

KZ244 MSINGA MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2014/2015



Developed in house

PRIVATE BAG X530

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SECTION A

EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

1.1 INTRODUCTION

This Integrated Development Plan is the second review of the five year Integrated Development Plan 2012-2017 adopted in 2012. It does not replace the existing five year plan but it amends it in light of the changed circumstances as specified in the Municipal Systems Act of 2000, as amended. 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. According to Municipal Systems Act, Chapter 5, all the municipalities must compile 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 2011 STATSSA Community Survey;
- Greater alignment with the Municipality's sector plans.
- Alignment with the provincial priorities
- New projects for 2014/15

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 19 political wards with 37 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.

1.2.2 “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 2014/15 at the beginning of 2013/14 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 2014/2015 financial year was adopted by Council on the 25th September 2013. 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 2014/15, a number of community meetings, two IDP forums, IDP and Budget road shows and the municipality’s steering committee meetings were held with the aim of planning together and integrating sectorial strategies in the municipality. It also was for purposes of aligning the strategies to the municipality’s vision and mission.

A Draft IDP 2014/15 will be completed and presented to Executive Committee on the 19 March 2013, to full council on the 26 March where as stipulated by MFMA both draft IDP& Budget will be endorsed and adopted respectively. The final will then be presented and adopted by full council in May/June 2014.

Activities according to Process plan	dates	% compliance with Process Plan
Municipal process plan 2014/15	25 th September 2013	100%
IDP Forums	26 November 2013 & 18 February 2014 29 April 2014	80% compliance, One IDP forum pending

Steering committee meetings		80% compliance
Draft IDP presented to EXCO	26 March 2014 May 2014	100% in line

TABLE 1. Compliance with Process Plan

The last IDP Forum meeting is scheduled for the 29th April 2014 after the draft IDP has been submitted to the DCOGTA for assessments. The final forum will be 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.

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 19 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. These wards needs get presented to both EXCO and full Council.

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, 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 this year.

1.3 "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 NKPA's

NKPA 1: BASIC SERVICES

1.3.1 WATER

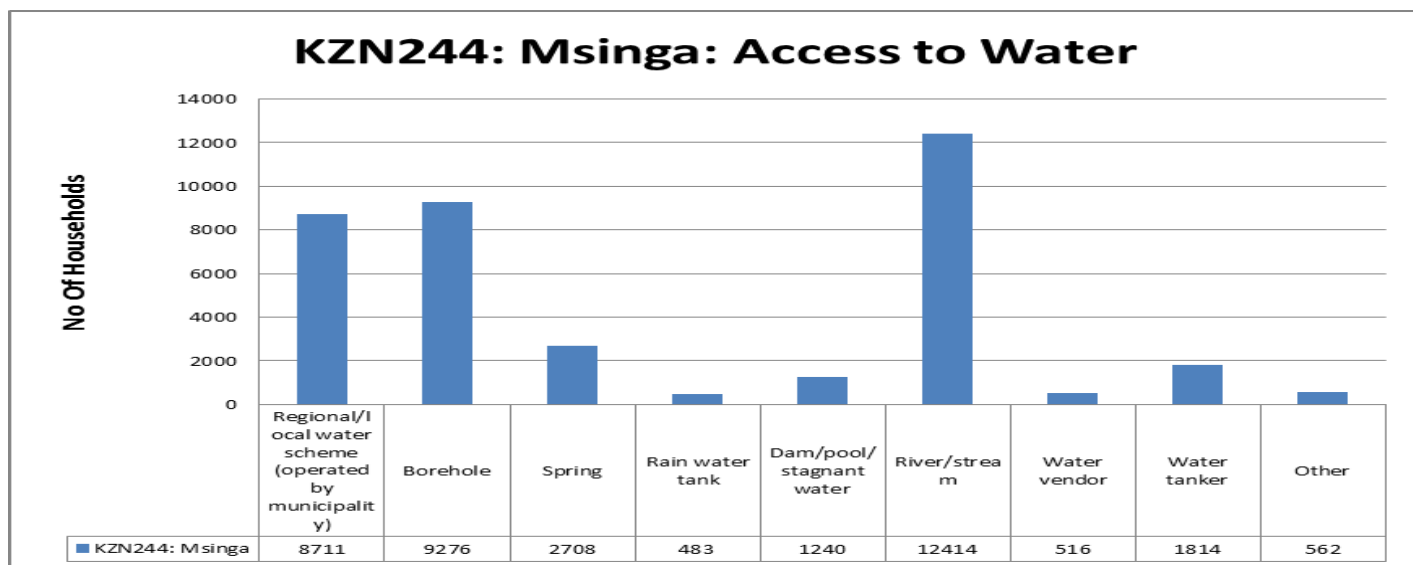
Historically Msinga was left out in the cold as far as development is concerned. Being a deep rural area infrastructure is limited and the lack of infrastructure as far as water, roads and electricity is concerned places enormous hardship on the community.

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.

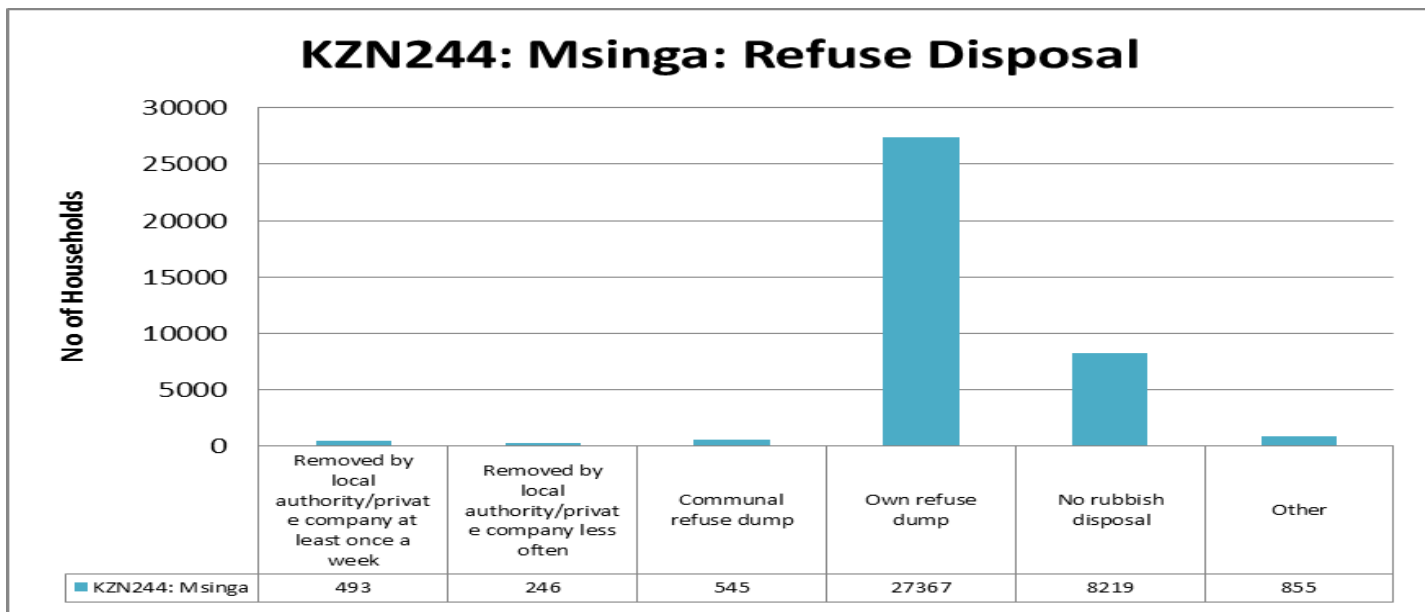


FIGURE 2 : Source: Stats SA: Census 2011, Stats SA Waste removal services Msinga LM

1.3.5 HOUSING

The Housing Plan was adopted in 2007. 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. The new projects are as follows:

Douglas	Nhlalakahle	Ngome	Msinga Top
Mzweni	Mthembu phase	Nteneshane	Mahlaba
Mkhuphula	Mbono		

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 challenge 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.

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.

NKPA: SPATIAL DEVELOPMENT & ENVIRONMENTAL MANAGEMENT

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 slopes 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 creates 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 presenting a threat to the municipality, following catastrophic disasters that have taken place in two consecutive two years.

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 was held at Msinga Top in March 2013 where about 820 goats were successfully auctioned. This initiative will unlock another economic potential for the area.

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 battlefields 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

Spacially, 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 is in the process of adopting an LED strategy said to provide a framework for investment opportunities.

Stonecrushing:

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.

Private developments:

A shopping centre has been approved at Tugela Ferry across the bridge in 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. A new health facility is under construction at Pomeroy, another potential is presented here.

1.4 MUNICIPAL LONG TERM VISION

MSINGA MUNICIPAL LONG TERM VISION

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

Municipal Development Mission

The Batho Pele Principles forms 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 SPARTIAL DEVELOPMENT FRAMEWORK

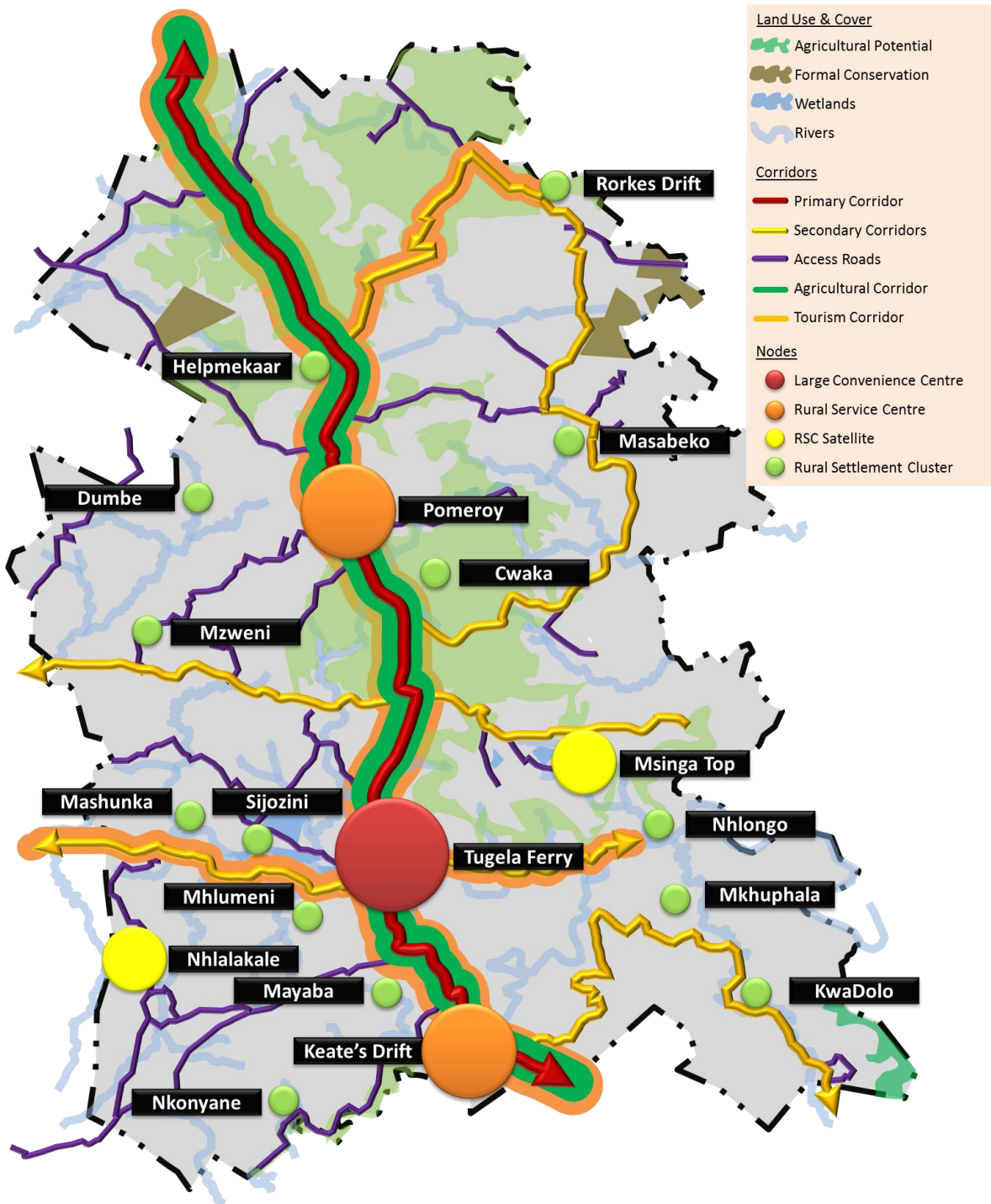


Figure 3 spatial interpretation map

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.

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

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.

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.

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

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.

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.

RURAL SERVICE CENTRE (RSC)

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

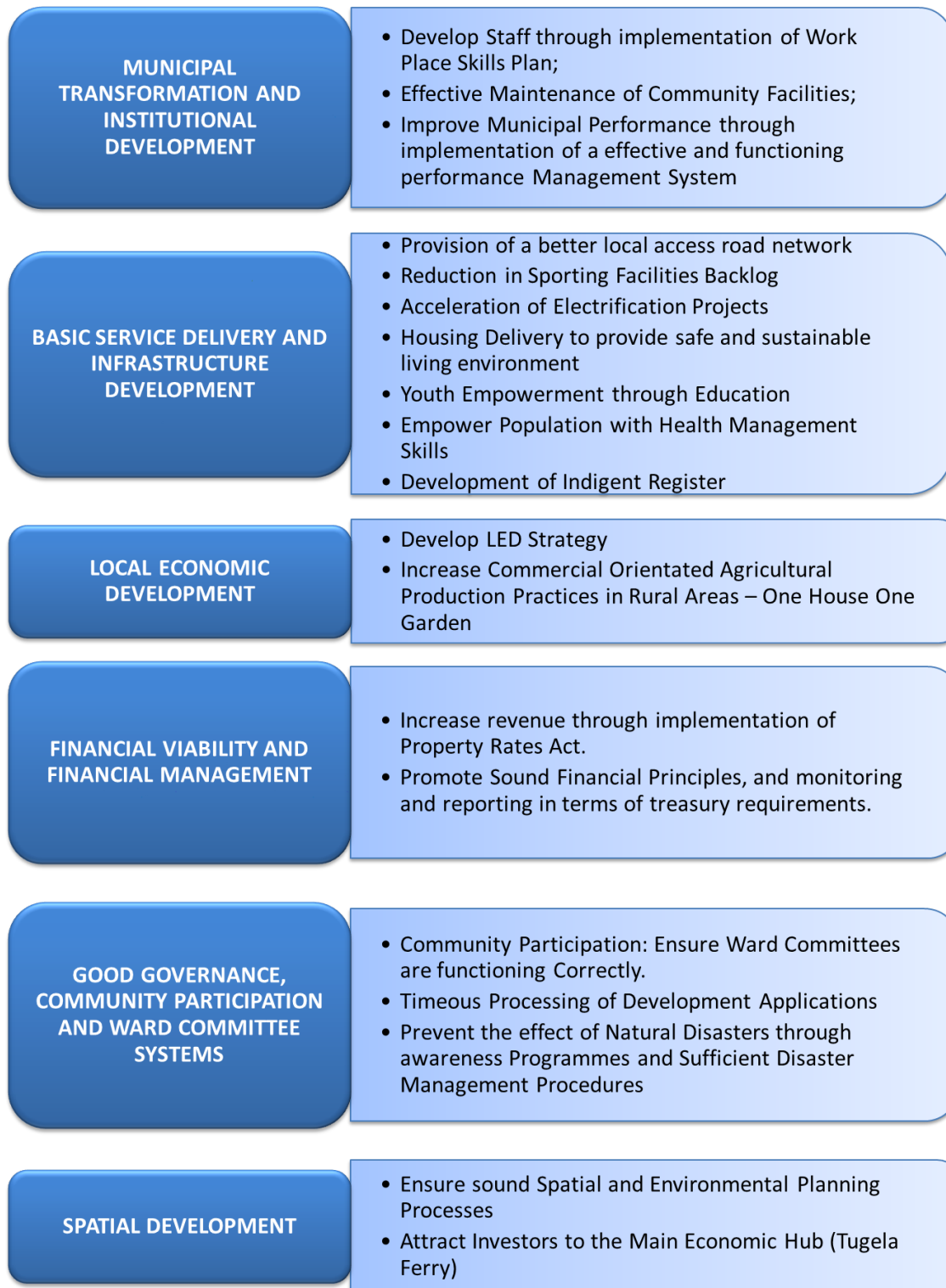
The Rural Service Centres includes the following:

- 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. The development goals are presented per KZN Key Performance Areas.



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 107 staff members are now employed 88 on permanent basis and 19 on contracts. Over the next five years it is envisaged that further 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 2009. The framework is legally binding and all municipal employees abide by it, however it has not been cascade 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 2014/15 will be compiled thirty days after the final Budget 2014/15 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 2013. 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 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. Socio-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.

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.

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.

D. Spatial Analysis and Environmental Management

-
- The municipality has a number of plans that are addressing spatial planning issues however faces spatially challenges emanating mainly from land ownership. The municipality is currently preparing a new SDF, and Precinct Plans for all three towns Pomeroy, Keate's Drift and Tugela Ferry which is set to guide and influence spatial planning and thereby reflect the municipal vision spatially. The SDF under review and the Precinct plans are at different stages currently, it is envisaged to be approved by Council and implemented at the beginning of the next financial year.

SECTION B

PLANNING & DEVELOPMENT PRINCIPLES

SECTION B1: PLANNING & 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. GOVERNMENT PRIORITIES NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES

3.1 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”

3.2 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

3.3 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
	Rapid economic growth that is sustained and inclusive is a pre-

1	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.

3.4 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 (ie. Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

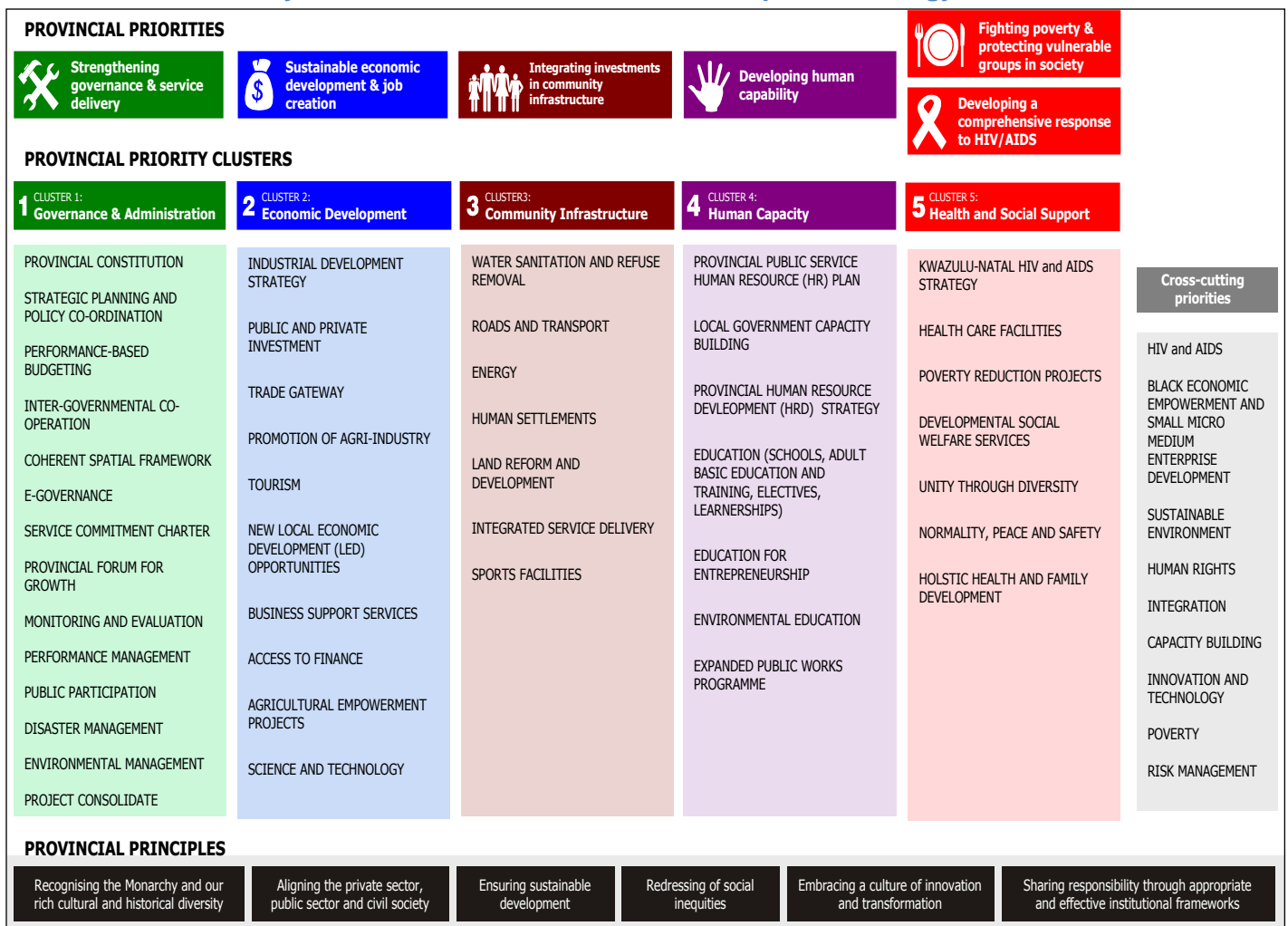
Like the IDP process, the PGDS develops a Vision, Mission and Strategies. Of key importance to the Municipal IDP's, however, are the Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are

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



3.4.1 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 34 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 sector.

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.**

3.5 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 2012 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 26 November 2013.

3.6 State of the Nation Address (SONA)

Guides government policies and actions. It seeks to reaffirm government's commitment to advance ideals of the country's Constitution at all times. The statement focuses on the steady progress made in various areas such as health, education, and fight against crime, human settlements, water provision, energy, rural development and many more. The main priorities identified are:

- Poverty, inequality and unemployment
- Job creation (new growth approach)
- Rail, road and water infrastructure
- Movement of goods and economic integration
- Industrial and agricultural development
- Export capacity.
- Improvement to infrastructure development.

Access to basic services e.g. water, electricity and sanitation

The municipal priorities are aligned with the SONA priorities, the municipality embarks on infrastructural projects where local roads are constructed, during construction local labours and contractors are given job opportunities. On completion of each road ten women are employed to maintain the road. Agriculture is one of the competitive edge of the municipality, thus each ward has projects aimed at accelerating agricultural production. The municipality also has an agri- industrial project in progress.

3.7 state of the Province Address (SOPA)

The highlight of the triple challenge of unemployment, poverty and inequality persists, despite the progress made. In 2011, 2012 and 2013 the central theme of the State of the Nation address was that of job creation.

Some of the priority issues identified are:

- Infrastructure revolution
- Provincial Growth and Development Strategy
- Water
- Electricity
- Human Settlements

- Expanded Public Works Programme
- Operation Sukuma Sakhe
- Development of economic zones
- Tourism
- Building a spirit of entrepreneurship
- Zimele
- Livestock project
- COP 17
- Clean audit 2014

3.8 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.

Provincial Growth and Development Strategy

A long term socio-economic development strategy 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 youths education, thus for 2013/2014 a total of 279 bursaries were awarded to accelerate tertiary education, in 2014/15 more will be allocated and therefore improve the lives of people in Msinga. The municipality builds crèches as part of its infrastructural projects as an attempt to ensure the children of Msinga receive 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.

3.9 OPERATION CLEAN AUDIT 2014

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 is 2014. In 2014 the municipality is aiming at maintaining the momentum and remain clean. Several mechanisms have been put to achieve clean audit in 2014 in line with the national target of 2014.

3.10 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

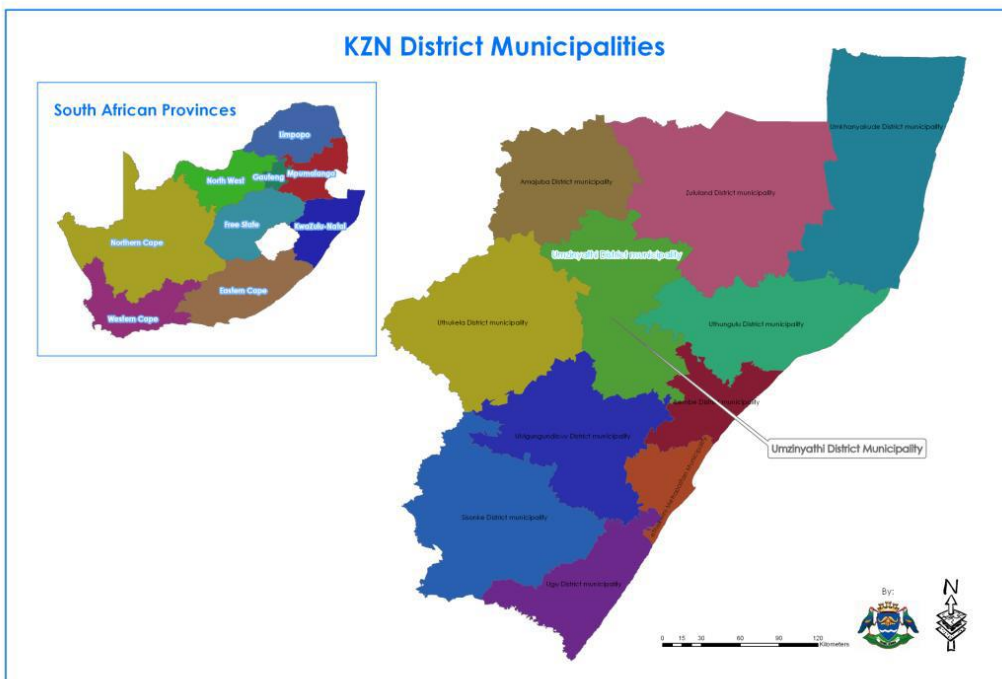
SECTION C: SITUATIONAL ANALYSIS

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 Nquthu, Nkandla and UMvoti Local Municipality with UThukela District Endumeni Local Municipality. The municipality is demarcated into 19 wards as illustrated by the contextual map attached hereto as figure 6.



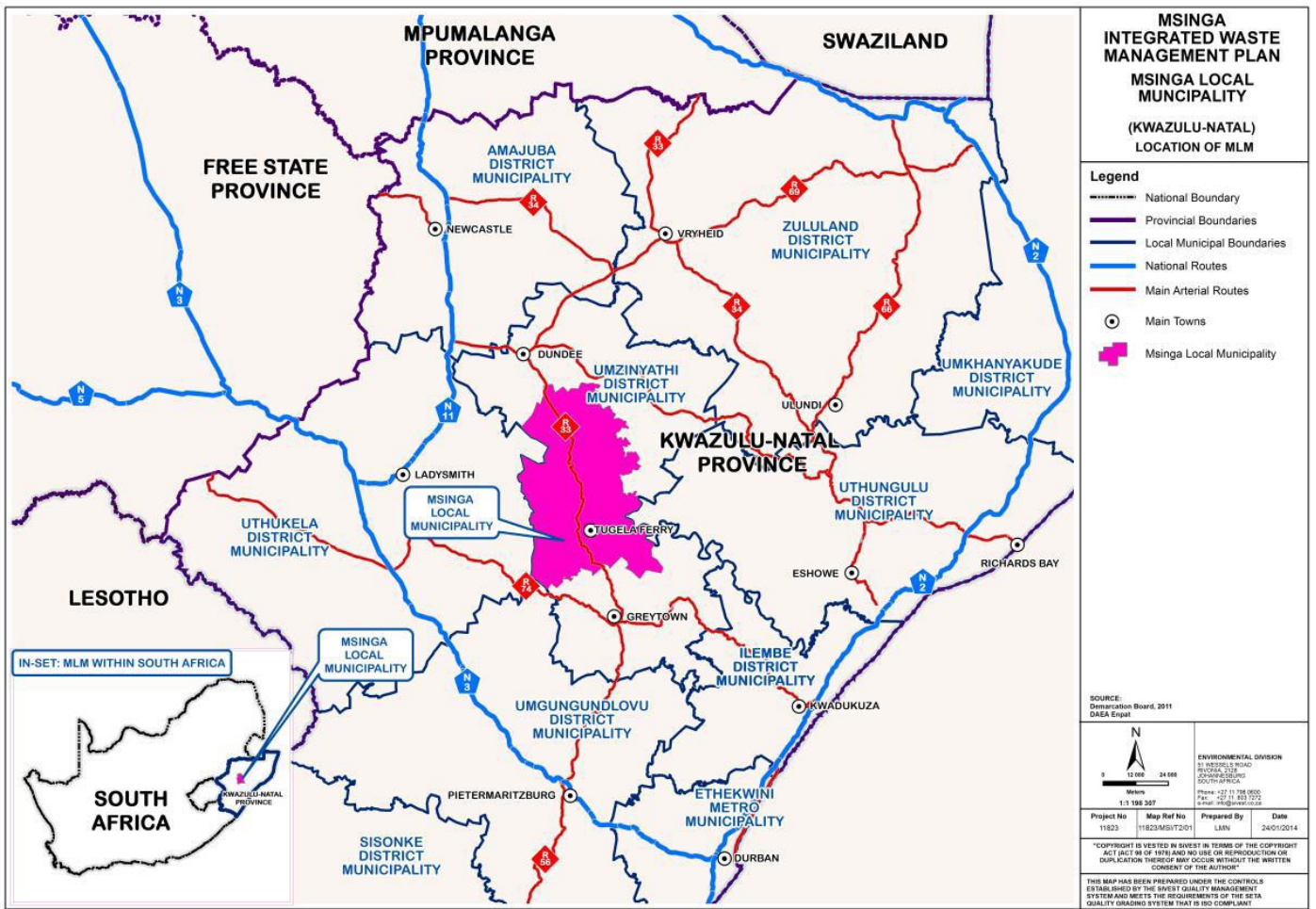


FIGURE 5: NATIONAL LOCALITY

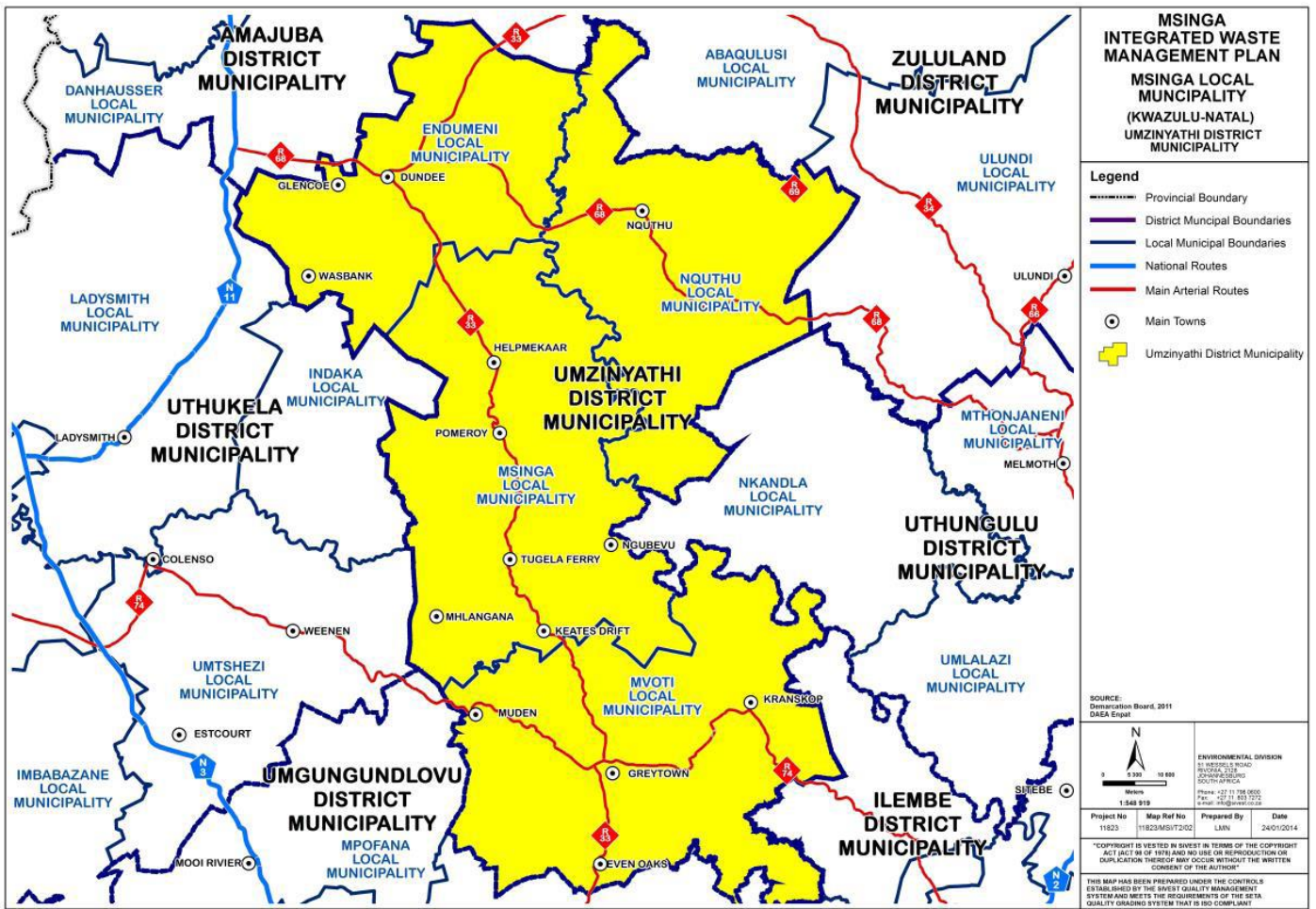


FIGURE 6: Umzinyathi district municipality ward map

1.2 Administrative entities

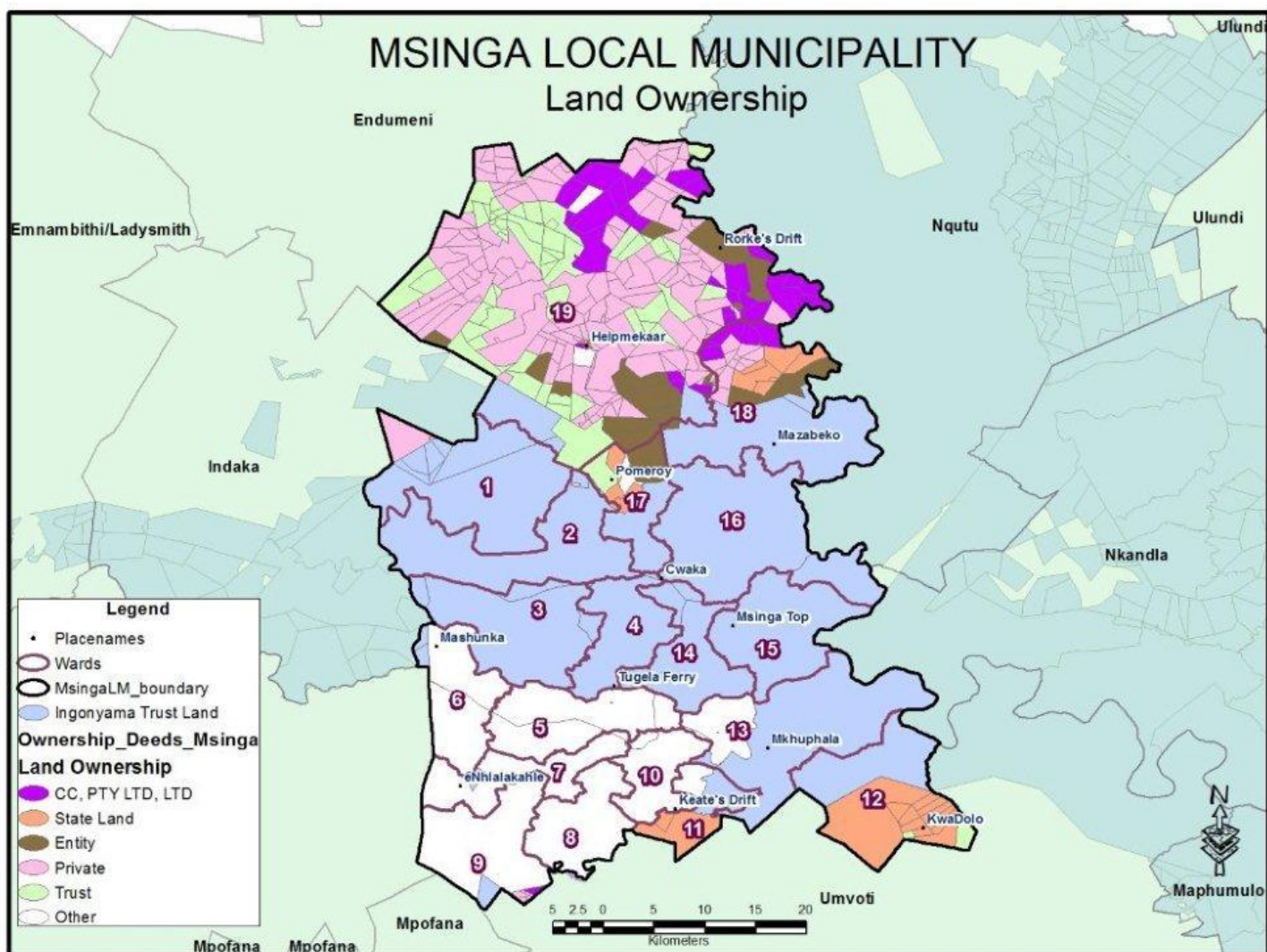


Figure 4: General Ward Information

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

Ward	General	
Ward 1	Councilor: B. Brown Population: 4551 Extent: 153.24 km ²	
Ward 2	Councilor: M.P.S. Mshibe Population: 4131 Extent: 126.64 km ²	
Ward 3	Councilor: J.V. Langa Population: 4028	

