational
Subsistence and travel	Operational
Payment of overtime	Operational
Grievances	Operational
Working hours	Operational
Transport allowances	Operational
Homeowners allowance	Operational
Sexual harassment	Operational
HIV/Aids	Operational
Leave	Operational
Discipline	Operational
Salaries	Operational
Termination	Operational
Occupational health and Safety	Operational
Maternity	Operational
Communication Strategy	Operational
FINANCE	
Petty cash	Operational
Supply chain management	Operational
Asset management	Operational
Fleet management	Operational
Investment and cash management	Operational
Credit control and debt collection	Operational
Information communication and technology	Operational
Contract management	Operational
Blacklisting	Operational
Loss control	Operational
Land asset disposal	Operational
Risk management	Operational
Virement	Operational
Budget	Operational
Travel and subsistence	Operational
Store management	Operational

7.10 BID COMMITTEES and SUPPLY CHAIN MANAGEMENT (SCM)

The Municipality has a Supply Chain Management Personnel which falls within the Finance Department. The Manager: Supply Chain Management is responsible for the implementation of the Supply Chain Management policy and ensuring that the goods and services are procured in a manner which is transparent, competitive, equitable, cost effective and fair.

The unit responds to the authorized purchase requisitions for other departments within the Municipality using the electronic accounting system called Pastel Evolution. The speedy response to the authorized purchase requisitions where possible is always ensured.

The Municipality is striving to empower local businesses and cooperatives to improve Msinga Local Economic Development. The suppliers are rotated in terms of the National Treasury regulations to ensure that service providers are afforded a chance. There are challenges experienced because of the nature of the Municipality being deep rural, most local businesses are not well established and therefore cannot supply or provide certain goods or services. Where normal SCM procurement processes have not been followed the Accounting officer reports such deviations to the AG, and the Provincial Treasury as specified by MFMA.

7.10.1 BIDS COMMITTEES

- Bids specification

- Composed of at least two standing officials of the Municipality, one of whom should be from the Supply Chain Management Office and the other, be suitably qualified and experienced.
- Members are appointed in writing by the Accounting Officer who also determines their term of office
- The Chairperson and Vice Chair should be appointed amongst the two standing members of the Committee
- Officials from the end user department to be co-opted to the committee and have same powers, duties and rights as the standing members
- Chairperson of the Committee to request from Accounting Officer co-option of end user department officials with expertise
- Accounting Officer to delegate to Heads of Departments the appointment of officials with expertise within their respective departments to be co-opted to the Committee
- Co-opted advisors/ consultants have same powers and duties as members except that they may not form part of the decision making process
- Secretariat services to be provided for minute taking

7.10.2 MANDATE OF THE BID SPECIFICATION COMMITTEE

- To compile specifications for each procurement of goods or services by the Municipality.
- To ensure that specifications are approved by the Accounting Officer before publications of the invitation for bids.

7.10.3 DUTIES AND POWERS OF THE CHAIRPERSON

- Has a casting vote as well as a deliberate vote
- Retains all his/her rights as a member
- May adjourn a meeting
- May rule on points of order which will be final

7.10.4 BIDS ADJUDICATION

7.10.4.1 Composition

- Composed of cross functional senior officials, one of whom should be from the Supply Chain Management Office.
- Members are appointed in writing by the Accounting Officer who also determines the term of office of each member
- Chaired by the Chief Financial Officer.
- The Vice Chair is a senior manager reporting directly to Accounting Officer.

-
- Co-opted advisors have same powers and duties as members except that they may not form part of the decision making process.
 - Secretariat services for minute taking to be offered by the SCM Office.

7.10.4.2 Mandate of the Bid Adjudication Committee

- To make final awards , depending on the delegated powers, or
- To recommend to the Accounting Officer to make a final award
- To make another recommendation to the accounting officer on how to proceed with the relevant procurement.

7.10.4.3 Duties and Powers of the Chairperson

- Has a casting vote as well as a deliberate vote
- Retains all his/her rights as a member
- May adjourn a meeting
- May rule on points of order which will be final

7.10.4.4 Quorum

A quorum of the meeting is half of the members plus one

No meeting will take place if there is no quorum

Predetermined meetings at regular intervals will be held.

7.10.5 BIDS EVALUATION

7.10.5.1 Composition

- Composed of at least two standing officials of the Municipality, one of whom should be from the Supply Chain Management Office and the other, be suitably qualified and experienced.
- Members are appointed in writing by the Accounting Officer who also determines their term of office
- The Chairperson and Vice Chair should be appointed amongst the two standing members of the Committee
- Officials from the end user department to be co-opted to the committee and have same powers, duties and rights as the standing members
- Chairperson of the Committee to request from AO co-option of end user department officials with expertise
- AO to delegate to Heads of Departments the appointment of officials with expertise within their respective departments to be co-opted to the Committee
- Co-opted advisors/ consultants have same powers and duties as members except that they may not form part of the decision making process
- Secretariat services to be provided for minute taking

7.10.5.2 Mandate of the Bid Evaluation Committee

- To evaluate bids based on present evaluation criteria
- To make recommendations to the Bid Adjudication Committee

7.10.5.3 Duties and Powers of the Chairperson

-
- Has a casting vote as well as a deliberate vote
 - Retains all his/her rights as a member
 - May adjourn a meeting
 - May rule on points of order which will be final

7.10.5.4 Quorum

- A quorum of the meeting is half of the members plus one
- No meeting will take place if there is no quorum
- Predetermined meetings at regular intervals will be held.

7.11 MUNICIPAL PUBLIC ACCOUNTS

Msinga Municipality has MPAC in place which is effective and functional within the Municipality.

The function of the MPAC is to detect and prevent abuse, arbitrary behaviour or illegal and unconstitutional conduct on the part of the Municipality, hold the Municipality to account in respect of how ratepayers money is used and thus to improve efficiency, economy and effectiveness, ensure that policies/projects and approved by the Council are actually delivered and also improve transparency in Municipal operations and enhance public trust.

7.12 MUNICIPAL STRUCTURES

PORTFOLIO COMMITTEES

Council Committee are comprised of the following:

- SCOPA
- Finance and Administration Committee
- Housing forum

The above committees conduct monthly meetings

- Planning Portfolio Committee
- Technical Committee

The above committees meet monthly. All of the portfolio committees are chaired by members of the Executive Committee

7.13 RISK MANAGEMENT

The Accounting Officer of the Municipality is responsible for financial administration of the Municipality and must for this purpose take all reasonable steps to ensure the Municipality maintains effective, efficient & transparent systems of financial and risk management and internal control.

Msinga Municipality operates under its Risk Management Framework which specifically addresses the structures, processes and standards implemented to manage risks on an enterprise-wide basis in a consistent manner.

The Municipality last reviewed its Risk Management Policy on the 22 June 2016 and it was adopted by the Council. MANCO Risk Committee was been established by Msinga Municipality to assist the Municipal Manager in discharging his accountability for risk management by reviewing the

effectiveness of the Municipality's risk management systems, practices and procedures, and providing recommendations for improvement. The objectives of this committee are:

- For implementing and monitoring the process of risk management and integrating it into the day to day activities of the Municipality;
- For accountability to the Municipal Manager for providing assurance that it has done so;
- To be responsible for every official of the Municipality.

7.18 WARD BASED PLANS

COMMUNITY WARD PLANS 2018/2019

The Municipality's **2018/19** Ward Plan is presented below with the budgeted amount for the financial year.

In an attempt to be in line with Community Based Planning approach, the Municipality compiled 18 comprehensive ward plans which seek to inform and guide the Municipal budget and **IDP 2018/2019**. An allocation stated above will be divided in line with the community ward based plans presented below. The ward plans are at a draft stage at present and will be fine-tuned as soon as the budget has been endorsed by council for **2018/2019** fiscal year.

- **Infrastructure :** **R10 112 400 /18 = 561 800**
- **Agriculture :** **R 2 000 000 /18 = 111 000**
- **Youth :** **R 3365,388,00 /18 = 186 966**
- **Total per ward plan** **= R859 766**

WARD PLAN 2018/2019

Name of Ward	Projects	Budget
19. Ward One	<ul style="list-style-type: none">• Ntanyezulu Community Hall,• Mpompolwane crèche• Two – room house	R561 800
20. Ward Two	<ul style="list-style-type: none">• Renovation of Mthintandaba class rooms• Building 3x2rooms for needy people	R561 800
21. Ward Three	<ul style="list-style-type: none">• Nsimbini Class (2)• Nsimbini Creche	R561 800
22. Ward Four	<ul style="list-style-type: none">• Two roomed houses (Cele, Magwaza, Mntungwa)• Zibomvini Hall	R561 800
23. Ward Five	<ul style="list-style-type: none">• Mbababe hall (big)	R561 800

24. Ward Six	<ul style="list-style-type: none"> • Mathengwenya Community hall • Two Classes at Buhayika 	R561 800
25. Ward Seven	<ul style="list-style-type: none"> • Jojingwenya Community hall • Zihlabeni Community hall 	R561 800
26. Ward Eight	<ul style="list-style-type: none"> • Bhodlendlini Community Hall • Mdletshe creche 	R561 800
27. Ward Nine	<ul style="list-style-type: none"> • Ezintandaneni crèche • Gujini crèche • Renovation of Somveli hall 	R561 800
28. Ward Ten	<ul style="list-style-type: none"> • Ndondwane Community hall • Dungamanzi Community hall 	R561 800
29. Ward Eleven	<ul style="list-style-type: none"> • Building Keates Drift community Hall 	R561 800
30. Ward Twelve	<ul style="list-style-type: none"> • Ntombikayise Ngcobo Community Hall 	R561 800
31. Ward Thirteen	<ul style="list-style-type: none"> • Makhandeni community Hall • Gcumeni community Hall 	R561 800
32. Ward Fourteen	<ul style="list-style-type: none"> • Mpophoma community hall • Mpophoma renovations crèche • 300 chairs • Fencing hall and Khonzokuhle crèche 	R561 800
33. Ward Fifteen	<ul style="list-style-type: none"> • Nocomboshe Community Hall • Two room house for Ms Buyelaphi Thakathile Benya • Two room house for Ms Ngubane • 200 chairs for Nkuluka Community Hall • 200 chairs for Othame Community Hall 	R561 800
34. Ward Sixteen	<ul style="list-style-type: none"> • Mabedlana hall • 2 room including fencing and bugler guards. • Fencing of fields at ngubukazi, bahulazi Mngeni and gqohhi • Re-building of swelihle crèche 	R561 800
35. Ward Seventeen	<ul style="list-style-type: none"> • Sifisamandla Creche, • Extending CJ Mthethwa community hall and Thulani Nyaba hall • electricity • Zamokuhle creche 	R561 800
36. Ward Eighteen	<ul style="list-style-type: none"> • Renovation of Mazabeko tax rank • Building of 2 roomed houses 	R561 800

7.19 LAND USE MANAGEMENT

At the Municipal Managers Forum held on the 02 September 2014, it was decided that UMzinyathi district family of Municipalities will establish a Joint Municipal Planning Tribunal with its 4 local Municipalities, a recommendation which was also approved by Council at its meeting held on the 17 June 2015, and also by the family of the Municipalities.

If a Municipality decides to establish a Joint Municipal Planning Tribunal or a District Municipal Planning Tribunal, they need to enter into an agreement with other participating Municipalities, which was also approved by Council at its meeting held on the 17 June 2015, and also by the family of the Municipalities. The agreement has been signed by all the family of Municipalities and submitted to the Department of Co-operative Governance and Traditional Affairs.

The district Municipality has achieved the following SPLUMA related items and were sent to council and were adopted:

- Council delegated each of the Executive Committees of all the 4 local Municipalities within the District as a Default Appeal Authority for the development applications as provided in Section 51 of SPLUMA;
- Council delegated the Municipal Manager to serve as the evaluation panel member for the appointment of the Joint Municipal Planning Tribunal as part of the Municipal Managers Forum; and
- Council to delegated the Town and Regional Planner of UMzinyathi as the Authorized Officer to process and approve the Category 1 and 2 of the development applications as part of the interim arrangements until the Joint Municipal Planning Tribunal is appointed; as contemplated in Section 35(2) of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013).

7.19.1 Msinga Municipal's Spatial Planning by-law

The Municipality received KZN Generic Spatial Planning By-laws from the Department of Rural Development and Land Reform to provide for the establishment of the Municipal Planning Approval Authority, Municipal Planning Appeal Authority and the Municipal Planning Enforcement Authority; to provide for the adoption and amendment of the Municipality's land use scheme, to provide for applications for Municipal planning approval; to provide for appeals against decisions of the Municipal Planning Approval Authority; provide for offences and penalties; to provide for compensation and matters incidental thereto

Msinga Municipality adopted its Final By-laws V (10) on the 18 December 2016. After the adoption, the by-law was translated into IsiZulu language and the document was gazetted on the 16 February 2017, Notice 17 of 2017. Both the English and IsiZulu Versions are available on the Municipal website.

7.19.2 Fees and tariffs

Below is the fee structure for the UMzinyathi District JMPT as per Rural Development fee guidelines. The district has decided upon using a fixed daily tariff for the chairperson and members.

The Minister of Finance, in terms of Treasury Regulation 20.2.2, granted approval to amend the maximum remuneration payable to non-official members of *Commissions* and *Committees of Inquiry* by 5.7 per cent with effect from 1 April 2014 as follows:

	COMMISSION OF INQUIRY	
	Per day	Per hour
Chairperson	R4 344	R543
Member	R3 232	R404

The JMPT is envisaged to sit once per quarter that is, four (4) times a year depending on the number of applications received within the family of Municipalities. The JMPT sittings are estimated cost R69 088.00 per annum given that there are four (4) JMPT seating in a year and all JMPT members attend all the seating's as envisaged, and costs for the meetings as indicated below will be shared by the family of the Municipalities.

7.19.3 The Establishment of the District Joint Municipal Planning Tribunal (JMPT)

The establishment of the JMPT Structure has been completed, and the members are thereof appointed as follows:

	Candidate Name	Company	Profession
1.	Rafiq Khan	Rafiq Khan & Company	Attorney
2.	Karl Hellburg	HSK Simpson & Partners	Land Surveyor
3.	Mbukeni (Zwe) Msomi	UWP Consulting	Engineering
4.	Donavan Henning	NEMAI Consulting	Environmentalist
5.	Erhard Engelbrecht	E-Plan	Town Planners

The period of office of members will be three (3) years calculated from the date of appointment of such members. However contracts shall be reviewed on an annual basis based on the overall performance of the appointed candidate.

The **Municipal Managers Forum** of the District family of Municipalities is the evaluation panel for the appointment of the above mentioned professionals, as determined by the Council. During the month of July 2016, the Municipal Managers evaluated and signed an agreement of the appointing the following five (5) members to serve on the Joint Municipal Planning Tribunal.

7.19.4 Categorisation of Applications

In terms of section 35(3) of SPLUMA, a Municipality must, in order to determine land use and land development applications within its Municipal area, categorise development applications to be considered by an official and those to be referred to the Municipal Planning Tribunal.

Schedule 5 of SPLUMA provides for the categorisation of applications as indicated hereunder:-

Planning application type	MPT	AO
Category 1 Applications are -		
The establishment of a township or the extension of the boundaries of a township		
The amendment of an existing scheme or land use scheme by the rezoning of land		
The removal, amendment or suspension of a restrictive or obsolete condition, servitude or reservation registered against the title of the land		
The amendment or cancellation in whole or in part of a general plan of a township		
The subdivision and consolidation of any land other than a subdivision and consolidation which is provided for as a Category 2 application		
Permanent closure of any public place		
Any consent or approval required in terms of a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme		
Any consent or approval provided for in a provincial law		
Category 2 Applications are		
The subdivision of any land where such subdivision is expressly provided for in a land use scheme		
The consolidation of any land		
The simultaneous subdivision, under circumstances contemplated in paragraph (a) and consolidation of land		
The consent of the Municipality for any land use purpose or departure or deviation in terms of a land use scheme or existing scheme which does not constitute a land development application		
The removal, amendment or suspension of a restrictive title condition relating to the density of residential development on a specific erf where the residential density is regulated by a land use scheme in operation		
Proviso:		
All category 1 applications and all opposed category 2 applications must be referred to the Municipal Planning Tribunal		
All category 2 applications that are not opposed must be considered and determined by the authorised official		

Category 3 Applications are	COUNCIL
the adoption of land use scheme	
an amendment to wording of land use scheme, including development controls contained in it	
the zoning or rezoning of land in accordance with a new zone	
the zoning or rezoning land by the Municipality to achieve the development goals and objectives of the Municipal spatial development framework.	
an amendment to an application in terms of paragraphs (a) to (d), prior to the approval thereof by a Municipal Council	
a correction to a decision of a Municipal Council on an application in terms of paragraphs (a) to (d) to correct an error in the wording of the decision, correct a spelling error, update land description, or update a reference to a law, person, institution, place name or street name	
a non-material amendment to a Municipal Council's decision on an application in terms of paragraphs (a) to (d).	

7.16 GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGTHS

- IGR Structures are partially functional i.e Speakers forum, MM's Forum, Mayors Forum etc.
- Functional Committees
- Functional Operation Sukuma Sakhe (War rooms)
- communication strategy in place
- Good Governance in place

OPPORTUNITIES

- Enhancement of the IGR Structures
- Shared Services not utilised to its full potential e.g. DPSS
- Fully functional community section needs buy-in.

WEAKNESSES

- Lack of attendance / co-operation from sector departments and other stakeholders
- Limited funds and resources for strategy implementation
- Lack of buy in from management and political leadership on the implementation of some of the programmes and projects
- Communication strategy is not implemented internally.
- Lack of working space is restricting administration.
- Manual recording is very limiting on operational issues.

THREATS

- Budget constraints and its potential to hinder service delivery
- Illiteracy rate
- Geographical location of the district
- internally communication is not strengthened that leads to departments operating in silos

SECTION C.8: COMBINED SWOT ANALYSIS

8.1 COMBINED SWOT ANALYSIS

Based on the above assessment, the following *Strengths*, *Weaknesses*, *Opportunities* and *Threats* were identified and have been confirmed with the IDP RF members through the IDP process.

<p>STRENGTHS</p> <ul style="list-style-type: none"> ○ Strong political leadership ○ Well-functioning ward committees ○ Good relationship with the community ○ All critical posts are filled with no vacancies 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ○ No capacity in terms of funding ○ Limited opportunities to generate income from rates ○ 98% of the population is indigent ○ Insufficient land with access irrigation schemes ○ High illiteracy levels
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ○ 22% high potential agricultural land for ploughing ○ High agricultural land ○ Two main rivers(Tugela and Mpofana) on arable land ○ Rich cultural heritage(including crafts) ○ Stone crushing ○ Agri-processing of locally grown vegetables 	<p>THREATS</p> <ul style="list-style-type: none"> ○ Lack of further educational institutions ○ Natural disasters ○ High prevalence of HIV/Aids ○ Violence/civil war ○ Unskilled labour ○ Alien plants ○ Illiteracy ○ Lack of infrastructure

Table 29 SWOT ANALYSIS

SECTION C.9: THE KEY CHALLENGES

9.1 INTERNAL CHALLENGES

1. Financial constraints: the Municipality is predominantly rural with high level of unemployment and poverty, and as a result it makes it difficult to generate its venue. It depends on government grants as it does not have any revenue base. A huge chunk (estimated 60%) of the Municipal budget is geared towards addressing infrastructural backlogs and leaving other areas to a share about 40% of the budget.