	Extent: 115.00 km ²	
Ward 4	Councilor: M.W. Sokhela Population:4399 Extent: 66.37 km ²	
Ward 5	Councilor: Z.R. Sithole Population:3721 Extent: 346.67 km ²	
Ward 6	Councilor: K.I.Q. Mbatha Population: 4050 Extent: 72.83 km ²	
Ward 7	Councilor: M.Sithole Population: 4489 Extent: 62.46 km ²	
Ward 8	Councilor: B.Dumakude Population: 4018 Extent: 65.71 km ²	
Ward 9	Councilor: M.S. Khoza Population: 3385 Extent: 91.10 km ²	
Ward 10	Councilor: A.S. Shezi Population: 3928 Extent:48.17 km ²	
Ward 11	Councilor: S.H. Ximba Population: 3955 Extent: 41.40 km ²	
Ward 12	Councilor: k.A.Ngubane Population: 3754 Extent: 125.85 km ²	
Ward 13	Councilor: D.M.Ndlovu Population: 3503	

	Extent: 163.45 km ²	
Ward 14	Councilor: S.G.Masimula Population: 3573 Extent: 72.19 km ²	
Ward 15	Councilor: B. Mthethwa Population: 3570 Extent: 94.92 km ²	
Ward 16	Councilor: T.L.KUNene Population: 3769 Extent: 169.26 km ²	
Ward 17	Councilor: N.Majozi Population: 4258 Extent: 63.49 km ²	
Ward 18	Councilor: T.M. Mabaso Population: 3681 Extent: 177.35 km ²	
Ward 19	Councilor: B.P. Ngcobo Population: 3793 Extent: 706.41 km ²	

Figure 7: Land ownership map

Msinga municipality has 19 wards as illustrated in the Land ownership map above. Nine wards are held in trust under ingonyama trust board, 8 wards is state land while about half the land in ward 19 is privately owned. Pockets of state owned land occurs in ward 12, 17, 18 and ward 11.

1.3 STRUCTURAL ELEMENTS

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. The terrain is very rugged and steep which makes service delivery costly to achieve for all households.

1.4 EXISTING NODES AND CORRIDORS

The nodes identified are based on the functions of the centres within the municipality and was classified as such by the Msinga Local Municipality. The municipality differentiates between Primary, Secondary and Tertiary nodes. Tugela ferry is the only primary node while Keates Drift and Pomeroy are secondary nodes.

1.5 BROAD LAND USES

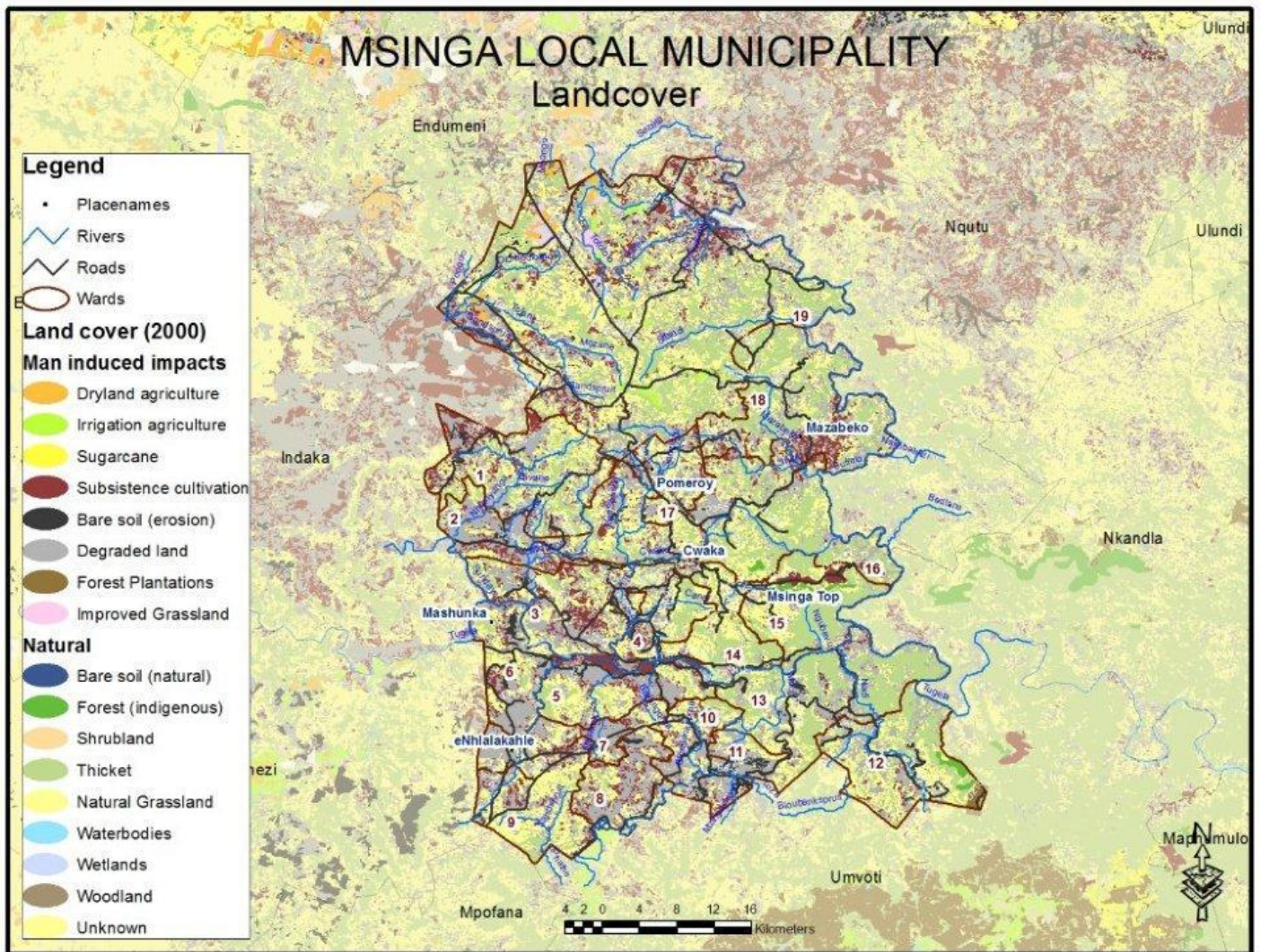


Figure 8 Land cover map

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:Land Cover** consist of:

Man induced impacts

Mines and quarried
Built-up (Commercial)
Built-up (Residential)
Built-up (Informal)
Dryland agriculture
Irrigation agriculture
Sugarcane
Subsistence agriculture
Bare soil (erosion)
Degraded land
Forest Plantations

Natural

Bare soil (natural)
Forest (indigenous)
Shrubland
Thicket
Natural Grassland
Waterbodies
Wetlands
Woodlands

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.

1.6 LAND OWNERSHIP

Map 7: Land Ownership depicts the ownership of the properties within Msinga. 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. The principle ownership type in the northern parts of the municipality is private with a large portion of this part of the municipality also owned by trust or company entities.

Depending on existing communication structures between the local authority, and the Traditional Authority, careful planning & co-ordination will be required to ensure proper and effective provision of services as majority of the land is owned by the Ingonyama Trust Board

1.7 LAND REFORM

The municipality only has one record of a land claim of Dolo area on ward 12 that is currently being finalised because there is a housing project on the area .

1.8 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	Red	Yellow	Light Green	Green	Blue	Purple	Orange	Brown	Grey	ARABLE LAND
II	Red	Yellow	Light Green	Green	Blue	Purple	Orange	Brown		
III	Red	Yellow	Light Green	Green	Blue	Purple	Orange			
IV	Red	Yellow	Light Green	Green	Blue	Purple				
V	Red	Yellow	Light Green	Green						GRAZING
VI	Red	Yellow	Light Green	Green						
VII	Red	Yellow	Light Green							
VIII	Red	Dark Blue	Dark Blue							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**.

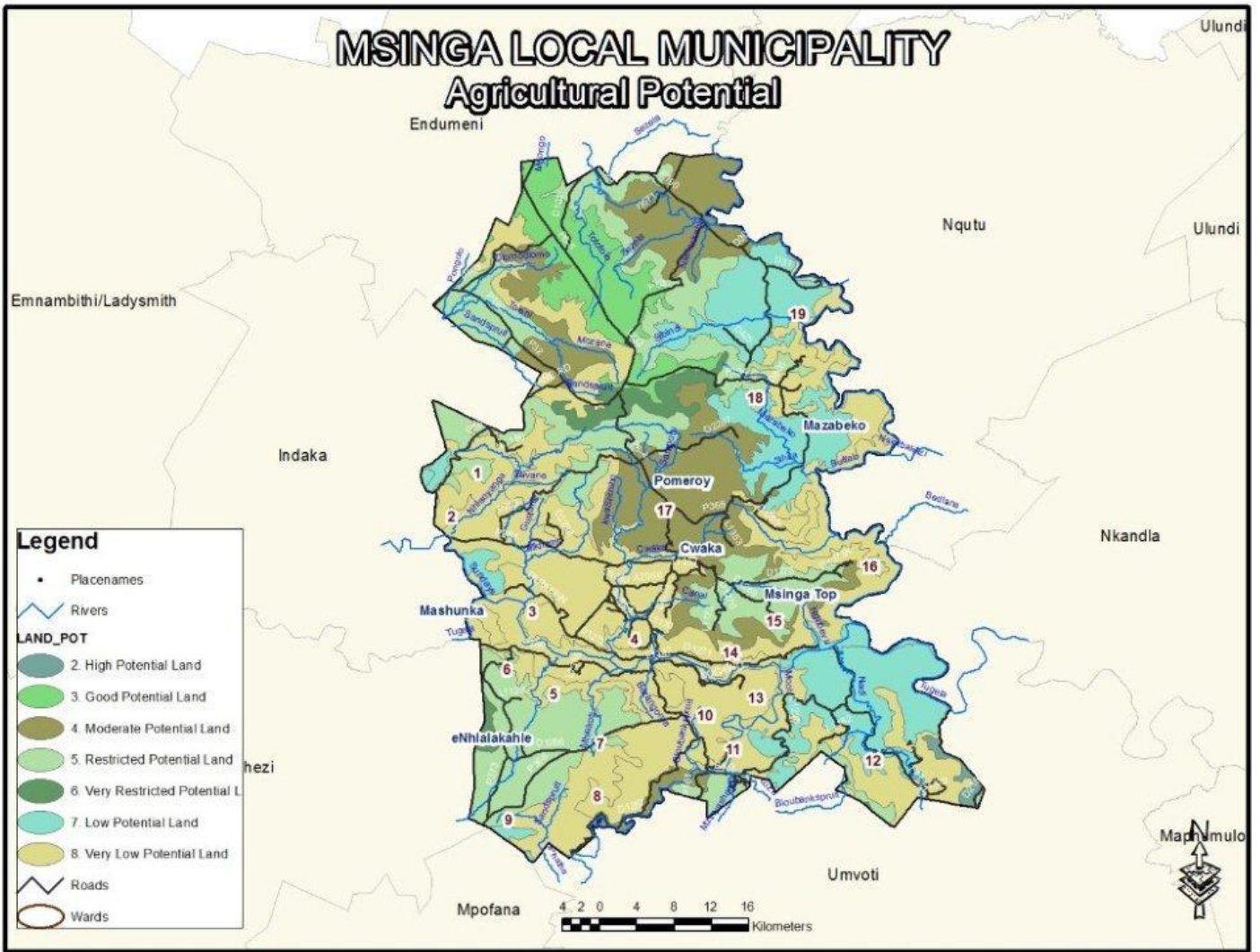


Figure 9: Agricultural potential

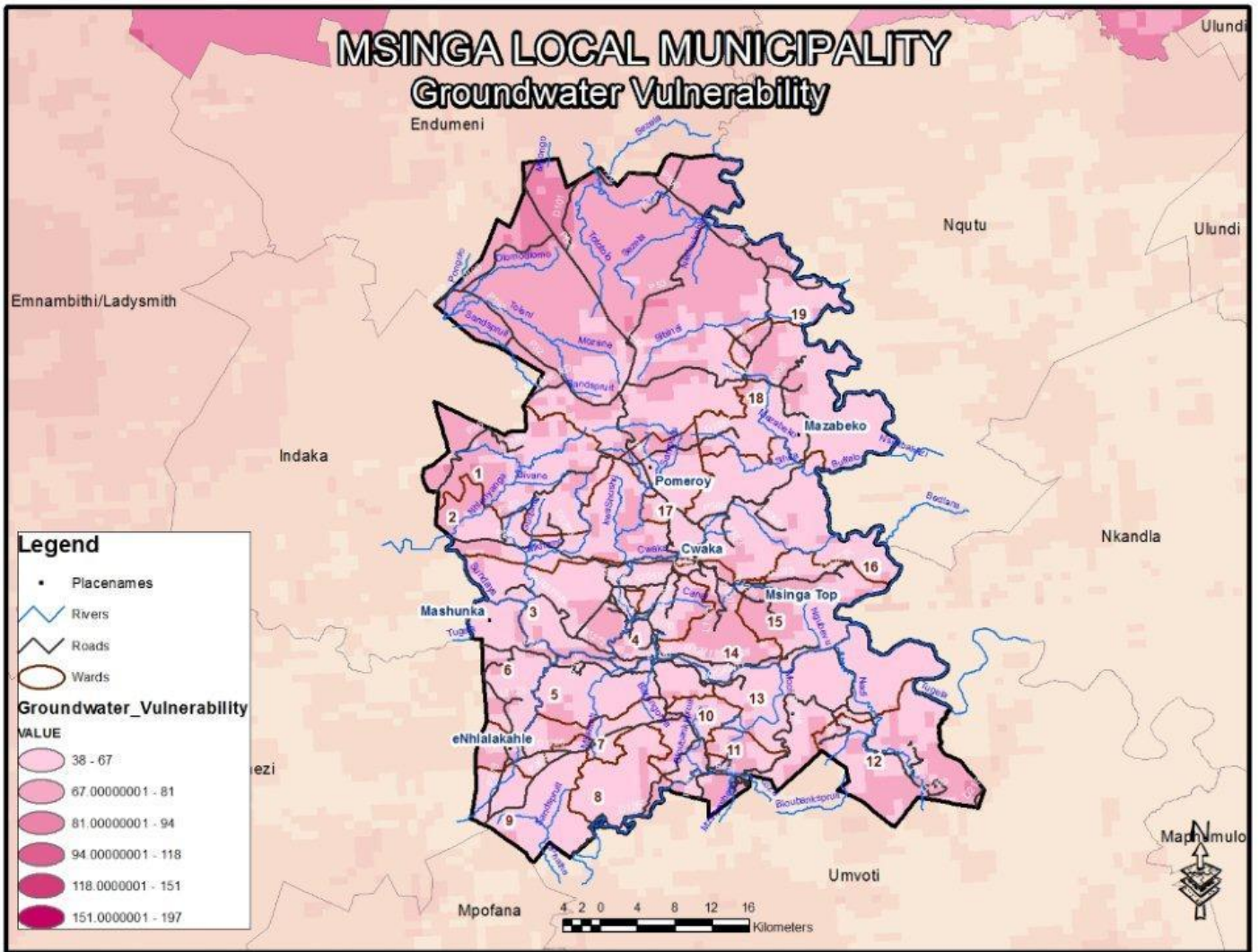


Figure 10: Groundwater vulnerability

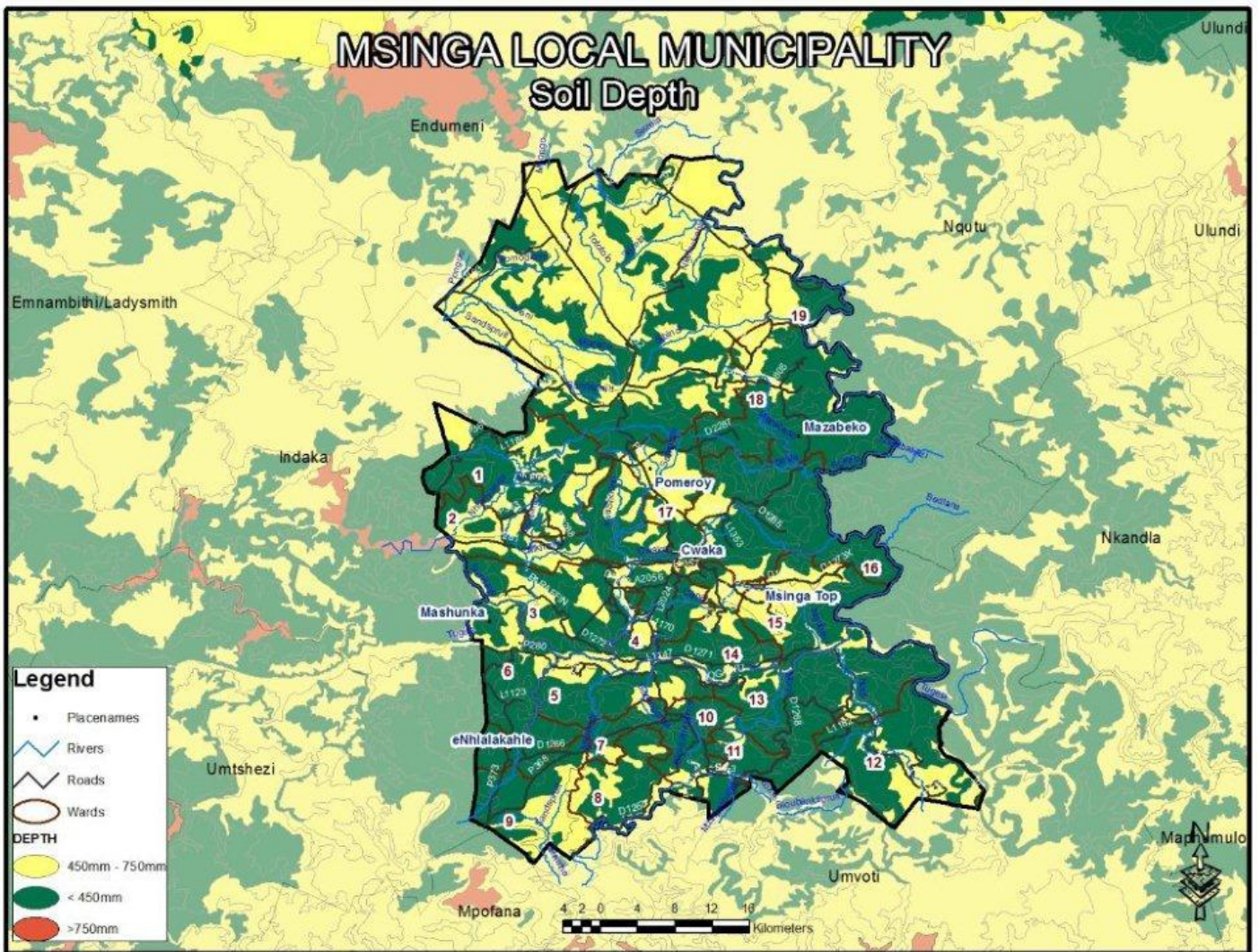


Figure 11: Soil depth

PRIVATE SECTOR DEVELOPMENTS

The municipality has a KZN Planning and Development Act (No.6 of 2008) applications register in place. The observed trend has been that most applications are from Tugela Ferry including a shopping mall, Petrol service station, and shopping center in Pomeroy as well as a Police station at Msinga top.

1.9 ENVIRONMENTAL ANALYSIS

1.9.1 PROTECTED & CONSERVATION WORTHY AREAS

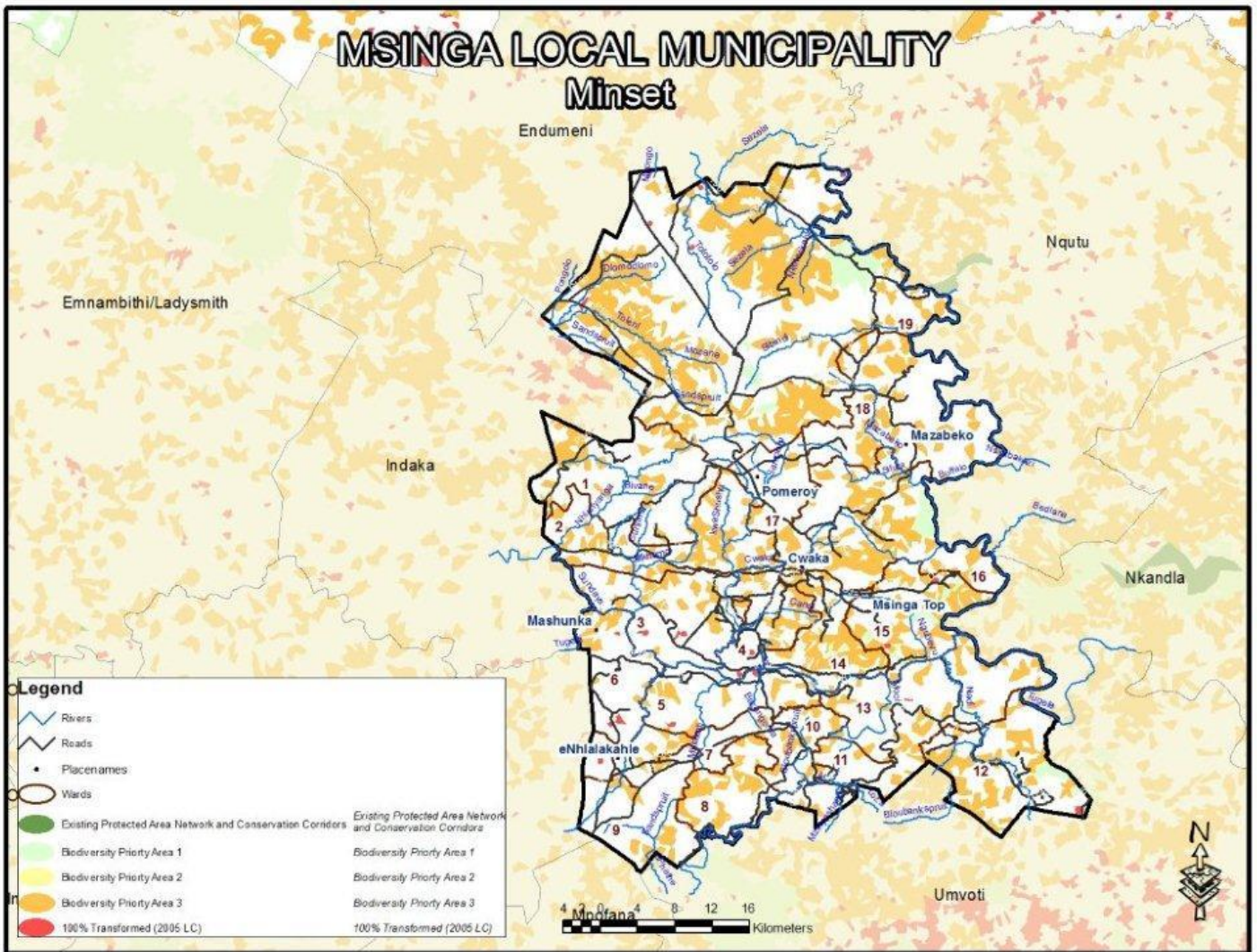


Figure 12: environmental sensitivity map

According to **figure 12: Environmental Sensitivity**, The vast majority of the Msinga municipal area is classified as low, or medium to low sensitivity. There are small, scattered areas which are classified as medium to high, around the Rorke's Drift area, with small patches in the east of the municipality and around Helpmekaar. There are only 2 privately owned game reserves in the area, being Vermaak's Drift to the north east and Isibindi Eco Reserve to the North West.

Ezemvelo Wildlife has 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 **figure 12: Environmental Sensitivity** 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

Figure 10: **Groundwater Vulnerability** depicts the vulnerability of groundwater in the Msinga Municipal area, and clearly shows that the vulnerability of the larger area of the municipality is classified as being very low. Only in the far north western and south eastern areas of the municipality is the vulnerability slightly higher, being classified as being low and medium low.

1.9.2 Air Quality

No data on ambient air quality data is available at present. However, it is assumed that air quality over the Msinga area is minimally negatively affected by various points and diffuse sources of air pollution because there is no heavy industries within the municipality's jurisdiction.

1.10 Spatial & environmental Trend analysis

Description of the Natural Environment

Less than a tenth (8.3%) of the land in Msinga is utilized for agricultural purposes, 0.04% for residential, 0.05% of land is water bodies or rivers while 91.6% of land is "other", meaning conservation areas, environmentally sensitive areas and areas that are hard to develop. There are no smallholdings, mines and quarries, industrial and commercial areas in Msinga.

Msinga is one of the hottest and driest parts of KwaZulu-Natal and this is particularly true of Tugela Ferry, which has a mean annual temperature of 19 degrees Celsius and annual precipitation ranging between 400-800mm. Its varied climate is influenced by its topography, which has four distinct bio-climatic regions, lending itself to different environmental opportunities.

Three areas worthy of conservation have been identified by Ezemvelo KZN Wildlife and these are 1 739 ha of threatened species habitats, 6480ha of mountain grassland and 518ha of forest and protea savanna. Currently, Ezemvelo KZN Wildlife is in the process of identifying areas for a Community Game Reserve, 'muti' garden, and five sites of Conservation Significance. In addition to these, it intends responding to callouts regarding problems with wildlife and to identify herbalists to participate in the 'muti' training programme.

Natural Elements

Four major rivers impact on the spatial definition of Msinga namely the Tugela, Buffalo, Mooi and Sundays Rivers. The Thukela River divides the area into two distinct parts, that is, north and south, making it difficult to integrate the two areas. The Buffalo River forms the eastern boundary between Msinga and Nquthu, Nkandla and Umvoti. The Sundays River to the west creates a hub of its own for the northern portion of the area. The Mooi River forms part of the Southern boundary.

Msinga Municipality Environmental issues (identified through the Umzinyathi IEP)

- Land Slope: Slope plays a limiting role in land development
- Soil erosion
- Loss of soil structure due to trampling and compaction

- loss of vegetation
- Loss of topsoil due to soil erosion
- Reduced Soil fertility due to topsoil and soil leaching which is a result of agricultural purposes
- silt pollution
- High drainage density
- Afforestation
- Surface water pollution
- Wetland destruction
- Physical barriers in rivers
- reduced water quality
- Corrosivity of certain pollutants on pipes
- water scarcity on drier areas
- Reduced bio-production
- Over grazing
- co-extinction of species
- Habitat degradation, modification and fragmentation

1.11 Spatial and Environmental Analysis: SWOT Analysis

STRENGTHS

- Credible Spatial Development Framework in place at a Draft stage
- Development Planning Shared Services in place
- Strategic Environmental Assessment in place

WEAKNESSES

- Reliance on external resources (DEA) for Environmental Compliance – no internal capacity
- High Staff turnover rate on Development Planning Shared Services Intervention

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
- Integrated Waste Management Plan

THREATS

- Land Admin and Ownership (Ingonyama Trust Board)

1.12 Disaster Management

Integrate disaster risk reduction activities into the day-to-day planning and operations of the Division/department/municipal divisions pal entity.

1.12.1 Municipal institutional capacity

The role of coordinating and overseeing to Disaster Management is placed in the offices of the Municipal Manager and the Mayor. The execution of DM demands a holistic strategy and this calls for all departments to be part of a DM Forum.

1.12.2 Risk assessment

It appears according to the draft Disaster Management plan that Msinga suffers from seasonal natural disasters as a result of high rainfall in summer. In winter there is a prevalence of veld fire. Records of socially vulnerable communities and the reason(s) they are deemed vulnerable (vulnerability assessments) are available

1.12.3 Risk reduction & Prevention

To reduce the risk of disaster, the indicative disaster risk profile of Msinga will be integrated with all economic development programmes and projects.

1.12.4 Response and Recovery

When a disaster incidence takes place a Disaster risk management Plan is implemented following its spending guidelines and mechanisms for resource mobilization.

1.12.5 Funding Arrangements

Ensure adequate disaster risk management funding in line with the requirements for disaster Management Act 57 of 2002 and the NDRMF (see table 7.1 and 7.2 of the (NDRMF) and the Municipal Finance Management Act for: Disaster risk management on-going

1.12.6 Disaster Management SWOT Analysis

The threats are the houses in flood plains and grass huts. The strength is the multi-disciplinary response team that exist at Msinga.

2 DEMOGRAPHIC CHARACTERISTICS

2.1 Demographic Indicators

2.2 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.