2. Technological infrastructure: information management system poses a challenge as it unexpectedly shuts down at times. This leads to low productivity levels of employees, as some of the critical tools that employees use do not function satisfactorily e.g. computers. This particular challenge could be rated as the key one.

3. Land ownership: The Municipality no land, about 60% of the land is under Ingonyama trust and the rest is privately owned. Pomeroy is being transferred to the Municipality however transferring has taken longer to complete. The Municipality has no authority to use the land and as a result is unable to develop it.

4. Lack of cooperation: the Municipal employees operate in unsystematically, there is not enough alignment happening between departments. All departments plan and function in silos. Information sharing needs to be improved.

5. Staff Management is proving hard to orchestrate as there is no electronic system that monitors staff clocking in and out as well as the hours spent at work

6. Manual recording: the Municipality's records are all manual; this is restricted in a world that relies on technology. There is a need to move from manual to a full electronic system from HR forms to records.

9.2 EXTERNAL CHALLENGES

- **High rate of unemployment:** this challenge is aggravated by the high illiteracy level. This is a challenge to the Municipality as it has a negative impact on most families. This constrains the Municipality to direct some of the resources to wards supplementing its communities with food parcels, burial support, indigent services e.g. solar panels etc.

- **Lack of private sector investments:** Private sector investments initiatives do not exist currently, but has been identified as one area that needs more attention, in order to economically develop Msinga. Strategic programmes aimed at unlocking economic potential of Msinga have been recently identified in the Draft LED strategy and the Municipality is already lobbying for funding of identified economic potential projects

- **Huge service backlog in** access to properly maintained roads, water, and electricity still exist in almost all wards. These projects are at the top of every ward's needs. Delivery seems to be slow, because the backlog was huge to begin with. The backlog is exacerbated by the terrain and the scattered rural nature of the Municipality

- **Social issues (teenage pregnancy, HIV/AIDS, crime and substance abuse):** Msinga Municipality is no exception; it is affected by the HIV/AIDS epidemic. Even though awareness and education and poverty alleviation programmes are in place, the rate at which HIV/AIDS incidents are decreased is low.

- **Natural Disasters:** there have been lives and properties lost due to flooding, lightning and fire. A holistic multidisciplinary approach towards natural disasters is required. The two approaches required must be geared towards the preventative and emergency responsive.

SECTION D: VISION, GOALS, OBJECTIVES & STRATEGIES

SECTION D.1: LONG TERM VISION

10.1 VISION

The Vision for Msinga is intended to provide a clear statement of the preferred future that is aligned with the National Development Plan of 2030. This statement is informed by the historical understanding and knowledge of the area. The main characteristics of Msinga have had a profound influence on the development of the Vision including the following:

- The low *Human Development Index* (HDI);
- The physical and technical underdevelopment of the area; and
- The very high levels of poverty

In addition to the above, the following components have been identified as being key to the development of the communities of Msinga, namely:

10.2 KEY DEVELOPMENTAL PRIORITIES:

- Poverty alleviation and the provision of employment opportunities
- Empowerment (women,aged, disabled,& children)
- Economic Development
- The satisfaction of basic needs and the provision of services
- Education and Training
- Sustainable Municipality
- Good governance and public participation
- Safe and sustainable environment
- Youth development
- Safe adequate housing
- HIV/Aids effects

Using these components as the building blocks, along with the characteristics of the Msinga Municipal area, the following Vision was amended by council in a strategic planning session held at Alpine heath Drakensberg on the 11th of May 2018 . The vision presents a desirable future that the Municipality aspires to achieve.

VISION

Commitment towards corruption free governance, infrastructural development, poverty eradication and supporting local economic development initiatives towards the financial and social emancipation of the Msinga community.

Vision unpacked

- The vision seeks to ensure **infrastructural development** (specifically those within the Municipality's powers and functions): access roads, electricity, and housing. Infrastructure serves as an investment puller and with good infrastructure the area will present a conducive environment that is more investment friendly.
- Poverty eradication: the Municipal area is characterized by high poverty levels due to high unemployment thus **poverty eradication and local economic development** programmes are the answer . Programmes such as busarries, siyazenzela road maintenance ,agricultural processing etc are all labour intensive and all aimed at emancipating the community of Msinga from socio-economic suffering and thereby improving their livelihoods.
- Vision gave rise to objectives and strategies and ultimately that gave rise to projects

10.2.1 MISSION:

Msinga will through local integrated developmental support will eradicate poverty by applying Batho Pele principles.

a. OBJECTIVES AND STRATEGIES

1. Increased performance and efficiency levels (**Planning Department**)
 2. To ensure Excellence in Governance and Leadership
 3. To Improve Municipal Planning and Spatial Development
 4. To promote participative, facilitative and accountable Municipality through a refined ward committee system
 5. To promote participative, facilitative and accountable Municipality through a refined ward committee system
 6. To expand local economic output and increase quantity and quality of employment opportunities
 7. To Increase business skills levels & economic activity within the Municipal area
 8. To reduce poverty
-
9. To promote Informal EconomyTo promote Agri-parks
 10. To ensure food security and production
 11. To improve state of Municipal Tourism infrastructure
 12. Promote
 13. participative, facilitative and accountable governance and Customer Care

-
14. **To facilitate and coordinate provision of Integrated Human Settlements within the Municipality**
 15. Effective Administration Management –(**COMMUNITY DEVELOPMENT DEPARTMENT**)
 16. Promote Public Knowledge and awareness
 17. To promote youth development and support youth initiatives and empowerment
 18. To promote preservation of culture and assist in promoting good behavior in youth
 19. To promote sports development and improve sports participation
 20. To reduce poverty in the Municipal area
 21. To improve planning and engagements in sports with federations
 22. To promote athletics development and road running
 23. To promote good governance and strengthening intergovernmental relationships while ensuring service delivery
 24. Promote Public Knowledge and awareness
 25. To improve education for Early Childhood
 26. To improve literacy and encourage culture of reading special
 27. To promote sports development in physically disabled people
 28. **Increased Provision of Municipal services (TECHNICAL SERVICES DEPARTMENT)**
 29. Improved state of Municipal Infrastructure
 30. Reduced unemployment
 31. Increased performance and efficiency levels
 32. Improved Municipal Planning and Spatial Development
 33. Improve Community and Environmental Health and Safety
 34. Improved provision of Social Development Services
 35. Improved Expenditure and maximise the economies of scale and value for money
 36. To provide waste services without imposing negative environment impacts
 37. To provide services without imposing employees to risk
 38. To provide waste collection needs during the 2018/19
 39. To provide temporal waste collection storage
 40. To update 2013 IWMP
 41. To draft a new environmental policy.
 42. **Optimised use and Management of Municipal Assets (FINANCE DEPARTMENT)**
 43. Increased Revenue
 44. Improved Expenditure and maximize the economies of scale and value for money
 45. Improved Budgeting, Reporting and Compliance
 46. **Promote Public knowledge, awareness and corporate image (CORPORATE SERVICES)**
 47. Optimise systems, administration and operating procedures.
 48. Strengthened governance and advance communication channels.
 49. Strengthened governance and reduce risk.
 50. Optimise systems, administration and operating procedures.
 51. Increase performance and efficiency level
 52. Optimise systems, administration and operating procedure
 53. Increase institutional capacity and promote transformation.

10.5 Goals and Objectives Alignment with KZN PGDS

The National Government has developed a 5 Year Local Government Strategic Agenda and this document identifies 6 Key Performance Areas which Municipalities are required to address as follows:

TABLE 30: Priority Issues

PGDS GOALS	KEY PERFORMANCE AREA	PRIORITY ISSUE
Strategic infrastructure	Basic services delivery: Infrastructure and services	<p>Satisfaction of basic needs through provision of services :</p> <ul style="list-style-type: none"> ✓ Roads ✓ Housing ✓ Electricity ✓ Solid Waste <p>Water & Sanitation = not local Municipal functions</p>
Job creation	Local Economic & Social Development	<p>Local economic development through:</p> <ul style="list-style-type: none"> ✓ Commercially orientated agriculture ✓ Informal economy ✓ Tourism projects ✓ Agri-processing ✓ Poverty alleviation ✓ Education and training ✓ LED Strategy implementation ✓ Youth development
Human resource development	Municipal transformation	<ul style="list-style-type: none"> ✓ Improve staff skills through WSP ✓ Improve Municipal PMS ✓ Effective management of facilities ✓ Improve Municipal performance reporting ✓ Functional Audit Committee
	Municipal financial viability	<ul style="list-style-type: none"> ✓ Generate income for the Municipality ✓ Promote sound financial practices ✓ Improved financial reporting
Governance and policy	Good governance	<ul style="list-style-type: none"> ✓ Improve communication with the community ✓ Participation of all citizens ✓ Empowerment through knowledge dissemination
Spatial equity	Cross cutting issues	<ul style="list-style-type: none"> ✓ Safe and sustainable environment ✓ Attract investment to Nodal areas ✓ Ensure proper spatial planning ✓ Adopt a reviewed SPLUMA compliant SDF ✓ Formalisation of Tugela Ferry ✓ HIV/AIDS ✓

1. Basic Service Delivery
2. Local Economic & Social Development

3. Governance and Public Participation
4. Municipal Transformation and Organisational Development
5. Municipal Financial Viability and Management
6. Cross Cutting Issues

10.6 The Msinga Strategic Framework per KPA

Below is a table of goals, objectives, strategies, projects and key Performance indicators that reflects how the Municipality is strategically planning on attaining the desired future its 'vision'.

MSINGA 2018/2019 PROJECTS

The Msinga Strategic Framework per KPA

Below is a table of goals, objectives, strategies, projects and key Performance indicators that reflects how the Municipality is strategically planning on attaining the desired future its 'vision'.

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..\..\..\..\Documents\ADJUSTED_sdbip_2018_2019\DEV_PLG_AMENDED_SDBIP_27th_feb.docx
..\..\..\..\Documents\ADJUSTED_sdbip_2018_2019\SDBIp_MM_amended_27th_feb.docx

SECTION E.1: STRATEGIC MAPPING

The Msinga Spatial Development Framework (SDF) has been formulated and adopted as an attachment to the Municipal IDP; this plan has laid foundation for development in the area. The exercise that remain is to refine the SDF to be in line with SPLUMA on 2013.

11.1 LINKAGES BETWEEN IDP, SDF AND LANS USE SCHEME

he SDF gives effect to the intentions of the IDP and provides a framework for the formulation of area and even site specific land use controls as part of the scheme. It provides a spatial depiction of the strategic intent of the Municipality and expenditure patterns through a capital investment framework thus linking directly with both the IDP and the budget.

11.2 DESIRED SPATIAL OUTCOMES

11.2.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP, 2006)

This perspective provides a framework for more focused intervention by the State in equitable and sustainable development as a key instrument in ensuring greater economic growth, meaningful and sustainable job creation in drive to eradicate poverty, demonstrating the kind of space economy needed to provide a better life for all.

The NSDP provides a framework for the future development of the national space economy, recommending mechanisms to bring about optimum alignment between infrastructure investment and development programmes within national localities. Not a national development plan predetermining what should happen

where, when and how, it provides principles within the notions of need and potential against which investment and spending decisions should be considered and made.

Provincial Growth and Development Strategies (PGDS's), Provincial Spatial and Economic Development Strategy (PSEDS) and Municipal Integrated Development Plans (IDP's) will have to more rigorously assess their relevant potentials, combined with the NSDP's initial interpretation, using local knowledge and research to define each locality's development potential in terms of the six stated categories of development potential.

The core questions, thus, are:

- ✓ Just where government should direct its investment and development initiatives to ensure sustainable development and maximum impact; and
- ✓ What kinds of spatial forms and arrangements would be most conducive to the achievement of objectives of democratic nation building and social and economic inclusion.

The NSDP has five normative principles:

Principle 1: facilitate rapid sustained economic growth as a prerequisite to achieve other objectives such as poverty alleviation;

Principle 2: provide basic services to citizens, wherever they reside in terms of the Constitutional mandate to government;

Principle 3: focusing government's spending on fixed investment on localities of economic growth and / or potential in order to gear up private sector investment, stimulate economic activities and create long-term employment opportunities;

Principle 4: addressing past and current social inequalities the focus should be on people, not places, where in localities:

- ✓ with both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities; and
- ✓ with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty relief programmes; and;

Principle 5: to overcome the spatial distortions of apartheid, future settlement and economic development opportunities be channelled into activity corridors and nodes that are adjacent to or that link main growth centres.

Principles 1 and 2 have significant financial impact on local Municipalities, particularly those with a large proportion of their areas of jurisdiction and population being rural and poor, resulting in a very limited Municipal rates base, such as applies to the UMzinyathi District.

These NSDP principles aim specifically to focus government's action and effective investment in infrastructure and to achieve spatial equity. The Municipality (and government) must primarily identify areas for investment and economic growth to unlock their development potential and create employment opportunities. This would, in turn, attract private economic development and employment opportunities to an area which has the potential to sustainably grow and develop.

Based on this premise, the Msinga SDF has identified its Primary Development Node (Tugela Ferry) wherein to provide its inputs into water and other services delivery so as to attract developers and stimulate economic growth and development.

The Municipal Systems Act requires that an SDF as reflected in a Municipal IDP must among other things, give effect to the principles of the DFA, while the KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008) states that all Municipalities, in determining the merits of a proposal to adopt, replace or amend the provisions of a scheme, must take into account, amongst other matters, “.....the general principles for land development as stated in section 3 of the Development Facilitation Act, 1995 (Act No. 67 of 1995), and other national norms and standards, frameworks and policies contemplated in section 146(2)(b) of the Constitution....”.

It is essential that the SDF promotes a cohesive, integrated public spatial environment.

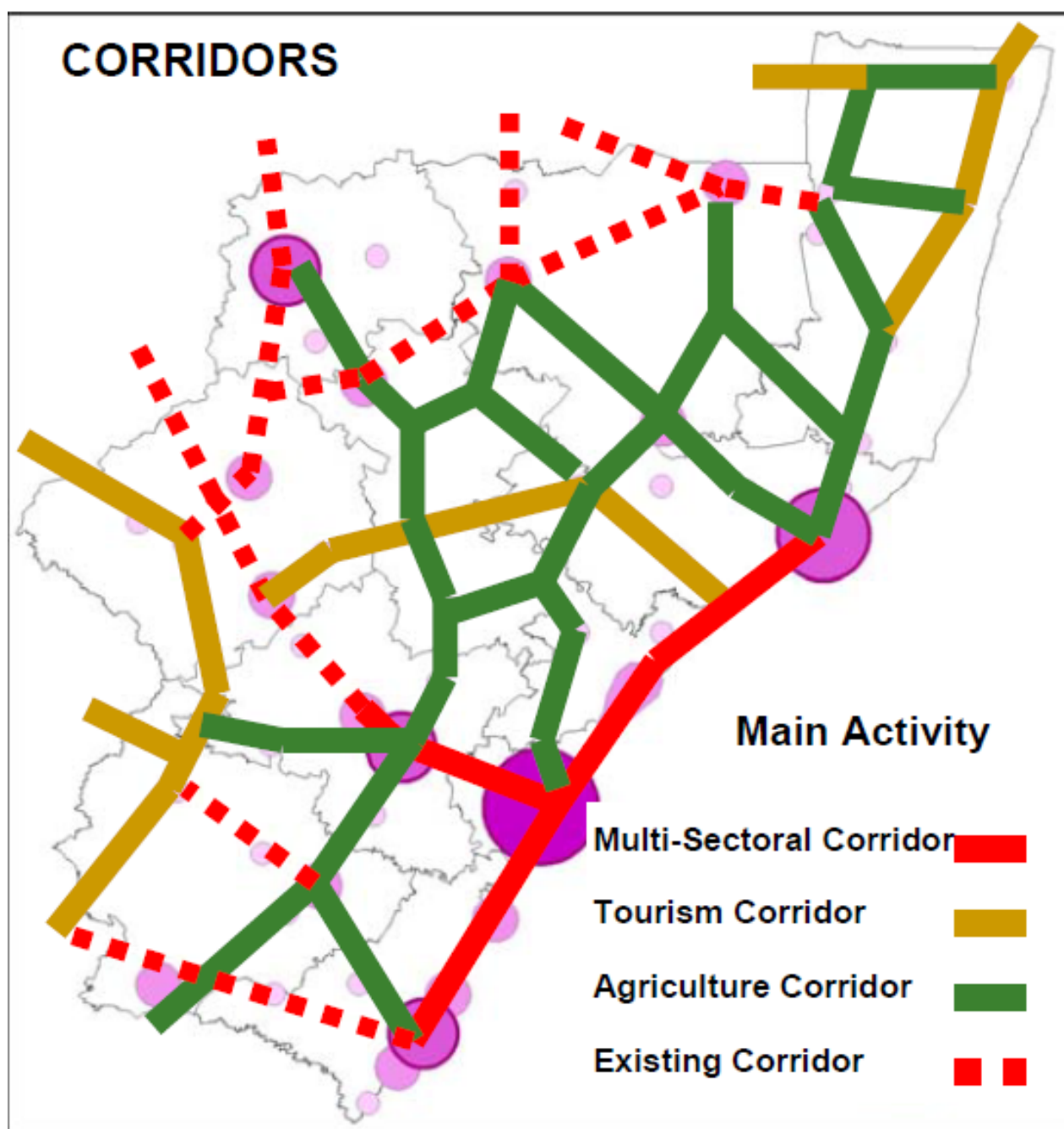
This is because public spaces, like parks and streets, are very important in human settlements and create positive spatial environments within the formative features of buildings, walls and streets through planting and open space design.

The Regulations also require that the SDF includes spatial concepts such as strategies for public and private land development infrastructural investment, the indication of desired and / or undesired utilisation of space and the application of an “urban edge”.

11.2.2 PROVINCIAL SPATIAL DEVELOPMENT VISION

The Provincial Spatial and Economic Development Strategy (PSEDS) developed as a component of the emerging Provincial Growth and Development Strategy (PGDS) identifies development corridors and nodes. It characterises these according to the dominant economic sectors. The R33 (Tugela Ferry Corridor) which runs through the entire UMzinyathi District has a potential for tourism, agriculture and economic development.

This is in line with the District Vision 2030 as it identifies the same route R33 as a Provincial Priority Secondary Agricultural Development Corridor.



Source: (PSEDs): Provincial Development Corridors

11.2.3 DISTRICT CONTEXT

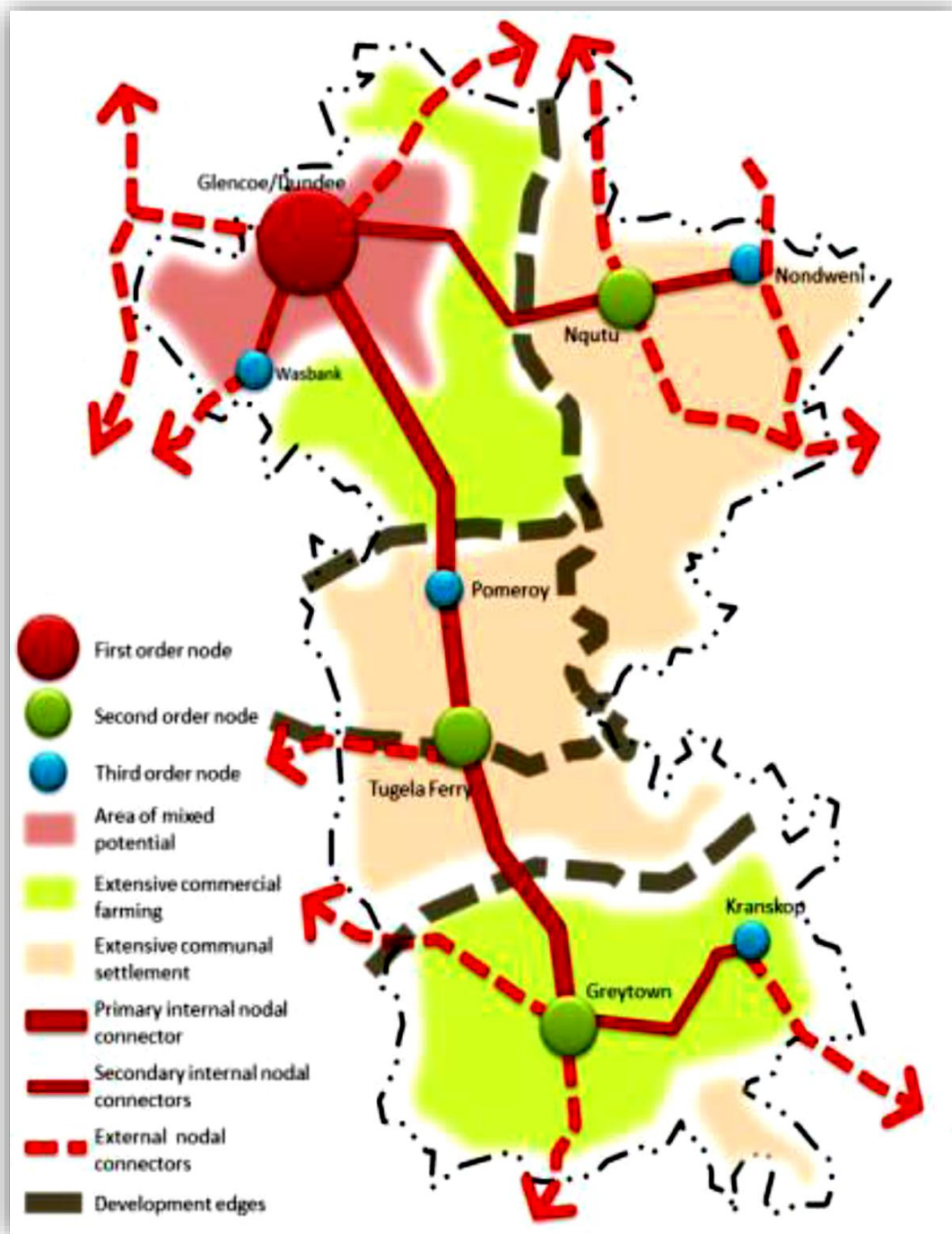
11.2.3.1 COMPOSITION OF THE DISTRICT

The UDM is located in the north-central part of KZN. The district consists of four local Municipalities, namely: Endumeni Local Municipality (LM), Nqutu LM, Msinga LM and UMvoti LM.

11.2.3.2 DISTRICT'S SPATIAL DEVELOPMENT VISION

The district SDF adopts a service centre approach and accordingly identifies Tugela Ferry within Msinga Municipality as a secondary and administrative node. It also identifies the R33 road linking its major towns

Dundee towards the North and Greytown towards the south as its Primary Development Corridor, most of the commercial and socio-economic developments happens along this corridor. The following diagram is the summary of the key spatial development corridors of the UMzinyathi District. The diagram below provides guidance for the establishment, direction and co-ordination within the district context.



UMzinyathi District Spatial Development Plan/Visio

11.3 Msinga Municipality's SDF Vision

The vision serves as a point of departure to highlight developmental aspects raised within the Spatial Planning and Land Use Management Bill.

The Msinga Vision reads as follows:

“Msinga will be a Municipality with the capacity to ensure local development, through good management and development support.”

The uMzinyathi District Vision reads:

"UMzinyathi District Municipality shall be a self-sustainable organization that promotes Integrated development"

The alignment between the Development Vision of the District Municipality and that of Msinga Local Municipality lies in the fact that both aims to be Municipalities with the capacity to facilitate sustainable and integrated Development and follows similar developmental objectives to achieve this.

In order to give effect to the main vision of the Municipality in a spatial context, the following Spatial Vision was developed for the Msinga Municipality.

“Msinga Municipality will strive to achieve corruption-free, eradicate poverty, and enhance integrated and enhance integrated and sustainable development”.

The Vision for Msinga is intended to provide a clear statement of the preferred future. This statement is informed by the historical understanding and knowledge of the area. The main characteristics of Msinga have had a profound influence on the development of the Vision including the following:

- **Spatial alignment between District and Local Development Vision**

The main characteristics of Msinga which had a profound influence on the development of the Vision including the following:

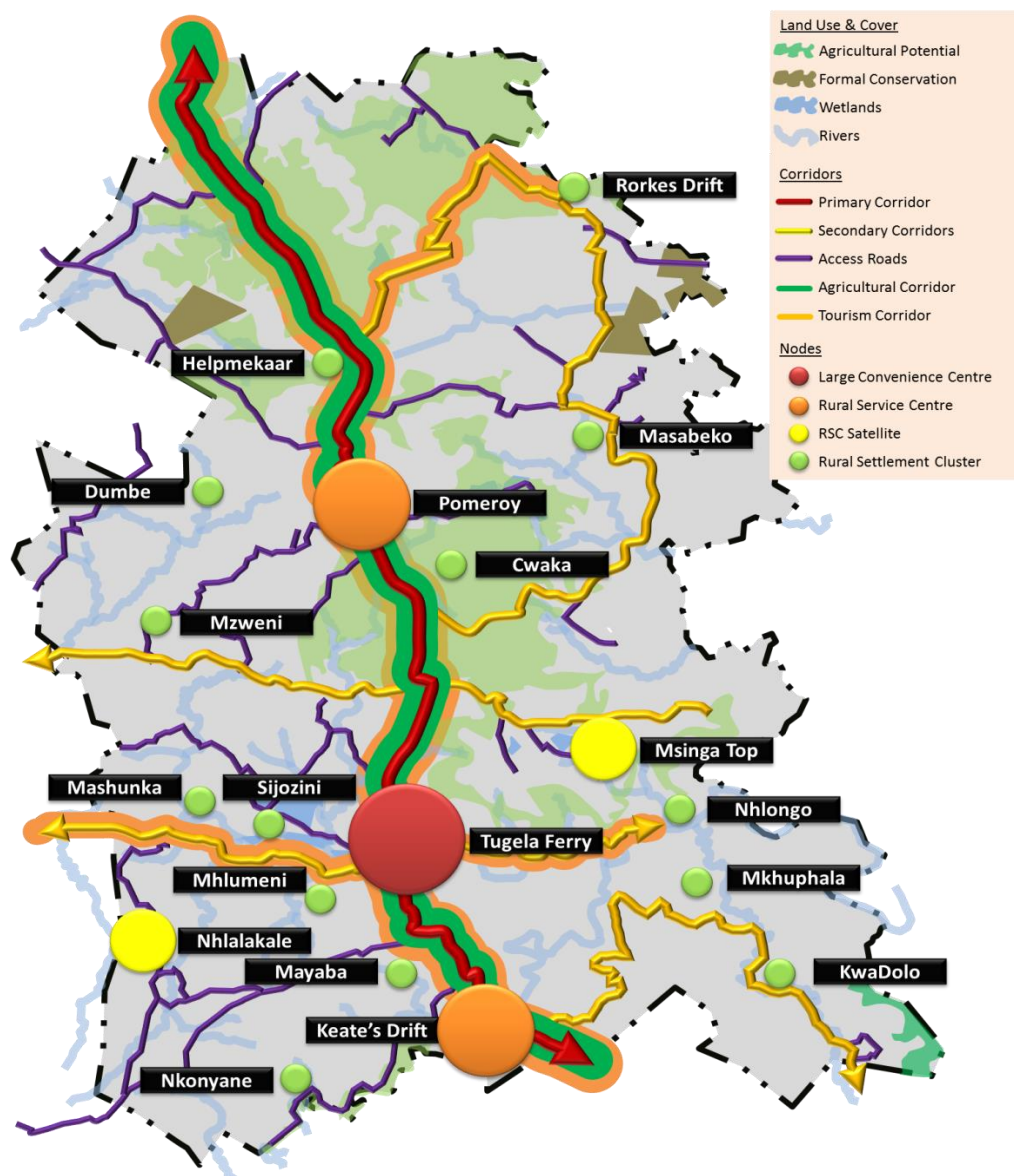
- The low Human Development Index (HDI);
- The physical and technical underdevelopment of the area; and
- The very high levels of poverty

In addition to the above, the following components have been identified as being key to the development of the communities of Msinga, namely:

- Poverty alleviation and the provision of employment opportunities
- Empowerment
- Economic Development
- The satisfaction of basic needs and the provision of services
- Education and Training
- Sustainable Municipality

-
- Participation of all citizens
 - Safe and sustainable environment
 - Youth development
 - Safe adequate housing
 - HIV/Aids effects

11.4 MSINGA MUNICIPALITY'S SPATIAL DEVELOPMENT FRAMEWORK 2012-2017



Msinga Spatial Development Framework

The Msinga's SDF adopts a service centre approach and aligns with the district's SDF; it also accordingly identifies Tugela Ferry as the administrative node. It also identifies the R33 road linking its major towns Dundee towards the North and Greytown towards the south as its Primary Development Corridor, most of the commercial and socio-economic developments happens along this corridor. The following diagram is the summary of the key spatial development corridors of the UMzinyathi District. The diagram above provides guidance for the establishment, direction and co-ordination within the Municipal jurisdiction.

11.5 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

11.5.1 KZN SDF ALIGNMENT ASPECTS

Area of Alignment	Observations
Development Corridors	The corridors identified in the Provincial SDF are aligned with the district SDF. There are also Priority conservation corridors and Biodiversity priority areas with need to be maintained for sustainability of ecosystems.
Cross Boundary Dependencies	Areas of cross boundary dependencies include economic support areas, agricultural investment area are evidential along the R33 of Msinga Municipality.
Cross Boundary Co-operation	These should be at provincial, district and local level especially with regards to the Priority conservation corridors and Biodiversity priority areas for sustainability of ecosystems
Potential Contradictions	There are no contradictions identified thus far in the Provincial SDF.

11.5.2 UMzinyathi SDF Alignment Aspects

Area of Alignment	Observations
Development Corridors	R33 is a primary corridor identified in the District SDF.
Cross Boundary Dependencies	Areas of environmental significance are not depicted at cross boundary level.
Cross Boundary Co-operation	There is a need to identify major corridors that link communities within the district and prioritize those.
Potential Contradictions	There are no contradictions in identification of movement corridors.

11.5.3 MSINGA MUNICIPALITY ALIGNMENT ASPECT

Area of Alignment	Observations
Development Corridors	R33 is identified a primary corridor. A tourism, agriculture and economic corridor from Keats Drift to Kwadolo and to R74 is also linked to Umvoti Municipality.
Cross Boundary Dependencies	Nkonyane Rural Settlement cluster and Keats Drift rural Service centre also serve Umvoti Community.
Cross Boundary Co-operation	The provision of services should not b duplicated on the identified nodes within the region.
Potential Contradictions	There are no potential contradictions identified.

11.6 STRATEGIC INTERVENTION

The Msinga IDP is based on the Following Key performance Areas for the Land Use Framework to ensure the realisation of the Vision and Mission Statements, the Msinga Local Municipality developed certain strategies, which are linked to the nation Key Performance Areas (KPA's) These KPA's and their corresponding strategies which can be spatially Manifested:

KPA 1: Basic Service Delivery Roads

- Increase the number of roads built and maintained per year Electricity
- Provide an accepted standard of electricity Solid Waste
- Collect and dispose solid waste in an environmentally safe and sustainable waste
- Housing Delivery
- Accelerate development of rural housing

KPA 2: Local Economic Development Poverty Alleviation

- Review an LED strategy
- Increase agricultural production
- Encourage community to farm for commercial use

KPA 3: Governance and Public Community Participation

- Ensure the effective functioning of ward committees and councillors through training Development Applications
- Ensure development applications are Participation assessed efficiently and timeously Disaster Management
- Prevent the effects of natural disasters

KPA 4: Municipal Transformation and Organisational Development

- No project with spatial manifestations

KPA 5: Municipal Financial Viability and Management

- No project with spatial manifestations

KPA 6: Cross Cutting

- Ensure proper spatial planning and environmental planning

Basic Service Provision refers to access to water, electricity, sanitation, solid waste and roads. The provision of social facilities is also important in order to develop the Municipality on a social level. Therefore the provision of sporting facilities is also important and links to the empowerment and education of the youth. Development of an indigent register will allow for the prioritisation of implementation projects.

- Provision of better local access to roads will improve mobility, which will open up economic opportunities for the residents who can reach work places easier, due to the presence of public transport. It will also open economic markets that were not accessible previously due to inaccessibility.

In order to ensure functionality of the Municipality and efficient service delivery, improved financial management required. A bigger rates base will further allow for improved service delivery. Community participation will ensure buy in from the public and will allow for greater understanding of the needs of the communities. It will further facilitate development by ensuring application is processed within reasonable time, and by applying slightly less stringent development controls in areas where development is required.

According to policy Municipal projects will only be funded when they are depicted in the IDP. This indicates that the projects underwent a thorough public participation process, and that it is aligned with the growth direction the Municipality wants to take. The chances of lobbying successfully for funds increase exponentially if the local strategic documents are aligned with the Provincial Growth & Development Strategy, as well as with the National

Spatial Development Perspective and Municipalities should be able to source funds from provincial as well as national departments. Please refer to the below image depicting an extract from the KwaZulu-Natal Provincial Spatial Development Strategy.

- The Promotion of Institutional Development Transformation and more specifically the development of planning capacity and integrated service delivery is essential to serve the communities through provision of successful and effective initiatives to eradicate poverty and boost the economy. By ensuring a functional and operational Municipality, all aspects and functions of local government will improve.

STRATEGIC MAPPING / CAPITAL INVESTMENT FRAMEWORK

Capital Investment Framework (CIF) is the process of improving the quality of life and economic well-being of the people living in relatively and sparsely populated areas. The CIF will assist the Municipality with the following:

- ✓ Ensuring improved management of the Municipal existing infrastructure;
- ✓ Prioritise projects and programmes in the context of a limited capital budget; and
- ✓ Direct future public and private investment to prioritise issues.

The CIF consist of construction projects which should have a physical locality. It is therefore necessary to correctly plot these projects, to have an accurate Spatial Development Framework (which is the .physical manifestation of the IDP). It is therefore necessary for the Local Municipality to provide detailed localities for the projects listed in the **SPATIAL DEVELOPMENT FRAMEWORK**.

SECTION F.1: FINANCIAL PLAN

SECTION C.6: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

6.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

The management of Municipal finances involve both strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the Municipality must put in place clear financial goals, policies, and tools to implement its strategic plan. It must be noted that not all Municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for a Municipality.

6.1.1 CAPACITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The capacity of Municipality to execute capital projects can be measured by its experience in handling capital projects in the past. The Municipality relies on grants and subsidies to execute capital projects. The Municipality has always handled its MIG allocation in a commendable manner. In **2012/2013** financial year an MIG allocation of **R 26,665,000.00** was received and is utilised to build 5 new access roads, complete Shiyane sport field and construct phase 1 of Pomeroy sport center. All projects are registered with MIS system. Claims and proofs of payments are submitted timeously, the system is also updated accordingly as required. All capital projects for **2012/2013** were completed on time. In **2013/2014** MIG allocation of **R31 844 000** was received. For **2014/2015** MIG allocation of **R36 513 000** was received. In **2015/2016** MIG was **R38 048 000** and in 2016/2017 **R35 800 000**, and **R38 261 000 00** for the year 2017/18. In 2018/2019 we will be receiving **R36 715 000 MIG Allocation**.

2018/2019 GRANT ALLOCATION

MIG	2013/14	2014/15	2015/16	2016/2017	2017/2018	2018/19	2019/20
MIG	R31 844 000	R36 513 000	R38 048 000	R35 800 000	38,261 000 00	36 715 000	37 422 000
EQUITABLE SHARE	R81 641 000	R100, 755, 000	134 627 000	131 035 000.00	136 000 000.00	145 573 000	160 138 000
INEP			24 000 000	25000 000.00	29 000 000.00	17 700 000	12 000 000
DSR				2000 000.00	2 800 000.00		

The Municipality's capacity to execute capital projects is also evident in the policies and resources the Municipality has at its disposal.

The Msinga Municipality has adopted the following financial policies:

- Budget Policy
- Expenditure Policy
- Collection and control of revenue Policy
- Procurement/Supply Chain Management Policy
- Payment Policy
- Asset control Policy
- Insurance Policy
- Investment Policy
- Custody of document Policy

- Salaries administrative policy
- Financial reporting Policy
- Indigent Policy
- Credit control and debt collection Policy
- Cellphone Policy
- Overtime Policy
- Subsistence & Travel Policy
- Travel Allowance Policy
- Anti-fraud policy and strategy

6.2 INDIGENT SUPPORT INCLUDING FREE BASIC SERVICES

The Municipality has a high unemployment rate and most people live below the poverty index thus are deemed indigent. The Municipality has an indigent register in place and an indigent policy adopted by Council. This register is reviewed on annual basis and the last review was for this financial year **2015/2016**. The Municipality anticipates Free basic service grant of **R 500 000** for **2016/17** and free basic electricity of **R1500 000** which was utilised towards the provision of free basic services and subsidizes solar energy indigent users. This amount is also used to subsidise solar energy users. The Municipality has a partnership with a contractor who installs and manages solar. Each indigent household receives a subsidy of R30 per month. Approximately 80% of households are deemed indigent with their main income being the Government grant. **2018/2019** a provision of FBS is allocated for indigents support.

INDIGENT REGISTER	
Financial Year	Total No. Households
2014/2015	25 206
2015/2016	28 475
2016/2017	
2017/2018	

6.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

Revenue is a vital element in maintaining a sustainable organization. The Municipality is predominantly rural with high levels of unemployment and poverty. This makes it very difficult for the Municipality to be able to generate its own revenue from rendering Municipal services. Most of the land within Msinga belongs to Ingonyama Trust. As per the Cooperative Governance Traditional Affairs circular all Municipalities (including low capacity Municipalities) were to implement the Property Rates Act. The valuation roll has been compiled by the registered valuer which expires by 30 June 2018 however the Municipality is awaiting the approval of the extension from the MEC for Local Government.