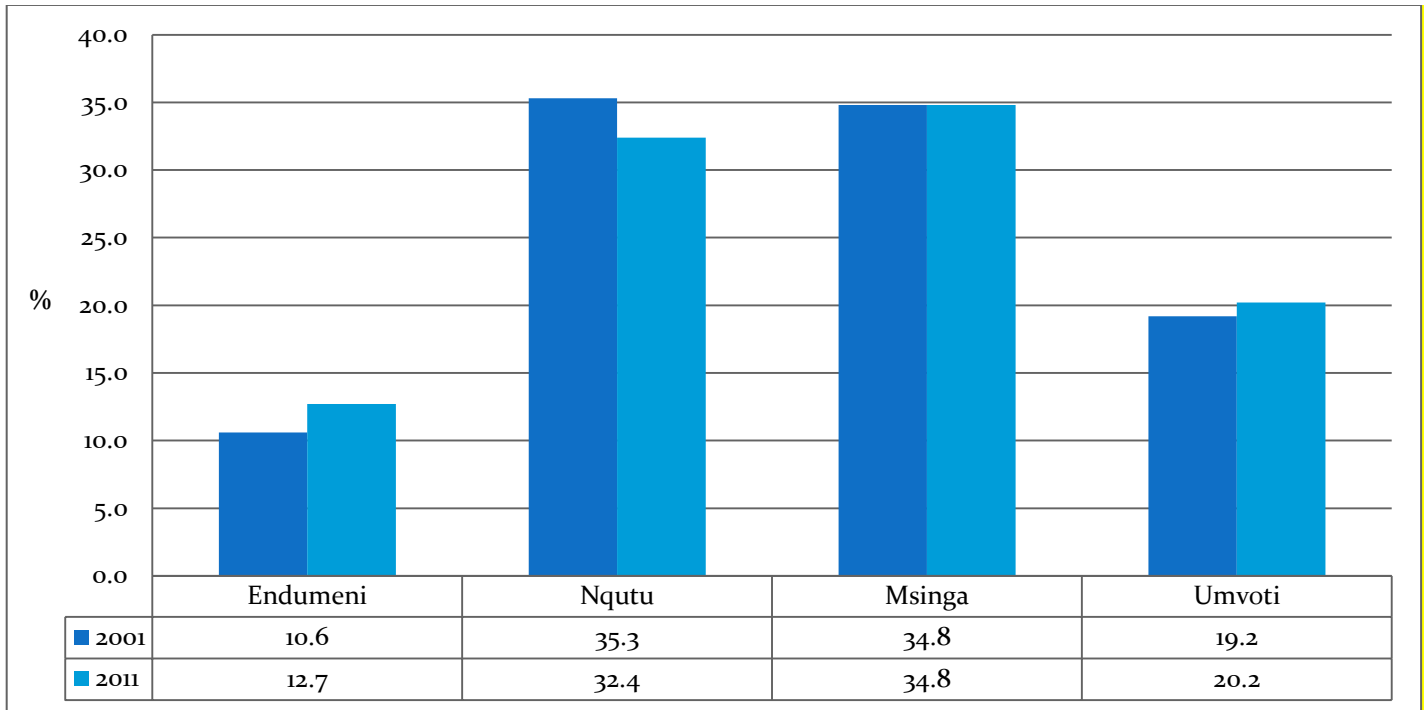


Figure 13: District population Source STASSA 2011

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.

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

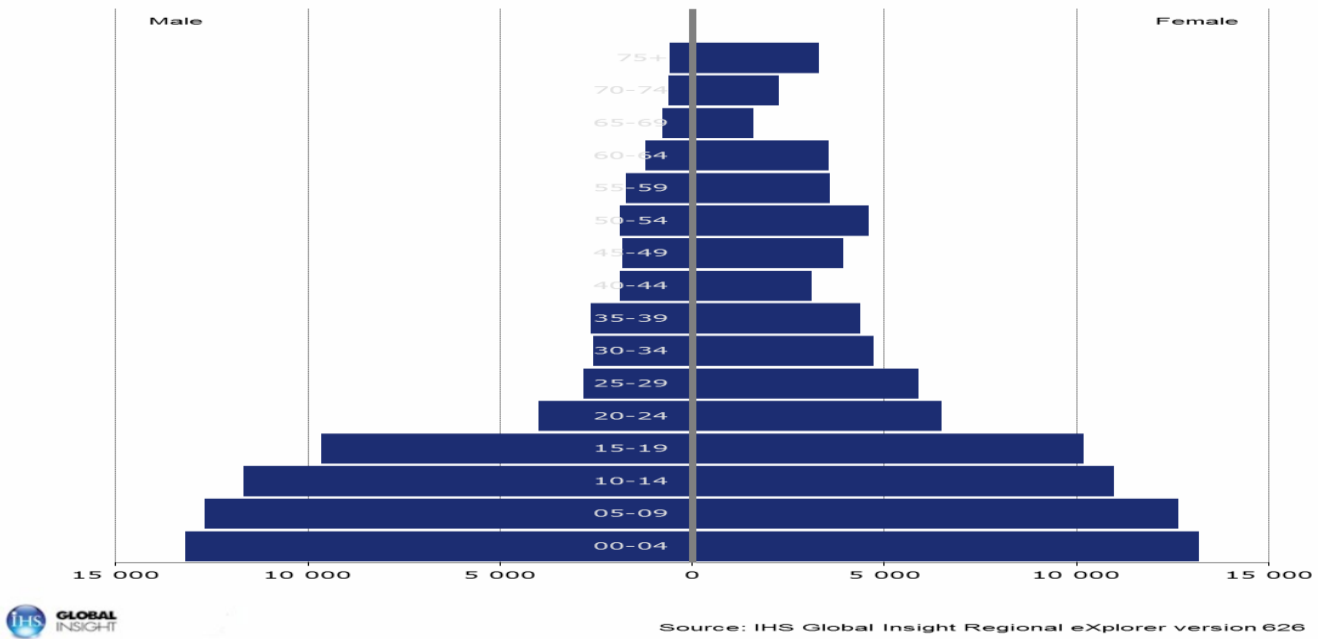


Figure 14: Age Profile Msinga LM (2011) *Source: Stats SA*

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

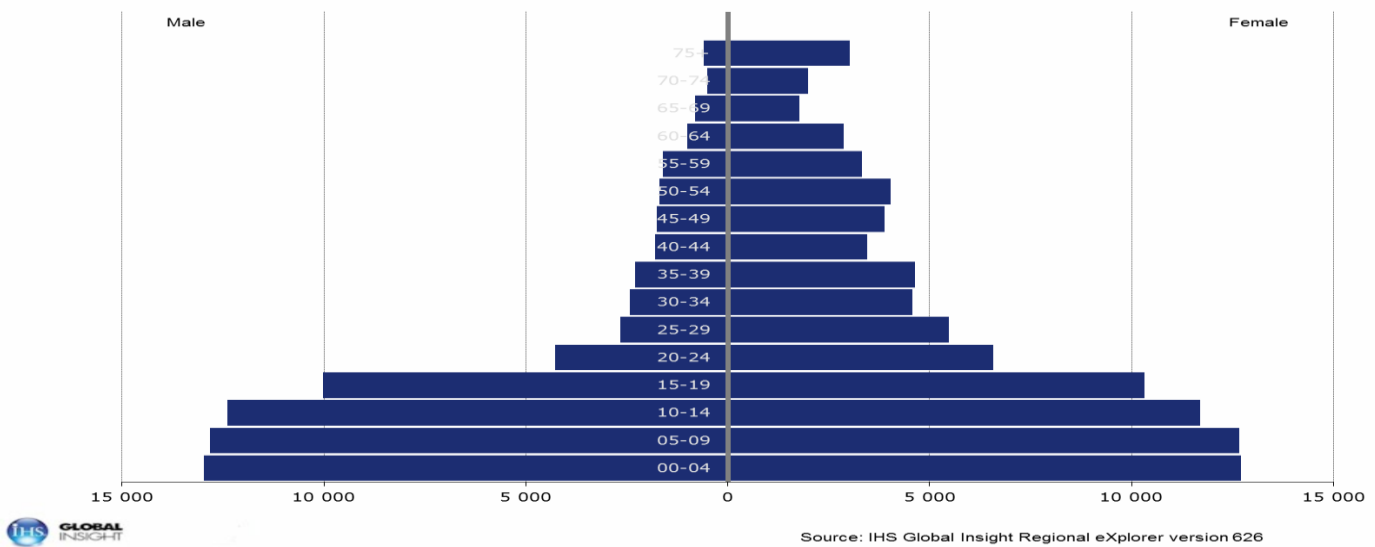


Figure 15 (2007) population pyramid

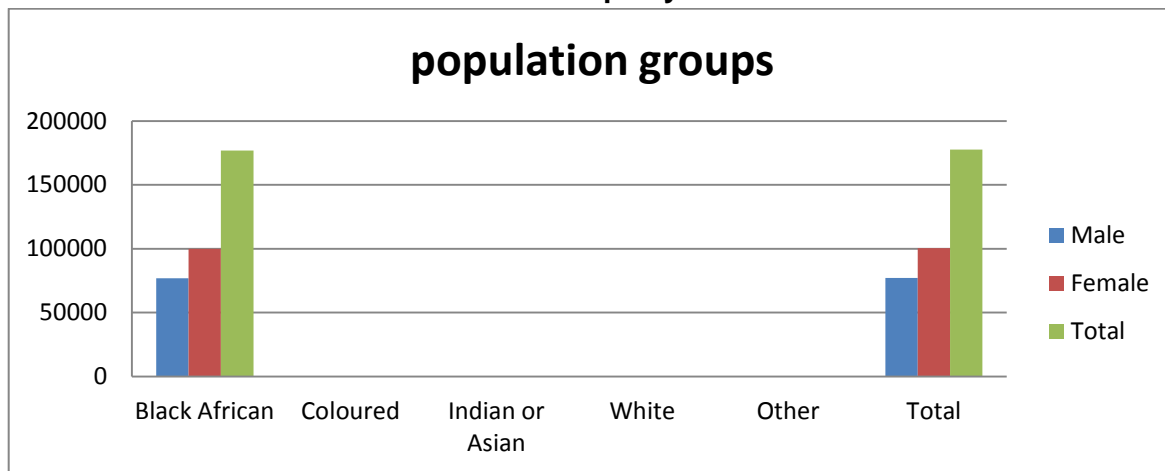
2.2.1 Gender Profile

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

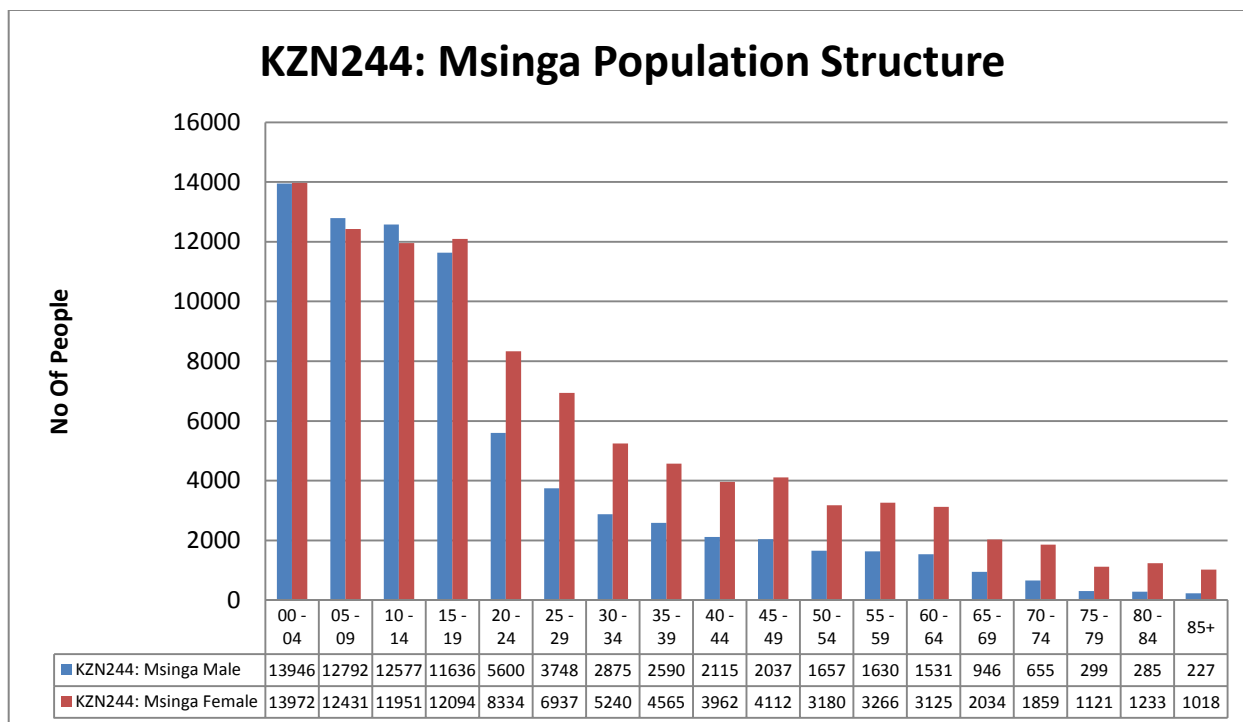
considered to be an indication of a weak economy, as men have always been expected to leave the area to seek employment as there are limited employment opportunities in Msinga. The erosion of the population in the economically active age categories (specifically between 25 and 35 years of age) implies 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)

2.2.3 Households

The table below indicates that 98.2% of households are owned or fully paid for. Marginal numbers of households are *owned but not paid off, rented, or occupied rent free.*

TABLE 7: Households by Tenure Status

MUNICIPALITY	OWNED FULLY PAID	OWNED NOT PAID OFF	RENTED	OCCUPIED RENT-FREE	OTHER
Umzinyathi	77.4%	2.3%	10.7%	9.4%	0.2%
Endumeni	38.5%	8.6%	41.1%	11.5%	0.2%
Nquthu	92.8%	0.3%	2.7%	4.2%	0.0%
Msinga	98.2%	0.3%	0.5%	1.0%	0.0%
Mvoti	53.0%	4.1%	17.4%	25.1%	0.5%

SA: 2007 Community Survey)

(Source: Stats

2.2.4 Education Levels and Facilities

The table below indicates number of the people surveyed; no 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.

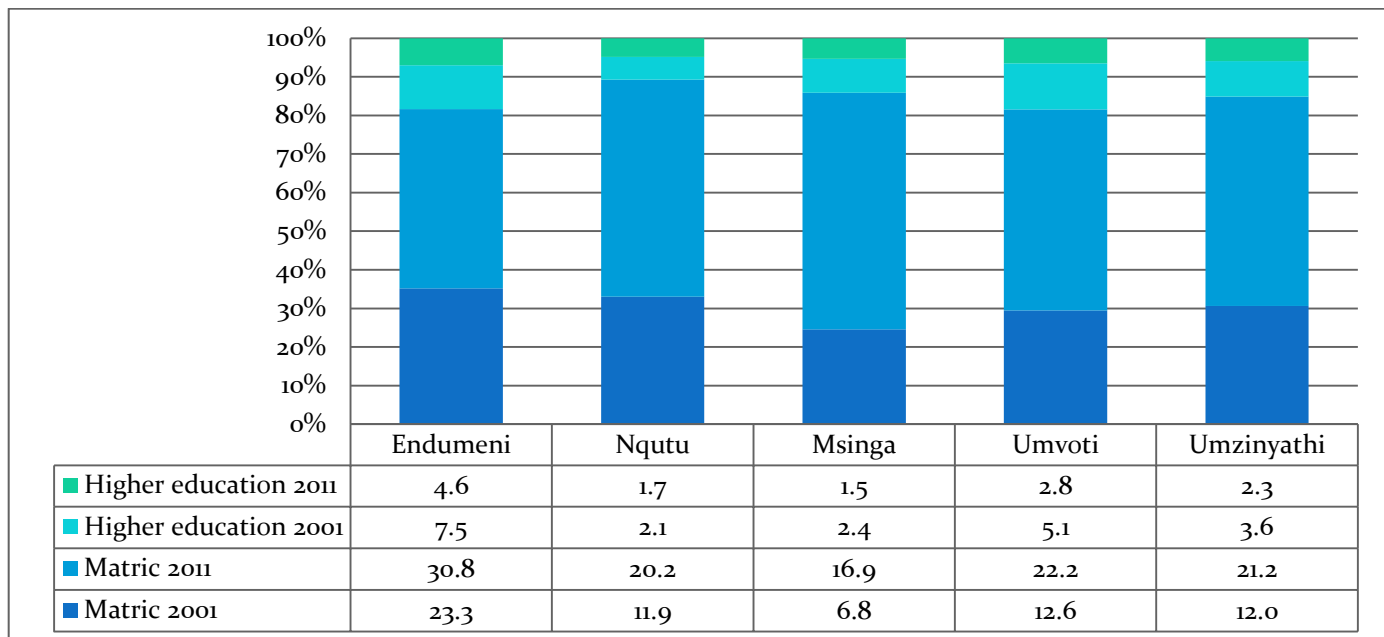
According to Census 2011, also indicates that a quarter of the adult population (35%) have no form of schooling, a further 15% have primary schooling as their highest qualification, and approximately 30% have a grade 11 -12 without matric. Indicating a tendency to drop out before matric is attained. 13% has matric and a certificate or diploma; this indicates a slight increase in tertiary enrolment from 7% in 2006.

Table: Educational Levels

(Source: Stats SA 2011)

level	no.
Some primary	55763
Completed primary	8491
Some secondary	32711
Grade 12/Std 10	14990
Higher	2436
Other	-
Unspecified	60
Not applicable	28822

Msinga Educational levels (statsSA 2011)

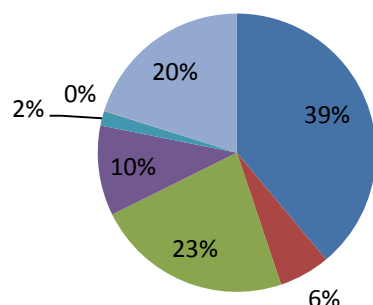


Percentage of the population aged 20 and above in each Local Municipality with Matric and Higher education, UMzinyathi District

By comparison Msinga has the lowest levels of education in the district although a considerable increase in in matriculants is noted above from 6.8- 16.9 % in 2011. This level is still the lowest and as can be seen in the pie diagram below in 2011 it is noted that the largest population in the municipality has primary education.

msinga educational levels

■ Some primary ■ Completed primary ■ Some secondary ■ Grade 12/Std 10
■ Higher ■ Unspecified ■ Not applicable



[Figure 18: Educational levels STASSA 2011](#)

According to the Department of Education's Circuit Office in Tugela Ferry, there are 173 schools serving a school going population of 61,605 pupils in Msinga. This would indicate that 14,000 children between the ages 5 to 19 years are not attending school. The majority of schools are located within the rural villages and settlements and most were initiated by communities that later obtained a Government Grant for upgrading. The schools are in varying physical states with most being in need of refurbishment and upgrading.

DESCRIPTION	TOTAL	PRIMA RY	LOWER PRIMARY	LOWER SECONDA RY	SECONDA RY
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).

2.2.5 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, Nguthu 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 is planned for Pomeroy and on the 15th of March 2012 there was a site handover for the project to commence. 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.

Sixteen fixed clinics serve the rural areas and in addition, three mobile clinics serve 32 points of varying sizes, on a regular basis.

2.2.6 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.

3. MUNICIPAL ORGANISATIONAL DEVELOPMENT ANALYSIS

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:

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.

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).

3.2.1 Institutional arrangements

Table 13: institutional arrangements

Department	Responsibilities	Designated Official
Office of the Municipal Manager	<p>The office of the Municipal Manager is responsible for the following services: Communications, Mayoral Youth Development and Special Programmes. in order to achieve a co-ordinated internal and external communication process, support the administrative functioning of the Mayor's Office.</p>	MM
Development Planning	<p>Development of the integrated development plan aligned to performance management system and town planning. LED, and tourism , Youth Development, Disaster management, Sports , and HIV/Aids, pauper Burials - 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>	Director Development Planning. IDP/PMS Manager & LED/Tourism Manager &Community Manager
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>	Director:Corporate Services

Financial Services Department	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.	Chief Financial Officer
Technical Services Department	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	Director: Technical Services
Development planning shared services	Provide GIS and Town planning expertise. This service serves to support municipal development planning services.	Chief Planner & GIS Specialist :DSS

3.2.2 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

3.2.3 Organizational structure/ Organogram

The municipal organizational structure is attached below on page 68 and 69. The municipality has five vacancies as reflected in the municipal organogram which will be filled in 2014/2015 financial year.

3.2.4 Municipal institutional capacity & status of critical posts

The 75% 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 one vacancy of a section 54/56 HOD for Cooperate services. The municipality has advertised the post, shortlisting is in progress. In the meantime there is an acting Director in place.

3.2.5 Human Resource Development

A total of R232 094, 20 has been set aside for staff skills development to address the shortage of skills within the municipality for the year 2013/2014 As they appear in the municipal WSP.

STAFF NAME	course	FEES
A Mchunu	project management	10000
K ZIQUBU	PUBLIC ADMIN	15000
S MAJOZI	B SOC WORK	6090
NM SITHOLE	ARCHIVAL PROGRAMME	6900
AM CELE	FINANCIAL MANAGEMENTT	2600
KJH MCHUNU	RURAL METRO ACADEMY	19000
T BUTHELEZI	MBA	23500
F ZONDI	DISASTER MANAGEMENT	8500
HM SITHOLE	PUBLIC ADMIN	6 000
G. ZUNGU	PUBLIC ADMIN	8 000
GG MCHUNU	PUBLIC MANAGEMENT	10 000
M NYANDENI	LOC GOVT MANANAGEMENT	10 000
N NGUBANE	LOC GOVT MANANAGEMENT	10000
M MZOBE	FIRE PREVENTION	30000
T LUSWAZI	DRIVERS LICENCE	7370
S KHOZA	LOC GOVT MANANAGEMENT	8000
N MKHIZE	DRIVERS LICENCE	3360
B. HADEBE	DRIVERS LICENCE	6000
S. MZOBE	ARCHIVES	8000
N. MAJOLA	ARCHIVES	8000
R. SITHOLE	LOC GOVT DEV	10000
S MCHUNU	FLEET MANAGEMENT	8000
N MTHETHWA	PUBLIC MANAGEMENT	8000
C MBATHA	PUBLIC MANAGEMENT	12000
C MDLADLA	LOC GOVT CERT	10000
N SHANGASE	PUBLIC ADMIN	12000
M MKHIZE	PUBLIC ADMIN	12000
M HADEBE	LED TOOLS	3500
TOTAL		232094,20

Table no: 2014/2015 planned training for municipal staff

Training list for 2014/15 is currently being finalised and will be presented once the budget has been approved.

3.2.5.1 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 level 1- 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 2014/15 is as per table below

Table 15 : Skills Priority for 2014/15

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		30 000
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			

3.2.5.2 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 107 employees as at the end of 2013/14 financial year.

EEP COMPLIANCE	STAFF COMPLEMENT
NUMBER OF VACANT POSTS	01
TOTAL EMPLOYEE TO DATE	100
PERMANENT STAFF	88
DISABLED	02
MALES	42
FEMALES	58
MANAGEMENT	05
EMPLOYEES UNDER 35 YEARS OF AGE	40

Figure 19: Municipal Organogram

See attachment on the hard copy.

Table 16 : Employment Equity Targets

GROUPS	IDEAL DISTRIBUTION AT THE END OF THE 5 YEAR PERIOD													
	Senior Management		Supervisor		Administration		Security		Drivers		Labourers		Total	
	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %
Black Males	7:21,22	4:12,13	2:6,06	1:3,03	2:6,06	2:6,06	1:3,03	1:3,03	4:12,13	3:9,09	5:15,15	3:9,09	21:63,64	14:42,43
Black Females	-	3:9,09	-	1:3,03	5:15,15	4:12,13	-	-	-	1:3,03	1:3,03	3:9,09	6:18,18	12:36,36
Coloured Males and Females	-	-	-	-	-	1:3,03	-	-	-	-	-	-	-	1:3,03
Indian Males and Females	1:3,03	1:3,03	-	-	2:6,06	1:3,03	-	-	-	-	-	-	3:9,09	2:6,06
White Males and Females	3:9,09	3:9,09	-	-	-	-	-	-	-	-	-	-	3:9,09	3:9,09
Males and Females with Disabilities	-	-	1	-	-	1:3,03	-	-	-	-	-	-	-	1:3,03

3.2.5.3 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.

3.3. Municipal Transformation & Organisational development Swot analysis

STRENGTHS

WEAKNESSES

- 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

- 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
- Misalignment of duties for employees
- Lack of co-operation from stakeholders (IGR)
- Non-compliance with policies

• OPPORTUNITIES

• THREATS

- 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)

- Geographic location of the District
- Grading of the municipality
- Corruption and Nepotism
- Poverty

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.

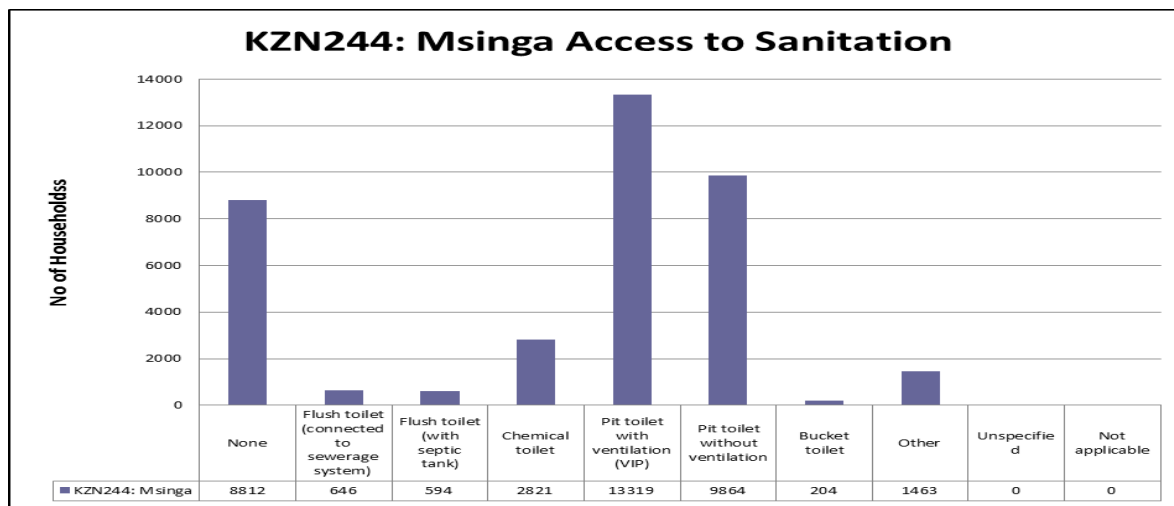


Figure 20 (Source: STATSSA, 2011)

Water is thus a critical need. Map 29: Water Infrastructure shows the existing infrastructure providing water services to areas in the municipality. The map might not indicate all the infrastructure that exists, but aims to relate the need 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.

Sanitation

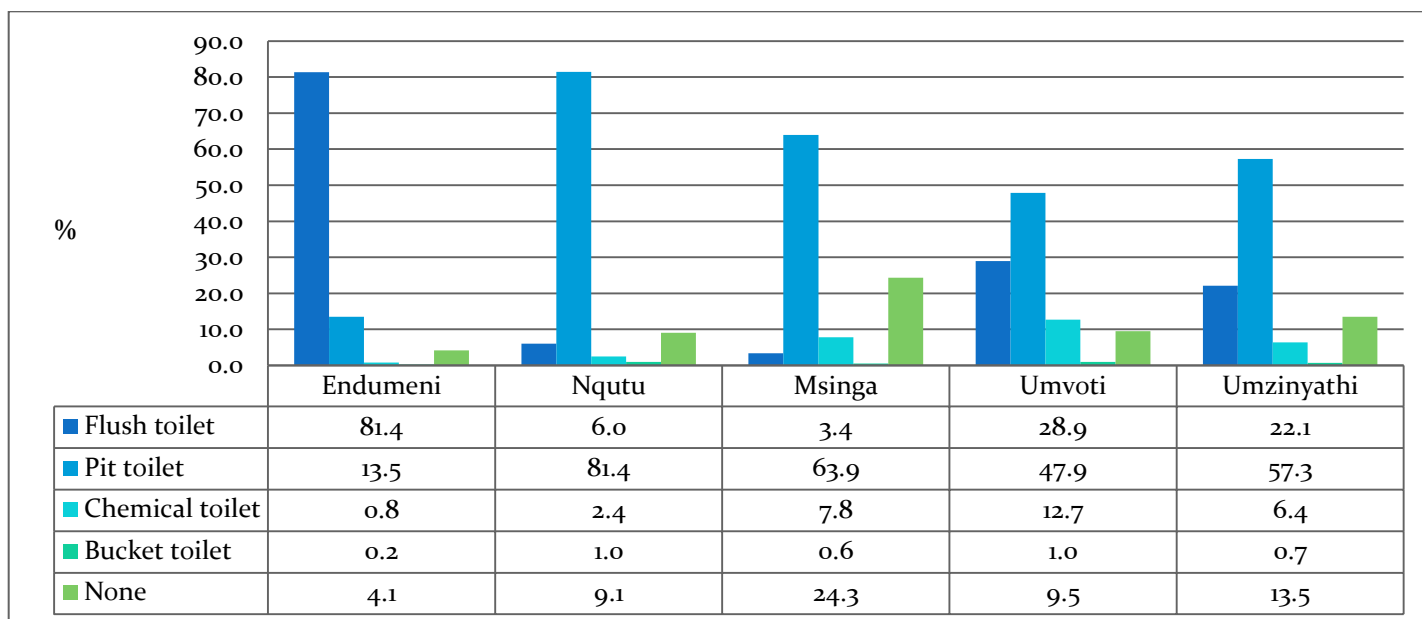


Figure 21: Percentage of households by type of toilet facilities, UMzinyathi District, Census 2011

The graph above indicates levels of sanitation within the municipality in terms of 2011 Census figures. As can be seen from these figures, in 2011 24% had no access to toilet facilities an improvement from 50% in 2007. The figures also indicate that approximately 35% of households have ventilated pit latrines which are a vast improvement on the 22% in 2007. 26.1% of households indicated that they have dry toilet facilities, another improvement on the 16% back in 2007.

4.2 Solid waste management

4.2.1 Refuse Removal

As can be seen from the table below, the majority of households (97,4%) in 2011 have no access to refuse removal. A total of 839 households have reasonable access to a communal skip from which refuse is removed weekly, and the backlog stands at 97.4% of households

Types of Refuse removal	households
Removed by local authority/private company at least once a week	493
Removed by local authority/private company less often	246
Communal refuse dump	545
Own refuse dump	27367
No rubbish disposal	8219
Other	855

(Source: STATSSA, 2011) TABLE 18 : Type of Refuse Removal

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 2013-2015 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.

4.3. 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.

4.3.1 Mode of transportation

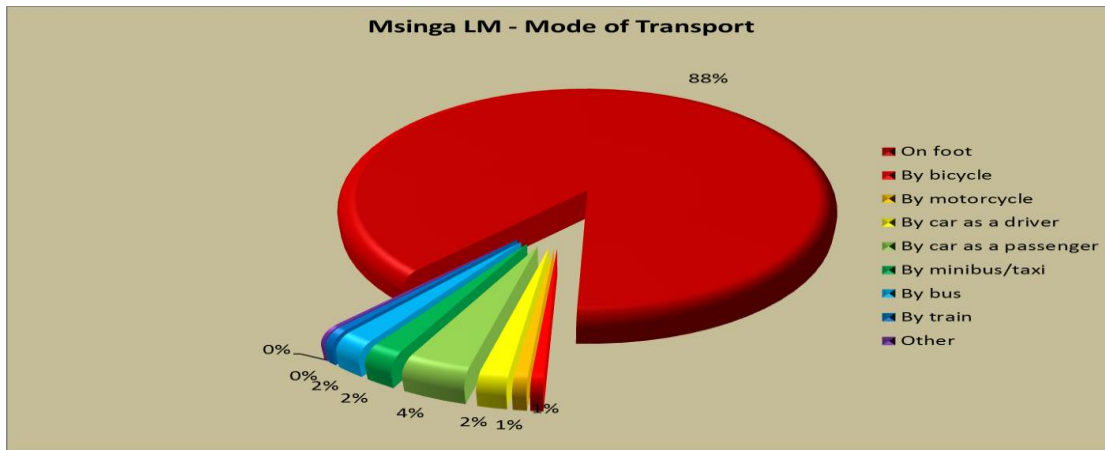
From the statistical distribution of modes of transports mainly utilised by residents it is evident that the largest portion of the Msinga population (88%) are dependent on travelling by foot and thus with no or limited access to

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:
2001

Stats SA,
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 Nhlunga, Kwa-Latha to Mfenebude, Tugela Ferry to Mbabane, Mathinta and Kwa-Nxamalala. The Municipality successfully connected 1200 households in 2011/12. A further 600 connections is undertaken in 2013/14. In 2014/15 further connections are anticipated in Ezingulubeni and Ngcengeni.

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

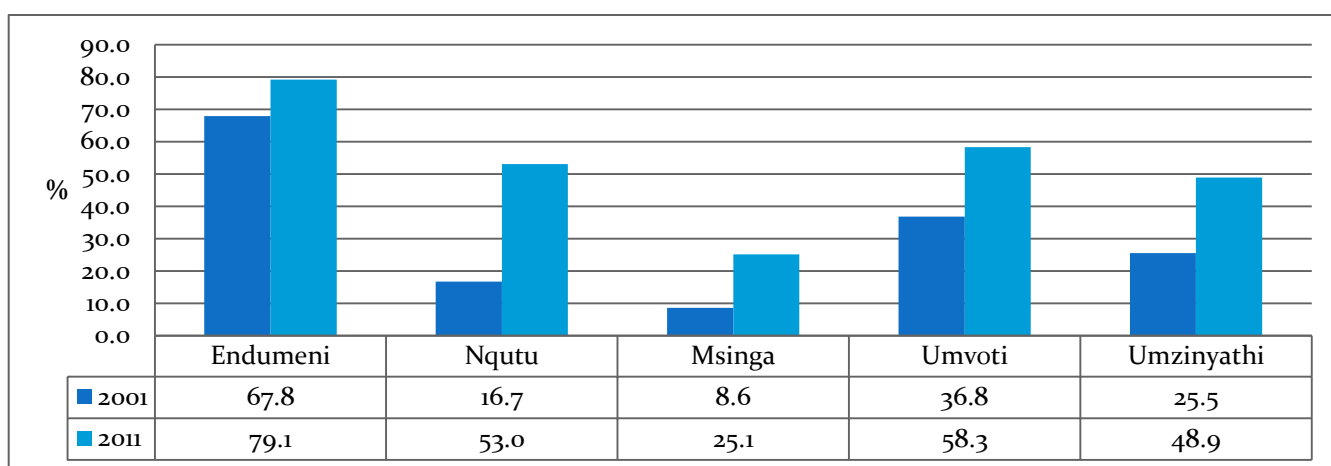


Figure 23 Source: STATSSA 2011: Percentage of households that used electricity for lighting, UMzinyathi District

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.

4.5 Access to community facilities

The table below presents the number of community facilities that should ideally be available at a place such as Msinga. It further presents facilities in light of the provision standards.

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): Primary Schools** and **Map 22: High Schools**, 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.