There has been challenges in implementing the Municipal Property Rates Act due to the fact that the Municipality is predominantly in an Ingonyama trust land which makes it very difficult to find the postal addresses for the rate payers in order to send the bills. The Municipality has been advised by DCOGTA to appoint a new valuer which will rectify the postal address challenge. The terms of reference will specifically state that the new valuation roll should be compiled with valid contact details. The Municipal rate payers are made of State Owned Properties, agricultural land, commercial land, residential, public service infrastructure, and public benefits organizations. The Property rates Act has been fully

implemented since November 2013. The Municipality is unable to generate substantial revenue because 60% of the land is held in trust by the Ingonyama Trust Board, however the Municipality does collect property rates from the Department of

6.4 MUNICIPAL CONSUMER DEBT POSITION

90% of all outstanding debt is for the department of land affairs. Currently in the process to collect this outstanding debt with the help of Provincial Treasury. Msinga has however made provision for bad debt in all financial years and the provision is sufficient to write off all debt older than 120 days. A council resolution to the effect has been obtained in the 2013 financial year. In the 2016/2017 Financial Year Msinga Municipality wrote off Debtors to the value of R3.5 million which were older than 150 days. Strict implementation of the debt collection policy will be applied since full implementation of the property rates act.

6.5 GRANTS AND SUBSIDIES 2018/2019

Grants & subsidies	Allocation
Equitable Share	R145 573 000
EPWP	R4 394 000
FMG	R1 900 000
MIG	R36 715 000
INEP	R17 700 000
LIBRARY	R836 000

6.7 BORROWING COSTS

Msinga Municipality so far has no borrowings.

Public Works.

6.8 MUNICIPAL BUDGET SPREAD IN DEPARTMENTS 2017/2018

As reflected above a huge chunk of the Municipal budget goes to the technical department towards the implementation of infrastructural projects in an attempt to reduce the backlog. In 2015/2016 MIG was 38 million and a total capital budget amounts of **R 56 350 000.00**, 2016/2017 the MIG allocation is **R 35 800 000**. 2017/2018 MIG allocation of **R 38,261 00000** was received and in 2018/2019 **R 36 715 000.00** is anticipated.

6.8.1 EMPLOYEE RELATED COST (INCLUDING COUNCILLOR ALLOWANCES)

An allocation has been made to cover employee and councillor salaries and allowances. An 8% increase was budgeted for salaries for the year 2017/18. In the 2018/2019 Financial year we anticipate an 8% increase for employee and Councillors Salaries and Allowances.

6.9 AUDITOR GENERAL'S OPINION

After the auditing of the Financial Statements and performance Information of the Municipality for the year ended 30 June 2016, the Municipality managed to obtain an unqualified Opinion for the financial year 2015/2016. The few concerns that were identified have been collated and an action plan has been developed towards amending the issues that were raised by the AG. The 2016/2017 the Municipality obtained a Qualified Opinion.

The Municipality's action plan in response to the AGs 2016/2017 opinion is attached.

6.10 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Grants and reserves are cash backed• Functional Portfolio Committees and MPAC• GRAP compliant• Staff meet minimum competence• MSCOA Compliant	<ul style="list-style-type: none">• High rate staff turnover• Funding of none sustainable projects
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Generation of revenue base• Plenty of revenue sources	<ul style="list-style-type: none">• High indigent register• consequences of non compliance with legislation• Non-payment of debts• Ingonyama Trust Land Issues

SECTION C.7: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

7.1 National and Provincial Programmes Rolled out at Municipal level

7.1.1 EXPANDED PUBLIC WORKS PROGRAMME

The Municipality is executing the National Mandate which consists of Expanded Public Works Programme. The Municipality utilizes its EPWP grant to create employment opportunities and below are programmes the Municipality has managed to implement:

- **100 Women working for waste:** this was previously a Food for waste programme by DCOGTA however; they have been absorbed by the Municipality on a contract basis.
- **950 Women for Siyazenzela Road Maintenance programme:** the Municipality's population is made of about 57% women thus the Municipality over the years has zoomed in on women issues. The project called Zibambele seeks to employ ten widows or indigent women to do basic maintenance of the local access roads. In 2012/13 there were 400 women employed, the number is growing because each time a new access road is completed; it automatically gets maintained by women. In 2013/14 the number grew to 560 women, in 2014/15 the number grew to 646 and

2015/16 to 843. This project continues in 2017/2018 there are 950 women employed and the number is expected to continually grow.

- **Peace officers & special securities:** the Municipality utilizes its allocation of EPWP grant to employ securities as part of job creation attempt and peace officers on a contract basis.

7.1.2 TAKING GOVERNMENT TO THE PEOPLE (BATHO PELE)

The Municipality has achieved this through its Mayoral Izimbizos where the community is invited by ward councillors assisted by the ward committee members and ward volunteers which are also the representatives in the ward committees and the CDW's in spreading the word. The members of the community gets to participate and ask question with regards to the projects, comment, constructively criticize and recommend or suggest alternative measures in order for everyone to know that their word counts and is recognized.

It is important to ask the community of what possible remedies or suggestions do they have in order for the project to be easily implementable because at times the project may be at the bottleneck because of lack of good communication and consultation with the community.

7.1.3 OPERATION SUKUMA SAKHE

The Operation Sukuma Sakhe Programme (OSSP), formerly known as the Flagship, Social Cluster Programme (War on Poverty) is an integrated approach by the KZN provincial government to effectively deliver services to the people by enforcing a strong coordination of projects and programmes by all government departments and public entities. The critical programmes undertaken collectively continue to be food security, youth, and women development, creating healthy and sustainable communities. This programme was started by undertaking a household profiling geared to determine the extent of the needs of each household in Msinga. Based on the needs assessment a comprehensive package is then customized for each household. OSS was piloted at Msinga in 2008. When introducing the programme, the Kwa-Zulu Natal, Office of the Premier gave a mandate to all districts, to ensure that the proposed structure was in place.

The focus areas of the said programme are:

- HIV/Aids, TB,
- Disadvantaged groups: women ,children, disable, aged
- Poverty alleviation
- Drugs and other substance abuse and other social ills
- Food security
- Illiteracy and educational programmes
- Registration of critical documents (births, IDs etc.)
- Economic development
- Youth development

FUNCTIONALITY

- **War Rooms:** There is 18 war rooms and only one has a setilite i.e. ward 18. 7 functional war rooms and 12 poorly functioning war rooms.
- **Meetings:** an annual schedule of meetings in place and convenes at least once a month with a setback of poor attendance from members and failure to compile minutes from the secretariat.
- **Programmes:** an Annual Action Plan for 2014/15 in place which comprises of PSVW, Mayoral programmes, Social ills Campaigns, Awareness Campaigns, Schedule of meetings etc.
- **HH Profiling:** Profiling is ongoing and is being conducted at ward level, with a current status of 4732 Households profiled.

- **Interventions:** Interventions are happening at WTT, LTT, DTT and PTT levels but they seem to be happening at a very low pace if measured against profiling.
- **Reporting:** The LTT is not consistent with the DTT reporting time frames, due to lack of cooperation by WTTs and sector departments in submitting their reports early for consolidation as well as centralisation of report consolidation to an individual.

CHALLENGES ENCOUNTERED

- According to profiling indicators which is in-progress the community identified water&sanitation, housing, transport, roads, identity documents, lack of work opportunities and skills development, social relief, uniforms, and foster care as their major challenges.
- Outstanding unpaid fieldworkers are now rendering the whole OSS programme ungovernable hence reversing the gains achieved thus far.
- Poor attendance by departments and social partners both in LTT and WTTs meetings and programmes.
- Insufficient transport for departments to attend WTTs and rollout programmes
- Lack of capacity on the secretariat component of the team (resources and skills)
- Brake and bridge of communication between LTT and WTTs.
- Decline of commitment by WTT conveners (reporting, attendance and initiative)
- Local business sector lacking initiative in the war against social ills in terms of corporate responsibility and investment.
- Delay on CCG integration further creating divisions among CCGs

ACHIEVEMENTS (PROJECTS)

Despite challenges encountered thus far, the team has noted various success stories...

- A Community Nutritional Development Centre established by Ward 4 War Room in partnership with DSD and Food Bank as part of many poverty alleviating schemes aligned with the Poverty Package.
- A series of successful PSVW programmes with a highlight of Siyazama Creche which was fenced and renovated by the LTT members in partnership with the Ward 5 community.
- The commitment showcased by the Business Sector in general SABC in particular through its noble initiatives that reach out to the poor as part of the NDP outline with a practical example of Masikane Household. A three room house was built for the family and the community donated furniture to the household. (disaster victims).
- A two room house built for Nsele Household an elderly who was also victimised by the notorious disaster.
- EPWP recruitments that happen within and in line with war room prescriptions e.g. 1000 CWP additional participants (COGTA), 60 participants per Traditional Authority identified through war rooms (DAEA), 3 community members identified per ward for schools maintenance also identified through war rooms (DOE).
- A total of 8 war rooms already supported with OSS Maps/charts as part of war rooms branding.

LESSONS LEARNT

- An adoption of integrated approach by all stakeholders can deliver the vision anticipated.
- Supply of resources and enforcement of members to participate in OSS programmes in all levels more especially the leadership is imperative.

WAY FORWARD

- Re-launch of war rooms with emphasis on the transission to community led structures
- Enforcement of departments commitment to the OSS programme
- Training of more fieldworkers on profiling
- To elevate with emphase the issue of transport with the political oversight and DTT

7.2 IGR

The Municipality has no IGR Policy in place. However, it is involved in IGR structures that are existing e.g. District Coordinating Committees, CFOs Forums (provincial and District level)

7.3 WARD COMMITTEE

Ward committees has been established in each of the wards and it is through this mechanism that the needs of the community are prioritized and conveyed to the Municipality in writing. Ward committees meet monthly to discuss developmental issues and projects. Minutes of these meetings are forwarded to the Municipality every month. A Needs Database has been established and all needs are captured on this Database.

In addition to the above the Development Planning Subcommittee resolved that officials from the Municipality would meet with each of the ward committees in order to establish the needs of the respective wards. It is at these meetings that the legislative requirements for the IDP formulation as well as community participation are explained to the committees, as well as the importance of the ward committees themselves participating in the process of establishing the new IDP. The Ward committees have been given a template setting out various project categories such as infrastructure, sports and recreation and LED and given an opportunity to prioritise projects in their respective wards.

Ward Committees the Municipality has fully functional ward committees in all 19 wards. The Municipality makes use of its ward committee structures to disseminate information and report back to the community as well as identify ward-specific needs.

7.4 AMAKHOSI

Msinga has six (6) Traditional Authorities namely:

1. Zondi T.A
2. Mntungwa T.A
3. Ngubane T.A
4. Majozi T.A

5. Mchunu T.A

6. Mthembu T.A

Out of 06 only (3) of the AMakhosi have taken an Oath and they sit on the Council meeting. The attendance at council meeting has not been satisfactory however it has improved.

7.5 IDP and BUDGET ALIGNMENT PROCESS PLAN

7.5.1 IDP REPRESENTATIVE FORUM (RF)

The IDP RF remains the primary public participation structure for the Municipality. The IDP RF is utilised to report back on project progress to the community. The Municipality utilises the IDP Forum, to request expert knowledge from sector departments towards efficient basic service delivery. The RF presents a platform where all sectors present their Medium Term Expenditure Framework (MTEF) for the Municipal area to be integrated into the IDP. In so doing, proper consultation, co-ordination and alignment of the review process of the Municipality's IDP is maintained with the community.

12 February 2018 : the 2018/2019 IDP review forum sat on this scheduled day in line with the Municipal 2018/2019 IDP Process Plan adopted by council in 2017.

24 April 2018 was scheduled for the second sitting of the IDP forum however it could not be honoured and was cancelled and replaced with an intense three day IDP strategic planning session at Alpine heath Drakensberg on the **10-13 May 2018**. In this session the Municipality reworked its vision.

7.6 PUBLIC PARTICIPATION ANALYSIS

The Municipality has Communication Strategy 2017/18 in place and a Public participation is at a draft stage. The Municipality has managed to establish fully functional public participation structures. The Ward Committees are functioning in all 18 Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral izimbizo are proving to be effective, etc. The Office of the Speaker co-ordinates public participation meetings of communities and those of Ward Committees meetings are also held regularly to deliberate on developmental matters of the Municipality as well as ensuring proper reporting. All public participation emanates from the Municipality's Communication Strategy is in place.

In addition to the attached strategy the Mayor along with other sector departments holds an Imbizo in every ward where developmental matters are negotiated at large. The Izimbizos assist in making the information regarding the Municipality and development easily available especially since the majority of adult are illiterate.

The mayors' visit to the wards is evidence that the Municipality subscribes to the mechanisms stipulated in the MSA chapter 4. In the izimbizo, the community is educated on developmental issues, new legislation coming into effect such as PDA and SPLUMA and environmental management issues, the budget of the financial year is tabled before the community , the planned projects and if there are any deviations from the plans, deviations are communicated accordingly.

7.7 AUDIT COMMITTEE

Internal Audit: An internal auditor has been appointed a personnel and the new internal audit unit has three members in total.

External Audit Committee: while new Audit Committee has been recently established following the contract of the previous committee coming to an end in the last quarter of 2017. The new committee was appointed in April 2017 meaning the Municipality went a quarter without an audit committee in place. The newly appointed committee is chaired by Mr Langa, has Mr Tembe, Mr Madonsela, Mr Mchunu and Ms Khanyile. The Municipality has reviewed the internal audit charter to include the scope of the work and accountability in line with circular 65 and to comply with IAA standards. In an attempt to iron out all concerns raised by Auditor General for the year under review the Municipality has requested KZN Treasury, Auditor General and COGTA financial management unit to take part in Audit Committee meetings to ensure the Municipal performance is audited in line with all the required pieces of legislation.

Performance audit committee: the audit committee mentioned above also doubles up as the performance committee as well however the performance committee is chaired by Ms Khanyile

7.9 COUNCIL ADOPTED POLICIES

The Municipal Council adopted policies are stated below:

POLICY	STATUS
HUMAN RESOURCE MANAGEMENT	
Recruitment selection appointment promotion and transfer of personnel	Operational
Employment equity	Operational
Subsistence and travel	Operational
Payment of overtime	Operational
Grievances	Operational
Working hours	Operational
Transport allowances	Operational
Homeowners allowance	Operational
Sexual harassment	Operational
HIV/Aids	Operational
Leave	Operational
Discipline	Operational
Salaries	Operational
Termination	Operational
Occupational health and Safety	Operational
Maternity	Operational
Communication Strategy	Operational
FINANCE	
Petty cash	Operational
Supply chain management	Operational
Asset management	Operational
Fleet management	Operational
Investment and cash management	Operational

Credit control and debt collection	Operational
Information communication and technology	Operational
Contract management	Operational
Blacklisting	Operational
Loss control	Operational
Land asset disposal	Operational
Risk management	Operational
Virement	Operational
Budget	Operational
Travel and subsistence	Operational
Store management	Operational

7.10 BID COMMITTEES and SUPPLY CHAIN MANAGEMENT (SCM)

The Municipality has a Supply Chain Management Personnel which falls within the Finance Department. The Manager: Supply Chain Management is responsible for the implementation of the Supply Chain Management policy and ensuring that the goods and services are procured in a manner which is transparent, competitive, equitable, cost effective and fair.

The unit responds to the authorized purchase requisitions for other departments within the Municipality using the electronic accounting system called Pastel Evolution. The speedy response to the authorized purchase requisitions where possible is always ensured.

The Municipality is striving to empower local businesses and cooperatives to improve Msinga Local Economic Development. The suppliers are rotated in terms of the National Treasury regulations to ensure that service providers are afforded a chance. There are challenges experienced because of the nature of the Municipality being deep rural, most local businesses are not well established and therefore cannot supply or provide certain goods or services. Where normal SCM procurement processes have not been followed the Accounting officer reports such deviations to the AG, and the Provincial Treasury as specified by MFMA.

7.10.1 BIDS COMMITTEES

- Bids specification

- Composed of at least two standing officials of the Municipality, one of whom should be from the Supply Chain Management Office and the other, be suitably qualified and experienced.
- Members are appointed in writing by the Accounting Officer who also determines their term of office
- The Chairperson and Vice Chair should be appointed amongst the two standing members of the Committee
- Officials from the end user department to be co-opted to the committee and have same powers, duties and rights as the standing members
- Chairperson of the Committee to request from Accounting Officer co-option of end user department officials with expertise
- Accounting Officer to delegate to Heads of Departments the appointment of officials with expertise within their respective departments to be co-opted to the Committee
- Co-opted advisors/ consultants have same powers and duties as members except that they may not form part of the decision making process
- Secretariat services to be provided for minute taking
-

7.10.2 MANDATE OF THE BID SPECIFICATION COMMITTEE

- To compile specifications for each procurement of goods or services by the Municipality.
- To ensure that specifications are approved by the Accounting Officer before publications of the invitation for bids.

7.10.3 DUTIES AND POWERS OF THE CHAIRPERSON

- Has a casting vote as well as a deliberate vote
- Retains all his/her rights as a member
- May adjourn a meeting
- May rule on points of order which will be final

7.10.4 BIDS ADJUDICATION

7.10.4.1 Composition

- Composed of cross functional senior officials, one of whom should be from the Supply Chain Management Office.
- Members are appointed in writing by the Accounting Officer who also determines the term of office of each member
- Chaired by the Chief Financial Officer.
- The Vice Chair is a senior manager reporting directly to Accounting Officer.
- Co-opted advisors have same powers and duties as members except that they may not form part of the decision making process.
- Secretariat services for minute taking to be offered by the SCM Office.

7.10.4.2 Mandate of the Bid Adjudication Committee

- To make final awards , depending on the delegated powers, or
- To recommend to the Accounting Officer to make a final award
- To make another recommendation to the accounting officer on how to proceed with the relevant procurement.

7.10.4.3 Duties and Powers of the Chairperson

- Has a casting vote as well as a deliberate vote
- Retains all his/her rights as a member
- May adjourn a meeting
- May rule on points of order which will be final

7.10.4.4 Quorum

A quorum of the meeting is half of the members plus one

No meeting will take place if there is no quorum

Predetermined meetings at regular intervals will be held.

7.10.5 BIDS EVALUATION

7.10.5.1 Composition

- Composed of at least two standing officials of the Municipality, one of whom should be from the Supply Chain Management Office and the other, be suitably qualified and experienced.
- Members are appointed in writing by the Accounting Officer who also determines their term of office
- The Chairperson and Vice Chair should be appointed amongst the two standing members of the Committee
- Officials from the end user department to be co-opted to the committee and have same powers, duties and rights as the standing members
- Chairperson of the Committee to request from AO co-option of end user department officials with expertise

-
- AO to delegate to Heads of Departments the appointment of officials with expertise within their respective departments to be co-opted to the Committee
 - Co-opted advisors/ consultants have same powers and duties as members except that they may not form part of the decision making process
 - Secretariat services to be provided for minute taking

7.10.5.2 Mandate of the Bid Evaluation Committee

- To evaluate bids based on present evaluation criteria
- To make recommendations to the Bid Adjudication Committee

7.10.5.3 Duties and Powers of the Chairperson

- Has a casting vote as well as a deliberate vote
- Retains all his/her rights as a member
- May adjourn a meeting
- May rule on points of order which will be final

7.10.5.4 Quorum

- A quorum of the meeting is half of the members plus one
- No meeting will take place if there is no quorum
- Predetermined meetings at regular intervals will be held.