Health facilities 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.

Safe and security facilities: According to these maps, the municipal area is serviced by three police stations, located at Helpmekaar, Pomeroy and Tugela Ferry. 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.

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.

Transport facilities such as taxi ranks, bus stop shelters are not provided at all at nodal areas Sports facilities to be provide at nodal areas, the Municipality has started with a Sports complex at Pomeroy. A 15 million investment will go towards the achievement of this objective.

4.6 Human settlements

4.6.1 Introduction

Msinga Municipality developed a comprehensive housing plan and adopted it in December 2007. 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 2005 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& 2011, 2007)

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 is underway and has been completed. Once the ROD is obtained from Environmental Affairs packaging for stage 2 will commence.

(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.

(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 are planned to benefit the community of Mvundleni area.

(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 Housing with a view to initiating further projects at Emvundlweni, Ezimbomvini and KwaDolo. The Department of Housing has indicated that it would look favourably on such projects.

Below is a list of projects that the department is considering.

Department of Human settlements Project Name	Municipality	Project Type	Proposed Units
1.Douglas	MSINGA	RURAL	1000

2.Nhlalakahle	MSINGA	RURAL	1000
3.Ngome	MSINGA	RURAL	1000
4.Msinga Top	MSINGA	RURAL	1000
5.Mzweni	MSINGA	RURAL	1000
6.Mthembu Phase 2	MSINGA	RURAL	1000
7.Nteneshane	MSINGA	RURAL	1000
8.Mahlaba	MSINGA	RURAL	1000
9.Mkhuphula	MSINGA	RURAL	1000
10.Mbono	MSINGA	RURAL	1000
11.Sampofu	MSINGA	RURAL	1000

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

The information on telecommunications was not received from StatsSA.

4.8 Service delivery and infrastructure analysis: SWOT analysis

The delivery of services is challenging because of the terrain it becomes more costly to deliver basic services to scattered households.

5. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

5.1 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.

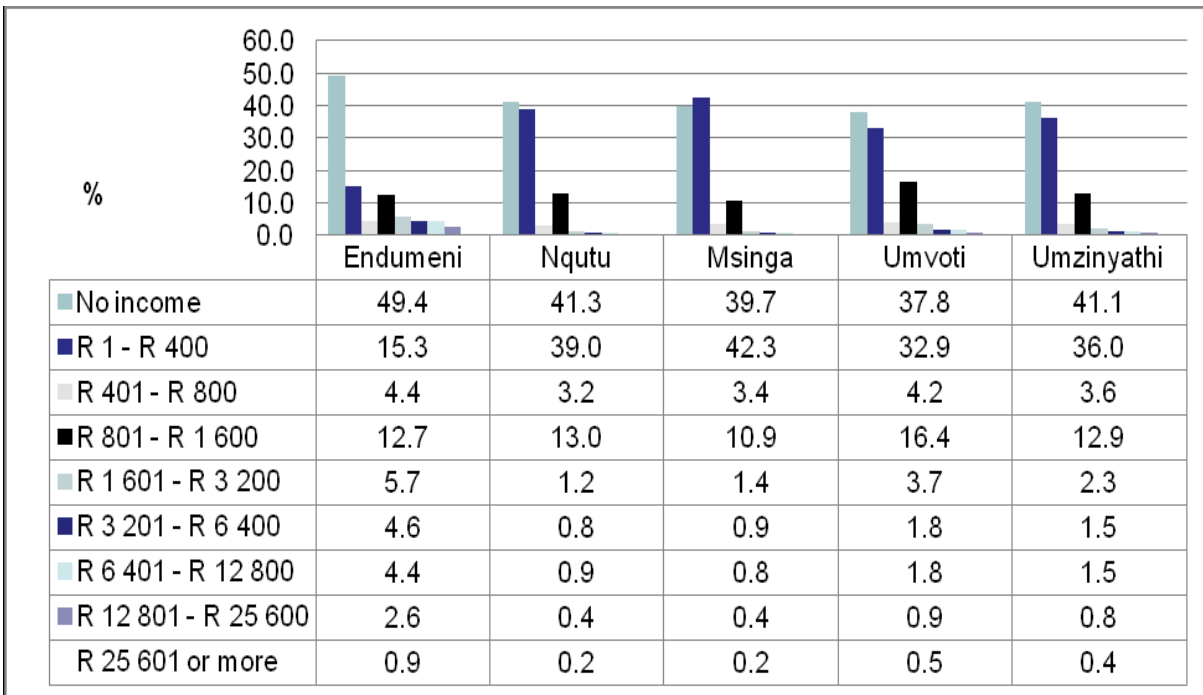
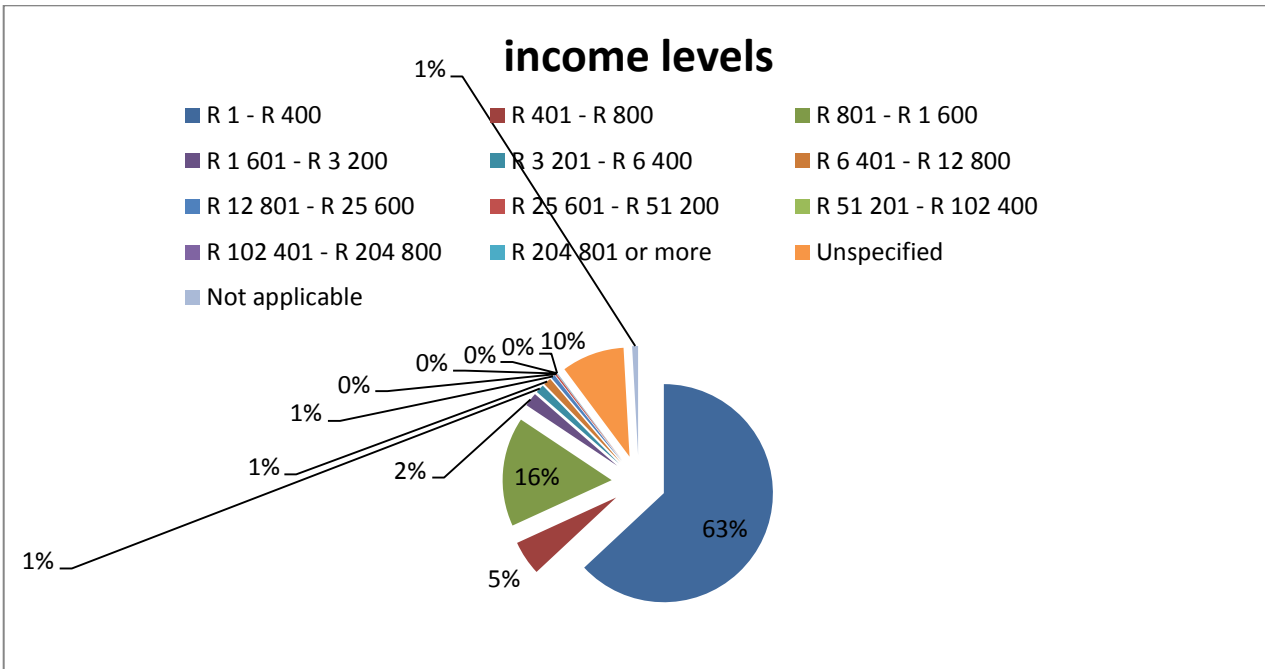


Figure 24 : Households per Income Category in 2011 (Source: STATSSA, 2011)

(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.

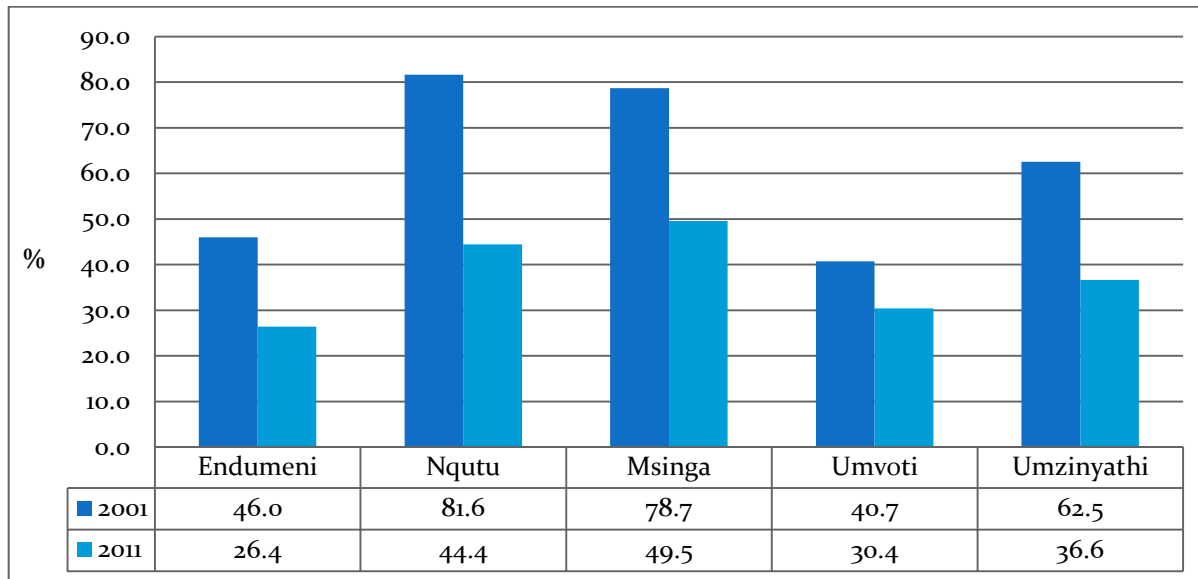


Figure 25: Unemployment rate by Local Municipalities in UMzinyathi District

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.

5.1.7 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 .10 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 BBEE 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.

5.2 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

Name of Ward	Projects
1. Ward One	Douglas Taxi Rank, house, Mumbe Community Hall
2. Ward Two	Crèche, house, hall
3. Ward Three	Emkhamo Crèche, Hall
4. Ward Four	2Halls, Crèche,
5. Ward Five	hall, Sinqumeni Hall,
6. Ward Six	Crèche, Hall
7. Ward Seven	Nondela Crèche, Embomeni Crèche
8. Ward Eight	Hall, Fencing of Crèches
9. Ward Nine	Taxi Rank, Esinyameni, Crèche Emxheleni
10. Ward Ten	Nxamalala, Hall, Fabeni Hall, Mchunu House
11. Ward Eleven	Crèche, Youth Center, hall

12. Ward Twelve	Droppin Center, Renovation of Hall,
13. Ward Thirteen	Nskills Development House, 1 class, Nhlesi Community Hall
14. Ward Fourteen	Completing of Gxobanyawo Hall, Nyandu Creche, Phumela One Class
15. Ward Fifteen	Scotland Crèche, Repairing Roof of Sibonokuhle Crèche and Ngema Crèche
16. Ward Sixteen	Sifuleni Hall, Mngeni Hall, Wolwane Hall
17. Ward Seventeen	Msitha Crèche, 2 room house
18. Ward Eighteen	Mazabeko Taxi Rank, Mahlaba hall
19. Ward Nineteen	Hall and Crèche

5.2.2 EDUCATION

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. **Map 21: Primary Schools** and **Map 22: High Schools**, depicts the localities of these educational facilities within the Municipality:

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.

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.

5.2.3 HEALTH

The spatial distribution of health facilities are depicted on Map 18 and 19 (of the Msinga Draft SDF 2012/13) 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.

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.

5.2.4 SAFETY AND SECURITY

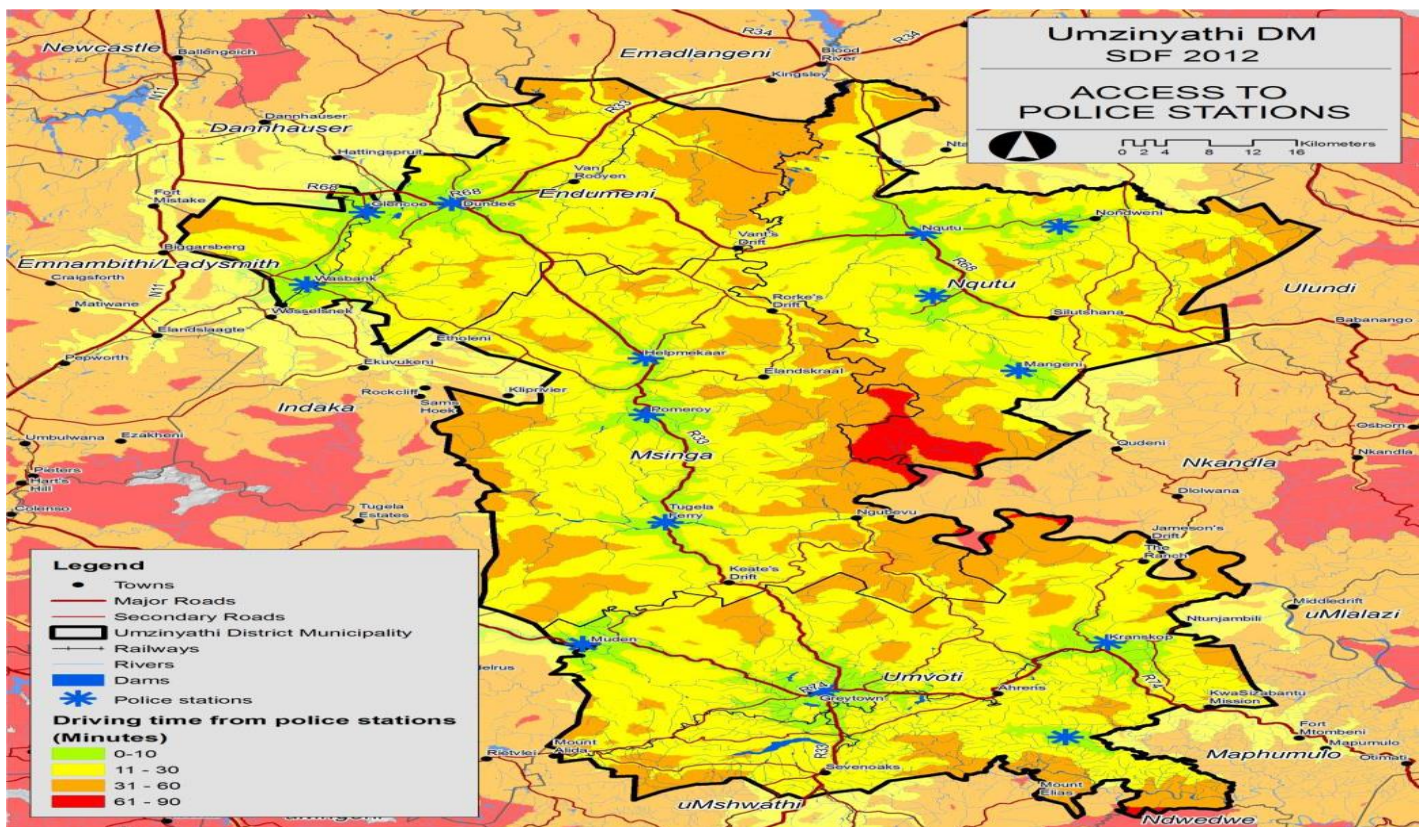


Figure 26: access to police stations (source Umzinyathi SDF 2012)

Figure 26: 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 Dolo area. It can be assumed that the area is relatively well serviced by police stations.

5.2.5 NATIONAL BUILDING & SOCIAL COHESION

5.2.6 COMMUNITY DEVELOPMENT WITH SPECIAL FOCUS ON VULNERABLE GROUPS

5.2.6.1 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 **R1689 000** has been made available for projects aimed at developing the youth.

5.2.6.2 PEOPLE WITH DISABILITIES

The municipality has various projects aimed at this group in this financial year which include educational projects, events, etc. A budget draft of **R410 000** has been made available for projects aimed at vulnerable groups.

5.2.6.3 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. To this end a total of R50 000 is budgeted.

5.2.6.4 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 and in 2014/15 the number is anticipated to grow substantially. The newly constructed roads will each be maintained by ten economically deserving women. Also 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 47 women.

5.2.6.5. 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 R410 000 is the holistic budget covering all vulnerable groups.

5.2.6.6 EALY 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 2014/15. Young girls are encouraged to participate in the Reed dance scheduled for the month of August and September 2014(as tabled in the implementation plan). This is catered for in the youth draft budget of **R1689 000**.

5.2.7 SOCIAL DEVELOPMENT SWOT ANALYSIS

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 2012/13 were completed on time. In 2013/14 MIG allocation of 31 844 00 was received. All projects are in progress. For 2014/15 MIG allocation of 36 513 000 is anticipated and will be completed by end of financial year.

2014/15 MIG ALLOCATION

MIG	2013/14	2014/15	2015/16
MIG	R31, 844, 000	R36, 513, 000	R40, 255, 830
EQUITABLE SHARE	R81 641 000	R100, 755, 000	105 792750

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

6.1.2 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. The municipality received Free basic service grant of **R7 600 000** for 2014/15 and free basic electricity of **R2 625 000** which is 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. A total of about 2640 households are beneficiaries. Approximately 80% of households are deemed indigent with their main income being the social grant.

6.1.3 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

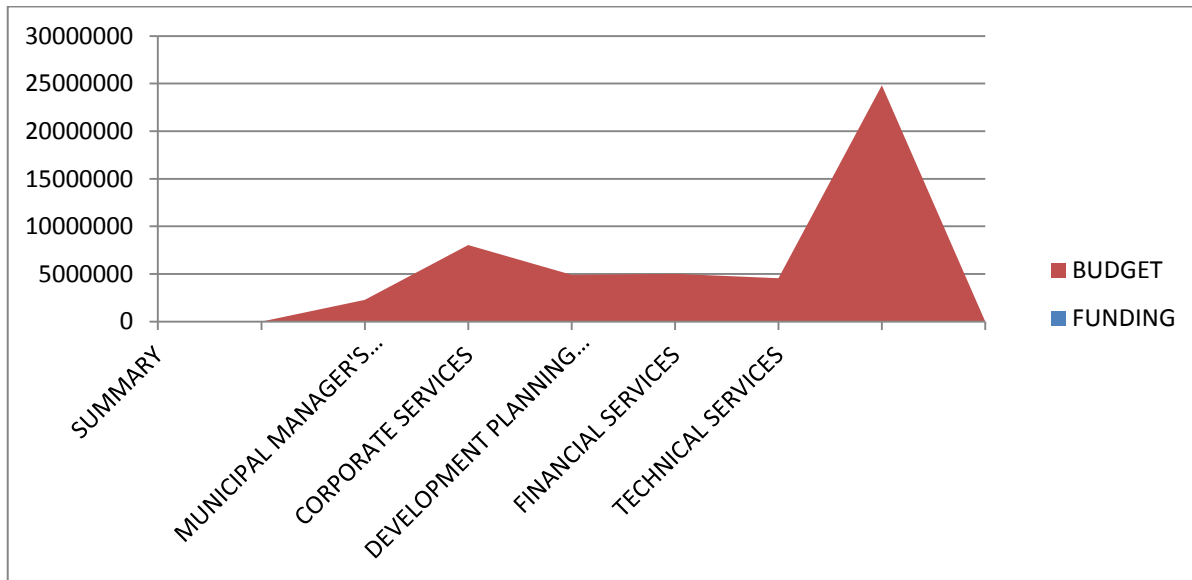
6.1.4 Municipal consumer Debt Position

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

6.1.5 Grants and subsidies

Presented below is a list of all the grants and subsidies the municipality receives.

DESCRIPTION	2013/14	YTD	ANTICIPATED	DRAFT 2014/15
EQUITABLE SHARE	-81 641 000	-34 017 000	-61 218 000	-100 755 000
MIG GRANT	-31 844 000	0	-21 981 000	-36 513 000
FMG GRANT	-1 650 000	0	-1 450 000	-1 800 000
MSIG GRANT	-890 000	0	-790 000	-934 000
CDW GRANT	-100 000	0	-20 000	-105 000
KWALATHA HOUSING GRANT TOWN ESTABLISHMENT GRANT	-20 000	0	-20 000	-21 000
POMEROY HOUSING GRANT	-20 000	0	-20 000	-21 000
PMS GRANT	-20 000	0	-20 000	-21 000
IDP GRANT	-200 000	0	-20 000	-210 000
SDL CLAIM	-20 000	0	-20 000	-21 000
MAP GRANT	-200 000	0	-200 000	-210 000
TOURISM GRANT	-500 000	0	-20 000	-525 000
RURAL ELEC PLAN	-7 900 000	644 126	-7 000 000	-8 000 000
PUBLIC PARTICIPATION	-20 000	112 499	-20 000	-21 000
E-LEARNING	-100 000	0	-20 000	-105 000
TRANSITION GRANT	-1 000 000	0	-20 000	-1 050 000
LOTTERY REVENUE GRANT	-20 000	0	-20 000	-21 000
PROPERTY RATES GRANT	-100 000	0	-100 000	-105 000
SMALL TOWN REHAB	-100 000	0	-2 000 000	-105 000
DISASTER FUND HOUSING	-250 000	0	-250 000	-262 500
POMEROY STREET PAVING	-20 000	0	-20 000	-21 000
SPORT AND RECREATION	-500 000	2 371	-1 000 000	-525 000
LED Capacity	0	0	0	0
EPW Grant	-1 115 000	0	-1 000 000	-1 899 000
Library Grant	-360 000	0	-360 000	-378 000
MPCC Grant	-500 000	0	-1 100 000	-525 000
Tugela Ferry Street Lighting	-300 000	0	-600 000	-315 000



Municipal budget spread in departments 2014/15

6.1.9 Employee related cost (including Councillor Allowances)

An allocation has been made to cover employee and councillor salaries and allowances. **An 8% increase has been budgeted for salaries.**

6.1.10 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. GOOD GOVERNANCE 7 PUBLIC PARTICIPATION

7.1 Good governance

7.1.1 National and Provincial Programmes Rolled out at municipal level

7.1.1.1 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 19 war rooms and only one has a setilite i.e. ward 19. 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 attandance 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 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 transition to community led structures
- Enforcement of departments commitment to the OSS programme
- Training of more fieldworkers on profiling
- To elevate with emphasis the issue of transport with the political oversight and DTT

7.1.2 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)

7.1.3 Municipal structures

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

7.1.3.1 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.

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.

7.1.3.2 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.

7.1.3.3 Audit committee

Internal and External Audit Committee: An internal auditor has been appointed since 30 July 2008 and a new Audit Committee has been recently established following the unsuccessful Shared service audit committee that was shared with the uMzinyathi DM. The municipality outsourced the services of an internal auditor by the name of Steyn's Chattered Accountants Inc. 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.

7.2 public Participation analysis

The municipality 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.

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 including environmental management issues, the budget of the financial year, the planned projects and if there are any deviations from the plans, it is communicated.

MAYORAL PROGRAMME OF ACTION 2014/2015 FINANCIAL YEAR.

SECOND PHASE: FROM JANUARY TO JUNE 2014.

DATE	WARD	VENUE	ACTIVITIES/FUNCTION TO BE RENDERED
2014/01/16	11	Keates Drift Hall	Handover of Ncence access road and the hall
2014/01/23	04	Esdakeni Creche	Handover to Sampofu and Esdakeni creche
2014/01/30	05	Emmangaliso School	Handover of Mbabane crfeche
2014/02/06	03	Lamdulwazi School	Handover of Machijane Bumbeni creche
2014/02/13	07	Mbangweni Community Hall	Handover of Mbangweni Taxi Rank
2014/02/20	06	Mashunka School	Handover of Zondi and Malembe Houses
2014/02/27	09	Swidi	Handover Three indigent houses
2014/03/06	16	Embusweni School	Hnadover of Ngubukazi Community Hall
2014/03/12	17	Matshematshe Community Hall	Handover of Ngubukazi crèche and Matshematshe Community Hall
2014/03/21	08	Simumumu creche	Handover of Galibasi and Simumumu crèche and celebration of Human Rights Day
2014/03/24	12	Hlanzeni Sportfield	Handover of two new crèches and fencing
2014/03/27	01	Mpompolwana School	Handover of Mpondweni Community Hall
2014/04/03	02	Mpungane School	Handover Shiishi access road 2
2014/04/10	19	Elandsberg	Handover of Mozana Community Hall
2014/04/17	18	Tukwane creche	Handover of Xovudka and Tukwane creche
2014/04/21	10	Nxamalala Area	Handover of Ngxongo, Gudwini and Mahlaba House

2014/04/24	13	Nyinyezwe Sportfield	Handover of Holisizwe, Smanyama classrooms, Kwandayo crèche and celebration of Freedom Day
2014/04/28	15	Overtoun	school
2014/05/01	14	Gxobanyawo Sportfield	Handover of Gxobanyawo Community Hall and celebration of Wokers' Day

PROGRAMME OF INDIGENIOUS KNOWLEDGE

SYSTEM/SKILLS/TALENTS/PROMOTION/ENCOURAGEMENT: MSINGA MUNICIPALITY IN 2014

DATE	WARD	VANUE	ACTIVITY/SERVICE
2014/01/14	19	Nyonyana Community Hall	Encouragement of Indigenous Knowledge/Systems/Skills
2014/01/21	18	Esethu High Schooll	Encouragement of Indigenous Knowledge/Systems/Skills
2014/01/28	17	Pomeroy Hall	Encouragement of Indigenous Knowledge/Systems/Skills
2014/02/04	16	Ntili Communiity Hall	Encouragement of Indigenous Knowledge/Systems/Skills
2014/02/11	01	Mumbe Tribal Court	Encouragement of Indigenous Knowledge/Systems/Skills
2014/02/18	02	Esiinqaweni Community Hall	Encouragement of Indigenous Knowledge/Systems/Skills
2014/02/25	14	Ntshishili High School	Encouragement of Indigenous Knowledge/Systems/Skills
2014/03/04	06	Mashunka School	Encouragement of Indigenous Knowledge/Systems/Skills
2014/03/11	07	Nomahaye School	Encouragement of Indigenous Knowledge/Systems/Skills
2014/03/18	10	Fabeni Sportfield	Encouragement of Indigenous Knowledge/Systems/Skills
2014/03/25	09	Mhlumba P. School	Encouragement of Indigenous Knowledge/Systems/Skills
2014/03/28	12	Dolo MPCC	Encouragement of Indigenous Knowledge/Systems/Skills
2014/04/01	15	Mbomvu Community Hall	Encouragement of Indigenous Knowledge/Systems/Skills

2014/04/08	03	Mandleni Community Hall	Encouragement of Indigenous Knowledge/Systems/Skills
2014/04/15	04	Msinga High School	Encouragement of Indigenous Knowledge/Systems/Skills
2014/04/22	05	Mthembu Community Hall	Encouragement of Indigenous Knowledge/Systems/Skills
2014/04/29	11	Ngome Community Hall	Encouragement of Indigenous Knowledge/Systems/Skills

Table 28 Mayoral programme of action

7.3 Good Governance & Public Participation SWOT analysis

STRENGTHS

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

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

OPPORTUNITIES

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

8. 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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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

9. THE KEY CHALLENGES

Internal Challenges

- **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.
- **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.
- **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.
- **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.
- **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
- **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.

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.
- **a 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 wards 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

4. LONG TERM VISION

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:

- 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:

KEY DEVELOPMENTAL PRIORITIES:

- 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
- 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 developed in 2012 and the present council has confirmed not deviated from this:

VISION

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

MISSION:

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

4.1 GOAL, OBJECTIVES AND STRATEGIES

4.1 OBJECTIVES AND STRATEGIES

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	Satisfaction of basic needs through provision of services : <ul style="list-style-type: none">✓ Water✓ Sanitation✓ Roads✓ Housing✓ Electricity✓ Solid Waste
Job creation	Local Economic Development	Local economic development through: <ul style="list-style-type: none">✓ Commercially orientated agriculture✓ One house one garden✓ Tourism projects✓ Agri-processing✓ Poverty alleviation✓ Education and training✓ LED Strategy implementation✓ HIV/AIDS✓ Youth development
Human resource development	Municipal transformation and Institutional Development	<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 and Management	<ul style="list-style-type: none">✓ Generate income for the municipality✓ Promote sound financial practices
Governance and policy	Good governance and Public	<ul style="list-style-type: none">✓ Improve communication with the community✓ Participation of all citizens

	Participation	✓ Empowerment
Spatial equity	Cross Cutting Issues	✓ Safe and sustainable environment ✓ Attract investment to Nodal areas ✓ Ensure proper spatial planning ✓ Adopt a reviewed SDF ✓ Formalisation of Tugela Ferry

1. Basic Service Delivery
2. Local Economic Development
3. Governance and Public Participation
4. Municipal Transformation and Institutional Development
5. Municipal Financial Viability and Management
6. Cross Cutting Issues

4.2 THE MSINGA STRATEGIC FRAMEWORK

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'.

TABLE31: Basic Service Delivery

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	
A: KEY PERFORMANCE AREA : BASIC SERVICES DELIVERY			
ROADS			
To provide a better Local access Road network	Projects: Roads	To increase the number of	Input: human, finance and time
	KwaSibiya	Roads built	Process: number of days taken toward tender from the date of advertisement
	Mshafuthi	and	Output: the number and kilometres of new access roads built
	Nokopela	maintained	Outcome: percentage increase in the number of access roads built
	Hime street	per year	
	Shepstone street		
	Polkinghorne street		
	Colenso street		
	Escombe street		
	Sobho street		
	Guswini street		

OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
To reduce sporting facilities backlog within the municipal area.			<p>Input: human, finance, time</p> <p>Process: advertise tender, award, monitor progress</p> <p>Output: number of people employed in the project, number of facilities</p>
Proper management of waste	Implementation of the IWMP interventions	Installation of Bins & Skips <ul style="list-style-type: none"> • Develop waste tariffs • Develop information system • public awareness • Pomeroy landfill meet environment regulations • Develop 	<p>Input : finance</p> <p>Process: advertise the tender</p> <p>Output: proper management of waste</p> <p>Outcome: better managed infrastructure</p>

OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
		business opportunities from waste collection <ul style="list-style-type: none"> • staff training • Fleet for waste management 	
ELECTRICITY			
To facilitate electrification of Msinga	Projects : household connections	To facilitate in the provision of acceptable standard of electricity	Input: Human ,finance and time
	SJOZINI		Process: number of site meetings held with the contractor The number of progress reports received
	phase 2: connections		Output: number of houses provided with access to electricity
	, (500)		Outcome: increase in the number of households with access to electricity.
SOLID WASTE			

OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR	
Make a living out of waste	Recycling facility	To properly process waste in an environmentally safe and sustainable way.	Input: contractors ,finance and time	
			Process: build a facility	
			Output: amount of of waste processed	
			Outcome: environmentally safe and clean towns	
HOUSING DELIVERY				
To facilitate the provision of safe and sustainable living environment	Housing projects Pomeroy housing 500 units	To facilitate in the development of rural housing.	Input: human, financial and time	
	Mthembu housing 1260 units		Process: to implement the Housing Plan: <ul style="list-style-type: none"> • In-situ upgrades • Greenfield projects 	
	kwaLatha housing 500 units		Process: To work hand in department of Human Settlement in order to fast track the projects hand with the	
	Ezibomvini 500 units		Output: number of housing projects initiated	
	KwaDolo 500 units		Output: the number of business plans submitted to source funding.	
	Emvundlwe		To facilitate capacity building through the establishment of a housing component.	Outcome: a dedicated qualified Housing official
				Outcome: an increased number of better houses received by the community.

OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
	ni 500 units	Free basic houses(internal project)	

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
B. KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT		
to reduce poverty through local economic development	To implement the LED Strategy	Input: finance, human, time
		Output: number of progress reports submitted
		Process: present LED strategy to council
		Outcome: a completed LED strategy
	To increase agricultural production through encouraging the community	Input: finance, time , human
		Process: provide fencing, and ploughing assistance
		Outcome : an increase in commercial farming produce
		Outcome: percentage increase in the production of crops
Develop an agri-processing	residing in high agricultural areas to farm For commercial purposes and community gardens.	Input: finance
		Process: number of steering meetings
		Output: agri processing plant

		Outcome: an amount of produce per year
To nature the unique talent of MSINGA	Human rights day, day of reconciliation ,heritage ,freedom, workers& youth day	Input: finance & HR Process: organize & advertise Output: organize prizes Outcome: proud & empowered people

	YOUTH EMPOWERMENT			
job creation	To empower the youth of Msinga Municipal area through education to increase chances of finding employment To unlock the youth's economic potential	Bursaries bursary scheme	administer the bursary scheme to at least two students per ward identified from the profiled most deprived households	Input: human, financial and time
				Process: identify qualifying students from deprived households
				Output: increased number of beneficiaries
				Outcome: increased number of tertiary graduates& Increased number of youth with skills
Governance and policy	To encourage the	Sports	Indigenous games, sports streams	Process: encourage participation
OSS alignment				Output: planned games for the entire season

	participation of youth in sports and recreation		Mayoral cup	
		Outcome: an effective sports structure		
		Outcome: increase number of youth with tertiary education		
POVERTY ALLEVIATION& INDINGENT				
Strategic infrastructure	To support the needy families	Pauper burials, Food parcels	To ensure that the community receive the dignity through the municipality	Input: human, financial and time
				Output: the number of coffins/ groceries given to financially deserving
				Outcome: efficient provision of burial assistance
spatial equity	To prevent accidents and protect the animals that are roaming on the roads	Maintain& operate the Pound		Input: finance, HR
			Process: develop the objectives of the council	
			Output: commence the use of Pound Outcome: reduced stray animals roaming on the road	

GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
	KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT		
Aligned to OSS themes: Moral regeneration & women	to reduce encourage self-pride and curb teenage pregnancy	To educate young women on HIV, advocate for equality in women in a cultural celebration	Input: finance, human, time Output: organize activities & Organize refreshments Process: arrange multi-disciplinary talks Outcome: decrease in HIV amongst young women
		To align activities with Operation Sukuma Sakhe women theme	Chanel Youth Ambassadors to organize.

GOAL	KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT		
Job creation	To organise a disability forum	To promote the rights of the vulnerable groups (women, children and disable)	Input: human, financial and time
			Process: organize the disability forum
OSS December Theme		To promote disable friendly facilities.	Process: access all public facilities for accessibility & upgrade public buildings to cater for people living with disabilities
MTAS no 9.			Output: disable friendly public buildings
			Output: advocate for traffic signs for busy roads
			Outcome: a municipality that involves all members and promotes equality and

			restores dignity.
job creation OSS June Theme on Youth	Encourage sports in all wards and present a platform for educating youth	Inter-ward games	Input: human & finance
			Process: Publicise sporting days, Identify & invite all stakeholders
			Outcome: Sports at ward level
Job creation OSS alignment: standing theme	Alert community on HIV, TB and other communicable diseases	World Aids day celebration	Input: finance & HR Process: identify stakeholders, publicise the event, invite stakeholders Output: a holistic initiative Outcome: well informed citizens

GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
	C. KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION PARTICIPATION		
Good governance	To ensure public	Ensure the effective	Input: human, financial and time

	participation in local governance	functioning of council structures. Ward Committees/ Councillors.	Process: number of full council& Exco meetings held.
			Output: Number of ward committee meetings held& minutes submitted.
			Outcome: all Ward request be reflected in the IDP.
		04 full council meetings	
		12 EXCO meetings	
		12 ward committee meetings per ward	
		MANCO	

GOAL	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
D. KEY PERFORMANCE AREA: CROSS CUTTING ISSUES			
Spatial equity	To accelerate the town establishment and ensure spatial representation	To ensure proper spatial planning and environmental planning	Input: human, financial and time
			Process: progress reports, steering committee meetings
			Process: commence township establishment engagements, submit to Amakhosi,& council for adoption and implementation

	of the IDP.	To attract investors to the main economic hub, Tugela Ferry	Output: a reviewed SDF& precinct plans
			Output: Tugela Ferry be proclaimed a town
			Outcome: effective spatial representation of the IDP
		Adopt Reviewed SDF & Precinct plans engage the community at war room ward level	Outcome: implementation SDF

: CROSS CUTTING ISSUES

GOAL	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
	KEY PERFORMANCE AREA: CROSS CUTTING ISSUES		
Spatial equity	To accelerate the town establishment and ensure spatial representation of the IDP.	To ensure proper spatial planning and environmental planning	Input: human, financial and time
			Process: progress reports, steering committee meetings
		To attract investors to the	Process: commence township establishment engagements, submit to Amakhosi,& council for adoption and implementation
			Output: a reviewed SDF& precinct plans
			Output: Tugela Ferry be proclaimed a town

		main economic hub, Tugela Ferry	Outcome: effective spatial representation of the IDP
		Adopt Reviewed SDF & Precinct plans engage the community at ward level	Outcome: implementation SDF

	KEY PERFORMANCE AREA: CROSS CUTTING ISSUES		
	SPATIAL DEVELOPMENT		
spatial equity ,and Good governance	To speed up development applications in terms of KZN PDA	To ensure development applications are assessed efficiently and timeously. Review fee structure	Input: human, financial and time
			Process: advertise delegations & fee structure.
			Output: the number of development applications processed
			Outcome: An accelerated pace at which development applications are processed.
	DISASTER MANAGEMENT		
Response to climate change	To create a disaster free environment	To prevent the effects of natural disasters Management of disasters Awareness programmes Map disaster prone areas Adopt Disaster management Plan	Input: human, financial and time
			Process: to get the Disaster Management Plan reviewed.
			Process: To allocate more funding for disaster relief
			Output: A map of disaster prone areas. Outcome: A decrease in the number of houses, animals and human lives lost through natural disaster

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TABLE 36: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
E. KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			
	To develop staff skills in the workplace in line with IDP functions.	To implement the Work Place skills plan	Input: finance, time and human
Human resource development			Process: update the skills audit , undertake the review of WSP and appoint the Skills Development Facilitator advertising vacant posts, adopt the new organogram
			Output : Number of staff attending training programmes
			Outcome: percentage of rebate received from SETA
MUNICIPAL ASSETS			
job creation	Effective maintenance of community facilities		Input: human ,finance and time
			Process: progress reports on Maintainance
			Output : well-maintained community facilities

	library Thusong centres Kopi Curio Shop & Community Halls.		Outcome: effective functioning of community facilities
MUNICIPAL PERFORMANCE			
		To ensure effective functioning of a performance management system	Input: finance, human and time
Human resource development	To improve the performance of the municipality in order to ensure sustainability	Performance audit internally & externally Quarterly reporting	Process: performance reports submitted timeously.
			Process: internal performance auditing in terms of S45 of MSA
			Output: a fully-fledged Performance Management System
			Outcome: unqualified report from the AG

TABLE 37: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
GOALS	F. KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
financial	to increase revenue in the municipality	implementation of the property Rates Act Property rates collection	Input: finance, time ,human
			Process: appointment of service provider to value properties
MTAS priority no 7			Output : number of properties valued
			Outcome: percentage of increase in the revenue rates in the municipality.
	FINANCIAL VIABILITY		
revenue	To improve financial viability in the municipality	To promote sound financial practices in the municipality through sound policies.	Input : finance, human and time
MTAS priority no 7			Process: financial reporting in terms of Treasury requirements
			Output: annual budget annual financial statements Three year budget
			Outcome: An unqualified Auditor-General report

SECTION E

STRATEGIC MAPPING

SPATIAL DEVELOPMENT OBJECTIVES

The Msinga municipal Development Objectives are mainly orientated and aligned to National Key performance areas (KPA's) which are:

- Institutional Development & Transformation
- Basic Service Delivery
- Good Governance & Public Participation
- Local Economic Development
- Financial Viability
- Spatial development

The Msinga Integrated development Plan, 2012-17 identified the following Spatial Development Objective which is:

To accelerate the town establishment and ensure spatial representation of the IDP

It further identified a number of strategies to implement this objective. The table below represents the strategies identified, and also proposes a number of additional "sub-objectives" in support of the identified strategies.

Strategies identified in the IDP in support of Spatial Developmental Goal.	Proposed Additional Objectives
<ul style="list-style-type: none">• To ensure proper spatial planning and environmental planning;	<ul style="list-style-type: none">• Establish a hierarchy of nodes.;• Formalise emerging urban settlements;• Develop Rural Service Centres;
<ul style="list-style-type: none">• To attract investors to the main economic hub, Tugela Ferry;	<ul style="list-style-type: none">• Provision and upgrading of Infrastructure to address backlogs and provide infrastructure required to successfully manage a business;
<ul style="list-style-type: none">• Reviewed SDF;	<ul style="list-style-type: none">• Promote a variety of housing

	typologies and densities in and around nodes;
• LUMS implementation;	<ul style="list-style-type: none"> • Support of Land Reform Projects and enable Security of Tenure; • Develop a uniform Land Use Management mechanism;

The following section deals with the strategies that are to be implemented to facilitate the spatial development of Msinga Local Municipality.

KEY STRATEGIES

As indicated before, the core spatial challenges of the Spatial Development Framework would be to ensure spatial variety, equity, efficiency and sustainability. However, current practices does not always promote these concepts and it is therefore vital to identify in which manner current trends does/doesn't impact on the achievement of these responsibilities and the eventual realization of the Vision. This analysis will assist in identifying key spatial issues to be addressed as well as identifying potential strategies in this regard.

Table 1: Spatial Resilience

SPATIAL RESILIENCE		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> ▶ Msinga Community aims to preserve the rural culture and rural nature of the municipality as a key distinguishing factor. ▶ The current predominant rural character often perpetuates a monogamous economic land scape. 	<ul style="list-style-type: none"> ▶ A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa. ▶ The lack of spatial diversity negatively affects living quality, economic opportunity as well as a justification for public investment. 	<ol style="list-style-type: none"> 1. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning. 2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development.

Table 2: Spatial Justice

SPATIAL JUSTICE		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> •▶ Many communities do not have easy access to service and economic opportunities found in Tugela Ferry and other nodes. • •▶ Clear and uneven distribution of employment opportunities exist between Tugela Ferry Town and most of the rural areas. • •▶ Public facilities and services are being scattered across community areas rather than grouped together at access points, although this is emerging in some areas. • •▶ While economic integration occur to some extent in the Tugela Ferry Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas) 	<ul style="list-style-type: none"> ▶ It is expensive and time consuming for poor rural families to move to places of employment and social facilities. ▶ If community facilities are scattered in different locations then the thresholds (number of people needed) to promote local development activities and access to opportunities is decreased. ▶ High degrees of segregation between places of work and home and uneven access to social and economic activities within the total Msinga area. 	<ul style="list-style-type: none"> 8. Provision, upgrading and maintenance of key distribution routes and link roads to corridors. 8. Promotion of economic activities in closer proximity to the rural unemployed. 8. Clustering of social and community facilities at more accessible points within rural service nodes. 8. Promotion of private sector investment in rural areas within diverse economies. 5. Spatial focus of resources to areas of greatest need to redress inequalities in services standards and quality of life. 6. Equitable protection and support of rights to and in land. 7. Promote participatory and accountable spatial planning and land use management within all areas of Msinga Municipality.

Table 3: Spatial Efficiency

SPATIAL EFFICIENCY		
ISSUES	EFFECTS	STRATEGIES

<ul style="list-style-type: none"> ▶ Historic and current rural land use patterns outside of Tugela Ferry Town do not support principle of efficiency. ▶ Economic investment mainly in Tugela Ferry town. ▶ General lack of clear nodal clustering is contributing to inefficient spatial structure. ▶ Lack of structured spatial economic strategy and/or co-ordination to guide private investment. 	<ul style="list-style-type: none"> ▶ The poor condition of certain vital distribution routes is costing the local rural communities in terms of time and money. ▶ Effective transport service is hampered by road conditions which impacts on accessibility of opportunities for the rural poor. ▶ The fluctuation subsistence agricultural production causes an increased pressure on urban economic opportunities within Tugela Ferry and Pomeroy and an evident poverty trap. ▶ The location of housing options mainly in rural areas means long and expensive journeys to work and social facilities. ▶ Economic investment occurs on an ad hoc basis and is scattered by sporadic opportunities. 	<ol style="list-style-type: none"> 1. Provision, upgrading and maintenance of key distribution routes. 2. Stimulation of Tugela Ferry, Pomeroy and other Rural Service nodes to promote sufficient market thresholds. 3. Phased Planning around bulk capacities to ensure more cost effective developments. 4. Promotion of economic opportunities in close proximity to residential functions (where sustainable). 5. Planning alignment with surrounding municipalities and sector strategies.
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Table 4: Spatial Sustainability

SPATIAL SUSTAINABILITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES

<ul style="list-style-type: none"> ▶ Insufficient maintenance of existing physical infrastructure. ▶ Conservation worthy and sensitive areas are being lost to other competing land uses in the majority of rural areas. ▶ Daily rural living activities are contributing to localised water pollution. ▶ Current lack of land management in rural settlements, the clearing of natural vegetation, conversion of agricultural land and inadequate storm water provisions have high costs for remedial and mitigation actions, e.g. damage to roads and houses after heavy rains. 	<ul style="list-style-type: none"> ▶ The people in outlying rural areas have low per capita income, which often means that full services are unaffordable and this leads to non-payment which is financially unsustainable for the municipality and the rural poor. ▶ Once disrepair reaches a critical point complete reconstruction is required at a greater cost. ▶ Pollution impacts on human health and living conditions and limits future agricultural and tourism development potential, with implications for export competitiveness, and health costs. 	<ol style="list-style-type: none"> 1. Protection and use of natural hydrological systems. 2. Plan service standards in line with economic and environmental affordability. 3. Conservation and maintenance of infrastructure and resources are better than replacement. 4. Fragmented spatial structure causes rural sprawl and should be countered within parameters of rural culture. 5. Improved land management measures to control potential conflicts are required. 6. Protect productive land for agricultural purposes. 7. Identify and promote alternative infrastructure solutions within landscape of municipality.
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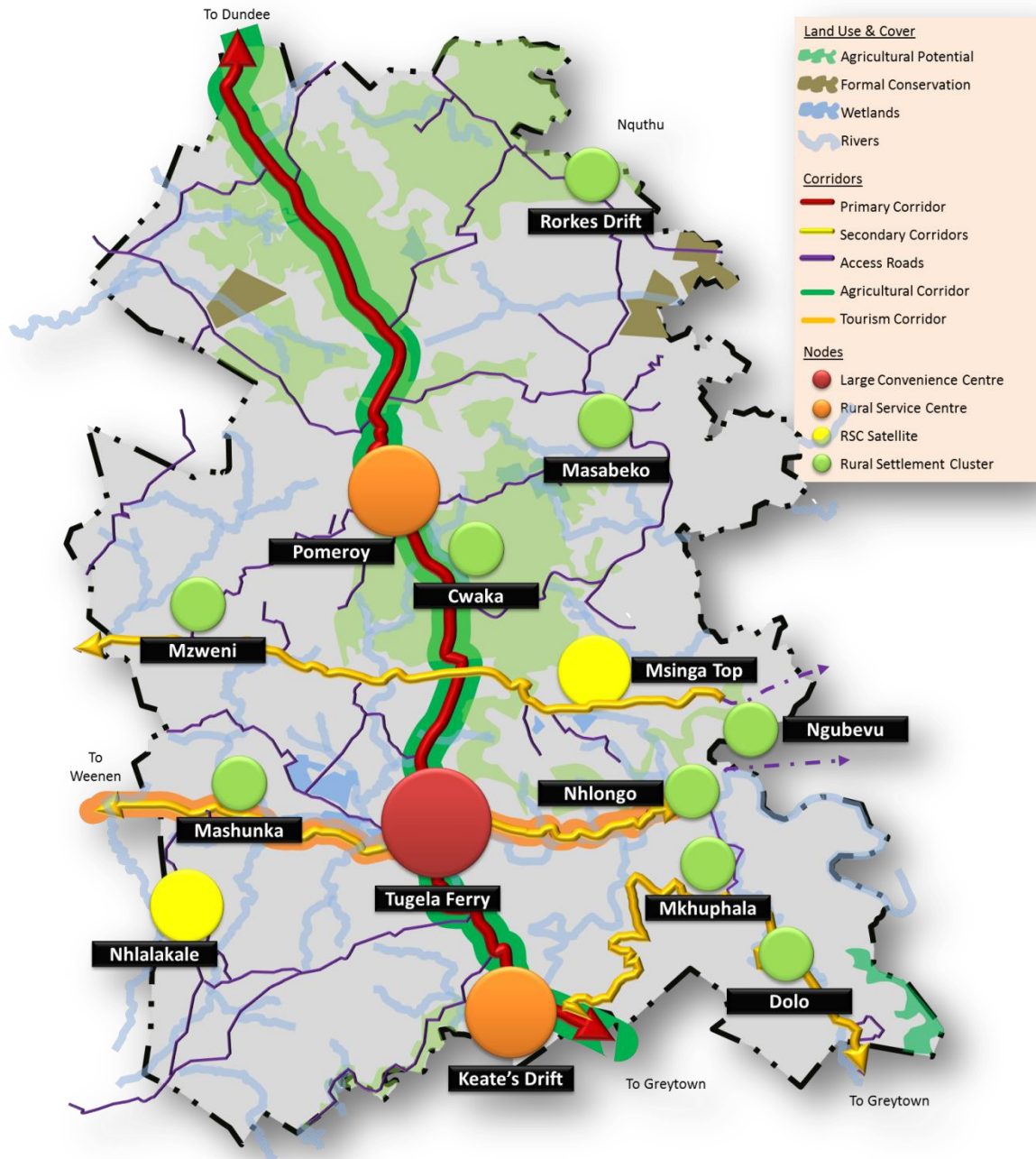
GOOD ADMINISTRATION		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES

<p>▶ Lack of Integrated Development.</p> <p>▶ Slow Processing of Development Applications</p>	<p>▶ Scattered delivery of housing results in widespread communities which cannot be serviced cost-effectively.</p> <p>▶ Slow development processes leads to investors choosing different locations to invest.</p>	<ol style="list-style-type: none"> 1. Preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications. 2. Ensure transparent processes of citizen participation. 3. Allow public to provide inputs on matters affecting them, and 4. Policies, legislation and procedures must clearly set out and inform and empower citizens. 5. Capacitation and empowerment of Officials Enhance institutional capacity. 6. Align efforts with the Provincial Sector Departments.
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SPATIAL DEVELOPMENT CONCEPT

The Image below depicts the conceptual spatial framework and the relation of the various land uses, nodes, corridors in relation to each other. The specific spatial arrangements within the nodal areas are evaluated and discussed in depth during the sections of the document following:

Figure 27: Conceptual Spatial Development Framework



1.4 DEVELOPMENT CORRIDOR

The major structuring element for determining the existing and future concentration of development, activity and investment in the Msinga Municipality consists of an access and movement hierarchy that has been established through the major internal and external provincial linkages.

Major Economic Corridors envisaged are the following:

- R33 (P6-5)

Public interventions envisaged in this area relate to:

- e) Constant Inter Governmental communication and co-ordination relating to the development of the Major Economic Corridors and its impacts on the Msinga Area.
- f) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

SECONDARY ECONOMIC LINKAGES:

There is only one Secondary Economic Linkage which links the municipality (Tugela Ferry with) with the uMtshezi Local Municipality. Although the Municipality identified secondary Corridors in the IDP it is proposed that some of these secondary corridors be treated as access routes to the rural settlement clusters, as there are no physical connections to any adjacent economic nodes.

The following roads constitute the secondary corridors.

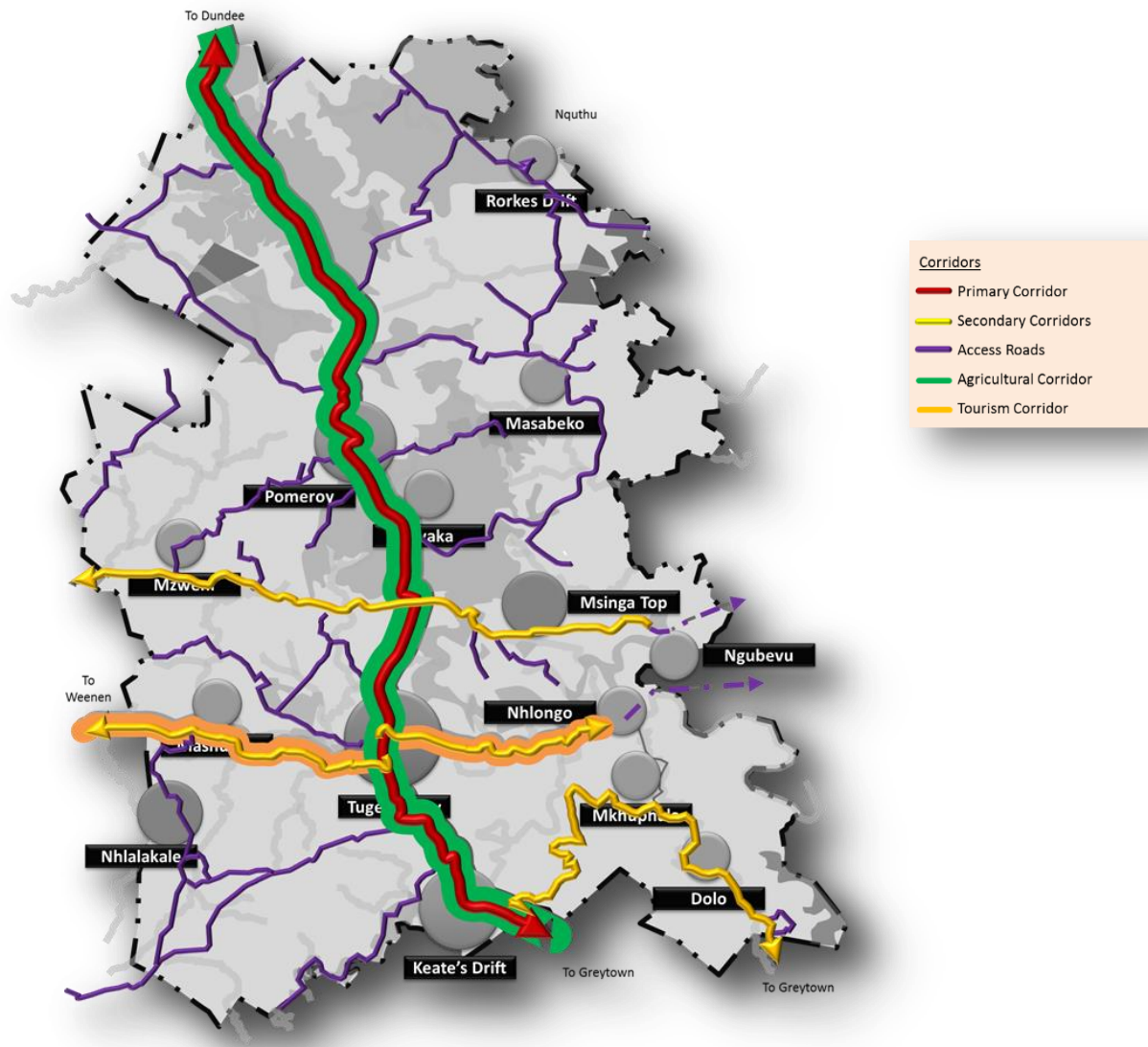
- P280
- P281
- D1271
- D1268

Public interventions envisaged in this area relate to:

- d) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- e) Ensure multimodal transport integration occur along these roads at key points.

-
- f) 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.
 - g) Ensure Connections between the D1271 to the D878 (Nkandla), and the P17 (uMvoti Municipality)

Figure 18: Msinga SDF – Proposed Corridors



Source: Vuka Africa

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 (P6-5) in a North South direction. This corridor runs from Greytown in the south to Newcastle in the North.

The IDP indicates that although agriculture is well established in the municipality, it is underdeveloped in terms of beneficiation.

Public interventions envisaged in this area relate to:

e) 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.

f) 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.

g) Expansion of trade opportunities related to agricultural activities – formal and informal

h) 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.

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 On the other hand depicts that the R33 (P6-5) also serves as a tourism corridor as part of the Battlefield Routes.

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.

Access and Circulation

As mentioned earlier, access routes, movement routes, and development routes are separate concepts. Movement and access routes do not have distance restrictions to be effective, whilst development corridors, depending on its purpose is shorter in distance, and employ specific strategies to harness the opportunities presented by the economic activities and commodities within the area.

REGIONAL DISTRIBUTION ROUTES

The R33 (P6-5), which traverses the Municipality in a North South Direction, constitutes **the main (primary) movement corridor** because of its scale and function. The R33 (P6-5) links the municipality with Grey town in the South and Dundee in the North.

This route, because of the linkages to the higher order economic nodes, provides economic development opportunities that should be explored and encouraged. The specific points where the investment should focus on economic development needs to be identified in a formal study.

LOCAL ACCESS ROUTES

The primary focus of these access routes is long distance traffic movement and link places of economic opportunity with places of residence. Development should be encouraged at locations that is easily accessible to the population, and where a clear need for economic activities exist.

Roads that constitute **secondary access routes** within the Msinga Municipality include:

- D1273
- P280
- P281 (Links to the P280) which connects the municipality with Weenen.
- P365
- P373

Public interventions envisaged in this area relate to: 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. Developing a localized Corridor Development Strategies, this will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

- a) Ensure multimodal transport integration occur along these roads at key points.

LOWER ORDER ACCESS ROUTES

These corridors ensure linkages between settlements and serve as strategic areas for the location of public facilities and webs of settlement. They are not demarcated on the maps as there are a large number of such access routes, which do not provide vital strategic information, or require to be strategically evaluated within this spatial development framework. These roads link areas and lower order settlements within the municipalities to the secondary and tertiary nodes. These are generally slower moving access routes in terms of social interaction and economic activities.

RIFSA CLASSIFICATION

Within the rural municipalities, access to communities are more often than not, provided by non-proclaimed, community established gravel roads which does not have a designation or legal status.

The fact that they are informal does not detract from the fact that they provide an essential service with which the communities cannot do without. As a result of this the National Department of Transport embarked on an exercise to classify roads based on their functionality. This will also impact on the maintenance responsibilities which will be shared with the Province by Local and District Municipalities. This is called the Road Infrastructure of South Africa (RIFSA) Classification.

The revised approach to the classification of roads in South Africa is predicated on the following principles:

- Work from the bottom end of the road hierarchy upwards.
- Base the classification on:
 - The primary function of the road – recognizing the different roles of the road i.e. provision of mobility and/or accessibility or a combination of these factors.
 - Whether the specific road is “intra” or “inter” the administrative area of a specific authority.
- The approach should foster local participation and the delivery mechanism should be at as low a level as practical, i.e. responsibility should be assigned to the lowest level most intimately affected.
- The classification should be attuned to the current realities and needs in the country.

Table 5 : RIFSA Classification

Functional Class	Description
Class 1	Roads, which form the principal avenue of communication: -

	<p>8. Between and through major regions of South Africa</p> <p>ii. Between provincial capitals and key towns which have significant national economic/social interaction</p> <p>iii. Between South Africa and adjoining countries, and</p> <p>iv. Whose main function is to provide access to major freight terminals, including ports.</p>
Class 2	<p>Roads not being class 1 whose main function is to form an avenue of communication: -</p> <p>8. Between important centers and between class 1 roads and key towns within a specific province, on a province –wide basis.</p> <p>ii. Between important centers, within a specific province which have a significant economic, social tourist or recreation role (e.g., tourism and resource development).</p>
Class 3	<p>Roads other than class 1 or 2 roads, whose main function is to provide the principle arteries for intra-metropolitan traffic and freight movements.</p>
Class 4	<p>Roads, which are not class 1,2 or 3, are roads whose main function is to carry inter-municipality social, commercial and industrial traffic within specific metropolitan and district municipality areas.</p>
Class 5	<p>Roads whose primary function is to collect and distribute all traffic within local municipality areas including developing townships and to provide access to the wider road network, as well as the abutting properties.</p>
Class 6	<p>Roads, often undesignated, whose function is to provide the only access to scattered rural settlements and communities of up to 500 persons and which primarily serve local social services as well as access to markets and generally form the first phase of the journey for commuters and migrant workers. These roads will often form part of a rural infrastructure development framework.</p>
Class 7	<p>This category comprises special purpose public roads which cannot be assigned to any other class above and which are provided almost exclusively for one specific activity or function such as recreational, forestry, mining, national parks or dam access, for example.</p>

Source: Road Infrastructure Strategic Framework for South Africa, 2002

As indicated the above classifications will have an impact on the maintenance responsibilities and activities associated with a road. These classifications have not been made applicable to the roads within Msinga Municipality yet. The current “Classification” of roads are discussed in the sections below.

Nodal Development

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 portray 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 Centres
- Rural Service Centres
- RSC Satellites
- Rural Settlement Clusters.

Rural Settlement Clusters are only an indication of large groupings of population. Limited services are provided at these locations, which should be serviced through the RSC Satellite Nodes.

The main characteristics of these centres identified above are as follow:

LARGE CONVENIENCE CENTRE, i.e. 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.

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

According to the RSS system Land Use Management Process, the following initiatives should be promoted in Tugela Ferry:

- Industrial development based on the agro-economy
- Commercial Development
- Decentralization point for local administration of provincial and local government services
- Higher order social and commercial services
- Integration with major urban centres such as Dundee and Vryheid
- Housing development

Apart from identifying the primary node, various lesser nodal areas have been identified which fulfil certain functions within the municipality. They have been classified as Secondary and Tertiary nodes, but fulfil the same functions as development and rural activity nodes.

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. The Rural Service Centre Satellite nodes are typically located in underdeveloped areas and emerging settlements where population densification is occurring. They have basic administrative functions and the services they provide are highly localized. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and limited commercial enterprises. These centres are normally located on transportation routes, which provide access to higher order nodes.

RURAL SETTLEMENT CLUSTERS, i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, 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. The Rural Settlement Clusters are large groupings of widespread settlements with very limited services, which is usually limited to education facilities. As the lowest nodal order, these centres are normally located near transportation routes, which provide access to higher order nodes. These nodes serve only small number of residents and no densification boundaries are proposed for them.

The proposed development nodes for Msinga Municipality are the following:

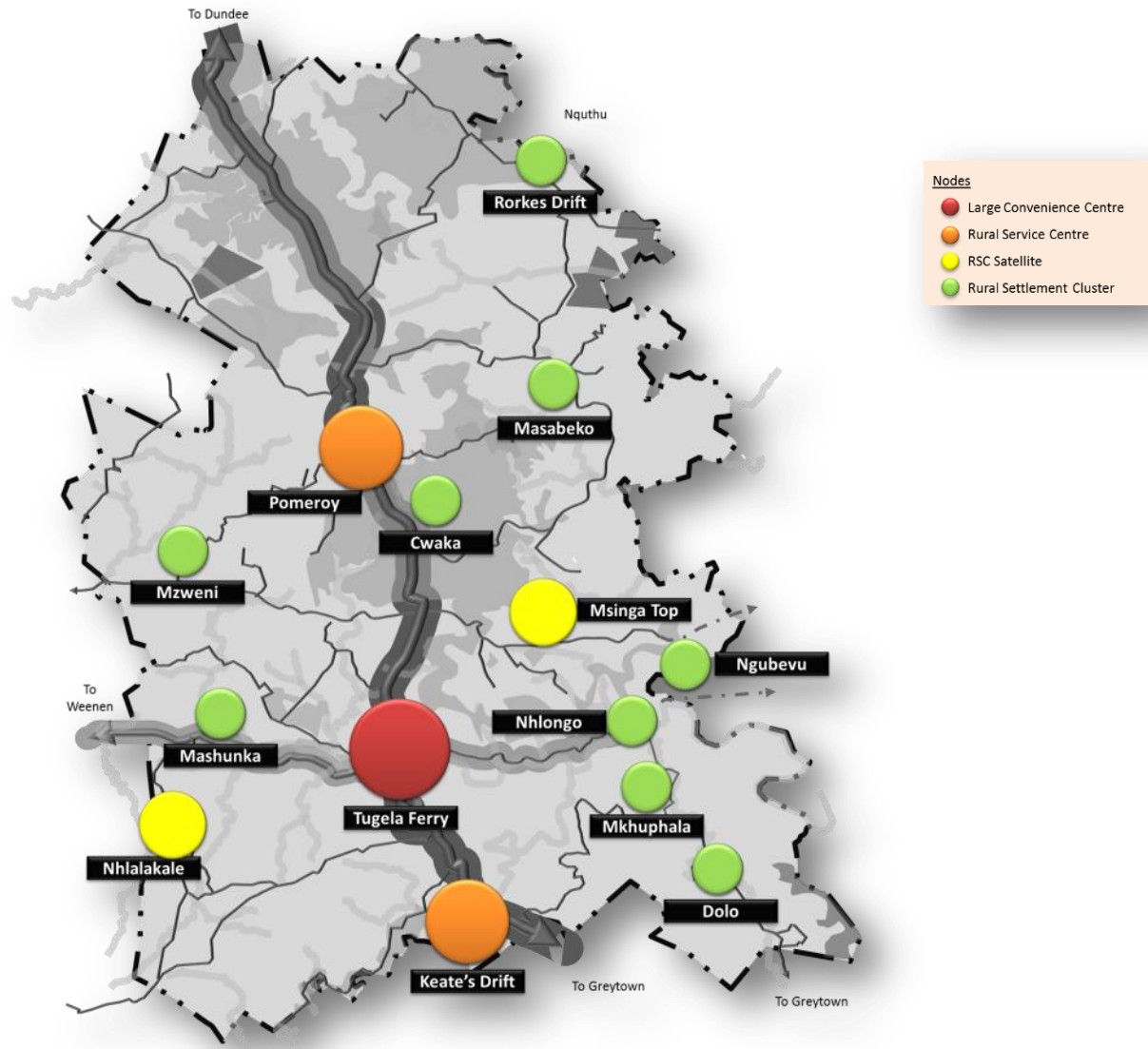
Table 6: Proposed Nodes

Major Economic Node	Rural Service Centre	Rural Service Centre Satellite	Rural Settlement Cluster
<ul style="list-style-type: none"> Tugela Ferry 	<ul style="list-style-type: none"> Keates Drift Pomeroy 	<ul style="list-style-type: none"> Msinga Top Nhlalakale 	<ul style="list-style-type: none"> Cwaka Dolo Masabeko Mashunka Mkhuphala

- Mzweni
- Ngubevu
- Nhlongo
- Rorkes Drift

Source: Vuka Africa

Figure 29: Msinga SDF Nodes



Conclusion

This section represents an extract of the work currently in process as part of the review of the municipal Spatial Development Framework anticipated to be concluded by August 2012. The further phases of the current process will provide more localised spatial direction and to the primary and secondary nodes as well as identifying the development intervention needs with key rural areas and nodes identified within this concept. As indicated before, it is anticipated that the concluded Spatial Development Framework will be incorporated within the IDP through a special council meeting after its finalisation.

SECTION E : IMPLEMENTATION PLAN

The municipality's 2014/15 implementation plan is presented below with the budgeted amount for the financial year. The municipality is currently preparing its SDBIP 2014/15 to be adopted in June 2014 which will clearly reflect its opex and capex.