7.11 MUNICIPAL PUBLIC ACCOUNTS

Msinga Municipality has MPAC in place which is effective and functional within the Municipality.

The function of the MPAC is to detect and prevent abuse, arbitrary behaviour or illegal and unconstitutional conduct on the part of the Municipality, hold the Municipality to account in respect of how ratepayers money is used and thus to improve efficiency, economy and effectiveness, ensure that policies/projects and approved by the Council are actually delivered and also improve transparency in Municipal operations and enhance public trust.

7.12 MUNICIPAL STRUCTURES

PORTFOLIO COMMITTEES

Council Committee are comprised of the following:

- SCOPA
- Finance and Administration Committee
- Housing forum

The above committees conduct monthly meetings

- Planning Portfolio Committee
- Technical Committee

The above committees meet monthly. All of the portfolio committees are chaired by members of the Executive Committee

7.13 RISK MANAGEMENT

The Accounting Officer of the Municipality is responsible for financial administration of the Municipality and must for this purpose take all reasonable steps to ensure the Municipality maintains effective, efficient & transparent systems of financial and risk management and internal control.

Msinga Municipality operates under its Risk Management Framework which specifically addresses the structures, processes and standards implemented to manage risks on an enterprise-wide basis in a consistent manner.

The Municipality last reviewed its Risk Management Policy on the 22 June 2016 and it was adopted by the Council. MANCO Risk Committee was been established by Msinga Municipality to assist the Municipal Manager in discharging his accountability for risk management by reviewing the effectiveness of the Municipality's risk management systems, practices and procedures, and providing recommendations for improvement. The objectives of this committee are:

- For implementing and monitoring the process of risk management and integrating it into the day to day activities of the Municipality;
- For accountability to the Municipal Manager for providing assurance that it has done so;
- To be responsible for every official of the Municipality

2018/2019 CAPITAL BUDGET

PROJE CT	WA RD NO.	SOURC E OF FUNDIN G	PROJECT BUDGET - MTEF							Respon sible Depart ment
			2014/15	2015/16	2016 /17	2017 /18	2018/2 019	2019/2 020	2020/2 021	
Constru ction of six new (gravel) access roads & two new sportfiel ds	AL L	Municip al Infrastru cture Grant (MIG)	R36 513 000	R38 338 650	R35 800 000	38 261 000 00	40 322,00 0.00	36715 000		Technica l Services
Four electrici ty projects		INEP GRANT		24 000 000	2500 0 000.0 0	29 00 0 000.0 0	17 700 000	12 000 000	24 000 000	

Operati on and Mainten ance	AL L	EPWP Grant	R8 000 000	R8 460 400	R8 8 20 000		R4 39 4 000			
Constru ction of Commu nity Halls & Operati onal	AL L	EQ	R100, 75 5, 000	134 627 000	131 0 35 000.0 0	136 000 000.0 0	145 57 3 000	160 13 8 000	R100, 755, 000	
Other grants										

The Municipality's **SDBIP 2018/19** depicting its opex and capex has been prepared and will be adopted along with the final IDP Review 2018/2019.

SECTION F.5: SECTOR INVOLVEMENT

1. INTRODUCTION

This section of the IDP deals with projects and focuses primarily on the projects planned for implementation during the **2018/19** financial year. Below are the capital projects lists planned for the **2018/19**

MUNICIPAL IMPLEMENTATION PLAN

INTRODUCTION

This section of the IDP deals with projects and focuses primarily on the projects planned for implementation during the **2018-2019** financial year. Below are the capital projects lists planned for the **2018-2019**

MUNICIPAL IMPLEMENTATION PLAN

2018-2019 CAPITAL PROJECTS

MUNICIPAL PROJECTS	REGIONAL IDENTIFIER	FUNDER	STATUS	AMOUNT
1. Thokoza access road	Ward 18	MIG	new	
2. Hlathi access road	Ward 12	MIG	new	
3. Mxheleni Access Road	Ward 9	MIG	new	
4. Nkandla Access Road	14	MIG	new	
5. Sthunzi Access Road	8	MIG	new	
TOTAL	Access roads	MIG	Msinga roads projects 8 on MIS system	R36 715 000
<ul style="list-style-type: none">Gxoshaneni Sports fieldMbabane sports field	16 5	MIG	2018/19	
Ezingulubeni phase 3 (<i>Ngcuba</i>) electrification	14/13	In house	2018/19	R4 700 000
Mzweni #3 electrification project at Mzweni area	1/2	In-house	2018/19	R10 000 000
Douglass #2 electrification project at Nzimane	1	In-house	2018/19	0

Phalafini electrification	3	In-house	2018/2019	R3 000 000
INEP				R17 700 000
Pomeroy Recreational park:	DEA			R8 000 000.00
<i>Funding towards soft projects</i>				
Sports & recreation	All 18 wards	In house	Details in the plan below	7 760 500.00
Youth projects	All 18 wards	In house	Details in the plan below	R3365 388.00
Disaster	All 18 wards	In house		R 290000.00
Agricultural	All 18 wards	In house		R2000 000.00
Relief fund	All 18 wards	In house		R 4 500 000.00
Indigent	All 18 wards	In house		R1000 000.00
Awareness	All 18 wards	In house		R3000 000.00
Ward committees	All 18 wards	In house		R3 936 000
Special Programmes	All 18 wards	In house	continuous	R 3170 800.00
Pauper burial	All 18 wards	In house	2 coffins per ward	R460 676,00
Infrastructure: Halls /Crèches/classrooms	All 18 wards	In house	As per ward plan	R10 112400.00
Traffic	Ward 05	In house	New	3 360 000.00
Working for waste (100 people)	Wards 17/2/4/5/10/11	In house continuous	EPWP grant	4394000.00
Special security officers (34 people)	All wards			
TOTAL EPWP	All 18 wards			
Siyazenzela roads maintenance (950)	EPWP grant			

FIVE YEAR PROJECTS 2017-2022

Below is a list of projects projected for the next five years that the Municipality plans to implement. The projects are presented in line with the funding source.

a) ACCESS ROADS AND SPORTSFIELDS

2017/2018 MIG funded projects:

Priority	Project name	Ward	Area
1	Chachacha access road	15	Othame
2	Mashunka access road	6	Mashunka
3	Ngongolweni access road	10	Nxamalala
4	Mhlakothi Sport field	5	Mbabane
5	Msalvana access road	17	Kwa-Gabela
6	Sdumbeni access road	13	Kwa-Ndaya
7	<i>Tugela Ferry access road</i>	4	<i>Tugela Ferry Town</i>

2018/19 MIG funded projects

Priority	Project name	Ward	Area
1	Thokoza access road	18	Mthaleri
2	Hlathi access road	12	Kwa-Hlathi
3	Emxheleni access road	9	Emxheleni
4	Nkandla/Dotsheni road	14	Nkandla
5	Sthunzi access road	8	Ntanyana
6	Gxushaneni Sport field	16	Gxushaneni
7	<i>Tugela Ferry Indoor center</i>	5	<i>Malomeni</i>

2019/2020 MIG funded projects

Priority	Project name	Ward	Area
1	Ensongeni access road	1	Mpondweni
2	Engomeni access road	11	Othulini
3	Magobela road	2	Ngabayena
4	Sampofu access road	4	Sampofu
5	Kwa-Ngubo Sport field	3	Kwa-Ngubo
6	Mhlangana sport field	7	Emkhovini

2020/2021 MIG funded projects

Priority	Project name	Ward	Area
1	Ntshamathe access road	15	Nqabeni
2	Ngongolo access road	6	Guqa
3	Mvundlweni Sport field	10	Mundlweni
4	Xholobane access road	5	Machobeni
5	Mhlaba road	17	Msitha
6	Ezibomvini	13	Kwa-Ndaya

2021/2022 MIG funded projects

Priority	Project name	Ward	Area
1	Tukulwane access road	18	Mahlaba
2	Phowane access road	12	Mozane
3	Gobamagugu sport field	9	Ngcoya

4	Msizini Sport field	14	Othame
5	Sethembe Sport field	8	
6	Mngeni road extension	16	Mngeni

2022/2023

Priority	Project name	Ward	Area
1	Edebedebeni Sport field	1	
2	Mpende access road	11	
3	Esiqgumeni access road	2	
4	Mabaso Sport field	4	Kwa-Mabaso
5	Esithubini access road	3	Ngcengeni
6	Bethulo access road	7	

b) Electrification projects

i) Undertaken By Eskom

Priority	Project name	Ward	Area
1	Mhlangana Electrification		
2	Nhalakahle Electrification		
3	Keats-drift phase 4		
4	Gxushaneni		
5	Gordon/		
6	Shiyane/Ndanyana		Shiyane, Ndanyana
7	Msinga Top		Msinga top

8	Ngubukazi/Nkamba electrification		Kwa-Ngubukazi, Nkamba
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ii) By Msinga Municipality

Priority	Project name	Ward	Area
1	Ezingulubeni phase 2	14 & 13	Dayswayo and Ngcuba
2	Mzweni phase 2	1 & 2	Mzweni
3	Douglass phase 2	1	Douglass
4	Mjintini Electrification	8	Mjintini
5	Mkhamo electrification	3	Mkhamo
6	Infills	6,7,8,9,10	Mchunu Tribe
7	Infills	4 & 5	Mabaso and Mthembu Tribe
8	Infills	13,14,15	Mbomvu Tribe
9	Infills	1,2,12,16,17,18	Majozi

C) Housing Projects

Housing projects are funded by Department of Human Settlement with the Municipality playing a facilitation role. The following project from 1 up to 10 are at a planning stage and some of them have been approved by the department. It should be noted that the implementation of these projects depends on the availability of funds from the department. The Municipality prepared another list from 11 to 20 which has been approved by the previous council and submitted to human settlement.

	Project name	Ward
1	Douglas Housing Project	1
2	Msinga Top Housing Project	14, 15
3	Mzweni Housing Project	2, 1

4	Nhlalakahle Housing Project	7
5	Mbhono Housing Project	14
6	Nteneshana Housing Project	8
7	Mkhuphula Housing Project	13
8	Mthembu Phase 2 Housing Project	5, 3, 6
9	Mahlaba Housing Project	18
10	Ngome Housing Project	11
11	<i>Mngeni Housing Project</i>	16
12	<i>Ezibomvini phase 2 housing Project</i>	4
13	<i>Alva Housing project</i>	12
14	<i>Uthuli Lwezulu housing project</i>	11
15	<i>Pomeroy phase 2 housing project</i>	17
16	<i>Ophathe housing project</i>	7,9
17	<i>Pomeroy Integrated Stock</i>	17
18	<i>Fabeni housing projects</i>	10
19	<i>Nqoleni housing project</i>	
20	<i>Ngongolo housing project</i>	6

COMMUNITY WARD BASED PROJECTS

COMMUNITY WARD PLANS

In an attempt to be in line with Community Based Planning approach, the Municipality compiled 18 comprehensive ward plans which seek to inform and guide the Municipal budget and **IDP 2018/2019**. An allocation stated above will be divided in line with the community ward based plans presented below. The ward plans are at a draft stage at present and will be fine-tuned as soon as the budget has been endorsed by council for **2018/2019** fiscal year.

- **Infrastructure:** **R10 112 400-00 /18** **=561 800**
- **Agriculture:** **R 2 000 000-00/18** **= 111 111 111**
- **Youth projects:** **R 566 388.00-00/18** **= R31 466.00**
- **Tertiary:** **R1 080 000-00/18** **= R60 000-00**
- **Ward games:** **R270 000-00/18** **= R15 000-00**

WARD 01 IMPLEMENTATION PLAN

Strategy	Program	Projects	Location	Time frames	Support needed from Municipality	Support needed from stakeholders (i.e sector department soes, ect)
Strategic infrastructure	Strategic infrastructure	Ntanyezulu Hall, Mpompolwane crèche and two roomed house		2018/2019	Budget	
Human and community	youth	Doing youth projects, skills and ward games in period of July upward.	Ward 01	2018/2019	budget	

Human Resource development	Tertiary support	registration	Ward 01	2018/2019	budget	
Job creation	Agriculture	Buying fencing material and poles for community gardens and also farming.	Ward 01	2018/2019	budget	

WARD 02 IMPLEMENTATION PLAN

Strategy	Program	Projects	Location	Time frames	Support needed from Municipality	Support needed from stakeholders (i.e. sector Department, SOEs, etc.)
1.Job Creation	Agriculture	Buying seeds, water pipes for community, tanks another matters	Ward 02	2018/2019	Budget amount	
2.Human resource	Tertiary support	Registration approximately 05 students and uniform for needy.	Ward 02	2018/2019	Budget amount	
3.Human and community Development	Youth	Ward games, Woman prayer, reed dance, school uniform for needy Computer ,drivers	Ward 02	2018/2019	Budget amount	

		licenses and security skills				
4.Infrastacture	infrastructure	Renovation of Mthintandaba class rooms Building 3x2rooms for needy people	Ward 02	2018/2019	Budget amount	

WARD 03

IMPLEMENTATION PLAN

STRATEGY	PROGRAME	PROJECTS	LOCATION	TIME FRAME	SUPPORT NEEDED FROM MUNICIPALITY	SUPPORT NEEDED FROM STAKE HOLDERS
Strategic infrastructure	Strategic infrastructure	Nsimbini Class and Nsimbini Creche	kwaKhovane/ Nsimbini	2018/2019	Budget amount	
Human and community development	Youth Project	11 Securities	Ward	2018/2019	Budget amount	
Human resource development	Support in Tertiary	05 Youth Registration	Ward	2018/2019	Budget amount	
Job creation	Agriculture	Fencing material	Ward	2018/2019	Budget amount	

Ward 04

STRATEGY	PROGRAM	PROJECT	LOCATION	TIME	SUPPORT NEEDED FROM MUNICIPALITY
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Infrastructure	Infrastructure	Two roomed house (Cele, Magwaza, Mntungwa) Zibomvini hall	Sdakeni kwamabaso	2018/2019	Budget
Human and community development .	Youth	BUY A COW YOUTH EVENT WE DO ANY THINGS WE NEED YOUTH. LICENCE. COMPUTER .SECURITY	WARD 04		budget
Human resource development	Tertiary	Registration university	Ward 04	2018/2019	Budget
	Agricultural	BUYING seed and pole and fencing material and building material to poor people in need and agricultural event	WARD 04	2018/2019	Budget

WARD 5 IMPLEMENTATION PLAN

Strategic	Programme	Projects	Location	Time Frame	Support needed from Municipality	Support needed stakeholders (i.e. sector Departments SOE, etc)
Infrastructure	Infrastructure	Mbabane hall	Malomini	2018/2019	Budget	

Human and Community Development	Youth	Paid for 05 youth driving licence,05 computer course	Ward 05	2018/2019		
Human and Community Development	Bursaries	Paid for student's registration fees in different university and college and training Security youth 20	Ward 05	2018/2019		
Job creation	Agriculture	One home one garden 7 Fancing material	Ward 06	2018/2019		

WARD 06 IMPEMETION PLAN

Strategic	Programme	Projects	Location	Time Frame	Support needed from Municipality	Support needed stakeholders (i.e. sector Departments SOE, etc)
Infrastructure	Infrastructure	Mathengwenya Community hall & Two Classes at Buhayika	Mathengwenya and Buhayika	2018/2019	Budget	
Human and Community Development	Youth	Paid for 05 youth driving licence,05 computer course and youth event 16 June 2019	Ward 06	2018/2019		
Human and Community Development	Bursaries	Paid for student's registration fees in different university and college and	Ward 06	2018/2019		

		training Security youth 10				
Job creation	Agriculture	Paid for fencing material at amasimu	Ward 06	2018/2019		
Human and community development	Training construction skills	Paid for 02 youth	Ward 06	2018/2019		

WARD 07 IMPLEMENTATION PLAN

strategy	program	project	location	time frames	support needed from Municipality
Infrastructure	Infrastructure	Jojingwenya min hall Zihlabeni min hall	Mbangweni Gujini	2018/2019 2018/2019	Budget
Human and community development	Youth	Computer Security Licence Youth event We do any things we need youth	Ward	2018/2019	Budget
Human resource development	Tertiary	Registration Licence Computer Security	Ward	2018/2019	Budget
Job creation	Agriculture	Buying seed and poles and fencing martial and building	Ward	2018/2019	Budget

		martial to poor people in need and agricultural event			
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WARD 08

IMPEMENTATION PLAN

STRATE GY	Program	Project	Location	Time Frames	Support needed from Municipal ity	Support needed from stakeholders (i.e sector department SOEs, ect)
Strategic infrastrutu re	Strategic infrastruct ure	Hall&creche	Bhodlendl ini & Mdletshe	2018/20 19	Budget	
Human and communit y	youth	Doing youth projects,skills,w ard game,licences and security	Ward 08	2018/20 19	Budget	
Human resource developme nt	Tetary support	registration	Ward 08	2018/20 19	Budget	

Job creation	Agriculture	Buying fencing material for community halls	Ward 08	2018/2019	Budget	
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WARD 09

IMPLEMENTATION PLAN

strategic	Programme	project	Location	Time Frame	Support needed from Municipality	Support needed stakeholders(i.e . sector Department, SoEs,)
Infrastructure	infrastructure	Ezintandaneni crèche Gujini creche Renovation of Somveli	ezintandaneni	2018/19	budget	
Human & community Development	Youth	Celebrating youth slaughtering cow Sport Equipment	Ward 09	2018/19	Budget	
Job Creation	Agriculture	Ecoblesh(muthi wediphu Fencing material for community hall(Somveli) One home one garden	Esinyameni	2018/19	Budget	
Human Resources Development	Tertiary registration	Registration driving licence training security	Ward 09	2018/19	budget	

WARD 10**IMPLEMENTATION PLAN**

Strategy	Program	Projects	location	Time Frames	Support neededfrom Municipality
Infrastructure	Strategic	Ndondwane hall	Othulinilwezulu	2018/2019	Budget
	Infrastructure	Dungamanzi hall	Dungamanzi		
Human and community development	Various Youth Support	Kits of soccer ball, net ball and balls	Ward 10	2018/2019	Budget
Human resource and development	Tertiary support	Registration	Ward 10	2018/2019	Budget
Job creation	Agriculture	FENCING MATIRIAL OF CO-OP AND GARDEN OF COOMMUNITH	WARD10	2018/2019	Budject

WARD 11**IMPLEMETION PLAN**

STRATEGY	PROGRAM	PROJECT	LOCATIO N	TIME FRAMES	SUPPORTING NEEDED FROM MUNICIPALITY
Strategic infrastructure	Infrastructure	Construction of Keates Drift community Hall	Othulini lwezulu area	2018/2019	Budget
Job creation	Agriculture	We will help members of co-operative	Ward	2018/2019	Budget

Human Resource Development	Tertiary Support	We will help 10 student	Ward	2018/2019	Budget
Human and Community Development	Youth	We will help 15 student with drivers licence	Ward	2018/2019	Budget

WARD 12

IMPLEMENTATION PLAN

Strategic	Programme	Projects	Location	Time frames	Support needed from Municipality	Support needed stakeholders(i.e Sector Departments, SOEs,etc)
Infrastructure	Infrastructure	Ntombikayise Ngcobo Community Hall	Kwazenzele	2018/19	Budget	
Human and Community Development	Youth	Youth function 16 June 2019, Helping youth with soccer kits for Shiyane, Ndanyane, Nxala, Mozane, Magoso & Kwahlathi, Buy Grass cutter Machines.	Ward 12	2018/19		
Job Creation	Agriculture	Fencing Material, Marketing Day, Deep chemicals, Ploughing and seeds for community Gardens, Fencing	Ward 12	2018/19		

		material for Gardens.				
Human Resource Development	Tertiary Registration	Youth Function, Bursaries	Ward 12			

WARD 13

IMPLEMENTATION PLAN

STRATEGY	PROGRAM	PROJECT	LOCATION	TIME FRAMES	SUPPORTING NEEDED FROM MUNICIPALITY
Strategic infrastructure	Infrastructure	Makhandeni community Hall and Gcumeni community Hall	Ndaya area and Mkhuphula area	2018/2019	Budget
Job creation	Agriculture	We will help members of co-operative	Ward	2018/2019	Budget
Human Resource Development	Tertiary Support	We will have driving courses, Security courses, Computer courses.	Ward	2018/2019	Budget
Human and Community Development	Youth	Team Uniforms Working equipment Youth Functions e.g. June 16	Ward	2018/2019	Budget

WARD 14: IMPLEMENTATION PLAN

Strategy	Program	Project s	Location	Time frames	Support needed from Municipa lity	Support needed from stakeholders (i.e. sector departments, soes, etc.)
<ul style="list-style-type: none"> School tournament to promote talent Msinga top school both primaries and high schools and 2 ward 14 down school both primaries high schools Soccer and netball kits for 5 kings 	Youth		Ward	2018/2019	Municipal Budget	
<p>Tertiary Support</p> <ul style="list-style-type: none"> 5 people will be afford registration with institution 3 people driver's license 4 with assist computer 5 with assist security 	Tertiary Support		Ward	2018/2019	Municipal Budget	
<p>JOB CREATION</p> <ul style="list-style-type: none"> Complete fencing of Nyandu field 	Agriculture		Ward	2018/2019	Municipal Budget	

<ul style="list-style-type: none"> • Deep buy purchasing • Fencing nyandu and Gqohi community hall 						
Strategic Infrastructure <ul style="list-style-type: none"> • Mpophoma community hall • Mpophoma reerate crèche • Dayiswayo khonzokuhle creche • Fencing hall and crèche 	Infrastructure		Ward	2018/2019	Municipal Budget	

WARD 15

IMPLEMENTATION PLAN

Strategy	Program	Projects	Location	Time frames	Support needed from Municipality	Support needed from stakeholders (i.e. Sector Departments, SOEs, etc.)