2014-2015 Implementation plan

PGDS Strategic Goal(s)	National Key Performance Area(s)	Municipal Key Performance Area(s)	Project	Project Budget			Responsible Department
				2014/15	2015/16	2016/17	
Strategic Infrastructure	Basic Service Delivery and Infrastructure Investment	Integrated Infrastructure Investment	Construction of new access roads	R36 513 000	R38 338 650	R40 255 583	Technical Services
			<ol style="list-style-type: none"> 1. KwaSibiya 2. Mshafuthi 3. Nokopela 4. Hime street 5. Shepstone street 6. Polkinghorne street 7. Colenso street 8. Escombe street 9. Sobho 10. Guswini 				
			Operation and mantainance	R8 500 000	R8 925 000	9, 371 250	

			Installation of electricity 1. Ngcengeni phase 2 2. Sjozini phase 2	R8,000 000	R8 400 000	R8 820 000	
Strategic Infrastructure	Basic Service Delivery and Infrastructure Investment	Integrated Infrastructure Investment	Construction of community halls/ crèches	7,600,000	7,980 000	8,379 000	Technical Services
			Construction of public facilities: keates drift toilets	300 000	0	0	
Job Creation	Local Economic Development	Economic Development	Implementation of the LED strategies through the following programmes: Agricultural Development and Diversification Institutional Development Co-ordination and support for Small businesses	450 000	472 500	496 125	Planning Development

PGDS Strategic Goal(s)	National Key Performance Area(s)	Municipal Key Performance Area(s)	Project	Project Budget			Responsible Department
				2014/15	2015/16	2016/17	
Strategic Infrastructure	Basic Service Delivery and Infrastructure Investment	Integrated Infrastructure Investment	Pomeroy sports complex Phase 2	10million			Technical Services

Local Economic Development	Socio – Economic Development	Implementation of the HIV/aids programmes and projects	Implement HIV projects 1. Local Aids Council meetings 2. Training 3. Yearly party for orphaned and children under treatment 4. Transportation of PLWH 5. World Aids Commemoration Day Golf Shirts	430 000	451 000	474 000	Development Planning
Governance and Policy	Good Governance and Public Participation	Social Development	Reed dance: Transport, T-shirts and refreshments(Ncome) Reed dance Transport, T-shirts and refreshments(Nongoma) Arranging cultural performances and activities celebrations	2,000 000	2, 100 000	2, 205 000	Planning Development
Governance and Policy	Good Governance and Public Participation	Social Development					
Job Creation	Local Economic Development	Economic Development	Youth projects	R1,689 000	R 1,773 450	R1,862 123	Planning Development Planning Development
	Good Governance	Social Development		200 000			Planning Development

	and Public Participation		Implementation of sustainable programmes dealing with people living disabilities as per the following: 1. Transportation to sports 2. bursaries				
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PGDS Strategic Goal(s)	National Key Performance Area(s)	Municipal Key Performance Area(s)	Project	Project Budget			Responsible Department
				2014/15	2015/16	2016/17	
Human Resource Development	Institutional Development and Transformation	Institutional Development	Capacity development for the employees through the implementation of WSP	R3, 000 000	R3,150 000	R3, 307 500	Corporate services
Good Governance and Public Participation	Good Governance	Mayoral Imbizo	Promotion of local skills and talents for local people as a source of income Recognition of public holidays -National Women's day(09/08/2014) -Day of Reconciliation (16/12/2014) -Human Rights Day (21/03/2014) -Freedom Day (27/04/2014) -Workers Day (01/05/2014) Youth day (16/06/2014) Logistics Refreshments & entertainment				Corporate services

	Good Governance and Public Participation Good Governance and Public Participation						Development planning
		CAPITAL EQUIPMENT	Purchase of capital equipment	Efficiency and improved service delivery	R8 989 069		
		Social Development Social Development	Supplying food parcels Solar energy	2,625 000	2, 756 250	2,894 063	Development planning
Governance and Policy	Good Governance and Public Participation	Social Development	Women empowerment :Elderly and Widows as per the following programmes: 1. Active seniors / Golden games 2. Work & Play / interdepartmental games 3. Golden Games: Tracksuits Transport Caps	400 000			Development planning
Governance and Policy	Good Governance and Public Participation	Disaster Management	Procurement of Disaster Relief materials Fire Services	R126 000	R 132 3000	R138 915	Planning Development
	Good Governance and Public Participation	Strategic Planning	Review of the 2015/16 IDP Strategic planning session IDP forums	R50 000	R 55 000	R 60 000	Planning Development

			IDP steering committee				
	Good Governance and Public Participation	Social Programmes	Pauper Burial Supply 2 coffins per ward a month	R410 000	R430 500	R452 025	Planning
	FINANCIAL VIABILITY	CAPITAL EQUIPMENT	Purchase of capital equipment 1. double cab x 2 2. roller 3. tipper truck 4. quantum 5. 2 x tractors 6. Waste compactor truck 7. Pak home ffices 8. Excavator 9. TLB 10. Low bed machinery 11. Water tanker 12. Installation bins and skips	R8 989 069			FINANCE

SECTION E SECTOR INVOLVEMENT

SECTOR INVOLVEMENT

INTRODUCTION

The White Paper on Local Government mandates local government to create "livable 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.

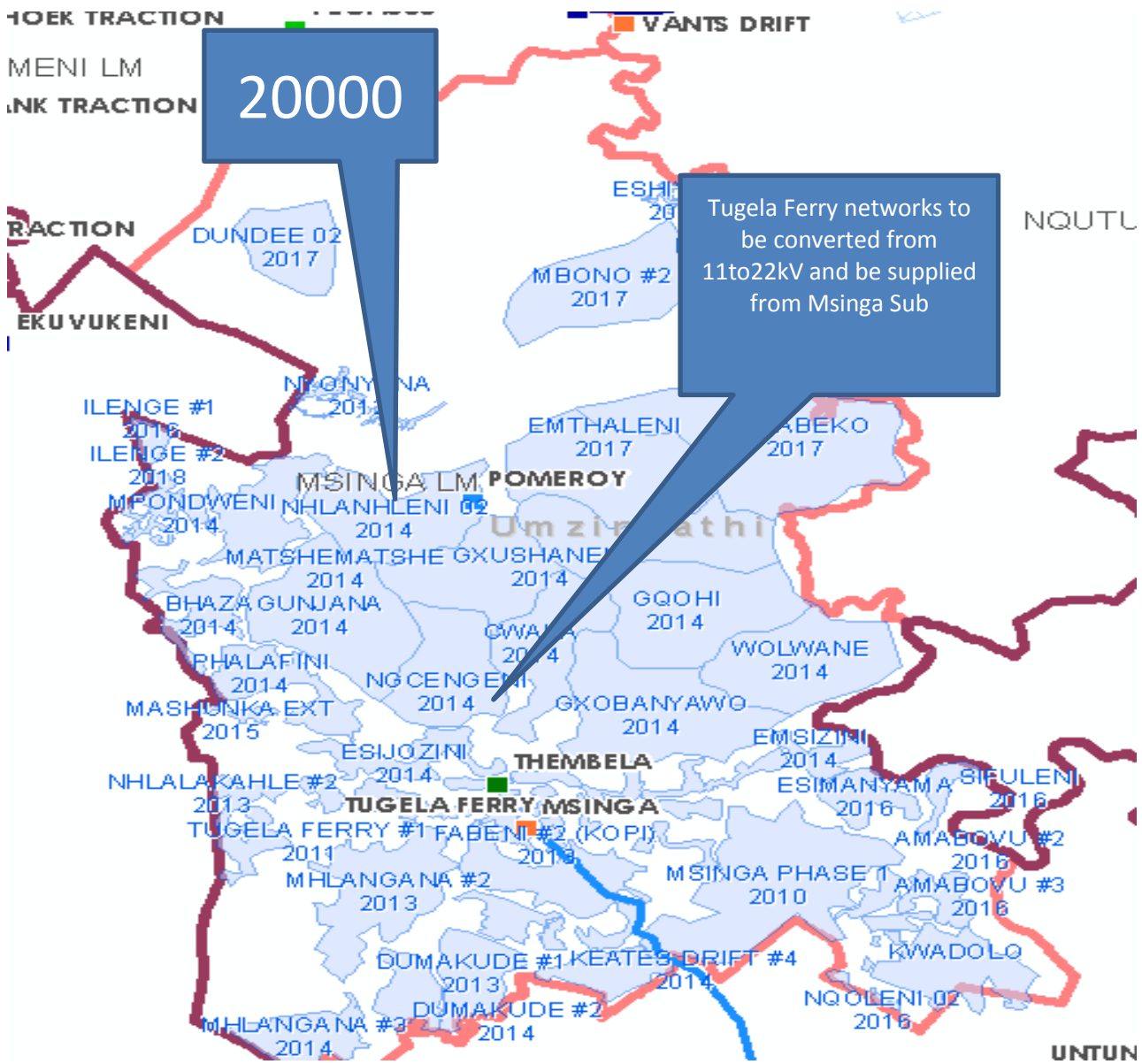
Below is a table indicating information that has been made available to the Msinga municipality by Sector departments and institutions.

8. UMZINYATHI DISTRICT PROJECTS

CAPITAL BUDGET 2012/2013, 2013/2014 AND 2014/2015					
MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES					
Project Title	MUNICIPALITY	2011/2012	2012/2013	2013/2014	2014/2015
Pomero y Sub-Regiona l Sanitati on	Msinga Municipality	2 625 000	-	2 625 000	2 625 000
Pomery-Nkalane	Msinga Municipality	12 000 000		12 000 000	12 000 000

Sanitation					
Kwakopi - Mhangana Sanitation	Msinga Municipality	7 500 000		12 000 000	12 000 000
Mthembu West – Tugela Ferry Water	Msinga Municipality	12 000 000	12 000 000	-	-
Ngubukazi Water Scheme	Msinga Municipality	6 500 000	6 500 000	-	-
Keates Drift Water Scheme	Msinga Municipality	12 500 000	19 082 297	16 200 000	16 200 000
Mbono Water	Msinga Municipality	13 038 024	16 000 000	13 038 024	13 038 024
Ndaya Water	Msinga Municipality	14 500 000	12 000 000	24 000 000	24 000 000
Othame /Msinga Top Water	Msinga Municipality	-		3 360 000	3 360 000
Douglas Water	Msinga Municipality	-		2 625 000	2 625 000
Mazabeko Water	Msinga Municipality	-		3 675 000	3 675 000
Msinga bulk	Msinga Municipality		15 000 000		
Sub Total		80 663 024	80 582 297	89 523 024	91 623 024

2.ESKOM PROJECTS



Msinga LM AOS : ESKOM

8. DEPARTMENT OF AGRICULTURE

PROJECT NAME	Land size	TYPE	LOCALITY	AMOUNT
MECHANIZATION	700ha+300HA dry bean	Crop production	All wards of Msinga	R 1000 000
INTSHUMAYELO	2X1500	BROILER	Buyafuthi(17)	R1000 000

SIGABANGOLWAZI	2x1500	Broiler	Madulaneni(8)	1,5 million
KHAYELISHA	2X1500	LAYERS		1,5 MILLION
NKIZA	2X1500	BROILER	Ngulubeni(14)	R1000 000
NTONKOZO AGRIC	50 SOW UNIT	PIGGERY	SIJOZINI(3)	R3500 000

PROPOSED DAMS	Locality	Ward	Inkosi	Cost
Jojingwenya	Msinga	10	Mchunu	R 300000
Mhlangeni	Msinga	17	Majozi	R 300000
Gudlintaba	Msinga	6	Mchunu	R 300000
Esiphethweni	Msinga	7	Mchunu	R 300000
somashi	msinga	12	PJ Ngubane	R300 000
nqoleni	msinga	12	PJ Ngubane	R300 000
Dungamanzi	Msinga	10	Mchunu	R 300000
Mawozeni	Msinga	11	Zondi	R 300000
Esibomvini	Msinga	4	Mabaso	R 300000

Bhubesini	Msinga	4	Mabaso	R 300000
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Ngengele	Msinga	4	Mabaso	R 300000
Kwamandlakazi	Msinga	4	Mabaso	R 300000
Ndaye	Msinga	13	Ngubane	R 300000
Ekhohlwa	Msinga	12	Ngubane	R 300000
Halodi	Msinga	1	Majozi	R 300000
Othobothini	Msinga	15	Ngubane	R 300000
Echibini	Msinga	11	Mchunu	3000000
Handling Facility(Sales Yard)		3	Mabaso	R 1200000

FENCING PROJECTS	BUDGET
MABASO PHASE 1	R524145.70
PHEME 6,78KM	
KWITI 6,79KM	
MCHIZWANA 5.367 KM	
PRESBYTERIAN 2,267KM	
MPULWANA 4.029	
MKHUPHULA CAMP R397 000	
MAJOZI FENCE	R748 626
GXOSHANENI 1.581 KM	
LOT 4 =2.876KM	
NTILI= 4.232KM	
MANKANKANE= 5.026KM	
OKHALWENI =6.335KM	

9. DEPARTMENT OF TRANSPORT PROJECTS FOR 2014/2015

For the **2014/2015** Financial Year, the Department of Transport will invest a total budget of **R 169 923 000.00** for Msinga RRTF Area

Project	Infrastructure Type	Local Municipality	Ward	Traditional Council	Output	Location / Beneficiary	Allocation
Construction of Gazaneni Road	New Local Road	Msinga			1.6km	Gazaneni	R 1,300,000
TOTAL					1.6km		R1,300,000

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation
L2460	Re-gravelling	Msinga	ZNB 2800T		Mbovu	6.1km	Othame	R 1,440,000
D1365	Re-gravelling	Msinga	GRADE 3		Mchunu	3.3km	Mhlangana	R 2,000,000
L1855	Re-gravelling	Msinga	GRADE 3		Mabaso	3km	Mathala	R 1,500,000
D2287	Re-gravelling	Msinga	ZNB2800T		Mqamu	5km	G Memorial	R 1,845,000
L1864	Re-gravelling	Msinga	ZNB2800T		Mbovu	9km	Nhlonga	R 3,690,000
L2526	Re-gravelling	Msinga	ZNB2800T		Mqamu	6km	Mambeni	R 2,225,000
L1856	Re-gravelling	Msinga	ZNB2800T		Mqamu	5km	S'fuleni	R 2,050,000
L2017	Re-gravelling	Msinga	ZNB2800T		Mchunu	1.0km	Mahlabathini	R 400,000
L1966	Re-gravelling	Msinga	ZNB2800T		Mchunu	3.2km	Ntusiyane	R 1,312,000
L1973	Re-gravelling	Msinga	ZNB2800T		Mbovu	4km	Ncikida	R 1,640,000
L1353	Re-gravelling	Msinga	ZNB2800T		Mbovu	6km	Ntili	R 2,460,000

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation
L2031	Patch gravelling	Msinga	ZNB2800T		Mthembu	4km	Mashunka	R 1,640,000
L1862	Patch gravelling	Msinga	ZNB2800T		Mchunu	6.1km	Okhulana	R 2,200,000
L1123	Patch gravelling	Msinga	ZNB2800T		Mchunu	6.0km	Mbangweni	R 2,400,000
D1284	Patch gravelling	Msinga	ZNB2800T		Mthembu	3.5km	Mandleni	R 1,435,000
L1967	Re-gravelling	Msinga	GRADE 3		Mchunu	3.0km	Shelembe	R 565,000
Sphongweni	Re-gravelling	Msinga	GRADE 3		Mchunu	3.3km	Sphongweni	R 250,000
L1969	Re-gravelling	Msinga	GRADE 3		Mbovu	2.0km	Wolwane	R 640,000
D2288	Re-gravelling	Msinga	ZNB2800T		MQAMU	6.4km	Mpompolwane	R 2,432,000
TOTAL						84.9km		R 32,724,000

HEAD OFFICE SPECIAL PROJECTS

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation
P6-3 Kwa Kopi :	Slope Stabilization	Msinga	ZNB2800T		Mchunu/Mthembu		Kwa Kopi :	R 38 000 000
Vehicle bridge Ngubevu D1271	Bridge	Msinga	6		Mbomvu	1	Dayiswayo	R 5 000 000
P373	Road upgrade	Msinga	6		Mchunu	6km	Ngongolo	R 15 000 000
P368	Road upgrade	Msinga	6		Mchunu	7km	Mbangweni	R 15 000 000
P6/4	Road Rehab	Msinga			Mbomvu	5km	Pomeroy	R 10 000 000
P6/3	Structure Rehab	Msinga	6		Mchunu		Keat's Drift	R 3 000 000
P6/3	Structure Rehab	Msinga	6		Mthembu		T/Ferry	R 3 000 000
P6/3	Earthwork	Msinga	ZNB2800T		Mchunu/Mthembu		Kwa Kopi :	R 24 000 000
P6/3	Gabions constr.	Msinga	3		Mchunu		Kwa Kopi :	R 1 350 000
P6/3	Gabions constr.	Msinga	3		Mthembu		Mzisho	R 1 350 000

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation
P280	Culvert 1	Msinga	5		Mthembu	1	Jolwayo	R 5,000,000
P280	Culvert 2	Msinga	5		Mthembu	1	Jolwayo	R 5,000,000
P280	Culvert 3	Msinga	5		Mthembu	1	Jolwayo	R 5,000,000
TOTAL								R 130 000 000

NANKHOO CONSULTANTS PROJECTS

Project	Infrastructure Type	Local Municipality	Contract Grade	Ward	Traditional Council	Output	Location / Beneficiary	Allocation
L1123 Causeway C244/L1123/CW/14-15	Causeway	Msinga	3		Mchunu	1	Mbangweni	R 726,000
L1864	Causeway	Msinga	3		Mbovu	1	Ngcuba	R 2,500,000
Buyafuthi Causeway	Causeway	Msinga	3		Mqamu	1	Buyafuthi	R 2,573,000
TOTAL						3		R 5,799,000

4.PRIVATE DEVELOPMENTS

DEVELOPER	LOCATION	TYPE
PLANKOSULT	TUGELA FERRY	SHOPPING COMPLEX
	TUGELA FERRY	EXTENSION OF AN EXISTING FUEL STATION
	ROCKSDRIFT	SUBDIVISION

COMMUNITY ENTERPRISE DEVELOPMENT INITIATIVE (CEDI)

CEDI is a community enterprise development programme that aims to enhance rural performance and productivity. It is being rolled as a pilot project for Msinga municipality and other municipalities in the province of KwaZulu Natal. This project is initiated by the Department of Economic Development and tourism, RLED unit. The project is also aimed at attracting register and secondary cooperatives and business. DEDT funds 80% of the project and collaborates with the non-governmental organization which will contribute 19.2% while the business owner contributes the rest. The funding ranges between R200 000.00 to R2million. Lima foundation was appointed as an implementing agent in the role out of the project in the Umzinyathi District. The municipality has interacted with the LIMA foundation and DEDT in order to identify potential enterprises. The programme stipulated qualifying categories, such as Agri-processing, Textile, and Chemicals etc. Msinga municipality submitted the enterprises listed:

Company	ward	category
Msinga recycling	04	Green business
Rorkes Drift Zulu Village	19	Tourism
Amalanda Trading Projects	10	Agriculture
Thembelani co-operative	11	Home décor/art and craft
Mdukatshani	06	Home decor
Nelnhla trading	17	agriculture

SECTION F FINANCIAL PLAN

BUDGET OVERVIEW

The DRAFT Budget for 2014/15 financial year has been prepared, aligned and integrated into the 2014/15 draft IDP Review. The budget below also contains indicative figures for 2015/16 .

- The provision of 8 % is made for salary allowances in line with the government gazette no. R1224 for the determination of upper limits of salaries, allowances and benefits of different of members of council.
- The equitable share total amount of R100 755 has been allocated.
- Total operating expenditure of R 115 095 636

- The budget for capital projects for 2014/15 is R 46 513 000,00 financial year due to the increase of MIG and other grants allocation.

FINANCIAL PLAN 2011 /12-2015/16

Section 26 of the Municipal Systems Act prescribes the key components of an IDP and the financial plan fall within the Implementation framework of the IDP which deals with implementation of financial strategies. The financial plan must be aligned with the vision and mission. The financial plan should demonstrate linkages between IDP and Budget and most importantly comply with the stipulated legislation. The Financial Plan aligned to the Integrated Development Plan (IDP), will outline the municipality's financial strategies and policies that will guide the expenditure patterns of the municipality as well as aim to generate income and create a sustainable financial environment for Msinga Municipality.

Successful service delivery in any municipality will evolve around availability of financial resources and the manner in which those resources are managed. The financial viability of any municipality always depends on its capacity to mobilise resources and create sound economic base that will support revenue generation strategies. In Msinga Municipality the challenge is to overcome limited revenue bases and generate sufficient revenue to implement the IDP.

As a result Msinga is compelled to depend on grants in order to execute their programmes. Msinga does not collect any rates or much income from services as most households are unemployed. However the municipality ensures that it uses its limited resources in a sustainable manor and in line with Municipal Finance Management Act.

The Financial Framework

➤ Revenue generation

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions effectively. It is further necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of its revenue.

➤ Sustainability

Essentially the Msinga Municipality's budget must be balanced i.e. anticipated revenue equals anticipated expenditure. As with any budget, revenue is always the limiting factor, therefore it is essential that tariffs are set at affordable levels, and that the full costs of services delivery are recovered. However households that are too poor to even pay for a proportion of service costs, should at least have access to basic services, at a subsidised cost.

➤ Effective and Efficient Use of Resources

In an environment of limited resources, it will be essential that the Msinga Municipality makes maximum use of the resources at its disposal, by utilising them in an effective and efficient manner. Efficiency in operations and investment will ensure financial sustainability.

➤ **Accountability, Transparency and Good Governance**

The Msinga Municipality is accountable to its community. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within a prescribed timeframe for stakeholders to make informed decisions and create oversight.

➤ **Equity and Investment**

The Msinga Municipality must treat people fairly and justly when it comes to the provision of services, and in the same way deal effectively with its backlogs in services, therefore maximizing its investment in the municipal infrastructure. In doing so Msinga Municipality must efficiently manage its financial systems and underlying policies, which must encourage maximum degree of private sector investments.

Strategies and Policies

Within the context of the above framework, financial strategies and policies form part of the financial plan to achieve the desired objective of financial viability and sustainability for the Municipality.

➤ **The credit control policy**

The policy is in place and aims to enhance collection levels of revenue. It outlines procedures for the collection of non-payment by consumers.

➤ **The indigent policy**

The policy is in place and aims to set the criteria for the qualification of indigent, and also determines the level of free basic services that will be provided to the indigent households. The municipal area has a high level of indigent, and therefore the municipality will identify other methods of raising revenue.

The indigents that live in an area located where the Eskom grid electricity is not available are provided with a subsidized solar energy. The municipality currently has 2640 beneficiaries.

□ **The development and implementation of a property rating policy**

The policy ensures that all properties within the Msinga Municipality are included in the Municipal Valuation Roll and form a rates base for the municipality.

➤ **Asset Management Strategy**

The asset management policy is in place and ensures effective asset management.

➤ **Financial Management Strategy**

The policies below provides the framework for effective financial management in the municipality which is compliant to the requirements of the MFMA. The municipality has implemented several policies such as the

- Budget policy,
The annual budget is a central financial document that embodies all operating revenue and expenditure decisions and establishes the level of service to be provided by each department. The Msinga

municipality has formulated a budget policy, which provides guidance on the budget preparation process together with municipal budgeting norms.

The budget is subjected to monthly control and is reported accordingly to Council. The budget is also be subjected to a mid-term review, which results in a revised or adjustment budget taking into account future or unexpected expenditure or income during the period of review.

- expenditure policy,
- Supply Chain Management policy
- payment policy
- insurance policy
- custody of documents policy
- salaries and administrative policy
- and financial reporting

➤ **Capital Financing Strategies**

➤ **Capital Infrastructure Investment Policies**

Msinga Municipality has developed a three year Capital Budget linked to the IDP. A review and update of this budget plan must be done annually and unexpended capital project budget shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding. The Municipality must ensure that all assets are maintained at an adequate level to protect the capital investment and to minimise unnecessary replacement costs and future maintenance.

➤ **The development and implementation of a debt capacity policy**

The Municipality is developing a policy to create procedures that will ensure that any borrowings taken by Msinga Municipality will be done in a responsible manner and that repayment of such debt will be affordable.

➤ **The development and implementation of a LED Plan**

The Municipality does have a plan in place The LED plan has set ways in which the Municipality intends to improve its Local Economic Development (LED) and also attract economic investments. This plan incorporates a framework that is investor friendly and detail incentives, which may be given to attract large scale business.

OVERVIEW OF THE BUDGET

INCOME	2013/14	2014/15	2015/16
Property Rates & Service Charges	130 000	250 000	262 500
Equitable Share	81 641 000	R100 755 000	105 792 750
Grants & Subsidies	129 410 000	R154 548 000	R162 275 400
Other Income	7 000	7350	7718
TOTAL	2111 88 000	255 560 350	268 338 368

Presented below is the municipal capital expenditure

vote	CAPITAL EXPENDITURE	2014/15	2015/16
010	Municipal Manager	R2 858 518	R3 001 444
001	Council	R1 2176 637	R1 3336 592
300	Finance Services	R6 175 091	R6 483 845
110	Development Planning	R6 317 640	R6 633 522

090	Tourism	R737 409	R774 279
070	Multi skills Centre	R70 400	R 73 920
100	Community services	R5219 750	R548 738
410	Town planning	R 450 000	R472 500
420	Building reg.	R 92 250	R 96 863
120	health	R1003 400	R1053 570
130	Safety	R2173250	R2281913
210	FIRE	R501 890	R553 334
020	Corporate Services	R6 556 850	R6 884 693
400	Technical Services	R6 679 050	R7 013002
560	REFUSE	R2 625 000	R2 756 250
430	ROADS	R19 490 000	R20 464 500
	Total	R73 127 135	R72 429 165

SECTION G

ANNUAL OPERATIONAL PLAN

8. PROJECTS

7.1 INTRODUCTION

This section of the IDP deals with projects and focuses primarily on the projects planned for implementation during the 2014/15 financial year. The **DRAFT SDBIP 2014/15** is currently being prepared on completion will be presented to council. Below is the draft capital projects list which will be refined once the 2014/15 budget has been approved by council.

7.2 ONE YEAR OPERATIONAL PLAN

MUNICIPAL PROJECTS	PROJECT TYPE	FUNDER	STATUS
Waste compactor truck	waste	in-house	new
Municipal carports		in-house	new
Guardhouses		in-house	new
Backup generator	purchase	in-house	new
KwaSibiya	Access roads	MIG	new
Mshafuthi	Access roads	MIG	new
Nokopela	Access roads	MIG	new
Hime street	Access roads	MIG	New
Shepstone street	Access roads	MIG	new
Polkinghorne street	Access roads	MIG	new
Colenso street	Access roads	MIG	new
Escombe street	Access roads	MIG	new
Sobho	Access roads	MIG	new
Guswini	access	MIG	new

	roads		
Pomeroy phase 2	Regional Sport complex	MIG	In progress
Installation of bins& skips	waste	EPWP/EQ	new
Entire municipal area	Pound maintenance	In-house	ongoing
Entire Municipal area	Crèches	in-house	Still to be identified
Public toilets Keats Drift	sanitation	in-house	new
Entire Municipal area	access roads Maintenance	EPWP/EQ	Ongoing Process
phase 2 electricity	Sjozini	in-house	new
phase 2 electricity	Ncengeni	in-house	new
refurbishment of mast lights	all	in-house	new
3 TOWNS: food for waste	Waste collection	in-house	ongoing
LED project	Agri processing	in-house	ongoing
maintenance of sports fields	8 fields	in-house	ongoing
purchase 2 vehicles4x2	purchase	in-house	new
Purchase 2 tractors	purchase	in-house	new
upgrade of Lilly put	sanitation	in-house	upgrade
registry office	extension	in-house	extension
Tipper truck	purchase	in-house	new
Water Tanker	purchase	In house	new
Roller	purchase	In house	new
Excavator	purchase	In house	new
Purchase low bed machinery	purchase	in-house	new
Park homes offices	purchase	in-house	new
Sports & recreation	All wards	In house	new
Agricultural	One home one garden	In house	As in Ward plans
Quantum	purchase	In house	new
Youth projects	All wards	In house	As in Ward plans

Special groups: HIV & disability projects	All wards	In house	new
Pauper burial	All wards	In house	2 coffins per ward
Halls	All wards	In house	Still to be identified
Disaster management	All wards	In house	new

WARD PLAN

The municipality's 2014/15 ward plan is presented below with the budgeted amount for the financial year.

VOTE	ITEM	PROJECTS	DEVELOPMENT IMPLICATIONS	QUANTITY	AMOUNT	WARD
001/405/000	RELIEF FUND	Supplying food parcels and promoting local artists	Poverty alleviation	19	R200 000	

005/555/00	INFRASTRUCTURE	Construction of Mpompolwane community hall, Obanjeni Area	community facilities	1	R200 000	1
		Construction of Ntanyazela Creche	Promotion of early learning	1	R100 000	
		Construction of Mumbe Creche	Promotion of early learning	1	R100 000	
		Construction of Thushana Hall	community facilities	1	R200 000	2
		Nhlanyanga Slap		1	R200 000	
		Construction of Emkhamo Hall	community facilities	1	R200 000	3
		Sampofu Crèche	Promotion of early learning	1	R100 000	
		Construction of Guduqele Creche	Promotion of early learning	1	R100 000	

		Construction of Hall, Sdakeni Area	community facilities	1	R200 000	4
		Construction of Hall, Sampofu Area	community facilities	1	R200 000	
		2 Classroom, Mbubu Area	community facilities	1	R210 526	5
		2 room for Ndlovu Family, Machobeni Area	better housing	1	R90 000	
		2 room for Gugu, Sinqumeni Area	better housing	1	R90 000	
		Construction of a Hall, Mashunka Area	Community facility	1	R400 000	6

		Construction of Crèche, Nondela	Promotion of early learning	1	R100 000	7
		Construction of Crèche, Mbhomeni Area	Promotion of early learning	1	R100 000	
		Construction of Swelamanzi Hall	community facilities	1	R200 000	
		Construction of Nkobongweni Hall	community facilities	1	R200 000	8
		Construction of Madulaneni Hall	Better community facilities	1	R200 000	
		Construction of Emxheleni hall	better housing	1	R200 000	9
		Construction of Egujini hall	better housing	1	R200 000	
		Construction of Community Hall, Fabeni Area	community facilities	1	R200 000	10
		Construction of hall, Nxamalala	community facilities	1	R200 000	

		Area				
		Construction of Emhlane Hall (fencing and 200 chairs)	community facilities	1	R200 000	11
		Construction of Creche, Okhalweni Area	community facilities	1	R100 000	
		Fencing of Khohlwa Crèche	community facilities	1	R50 000	12
		Construction of Hlalaphansi Crèche	community facilities	1	R150 000	
		Fencing of Esiphandeleni Crèche	community facilities	1	R50 000	
		Renovation of Esibila Hall	community facilities	1	R50 000	
		Construction of Nhlesi Community Hall	community facilities	1	R200 000	13
		Construction of Skills Development Center, Ndaya Area	community facilities	1	R100 000	
		Constructions of Classroom,	community			

		Ngcuba Area	facilities	1	R100 000	
		Completion of community hall at KwaGxobanyawo	community facilities	1	R200 000	14
		2 room for Jali Family	better housing	1	R100 000	
		Construction of Tholulwazi Crèche	Promotion of early learning	1	R100 000	
		Scotland Crèche	Promotion of early learning	1	R150 000	15
		Repairing roof of Sibonokuhle Crèche				
		Repairing roof of Ngema Crèche	Promotion of early learning	1	R50 000	
			Promotion of early learning	1	R50 000	
		Construction of Othobothini hall	community facilities	1	R200 000	16
		Construction of	community	1	R200 000	

		Mngeni Hall	facilities			
		Construction of Hlanganani Crèche	Promotion of early learning	1	R100 000	17
		Construction of Mbindolo community hall	community facilities	1	R200 000	
		Construction of Gordon Memorial Crèche	Promotion of early learning	1	R100 000	
		Construction of Mazabeko Hall	community facilities	1	R200 000	18
		Construction of Mahlaba Hall	community services	1	R200 000	
		Construction of Giba community hall (Fencing, and construction of 2 Public Toilets)	community facilities	1	R200 000	19
		Repairing of Ndanyana Crèche	Promotion of early learning	1	R200 000	
005/555/00						Total budget
						R7 600 000

VOTE	ITEM	ACTIVITY	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
100/449/00	YOUTH PROJECTS	Youth Project			R30 000	1
		- Youth Function for June 16 th 2014	Youth celebrations		R5 000	
		- Buying T-shirts for youth club ILENGE YOUTH MOVEMENT			R5 000	
		- Nzimane Chicken Project			R5 000	
		- Obanjeni Chicken Project			R5 000	
		- Mpondweni Chicken Project	To promote LED driven by youth		R5 000	
		- Mumbe Chicken Project			R5 000	
		Youth Bursaries		5 learners	R30 946	
		Youth Projects			R30 000	2
	- Shelters		34	R3 400		
	- School Uniform			R21 000		
	- Soccer Tournaments	To develop sports at ward level		R3 000		
	- Netball Poles & balls			R2 600		

		<p>Youth Bursaries</p> <p>(assist with registration fee and school uniform)</p>	To encourage learning and skills development		R30 946	
		<p>Youth Projects</p> <ul style="list-style-type: none"> - Security Courses - Driver's Licenses and computer courses <p>Youth Bursaries</p>	To encourage learning and skills development	<p>10 learners</p> <p>10 learners</p> <p>18 learners</p>	<p>R30 000</p> <p>R30 946</p>	3
		<p>Youth Projects</p> <ul style="list-style-type: none"> - Sustainance Campaign through Sport games competitions <p>Enterprise Workshops</p> <ul style="list-style-type: none"> - Recycling - Earning and planting - Co-operatives <p>Training for Security Courses</p>	To promote LED driven by youth	20 learners	R30 000	4

		Driver's Licenses		3 learners		
		Youth Bursaries	To encourage learning and skills development	7 learners	R30 946	
		Youth Projects	Encouragement of youth involvement in sports	3 learners	R30 000	5
		- Soccer Kids for Mbubu, Sinqumeni and Malomini Team		12 learners		
		- Training for Learners' License				
		Youth Bursaries	To encourage learning and skills development	8 learners	R30 947	
		- Computer Course				
		- Security Courses				
		Youth Projects	To encourage learning		R30 000	6
		- Computer training				
		Youth Bursaries		10 learners	R30 946	
		Youth Projects			R30 000	7
		- Sound System				
		- School Uniform				
		- Khuthala Youth Carpentry Machine	To encourage learning and skills			

		Youth Bursaries	development	15 learners	R30 946	
		Youth Project <ul style="list-style-type: none"> - Equipment for THUTHUKANI & THEMBELANI Catering - Isigubhu Somzansi - Training for Computer Youth Bursaries	To promote LED driven by youth To encourage learning and skills development		R30 000 R10 000 R5 000 R15 000 R30 947	8
		Youth Projects <ul style="list-style-type: none"> - Music Instrument - Exheleni (Treated Poles) - Soccer Jerseys (Barcelona fc) - Another soccer team Youth Bursaries <ul style="list-style-type: none"> - Purchase Salon products 	Youth involvement in sports and recreation To encourage learning and skills development		R30 000 R20 000 R6 000 R3 000 R30 000	9
		Youth Projects <ul style="list-style-type: none"> - Computer Training - Security Training - Driver's License 	To encourage learning and skills development		R30 000	10

		Youth Bursaries	To encourage learning and skills development	12 learners	R30 947	
		Youth Projects - Computer Training	To encourage learning	15 learners	R30 000	11
		Youth Bursaries		10 learners	R30 947	
		Youth Projects Sawing Machine Incema (empenjane) Ubuhlalu (kwaNxumalo) Ubuhlalu (eNzala) Cemeny (eNzala) Ward Laptop	To promote LED driven by youth	1 1 laptop	R30 000 R6 000 R2 000 R2 000 R2 000 R2 000 R4 000	12

		Driver's License		4 learners	R10 000	
		Cement KwaDolo			R2 000	
		Youth Bursaries	To encourage learning and skills development	10 learners	R30 646	
		Youth Project			R30 000	13
		<ul style="list-style-type: none"> - Uniform for Themba gospel group - Uniform for Amanxusa gospel group - Uniform for Izethenjwa (ingoma) - Uniform for Simanyama (ingoma) 	To encourage learning and skills development			
		Youth Bursaries				
			To encourage learning and skills development	30 learners	R30 946	
		Youth Projects			R30 000	14
		<ul style="list-style-type: none"> - Mntungwa building material, Makhungbhede Area 				

		<ul style="list-style-type: none"> - Roofing and repairs of Ngema School, Othame Area - Uniform for Indluyamandla (isicathamiya), Gqothi Area 		15 learners	R30 946	
		<p>Youth Bursaries</p>				
		<p>Youth Projects</p> <ul style="list-style-type: none"> - Security courses - Learners license - Soccer balls 	To develop sports at ward level	25 learners 4 learners 10 balls	R30 000	15
		<p>Youth Bursaries</p>			R30 946	
		<p>Youth Project</p> <ul style="list-style-type: none"> - Preparing for December games - Poles for Mgeni soccer team - Soccer jersey 	To develop sports at ward level	2 poles 2 teams	R30 000 R20 000 R6 000 R3 000	16

		Youth Bursaries	To encourage learning and skills development	20 learners	R30 000	
		Youth Projects <ul style="list-style-type: none"> - Enterprise workshops - Substance abuse campaign through sports - Career guidance - Entertainments Youth Bursaries	To encourage learning and skills development	15 learners	R30 000	17
		Youth Projects <ul style="list-style-type: none"> - Soccer boots for Peace of Mind team - Sewing machine of Mazabeko co-operative - Training for Security Course Youth Bursaries	To develop sports at ward level To promote LED driven by youth	10 learners	R30 947	18

		Youth Projects			R30 000	19
		- Sport kits/Netball, soccer and balls	To develop sports at ward level		R8 500	
		- HIV & AIDS Awareness			R10 000	
		- Training for youth caterers	To promote LED driven by youth		R11 500	
		Youth Bursaries	To encourage learning and skills development	13 learners	R30 947	
100/449/00						TOTAL BUDGET
						R1 689 000.00

VOTE	ITEM	ACTIVITY	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
100/456/00	AGRICULTURE	Agricultural Projects	Poverty alleviation		R52 632	1
		- Fencing material				

		Agricultural Projects <ul style="list-style-type: none"> - Fencing material 	Poverty alleviation		R52 632	2
		Agricultural Projects <ul style="list-style-type: none"> - Fencing material for KwaNgubo, and kwaPhalafini 	To promote one home one garden		R52 632	3
		Agricultural Projects <ul style="list-style-type: none"> - Fencing material for Ngwanyana Garden <p>Ecoblash dip medication</p> <ul style="list-style-type: none"> - Mathonjana (Mkhuphulangwenya Area) - Kwiti (Nkandla Area) - Empophomeni (Nkandla Top Area) - Cwaka (Nyandu Area) - Sampofu (Sampofu Area) <p>Bags of cement blocks for building toilet at Bambisanani Crèche</p>	Poverty alleviation	5 dips	R52 632	4

				20 bags		
				250 blocks		
		Agricultural Projects - Ecoblash dip medication for Mahlabathini, Sbumba, and Mbabane	Poverty alleviation		R52 632	5
		- Fencing - seeds	Poverty alleviation		R52 632	6
		Agricultural Projects - Tractor	Poverty alleviation	1	R52 632	7
		Agricultural Projects - Fencing material for Simumumu Crèche - Galibasi Crèche - Ntanyana Crèche - Zamukukhanya Hall	To promote one home one garden		R52 632	8
		Agricultural	To promote		R52 632	9

		Projects <ul style="list-style-type: none"> - Buying of seeds - Ecoblash dip 	one home one garden			
		Agricultural Projects <ul style="list-style-type: none"> - Fencing material (garden) - One home one garden 	Poverty alleviation		R52 632	10
		Agricultural Projects <ul style="list-style-type: none"> - One home one garden - To prepare for community garden - Fencing material for community garden 	To promote one home one garden		R52 632 R30 000 R5 632 R17 000	11
		Agricultural Projects <ul style="list-style-type: none"> - Fencing material - Dipping Tank Poison 			R52 632 R40 000 R12 000	12
		Agricultural Projects <ul style="list-style-type: none"> - Fencing material for Zamokuhle garden - Fencing material for 	Poverty alleviation		R52 632	13

		kwabhontshisi garden - Fencing material for Umhlazane garden - JOJO tanks - Fencing material for Nyathini garden - Fencing material for Nhlungwane garden		8 tanks		
		Agricultural Projects - Completion of fencing kwaMbhono Area - Completion of fencing eNyandu Area - Completion of Gqohi Area - Ploughing of field (amazala) at Gxobanyawo Area - Ploughing of field (amazala) at Barnhill Area	Poverty alleviation		R52 632	14
		Agricultural Projects - Weld mesh 18x30m	Poverty alleviation		R52 632	15

		<ul style="list-style-type: none"> - 2.4 treated Poles - 50kg barbed wire - Pocked O U – Nails - Transporting of material 		<p>50</p> <p>300 poles</p> <p>7 wires</p> <p>30 nails</p>		
		<p>Agricultural Projects</p> <ul style="list-style-type: none"> - Shelters - Solar - Batteries - In vectors for people selling meat at Pomeroy 	Poverty alleviation	<p>6</p> <p>6</p> <p>6</p> <p>6</p>	R52 632	16
		<p>Agricultural Projects</p> <ul style="list-style-type: none"> - Fencing material for Gordon fields at Makhasane Area - Hlanganani garden 	Poverty alleviation		R52 632	17

		<ul style="list-style-type: none"> - Ploughing fields - JOJO Tankx for Mbindolo garden 		8 tanks		
		Agricultural Projects	Poverty alleviation		R52 632	18
		<ul style="list-style-type: none"> - Fencing material 				
		Agricultural Projects	Poverty alleviation		R52 632	19
		<ul style="list-style-type: none"> - Fencing material - Ploughing community fields 			R20 000	
					R32 632	
100/456/00						TOTAL BUDGET
						R1 000 008

VOTE	ITEM	ACTIVITY	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
430/310/00	MANAGEMENT SERVICES	Projects	Poverty alleviation and promoting one		R13 158	1
		<ul style="list-style-type: none"> - Seeds (Debedebeni) 				

		<ul style="list-style-type: none"> Community hall garden) - Fencing material (Debedebeni Community Hall) - Seeds (Thandwangubani crèche garden) - Fencing material (Thandwanguban crèche) - Seeds (Ngabayena School garden) - Fencing material (Ngabayena School) 	home one garden			
		<p>Projects</p> <ul style="list-style-type: none"> - Fencing material 	To promote one home one garden		R13 158	2
		<p>Projects</p> <ul style="list-style-type: none"> - Fencing material of 2 gardens for selected municipal road workers 	Poverty alleviation		R13 158	3
		<p>Projects</p> <ul style="list-style-type: none"> - Bags of cement and blocks of building toilets at Sizathina Crèche - Bags of cement and blocks for building toilet at Masithobeke Crèche - Fencing material for Sizitha Crèche 	Promoting hygiene	<p>20 bags</p> <p>250 blocks</p>	R13 158	4

				20 bags 250 blocks		
			Safety and security			
		Projects - Fencing of Mbabane Crèche	Safety and security		R13 158	5
		- seeds	Food security		R13 158	6
		Projects - Blocks Machine	Promotion of project sustainability		R13 158	7
		Projects - Fencing material for gardens	To promote one home one garden		R13 158	8
		Projects - Generator - Water tank (jojo) - One home one garden - kwaMthokazana community garden	To promote one home one garden	1 1 jojo 10 people	R13 158	9

		Projects - Seeds - Generator	To promote one home one garden	1	R13 158	10
		Projects - Seeds - Generator (for diesel oil)	Poverty alleviation		R13 158 R5 000	11
		Projects - Fencing material for gardens	Promoting Safety and Security	41 gardens	R13 158	12
		Projects - Fencing material for gardens	To promote Safety and Security	70 gardens	R13 158	13
		Projects - Seeds - Seedling for Siyazenzela For Makhungbhedde, Othame, Gxobanyawo, Nyandu	Poverty Alleviation		R13 158	14
		Projects - One home one garden	Poverty alleviation		R13 158	15
		Projects - seeds	To promote one home one garden		R13 158	16

		Projects - ecoblash dip medication	To promote animal health	5 cattle per ward	R13 158	17
430/620/00						Total budget
						R250 000.00

Draft capital budget

CAPITAL BUDGET	CURR.BUDGET	YTD	ANTICIPATED	DRAFT
Less MIG Grant Capital	31 844 000	16 000 000	23 000 000	36 513 000
Shortfall/(Surplus)	-6 224 295	30 395 508	-3 654 491	-8 989 069
Utilise for Capital Budget				
2 Vehicles 4x2	700 000			700 000
Registry office site				100 000
Upgrade of Lilliput System				250 000
Furniture	500 000			
Purchase of Low bed Machinery				1 200 000
Quantum	300 000			
Computer and office equipment	500 000			
Tipper Truck				800 000
Double Cab	300 000			
Roller				
Fire and emergency office	1 500 000			
Grader				
TLB	800 000			
Water Tanker				800 000
Excavator				1 400 000
public toilets Keats drift				300 000
Park Homes Offices				850 000
Workshop	800 000			
Waste Compactor Truck				800 000
Waste recycling plant	300 000			
2 Tractors				500 000
Installation of Bins and skips				400 000
Backup Generator				300 000
Carports				500 000
Guard house	300 000			
Planter 4 row	150 000			

SECTION H ORGANISATIONAL PERFORMANCE SYTEM

**MSINGA MUNICIPALITY PERFORMANCE REPORT
01 JULY 2012-30 JUNE 2013**

PERIOD FROM



MSINGA LOCAL MUNICIPALITY (KZ244)

SECTION 46 ANNUAL MUNICIPAL

PERFORMANCE REPORT FOR

2012/13 FINANCIAL YEAR

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FOREWORD BY THE MAYOR



“Driving developmental and economic forces in Msinga”

Msinga annual performance report reflects the following;

- a) The performance of the municipality and of each external service provider during the financial year
- b) A comparison of the performance referred to in paragraph (a) with targets and performances in the previous year and
- c) Annual performance report will form part of the municipality’s annual report in terms of chapter 12 of the MFMA of 2003.

Msinga municipality is established in terms of section 152(Ch. 7) of the Act no 108 of 1996 in order to achieve these objects; to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner, to promote social and economic development, to promote a safety and healthy environment, to encourage the involvement of communities and community organisations in the matters of local government.

Msinga municipality’s vision:

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

Both objectives of local government establishment and Msinga municipal vision were achieved during the reporting year by complying with the six national KPA's.

On the 20 June 2013 the municipal performance report was tabled to the community of Msinga during the annual imbizo which was held at Mthembu Traditional area attended by thousands of people from all the nineteen wards. This imbizo served as a mechanism to report back to the community.

The analysis of this performance information consists of the following KPA's:

KPA 1: Municipal Transformation and Organizational Development

In 2012/13 Msinga municipality was in possession of an approved organogram. All section 56/7 vacancies were filled.

KPA 2: Basic Service Delivery

All provisions of basic services were done in a sustainable manner. Electricity provision at Madulaneni area in ward 08 and Mathinta in ward 06 covered 600 households with the total amount of R7 000 000.00. 40 units at mahlabathini in ward 05 was achieved with a total amount of R200 000.00. Construction of municipal access roads namely Mbubu, Esjozini, Nokwentana, Nembeni, esthozini, Ntabampisi and Nsimbini to the value of 25 million was successfully achieved. The provision of twelve emergency houses for the indigent people to the value of R908 570.00, Construction of 08 classrooms to the value of R764 700.00, the building of 16 crèches to the value of R1 743 587.00 and one community hall to the value of R198 000.00. The roller, grader and water tanker were purchased with 04 million to accelerate infrastructure provision .

KPA 3: Local Economic Development

The provision of LED has been achieved. In the beginning of the financial year all said service providers were invited to the meeting and also encouraged to participate in the municipal bidding process in terms of the Supply Chain Management. 38 caterers were given an opportunity to cater during the mayoral imbizos in various wards. The local shop owners were given an opportunity to supply food parcels to indigent people also for groceries utilized during the said imbizos an amount of R342 000

was used to compensate local artist that performed during the imbizos. Other service providers were utilized for hiring toilets, tents, chairs, during the events and R304 000.00 was spent on this service

KPA 4: Municipal Financial Viability and Management

Municipal finance management is viable and as a result of this municipality has managed to obtain an unqualified audit opinion from the Auditor General

KPA 5: Good Governance and Public Participation

All twelve Exco meetings, four council meetings and special council meeting successfully held. 38 public participation imbizos were conducted and participants include Amakhosi, izinduna, councilors, representatives from government departments, NGOs, CBOs, and municipal staff attended these imbizos.

KPA 6: Cross-Cutting Issues

HIV/Aids&Vulnerable groups and attending to disaster incidents are all crosscutting issues that are attended. The municipality partners with other government departments on all crosscutting

FOREWORD BY THE MUNICIPAL MANAGER



The annual performance report presented below captures the activities the Msinga Municipality undertook in the 2012/13 financial year. It is crafted in terms of the municipal vision and targets to all heads of departments within the municipality. The performance report provides evidence that the municipality has achieved both objects of local government establishment and KPAs in terms of Local Government, Municipal Performance regulations for municipal manager's and managers directly accountable to the Municipal manager, 2006.

All categories of the municipal staff have played their roles in order to achieve the municipal strategic goals as outlined by his Worship the Mayor that “ we are driving developmental economic forces in Msinga”.

INTRODUCTION

1. Background to Municipal Performance Reporting

The Msinga Municipality’s Annual Performance Report is compiled in terms of the legislative requirements of Chapter 6 of the Municipal Systems Act, 32 of 2000 and Chapter 12 for the Municipal Finance Management Act, 56 of 2003. The Municipal Systems Act prescribes the role of each sphere of government in the municipal performance reporting.

Analysis of Municipal Performance Information for 2012/13 Financial Year

PURPOSE

To present to the Annual performance report in line with the performance agreements signed in terms of section 57(b) of the Municipal systems act.

DISCUSSION

This report is presented in line with Msinga Performance Framework therefore is legally binding, the Heads of Department are mandated to report quarterly on performance of their departments towards the realization of the targets in the IDP 2012/2013. The report presented below is in line with the SDBIP 2012/2013, and the Performance agreements signed by the Heads of departments at the beginning of the financial year in July 2012.

THE MUNICIPAL VISION

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

KEY OBJECTIVES AND STRATEGIES

For Msinga municipality to achieve the desired future (vision) it has to address its key objectives through various specific strategies and projects. The National Government developed a 5 Year Local Government Strategic Agenda and this document identifies 6 Key Performance Areas which municipalities are required to address. Msinga municipality in addressing its developmental objectives has ensured that they are aligned with the PGDS goals.

Table 1. Priority issues (source Msinga IDP 2012/13)

PGDS GOALS	KEY PERFORMANCE AREA	MUNICIPAL PRIORITY ISSUE
Strategic infrastructure	Infrastructure and services	Satisfaction of basic needs through provision of services : ❖ Water

		<ul style="list-style-type: none"> ❖ Sanitation ✓ Roads ✓ Housing ✓ Electricity ✓ Solid Waste
Job creation	Local Economic & Social Development	<p>Local economic development through:</p> <ul style="list-style-type: none"> ✓ Commercially orientated agriculture ✓ One house one garden ✓ Tourism projects ✓ Stone crushing ✓ Agri-processing ✓ Poverty alleviation ✓ Education and training ✓ LED Strategy adoption ✓ HIV/AIDS ✓ 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
	Municipal financial viability	<ul style="list-style-type: none"> ✓ Generate income for the municipality ✓ Promote sound financial practices
Governance and policy	Good governance	<ul style="list-style-type: none"> ✓ Improve communication with the community ✓ Participation of all citizens ✓ Empowerment
Spatial equity	Spatial Development	<ul style="list-style-type: none"> ✓ Safe and sustainable environment ✓ Attract investment to Nodal areas ✓ Ensure proper spatial planning ✓ Adopt a reviewed SDF

2012/2013 HIGHLIGHTS

CHALLENGES

1. Weather – delays were experienced during the execution of certain projects, the unpredictable weather caused delays in the anticipated time frames of the projects. Projects affected include the Pomeroy Sports complex and road Maintenance projects.
2. Contracts not honoured – contractors guilty of breaching the contract or declining the contracts.
3. Over expenditure- some projects have gone over the budgeted amount
4. Powers and functions & ownership . the problem the municipality faces emanates from ownership, where mast lights are concerned, the municipality cannot take responsibility to fix them as in terms of ownership they in the custody of the Department of Public Works as they were installed long before the municipality came into existence. This in turn affects its functionality as it has not been able to source funding for the refurbishment of the three Tugela Ferry mast lights.

5. Infrastructure-Msinga has a huge backlog of infrastructural nature especially roads, however it has no strategic plan that spatially reflects the specific backlogs. The municipality needs to develop a backlogs study that details the current baseline, backlogs and the time it will take to eradicate backlogs.
6. Roads Maintenance: The two weeks per ward programme is going slow due to major breakdowns challenges the municipality is facing.

DEPARTMENTAL PERFORMANCE

The municipality has four departments' namely Corporate services, Technical services, Finance department and the Planning & Development departments. Below is a summary of the performance of the departments and attached are the performance plans per department in line with the National Key performance areas.

FINANCE DEPARTMENT

1: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (FINANCIAL DEPARTMENT)

The extent to which the municipality complies with the legislative requirement of the MFMA:

- Percentage of Expenditure on capital and grant funded programmes. The percentage of capital budget and grant funded spent on the programmes was forwarded to the Municipal manager by 30 June 2013.
- Quarterly expenditure reports are submitted to the MM within 10 days of each quarter.
- 100% of the budget is linked to the IDP
- Suppliers are paid within 30 days of the statement date
- The asset register is in place and the asserts are currently being bar coded
- Monthly budget reports are submitted to the Municipal Manager.
- The municipality received Unqualified audit outcome form the Auditor General for the financial year 2011/12.
- Draft Annual Report was prepared and tabled to EXCO in January 2013
- Preparation for 2013/14 budget commenced in the second quarter. All departments submitted their budgets by the 21 December 2012
- Draft Budget and IDP 2013/2014 submitted to Treasury in April 2013
- Schedule A forms were finalized for submission to treasury in May 2013
- Preparation for financial statements are in progress
- Final Budget and IDP 2013/2014 submitted to Council on the 29th May 2013 and advertised in line with the legislation.
- The annual returns section 71 report is submitted monthly to Auditor General.
- Monthly Conditional Reports are submitted
- Quarterly dashboard reports are done
- Auditing was undertaken during the first quarter in line with the annual audit programme
- Achievements of the MFMA checklist is at 80%
- Assisting Internal Auditors and Audit Committee in progress

2: BASIC SERVICE DELIVERY (TECHNICAL DEPARTMENT)

1. ACCESS ROADS

To provide a better Local access Road network:

2012/2013 financial year allocation is R 26,665,000.00, which will be utilised to construct 5 new roads, complete Mbubeni and Simelane 2, 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.

2013/2014 allocation is R 28 128 000.00. The allocation is fully committed with Pomeroy Sportfield phase 2, Kwa-Sishi, Gidamasoka, Mumba, Nsimbini and Ncence access roads. The business plans for all these projects have been submitted and registered with MIG. PMU Officer is currently busy registering projects for 2014/2015 financial year with the total allocation of R 29 754 000.00

The municipality implemented 11 access roads this financial year. The project on each road was follows:

1. **Simelane Phase 2:** The project is funded through MIG. It started towards the end of last financial year. The project is complete.
2. **Mbubeni Access road:** the project is MIG funded. It was supposed to be completed latest by July 2012 but due to the slow pace by the contractor because of the earthworks within that road, it had delay the contractor was penalised. The project is finished.
3. **Nembeni Access Road and Related Storm water:** The project is funded through MIG and the total length is 5.1km. The contractor by the name of Magnacop has been appointed and the site handover was done on the 24 August 2012. The total revised budget for this project is R 4,061,715.30. The contractor has established on site and construction is at 95%.
4. **Mahhashini Access Road and Related Stormwater:** The project is funded through MIG and the total length is 3.4km. The contractor by the name of Platt Plant Services was appointed and the site handover was done on the 28 August 2012. The total revised budget for this project is R3,628,368.10. The project is complete.
5. **Sthozini Access Road and Related Stormwater:** The project is funded through MIG and the total length is 8 km. The contractor by the name of Magnacop was appointed and the site handover was done on the 24 August 2012. The total revised budget for this project is R 5,298,485.10. Construction is complete.
6. **Ntabampisi Access Road and Related Stormwater:** the project is also funded through MIG with the total length of 8km. The tender committee appointed the contractor Skotini Investment. The construction is at 70%.
7. **Ngqungqulwini Access Road and Related Stormwater:** this project is also one of MIG projects. Project is at 95% currently.
8. **Nsimbini access road is complete, Mbubu access road is at 95% complete, Nokwentane access road is at 75% complete, Esjozini irrigation scheme access roads is also at 95% complete:** these projects are funded internally through the municipal equitable share.
9. **Roads Maintenance:** The two weeks per ward programme is going slow due to major breakdowns challenges the municipality is phasing. They are currently in ward 13.
10. **With** regard to the purchase of new equipment, Barloworld equipment was appointed to supply Grader and the Roller. The equipment was supplied.

2. **ELECTRICITY PROJECTS**

OBJECTIVE: To accelerate electrification of Msinga

1. **Kwa-Dolo electrification project phase 3:** the project has been completed and all sections energised

2. **Madulaneni and Mathinta electrification project:** Both projects are complete and all sections are energised. Final payment has been done.

3. **Progress regarding the refurbishment of 3 high mast lights and Tugela Ferry street lights:**

- The Tugela ferry streetlights have been done as and when required
- The municipality is still trying to source funding towards the refurbishment of the 3 Mast lights.

3. **SPORTS FACILITIES**

OBJECTIVE: To reduce sporting facilities backlog within the municipal area.

1. **Gxobanyawo Sport field:** the project is funded by Department of Sports and Recreation with a total amount of R 2,100,000.00. The project is complete.
2. **Shiyane Sport field:** the project is funded through MIG with a total sum of R 4,000,000.00. The plan was to spend about 2million (MIG budget) during 2011/2012 financial year and another 2million during 2012/2013 financial year. New contractor is on site. Platform levelling has been completed; buildings are at wall plate level. The project is 80% complete. The project is behind schedule due to slow progress by the main contractor who has been compelled to subcontract to accelerate the project.
3. **Pomeroy Sport Center:**the total value of this project is estimated at R 14million. The project has just been approved and registered on MIG MIS system. Consulting engineers were appointed to start with the design of the project during the first quarter. The layout plan and designs have been done. The project is behind schedule due to the fact that the first contractor which was appointed declined and the committee had to recommend another service provider to implement the project.
4. **Sport facilities;** the objective is to maintain all existing sports facilities. 7 sports facilities are maintained; Pomeroy, Fabeni, Ezindluzeleni, Nyoniyezwe, Mzisho, Ehlanzeni and Gxobanyawo. R150,000.00 was the approved budget. Maintenance is in progress and monthly reports are produced. Expenditure to date is at R168,000 000.

4. CRECHES/SCHOOL CLASSROOMS/HOUSES

1. 16 creches completed,
2. 6 four roomed houses,
3. 6 two roomed houses,
4. 8 classrooms,
5. and one community hall have been successfully completed.

5. WASTE MANAGEMENT

OBJECTIVE:To ensure effective management of waste

In the past financial years, the municipality has not been prioritising waste management function which has led to a lot of infrastructure backlog in this filed. It is recommended that the municipality prioritise waste management so as to take care of the environment and comply with legislations and national targets.

1. **Intergraded Waste Management Plan (IWMP):** the budget to establish IWMP has been approved by council. The term of references were finalized by the Technical Department. Tender for the appointment of service provider to prepare the plan was advertised. The IWMP is currently in progress it was delayed due to lack of information to be used by service providers.
2. **Waste Management officer was advertised and the post is filled**
3. **Street Cleaning:** 2 contractors were appointed to clean the streets of Pomeroy and Tugela Ferry. Over and above them COGTA together with the municipality has initiated a food for waste programme to assist in cleaning our small towns. The towns involved are Tugela Ferry, Pomeroy and Keats Drift, of which more than 33 people are working in each town through this programme. The Towns are cleaned daily and waste is transported to Pomeroy landfill site daily afternoon.
4. The Waste Management Officer has started working on the town cleaning programmes with a purpose of improving the service rendered. Solid waste collection and disposal is on going
5. The Maintenance of Pomeroy landfill site has started however the recycling structure will commence in 2013/2014 financial year.

6. HOUSING PROJECTS (DEVELOPMENT PLANNING)

There are 6 housing projects that are fully funded by the Department of Human Settlements.

OBJECTIVE: To provide safe and sustainable living environment and to accelerate development of rural housing.

1. **Pomeroy housing:** Stage two applications being finalized. More than 450 beneficiaries have been approved. Pomeroy Construction will start after the PDA submitted to the Municipality has been signed.
2. **Latha housing:** KwaLatha is in construction stage. The IA was fired for poor performance. New constructor has been appointed and will start construction in August.
3. **Ezibomvini housing:** Stage one approved and Stage two is being finalised. Ezibomvini is finalising the beneficiary list
4. **Dolo housing:** Stage one compilation. KwaDolo has a problem of land claim, department of Rural Development and Land reform has to facilitate the ownership of the land issue.
5. **Mthembu housing:** Stage two submitted and has been approved and the MEC has signed. The contract between implementing agent and contractor has been signed. Construction to commence in August 2013
6. **Mvundlweni housing:** Construction Mvundlweni has started and progress is currently at :
 - o Foundations-439
 - o Wall plate- 386
 - o Completed- 341
 - o Rain Water Harvesting- 215
7. Housing forum meetings are held once after two months.

7. DISASTER MANAGEMENT

The intention here is to prevent disasters from happening by providing effective fire fighting, putting in place fire safety activities, by preventing potential fire hazards and through educating the public.

Objective: To Practice life safety, incident stabilization and property conservation

Objective: To provide safe physical environment in which to live, work, study, worship, or play.

- Most of the areas of Msinga were hit by disasters in the month of January. The assessment was done immediately. 3 people lost their lives through lightning and many houses were destroyed by strong winds.
- On 11 February, heavy rain resulted in flooding and houses wash away in ward 5. People who were left homeless were given shelter in the municipal buildings until the temporary structures were allocated to them by the province. About 40 people were without shelter and 6 were reported missing. The co ordinated effort by the local. District and province resulted in these victims being assisted.
- An on going function. In the month of January, three incidents of fire were reported where the houses were on fire. In all three incidents, the team managed to extinguish the fire before it can completely damage the structures.
- In the month of February, two separate incidents of fire were reported. Two houses were burnt and one person was burnt to death in the house. The team extinguished the fire but buildings were already destroyed completely.
- In the month of March, three incidents reported, one veld fire and two houses on fire. Fire was extinguished. An on going function. In the month of January, three incidents of fire were reported where the houses wre on fire. In all three incidents, the team managed to extinguish the fire before it can completely damage the structures.

- The team attended to a road accident on 20 March involving two vehicles where one pupil lost his life and 7 injured. They provided necessary assistance and used the jaws of life to rescue the other driver.
- During the months of April, May and June no disaster incidence were reported.
- Fire incidences were attended in May 2013 in wrad 1,5,10,11,15,16,17,18. The fire service attended to all these incidences, though not much could be saved as the areas are located very far.
- One road accident was attended in the fourth quarter.

challenges experienced include water point , and the area to be covered is too wide, access to the affected area, communications break down due to the network problem and lack of road signs some on the road.

8. HEALTH

Programme: HIV/AIDS reduction

Objective:Reduction of HIV infection among the Community.

Undertaking of HIV Campaigns targeting schools and Community and training of Ward AIDS Committees.

Campaigns are done every Thursday since November 2012. Ward aids committees have not been trained,logistics are been finalised.

The quarterly meeting of the Local Aids Council was held on 19 February. Government departments gave their reports in the meeting.

Local aids council met on the 28th May 2013. On the 05 June 2013 people living with HIV were transported to attend the International Candle lighting .

Programme: Pauper burials

Objective:Provide dignified burial function for Pauper destitute families. A total of 137 families have been assisted with coffins or food vouchers. Budget constraint number of coffins allowed in a month is too low (only one coffin)

A total of 137 families were assisted with coffins.

Programme: people living with disabilities

To accommodate people with disabilities and make them benefit from Municipal Services. Hosting of the Municipal Summit for people with disabilities. The summit for the disabled is at a planning stage. People living with disabilities were transported to attend two meetings one in Durban and Ixopo.

Programme: Building of the Animal Pound

Objective: To create a safe environment along our roads by remove stray animals and be put at the pound.

Concluding a contract with the appointed Service provider has proven to be a challenge. A lot of time has been spent trying to finalise and agree on the contract. Contract has been signed by the municipality and waiting for the contractor to come and sign before he could start with work.

Programme:Youth development

a) bursaries

Objective :To help Msinga youth get tertiary qualification. Provide financial assistance to the financial needy and academically deserving students with a registration fee at a tertiary level.

A total of 68 students were assisted with the registration fees at different tertiary institutions.

Scholars from ward 13 were assisted with school uniforms.

In the fourth quarter 03 students were assisted with bursaries.

Computer training

Objective : To improve the computer skills among the youth of Msinga.

Strategy: Send at least two pupils in a year from each ward to a 6 months computer course

A total of 32 learners from ward, 05, 11 and 15 were assisted to do computer course

b) internship

objective: To help youth gain work experience and make them employable. Employment of one volunteer from each ward for a period of a year and get paid R1500 per month. R342 000 is budgeted for this objective. It is on-going and all wards have participated.

c) Youth businesses

Objective: To assist youth to start their own businesses.

Allocation of R30 000 per ward to help youth start their own projects that can help to generate income. Assisting youth with different projects of their choice which the approval is at the discretion of the ward committee. R570 000 annual budgets was allocated. All wards successfully spent their allocation in the year 2012/13.

11. SPORTS AND RECREATION

The objective is to encourage Community participation in sporting activities.

Programme1:Msinga Local Football Association.

Msinga top and Pomeroy stream has started 2012/13 league games. Failure to participate by Keates Drift Stream, Tugela Ferry and Mhlangana is the challenge that has been noted.

Meeting was held with sports council to facilitate the starting of Msinga soccer league games. It looks like teams are not interested in the games this year and to date no record of any stream has started with their games.

Programme 2: Promotion of Indigenous

Provincial Indigenous games competition. Selections for participation in District games. The youth from Msinga were selected as part of the Mzinyathi team to take in the provincial games.

Programme3:SALGA Games were attended successfully and everything in the **games** was well planned.

Programme 4: Promotion of recreational activities on public holidays. Ongoing, specific activity on specific public holidays. Praise songs celebration was held on June 16 2012 and ibhayi (traditional dance) was held on the 24 September as part of the Heritage day , on the 09 of August 2012 as part of women's day celebration and on the 13th of December 2012 isicathamiya was held at Pomeroy.

Programme 5: Promotion of good life skills among young women and abstinence from sexual activities.

Women participation in provincial Reed Dance, Maidens attended Umhlanga in September 2012

3. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT

12. LED STRATEGY

Objective: to submit the LED strategy to council for adoption.

The municipal LED strategy 2011/2012 was funded through the grant from the Department of Cooperative Governance and Traditional Affairs. It was completed and recommended for adoption by EXCO.

Objective: to implement Vegetable Processing Plant Project. The site has been confirmed and the Project Manager has been appointed.

Progress in implementing the LED strategy: Meetings have been held with different government departments to finalise the drawings. A tour was organised to look at one operational structure in Howick with the hope that it will help in the finalisation of the drawings.

An LED officer was appointed to assist with the implementation of the strategy

Progress with the development of a Tourism plan: Plans to revive the Community Tourism Organisation are underway. Funding towards the development of the plan has not been sourced.

13. STRATEGIC & SPATIAL PLANING

The objective is to prepare the Integrated Development Plan in line with the Municipal System Act.