Human And Community Development	Youth	<ul style="list-style-type: none"> • To develop youth projects on buying sewing machine and materials • Buying ward laptop and printer • Training of 10 youth on Carpentry • Sport equipment • Sport Tournament 	Ward	2018/2019	Municipal Budget	
Human Resource Development	Tertiary Support	<ul style="list-style-type: none"> • 10 people to be provided with varsity registration fees • 05 youth on driver's license • 20 youth on Security Training 	Ward	2018/2019	Municipal Budget	
JOB CREATION	Agriculture	<ul style="list-style-type: none"> • Fencing and ploughing 	Ward	2018/2019	Municipal Budget	

Strategic Infrastructure	Infrastructure	<ul style="list-style-type: none"> • Nocomboshe Community Hall • Two room house for Ms Buyelaphi Thakathile Benya • Two room house for Ms Ngubane • 200 chairs for Nkuluka Community Hall • 200 chairs for Othame Community Hall 	Ward	2018/2019	Municipal Budget	
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IMPLEMENTATION PLAN

STRATEGIC	PROGRAMME	PROJECTS	LOCATION	TIME FRAMES	SUPPORT NEEDED FROM MUNICIPALITY	SUPPORT NEEDED STAKEHOLDERS [Le SECTOR DEP. SOE,ECT]
Infrastructure	Infrastructure	=Mabedlana hall =2 room including fencing, 300 chairs and bugler guards . =Fencing of fields at ngubukazi,bahulazi Mngeni and gqohhi Swelihle crèche	All sub-areas	2018/19	Budget	
Human & community development	youth	Soccer equipment Playing Dec. games Youth functions Chickens project	All sub-areas	2018/19	Budget	
Job creation	Agricultural	Ploughing and fencing fields Buying chickens Deep and umuhlwa chemicals		2018/19	Budget	
Human resource dev.	Support in tertiary	Registration fee in tertiary = computer = driving licence =&security		2018/19	Budget	

WARD 17 IMPLEMENTATION PLAN

STRATEGY	PROGRAM	PROJECT	LOCATION	TIME FRAMES	SUPPORTING NEEDED FROM MUNICIPALITY
Strategic infrastructure	Infrastructure	Sifisamandla Creche, Extending CJ Mthethwa and Thulani Nyaba community hall, electric, Zamokuhle creche	Mbindolo area, Nhlanhleni area	2018/2019	Budget
Job creation	Agriculture	Fencing and poles for community garden, seeds, ploughing and buying a grocer, cow, and all the needs of ward. And buying a goats	Ward	2018/2019	Budget

Human Resource Development	Tertiary Support	We will have driving courses, Security courses, Computer courses. And support youth	Ward	2018/2019	Budget
Human and Community Development	Youth	Doing youth project, youth skill, games during the period of June and December, Riddance, uniform, WI-FI and to assist matric as well as all the special needs	Ward	2018/2019	Budget

WARD 18 IMPLEMENTATION PLAN

STRATEGY	PROGRAM	PROJECTS	LOCATION	TIME FRAMES	SUPPORT NEEDED FROM MUNICIPALITY
Strategic Infrastructure	Infrastructure	Renovation of Mazabeko tax rank Building of 2 rooms	Ward	2018/2019	Budget
Job creation	Agriculture	Ploughing Fencing	Ward	2018/2019	Budget
Human Resource Development	Registration Tertiary	Bursaries	20 Drivers licence 15 Registration fees. 10 Computer	2018/2019	Budget
Human and Community Development.	Youth	Activities Team kits Youth function Ward games 27 April	Ward	2018/2019	Budget.

STRATEGIC PLANNING

SECTOR INVOLVEMENT

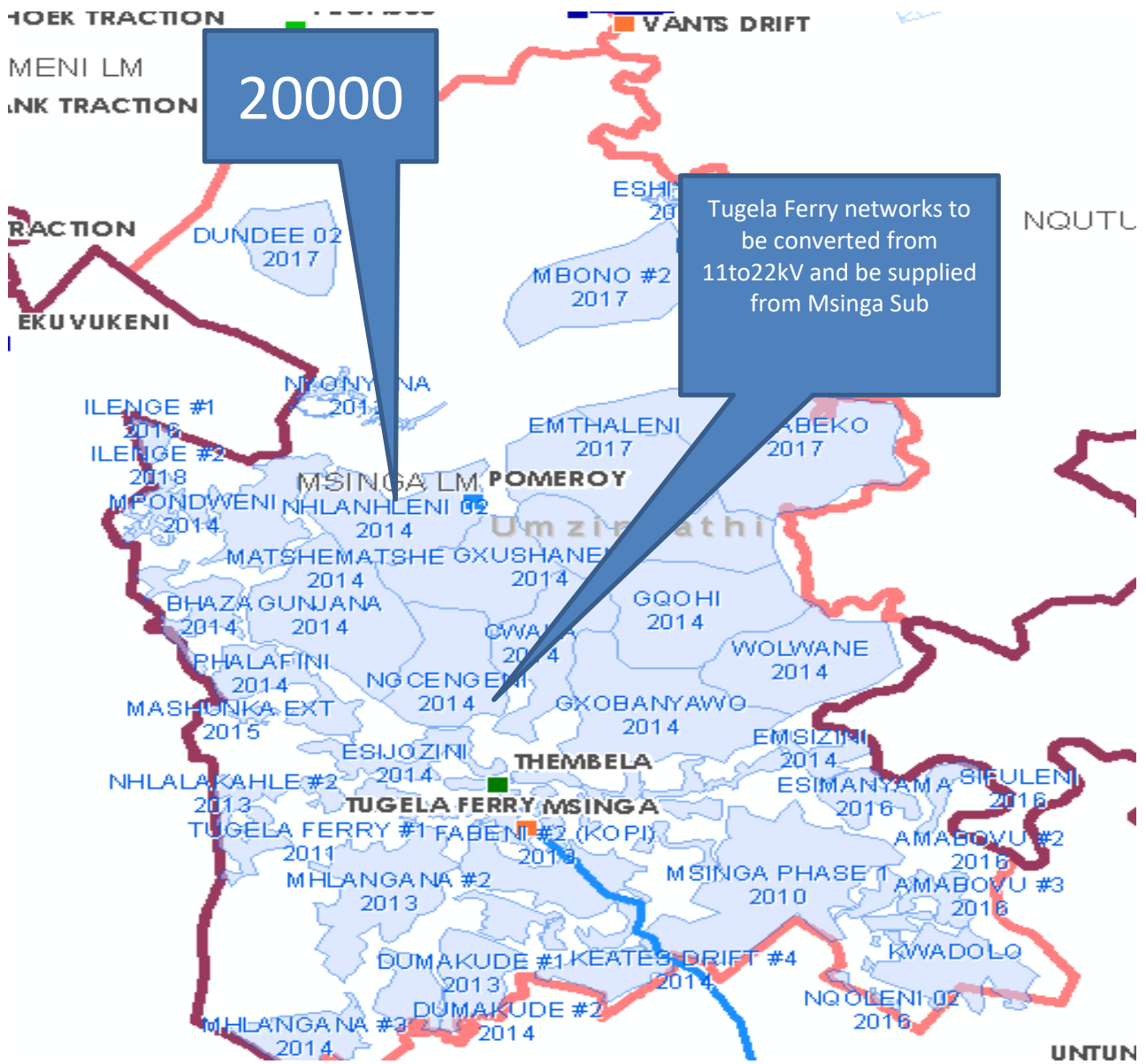
INTRODUCTION

The White Paper on Local Government mandates local government to create “liveable integrated cities, towns and rural areas”. Most Municipalities are criticized for not responding to the challenge. However, Municipalities in their attempt to fulfil their developmental role are faced with many challenges one being that of uncooperative sector departments who seem to think an IDP’s is the sole responsibility of a Municipality. It is due to this reason that sector departments are reminded that the other spheres of government are indebted to local government for failing to adequately engage with and support Municipal IDP processes.

Sector participation in the IDP process has drastically improved. They had made an effort in engaging and giving a direction about the projects and the programmes that are to be implemented within the jurisdiction of Msinga area. This includes large range of institutional structures operating which influence development. These institutions include the Traditional Authorities, District Municipality, Provincial Government, Non-Governmental Organizations, Community Based Organizations and Private Sector Organizations.

Below is a table indicating information that has been made available to the Msinga Municipality by Sector departments and institutions.

1. INEP - ESKOM PROJECTS



Msinga LM AOS : ESKOM

ESKOM SCHEDULE 7 PROJECTS FOR MSINGA 2015 - 2018

WARD NO	PROJECT NAME	AREA	CONNECTIONS	AMOUNT
1&10	Fabeni sageB	Fabeni ,kwaKopi	300	8332699.95
2,10,11	Msinga NB79, keates drift #4	Ngqungqulwini,Mfihlane,Gudwini	150	1793300,41
3.17,16,18	Pomeroy NB148-Nhlanhleni 02/lot3&Matshematshe cluster	Nhlanhleni, Lot3,Matshe matshe	889	13 492 798,00
4,19	Nyonyana	Nyonyana		5418 000.00
5,7,6	Nhlalakahle#3			6 666159.96
6,16,17,&18	Pomeroy NB 149-Lot 4/Gxushaneni/Mazabeko	Pomeroy,Gxushaneni/Mazabeko	Eskom	2015/2018
7,14,15,16,&4	Gqohi /Gxobanyawo	Msinga Top	Eskom	2016/2017

2. DEPARTMENT OF HUMAN SETTLEMENTS - PROPOSED PROJECTS BY DEPARTMENT OF HUMAN SETTLEMENTS



Project Name	Local Municipality	Project Type	Total Units	MTEF (2014 – 2017)			Stages
				Budget 2014 - 2015	Budget 2015 - 2016	Budget 2016 - 2017	
Mthembu Rural Housing	Msinga	Rural ITB	380		R32.6 m		<i>Completed</i>
Ezibomvini Rural Housing	Msinga	Rural ITB	300		R25.8 M		<i>Construction Stage</i>
KwaLatha Housing	Msinga	Rural ITB	120		R10.3 m		<i>Construction Stage</i>
Mahlaba Rural Housing	Msinga	Rural ITB	1300			R2.6 m	<i>Planning Stage</i>
Mkhuphula Rural Housing	Msinga	IRDP	1000			R1.4 m	<i>Planning Stage</i>
Nteneshane Rural Housing	Msinga	Rural ITB	3000			R2.1 m	<i>Planning Stage</i>

Msinga Top Rural Housing	Msinga	Rural ITB	3500			R2.4 m	<i>Planning Stage</i>
Mthembu Phase 2 Rural Housing	Msinga	Rural ITB	1000			R1.4 m	<i>Planning Stage</i>
Mbhono Rural Housing	Msinga	Rural ITB	1000			R1.4 m	<i>Planning Stage</i>
Mzweni Rural Housing	Msinga	Rural ITB	1000			R1.4 m	<i>Planning Stage</i>
Douglas Rural Housing	Msinga	Rural ITB	1000			R1.4 m	<i>Planning Stage</i>
Ngome Rural Housing	Msinga	Rural ITB	1000			R1.4 m	<i>Planning Stage</i>

3. DEPARTMENT OF EDUCATION - PROPOSED PROJECTS FOR 2016-2019

One of the KwaZulu-Natal's Department of Education's directives is the provision and maintenance of educational infrastructure, namely, public schools. Section 29(1)(a) of the Constitution of the Republic of South Africa that speaks directly to the Department's mandate states that "Everyone has the right to a basic education, including adult basic education.

The KZN Department of Education has an agreement with the Implementing Agents that assist with the provision of schooling infrastructure and maintenance thereof, namely, 1) KZN Department of Public Works, 2) Coega Development Co-operation; 3) The Independent Development Trust; 4) Umhlathuze Water, and 5) Ethekewini Municipality.

The deliverable output is categorised as follows:

- a) Early Childhood Development
- b) Upgrades and Additions
- c) New Schools
- d) Mud Schools
- e) ELSEN Schools
- f) Water and Sanitation
- g) Fencing
- h) Repairs and Renovations

The department points out that when it comes to infrastructure deliverables such as the building of various schools; it takes a few years from the planning to the actual period. Some programs such maintenance and upgrades (depending of the type of work) take shorter periods. Below is the table of all projects for Msinga Municipality.

NAME OF SCHOOL	IMPLEMENTING AGENT	CATEGORY	PROGRAMME NAME	SUB PROGRAMME	CONTRACT AMOUNT / ESTIMATE (R)	PREVIOUS YEARS EXPENDITURE (R)	EXPENDITURE 2015-2016 AS AT END OF JULY 2015 (R)	CASHFLOW 2015-2016 (R)	MTEF (R)		
									2016-2017	2017 - 2018	2018-2019
NYONIYEZWE H	Independent Development Trust	Upgrades and Additions	Administration	Education Centres	821 000	758 000	0	0	0	0	0
BAMBANANI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	3 681 083	3 681 083	0	0	0	0	0
BETHULO	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	16 000	0	5 500	10 500	0	0	0
BETHULO SECONDARY SCHOOL	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	2 221 504	2 138 708	0	82 796	0	0	0
BUHLALU P	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	2 418 000	2 417 861	0	139	0	0	0
COSH P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	2 192 882	1 738 001	0	454 881	0	0	0
DUMAKUDE P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	2 699 268	2 270 212	2 546	426 510	0	0	0
EMHLANGANA P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	3 589 433	3 035 131	2 546	551 756	0	0	0

EMSIZINI PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	3 229 330	3 109 771	0	119 559	0	0	0
EMTATENI P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	2 192 882	1 754 028	0	438 854	0	0	0
GUBUZELA	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	9 000	0	0	9 000	0	0	0
KHANYISANI PS	Mhlathuze Water	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	0	0	46 451	0	0	0	0
KHULANI P	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	15 292 934	15 237 930	14 131	40 873	0	0	0
KUBUYAKWEZWE PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	10 115 377	9 557 377	146 426	411 574	0	0	0
LBZ BUTHELEZI S	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	5 698 333	5 698 333	0	0	0	0	0
MASHUNKA	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	21 000	0	3 783	17 217	0	0	0
MBUSWENI PRIMARY SCHOOL	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	1 555 993	1 496 972	0	59 021	0	0	0
MHLUMBA P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	1 886 800	1 521 051	134 258	231 491	0	0	0
MQAMU P	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	603 000	559 000	0	44 000	0	0	0
MSAWENKOSI P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	2 338 874	2 124 006	3 783	211 085	0	0	0

NGUBUKAZI PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	0	0	0	0	0	0	0
NOMAQHULU PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	3 762 578	3 624 323	0	138 255	0	0	0
NTABENDE P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	1 278 170	1 141 042	0	137 128	0	0	0
NTOKOZWENI L P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	3 404 953	3 031 224	36 240	337 489	0	0	0
NYANDU PRIMARY SCHOOL	DoPW	Upgrades and Additions	Early Childhood Development	Early Childhood Development	2 963 981	2 854 428	0	109 553	0	0	0
OKHULANA P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	1 726 000	1 687 000	0	39 000	0	0	0
OUKULANA	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	4 000	0	0	4 000	0	0	0
SAKHISIZWE PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	9 359 000	9 064 448	0	294 552	0	0	0
SINQUMENI P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	9 000	0	0	9 000	0	0	0
CELIMFUNDO P (WINTERTON)	Independent Development Trust	Upgrades and Additions	Early Childhood Development	Early Childhood Development	3 783 000	2 369 000	0	1 378 650	35 350	0	0
DLANGAMANDLA S	Independent Development Trust	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	4 281 000	4 148 000	702 100	0	0	0	0

FUNDOKUHLE H	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Curriculum Redress	3 489 964	2 869 616	96 231	524 117	0	0	0
GAYISANI	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	22 000	0	88 701	0	0	0	0
KWANDUNGE H	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Curriculum Redress	5 450 000	4 247 000	251 372	951 628	0	0	0
MATHANDEKA PS	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	21 000	0	88 701	0	0	0	0
MHLANGEZULU S	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Curriculum Redress	6 775 384	4 016 953	437 797	2 262 618	55 115	0	0
MQAMATHI H	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Curriculum Redress	3 791 288	3 186 202	405 576	199 510	0	0	0
MSINGA H SCHOOL	Independent Development Trust	Refurbishment and Rehabilitation	Public Ordinary Schools	Storm Damages	2 643 000	2 549 000	433 860	0	0	0	0
MSITHA PRIMARY SCHOOL	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	3 000 000	0	0	2 925 000	71 250	0	0
MZIWENKOSI P	Independent Development Trust	Refurbishment and Rehabilitation	Public Ordinary Schools	Storm Damages	1 550 000	1 377 000	41 378	131 622	0	0	0
SAMPOFU P	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Full Service Schools	18 708 900	15 485 717	1 719 875	1 465 725	35 704	0	0
UKUKHANYA KOMSINGA LSEN	Coega Development Corporation	Upgrades and Additions	Special Schools	Learners with Special Educational Needs	1 432 584	1 232 130	7 426 768	0	0	0	0