1. The process plan 2012/13-18 was adopted by Msinga council on the 26 September 2012. The process plan was advertised in line with the Municipal systems act chapter 4. The Process Plan was forwarded to DCOGTA.
2. The first IDP forum was held on the 16 October 2012, second forum was held on the 5th of March 2013, third was held on the 30th of April 2013 in line with the adopted Process Plan.
3. The Draft IDP was submitted for adoption to EXCO and Council in March and submitted to DCOGTA on the 28th March 2013.
4. The final IDP & Budget 2013/2014 was adopted by Msinga council on the 29th May 2013 and submitted to DCOGTA on the 14th June 2013
5. Municipal SDBIP 2013/2014 was prepared and tabled to council in June 2013
6. It was advertised and placed on municipal website along with the municipal SDBIP 2013/14
7. Monthly reports from Corporate Services, Development Planning and Technical Services and Finance were submitted to the Municipal Manager 10 days after end of the month.
8. The municipality has secured funding for the development of a Precinct Plan for Pomeroy. The plan is underway.
9. The municipal SDF and Keates Drift Precinct draft reports have been completed, and awaits to be presented to council.

4. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

12. ADMINISTRATION

1. The objective is to arrange council and committee meetings successfully.

Target: 12 Exco meetings were scheduled for 2012/2013

04 Full council meetings scheduled for 2012/2013

A total of twelve EXCO meetings and four full council meetings were held successfully

Four full council meetings were held and two special council

- I. Development Planning Sub-committee meeting held as follows:

2013-02-22

- II. Municipal Public Account Committee Meeting held as follows:-

2013-02-04

2013-03-22

- iii Audit Committee meetings held on as follows:-

2013-02-20, 2013-03-20, 2013-24-05, 2013-06-19

-
- III. Technical Services Sub-committee meetings held as follow:
2013-02-15, 2013-06-14
 - IV. Finance Sub-committee meetings held as follows:
2013-03-13,2013-06-14
 2. The objective was to fill and sign declaration interest forms for employees and councillors
 - Declaration of interest for 2012/2013 were completed in 30 September 2012.
 - Declaration of interest forms for 2012/2013 in progress of being signed complete
 3. The objective is to prepare the Mayor's speeches two days in advance.
 - This objective is met, speech is prepared and submitted on time. Draft Mayor's speeches are prepared and submitted to the MM for approval at least three days before the event
 - Eleven Izimbizo were held in the last quarter, a total of 37 Izimbizo were held for the 2012/13 financial year
 4. Turnaround time taken in filling of vacant posts as approved by council
 - The following budgeted vacancies filled: Building Inspector, Administration Clerk, Cashier, Waste Control Officer, Roller Operator, Motor Grade Operator , Senior Fire Fighter, LED Officer ,Disaster Management Officer
 - All vacant and advertised posts have been filled.
 5. Progress made with the revision and implementation of the Employment equity plan(EEP) 2012/2013.
 - EEP signed and submitted to the Department of Labour in 30 November 2012
 - Employment practice in relation to numerical goals of the EEP.
 - Five year Employment Equity Plan to be completed and submitted by March 2013.
 - Employment Equity Report to be submitted online
 6. Revised and updated HR practices and uniform policies
 - Policies and practices are developed and met as and when need arises.
 7. Progress made with the revision and implementation of Workplace Skills Plan
 - WSP submitted to LGSETA
 - WSP is implemented on an on-going process
 8. Number of vacancies on the approved organogram budgeted and filled
 - 100% filled vacancies in the organogram budgeted and filled except the artisan plumber post
 9. Progress made regarding the functioning of the Local Labour Forum
 - Local Labour Forum established. meetings not yet held due to non-submission of items
 10. Progress made with personnel record administration
 - Leave checked regularly by Director
 - Personnel and administration records audited by internal auditors.
 11. Progress made towards efficient archiving and record systems
 - Registry procedure Manual adopted
 - Registry records manual adopted
 - The promotion of access to information manual developed
 12. Update of the telephone and municipal website

- Update of telephones is 100%
- Municipal website updated by the 5th of each month. Content of the website update to be submitted to the MM for approval by the 30th of each month
- Municipal website is fully operational

13. Progress made regarding the maintenance of council vehicles

- Expenditure report on motor vehicle and plant in place

14. Level of compliance with MFMA and SCM

- Requisitions for all items purchase

15. Quarterly departmental progress reports submitted to the MM and EXCO

- Progress made regarding the update of a resolutions register with proof of actions undertaken iro implementation.
- Monthly implementation reports submitted to the MM before the 30th of each month

16. Progress made with the implementation of the municipal funded programmes:

- Monthly implementation progress reports are submitted to the MM within 10 days of each month
- Monthly implementation reports submitted to EXCO on monthly basis

17. Progress made towards the renewal of departmental contracts

- Renewal of contracts is up to date

18. Progress made regarding utilization and maintenance of council properties

- Maintenance plan developed and implemented
- Reports submitted every month end to MM.

5. NKPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

1. Progress made with hosting the Mayoral izimbizo

- 19 Mayoral Izimbizo planned, one (1) per ward. A total of 17 izimbizo have been held successfully
- 17 Mayoral Izimbizo for the tabulation of the budget have been successfully executed and logic arrangements successfully carried out
- Twelve (12) Mayoral Izimbizo for the tabulation of the budget have been successfully executed and logic arrangements successfully carried out.
- Eleven Izimbizo were held in the past quarter amounting to a total of 37 izimbizo held in the year 2012/2013

2. Progress achieved towards the Ward Committee trainings

- Training material for Ward Committee Member has been developed by COGTA.
- Council to appoint a Service Provider to appoint a service to undertake training.

3. Training of Ward Committee Members in each ward.

- Training progress report submitted to the Municipal Manager at the end of training.
- Council to appoint a Service Provider to appoint a service to undertake training

Table for Scorecard

TEMPLATE: NAME OF MUNICIPALITY: MSINGA													
ID P / SD BI P No	National Key Performance Areas	Strategic Objective	Unit Of Measure/ Calculations	Demand	Baseline	Backlog	Previous Year		Current Year		Challenges	Corrective Measures	Portfolio of Evidence
							Target	Actual	Target	Actual			
D	Municipal Transformation And Institutional Development	To develop staff skills in line with IDP	Number of staff trained						30	28			certificates
A	Basic Service Delivery And Infrastructure Development	To provide better access roads	Number of roads built				9	9	11 roads	11			Invoices. Hand over meetings
	Local Economic Development	To reduce poverty through LED	Develop a LED strategy				LED plan	0	1	1			EXCO resolution 2012/13
	Financial Viability And Financial Management	To increase revenue	Implementation of property rates act						1	1			
	Good Governance, Community Participation And Ward Committee Systems	Ensure public participation	Number of meetings held(full council/exco/izimbizo)				38	37	38 imbizo	38			Imbizo speeches and Minutes

		To prevent disasters												
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TEMPLATE: NAME OF MUNICIPALITY: MSINGA

ID P / SD BIP No	National Key Performance Areas	Strategic Objective	Unit Of Measure/ Calculations	Demand	Baseline	Backlog	Previous Year		Current Year		Challenges	Corrective Measures	Portfolio of Evidence
							Target	Actual	Target	Actual			
		To reduce the effects of HIV	HIV campaigns, HIV council meetings						04: quarterly	4			reports
		To assist with burial	Number of families assisted							137			Monthly reports
		To assist youth with tertiary education	Number of students assisted						60	68			Monthly reports
		Computer training	Number of students received computer training						32	32			Monthly reports

TEMPLATE: NAME OF MUNICIPALITY: MSINGA													
ID P / SD BIP No.	National Key Performance Areas	Strategic Objective	Unit Of Measure/ Calculations	Demand	Baseline	Backlog	Previous Year		Current Year		Challenges	Corrective Measures	Portfolio of Evidence
							Target	Actual	Target	Actual			
		To assist youth with work experience	Number of youth receiving work experience				19	19	19	19			contracts
		To assist youth start businesses	Projects started						19	19			Invoice & reports
		To encourage sports	League games				6	3	6	0	Lack of interest in sports .Streams started late this year		
			Indigenous games						4	4			
			Recreational activities						4	04			

TEMPLATE: NAME OF MUNICIPALITY: MSINGA													
IDP / SDBIP No.	National Key Performance Areas	Strategic Objective	Unit Of Measure/ Calculations	Demand	Baseline	Backlog	Previous Year		Current Year		Challenges	Corrective Measures	Portfolio of Evidence
							Target	Actual	Target	Actual			

		To arrange council & committee meetings	Number of meetings held		0	0	26	11: committee meetings, 12 EXCO, 04 f-council			
--	--	---	-------------------------	--	---	---	----	---	--	--	--

		To fill vacancies	Number of vacancies filled				9	9 posts filled			
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		Review municipal plans	Progress made towards the revision of plans					EEP, HR policies, WSP,			
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TEMPLATE: NAME OF MUNICIPALITY: MSINGA

ID P / SD BIP No.	National Key Performance Areas	Strategic Objective	Unit Of Measure/ Calculations	Demand	Baseline	Backlog	Previous Year		Current Year		Challenges	Corrective Measures	Portfolio of Evidence
							Target	Actual	Target	Actual			

			Progress made towards personnel record administration				N	N	Y	Y	Done		Internal auditor reports
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			% of Efficiency of municipal website				0	0	100 %	80 %	Still some Maintenance issues		www.msinga.org
--	--	--	--------------------------------------	--	--	--	---	---	-------	------	-------------------------------	--	----------------

			Plan on the use of municipal asserts				N	N	y	y			Monthly reports
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Key Performance Area 1:

Municipal Transformation and Organisational Development

This KPA will cover the following areas:

- Introduction
- Performance Management Systems.
- Filling of Section 57 Manager positions;
- Signed performance agreements by Section 57 Managers;
- Disciplinary processes against Section 57 Managers;
- Employment Equity
- Human Resource Development Strategy
- Municipal Budget spent on implementing workplace skills plan
- Challenges experienced in municipal transformation and organizational development
- Measures taken to improve performance
- Recommendations (including assistance required)

Performance Management System

Table 1: PMS implementation in a municipality - 2012/13

Municipality		Date of adoption, of PMS Policy and Framework Council (State date of adoption)	Did the municipality review/develop its IDP and engaged with the community in the process	Is the municipality's adopted IDP linked to SDBIP?	No of Section 56/7 Performance contracts signed ?	No of Section 56/7 managers with signed Performance Agreements	Is the municipality's PMS audited by an Internal Auditor for functionality and legal compliance?	Has the municipality Appointed Performance Audit Committee (PAC)	Did the municipality submit previous year's council oversight report and made public	No of quarterly performance reports submitted	Has the municipality cascaded PMS to lower levels	State reasons for non-compliance of any of these components
Umzinyathi DM	Y/N:											
	Date:											
Endumeni	Y/N:											
	Date:											
Nquthu	Y/N:											
	Date:											
Msinga	Y/N:	Y	Y	Y	6	6	Y	Y	Y	4	N	
	Date:	DEC 2011										
Umvoti	Y/N:											
	Date:											
TOTAL												

Table 2: Linkage between IDP and SDBIP

Name		2010/11			2011/12			2012/13		
		IDP Framework/ Process Plan Approved	IDP adopted and Submitted	Is the IDP aligned to SDBIP	IDP Framework/ Process Plan Approved	IDP adopted and Submitted	Is the IDP aligned to SDBIP	IDP Framework/ Process Plan Approved	IDP adopted and Submitted	Is the IDP aligned to SDBIP
Umzinyathi DM	Y/N:	1	1		1	1	1			
	Date:									
Endumeni	Y/N:	1	1		1	1	1			
	Date:									
Nquthu	Y/N:	1	1		1	1	1			
	Date:									
Msinga	Y/N:	1	1		1	1	1	Y	Y	Y
	Date:							SEPTEMBER 2011	29 APRIL 2012	
Umvoti	Y/N:	1	1		1	1	0			
	Date:									
TOTAL		5	5	*	5	5	4			

Table 3: Filling of Section 56/7 Managers posts

	2010/11			2011/12			2012/13			Reasons for vacancies
	No of posts approved	No of posts filled	No of vacancies	No of posts approved	No of posts filled	No of vacancies	No of posts approved	No of posts filled	No of vacancies	
Umzinyathi DM	6	5	1	6	6	0				
Endumeni	*	*	*	4	3	1				
Nquthu	5	5	0	5	5	0				
Msinga	*	*	*	6	5	1	6	6	0	
Umvoti	*	*	*	5	4	1				
TOTAL	11	10	1	26	23	3				

Table 4: Disciplinary processes against Section 56/7 Managers

	2010/11			2011/12			2012/13		
	No of reported cases	No of pending cases	No of resolved cases	No of reported cases	No of pending cases	No of resolved cases	No of reported cases	No of pending cases	No of resolved cases
Umzinyathi DM									
Endumeni									
Nquthu									
Msinga							0	0	0
Umvoti									
TOTAL									

Compliance with the EEA

Table 5: Women appointments – Section 56/7 Managers

	2010/11			2011/12			2012/13		
	No. of Section 56/7 posts approved	Women appointed in Section 56/7 posts	No of vacancies for women Section 56/7 Managers	No. of Section 56/7 posts approved	Women appointed in Section 56/7 posts	No of vacancies for women Section 56/7 Managers	No. of Section 56/7 posts approved	Women appointed in Section 56/7 posts	No of vacancies for women Section 56/7 Managers
Umzinyathi DM									
Endumeni									
Nquthu									
Msinga	6	1	0	6	1	0	6	1	0
Umvoti									
TOTAL									

Table 6: Employment of people with disabilities (The entire Organization)

Municipality	2010/11			2011/12			2012/13		
	Total no. of people with disabilities	No. of Section 56/7 Managers with disabilities	No of vacancies for people with disabilities	Total no. of people with disabilities	No. of Section 56/7 Managers with disabilities	No of vacancies for people with disabilities	Total no. of people with disabilities	No. of Section 56/7 Managers with disabilities	No of vacancies for people with disabilities
Umzinyathi DM									
Endumeni									
Nquthu									
Msinga				1	0	0	2	1	0

Municipality	2010/11			2011/12			2012/13		
	Total no. of people with disabilities	No. of Section 56/7 Managers with disabilities	No of vacancies for people with disabilities	Total no. of people with disabilities	No. of Section 56/7 Managers with disabilities	No of vacancies for people with disabilities	Total no. of people with disabilities	No. of Section 56/7 Managers with disabilities	No of vacancies for people with disabilities
Umvoti									
TOTAL									

Table 7: Employment of employees that are aged 35 or younger (Whole Organization)

Municipality	No. and percentage :	2010/11			2011/12			2012/13		
		Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger	Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger	Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger
Umzinyathi DM		6			5					
Endumeni					4					
Nquthu		5			5					
Msinga					6			67	38	60%
Umvoti					5					
TOTAL		11			25	1	4			

Table 8: Development and Implementation of specific HR policies and systems per municipality – 2012/13

Municipality		Recruitment and selection policy			Skills Development Plan			EE Plan			HRM and HRD policies		
		Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented
Umzinyathi DM	Y/ N												
	Date:												
Endumeni	Y/ N												
	Date:												
Nquthu	Y/ N												
	Date:												
Msinga	Y/ N	y	y	y	y	y	y	y	y	y	y	y	y
	Date:												
Umvoti	Y/ N												
	Date:												
TOTAL													

Table 9: Workplace Skills Plans submitted by municipalities

Municipality	Management level	2010/11		2011/12		2012/13	
		Total No of staff approved	No. of staff trained	Total No of staff approved	No. of staff trained	Total No of staff approved	No. of staff trained
	Councillors					37	37
	Senior Management level					5	5

	lower level employees					59	59
Technicians and professional						8	8
TOTAL						109	109

Section 139 interventions

Table 10: Has the municipality been put under section 139 interventions. If YES, which year(s)

Municipality	2010/11	2011/12	2012/13
Umzinyathi DM	* Y/N:	*	
Endumeni			
Nquthu			
Msinga	N	N	N
Umvoti			
TOTAL			

KPA 1: Challenges

1. The municipality had budgeted 1% towards the training of employees. The budgeted amount for the financial year was not enough to cover staff training needs.
2. Performance has not been cascaded down to junior employees and not all structures are functional. Performance audit committee is in place and started functioning this financial year.

KPA 1: Measures taken to improve performance

1. Performance management is still at an infantry stage at Msinga municipality, structures are being put in place to ensure compliance with legislative requirements.
2. In 2013/14 all staff will have to report monthly in line with their job descriptions and performance plans as performance management system is gradually being cascaded down to all employees.
3. The municipality intends to get a Performance Management specialist through the District Shared services that will make sure that all mechanisms to improve performance are in place.

KPA 1: Recommendations

Key Performance Area 2:

Basic Service Delivery

This KPA will cover the following areas:

- Introduction
 - Progress
 - Access to Free Basic Services
 - Water
 - Sanitation
 - Electricity
 - Refuse removal
 - Access to Basic Services
 - Water provision
 - Waste Water
 - Electricity
 - Waste management
 - Housing
 - Bucket System Eradication
 - Indigent Policy implementation
 - Roads and Transport
 - Infrastructure
 - Transport (vehicle registrations)
 - Public bus transportation
 -
 - Challenges experienced in basic service delivery (indicate specific municipalities)
 - Measures taken to improve performance
 - Recommendations
-

Table 11: Access to basic services for each municipality

Municipality	2010/11										2011/12										2012/13									
	Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)		Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)		Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Umzinyathi DM																														
Endumeni																														
Nquthu																														
Msinga										500	83	0	0	0	0	0	0	0	0	130	150	500	380					600	600	
Umvoti																														
TOTAL																														

Housing Backlogs =21694

Sanitation Backlogs =28549

Water supply Backlogs =30,325

Electricity Backlogs = 29726

Table 12: Blue Drop Water Certification per province (Applicable to Water Service Authorities)

Municipality	2010/11		2011/12		2012/13	
	Did the municipality receive a blue drop certification?	If not, state the reason	Did the municipality receive a blue drop certification?	If not, state the reason	Did the municipality receive a blue drop certification?	If not, state the reason
Y/N and reason						

MUNICIPAL INFRASTRUCTURE GRANT (MIG) EXPENDITURE

Table 13: Total grants, donations and contributions received per municipality

Municipality (Rands and percentages)	2010/11			2011/12			2012/13		
	Allocations	Amount spent	% spent	Allocations	Amount spent	% spent	Allocations	Amount spent	% spent
Umzinyathi DM									
Endumeni									
Nquthu									
Msinga				22 000 000	22 000 000	100%	26,665,000 00	26,665,000 00	100%
Umvoti									
TOTAL									

Indigent Policy implementation with regard to provision of free basic services

Table 14: Indigent Policies and Registers

Municipality		2010/11			2011/12			2012/13		
		Reviewed /developed indigent policies	Indigent policy implemented	Indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	Indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	Indigent registers in place
Umzinyathi DM	Y/N									
	Date:									
Endumeni	Y/N									
	Date:									
Nquthu	Y/N									
	Date:									
Msinga	Y/N				Y	Y	N	Y	Y	N
	Date:									
Umvoti	Y/N									

	Date:									
TOTAL										

Table 15: Status on the provision of free basic services by municipalities (2012/13)

Municipality (No. of H/holds and units)	Electricity		Water		Sanitation		Refuse removal	
	No of indigent households receiving free service	Units per household (kwh)	No of indigent households receiving free service	Units per household (kl)	No of indigent households receiving free service	Units/ R value pm per household	No of indigent households receiving free service	Units/ R value pm per household
Umzinyathi DM								
Endumeni								
Nquthu								
Msinga	2645	solar	0	0	0	0	0	0
Umvoti								
TOTAL								

KPA 2: Challenges

1. The municipality does not have a plan that quantifies the required amount of infrastructure(Comprehensive Infrastructure Plan) hence it is difficult to state accurately how many kilometers of roads are required.
2. Housing projects have different challenges that are causing delays such as implementing agents not submitting applications on time, land ownership issues and the process seem to be taking longer than expected.

KPA 2: Measures taken to improve performance

- 1.The municipality is trying to find financial assistance for the preparation of its CIP.
2. the Housing project is run by the department of Human Settlement and to accelerate housing provision the department has decentralized and has officers located at a district level.

KPA 2: Recommendations

Key Performance Area 3:
Local Economic Development

This KPA will cover the following areas:

- Introduction
- Progress
 - No. of jobs created through infrastructure capital projects (*this should include Previously Disadvantaged Individuals*)
 - Development and implementation of LED strategies and plans
 - Capacity for implementing LED in municipalities
- Challenges experiences in local economic development (indicate specific municipalities)
- Measures taken to improve performance
- Recommendations

Table 16: Municipalities with adopted and implemented LED strategies

Municipality		2010/11			2011/12			2012/13			Reasons for no strategy in place
		LED strategy reviewed/developed	LED strategy approved	LED strategy implemented	LED strategy reviewed/developed	LED strategy approved	LED strategy implemented	LED strategy reviewed/developed	LED strategy approved	LED strategy implemented	
Umzinyathi DM	Y/N					*					
	Date:										
Endumeni	Y/N										
	Date:										
Nquthu	Y/N										
	Date:										
Msinga	Y/N				Y	N	N	Y	Y	Y	To be adopted in 2013/14
	Date:								BY EXCO ONLY		
Umvoti	Y/N										
	Date:										
TOTAL											

Table 17: Capacity of municipalities to implement LED

Municipality	2010/11		2011/12		2012/13	
	No of posts approved	No of filled posts	No of posts approved	No of filled posts	No of posts approved	No of filled posts
					1	1

No. of jobs created through municipalities' local economic development initiatives, including capital projects

The purpose of this indicator is to assess and reveal the extent to which municipalities contribute towards creating jobs through the implementation of capital projects, as well as their own LED initiatives.

	2010/11	2011/12	2012/13
--	---------	---------	---------

Municipality	No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created for Co-operatives	No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created for Co-operatives	No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created for Co-operatives
No.:	*						394	100	

Figure 18: No. of jobs created per Municipality

Table 19: EPWP implementation per Municipality (2012/13)

Municipality	Person-years of work including training	Person-Years of training	Gross No. of work opportunities created	% of youth	% of women	% of people with disabilities
No. and percentage		0	394	0	100%	0

KPA 3: Challenges

KPA 3: Measures taken to improve performance

KPA 3: Recommendations

Key Performance Area 4: Municipal Financial Viability and Management

This KPA consists of the following areas:

- Introduction
- Financial viability
- Capital expenditure by municipalities
- Compliance with the MFMA
- Municipal budgets, expenditure and revenue sources
- Financial viability defined in terms of debt coverage, outstanding debtors to revenue and cost coverage by h municipality
- Challenges experiences in municipal financial viability (indicate specific municipalities)
- Measures taken to improve performance
- Recommendations

Capital Expenditure by Municipality

Table 20: Performance against budget by municipalities

Municipality	2010/11			2011/12			2012/13		
	Budget approved	Revenue	Expenditure	Budget approved	Revenue	Expenditure	Budget approved	Revenue	Expenditure
Rands:	*	*	*	*	*	*	R31 065 000	R99 302 000	R72 201 733

Table 21: Total grants, donations and contributions received

Municipality	2010/11			2011/12			2012/13		
	Total donations, grants and contributions available	Total spent	% expenditure	Total donations, grants and contributions available	Total spent	% expenditure	Total donations, grants and contributions available	Total spent	% expenditure
Rands and percentage					*	*	R37 203 300	R35 469 005	

Table 22: A-G Opinion

Municipality	Audit Opinion 2009/10				Audit Opinion 2010/11				Audit Opinion 2011/12			
	Unqualified	Qualified	Disclaimer	Adverse	Unqualified	Qualified	Disclaimer	Adverse	Unqualified	Qualified	Disclaimer	Adverse
	✓				✓				✓			

Financial Viability

Table 23: Outstanding debt and debt management

Municipality	2010/11				2011/12				2012/13			
	Water & Electricity	Sewerage & Refuse	Housing	Other	Water & Electricity	Sewerage & Refuse	Housing	Other	Water & Electricity	Sewerage & Refuse	Housing	Other
Rands:									-	-	-	-

Table 24: Development of Revenue Enhancement Strategy

Municipality	2010/11			2011/12			2012/13	
	Strategy Reviewed /developed	Strategy implemented	Has the Revenue improved?	Strategy Reviewed /developed	Strategy implemented	Has the Revenue improved?	Strategy Reviewed /developed	Strategy implemented
Y/N:							N/A	
Date:								

KPA 4: Challenges

Msinga is 100% Ingonyama Trust Land

has no Debtors Clerk

Tariff policy

Bylaws

KPA 4: Measures taken to improve performance

We have appointed a debtors clerk

Tariff Policy has been implemented

Bylaws have been adopted

Tariffs will be loaded on dolphin system as soon as write offs have been done

KPA 4: Recommendations

This financial year we intend to have the implementation up and running

Key Performance Area 5:

Good Governance and Public Participation

This KPA, consists of the following areas:

- Introduction
- Progress
- Ward Committees
- Deployment of community Development workers
- Intergovernmental relations
- Anti-corruption
- Traditional leadership
- Presidential and Ministerial Izimbizo
- Standard operating procedures and delegations
- Challenges experiences in good governance and public participation (indicate specific municipalities)
- Measures taken to improve performance
- Recommendations

Table 25: Functionality of Ward Committees

Municipality	2010/11		2011/12		2012/13	
	No. of functional Ward Committees	% of functional Ward Committees	No. of functional Ward Committees	% of functional Ward Committees	No. of functional Ward Committees	% of functional Ward Committees
No. and percentage:			190	80%	190	80%

Table 26: Total No. of deployed CDW's per municipality

Municipality	2010/11		2011/12		2012/13	
	No of CDW posts approved	No of CDW's deployed to wards	No of CDW posts approved	No of CDW's deployed to wards	No of CDW posts approved	No of CDW's deployed to wards
No.:			19	15	19	19

Table 27: Good governance indicators as at June 2013

Municipality	All admin delegations adopted	S59 MSA Delegations adopted	Roles of Committees and Political Office Bearers defined	Meetings convened					No. of meetings where quorum was not achieved		Code of conduct adopted (Council & staff)	Code communicated to community	Interests of councillors and staff declared	Councillors and staff members in arrears with municipal accounts
				Council	Executive mayoral committee	Portfolio Committee	Municipal Management	IDP Reps	Council	Executive mayoral committee				
Y/N	y	y	y	5	12	10	4	2	0	0	y	y	y	0
Date - if applicable													September 2012	

Anti-corruption

Table 28: Progress on the implementation of anti-corruption strategies by municipalities

Municipality	2010/11			2011/12			2012/13		
	Anti-corruption Plan compiled	Has Council adopted the Anti-corruption Plan	Anti-corruption Plan implemented	Anti-corruption Plan compiled	Has Council adopted the Anti-corruption Plan	Anti-corruption Plan implemented	Anti-corruption Plan compiled	Has Council adopted the Anti-corruption Plan	Anti-corruption Plan implemented
Y/N:							Y	Y	Y
Date:									

Table 29: Mayoral Izimbizo (include any Presidential, Premier or Ministerial Izimbizo held in the municipal area over the past 3 years)

	2010/11	2011/12	2012/13
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	No of Izimbiz o's	Challen ges	Resoluti ons	No of Izimbiz o's	Challen ges	Resoluti ons	No of Izimbiz o's	Challen ges	Resoluti ons
No.:					37	resolved	38	NONE	

Challenges and concerns raised at Izimbizo meetings:

There are no concerns raised at izimbizo except that the community is always requesting basic services (water and electricity) which although the municipality is trying to accelerate the pace at which such services are delivered the backlog is still huge.

KPA 5: Challenges

KPA 5: Measures taken to improve performance

KPA 5: Recommendations

Cross Cutting Interventions

Disaster management

- Introduction
- Progress in the implementation of Disaster Management Act
- Challenges experienced in the implementation of the disaster management
- Support by Provincial Departments of Local Government and the **COGTA**
- Impact of support by stakeholders.

Realigned municipality

- Introduction
- Municipalities affected in realignment per province
- Progress of the re-alignment
- Challenges experienced in the implementation of the re-alignment process
- Support by Provincial Departments of Local Government and the **COGTA**
- Impact of support by stakeholders.

Urban and Rural nodes

- Introduction
- Challenges experienced in the urban and rural nodes
- Progress in the implementation of urban and rural nodes
- Challenges experienced in the implementation of the urban and rural nodes
- Support by Provincial Departments of Local Government and the **COGTA**
- Impact of support by stakeholders.

Table 30: Development, submission and implementation rate of SDF's

Municipality	2010/11			2011/12			2012/13			Reasons
	SDFs approved	SDFs submitted	SDFs Implemented	SDFs approved	SDFs submitted	SDFs Implemented	SDFs approved	SDFs submitted	SDFs Implemented	
Y/N							N	N	N	
Date										

SDFs: Challenges

The municipality did not have an adopted SDF that reflected the current IDP priorities. The municipality with the assistance of consultants embarked on a project to review the SDF in 2012 , the SDF is currently in a draft format and awaits approval by council. The SDF should have been presented to council along with the IDP 2013/14 but was not presented because government departments have not given their comments on the plan. Attempts to get a stakeholders meeting where the SDF will be discussed in details has failed to sit.

SDFs: Interventions

Msinga municipality requested assistance from the Department of Rural Development, the department funded the municipal SDF in 2011/12. The municipality asked the department to lead discussions with other stakeholders to ensure an agreement is reached.

SDFs: Recommendations

Table 31: State of readiness on National Disaster implementation per Municipality (Y/N and Date)

2010/11				2011/12				2012/13			
									N		

Disaster Management: Challenges

Challenges experienced include water point , and the area to be covered is too wide, access to the affected area, communications break down due to the network problem and lack of road signs some on the road.

Disaster Management: Interventions

The intention here is to prevent disasters from happening by providing effective fire fighting, putting in place fire safety activities,by preventing potential fire hazards and through educating the public.

Objective:To Practice life safety, incident stabilization and property conservation

Objective:To provide safe physical environment in which to live, work, study, worship, or play.

- Most of the areas of Msinga were hit by disasters in the month of January. The assessment was done immediately. 3 people lost their lives through lightning and many houses were destroyed by strong winds.

- On 11 February, heavy rain resulted in flooding and houses wash away in ward 5. People who were left homeless were given shelter in the municipal buildings until the temporary structures were allocated to them by the province. About 40 people were without shelter and 6 were reported missing. The co ordinated effort by the local. District and province resulted in these victims being assisted.
- An on going function. In the month of January, three incidents of fire were reported where the houses were on fire. In all three incidents, the team managed to extinguish the fire before it can completely damage the structures.
- In the month of February, two separate incidents of fire were reported. Two houses were burnt and one person was burnt to death in the house. The team extinguished the fire but buildings were already destroyed completely.
- In the month of March, three incidents reported, one veld fire and two houses on fire. Fire was extinguished. An on going function. In the month of January, three incidents of fire were reported where the houses were on fire. In all three incidents, the team managed to extinguish the fire before it can completely damage the structures.
- The team attended to a road accident on 20 March involving two vehicles where one pupil lost his life and 7 injured. They provided necessary assistance and used the jaws of life to rescue the other driver.
- During the months of April, May and June no disaster incidence were reported.
- Fire incidences were attended in May 2013 in ward 1,5,10,11,15,16,17,18. The fire service attended to all these incidences, though not much could be saved as the areas are located very far.
- One road accident was attended in the fourth quarter.

challenges experienced include water point , and the area to be covered is too wide, access to the affected area, communications break down due to the network problem and lack of road signs some on the road.

Disaster Management Plan is currently being prepared which will highlight areas that are considered vulnerable and devise counteractive mechanisms. The additional emergency car was purchased .

Disaster Management: Recommendations

PERFORMANCE ASSESSMENT AND EVALUATION

Summary of assessment results per KPA and per Municipality

Table 32: Other Highlights of Municipal Performance by KPA

Municipality	Focus Area	Highlights
Municipality	KPA 1: Municipal Transformation and Organisational Development	
	KPA 2: Basic Service Delivery	
	KPA 3: Local Economic Development	
	KPA 4: Municipal Financial Viability and Management	
	KPA 5: Good Governance and Public Participation	
	Cross Cutting Intervention	

Table 33: Areas of under-performance per KPA

Municipality	Focus Area	Under-performance
Municipality	KPA 1: Municipal Transformation and Organisational Development	
	KPA 2: Basic Service Delivery	Electricity projects are delayed due to Eskoms not approving designs on time.
	KPA 3: Local Economic Development	
	KPA 4: Municipal Financial Viability and Management	
	KPA 5: Good Governance and Public Participation	
	Cross Cutting Intervention	



ANNEXURE :
AUDITOR GENERAL
COMMENTS

REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND COUNCIL ON MSINGA MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of Msinga Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2013, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2012 (Act No. 5 of 2012) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Msinga Municipality as at 30 June 2013, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matter

7. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Going concern

8. As disclosed in note 29 to the financial statements, the municipality has prepared its financial statements on the going concern assumption, however, cognisance needs to be taken that the municipality is reliant mainly on grant funding. Furthermore, the municipality has impaired a significant portion of trade receivables. These are indicators of potential risk of a going concern issue at the municipality.

Additional matter

9. I draw attention to the matter below. My opinion is not modified in respect of this matter:

Unaudited supplementary schedules

10. The supplementary information set out on pages ... to ... does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

11. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

12. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages ... to ... of the annual report.
13. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury *Framework for managing programme performance information (FMPPI)*.

The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

14. There were no material findings.

Compliance with laws and regulations

15. I did not identify any instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the general notice issued in terms of the PAA.

Internal control

16. I did not identify any deficiencies in internal control which I considered sufficiently significant for inclusion in this report.



Pietermaritzburg

29 November 2013



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE:

**INTEGRATED WASTE
MANAGEMENT PLAN**

ANNEXURE: MSINGA LOCAL ECONOMIC DEVELOPMENT STRATEGY