ZAMOKUHLE	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	1 862 567	1 406 687	93 266	362 614	0	0	0
DAYISWAYO P (RETENDER)	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	1 752 753	0	0	1 708 934	43 819	0	0
KEATES DRIFT P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	3 117 355	1 188 286	36 891	1 844 874	47 304	0	0
KUSAKUSA	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	0	0	90 858	0	0	0	0
MAHLOKOHLOKO S	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	16 203 174	3 964 520	0	4 640 490	6 927 588	3 264 661	0
MZIWENKOSI P	Independent Development Trust	Refurbishment and Rehabilitation	Public Ordinary Schools	Storm Damages	0	0	0	0	0	0	0
POMEROY P	Coega Development Corporation	Upgrades and Additions	Special Schools	Learners with Special Educational Needs	8 306 818	0	792 135	4 273 976	3 240 707	0	0
OSUTHU P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	1 947 774	0	0	1 899 080	48 694	0	0
PHUMELA P	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	1 947 774	0	0	1 899 080	48 694	0	0
MABASO S	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	11 373 120	1 149 206	0	0	3 237 573	3 821 188	255 598
MACINGWANE S	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	54 853 000	0	0	1 371 325	12 113 371	#### ####	13 713 250

NKAYISHANA P	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	13 651 000	0	0	0	324 211	941 919	7 299 493
PHUMELELA S	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	26 411 000	0	0	0	627 261	1 822 359	9 243 850
SIYABONGA S	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	23 121 085	0	0	0	0	0	5 683 933
BAMBANANI PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
BETHULO P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	91 950	786 173	0	0
CRAIGMILLAR P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	0	40 000	360 000
CRAIGMILLAR P	DoPW	Upgrades and Additions	Public Ordinary Schools	Fencing	400 000	0	0	40 000	342 000	0	0
EBUHLEBEMFUNDO P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
ELANGENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	767 300	0	0	0	72 894	361 782	0
ELANGENI PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
EMACHUNWINI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 121 000	0	0	112 100	958 455	0	0

EMKHUPHULA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	767 300	0	0	0	72 894	361 782	0
EMZWENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 171 500	0	0	117 150	1 001 633	0	0
ENGCUBA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	0	40 000	360 000
ENGUDUMENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	363 700	0	0	0	34 552	244 679	0
ESETHU H	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	718 000	0	0	0	68 210	338 537	0
ESWENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	363 700	0	0	0	34 552	244 679	0
EZIHLABENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Fencing	400 000	0	0	40 000	342 000	0	0
FABENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	970 000	0	0	97 000	829 350	0	0
GANGEYANA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 171 500	0	0	117 150	1 001 633	0	0
GAYISANI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 121 000	0	0	112 100	958 455	0	0
GEDE JP	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	0	40 000	360 000
	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	91 950	786 173	0	0

GORDON MEMORIAL H											
HOLWANE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	716 800	0	0	0	68 096	337 971	0
INDLOZANA H	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	91 950	786 173	0	0
IPHUPHUMA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	91 950	786 173	0	0
KUSAKUSA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	716 800	0	0	0	68 096	337 971	0
KWAVULAMEHLO P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
KWAZENZELE H	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	91 950	786 173	0	0
LELELE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	0	40 000	360 000
MABEDLANA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	716 800	0	0	0	68 096	337 971	0
MABIZELA H	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 072 300	0	0	107 230	916 817	0	0
MADUDULA H	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 020 700	0	0	102 070	872 699	0	0
MAHLABA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0

MAKHANKANA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 171 500	0	0	117 150	1 001 633	0	0
MASHUNKA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	970 000	0	0	97 000	829 350	0	0
MATHINTA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 221 500	0	0	122 150	1 044 383	0	0
MBONDWENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	970 000	0	0	97 000	829 350	0	0
MFENEBUDE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
MFUNZI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
MHLUMBA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 171 500	0	0	117 150	1 001 633	0	0
MNJANI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	716 800	0	0	0	68 096	337 971	0
MPIKAYIZEKANYE S	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	91 950	786 173	0	0
MPOMPOLWANA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
MPUNGANE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	0	40 000	360 000

MTHALENI JS	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	718 000	0	0	71 800	613 890	0	0
MZOMUSHA P (TUGELA FERRY)	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 324 300	0	0	132 430	1 132 277	0	0
NGONGOLO P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	970 000	0	0	97 000	829 350	0	0
NKAMBA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	817 300	0	0	0	77 644	385 357	0
NOMAHAYE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	970 000	0	0	97 000	829 350	0	0
NOMAQHULU P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
NOMAQHULU P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	970 000	0	0	0	92 150	457 355	0
NSIMBINI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	0	40 000	360 000
NSIMBINI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	363 100	0	0	0	34 495	244 276	0
NTABAMHLOPHE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
NTABENDE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0

NTANYANA PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
NTENESHANA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
NTENESHANA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
NTOKOZWENI L P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
NTSHISHILI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
NYONIYEZWE H	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	91 950	786 173	0	0
OKHULANA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
OSUTHU P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	817 300	0	0	0	77 644	385 357	0
OSUTHU PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
PHATHIZWE H	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	718 000	0	0	0	68 210	338 537	0
PHENDUKA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
PHENDUKA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 121 000	0	0	112 100	958 455	0	0

PHOWANE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	716 800	0	0	0	68 096	337 971	0
PHUMELA PRIMARY	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
PHUMELELA S	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	615 800	0	0	0	58 501	290 350	0
QALINDELA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	414 200	0	0	0	39 349	278 653	0
SHIYANE	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	718 000	0	0	0	68 210	338 537	0
SIBONGINHLANHLA JS	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	565 800	0	0	0	53 751	266 775	0
SIBUMBA P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 121 000	0	0	112 100	958 455	0	0
SIFULENI PRIMARY SCHOOL	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	400 000	0	0	0	380 000	0	0
SINQUMENI P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	1 121 000	0	0	112 100	958 455	0	0
SIYABONGA S	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	919 500	0	0	0	87 353	433 544	0
ST BERNARDS JOLWAYO P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	970 000	0	0	97 000	829 350	0	0
SWEBANE P	DoPW	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	817 300	0	0	0	77 644	385 357	0

[illegible]

4. DEPARTMENT OF TRANSPORT - PROPOSED PROJECTS FOR 2018/2019

		Blacktop Road Network (km)	
DUNDEE	743.8	279.9	
MSINGA	721.6	157.53	
GREYTOWN	560.00	Area Office	Gravel Road Network (km)
TOTALS	2025.40	681.75	

Project	Infrastructure Type	Local Municipality	Ward	Traditional Council	Targeted Output	Location / Beneficiary	Allocation	Current Status
D2288 Extension	New Local Road	Msinga	01	Mqamu	1.6km	Gunjana	R 1 360 000	Tender phase
L3046	New Local Road	Msinga	14	Mbovu	2.6km	Msizini	R 2 210 000	Tender phase
L3045	New Local Road	Msinga	01	Mqamu	3km	Douglas	R 1 500 000	Tender phase
TOTAL					7.2km		R 5 070 000.00	

Project	Infrastructure Type	Local Municipality	Ward	Traditional Council	Output	Location / Beneficiary	Allocation	Current Status
L2788	Causeway	Msinga	12	Mqamu	01	Buyafuthi	R 2 000 000	Pre- Tender
L1864	Causeway	Msinga	13	Mbovu	01	Ngcuba	R 2 000 000	Pre- Tender
Total					02			

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation	Current Status
L2323	Re-gravelling	Msinga	GRADE 2	12	Mbovu	2km	Ehlanzeni	R 640 000	Tender phase
P363	Re-gravelling	Msinga	GRADE 3	02	Mqamu	5km	Emzweni	R 2 000 000	Pre-Tender Phase
L2463	Re-gravelling	Msinga	GRADE 3	14	Mbovu	3km	Ezingulubeni	R 960 000	Tender phase
P193	Re-gravelling	Msinga	GRADE 3	12	Private	5km	Helpmekaar	R 1 600 000	Tender phase
L1892	Re-gravelling	Msinga	GRADE 3	03	Mthembu	4km	Ngcengeni	R 1 280 000	Tender phase
L1123 A	Re-gravelling	Msinga	GRADE 3	07	Mchunu	4.2km	Mbangweni	R 1 344 000	Tender phase
L1123B	Re-gravelling	Msinga	GRADE 2	07	Mchunu	1.8 km	KwaGuqa	R 576 000	Tender phase
D2453	Re-gravelling	Msinga	GRADE 3	02	Mqamu	3.5 km	Madudula	R 1 120 000	Pre-Tender Phase
TOTAL						28.5km		R 8 880 640	

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation	Current Status
P281A	Re-gravelling	Msinga	GRADE 3	04	Mabaso	6km	Mbondweni	R 1 984 000	Tender phase
P281B	Re-gravelling	Msinga	GRADE 2	04	Mabaso	1.8km	Mbondweni	R 720 000	Tender phase
P192	Re-gravelling	Msinga	GRADE 3	12	Private	4.5km	W Mtshilo Primary	R 1 800 000	Tender phase
D31	Re-gravelling	Msinga	GRADE 3	12	Sthole	2.2km	Shiyani	R 880 000	Tender phase
L1170	Re-gravelling	Msinga	GRADE 3	11	Mchunu	4km	eMvundlweni	R 1 600 000	Pre-Tender Phase
D2287	Re-gravelling	Msinga	GRADE 3	18	Mqamu	5km	Qinelani	R 2 000 000	Pre-Tender Phase
D1269	Re-gravelling	Msinga	GRADE 3	15	Mbovu	3.2 km	Msinga Top	R 1 280 000	Pre-Tender Phase
D1268	Re-gravelling	Msinga	GRADE 3	13	Mbovu	3.5km	KwaLatha	R 1 400 000	Pre-Tender Phase
TOTAL						30.2km		R 11 664 000	

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation	Current Status
P53	Re-gravelling	Msinga	GRADE 3	13	Private	3.5km	Helpmekaar	R 1 400 000	Pre-Tender Phase
L1877	Re-gravelling	Msinga	GRADE 3	07	Mthembu	3.5km	Nkobongweni	R 1 400 000	Pre-Tender Phase
D1284	Re-gravelling	Msinga	GRADE 3	03	Mthembu	4km	Mandleni	R 1 600 000	Pre-Tender Phase
L2033A	Re-gravelling	Msinga	GRADE 2	02	Mqamu	1.8km	Mandleni	R 720 000	Pre-Tender Phase
L2033B	Re-gravelling	Msinga	GRADE 2	17	Mqamu	1.8km	Mandleni	R 720 000	Pre-Tender Phase
TOTAL						14.6km		R 5 840 000	

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation	Current Status
P6	Blacktop Patching	Msinga	GRADE 1	Various	Various	1400m2	Various	R 420 000	Pre-Tender Phase
P280, P32 and D1273	Blacktop Patching	Msinga	Annual Contract	Various	Various	1440m2	Various	R 1 160 000	Pre-Tender Phase
D1273 and D1271	Road Marking	Msinga	Quotation	05, 14	Mbovu	20km	Msinga Top, Tugela Ferry	R 220 000	Tender Phase
Various	Installation of Signs	Msinga	Grade 3	Various	Various	40 Signs	Various	R 1 400 000	Pre-Tender Phase
D1273, P6/4	Guardrail Repairs	Msinga	GRADE 1	Various	Mbovu/Mabaso	76.2km	Various	R 220 000	Pre-Tender Phase
TOTAL								R 3 420 000	

4. Current Capital Projects

No.	Project	Total length	Local Municipality	Expenditure to date	Estimated Total Budget
1	Upgrade Of Main Road P17	52.3 km	Msinga	R176.5 million	R614 million (20/21 FY)
2	Main Road P368	28.36 km	Msinga	R 142 million	R 268.5 million (19/20 FY)
3	Wolwane Road (off D1273)	9.2 km	Msinga & Nquthu	R34.6 million	R 76.8 million (19/20 FY)

4	Main Road P280 (Phase 1)	16 km	Msinga	R 19.3 million	R234 million (21/22 FY)
5	Khomfini Tugela River Vehicle Bridge	220 m	Msinga	R 8.8 million	R53.8 million (17/18 FY)
6	Ngubevu River Vehicle Bridge (D1271)	210 m	Msinga	R 16.1 million	R21.08 million (18/19 FY)

No.	Project	Total length	Local Municipality	Estimated Total Budget
1	UPGRADE OF DISTRICT ROAD D1271	17.31 km	Msinga	R135 million
2	UPGRADE OF MAIN ROAD P280 PHASE 2	49.55 km	Msinga	R495.5 million
3	P6-3 KWA-KOPI CONSTRUCTION OF	3.3km	Msinga	R143.5 million

AUXILARY LANE AND ROADWORKS			
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KZN
DEPARTMENT
OF TRANSPORT



KZN DOT Programmes Aligned with EPWP

As part of poverty alleviation, **1298 Zibambele Contractors** have been employed under Msinga Local Municipality with an allocation of **R8 000 000.00** in the 2018/2019 financial year.

- CURRENT CAPITAL PROJECTS

PROJECT NAME	TOTAL LENGTH	LOCALITY	YEAR OF COMPLETION	EXPENDITURE TO DATE	ESTIMATED TOTAL BUDGET
Upgrade Of Main Road P17	52.3 km	Msinga	2020/2021	R176.5 million	R614 million
Ngubevu River Vehicle Bridge (D1271)	210 m	Msinga	2016/2017	R16.1 million	R21.8 million
Main Road P368	28.36 km	Msinga	2019/2020	R142 million	R268.5 million
Mooi River Bridge (Nhlesi)	96 m	Msinga	2016/2017	R3.6 million	R16.3 million
Wolwane Road (off D1273)	9.2 km	Msinga/Nqutu	2019/2020	R34.6 million	R76.8 million
Eludimbi Access Road And Bridge	11.2 km	Msinga	2016/2017	R21.8 million	R62.6 million
Main Road P280 (Phase 1)	16 km	Msinga	2021/2022	R19.3 million	R234 million
Khomfini Tugela River Vehicle Bridge	220 m	Msinga	2017/2018	R8.8 million	R53.8 million
Tugela River Bridge (Mashunka Mtateni, Ngubo)	150 m	Msinga	2017/2018	R3.7 million	R55 million

P6 Tugela River Bridge	165 m	Msinga	2017/2018	R10.7 million	R115.7 million
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• **PLANNED PROJECTS**

PROJECT NAME	TOTAL LENGTH	LOCALITY	ESTIMATED BUDGET
UPGRADE OF DISTRICT ROAD D1271	17.31 km	Msinga	R135 million
UPGRADE OF MAIN ROAD P280 PHASE 2	49.55 km	Msinga	R495.5 million

ESKOM ELECTRIFICATION PROJECTS FOR 2017/2018

Municipality	Project Name	Total Planned Capex Excl. VAT	Total Planned Capex incl. VAT	Total Planned Connections
KZN244 _Msinga	Eshiyane	R8 346 510.04	R9 705 244.95	507
KZN244 _Msinga	Msinga Top #2 (Household)	R11 824 921.04	R13 749 908.18	698
KZN244 _Msinga	Msinga Top #2 (Link Line)	R3 400 594.17	R3 954 179.27	0
KZN244 _Msinga	Leksand NB3- Ndanyana (Mzabeko/Mahlaba)	R3 665 471.29	R4 262 175.92	226

KZN244 _Msinga	Leksand NB3- Ndanyana (Mzabeko/Mahlaba)	R2 259 607.38	R2 627 450.44	0
KZN244 _Msinga	Nyonyana #2	R3 381 837.78	R3 932 369.51	200
KZN244 _Msinga	Kiets Drift #5	R2 791 983.75	R3 246 492..74	150
KZN244 _Msinga	Nhlalakahle #4	R5 087 086.52	R5 915 216.88	312
total				2093 connections

5. DEPARTMENT OF HEALTH – MSINGA MUNICIPALITY’S SERVICE TRANSFORMATION PLAN 2015-2030

PRIORITY	NEW CLINIC	SUB-DISTRICT	Estimated Catchment Population	Estimated Headcount Per Month	Key social determination of health affecting the location of the proposed clinic
6	Mashunka Clinic	Msinga Ward 6	12 000	3 500	
7	Machitshane Clinic	Nquthu Ward 4	6 426	1 874	13 km from Nondweni clinic and 11 km from Ntinini clinic. Gravel road no clinic nearby.
8	Nteneshane Clinic	Msinga Ward 8	13 500	3 937	18 km from Ethembeni Clinic –. 32 km to COSH, high Poverty– poor transport
10	Alva/Mozane Clinic	Msinga	32 571	9 499	10 km from Noyibazi clinic
12	Vezokuhle (Phakwe) Residential Clinic	Msinga Ward 12	12 000	3 500	2 hrs. drive from Greytown hospital- 47 km)15 km from Ehlanzeni clinic Poor transport system Poor road
14	Mjintini Clinic	Msinga Ward 8	15 000	4 375	
15	Mzweni Clinic	Msinga Ward 2	8 000	2 333	
18	Ntili Clinic	Msinga Ward 16	10 000	2 916	
19	Ophathe Clinic	Msinga Ward 11	11 000	3 208	

6. UMZINYATHI DISTRICT MUNICIPALITY- PROPOSED PROJECTS FOR 2016/2017-2018

WATER PROJECTS

PROJECT	WARD	MTEF		
		2015/2016	2016/2017	2017/2018
Ophathe Water	14		R19 950 000	R20 947 500
Mthembu West – Tugela Ferry	05&06	R10 000 000	R8 400 000	R8 820 000
Douglas Water	01	R6 000 000	R7 350 000	R7 717 500
Msinga Bulk		R25 000 000	R28 350 000	R29 767 500
Mbono Water Supply		R5 000 000	R13 335 000	R14 001 750
Sampofu 2 Package Plants	04	R15 000 000	R37 400 000	R41 140 000

SANITATION PROJECTS

PROJECT	WARD	BENEFICIARIES	MTEF		
			2015/2016	2016/2017	2017/2018
Othame Phase 3 Sanitation	14	600	R6 000 000	R6 000 000	R6 300 000
kwaKopi – Mhlangana Sanitation	10 & 11	300	R3 000 000	R3 000 000	R3 150 000
Pomeroy - Douglas	17 & 1	500	R5 000 000	R5 229 000	R5 490 450

DEPARTMENT OF HEALTH AND EDUCATION

Number of Infrastructure Designs Ready for Tender – 21 projects

Item	WIMS No	Project Name	Client Department	Nature Of Investment	Region	District Municipality	Town	Quarterly Target As Per App			
								Q1	Q2	Q3	Q4
								8	6	4	3
1	066054	Pomeroy Clinic	DoH	Upgrading & Additions	Midlands	UMzinyathi	Pomeroy				1
2	059408	Emkhuphula Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059365	Mabizela High School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059370	Mashunka Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059408	Emkhuphula Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059570	Mpikayizekanye Secondary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059401	Mzomusha Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059398	Ngongolo Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059381	Ntshishili Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059568	Mfenebude Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Greytown				
	059612	Mfunzi Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Greytown				
	059616	Nyoniyezwe High School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Greytown	1			
	053867	Sibumba Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	053869	St Bernards Jolwayo Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			
	059567	Zimiseleni Junior School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry	1			

Item	WIMS No	Project Name	Client Department	Nature Of Investment	Region	District Municipality	Town	Quarterly Target As Per App			
								Q1	Q2	Q3	Q4
								8	6	4	3
	059566	Zizi Primary School	DoE	Upgrading & Additions	Midlands	UMzinyathi	Msinga	1			
	066045	Church Of Scotland Hospital	DoH	New Or Replaced Infrastructure	Midlands	UMzinyathi	Tugela Ferry		1		
	056134	Ethembeni Clinic - Msinga	DoH	New Or Replaced Infrastructure	Midlands	UMzinyathi	Msinga				1
	056135	Mazabeko Clinic - Msinga	DoH	New Or Replaced Infrastructure	Midlands	UMzinyathi	Pomeroy				1
	056136	Douglas Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi	Tugela Ferry				1
	056138	Mandleni Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi	Tugela Ferry				1
	056435	Rorkes Drift Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi	Tugela Ferry				1
	056436	Collessie Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi	Tugela Ferry				1
	066045	Church Of Scotland Hospital	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Tugela Ferry		1		
	056134	Ethembeni Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Msinga				1
	056135	Mazabeko Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Pomeroy				1
	056136	Douglas Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Tugela Ferry				1

Item	WIMS No	Project Name	Client Department	Nature Of Investment	Region	District Municipality	Town	Quarterly Target As Per App			
								Q1	Q2	Q3	Q4
								8	6	4	3
	056138	Mandleni Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Tugela Ferry				1
	056435	Rorkes Drift Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Tugela Ferry				1
	056436	Collessie Clinic - Msinga	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Tugela Ferry				1
	066045	Church Of Scotland Hospital	DoH	Rehabilitation, Renovations & Refurbishment	Midlands	UMzinyathi District	Tugela Ferry	1			
	066045	Church Of Scotland Hospital	DoH	Upgrading & Additions	Midlands	UMzinyathi	Tugela Ferry				1

SECTION H: Organisational & Individual Performance Management Systems

The 2001 Municipal Planning and Performance Management Regulations stipulates that a Municipality's Performance Management System (PMS) must entail a framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players.

In line with the said legal requirement Msinga local Municipality's developed and adopted annually a policy for PMS which will need to fulfil, the principles that informed its development and subsequent implementation, the preferred performance model of the Municipality, the process by which the system will work, the delegation of responsibilities for different roles in the process and a plan for the implementation of the system.

1. PERFORMANCE MANAGEMENT AND MEASURES AT VARIOUS LEVELS

Performance management is applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a Municipality including organisational (sometimes also referred to as Municipal, corporate or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level, the five-year IDP of a Municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a Municipality is achieving its IDP objectives. A SDBIP (both for the Municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels relate to one another which is a requirement of the 2001 Municipal Planning and

Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a Municipality and the measurable performance objectives approved with the budget.

1.1 OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM

Performance Management System is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. In doing so, it should fulfill the following functions:

1.2 DEVELOPMENT OF INDICATORS AND TARGETS (SMART PRINCIPLE)

The Municipality has developed the indicators which are qualitative and quantitative that indicates whether progress is being made in achieving the objectives and targets. Indicators as can be seen in the strategic framework are important because they:

- enable the review of objectives
- provide a common framework for measuring and reporting
- translate complex concepts into simple operational measurement variables
- help to provide feedback to an organisation, its staff and stakeholders
- help when comparing the Municipality's performance to that of others

Defining a good performance indicator requires careful analysis on what is to be measured and a thorough understanding of the nature of the input, output, activities and desired outcome.

A performance indicator should meet the following criteria:

- **Reliable**-accurate enough for its intended use
- **Well-defined**-clear and unambiguous
- **Cost effective**-usefulness of collecting data must satisfy the cost
- **Verifiable**-processes and system that produced the indicator can be validated.
- **Relevant**-relates to the Municipalities mandate
- **Appropriate**-encourage service delivery

Once suitable indicators have been set, the required level of performance has to be established using the SMART principle.

This is to ensure that the targets set meet the following criteria:

Specific - measure only those dimensions that the Municipality intends to Measure;

- Measurable** - easy to calculate from data that can be generated speedily, easily & at reasonable cost;
- Attainable** - able to attain the objectives (*knowing the resources and capacities at the disposal of the community*);
- Realistic** - able to obtain the level of change reflected in the objective;
- Time bound** - achievable within a defined time scale (this would not be applicable to a standing objective);

2. THE PROCESS OF MANAGING ORGANIZATIONAL & INDIVIDUAL PERFORMANCE

The annual process of managing performance at organisational level in the Municipality involves the steps as set out in the diagram below:



Each of the steps is further unpacked in details and how they will unfold in the process of managing performance in the Municipality. Although the steps and what follow relates mainly to performance management at organisational level, the principles and approaches could also be applied to performance management at departmental level.

➤ Performance Planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process

must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has under-performed.

➤ **Performance monitoring**

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in the SDBIP) continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of Msinga local Municipality, the organisational performance of the Municipality be reported on a quarterly basis to the Audit Committee and the Executive Committee. The same applies to the various SDBIPs. Performance monitoring requires that in between the said formal cycle of performance measurement appropriate action be taken should it become evident that a specific performance target is not going to be met. It is therefore proposed that at least on a monthly basis Managers track performance trends against targets for those indicators that lie within the area of accountability of their respective Departments as a means to early on identify performance related problems and take appropriate remedial action.

Further each Manager delegate to the direct line manager the responsibility to monitor the performance for his/her section. Such line managers are, after all, best placed given their understanding of their section to monitor on a regular basis whether targets are being met currently or will be met in future, what the contributing factors are to the level of performance and what interim remedial action needs to be undertaken.

➤ **Performance measurement**

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. Given the fact that initially at least the Municipality will have to rely on a manual process to manage its performance provision has been made in the organisational and SDBIP scorecards for the name of an official responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result against the target for the period concerned on the organisational scorecard and relevant SDBIP scorecard and report the result to his/her Manager making use of the said scorecard after completing the next step (see performance analysis below).

➤ **Performance analysis**

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met, exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

In practice the aforementioned entails that the Manager responsible for each indicator will have to, after capturing the performance data against targets on the organisational or departmental scorecards, analyse the underlying reasons why a target has not been met and capture a summary of his/her findings on the scorecard. The Manager will thereafter have to compile a draft recommendation in terms of the corrective action proposed in instances where a target has not been achieved and also capture this on the relevant scorecard. Provision has been made on the reporting format of the organisational and SDBIP scorecards to capture both the 'reason for the performance statuses (in other words the results of the analysis undertaken) and the 'corrective action' proposed.

The organisational and SDBIP scorecards as completed must then be submitted to a formal meeting of the senior management team for further analysis and consideration of the draft recommendations as captured by the relevant Managers. This level of analysis should examine performance across the organisation in terms of all its priorities with the aim to reveal and capture whether any broader organisational factors are limiting the ability to meet any performance targets in addition to those aspects already captured by the relevant Manager.

The analysis of the organisational and SDBIP scorecards by senior management should also ensure that quality performance reports are submitted to the Executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once senior management has considered the scorecards, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organisational and SDBIP scorecards be submitted to the Executive Committee for consideration and review.

Performance reporting and review

The next two steps in the process of performance management namely that of performance reporting and performance review will be dealt with at the same time. This section is further divided into three sections dealing with the requirements for in-year versus annual reporting and reviews respectively and lastly a summary is provided of the various reporting requirements.

➤ **In-year performance reporting and review**

The submission of the scorecards to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the organisational and SDBIP scorecards be submitted to the Audit Committee and the Executive Committee for consideration and review on a quarterly basis. The reporting should therefore take place in :

1. October (for the period July to end of September - quarter 1 of the financial year),
2. January (for the period October to the end of December - quarter 2),
3. April (for the period January to the end of March - quarter 3)
4. July (for the period April to the end of June - quarter 4).

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by *25 January* of each year assess the performance of the Municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process where the leadership of an organisation, after the performance of the organisation have been measured and reported to it, reviews the results and decided on appropriate action. The Audit Committee and the Executive Committee in reviewing the organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council, minuted and actioned accordingly.

➤ **Annual performance reporting and review**

On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

- All Municipalities for each financial year compile an annual report;
- The annual report be tabled within seven months after the end of the financial year;
- The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon;

- The Municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report;

The oversight report as adopted be made public;

- The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province; and
- The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the Municipality. It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of the Municipality in the review of Municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax and email;
- Public participation meetings could be held in a variety of locations to obtain input of the annual report;
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments;
- Hosting a number of public meetings and roadshows at which the annual report could be discussed and input invited;
- Producing a special issue of the Municipal newsletter in which the annual report is highlighted and the public invited to comment; and
- Posting the annual report on the council website and inviting input.

The public review process should be concluded by a formal review of the annual report by the IDP Representative Forum of the Msinga local Municipality.

The performance report of a Municipality is only one element of the annual report and to ensure that the outcome thereof timeously inform the next cycle of performance planning in terms of an IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of a financial year as possible but ideally not later than two months after financial-year end.

In line with the performance agreements that are entered into by the Municipal Manager and Managers directly accountable to the Municipal Manager, annual performance evaluations are conducted by a Panel of evaluators for the Section 54/56 Manager which consist of the Chairperson of the Audit Committee, MM of the Municipality, MM of another Municipality and Member of Ward Committee & the Executive Committee (EXCO) member to evaluate their performance against pre-determined objectives.

Summary of various performance reporting requirements

The following table, derived from both the legislative framework for performance management and this PMS framework, summarises for ease of reference and understanding the various performance reporting deadlines as it applies to the Municipality:

Report	Frequency	Submitted for consideration and/or review to	Remarks
1. SDBIPs	Quarterly	Executive Committee	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayor (in consultation with Exco)	See sections 71 and 54 of the MFMA
3. Organisational Scorecard	Quarterly	Executive Committee and Audit Committee	This PMS framework (see section 8.5.1 above)
4. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with Exco)	See sections 72 and 54 of the MFMA
5. Performance report	Annual	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report

3. ROLES AND RESPONSIBILITIES

The following table spells out in more detail the role of all relevant role-players in the above steps:

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
<i>Citizens and Communities</i>	<ul style="list-style-type: none"> • Be consulted on needs • Develop the long term vision for the area • Influence the identification of priorities • Influence the choice of indicators and setting of targets 		<ul style="list-style-type: none"> • Be given the opportunity to review Municipal performance and suggest new indicators and targets
<i>Council</i>	<ul style="list-style-type: none"> • Facilitate the development of a long-term vision. • Develop strategies to achieve vision • Identify priorities • Adopt indicators and set targets 		<ul style="list-style-type: none"> • Review Municipal performance annually
<i>Executive Committee and the IDP Steering Committee</i>	<ul style="list-style-type: none"> • Play the leading role in giving strategic direction 		<ul style="list-style-type: none"> • Conduct the major reviews of Municipal performance,

	<p>and developing strategies and policies for the organisation</p> <ul style="list-style-type: none"> • Manage the development of an IDP • Approve and adopt indicators and set targets • Communicate the plan to other stakeholders 		<p>determining where goals had or had not been met, what the causal reasons were and to adopt response strategies</p>
<i>Municipal Manager + HODs</i>	<p>Assist the Executive Committee in</p> <ul style="list-style-type: none"> • providing strategic direction and developing strategies and policies for the organisation • Manage the development of the IDP • Ensure that the plan is integrated • Identify and propose indicators and 	<ul style="list-style-type: none"> • Regularly monitor the implementation of the IDP, identifying risks early • Ensure that regular monitoring (measurement, analysis and reporting) is happening in the organisation • Intervene in performance 	<ul style="list-style-type: none"> • Conduct regular reviews of performance • Ensure that performance reviews at the political level are organised • Ensure the availability of information • Propose response strategies to the Executive Committee

	targets <ul style="list-style-type: none"> • Communicate the plan to other stakeholders 	problems on a daily operational basis	
<i>Departmental Managers</i>	<ul style="list-style-type: none"> • Develop service plans for integration with other sectors within the strategy of the organisation 	<ul style="list-style-type: none"> • Measure performance according to agreed indicators, analyse and report regularly • Manage implementation and intervene where necessary • Inform decision-makers of risks to service delivery timeously 	<ul style="list-style-type: none"> • Conduct reviews of service performance against plan before other reviews

3.1 THE AUDITING OF PERFORMANCE MEASURES

➤ The role of Internal Audit in terms of performance management

The MFMA requires that the Municipality must establish an internal audit section which service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the said internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance management Regulations stipulates that internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- (i) The **functionality** of the Municipality's performance management system.
- (ii) Whether the Municipality's performance management system **complies** with the Act.
- (iii) The extent to which the Municipality's performance measurements are **reliable** in measuring the performance of Municipalities by making use of indicators.

Each of the aforementioned aspects will now be looked at briefly.

- **Functionality**

To function could be defined as a proper or expected activity or duty or to perform or operate as expected (Chambers Handy Dictionary). This could also be applied to the operation of any system such a PMS. The internal audit section must therefore on a regular basis audit whether the PMS of the Municipality is functioning as developed and described in this framework.

- **Compliance**

To comply can be defined as to act in the way that someone else has commanded or wished (Chambers Handy Dictionary). In this respect it is clear that the legislature wishes to ensure that the Municipality's PMS complies strictly with the requirements of the Systems Act, Regulations and the MFMA. This compliance check would require that the Municipality's internal audit unit, at least on an annual basis, verifies that the Municipality's PMS complies with the said legal requirements.

- **Reliability**

To rely could be defined as to trust or depend (upon) with confidence. Reliability in the context of PMS refers to the extent to which any performance measures reported upon could be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or even worse, purposeful misrepresentation. Undertaking a reliability audit will entail the continuous verification of performance measures and targets reported upon. This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness.

The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

➤ **Audit Committee**

The MFMA and the 2001 Municipal Planning and Performance Management Regulations require that the Municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the Municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations gives Municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- review the quarterly reports submitted to it by the internal audit unit;
- review the Municipality's PMS and make recommendations in this regard to the Council of the Municipality; and
- at least twice during a financial year submit an audit report to the Municipal Council.

In order to fulfill their functions a performance audit committee may, according to the MFMA and the Regulations,

- communicate directly with the council, Municipal manager or the internal; and external auditors of the Municipality concerned;
- access any Municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

➤ **Performance Investigations**

The Audit Committee should also be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps; and
- Corrective action and improvement strategies.

While the internal audit section may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be investigated, should be used. Clear terms of reference will need to be adopted by the Council for each such investigation.

➤ **Annual review of the Performance Management System**

As stated earlier, one of the functions of the audit committee is to on at least an annual basis, review the PMS of the Municipality. It is envisaged that after the full cycle of the annual review and reporting is complete and the audit committee has met as required; the internal audit section will compile a comprehensive assessment/review report on whether the Municipality's PMS meets the system objectives and principles as set out in this framework and whether the system complies with the Systems Act, PMS Regulations and the MFMA. This report then needs to be considered by the audit committee and any recommendations on amendments or improvements to be made to the PMS, submitted to Council for consideration.

The Municipal Systems Act requires the Municipality also annually evaluate its PMS. The review undertaken by the audit committee and its recommendations could serve as input into this wider Municipal review of the PMS and it is proposed that after the full cycle of the annual review is complete; the Municipal Manager will initiate an evaluation report, taking into account the input provided by departments. The report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval.

➤ **Amendments to key performance indicators and targets**

It is recommended that such amendments be proposed and be subject to the approval of the Executive Committee.

➤ **Integrating PMS with the Council's existing management cycle**

International best practice indicates that PMS stand the best chance to succeed if it is integrated with the current management cycle of the Municipality. The purpose of such a cycle would be to guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework. It is recommended that the Municipality develop and adopt a similar cycle that suitable to its own circumstances and requirements.

➤ **Institutional arrangements**

The implementation of the PMS in terms of this framework would require co-ordination and it is recommended that at organisational level be the task of the Manager responsible for the IDP/PMS. This is not to say that it would be the said person responsibility to measure, analyse and report on performance but only to ensure that this happens and that material is collated and available for analyses and review as per this framework on behalf of the Municipal Manager.

At an individual level, the responsibility for co-ordination, administration and record keeping should be the responsibility of the Manager for IDP/PMS, the functions to be performed by the said Manager, amongst others are as follows:

- Providing strategic direction and developing of PMS;
- Manage the day to day of PMS;
- Identify and propose indicators and targets;
- Communicate the plan to other stakeholders;
- Co-ordination, administration and record keeping of PMS;
- Conduct regular reviews of performance; and
- Ensure the availability of information.

The Municipality also needs to ensure that its internal audit section is capacitated to deal with the additional responsibilities it has in terms of performance management over and above its traditional financial audit responsibilities.

4. CONCLUSION

In conclusion it must be emphasised that there are no definitive solutions to managing Municipal performance. The process of implementing a performance management system must be seen as a learning

process, where the Municipality must continuously improve the way the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

Annexure A

Competency Framework

The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

COMPETENCY FRAMEWORK

Leading and Core Competencies

Weight = 100%

Weight (%)	LEADING COMPETENCIES (70%)	
20	<ul style="list-style-type: none"> Strategic Direction and Leadership 	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness
5	<ul style="list-style-type: none"> People Management 	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management
25	<ul style="list-style-type: none"> Programme and Project Management 	<ul style="list-style-type: none"> Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation
5	<ul style="list-style-type: none"> Financial Management 	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring
5	<ul style="list-style-type: none"> Change Leadership 	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation
10	<ul style="list-style-type: none"> Governance Leadership 	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance

Weight (%)	CORE COMPETENCIES (30%)	
5	<ul style="list-style-type: none"> Moral Competency 	<ul style="list-style-type: none"> Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competency.
5	<ul style="list-style-type: none"> Planning and Organising 	<ul style="list-style-type: none"> Able to plan, prioritize and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manager risk.
5	<ul style="list-style-type: none"> Analysis and Innovation 	<ul style="list-style-type: none"> Able to critically analyse information, challenges and trends to establish and implement fact based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives
5	<ul style="list-style-type: none"> Knowledge and Information Management 	<ul style="list-style-type: none"> Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government
5	<ul style="list-style-type: none"> Communication 	<ul style="list-style-type: none"> Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.
5	<ul style="list-style-type: none"> Results and Quality Focus 	<ul style="list-style-type: none"> Able to maintain high quality standards, focused on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.
/30		

The assessment of the Manager on the performance of the competencies will be based on the following rating scale:

Achievement Levels	Description	Scoring
Basic	Applies basic concepts, methods and understanding of local government operations, but requires supervision and development intervention	1 -2

Competent	Develops and applies more progressive concepts, methods and understanding, plans and guides the work of others and executes progressive analysis	3
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in depth analyses	4
Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic directions and change, develops and applies comprehensive concepts and methods	5

